

# Coolie Sangha Building in Chickballapur Taluk – 2013-15 Project Application Submitted to EED & Icco

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## 1. GENERAL INFORMATION

### 1.1. Name of the Organisation

Agricultural Development & Training Society (ADATS)  
Bagepalli 561 207,  
Chickballapur district, Karnataka,  
India.

### 1.2. Project Title

Coolie Sangha Building in Chickballapur District

### 1.3. Is this Project a new one or an Extension of a former Project Phase? In case of Extension how has been the Current Project Financed?

This Project Application is a 3 year extension of ongoing EED Project No: 20090222 G "Coolie Sangha Building in Chickballapur District".

| Source                          | Amount      |      |
|---------------------------------|-------------|------|
| EED                             | € 458,000   | 10%  |
| Icco                            | € 440,797   | 9%   |
| SCNZ                            | € 114,498   | 2%   |
| NZ Government                   | € 332,250   | 7%   |
| Carbon Investor                 | € 2,893,954 | 62%  |
| Sangha Funds (Own Contribution) | € 404,500   | 9%   |
| Total                           | € 4,643,999 | 100% |

### 1.4. Short Overview about Lessons Learnt & Achievements of Previous Phase

#### 1.4.1. Progress made as on January 2012

##### A. 11,525 Coolie families fully access all State welfare & transfers

This project was in response to our 2009-19 Strategic Plan where we recognized that we were getting distanced from the ordinary Member Coolie family. This has, by and large, been rectified. Area Field Workers and Mahila Trainers abandoned the flamboyant rhetoric, and re-establish personal relations with each and every Member Coolie family. Regularity of CSU and Mahila Meetings gradually increased, and 90% of the 2011 membership was retained in the coming year through a diligent process of income declaration and paying of Sangha Tax.

In order to gain visibility and capitalize on "the stubborn strength" of the Coolie Sangha, a reorganizing of the geographic area was undertaken. Smaller Clusters, comprising 5-6 village Coolie Sangha Units (CSUs), were replaced with Gram Panchayats as the new unit.

With a quiet determination, many problems were solved. But corruption in NREGA and the execution of civic works at the village level still needs to be tackled.

B. 25,000 Coolie women attain a person status within 11,525 Families

Mahila Meetings have become very strong. A new cadre of young women is gradually being developed, without belittling or insulting the aging one of truly heroic and intensely feminist Village Health Workers.

Coolie women ensure that the girl child gets a full 10 years of schooling, take care of their reproductive health, render first aid services, propagate simple, choice and inter-caste marriages, control Sangha Funds, etc.

The 2 Biogas CDM Projects solve not just their practical gender needs by providing a clean and smoke free cooking environment, but also their strategic gender needs through financial reward and altering their position within their families.

C. Sustainable land use practices adopted on 2,000 hectares

The Pilot Project to plant trees on the dry lands of Coolie families has provided a lot of learning which can now be used to implement a much larger A/R CDM Project, the first of its kind in the world.

E. Coolie Children's Needs are Met

In spite of the sudden stoppage of sanctioned funds by SCNZ, there has been no let in the largely self financed children's programme of the Coolie Sangha. 14,659 children still are in school and they represent 84% of school age children from active Member Coolie families. 130 of the 380 Balakendra Teachers continue to work in spite of not receiving any monthly stipends.

F. Coolie Youth integrated into Coolie Sangha

Unfortunately, ADATS has not been able to develop a sound policy, strategic plan, and programme for Coolie Youth. This has been the greatest blow due to sudden stoppage of support by SCNZ.

Our activities with Coolie Youth comprise merely the doling of college scholarships to 2,959 young people.

#### 1.4.2. Lessons Learnt

In a quiet and non-demonstrative manner, we need to improve the sociopolitical presence of the Coolie Sangha in Chickballapur district. This has to be done by continuing to ensure that the structures and discipline are maintained without any let up. Field staff and elected functionaries should be fully empowered, weekly meetings have to be held with quorum, each and every decision should be followed up.

Simultaneously, the Coolie Sangha should give leadership to mass movements that include a wider section of society – i.e. not just tax-paid CSU Members. This is already being done through environmental programmes like domestic biogas, where women are encouraged to take control over their lives.

It needs to be extended to campaigns for zero tolerance of corruption in NREGA, PDS and anti-poverty programmes. Measures like financial inclusion (opening and operating biometric bank accounts, *et al*), following up on complaints of non payment and delayed payment, etc. have to be taken up far more vigorously.

A good implementation technology has to be developed for the A/R CDM, including a finance strategy that overcomes cash flow problems of participating families while, at the same time, ensuring responsible care of saplings, survival rate, and verified carbon sequestration through sinks.

ADATS has to develop a sound policy, strategic plan, and programme for Coolie Youth and ensure that the Coolie Sangha of tomorrow stays relevant to the changed sociopolitical milieu.

We need to make improvements to our financial management system to meet requirements of new laws and regulations. While doing so, we should be proud of our totally open and transparent systems that have ensured economy and diligence. We should be ever so careful not to bureaucratise in the name of professionalism.

#### 1.5. Period for which the Project has been Planned

January 2013 to December 2015

#### 1.6. Period Applied for EED Funding

January 2013 to December 2015

#### 1.7. Total Project Cost

|                    |               |           |      |
|--------------------|---------------|-----------|------|
| Total Project Cost | Rs 54,110,350 | € 832,467 | 100% |
| Requested from EED | Rs 34,993,600 | € 538,363 | 65%  |
| Sangha Funds       | Rs 19,116,750 | € 294,104 | 35%  |

#### 1.8. Amount Applied to EED

€ 538,363

#### 1.9. Other Funders Applied to

None

## 2. BACKGROUND OF PROJECT

### 2.1. Living conditions of women and men respectively

#### 2.1.1. The Region

The region is semi arid drought prone with low, erratic and spatial rainfall. The dust brown rocky terrain is severely undulating, with small hill ranges and outcrops that stud the topography. There is no mineral wealth and only a very thin and fragile soil cover.

An adverse land : person ratio creates a strong thirst for cultivable land. Less than one-half of the total area is fit for cultivation, with the remaining taken over by hills and rocky fields. Hardly 5% of the cropped lands are irrigated by an age-old network of rain-fed tanks (small lakes), each irrigating 2 to 10 hectares of wetland. The low water table is tapped through bore-wells drilled to more than 350 meters depth. Even these dry up in the hot summer

months, from March to September every year, when temperatures rise to a dry heat of 36° Celsius.

The average rainfall is 560 mm a year and this is, moreover, erratic and spatial. As a result there is only 1 rain-fed crop a year, whose stand is from late June till December. Groundnuts are grown on these dry lands, inter-cropped with red gram, cowpea, field beans, green gram, jowar, maize and castor on the field bunds. Irrigated groundnut, mulberry, onions and sunflower are the common bore-well irrigated crops. Ragi (golden millet) and a coarse variety of paddy are cultivated under irrigation tanks. Every fifth or sixth year is a drought, followed by near famine conditions. This pattern is changing for the worse, with the region recently having witnessed 4-5 years of continuous drought.

### 2.1.2. ADATS & the Coolie Sangha

ADATS is a rural development NGO that has worked in 5 Taluks of Chickballapur district of Karnataka State, South India, for the past 34½ years. We follow a 2-organisations policy and clearly stated intervention strategy, to build a strong membership based people's organisation comprising 40,144 small and poor peasant families in 906 villages.

Active Member Coolie families have been effective in tackling their problems and altering the village power balance in their favour.

The Coolie Sangha has a sociopolitical presence in 30% in 5 Taluks of Chickballapur district, and a coverage of 11% of the total population. Within 471 villages with functioning Coolie Sangha Units, coverage is higher at 23%.

ADATS has implemented various programmes, projects and activities through the Coolie Sangha with a remarkable success rate.

## 2.2. Living conditions of the poor

### 2.2.1. Coolies & Ryots – then and now

#### Demography

While the region remains the same, the people inhabiting it have changed considerably. Power relations between the rich and the poor, SC/ST and Upper Caste, men and women, have all been turned on their heads.

Big and Middle Peasants (*Ryots*) comprise 35-40% of the population and own 80% of the cultivable lands through holdings of more than 25-30 acres of dry land plus 2-3 acres irrigated. Small and Poor Peasants (*Coolies*) comprise about 55% of the population and own an average of 4 acres of dry land. More than one-quarter of them are land poor or totally landless.

#### Daily Wages

During the 7 cropping months from June to December, daily wages fluctuate between ₹ 150 and ₹ 200. During the off-season these drop to ₹ 65 per day. In the past 2-3 years, this is positively affected by NREGA which has pushed minimum wages higher.

#### Cultivation

Some years back, Coolie families subsisted by working as agricultural labourers on *Ryot* lands for less than minimum wages, and by migrating during summer months. Before the building

of the Coolie Sangha, seasonal migration by agricultural labourers was an annual occurrence. They used to come back every June/July to scratch a subsistence cultivation from small patches of scattered holdings, far away from the villages and hugging the hillsides, averaging less than 4 acres per Coolie family.

Regular Dry Land Development Programme (DLDP) works undertaken every summer, as well as an alteration in the power balance, substantially changed this situation over the past 34½ years. Choice migration has, by and large, replaced forced migration. Coolie lands have also considerably improved through 23 years of DLDP works. Soil & Water Conservation works undertaken on 71,544 acres of Coolie lands has made 52% of their lands on par with that of neighbouring *Ryots*. Crop loans are now available through their village Coolie Credit Funds (CCFs). These are village-level alternative credit arrangements owned and controlled by the village CSUs. Child labour, bonded labour, and horrendous forms of usury with heavy feudal overtones of Patron:Client dependencies, have completely disappeared.

#### Political Economy

The failing peasant economy could be described as semi-feudal. Till just a few years back, stark economic exploitation, along with a senseless socio-cultural and political subjugation to support it, kept the *Ryots* afloat. The harsh and unsparing terrain made social relations between *Ryots* and Coolies cruel and malicious.

The State subsidised this failing economy by allowing anti-poverty resources to be siphoned off by middle peasants through a political oligarchy. Access to these resources was made possible through political power. Electoral struggles in the region were contests between warring *Ryot* factions to determine who could dip into the exchequer with care abandon. This was vehemently resisted by the Coolie Sangha who were instrumental in surfacing other facets of electoral politics like representation, voter rights, distributive justice and good governance.

Relentless struggle and much sacrifice by CSU Members has ushered in a far more benign democracy in most of the villages. While it cannot be described with any much euphoria, it certainly has ended the experience of Upper Caste-class manipulation. A person status, respectability and humanity have been obtained by Coolie families. The Coolie Sangha has occupied the position of a primary social institution in village society as provider of Identity to its Members.

Over the years, an impressive number of Coolie families have obtained State resources. These have been through welfare schemes, as well as transfers of rights and entitlement. Much of this has been got with zero or very little corruption. Every single bit has been gained through relentless struggle.

#### Coolie Women

Various special instruments, along with an integration of gender into every facet of Coolie Sangha working, have radically altered the position of Coolie women. Women have a strong and visible presence in village society and even more within the structures of the Coolie Sangha. Their assertiveness and self confidence has increased by leaps and bounds. They have entered into non traditional occupations normally reserved for men. Reproductive health gets an unprecedented attention. Some practical gender needs have been met.

Much more needs to be done in terms of gaining recognition and decision making powers within their families.

#### Coolie Children

84% of school-age children in the 5-16 age group from active CSU families are in school. Retention is high and 69% of the 53,408 children supported for the past 16 years through the Coolie Sangha's largely self-financed activity have finished school and college. Girls constitute 51% of the total High School children. The long term and tireless perseverance of the Mahila Meetings in this regard is unparalleled.

#### Coolie Incomes

Income sources have diversified with a whole lot of Coolie youth and Coolie women taking up unconventional businesses, and also due to the NREGA. Average family incomes have risen to ₹ 33,825 per annum.

- SC families and those belonging to the General category are below this average at ₹ 30,860 and ₹ 31,614 respectively.
- Backward Communities & Minorities-A and BCM-B are way above at ₹ 35,246 and ₹ 37,081 respectively.

In the past 5 years there has been a steady rise in family incomes, for all categories, from ₹ 19,717 in 2006 to ₹ 33,825 in 2011.

- Only 2% of the membership have a declared family income of less than ₹ 12,000 per annum.
- 25% of the families have reported an income of between ₹ 12,000 and ₹ 24,000.
- 43% between ₹ 24,001 and ₹ 36,000
- 30% over ₹ 36,001

20% of this income is from daily wages, 39% from farming and agriculture, 23% from off farm ventures, and 6% from petty businesses.

#### Results Oriented Management Culture

All this and much more happened because the Coolie caste-class has united across narrow and parochial divides. And also because of serious managerial inputs through which Staff and Functionaries have been empowered to deliver Results.

Critically strategized and carefully planned efforts in the coming years have to aim at safeguarding gains, completing partial achievements, sustaining results, and staying relevant to changed times. We cannot sit on our laurels and merely manage the achievements since gendered Results can easily revert.

#### **2.2.2. 10 year Strategic Plan (2009-2019)**

In 2008 we undertook an elaborate bottom-up participatory exercise to formulate and adopt our 10 year Strategic Plan. It contains our Vision & Mission statements, a SWOT Analysis, the Strategic Priorities, Problem Tree, Objectives Tree and a 4 x 4 LogFrame. This Strategic Plan is available at our website.



### 2.2.3. Preparing this Project Application

The making of this document was a 2 month long participatory exercise conducted by ADATS Staff. We revisited our 2009-19 Strategic Plan to update it by poring through the 8<sup>th</sup> Effects Monitoring Reports, and also the recent external evaluation report.

## 3. PROBLEM DESCRIPTION

### 3.1. Focal Problem

The Focal Problem facing Coolie families today is that they are unable to manage their lives in the suddenly changed political economy.

For the past 34½ years, Member Coolie families had evolved effective strategies to counter semi feudal oppression and alter village power balances in their favour. Though the opening up of the Indian economy to global forces is more than 15 years old, it is only now that we witness an almost abrupt entry of market forces and mainstream values into this district. The direct influence of liberal market economics is being felt in just the past 8-10 years. Coolies find themselves in an uncertain world where there are no social or occupational guarantees.

New opportunities to earn and break out of caste ascribed occupations through respectable means like factory jobs, petty businesses, retailing, etc. have opened up. Alongside, a fundamental change in mainstream political and administrative practice has created highly lucrative but questionable occupations like election management, real estate, labour contractors, overseeing government contracts works, etc.

On the one hand, hardly 15-20% of them are able to take advantage of these openings. Even these few lack the certainty and assurances that semi feudal society provided, albeit in a severely stifling manner. Moreover there is an inbuilt gender bias with a blatant preference for smart and streetwise, school completed, male Youth.

On the other hand, the remaining 80% are still dependent on State support in the failing peasant economy. If they do not receive subsidised food grains, health coverage, free schooling, free houses, free electricity, guaranteed employment, *et al*, their day to day existence is as precarious as it always has been.

Empathy and concern for this vast majority has suddenly disappeared. Mainstream opportunities opened up for the small minority are quoted as the ideal model for advancement. The majority are blamed for not availing emerging opportunities due to supposed faults of their own.

The root cause for feelings of confusion and helplessness is because the Coolie Sangha is still in the process of evolving a new form of unity, capable of coming to terms with changed realities.

The negative impact is that the Coolie Sangha is under threat as a provider of identity and protector of freedoms.

We will now examine each of the 4 Main Problems that are the immediate causes for the just described Focal Problem.

- A. Coolie families are unable to fully access all State welfare and transfers
- B. Many Coolie women are unable to realise a person status within their families

- C. Subsistence agriculture cannot support Coolie families
- D. Very few Coolies take advantage of new economic opportunities.

### 3.2. Main Problems

The below paragraphs are a synopsis of the Narrative Explanation of the Problem Tree contained in our 10 year (revisited) Strategic Plan. Departing from the LFA convention, we will also comment on Strategic Responses, based on which this 3 year Project Proposal has developed programmes to address these problems.

- A. Coolie families unable to fully access all State welfare & transfers  
(Objective : Coolie families fully access all State welfare & transfers)

#### Causes

4 years back, we had described an unhealthy distance that had developed between ADATS Field Staff and Coolie Sangha Members. This has completely and satisfactorily been solved these past 3 years from 2009 to 2012. Field Staff have re-established an intimate relationship with communities, token membership and a programme mentality have all but disappeared, and regular CSU and Mahila Meetings have returned.

Apart from a distancing from ordinary Coolie Sangha Members, or perhaps because of it, Coolie Sangha functionaries and leadership had resorted to grandstanding at the Taluk level. Absolute concentration of sociopolitical and administrative powers had led to absolute corruption. This has been stopped these past 3 years.

Yet, not all State resources reach everyone. Another set of Causes are responsible. Corruption in the implementation of pro-poor government programmes like NREGA, PDS, free housing, community bore wells, execution of civic works, etc. had become rampant and institutionalised. Elected representatives and government employees, hand in glove, found ingenious ways to circumvent tenders, transparency laws and procedures to prevent leakage. The weakening of the Coolie Sangha was a huge contributor to this state of affairs in the district since the need to be accountable had disappeared. Articulate Coolie Sangha Members who held important elected positions at the Cluster level were co-opted into competing gangs of touts and petty contractors.

#### Effects

The negative Effects that emanate is a continued inability to control CSU Members who contest and win Gram Panchayat and Taluk Panchayat elections. In some belts, sociopolitical presence of the Coolie Sangha has become non existent. Not only are they unable to contest and win local body elections, they aren't able to exert any influence at all. Consequently, they cannot provide good governance in Taluks/Gram Panchayats.

This results in an irregular implementation of National Rural Employment Guarantee Act and the Public Distribution System. State resources are cornered by a few, and an ethnic elite gets developed from among the lower caste-class.

#### Strategic Response

Issues that emanate from the village level have to be solved at the Cluster/GP level. They should be brought to the Taluk level only if and when absolutely necessary; not as a "show

power". ADATS and the Coolie Sangha should demonstrate to be Member family centric instead of attempting any grand sociopolitical presence at the Taluk or District levels.

In 2010-11, the erstwhile Clusters, which comprised just 5-6 village CSUs, were reorganised to cover entire Gram Panchayats. This brought about a geographic alignment of the Coolie Sangha with Panchayat Raj Institutions. Such alignment should bring about a synergy of efforts between the Coolie Sangha and assertions of the State. Social laws like Domestic Violence Act, RTI, Citizen's Charter, Transparency Act, etc. need to be used effectively to redress everyday grievances of Member Coolie families.

**B. Many Coolie women unable to realise a person status within their families**  
(Objective: Coolie Women attain a person status within families)

Causes

Women not being able to realise a person status within their families is a complex gender problem brought about by the play of patriarchy. It has its roots in their respective paths to empowerment, with an inverse locus of control reserved for the two sexes.

4 years back, we had identified that a sociopolitical weakening of the Coolie Sangha directly and negatively impacts Coolie women. This has, by and large, been rectified. We will therefore examine a streams of causes that emanate from male dominated society.

Coolie women are supposed to do their domestic chores "somehow or the other". There is no serious or concerted search for appropriate solutions to these practical day to day problems of women. Coolie women are forced to cadge for fuel wood, water, plants, herbs and roots that they can use to meet their daily needs. In spite of all efforts to empower women, their practical gender needs are not fully met.

In spite of more than 23 years of women's empowerment efforts, some traditional notions of loyalty to husband are deeply ingrained in most Coolie women. Cultural and practical barriers still prevent many from taking laws like the Domestic Violence Act to their natural conclusion.

Effects

Over the past 20 years, the Mahila Meetings have done a lot insofar as emboldening women is concerned. Much of their achievement can be seen as a conversion of nominal status into real status. Within the Coolie Sangha, women enjoy an equal rank. This gets reflected in village society also. But at the family level, much still remains to be done.

The drudgery of unending and repetitive work that never gets completed, goes unnoticed, unrewarded, and comprises of harsh physical slog, continues.

Though the Mahila Meetings have been fairly effective in controlling domestic violence of a physical nature, it only a few years back that they have begun to recognise the mental torture that Coolie women are subjected to as a result of not having any say in family decision making. This results in an overall deterioration in the quality of family life that can directly be attributed to the non participation of wives.

The horrendous negative impact of these effects is that they will mount to a gradual erosion in the nominal and/or notional respect that women enjoy in communities and wider society at large, completely negating all these years of achievements.

### Strategic Response

This is an area where we should be self-cautioned not to sit back on our laurels. We have always maintained that gender achievements reversible and could easily slither back.

The instrumentalities set up to give primacy to Coolie women, especially with regard to the spending of Sangha Funds, should be alive and kicking. This will mean continuous training to Cheque Signatories, healthy discussions on funds available and their expenditure in the Mahila Meetings, etc.

ERPA commitments of the first Biogas CDM Project will get over in a few more years. Thenceforth, 100% of carbon revenues from the sale of CERs should go to End User women. It should be made abundantly clear that they are getting compensated for rendering environmental services – hitherto unpaid work of cooking, cleaning, child care, *et al.*

A fact we need to acknowledge is that the Mahila Meetings have been built up because of supreme sacrifice by Village Health Workers. Every one of them is a woman who has suffered the material deprivation and personal insult of being a “single woman without male support”. Personal experiences and a subjective affront to their private dignities is what instilled a passion in them to pursue a feminist organisational culture in the Coolie Sangha.

Though not trained in a conventional community health programme, VHWs have made impressive achievements in the health of Coolie women. They have done so by emboldening women to come to the centre stage speak and speak of their problems in an open manner. Thereby the tackling of cervical cancer and many reproductive ailments; thereby a perfect sex ratio of girls and boys in high school, past the glass ceiling of puberty; thereby the emphasis on the girl child and pushing marriage age above 22 years; thereby the control that Mahila Meetings exercise over Sangha Funds.

This cadre of VHWs is ageing and ailing. Their average age is well past 55 years. The Coolie Sangha needs to develop a fresh Cadre of young women, pertinent to the times.

If socialist feminism has to be taken forward in the Coolie Sangha, it cannot be at the same cost of personal sacrifice and self denial as the VHWs of yore. A positive gender emphasis should no longer be driven by negative motivations and needless sacrifice.

Programmes like Biogas and Woodstoves CDM, their being Rural Bankers in the Financial Inclusion programme, etc. offer the perfect opportunity to develop young businesswomen in each and every village CSU.

Young women who are a product of this day and age, and understand today’s needs and compulsions, need to be sensitised and developed as next generation Cadre.

### C. [Very Few Coolies Take Advantage of New Economic Opportunities](#) (Objective: [Coolie families take advantage of new economic opportunities](#))

#### Causes

4 years back, we explained that most Coolies do not have proper personal records like ration cards, election identity cards, tax receipts, school certificates, etc. These are vital documents that provide another form of identity and citizenry in the modern world. As a result, they were unable to avail subsidised bank loans and other welfare measures of the government. This situation has been largely rectified these past 3 years.

4 years back, we had observed that Member Coolie families were unable to utilise their own village CCFs due to a long festering Overdue problem. The situation has only marginally improved.

Schooled Coolie youth lack livelihood skills that can provide them with employment, in spite of completing school and college.

#### Effects

Most petty ventures taken up by the Coolie caste-class fail. Some for want of capital, others because they wrongly read the seasonal markets and don't have the staying capacity to hold on a bit longer, some others due to bad cash flow planning, and yet others because they start off without proper skills. A clear distinction is not placed between income and profits. Nothing is put aside to repay capital or replenish depreciating assets.

While the businesses run, for however short periods, earnings are not enough to meet the increased aspiration of all family members. The entrepreneur himself may appear well off, but his wife and children remain in tatters. This leads to a distancing and lack of family support for the venture. Consequently, there are no savings or building up of family assets.

The net result of all this is that there is no rise in the family's standard of living through productive enterprise.

#### Strategic Response

Coolie Youth cannot straight away jump into the petty entrepreneurial class. They first have to internalise the discipline of being involved in business ventures by actually working in them. To this end, we need to provide job skill training (as different from the life skill training that we have imparted to 1,658 Youth since 2003) and place them in city jobs in a very systematic manner.

We have already been doing this in an *ad hoc* manner for many years, and the results are promising. We also observe that city job returned Youth perform far better in their business ventures.

The Coolie Sangha has decided to use their village CCF capital to finance the implementation of a Woodstoves CDM Project from 2013. This will provide a much needed impetus to revive their decentralised credit instruments.

## 4. TARGET GROUP

### 4.1. 11,525 active Coolie Sangha Member families

30-35 small and poor peasant families from each village (population = 70 to 100 households) organise themselves into village Coolie Sangha Units. These village associations are the primary units of the grassroots organisation, the Coolie Sangha.

The Coolie Sangha is a highly structured, disciplined and self-financed membership driven organisation which enters into a working relationship with ADATS.

- 40,144 small and poor peasant families from 906 villages have formed Coolie Sangha Units.
- 11,525 Coolies families from 471 village CSUs are presently active. They comprise of 50,952 adults and 14,439 minors.

- The total population coverage is 11%. But in villages with functioning Coolie Sangha Units, coverage is higher at 23%.

The Coolie Sangha has attained a larger unification of the enlarged poor, across narrow parochial caste and sex divides.

- 897 (8%) of these Active Member families are women headed. But 4,111 (36%) family membership are in the names of women – they represent their families in the Coolie Sangha in spite of having male relatives at home.
- 34% of Member families belong to Scheduled Castes, 15% to Scheduled Tribes, 19% to backward communities, and 32% to forward castes.
- 12% of the total SC and ST families in the district are in the Coolie Sangha, 10% of backward communities, and 17% of forward castes.

All Coolie Sangha Members are agricultural labourers, semi-skilled workers, artisans, petty traders or self employed marginal farmers. None of them employ others as wage labourers. Their caste-class are referred to as Coolies. They are pitted against their middle peasant adversaries, the *Ryots*, in the socio-economic and political arenas of a cruel and unsparing semi-feudal political economy.

Except when responding to rare emergencies, ADATS does not work with the individual poor, within the conventional social work or charitable mode, in any patronising manner.

#### 4.2. Non Coolie Sangha families

11,022 non Coolie Sangha families benefit from environmental programmes owned and managed by the Coolie Sangha.

- 39% of them are in 471 villages with functioning Coolie Sangha Units, 15% in 435 dropped villages, and 46% in 266 non Coolie Sangha villages.
- 18% of these non Coolie Sangha families belong to Scheduled Castes, 12% to Scheduled Tribes, 17% to backward communities, and 54% to forward castes.
- If we were to include these families, population coverage in villages with functioning Coolie Sangha climbs to 32% which lends to a strong sociopolitical presence in these villages.

#### 4.3. School & College Children

14,659 Coolie children (48% of them girls) will directly benefit the programme. They comprise 84% of the total school-age population (i.e. 5-16 year age group) from active Member families in functioning village CSUs.

29% of them are in Primary School, 21% in Middle School and 33% in High School classes. The remaining 20% are in college.

#### 4.4. 1,200 Coolie Youth (450 boys & 750 girls)

900 schooled Youth (equal number of boys and girls) will be provided with job skill training and placed in city jobs during this project period.

Another 300 young girls will be assisted to become “businesswomen” in their respective villages. They will be developed to become the young women’s cadre who will gradually

replace the ageing and ailing cadre of Village Health Workers and Women CSU Representatives who built the Coolie Sangha over the past 34½ years.

#### 4.5. 28,500 Coolie Women

23,500 Coolie women will benefit 2 registered Biogas CDM Projects during this 3 year project period. They either will or already have a biogas unit to cook on gas stoves.

Another 4,500 Coolie women (all from Active families in functioning village CSUs) will receive 2 fuel efficient woodstoves each under another CDM Project.

This Project does not include any measures to implement these CDM Projects. It will only assist and enable Coolie women and their Mahila Meetings to monitor their functioning in the villages.

### 5. EXPECTED OUTCOME AND IMPACT

#### 5.1. Development Goal:

Coolie Families Gain Control over their Lives in a Rapidly Changing Political Economy

#### 5.2. Possible Negative Impact of the Project:

None

#### 5.3. Project Objective:

Coolie Sangha continues to provide Identity & Protect Freedoms of 11,525 small and poor peasant families in the face of New Age Problems in 471 villages of Chickballapur district by December 2015.

#### Component-wise Objectives

##### A. 11,525 Coolie Families Fully Access All State Welfare & Transfers

- A.1. Trend and details of rent-free welfare resources acquisition, Rupee Terms, Taluk-wise
- A.2. Taluk-wise details of poor families brought under welfare umbrella
- A.3. Faultless Implementation of NREGA Works & PDS

##### B. 25,000 Coolie Women attain a person status within 11,525 families

- B.1. Annual increase in number of Men who share in the mind numbing and repetitive housework of women
- B.2. Annual increase in number of women who enjoy equal decision making role in 11,525 families
- B.3. All forms of domestic violence (physical & mental) tackled and stopped
- B.4. All reproductive ailments attended

##### C. Coolie families take advantage of new economic opportunities

- C.1. Youth dropout from City Jobs reduced from current 85% to 60% in Year 1, to 40% in Year 2, and 25% in Year 3 (gender disaggregated)

C.2. Enterprises of 300 “business women” established and running for 12 months or more by December 2015

**D. Coolie Children’s needs are met**

D.1. 95% Enrolment of school-age Coolie Sangha Children in village Schools

D.2. Retention of under 16 in School increased to 100%

D.3. Proportion of Girls not withdrawn from School at puberty & Zero cases of marriages of Girls below the age of 18

**E. Coolie Youth integrated into Coolie Sangha**

E.1. Increased annual change in membership from older to younger family members

E.2. No of village CSUs and Mahila Meetings where young women take leadership and steer day to day activities

**F. Critical Project Output :**

**New Form of Unity that preserves Member Participation & Concept of Representation Evolved by Coolie Sangha**

F.1. Steady CSU Membership, Year after Year

F.2. CSU Members Stay United During Elections

F.3. Regular & Disciplined Village Meetings

**5.4. Indicators to Monitor Achievement of Project Objective**

- i. Strong Sociopolitical Presence in 85% of villages with Coolie Sangha, ensuring good governance in 57 Gram Panchayats and all cases of corruption & leakage in pro-poor schemes challenged.
- ii. 25,000 Coolie women in 11,525 Member families enjoy respect and stature in village society, with decision making powers in the Coolie Sangha and matching status within their families.
- iii. 50,000 non-CSU families in 1,200 villages included as participants in community owned and managed Climate Mitigation Projects as part of a larger adaptation strategy

**5.5. Possible Negative Outcome of the Project**

We do not envisage any negative outcome.

**5.6. Correlation to National Poverty Reduction Strategy**

We are a comprehensive rural development organisation that supplements Government of India’s poverty eradication efforts through organising communities, watershed development, rural schooling, community health, public distribution system, NREGA, etc.

**5.7. Baseline Data**

A combination of *InfoNeeds* Online Reports, along with data from the 8<sup>th</sup> Effects Monitoring Report (as on April 2012) exercise hold the baseline.



- We refer to information gleaned from Cluster Review Meets as “Primary Data”. This has a stamp of authenticity since it is filtered through Member Coolie perception of situations.
- Information entered in our online digitized monitoring solution, *InfoNeeds*, is called “Secondary Data”. However the purist can rightly argue that both are, in reality, primary data since the latter is collected *as and when a process is recorded*.<sup>1</sup> Yet we make the distinction chiefly in order to triangulate the data.

For this 3 year Project, detailed Indicator-wise data contained in the 8<sup>th</sup> Effects Monitoring Report will be the baseline data.

### 5.8. Assessing Outcome or Results : Annual Effects Monitoring exercises

Every year, in the months of April and May, Coolie Sangha functionaries and ordinary Members sit together week after week to pore through the Indicators and Means of Verification. ADATS Field Workers, Mahila Trainers and Case Workers take *InfoNeeds* Reports generated by secondary data recorded in our digitized MIS.

These meetings are held once a week, every week, in each Cluster/GP, for about 6 weeks. Elected functionaries and active Member Coolies discuss each Sub Effects indicator and give their frank and honest appraisal supported with a wealth of detail. Primary Data is collected from the Primary Stakeholders in this manner. A total of more than 400 review days are conducted in April and May every year, for the past 8 years. These are thrilling days when the most unexpected Results are unveiled. Unfortunately, all other work literally comes to a stop for one day a week, every week, in all Cluster/GPs.

## 6. ACTIVITIES

### A. 11,525 Coolie families fully access all State welfare & transfers

ADATS does not receive any grants from the government. Nor do we implement government programmes. We see government services as a basic right of the people that ought to be directly delivered by the State machinery without NGOs acting as “social contractors”. Moreover, this is an effective strategy for ALL State welfare and transfers to reach ALL the people.

Only a strong and powerful people’s organisation can demand and obtain legitimate dues by monitoring the functioning of State apparatus. Activity Processes to reach this Objective therefore fall under the broad category of building/maintaining the people’s organisation, and then ensuring that it has the capacity to monitor government programmes.

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<sup>1</sup> E.g. Date and amount of loans given out, along with the date and amount of instalments repaid, computed as Repayment Rate or Delinquency Rate, etc. are actually primary data. Similarly, the recording of children passing exams and getting promoted to the next class in school, annual family income declared and renewal of current year membership through the payment of Sangha Tax, etc.

## A.1. Conducting Meetings

### A.1.1. 471 CSU Meetings

CSU Meetings are held on a fixed day every week, from 7 or 8 pm till about 10 pm. Though just one person from each Member family need attend, many family members sit in.

Village CSUs are not functional groups set up by ADATS to merely implement a narrow understanding of development projects. In mature village CSUs, every single aspect of their everyday lives is discussed threadbare. Marriages are fixed, job and business opportunities discussed, illnesses attended to, domestic and inter-Coolie squabbles resolved, responsive legal aid and aid distress given for land, wage and other struggles, functioning of government schools monitored, the girl child protected, school finished boys and girls encouraged to undergo skill training and take up city jobs, government schemes looked into, with special emphasis on NREGA and PDS, etc.

More than one-half the CSUs meet with a compulsory quorum of two-third their membership fairly regularly, with minutes recorded. ADATS Field Workers will push these numbers to a minimum of 35-40 meetings every year since they are the building blocks of a vibrant and participatory democracy. Irregular CSU and Mahila Meetings lead to bad results. Sporadic meetings negatively impact membership.

### A.1.2. 57 Cluster/GP Meets

Elected CSU Representatives and village functionaries from CSUs that fall within a Gram Panchayat attend Cluster/GP Meets. These are “working meetings” from about 2 pm to 6 pm on a fixed day every week at the Gram Panchayat headquarters. Field Workers and Mahila Trainers compulsorily attend all Cluster/GP Meets.

Sangha Fund spending and CCF loan decisions of individual CSUs are scrutinised and approved, and programme implementation is monitored in these weekly meets.

Since they are held at the GP headquarters, dozens of issues relating to non performance, petty corruption, lack of maintenance, cheating in the making of beneficiary lists, delayed payment of NREGA wages, etc. are represented by affected CSU Members every single week. These are tackled collectively by forcing the GP Secretaries, Bill Collectors, Panchayat Development Officers to set right problems. Though there was some initial resistance, elected GP Members, President, Vice President, etc. quickly side with Coolie Sangha functionaries, rather than face public wrath.

### A.1.3. 5 Taluk Coolie Sangha meetings

Village functionaries and CSU Representatives meet for 2 days every month, on a fixed weekend. These parliament-like meetings are conducted by elected Taluk Secretaries with the BCS President and Treasurer also present. All ADATS Staff of the respective Taluk are compulsorily present to answer questions, give clarifications, etc. but they are not allowed to speak at the podium.

Besides debating on lengthy Cluster/GP Reports, they discuss a range of wider issues affecting the Taluk as a whole and the Coolie caste-class in general. These are the forums that convey a visible presence of the Coolie Sangha to the population at large.

ADATS Progress Reports, Project Applications, Budgets, etc. are fully disclosed at these meetings in a simple, straight-forward and comprehensible manner with no let or exception.

#### A.1.4. Taluk Executive Committee Meetings

These meetings of all the elected Cluster Secretaries and Women's Committee Members, once a fortnight at their respective Taluk headquarters, are held to follow up on decisions taken at the Taluk Coolie Sangha meetings.

### **A.2. Empowering Stakeholders**

#### A.2.1. Income Declaration & Membership Renewal

Every December, for the past 17 years, CSU Members sit together and declare their family income from various sources. In January they pay an agreed percentage of this declared annual income as Sangha Tax to renew current year membership. As a result, the Coolie Sangha is not a loose and informal gathering of an enigmatic "poor" who become members merely because they are poor. It stays as a focused and disciplined body of small and poor peasant families who consciously choose the Coolie Sangha as a way of life.

Field Workers and Mahila Trainers actively support them in this annual exercise for two reasons:

- i. Firstly because of the obvious need to coordinate and provide logistics to such a huge effort covering tens of thousands of individual families in hundreds of villages.
- ii. Secondly because retaining membership is a "super indicator" of Primary Stakeholder satisfaction with the manner in which the Coolie Sangha performed the previous year – a direct reflection on the work of ADATS Field Staff.

They lose some older Members, and gain brand new family memberships. Many renew membership after a gap of several years. Membership fluctuation, we have come to understand, is an indicator of vibrancy and relevance. *InfoNeeds*, our digitized intranet solution, datamines these gains and losses, and generates analytical reports on who chooses to stay, to leave, and for what probable reasons. Print-outs are taken to the villages and used extensively during these 2 months.

Membership in the Coolie Sangha is of the whole family. Nonetheless, it is important *who* represents the family. Changes in membership from the names of men to women family managers are done at this time. Active Coolie youth replace older family members.

A fundamental difference in approach between ADATS and the Coolie Sangha surfaces during these annual exercises. While ADATS Staff try to retain/increase membership and population coverage, Coolie Sangha functionaries are more interested in "cleansing" the people's organisation and creating a "committed membership". Preserving the ideology and core values is more important to them.

Currently, there are 11,525 active tax-paid Members families in the Coolie Sangha. 28,619 families are inactive. We will try and increase membership to 15,000 in the next 3 years by motivating inactive Members and dropped CSUs to return. On average, about ₹ 3.3 million are collected by about 500 village CSUs as Sangha Tax every year and this will account for 60% of annual Sangha Fund collections. We will try and increase annual collections to ₹ 4 million in the next 3 years.

#### A.2.2. Coolie Sangha Elections

Immediately after memberships are fixed, village CSUs will relook at their elected Representatives and decide to either continue with them or re-elect new CSU

Representatives in the months of February and March. When the village CSU do not take hard decisions, the BCS President steps in to review pre-year performance and insist that Members elect fresh Representatives. As a result, there is always a healthy mix of older/wiser CSU Representatives along with a more younger/efficient lot.

In the case of Cluster Secretaries who oversee all the village CSUs in a Gram Panchayat, such a liberal approach is not adopted. This is because the Cluster Secretaries have a lot of jobs to perform. If they do not, everyone suffers. Though Cluster Secretaries tend to get re-elected quite often, formal elections are held every year in the month of March in the presence of the BCS President.

Women's Committee Members are not elected; they are *selected* by the Mahila Meetings within a Gram Panchayat and this decision is recorded in the Cluster/GP Minutes Books.

Taluk Secretaries are elected by the Taluk Coolie Sangha meetings held in the month of May every year, after the new CSU Representatives and Cluster Secretaries and Women's Committee Members are in place. Taluk Secretary elections are keenly contested, and they alternate by sex every year.

#### A.2.3. Village Functionaries

Village Health Workers and Balakendra Teachers are non elected village functionaries in the Coolie Sangha. They are selected by Mahila Meetings. Most of them are longstanding Members who have been in these posts for very many years. In the past one year, Biogas Workers have begun to gradually replace Balakendra Teachers.

#### A.2.4. 16 Field Workers & 16 Mahila Trainers

Field Workers and Mahila Trainers are ADATS Staff. They pair together to facilitate 30-35 village CSUs.

In the current 3 year programme, Field Workers and Mahila Trainers have ensured weekly village meetings with quorum, discussed and recorded decisions, and followed up on these to obtain concrete Results for Member families. This will be continued for the next 3 years. CSU Members realise how tenuous it is to maintain a genuine unity in the face of mainstream forces that promote parochial and communal identities.

Field Workers and Mahila Trainers meet CSU Members who come to the Taluk headquarters in the mornings, and attend to various tasks and jobs like accompanying them to banks and government offices, giving *InfoNeeds* printouts on project activities, etc.

After lunch, they leave for a Cluster/GP Meets and sit with the elected Cluster Secretary, Women's Committee Member, CSU Representatives and village functionaries for several hours. Late evening, they visit 1 or 2 CSU and/or Mahila Meetings in that Gram Panchayat, and return to the Taluk headquarters between 10 pm and midnight.

#### A.2.5. BCS President & Treasurer

The BCS President preserves the democratic functioning of the Coolie Sangha, and ensures that elections are held in the free and fair manner. He is the Returning Officer who presides over the election of Taluk Secretaries, Cluster Secretaries and CSU Representatives. He decides on appeals to recall elected functionaries and hold fresh elections.

The President compulsorily attends all Taluk Coolie Sangha and Executive Committee meetings. He also makes surprise visits to the Clusters/GPs and village CSUs on an everyday basis.

The President controls, directs and takes decisions on all matters concerning the Coolie Sangha. He appoints the Staff of the Coolie Sangha, and removes or initiates disciplinary proceedings against them. He similarly engages or removes lawyers, auditors and advisors.

The BCS Treasurer protects the finances and assets of the Coolie Sangha. Cheque Signatories selected by the Mahila Meetings are formally accepted by him. Though he does not himself sign cheques, he can instruct Banks to stop any payment whose fidelity he suspects.

The Treasurer enters into arrangements and agreements with ADATS to maintain the books of accounts of the Coolie Sangha and its various branches, the computerised data bank, including Membership Register, etc. Under such arrangements and agreements, ADATS deposes an Accountant to maintain the books of accounts of the Coolie Sangha. She, in turn, observes directions of the BCS Treasurer with great fidelity, accuracy and integrity.

### A.3. Obtaining State Benefits

ADATS Field Staff and senior functionaries make an inventory of government schemes at each Taluk, and detailed procedure as to how to obtain these benefits. Handbills and pamphlets are printed and shared in the Taluk Coolie Sangha meetings.

Cluster Secretaries get details of these schemes at their respective Gram Panchayats and once again inform CSU Members on how to go about making beneficiary lists and obtain benefits. Cluster Secretaries, and even many of the younger CSU Representatives, are quite adept in using instruments like the Right to Information (RTI) Act and various other laws and entitlements to get good information and force officials to act.

Common issues that come up are obtaining government pensions for old and disabled, free government houses for needy, free books and clothes for children in government schools, subsidies for farmers, etc. Sometimes it is village officials and government servants who falsify records and dip their fingers into schemes, sometimes it is bribes demanded to be included in beneficiary lists, and sometimes it is elected Panchayat Raj Members who misbehave. The Coolie Sangha has, over the years, gained some expertise in dealing with each different type of abuse and corruption. ADATS Field Workers and Mahila Trainers have their particular role to play, while elected Coolie Sangha functionaries have theirs.

The execution of corruption-free NREGA works for 100 days every year is of vital importance to most CSU Members. Cluster/GP Meets keep a special track on instances of corruption like elected GP members manufacturing false muster rolls and bills, delayed payment of NREGA wages to genuine workers, non acceptance of the work gangs' choice of work, etc. A large number of Gram Panchayat level issues and struggles emanate from leakages in the implementation of the NREGA.

Only when it is absolutely necessary are issues taken up to the Taluk or District level. This is because while larger strikes and demonstrations give a show of strength, individual instances tend to remain unsolved.

## A.4. Central Activities

### A.4.1. Project Direction & Coordination

In the early years, when most villages were in the formation, formalisation and consolidation phases of Coolie Sangha building, the role of ADATS was to act as the critical intelligentsia, providing the *raison d'être* and purpose for community organisation work. This is not true any longer.

Today's tasks are different with a role transformation that has taken place in ADATS and the Coolie Sangha. We still plug them into the wider world for a two-way communication, but in actual day to day relationship it is one of dialogue. ADATS and the Coolie Sangha together continue to innovate new programmes and activities, relevant to the times.

### A.4.2. Maintaining Books of Accounts

Sangha Funds are totally decentralised moneys in their own village accounts. Broad directives are given in the Taluk Coolie Sangha meetings, but spending decisions are made by respective Mahila Meetings. Women Cheque Signatories operate these accounts. Cluster/GP Meets scrutinise these decisions every week. Unspent balances are placed in Fixed Deposits to build the decentralised village level corpus fund of the Coolie Sangha. No amount is ever transferred from one village to another, even if a village CSU is dropped for several years.

The actual maintenance of 906 CSU and 906 CCF books of accounts is done centrally at each Taluk headquarters.

In the next 3 years, ADATS will continue to provide high quality, computerised bookkeeping services and ensure that statutory requirements are met.

### A.4.3. Creation & Maintenance of family-wise Membership Database

None of what we do, at this scale of operations, can be done without authentic data. This depends on honest information being gathered at the Member family level. Data gets authenticated only through usage. If projects are designed in an *ad hoc* manner, based on extraneous factors like availability of resources and purely subjective need assessment, data will never be accurate.

When making programme choices, ADATS insists on "letting the data speak" and then applying the intuitive wisdom of tens of thousands of primary stakeholders in hundreds of villages. This is what we call bottom-up planning. And this is why a fair degree of reliance can be placed on the database we have built up over the past 35 years.

*InfoNeeds*, our digitized intranet solution, needs constant work to capture new data, create analytical reports that can be used by our Field Staff and Coolie Sangha functionaries in their day to day work, and digitize new programme activities that keep evolving as a response to changed situations. *InfoNeeds* is an on-time and online management information system specifically designed for secondary stakeholders. It is not an academic database to generate study and research material. In spite of this, many students from India and abroad have used it for their Masters dissertation and Ph.D. thesis.

Datamining such a vast, comprehensive and intricate database requires high end tools and skillsets that grassroots NGOs cannot normally afford. That is why we have a 12 year old arrangement with Tristle Technologies wherein we receive free services, on condition that

they are at liberty to use designs and domain knowledge obtained at ADATS to develop products for the open market. More than 34 grassroots NGOs have benefited this arrangement by getting great software at reasonable prices. Moreover, since *InfoNeeds* digitally captures every detail of activity processes followed at ADATS and the Coolie Sangha, it also becomes a medium for us to communicate the manner in which we achieve Results.

#### A.4.4. Creating linkages between the Coolie Sangha and wider society

ADATS receives an average of 2 groups of visitors every week, for 35-40 weeks every year. Ostensibly they are Climate Change visitors. But in actual reality, they come to see how the Coolie Sangha has set benchmarks for communities to own and manage Climate Mitigation Projects.

These project visits are not unwelcome intrusions in our work. They serve several important functions. Since ADATS works in a vast area of over 1,250 villages, each batch of visitors are taken to a different Cluster/GP, where Members and functionaries get an opportunity to showcase their work and talk about the challenges they face. Accompanying Staff get an opportunity to reflect on their work, achievements and accomplishments, and articulate in an intelligent manner. CSU Members take pride in the fact that they suggest solutions to the world at large. Overall, the connect between the local and the global gets strengthened.

The reverse also takes place. The Coolie Sangha gets an opportunity to imbibe new ideas and learn new techniques. All this will continue the next 3 years.

#### A.4.3. Championing positive Coolie values and practices onto wider society

The greatest single achievement of the Coolie Sangha is a larger unification of an enlarged poor, across narrow and parochial caste and community divides. In today's fractured society, this is the only body that has effected such a genuine unification.

The Coolie Sangha's relationship with mainstream political events and actors has always been that of providing moral leadership. The functioning of elected Panchayat Raj leaders is constantly under scrutiny. Something akin to a code of acceptable conduct has developed in Gram Panchayats with a sizeable Coolie Sangha presence. So too with government servants and officials. The Coolie Sangha has always projected its interest as somewhat more than *merely getting their job done*.

ADATS and the Coolie Sangha recognised that large and widespread efforts cannot succeed without community ownership and management. Impressive results with children's schooling, the girl child, reproductive health, *et al* have to be directly attributed to Mahila Meetings. The "project outcome" of ADATS has only been to ensure a space and capability for these all women's forums in every single village.

For the past 5 years, with so many grassroots NGOs taking up Climate Mitigation Project, the Coolie Sangha champions its values and practices onto FCN Standards. This will continue for many more years, till it gets accepted as the only workable model to implement pro-poor sustainable development projects.

## **B. 25,000 Coolie Women attain a person status within 11,525 families**

ADATS works with Coolie women with the following realisations:

- Firstly, gendered achievements are reversible. One should be very careful not to interpret them as permanent accomplishments and sit back on our laurels. They must be

safeguarded and preserved through continuing emphasis for very long periods before they become irreversible.

- Secondly, strategic as well as practical gender needs of Coolie women should be recognised. One should supplement the other. Outputs will not automatically create Outcomes.
- Thirdly, a holistic understanding of Gender with a recognition of the man-woman divide, the caste-community divides, physically able-challenged divide, aged-youth divide, *et al* is important when dealing with Coolie women's issues.
- And finally, we ought to recognise that while men are "lords of their castle" with maximum identity and assertion in their own homes, waning into oblivion in village communities and society at large, the reverse is true for women. Women have respect in society at large, recognition in community, but are totally powerless in their homes. So any true strengthening of women has to be at the domestic level without, at the same time, ignoring other planes of their experiences.

### B.1. Village Activities

Mahila Meetings are *in-camera* meetings of a woman from each household, held on a fixed day of the week. Senior women lead these meetings in their respective villages. They discuss women's issues and draw up plans to address strategic and practical gender needs. Through a long process of struggle that has been systematically documented by ADATS, Coolie women are now the sole authority on spending Sangha Funds. Cheque Signatories of CSU and CCF bank accounts are women selected by respective Mahila Meetings.

Mahila Meetings ensure that Coolie women are empowered *within their homes and families*. They encourage women to take up family management, especially cultivation decisions, and get CSU membership transferred into their names. They support the demand for all properties – agricultural fields as well as houses – to be transferred to the names of wives. They keep a sharp vigil on physical and mental domestic violence, and are unsparing in their dealings with men who abuse women.

Mahila Meetings take a special interest in overseeing the functioning of government schools and protecting the girl child. They keep track of marriage age, and give heightened support to inter-caste marriages.

Mahila Meetings will continue to operate a highly confidential petty credit fund called *Vokkaku Sanchi Duddu*. This is used for all sorts of family financial emergencies that women face. When *VSDs* are depleted due to some women's inability to repay, they are replenished with Sangha Funds.

### B.2. Cluster Activities

Village Health Workers (VHWs), Balakendra Teachers/Biogas Workers and Cheque Signatories compulsorily attend weekly Cluster/GP Meetings. So there always is a minimum of 3 women representing each village CSU in these working meetings.

All the Mahila Meetings together select a Women's Committee Member from among themselves, and she ranks on par with the male Cluster Secretary in the Coolie Sangha hierarchy. These 57 WC Members attend all the Mahila Meetings in their respective Gram Panchayats.



Many issues that affect women at the community level are taken up at the Cluster/GP level with support from men and women of all the villages. These range from corruption in the Fair Price Depots, to police inaction when crimes against women are reported. Coolie women also ensure that pro-women rules in NREGA, like the payment of wages to pregnant and nursing mothers, setting up of crèche, etc. are not glossed over. Similarly, cases of errant teachers in government schools, malpractice by Anganwadi Teachers, sexist bias against appointing women to non-reserved posts like “Waterman” and “GP Peon”, etc. are tackled at the Gram Panchayat level. When Mahila Meetings are not able to satisfactorily solve domestic violence issues, these are brought to the Cluster/GP where men and women together decide on punitive action like approaching the Court for separation and alimony, fighting for a share in the husband’s property, etc.

### B.3. Health Activities

Every single Mahila Meeting was built by a strong and feminist Village Health Worker (VHW). They are the brave women who instilled courage and self respect in tens of thousands of Coolie women, and taught them not to accept a secondary status. They went through fire and brimstone, were derided as women of disrepute, and faced innumerable personal insult and injury. Though these women are advancing in age, their spirit is still very high. The basic activity that VHWs perform is community and referral health – a euphemism for ensuring that the government health delivery system functions with a minimum efficiency.

Every month, after the Taluk Coolie Sangha meeting, VHWs gather along with their Mahila Trainers and discuss currently prevailing ailments. They make appropriate lists of basic medicines, procure these from pharmacies, and render pre-primary health care to CSU Members and their families.

Patients who cannot be treated by them are brought to government hospitals. When the cost of such treatment is beyond their means, VHWs arrange for them to get hand loans either from the VSD or any other source. Afterwards, they help them submit bills in the Mahila Meetings and claim a portion of their expense as Medical Aid.

VHWs organise 2 reproductive health camps every year at each Taluk. Surgeons and doctors come from specialised government and private hospitals in Bengaluru. Patients are screened for cervical cancer and, in the process, various less threatening reproductive ailments are detected. 90% of these patients are treated as out patients, and VHWs will ensure that they follow up on their medication at home. 10% of them go to specialised hospitals for surgeries and advanced treatment.

Every fortnight, at each Taluk, a Family Planning Operation camp is organised. Young mothers come and get operated after 1 or 2 children. These are conducted at government hospitals with ADATS providing accommodation, extra medicines, tonics and, most importantly, confidence and handholding.

Mahila Meetings also ensure that the biannual health check-up of school children is conducted by government doctors in a strict and unsparing manner. There too, most school children are given out patient treatment, and some are taken to specialised hospitals at government expense.

Patients use the newly introduced “108” ambulance service of the government. ADATS has an ageing fleet of one four-wheeler in 4 of the 5 Taluks. We provide ambulance services to

haul patients from local hospitals to specialised ones outside the District, bring home dead bodies, etc.

#### B.4. Mahila Meetings monitor Biogas units

##### B.4.1. BCS Biogas CDM Project

18,000 domestic Biogas units are being built in 475 villages under a CDM Project by a separate lot of BCS Staff that include a Coordinator, Case Workers and Masons. But these project Staff will not be able to do their job without the active support of Mahila Meetings. Coolie women have to assist during the year long construction phase, as well as during the 20 year long usage period.

Many Biogas units are being built in non-CSU villages. People have to be told about the advantage and also functions they have to perform. Even in CSU villages there are dozens of small issues that need to be dealt with. Single women need the assistance of neighbours to excavate pits. Husbands need to be reprimanded when they do not haul Gobar to fill the pits. Someone needs to have an eye on Masons so that they don't do a shoddy job.

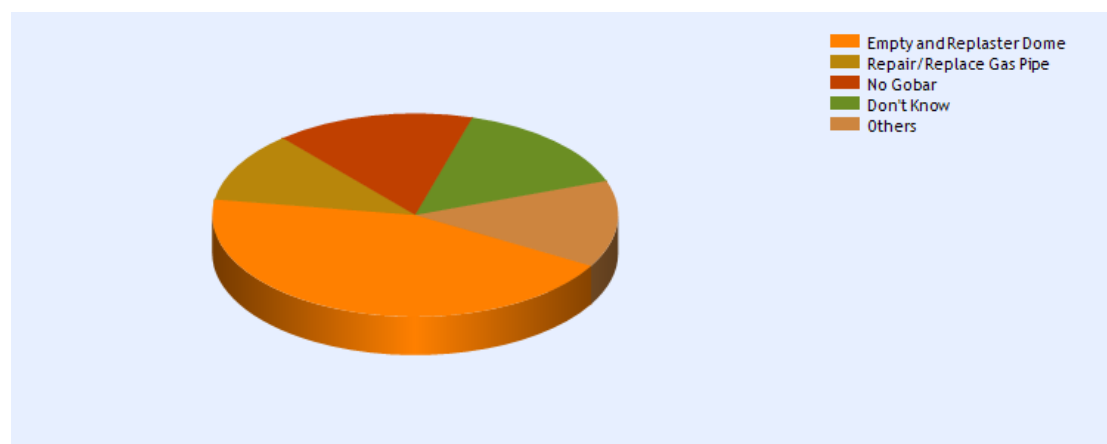
They need to keep a constant eye on non usage since new End Users could easily revert back to cooking with firewood. They need to be given confidence that problems, if promptly reported, can be quickly fixed. This is not easy. Already, in a 1 ½ year project, functionality has dropped to 87%.

##### B.4.2. ADATS-Velcan Biogas CDM Project

Another 5,500 Biogas units were built in yet another 339 villages under an earlier CDM Project. These need to be monitored on a daily basis to ensure that verification goes smooth and timely issuance of CERs takes place. In this 6 year old project, functionality is at 89%.

##### B.4.3. Repair & Maintenance

Both projects demonstrate that problems need to be attended timely. These can be small ones like changing nozzles, replacing the knobs of stoves, and repairing broken inlet/outlet tanks. Or they can be major ones like emptying and re-plastering the digester dome, which accounts for 44% of the days lost due to non-usage. Repairing and replacing gas pipes is the second biggest problem, accounting for 11% of days lost. Only by immediately identifying problems and quickly solving them can functionality be improved.



All this will be done by developing a cadre of 300 young and schooled women as Biogas Workers to cover 800 villages where we have built Biogas units.

In the next 3 years, we will make full use of the opportunity to help these Biogas Workers gradually take over from ageing VHWs. They will be the new women's cadre in all Mahila Meetings, young and thereby pertinent to this day and age. Just as the VHWs of yore used community and referral health as an entry point, Biogas Workers will use Climate Mitigation Projects as their entry point.

The 300 Biogas Workers will meet on a fixed day every month at their respective Taluk headquarters. They will discuss practical problems they faced, learn simple repair skills, provide data to update the Tristle® Woodstoves Monitoring Solution, etc. Besides, they will also discuss issues pertaining to Coolie women in their villages. Besides the Biogas Coordinator and Extension Workers, Mahila Trainers will compulsorily attend these monthly meetings. Most Balakendra Teachers will become Biogas Workers. This suits a funding issue as well, since we do not have any more external funding from SCNZ to pay their monthly stipends.

### C. Coolie Families take advantage of new economic opportunities

These past few years, the decentralised village level CCFs have not been performing as well as they should. Repayment is tardy, borrowing negatively affected, and overall performance slipping from year to year. Exposed Portfolio Rate, even in the functioning village CSUs, has risen to 43% and Delinquency Rate to 42%. Ideally, both should be under 15%. Recovery Rate is high at 89%, but this is because of huge volumes transacted over the past 24 years.

Contrary to popular assertion, most Overdue is not because of actual loss made in the venture or failed monsoons. It is a lack of self-respect and self-worth that begets fiscal indiscipline. Indisputable facts also show that it is not the poorest of the poor who incur losses and do not repay their loans. It is the slightly better off who have no immediate need to re-borrow.

When 300 Mahila Meetings decided to use their CCFs to borrow to buy Chulika stoves and participate in the Woodstoves CDM Project, they knew it would be tough. They will have to force defaulters to repay, since no village CCF can be operated if Overdue is more than ₹ 10,000. Coolie women are confident that they will succeed in clearing an Overdue of ₹ 5.4 million by 1,863 borrowers in 504 functioning CSUs by December 2012.

|                      | Overdue by Active Members |             |     | Overdue by Inactive Members |             |     |
|----------------------|---------------------------|-------------|-----|-----------------------------|-------------|-----|
| 697 Dropped CSUs     | -                         | -           | -   | 4,379                       | ₹ 1,471,068 | 50% |
| 504 Functioning CSUs | 1,863                     | ₹ 5,483,371 | 24% | 2,603                       | ₹ 6,181,149 | 27% |

In the face of bad performance figures, we often forget that 647 village CSUs have no CCF Overdue. When the CCFs return to health and confidence, they will not lend only to participate in the Woodstoves CDM Project. Member families will, as they have before, borrow for a whole range of purposes.

New business possibilities have, in the meanwhile, opened up. Mango harvests can be bought by enterprising youth and traded in distant markets. Biogas Workers will want

capital to buy tools and stock spares. City job returned youth will want to use recently acquired skills to start local businesses.

Another area that needs strengthening is the Celina Cow Fund. Mahila Meetings realise that selecting the poorest of the poor was a mistake. None of the 65 women had any previous experience with crossbred cows. 24 of them have no male support. Most do not have enough hands at home to give the care and attention that exotic cows need. It was even wrong to buy such high yielders.

Mahila Meetings will make more appropriate End User selection, provide better veterinary care, insurance cover, marketing and follow-up. They will revive this pro-woman instrument to succeed and show tangible Results.

#### D. Coolie Children's Needs are Met

The Coolie Sangha has supported a total of 53,408 children to go to government schools in their villages in the past 17 years.<sup>2</sup> 54% of them completed their schooling, 5% are still in school, and 41% of them left without completing.

In the current year, as on 31 January 2012, the Coolie Sangha supports 14,659 children from 135 villages with scholarship and supplementary education to attend government schools. 84% of school-age children (i.e. 5-16 year age group) from Active Member families in functioning CSUs are in school.

At the start of the school year, in the months of June and July, Balakendra Teachers collect all the Marks Cards and Promotion Certificates of all Coolie Sangha children from government school teachers. These are entered into *InfoNeeds*.

Mahila Meetings peruse print-outs of these children and decide of the quantum of financial support each child will need to go to the next Class. Theoretically, their decisions should be based only on the family's financial capacity. But in actual practice, a whole lot of other considerations like whether the family has been loyal to and active in the village CSU, etc. creep in. After a lot of wrangling, after making sure that there are sufficient Sangha Funds, their recommendations are given to the Balakendra Teacher.

Mahila Meetings then go on an enrolment drive to identify 6 year old children who are not yet admitted in school. These past 10 years, this has not been a problem at all. The odd and occasional issues that come up are when some parents hesitate to send their 13 year old, middle school completed, daughters to high school. This is, by and large, a non issue. But Mahila Meetings feel they should still be vigilant to break the glass ceiling.

Final lists are flipped through in the Taluk Coolie Sangha meetings and approved. After that, Sangha Funds are used to distribute child scholarships to all middle and high school children. Primary school children are not given any scholarship support since all their needs are met, free of cost, by the government.

After that, village CSUs keep a keen eye on the formation of Betterment Committees. These are parent bodies that have the authority to check on the functioning of schools. The President is a joint signatory with the Headmaster to sign cheques. These Headmasters

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<sup>2</sup> This number could be far higher. Though the largely self financed Children's Programme was started 33 years back in 1979, we have authentic data on *each individual child* only from 1995.

often try to get meek or disinterested parents into these Committees so that they can have a free hand to do as they please. Village CSUs ensure that they have a majority in the Betterment Committees and get themselves elected as President/Cheque Signatory.

Throughout the school year, Mahila Meetings keep an eye on the performance of both, teachers as well as students.

## E. Coolie Youth Integrated into Coolie Sangha

The Coolie Sangha is now 35 years and a generation has changed. The people's organisation will continue in a relevant manner, without getting institutionalised, only if it is still pertinent to the needs of the next generation – sons and daughters of Member Coolies who formed the Bagepalli Coolie Sangha. Young people cannot be integrated into the Coolie Sangha with just heroic tales of history and a reemphasising of ideology alone. This is, of course, important. But the Coolie Sangha also has to be pertinent to today's needs and calling. An important agenda is to create a cadre of young people who will interpret the Coolie Sangha to today's aspirations.

### E.1. 900 youth placed in city jobs

ADATS has developed very good working relationships with several job skill training specialised institutes in Bengaluru and neighbouring Andhra Pradesh. These institutes give vocational training and offer placement services.

30 school completed youth will be interviewed, given a basic orientation and sent for job skill training every month, for 10 months a year. We will provide travel costs and one month living expense for these boys and girls to meet living expenses in cities. In this manner, a total of 450 boys and 450 girls will be placed in city jobs in the next 3 years.

### E.2. 300 Business women developed

We will pay a basic stipend of ₹ 300 per month for 18 months to 300 young women who wish to set up businesses in their own villages. These women can be Balakendra Teachers, Biogas Workers or others. ADATS Extension Workers will handhold each one of them, offering counselling to choose an appropriate business, arranging finance and markets, etc. After 18 months, these young women will be on their own and should earn through their respective businesses.

## 7. BUDGET AND SOURCES OF INCOME

### 7.1. Budget of Expenditure (January 2013 to December 2015)

|             |  | Amount    |           |     | EED       | Sangha Funds |
|-------------|--|-----------|-----------|-----|-----------|--------------|
| <b>1</b>    | <b>PROGRAMME COSTS</b>   |           |           |     |           |              |
| <b>1.1</b>  | <b>COMMUNITY ORGANISATION</b>  |           |           |     |           |              |
| 1.1.1.      | Food costs for monthly Taluk Coolie Sangha meetings @ Rs 11,000 x 5 Taluks x 30 months   | 1,650,000 |           |     | 1,650,000 |              |
| 1.1.2.      | Bus fares for 450 elected CSU Representatives @ Rs 80 p.m. x 30 months   | 1,080,000 |           |     |           | 1,080,000    |
| 1.1.3.      | Food costs for fortnightly Executive Committee Meetings  | 144,000   |           |     | 144,000   |              |
| 1.1.4.      | Stipends for 57 Cluster Secretaries @ Rs 750 p.m. x 36 months  | 1,539,000 |           |     | 1,539,000 |              |
| 1.1.5.      | Stipend for 5 Taluk Secretaries @ Rs 2,000 p.m. x 36 months  | 360,000   |           |     | 360,000   |              |
| 1.1.6.      | Legal Aid & Aid Distress for land and wage struggles @ Rs 50,000 p.a. x 5 Taluks x 3 years   | 750,000   |           |     | 375,000   | 375,000      |
| 1.1.7.      | Cost of printing Income Declaration Forms @ Rs 8,000 p.m. x 3 years  | 24,000    |           |     |           | 24,000       |
| 1.1.8.      | Printing formats & minutes books for weekly Cluster Meets  | 42,750    |           |     |           | 42,750       |
| 1.1.11.     | Staff Canteen maintenance @ Rs 10,000 p.m. x 5 Taluks x 36 months  | 1,800,000 | 7,389,750 | 10% | 1,800,000 |              |
| <b>1.2.</b> | <b>COOLIE WOMEN</b>  |           |           |     |           |              |
| 1.2.1.      | Stipend for 450 Village Health Workers @ Rs 250 p.m. x 36 months   | 4,050,000 |           |     |           | 4,050,000    |
| 1.2.2.      | Monthly supply of first aid and basic medicines to VHWs @ Rs 30,000 p.a. x 5 Taluks x 3 years  | 450,000   |           |     |           | 450,000      |
| 1.2.3.      | Medical Aid for referred patients  | 600,000   |           |     |           | 600,000      |
| 1.2.4.      | Conducting 2 Reproductive Health Camps every year at each Taluk @ Rs 5,000 per Camp x 5 Taluks x 3 years                             | 150,000   |           |     | 150,000   |              |
| 1.2.5.      | Disposition funds to conduct surgeries and treat advanced reproductive ailment patients @ Rs 20,000 p.a. x 5 Taluks x 3 years        | 400,000   |           |     | 400,000   |              |
| 1.2.6.      | Holding fortnightly Family Planning Operation Camps through government facilities @ Rs 2,000 x 130 camps x 3 years                   | 780,000   |           |     | 780,000   |              |
| 1.2.7.      | Food costs and bus fares to conduct monthly meetings of 300 Biogas Workers on fixed days at each Taluk @ Rs 75 x 10 months x 3 years | 675,000   | 7,105,000 | 13% |           | 675,000      |

|             |   |           |            |     |           |
|-------------|---|-----------|------------|-----|-----------|
| <b>1.3.</b> | <b>COOLIE CHILDREN</b>  |           |            |     |           |
| 1.3.1.      | Scholarships for school going children @ Rs 2,500,000 p.a. x 3 years  | 7,500,000 | 7,500,000  | 11% | 7,500,000 |
| <b>1.4.</b> | <b>COOLIE YOUTH</b>   |           |            |     |           |
| 1.4.1.      | Food costs to interview and orient 30 school finished Coolie Youth every month @ Rs 1,000 per batch x 30 months | 30,000    |            |     | 30,000    |
| 1.4.2.      | Travel costs to send 30 batches of Coolie Youth to various Job Skills Training Institutes @ Rs 3,000 per batch  | 90,000    |            |     | 90,000    |
| 1.4.3.      | One month living expenses for 900 Coolie Youth placed at city jobs @ Rs 1,500                                   | 1,350,000 |            |     | 1,350,000 |
| 1.4.4.      | Stipend for 300 Business women @ Rs 500 p.m. x 18 months  | 2,700,000 | 4,170,000  | 6%  | 2,700,000 |
| <b>1.5.</b> | <b>PROGRAMME STAFF</b>  |           |            |     |           |
| 1.5.1.      | 16 Field Workers @ Rs 6,000 p.m. x 36 months  | 3,456,000 |            |     | 3,456,000 |
| 1.5.2.      | 16 Mahila Trainers @ Rs 6,000 p.m. x 36 months  | 3,456,000 |            |     | 3,456,000 |
| 1.5.3.      | 3 Extension Workers @ Rs 10,000 p.m. x 36 months  | 1,080,000 |            |     | 1,080,000 |
| 1.5.4.      | 5 Desk Workers @ Rs 10,000 p.m. x 36 months   | 1,800,000 |            |     | 1,800,000 |
| 1.5.5.      | System Administrator @ Rs 10,000 p.m. x 36 months   | 360,000   |            |     | 360,000   |
| 1.5.6.      | 6 Drivers @ Rs 6,000 p.m. x 36 months   | 1,296,000 |            |     | 1,296,000 |
| 1.5.7.      | 20 Helpers @ Rs 3,000 p.m. x 36 months  | 2,160,000 |            |     | 2,160,000 |
| 1.5.8.      | 8% Staff Fund   | 1,088,640 | 14,696,640 | 21% | 1,088,640 |
| <b>2.</b>   | <b>COORDINATION &amp; ADMINISTRATION</b>  |           |            |     |           |
| <b>2.1.</b> | <b>CENTRAL STAFF</b>  |           |            |     |           |
| 2.1.1.      | Project Director @ Rs 15,000 p.m. x 36 months   | 540,000   |            |     | 540,000   |
| 2.2.2.      | Asst. Project Director @ Rs 15,000 p.m. x 36 months   | 540,000   |            |     | 540,000   |
| 2.2.3.      | Chief Accountant @ Rs 12,500 p.m. x 36 months   | 450,000   |            |     | 450,000   |
| 2.2.4.      | Salary of BCS President @ ` 6,000 p.m. x 36 months  | 216,000   |            |     | 216,000   |
| 2.2.5.      | Salary of BCS Treasurer @ ` 6,000 p.m. x 36 months  | 216,000   |            |     | 216,000   |
| 2.2.6.      | 8% Staff Fund   | 156,960   | 2,118,960  | 3%  | 156,960   |
| <b>2.2.</b> | <b>VEHICLE MAINTENANCE</b>  |           |            |     |           |
| 2.2.1.      | 6 Jeep Maintenance @ Rs 18,000 p.m. x 36 months   | 3,888,000 |            |     | 3,888,000 |
| 2.2.2.      | 23 Motorcycle Maintenance @ Rs 2,000 p.m. x 36 months   | 1,656,000 | 5,544,000  | 8%  | 1,656,000 |

| <b>2.3. ADMINISTRATIVE COSTS</b> |   |            |              |            |            |
|----------------------------------|---|------------|--------------|------------|------------|
| 2.3.1.                           | IT maintenance charges @ Rs 10,000 p.m. x 36 months                           | 360,000    |              | 360,000    |            |
| 2.3.2.                           | Landline Telephone charges @ Rs 4,000 p.m. x 36 months                        | 144,000    |              | 144,000    |            |
| 2.3.3.                           | Mobile Phone Recharge for 15 Staff @ Rs 500 p.m. x 36 months                  | 270,000    |              | 270,000    |            |
| 2.3.4.                           | Internet Charges @ Rs 6,000 p.m. x 36 months                                  | 216,000    |              | 216,000    |            |
| 2.3.5.                           | Electricity charges @ Rs 7,000 p.m. x 5 Taluks x 36 months                    | 1,260,000  |              | 1,260,000  |            |
| 2.3.6.                           | Diesel for Genset @ Rs 13,000 p.m. x 36 months                                | 468,000    |              | 468,000    |            |
| 2.3.7.                           | Travel Expenses @ Rs 25,000 p.m. x 36 months                                  | 900,000    |              | 900,000    |            |
| 2.3.8.                           | Books, subscriptions and project direction costs @ Rs 28,000 p.m. x 36 months | 1,008,000  |              | 1,008,000  |            |
| 2.3.9.                           | Stationery costs @ Rs 10,000 p.m. x 36 months                                 | 360,000    |              | 360,000    |            |
| 2.3.10.                          | Building taxes @ Rs 50,000 p.m. x 3 years                                     | 150,000    |              | 150,000    |            |
| 2.3.11.                          | Audit Fees @ Rs 150,000 p.a. x 3 years  | 450,000    | 5,586,000 8% | 300,000    | 150,000    |
|                                  |   | 54,110,350 | 100%         | 34,993,600 | 19,116,750 |
|                                  |   | € 832,467  |              | € 538,363  | € 294,104  |
|                                  |   |            |              | 65%        | 35%        |

## 7.2. Sources of Income (elaborated in the LogFrame)

|                    |               |           |      |
|--------------------|---------------|-----------|------|
| Total Project Cost | Rs 54,110,350 | € 832,467 | 100% |
| Requested from EED | Rs 34,993,600 | € 538,363 | 65%  |
| Sangha Funds       | Rs 19,116,750 | € 294,104 | 35%  |



## 8. ASSESSMENT OF RISKS

The LogFrame identifies 3 Assumptions:

|  |  |   |
|--|--|---|
| Development Goal   | <ul style="list-style-type: none"> <li>▪ Corrupting influence of mainstream political practice is effectively countered</li> </ul> | This Risk will be managed through project efforts. If we are effective in implementing the project as planned, we can counter the influence of mainstream political practice. |
| Project Objective  | <ul style="list-style-type: none"> <li>▪ Powers of Panchayat Raj Institutions are not encroached upon by the State</li> </ul>      | These 2 Risks are totally outside our control.  |
| A. 11,525 Coolie Families Fully Access All State Welfare & Transfers | <ul style="list-style-type: none"> <li>▪ There is no reversal in commitment to NREGA &amp; PDS at the National level</li> </ul>    |   |

We are confident of being able to manage any other risks through a Management of Assumptions.

## 9. SUSTAINABILITY OF THE PROJECT

### 9.1. Sustainability

Over the past 34½ years, ADATS and the Coolie Sangha have developed a demand-led Intervention Strategy to build the structures and discipline of the Coolie Sangha, which provides a new identity and person status to Member Coolies. Organisation and institution building is achieved over a 9 year period, after which ADATS withdraws, leaving mature village units to manage their own affairs with minimum NGO support.

The ADATS/Coolie Sangha Organogram clearly traces the lines of reporting and control between the 2 Organisations, elucidating tasks, positions, responsibilities and reporting procedures of various Staff and functionaries.

Specially designed management aids are used to make the entire operation simple, transparent and efficient. A special monitoring software provides updates, information analysis, and administrative support.

Proven material for achieving targets are packaged into training and campaign material. Procedures are laid down for obtaining Coolie Sangha recommendations before extending assistance. Systems are in place to facilitate grassroots planning and CSU monitoring of economic activities.

Weekly Cluster Meets act as “Formal Points of Working Contact” between ADATS Staff and Coolie Sangha functionaries. Monthly Taluk Coolie Sangha Meetings recommend/endorse policy and programme choices, and ratify budget allocations to village CSUs. Effects Monitoring exercises are conducted every year.

ADATS does not relate to Coolie families directly. Our beneficiaries are, in this sense, the village CSUs and not thousands of Coolies in an individual or personal capacity.

## 9.2. Impact

The LogFrame identifies 5 Goal Indicators and 4 Objective Indicators to measure outcome and impact. These will be evaluated, through an internal exercise facilitated by management and gender consultants, towards the end of this 3 year project period.

## 9.2. Effects

Effects will be measured through annual Effects Monitoring exercises. These are 7-8 week long affairs where 57 Cluster Meets sit for special data collection/reflection sessions for 5-6 hours every week, for 2 whole months. Primary data on each of the Indicators in the LogFrame is collected, and this is triangulated with secondary data generated by our online digitized monitoring system.

Once all the information is compiled, it is taken back to the Cluster Review Meets to attribute contributing factors and glean applicable lessons.

ADATS and the Coolie Sangha have conducted 7 such annual exercises and this institutional practice will continue during this project period.

## 10. ADATS/COOLIE SANGHA LOGFRAME (JAN 2013 TO DEC 2015)

| INTERVENTION LOGIC   | OBJECTIVELY VERIFIABLE INDICATORS   | MEANS OF VERIFICATION   | ASSUMPTIONS  |
|--|---|---|--|
| <b>DEVELOPMENT GOAL</b>  |   |   |  |
| <ul style="list-style-type: none"> <li>• Coolie Families gain control over their lives in a rapidly changing political economy</li> </ul>  | <ul style="list-style-type: none"> <li>• Coolie Sangha develops as an Effective Minority</li> </ul>   | <ul style="list-style-type: none"> <li>⇒ Case studies analysed in annual Effects Monitoring exercises</li> </ul>  |  |
|  | <ul style="list-style-type: none"> <li>• Strong sociopolitical Presence in village society</li> </ul>   | <ul style="list-style-type: none"> <li>⇒ Cluster &amp; Taluk level Presence Ratings generated by <i>InfoNeeds</i></li> </ul>  |  |
|  | <ul style="list-style-type: none"> <li>• Elected Gram Panchayat Members made answerable</li> </ul>  | <ul style="list-style-type: none"> <li>⇒ Annual Effects Monitoring exercises</li> </ul>   | <ul style="list-style-type: none"> <li>• Corrupting influence of mainstream political practice is effectively countered</li> </ul> |
|  | <ul style="list-style-type: none"> <li>• Zero cases of corruption &amp; leakage in pro-poor schemes &amp; measures</li> </ul>   | <ul style="list-style-type: none"> <li>⇒ Taluk-wise comparative assessment undertaken in annual Effects Monitoring exercises</li> </ul>                                       |  |
|  | <ul style="list-style-type: none"> <li>• Fewer women suffer humiliation</li> </ul>  | <ul style="list-style-type: none"> <li>⇒ Illustrative case studies</li> <li>⇒ Mahila Meetings assessment, against Baseline, in annual Effects Monitoring exercises</li> </ul> |  |
| <b>PROJECT OBJECTIVE</b>   |   |   |  |
| <ul style="list-style-type: none"> <li>○ Coolie Sangha continues to provide identity &amp; protect freedoms of 11,525 small and poor peasant families in the face of New Age Problems in 471 villages of Chickballapur district</li> </ul> | <ul style="list-style-type: none"> <li>• Strong sociopolitical Presence in 85% of villages with Coolie Sangha, ensuring good governance in 57 Gram Panchayats and all cases of corruption &amp; leakage in pro-poor schemes challenged</li> </ul> | <ul style="list-style-type: none"> <li>⇒ Calculation made by <i>InfoNeeds</i> algorithm</li> <li>⇒ Annual Effects Monitoring exercises</li> </ul>                             | <ul style="list-style-type: none"> <li>• Powers of Panchayat Raj Institutions are not encroached upon by the State</li> </ul>      |
|  | <ul style="list-style-type: none"> <li>• 25,000 Coolie women in 11,525 Member families enjoy respect and stature in village society, with decision making powers in the Coolie Sangha and matching status within their families</li> </ul>        | <ul style="list-style-type: none"> <li>⇒ Annual Effects Monitoring exercises</li> </ul>   |  |
|  | <ul style="list-style-type: none"> <li>• Precarious farming systems stabilised through adoption of Sustainable Agriculture and a low carbon growth trajectory in 471 villages</li> </ul>  | <ul style="list-style-type: none"> <li>⇒ Expert assessment</li> </ul>   |  |

|  |   |  |   |
|--|---|--|---|
|  | <ul style="list-style-type: none"> <li>50,000 non-CSU families in 1,200 villages included as participants in community owned and managed Climate Mitigation Projects as part of a larger adaptation strategy</li> </ul> | <ul style="list-style-type: none"> <li>⇒ ADATS/Coolie Sangha Database</li> <li>⇒ DOE Verification Reports</li> </ul> |   |
| <b>PROJECT OUTCOMES</b>  |   |  |   |
| A. 11,525 COOLIE FAMILIES FULLY ACCESS ALL STATE WELFARE & TRANSFERS | A.1. Trend and details of rent-free welfare resources acquisition, Rupee Terms, Taluk-wise  | ⇒ Annual Effects Monitoring exercises  | • There is no reversal in commitment to NREGA & PDS at the national level |
|  | A.2. Taluk-wise details of poor families brought under welfare umbrella   |  |   |
|  | A.3. Faultless Implementation of NREGA works & PDS  | ⇒ Cluster Reports received in Monthly Taluk Coolie Sangha meetings   |   |
| B. 25,000 COOLIE WOMEN ATTAIN A PERSON STATUS WITHIN 11,525 FAMILIES | B.1. Percentage of Men who share in the mind numbing and repetitive housework of women  | ⇒ Mahila Meeting assessment in annual Effects Monitoring exercises   |   |
|  | B.2. 28,500 Coolie women compensated for unpaid domestic work through Carbon Revenues   | ⇒ Audited Accounts Statements<br>⇒ Process monitoring & analysis, using case studies                                 |   |
|  | B.3. Percentage of women who enjoy equal decision making role in 11,525 families  | ⇒ Mahila Meeting assessment in annual Effects Monitoring exercises   |   |
|  | B.4. All forms of domestic violence (physical & mental) tackled and stopped   |  |   |
|  | B.5. All reproductive ailments attended   | ⇒ VHW database on women's health & referrals<br>⇒ Mahila Meeting Minutes   |   |
| C. COOLIE FAMILIES TAKE ADVANTAGE OF NEW ECONOMIC OPPORTUNITIES      | C.1. Youth dropout from city jobs reduced from current 85% to 60% in Year 1, to 40% in Year 2, and 25% in Year 3 (gender disaggregated)   | ⇒ ADATS/Coolie Sangha Database   | •   |
|  | C.2. Enterprises of 300 "business women" established and running for 12 months or more by December 2015   | ⇒ Business studies on RoI (Return on Investment)   |   |
| D. COOLIE CHILDREN'S NEEDS ARE MET                                   | D.1. 95% enrolment of school-age Coolie Sangha children in village schools  | ⇒ ADATS/Coolie Sangha Database   |   |

|   |  |                                       |  |
|---|--|---------------------------------------|--|
|   | D.2. Retention of under 16 in school increased to 100%   |                                       |  |
|   | D.3. Proportion of Girls not withdrawn from school at puberty & zero cases of marriages of girls below the age of 18 | ⇒ Annual Effects Monitoring exercises |  |
| E. COOLIE YOUTH INTEGRATED INTO COOLIE SANGHA | E.1. Increased annual change in membership from older to younger family members                                      | ⇒ <i>InfoNeeds</i> Membership Reports |  |
|   | E.2. No of village CSUs and Mahila Meetings where young women take leadership and steer day to day activities        | ⇒ Annual Effects Monitoring exercises |  |

| ACTIVITY PROCESSES   | PROJECT COST : DETAILS   | AMOUNT    | SOURCE    |             |
|--|--|-----------|-----------|-------------|
|  |  |           | EED       | Sangha Fund |
| <b>A. 11,525 COOLIE FAMILIES FULLY ACCESS ALL STATE WELFARE &amp; TRANSFERS</b>  |  |           |           |             |
| <b>REVIVING UNITY &amp; DISCIPLINE IN ALL VILLAGE CSUs</b>   |  |           |           |             |
| <b>Staff &amp; Functionaries</b>   |  |           |           |             |
| A.1. Field Workers accompany Coolie Sangha through daily visits and attendance at weekly meetings and liaison work at Taluk headquarters | Salary of 16 Field Workers @ ₹ 6,000 p.m. x 36 months  | 3,456,000 | 3,456,000 |             |
|  | 8% Staff Fund to cover medical insurance, children's schooling, etc.   | 276,480   | 276,480   |             |
|  | Petrol & maintenance for 16 motorcycles @ ₹ 2,000 p.m. x 36 months   | 1,152,000 | 1,152,000 |             |
| A.2. Election of 2 CSU Representatives per village every year  | Changing old and ineffective village Functionaries   |           |           |             |
|  | Bus charges for 450 elected CSU Representatives to attend monthly Taluk Coolie Sangha Meetings @ ₹ 80 p.m. x 30 months | 1,080,000 |           | 1,080,000   |
| A.3. Annual Election and orientation of 57 Cluster/GP Secretaries  | Stipend for 57 Cluster/GP Secretaries @ ₹ 750 p.m. x 36 months   | 1,539,000 | 1,539,000 |             |
| <b>Membership</b>  |  |           |           |             |
| A.4. Annual income declaration and tax payment to retain CSU membership  | Cost of printing Income Declaration Forms @ ₹ 8,000 p.a. x 3 years   | 24,000    |           | 24,000      |
| A.5. Re-motivating return of 435 drop-out CSUs and 28,631 Cancelled families   |  |           |           |             |
| A.6. Identification of women family managers and altering CSU membership to women's names (every year)                                   |  |           |           |             |

|   |  |           |           |         |
|---|--|-----------|-----------|---------|
| A.7. Motivation of Coolie youth to represent families and alteration of CSU membership                        |  |           |           |         |
| A.8. Annual membership appraisal at Executive Committee Meetings  |  |           |           |         |
| <b>471 weekly Village CSU Meetings</b>  |  |           |           |         |
| A.9. Conducting 471 weekly CSU Meetings   |  |           |           |         |
| A.10. CSU level resolution of inter-Coolie squabbles  |  |           |           |         |
| A.11. Responsive Legal Aid & Aid Distress for land and wage struggles   | Disposition fund to give Legal Aid & Aid Distress for land and wage struggles @ ₹ 50,000 p.a. x 5 Taluks x 3 years | 750,000   | 375,000   | 375,000 |
| <b>57 weekly Cluster/GP Meets</b>   |  |           |           |         |
| A.12. Conducting 57 weekly Cluster Meets attended by CSU Representatives and ADATS Field Staff                | Printing formats, minutes books, for weekly Cluster/GP Meets x 57 Cluster/GPs @ ₹ 250                              | 42,750    |           | 42,750  |
| A.13. Scrutiny and approval of Sangha Fund spending decisions   |  |           |           |         |
| A.14. Scrutiny and approval of CCF decisions  |  |           |           |         |
| A.15. Monitoring programme implementation   |  |           |           |         |
| <b>5 monthly Taluk Coolie Sangha Meetings</b>   |  |           |           |         |
| A.16. Conducting 2-day Taluk Coolie Sangha Meetings every month, attended by CS Functionaries and ADATS Staff | Food costs for monthly Taluk Coolie Sangha meetings @ ₹ 11,000 p.m. x 5 Taluks x 30 months                         | 1,650,000 | 1,650,000 |         |
| A.17. Election of 5 Taluk Secretaries every year: alternate annually by sex                                   | Stipend for 5 Taluk Secretaries @ ₹ 2,000 p.m. x 36 months   | 360,000   | 360,000   |         |
| A.18. Receipt of Cluster Reports, monitoring finances and advice on decisions                                 |  |           |           |         |
| A.19. Analysis and sharing of Coolie Sangha building trends and experiences with Member families              |  |           |           |         |
| A.20. Village-wise allocation of decentralised budgets/ top-up grants   |  |           |           |         |
| A.21. Scrutiny and approval/ rejection of ADATS Project Applications & Progress Reports                       |  |           |           |         |

|  |  |           |           |  |
|--|--|-----------|-----------|--|
| A.22. Taluk Coolie Sangha decisions implemented by respective fortnightly Executive Committee Meetings                               | Food costs for fortnightly Executive Committee Meetings @ ₹ 400 x 5 Taluks x 72 meetings | 144,000   | 144,000   |  |
| A.23. Deposit of unspent Sangha Funds into village Fixed Deposits  |  |           |           |  |
| <b>ACCESSING STATE WELFARE &amp; TRANSFERS</b>   |  |           |           |  |
| <b>NREGA Works</b>   |  |           |           |  |
| A.24. Execution of corruption-free NREGA works for 100 days every year   |  |           |           |  |
| A.25. Support to Gram Panchayat level issues and struggles that emanate from identifying leakages in the implementation of the NREGA |  |           |           |  |
| <b>Obtaining State Benefits</b>  |  |           |           |  |
| A.26. Obtaining govt. pensions for old and disabled as per the Baseline Surveys  |  |           |           |  |
| A.27. Obtaining free govt. houses for needy, as per the Baseline Surveys   |  |           |           |  |
| A.28. Obtaining free books and clothes for children in government Schools  |  |           |           |  |
| A.29. Obtaining civic services and benefits as per the CD&S Surveys  |  |           |           |  |
| <b>Central Activities</b>  |  |           |           |  |
| A.30. Project direction, Coordination and procurement of Reference Material  | Salary of Project Director @ ₹ 15,000 p.m. x 36 months                                   | 540,000   | 540,000   |  |
|  | Salary of Asst. Project Director @ ₹ 15,000 p.m. x 36 months                             | 540,000   | 540,000   |  |
|  | Salary of BCS President @ ₹ 6,000 p.m. x 36 months                                       | 216,000   | 216,000   |  |
|  | Salary of 1 Driver @ ₹ 6,000 p.m. x 36 months  | 216,000   | 216,000   |  |
|  | 8% Staff Fund to cover medical insurance, children's schooling, etc.                     | 120,960   | 120,960   |  |
|  | Travel expenses @ ₹ 15,000 p.m. x 36 months  | 540,000   | 540,000   |  |
|  | Maintenance of 1 jeep @ ₹ 18,000 p.m. x 36 months  | 648,000   | 648,000   |  |
|  | Petrol & maintenance for 2 motorcycles @ ₹ 2,000 p.m. x 36 months                        | 144,000   | 144,000   |  |
|  | Books, subscriptions and project direction costs @ ₹ 28,000 x 36 months                  | 1,008,000 | 1,008,000 |  |
| A.31. Maintenance of 906 CSU and 906 CCF accounts and meeting statutory requirements of the Coolie                                   | Salary of Chief Accountant @ ₹ 12,500 p.m. x 36 months                                   | 450,000   | 450,000   |  |
|  | Salary of BCS Treasurer @ ₹ 6,000 p.m. x 36 months                                       | 216,000   | 216,000   |  |

|  |  |           |           |         |
|--|--|-----------|-----------|---------|
| Sangha   | Salary of 5 Desk Workers @ ₹ 10,000 p.m. x 36 months   | 1,800,000 | 1,800,000 |         |
|  | 8% Staff Fund to cover medical insurance, children's schooling, etc.   | 197,280   | 197,280   |         |
|  | Audit Fees @ ₹ 150,000 p.a. x 3 years  | 450,000   | 300,000   | 150,000 |
|  | Travel expenses @ ₹ 2,000 p.m. 5 Taluks x 36 months  | 360,000   | 360,000   |         |
|  | Petrol & maintenance for 2 motorcycle @ ₹ 2,000 p.m. x 36 months   | 144,000   | 144,000   |         |
| A.32. Creation and maintenance of family-wise Membership database                                  | Salary of 1 Systems Administrator @ ₹ 10,000 p.m. x 36 months  | 360,000   | 360,000   |         |
|  | 8% Staff Fund to cover medical insurance, children's schooling, etc.   | 28,800    | 28,800    |         |
|  | IT maintenance charges @ ₹ 10,000 p.m. x 36 months   | 360,000   | 360,000   |         |
| A.33. Administering 5 offices at as many Taluk headquarters  | Stationery costs @ ₹ 2,000 p.m. 5 Taluks x 36 months   | 360,000   | 360,000   |         |
|  | Landline Telephone charges at ₹ 4,000 p.m. x 36 months   | 144,000   | 144,000   |         |
|  | Mobile Phone Recharge for 15 Staff @ ₹ 500 p.m. x 36 months  | 270,000   | 270,000   |         |
|  | Internet Charges @ ₹ 6,000 p.m. x 36 months  | 216,000   | 216,000   |         |
|  | Electricity charges @ ₹ 7,000 p.m. x 5 Taluks x 36 months  | 1,260,000 | 1,260,000 |         |
|  | Diesel for Genset @ ₹ 13,000 p.m. x 36 months  | 468,000   | 468,000   |         |
|  | Staff Canteen running costs @ ₹ 10,000 p.m. x 36 months x 5 Taluks   | 1,800,000 | 1,800,000 |         |
|  | Building taxes @ ₹ 50,000 p.a. x 3 years   | 150,000   | 150,000   |         |
|  | Salary of 20 Helpers @ ₹ 3,000 p.m. x 36 months  | 2,160,000 | 2,160,000 |         |
|  | 8% Staff Fund to cover medical insurance, children's schooling, etc.   | 172,800   | 172,800   |         |
| A.34. Creation of linkages between the Coolie Sangha and wider society, including expert community | Hosting the Fair Climate Network meetings  |           |           |         |
|  | Facilitating and capacitating grassroots NGOs to prepare Climate Mitigation Projects and access carbon finances                                |           |           |         |
|  | Handholding grassroots NGOs through the CDM Process  |           |           |         |
|  | Assisting NGOs to negotiate with Carbon Financers  |           |           |         |
|  | Arriving at benchmarks and standards on sharing of Carbon Revenues between the people and Project Proponents                                   |           |           |         |
| A.35. Recognising and championing positive Coolie values and practices onto wider society          | Facilitating project visits for development workers to study community organisation strategies & study the self-financed people's organisation |           |           |         |



| <b>B. 25,000 COOLIE WOMEN ATTAIN A PERSON STATUS WITHIN 11,525 FAMILIES</b>                        |   |           |                  |  |
|--|---|-----------|------------------|--|
| <b>Village Activities</b>  |   |           |                  |  |
| B.1. Holding weekly <i>in camera</i> Mahila Meetings in 471 villages                               | Salary of 16 Mahila Trainers @ ₹ 6,000 p.m. x 36 months   | 3,456,000 | <i>3,456,000</i> |  |
|  | 8% Staff Fund to cover medical insurance, children's schooling, etc.  | 276,480   | <i>276,480</i>   |  |
| B.2. Reviewing <i>Vokkaku Sanchi Duddu</i> usage and replenishing "lost" capital with Sangha Funds |   |           |                  |  |
| B.3. Checking that CSU Membership is in names of women family managers (every year)                |   |           |                  |  |
| B.4. Heightened support to inter-caste marriages and festivals                                     |   |           |                  |  |
| <b>Cluster Activities</b>  |   |           |                  |  |
| B.5. Election and skill/assertiveness training of Women's Committee Members                        |   |           |                  |  |
| B.6. Compulsory attendance of 57 WC Members at all CSU and Mahila Meetings                         |   |           |                  |  |
| <b>Health Activities</b>   |   |           |                  |  |
| B.7. Monthly skill upgradation and procurement of basic medicines for VHWs                         | Stipend for 450 VHWs @ ₹ 250 p.m. x 36 months   | 4,050,000 | <i>4,050,000</i> |  |
|  | Monthly supply of basic medicines to VHWs @ ₹ 30,000 p.m. x 5 Taluks x 3 years  | 450,000   | <i>450,000</i>   |  |
|  | Medical Aid for referred patients @ ₹ 40,000 p.a. x 5 Taluks x 3 years  | 600,000   | <i>600,000</i>   |  |
| B.8. Disposition funds to conduct surgeries and treat advanced reproductive ailment patients       | Conducting 2 Reproductive Health Camps every year @ ₹ 5,000 per camp x 2 x 5 Taluks x 3 years   | 150,000   | <i>150,000</i>   |  |
|  | Disposition funds to refer patients for surgery and treat advanced reproductive ailment patients @ ₹ 40,000 p.a. x 5 Taluks x 3 years | 400,000   | <i>400,000</i>   |  |
|  | Holding fortnightly Family Planning Operation Camps through government facilities @ ₹ 2,000 x 26 camps p.a. x 5 Taluks x 3 years      | 780,000   | <i>780,000</i>   |  |
| B.9. Providing ambulance services for hauling patients from villages to government hospitals       | Maintenance of 5 jeeps @ ₹ 18,000 p.m. x 36 months  | 3,240,000 | <i>3,240,000</i> |  |
|  | Salary of 5 Drivers @ ₹ 6,000 p.m. x 36 months  | 1,080,000 | <i>1,080,000</i> |  |
|  | 10% Staff Fund to cover medical insurance, children's schooling, etc.   | 86,400    | <i>86,400</i>    |  |

|   |  |           |           |           |
|---|--|-----------|-----------|-----------|
| <b>Monitoring Biogas units</b>  |  |           |           |           |
| B.10. Monitoring, servicing and maintaining 23,500 domestic Biogas Units  |  |           |           |           |
| B.11. Developing a cadre of young and schooled women to gradually take over from aging VHWs and women CSU Representatives | Food costs and bus fares to conduct monthly meetings of 300 Biogas Workers on fixed days at each Taluk @ Rs 75 x 10 months x 3 years | 675,000   |           | 675,000   |
| <b>C. COOLIE FAMILIES TAKE ADVANTAGE OF NEW ECONOMIC OPPORTUNITIES</b>  |  |           |           |           |
| C.1. Releasing of need based CCF loans to borrowers   |  |           |           |           |
| C.2. Scrutiny and veto of CCF decisions taken in 471 mixed CSU Meetings   |  |           |           |           |
| C.3. Provision of veterinary care, insurance cover, marketing and follow-up support                                       | Salary of 3 Extension Workers @ ₹ 10,000 pm  | 1,080,000 | 1,080,000 |           |
|   | 8% Staff Fund to cover medical insurance, children's schooling, etc.   | 86,400    | 86,400    |           |
|   | Petrol & Maintenance for 3 Motorcycles @ ₹ 2,000 pm  | 216,000   | 216,000   |           |
| C.4. Monitoring and recovering of CCF Overdue loans   |  |           |           |           |
| <b>D. COOLIE CHILDREN'S NEEDS ARE MET</b>   |  |           |           |           |
| D.1. Listing of school-age children by Mahila Meetings  |  |           |           |           |
| D.2. Annual enrolment drive to government schools   |  |           |           |           |
| D.3. Awareness raising and pursuit of measures to prevent drop-out and under-age marriage, and support choice marriage    |  |           |           |           |
| D.4. Need assessment and allocation of scholarship benefits for school and college children by Mahila Meetings            | Cash scholarships for school going children @ ₹ 2,500,00 p.a. x 3 years  | 7,500,000 |           | 7,500,000 |
| D.5. Distribution of child scholarships for 7,389 children in Middle & High School classes                                |  |           |           |           |
| <b>E. COOLIE YOUTH INTEGRATED INTO COOLIE SANGHA</b>  |  |           |           |           |
| E.1. Job Skill Training & Placement of 900 school completed Coolie Youth (equal number of boys and girls)                 | Identify Job Skills Training Institutes run by NGOs and other Charities  |           |           |           |
|   | Food costs to interview and orient 30 school finished Coolie Youth every month @ ₹ 1,000 per batch x 30 months                       | 30,000    |           | 30,000    |
|   | Identify city based Job Opportunities  |           |           |           |

|   |  |                   |                   |                   |
|---|--|-------------------|-------------------|-------------------|
|   | Travel costs to send 30 batches of Coolie Youth to various Job Skills Training Institutes @ ₹ 3,000 per batch                                      | 90,000            |                   | 90,000            |
|   | One month living expenses for 900 Coolie Youth placed at city jobs @ ₹ 1,500   | 1,350,000         |                   | 1,350,000         |
|   | Follow up 900 city job placed Coolie Youth for first 3 months  |                   |                   |                   |
| E.2. Developing 300 school completed girls as Business Women in their respective Villages | Mahila Meetings select a young women in each village/group of 2-3 villages   |                   |                   |                   |
|   | Explore business opportunities on a case by case basis. E.g. biogas repair and servicing, bicycle repairs, petty shop, trade, crossbred cows, etc. |                   |                   |                   |
|   | Arrange finances for selected ventures(s) from banks and other sources   |                   |                   |                   |
|   | Stipend for 300 Business women @ ₹ 500 p.m. x 18 months  | 2,700,000         |                   | 2,700,000         |
|   |  | <b>54,110,350</b> | <b>34,993,600</b> | <b>19,116,750</b> |

65%

35%