

16. 4th Evaluation - Detailed Comments, Elaboration & Action Taken/Proposed on 43 Recommendations (13 Feb 2000)

1. PROF. GIRIAPPA'S RECOMMENDATIONS

RECOMMENDATIONS	COMMENTS & ELABORATION	ACTION TAKEN/PROPOSED
<p>1. Flexible Loan Policy</p> <ul style="list-style-type: none"> No undue importance to short term Overdue Longer gestation for genuine cases Increase efficacy of CCF Capital Reduce high Bank Balances Self policing for > 3 year Overdue 	<p>This should lead to greater efficacy, and not irresponsibility.</p> <p>We are not fully convinced that Member Families can survive without a strict fiscal discipline that embraces every single facet of their lives.</p> <p>Fiscal discipline will not be naturally "bred" into the next generation, along with other bourgeois values. Instead they will develop a lumpen characteristic.</p> <p>It has to be "forcefully" inculcated by an external agent.</p> <p>Will impress upon the CSUs and Mahila Meetings not to enforce a standard repayment date or insist upon uniform repayment in all cases.</p> <p>But CSUs should themselves decide, case by case, as to who/what is genuine.</p> <p>Will aim for a greater Rotation of Capital and lower Bank Balances.</p> <p>But we realise that these are corollaries of Lender/Borrower Confidence which can be obtained only through higher Repayment Rates.</p> <p>Our new system of weekly releases of 1-2 loans, as opposed to treating the CCFs like schemes of sorts, will decrease Bank Balances</p> <p>The CSUs are deciding as to whether these "Bad Loans" can be repaid with Sangha Funds.</p> <p>But this could mean the financial "disbanding" of many CSUs.</p>	<p>Action Plan F.1. Efficacy of CCFs improved</p> <p>Concrete measures have been undertaken from June to September 1999.</p> <p>After serious grassroots discussions among Member Coolie families, the CSUs have stopped the practice of holding exclusive CCF discussions. Instead, loan related matters are discussed, as part of the regular agenda, in each and every village meeting.</p> <p>Bunched sanctions have been replaced with 1-2 CCF releases every week, in each CSU. Taking a cue from the Women's Fund project, all ADATS Staff have started taking personal responsibility to ensure better follow up and support in loan utilisation.</p> <p>Bank Balances have already dropped to 28% of the total CCF Capital, as against Prof. Giriappa's recommended 20%.</p> <p>Action Plan D.1. Subject Matter Cells will be set up on Drop-out and Cancellation</p> <p>This issue, which is closely linked to the question of CSU Drop-out and Member Cancellation is best left to taluk level Cells where Member Coolie families can themselves decide on an appropriate strategy – i.e. there should be no imposition from ADATS.</p>

2. Shift away from Traditional Activities	It is very difficult to identify viable Non Farm activities (as different from Off Farm ventures) that can be taken up, given the present level of skills and resources. Ms. Kesavan has noted this in her recommendation # 11.	Action Plan D.1. Subject Matter Cells on Non Farm Ventures will be set up in March 2000. They will meet every fortnight, for 6 months, and submit their report to the respective Taluk Coolie Sangha Meetings in October 2000. C.4. Market Opportunities identified A study will be carried out on Market Opportunities in January 2001. C.5. New Infrastructure for Entrepreneurship Development identified Measures will be undertaken to create New Infrastructure for Entrepreneurship Development from July 2000 to October 2001.
<ul style="list-style-type: none"> • Skill development measures 	We have experimented with skill training and placement in the garment industry with some degree of success. But this had to be abandoned for want of capital.	Action Plan C.4. New Infrastructure for Entrepreneurship Development created 4 months of training are slated for entrepreneurs on Marketing and Sales Capacity from October 2001 to January 2002.
<ul style="list-style-type: none"> • Human based management strategies 	This is a rather lofty and long term recommendation... We had envisaged that providing better labour-management relations would act as an incentive to attract industry. But this hypothesis could never really be tested out. Member Coolie families will need some more time to conceptualise this suggestion, within the framework of this recommendation, in a holistic fashion. This matter should be discussed in the CSUs and Mahila Meetings only AFTER a solid economic literacy campaign.	Action Plan E.1. Adult Education An Economic Literacy Campaign will be undertaken from November 1999 to March 2001 in order to introduce an economic sense in Member Coolie families. Action Plan E.3. Massive Member Development Rounds of Member Training will be conducted every 6 months to focus on these issues with Member Coolie families in their respective villages.

3. Interest Based Loan Environment

- Gradual change

Whenever there was a demand for capital in excess of Rs 8-10,000, usually for cross-bred cows or energising bore wells, borrowers approached financial institutions.

CSUs have, in the past, recommended such bank loans without much thought to viability and repayment capacity.

Action Plan E.1. Adult Education
The Economic Literacy Campaign to be undertaken from November 1999 to March 2001 is a vital precursor.
- Political manoeuvring

There is very limited scope for manoeuvring, in the light of the Narasimhan Committee Report. Banks and lending institutions refute the concept of different rates of realistic interest rates for different ventures/regions.

Ms. Kesavan has observed that Banks outright refuse to lend to the Coolie caste-class since it is not viable for them to do so.

A study of World Bank policy documents, especially on land use and village resources, reveals that the rural poor will have manoeuvring space only if they preserve their common resources and strengthen their collective bargaining power.

Action Plan D.5. Traditional Common Resources
An exercise to make inventories of common resource pools in each and every village, and chalking strategies to protect these, will be undertaken from January to December 2001. Such an exercise will bring the problem of the rural poor to the forefront of everyone's attention.
- Equi-poised with projection of economic goals

We agree that the haste with which the CSUs have marched ahead to capture village level financial institutions like the VSSN, DCC Banks, PLD Banks, etc. is not really matched with an economic understanding of what they will do with this newly acquired power/position.

Action Plan D.6. Alternate Common Resources
A deep and critical introspection by each and every Member Coolie family, in a structured manner from October 2001 to February 2002, is vital for them to place the Coolie Sangha itself as an alternate common resource (socio-political and cultural infrastructure, if you will) which can protect and support them in etching a new survival strategy in the emerging market economy.

Action Plan E.3. Massive Member Development
These will be topics for discussion in future Member Training sessions. These sessions will, in fact, form the backdrop for the entire 2 year implementation of the Action Plan.

<p>4. Subject Based Cells in the Coolie Sangha</p> <ul style="list-style-type: none"> • Cells must have appropriate skills • Adopt efficient techniques • Suitable for varying local situations 	<p>We view this as the most vital recommendation in this Stock-taking exercise.</p> <p>It will be a democratic exercise by which Member Coolie families can themselves delve into their own problem and explore solutions for complex and inter-locked issues.</p> <p>The recommendations of these subject based Cells will be discussed in each Taluk Coolie Sangha meeting before being adopted as a new Policy or Strategy or change in Standard Operating Practice.</p>	<p>Action Plan D.1. Subject Matter Cells</p> <p>Village level discussions have started to set up 4 subject based Cells in each of the 4 taluks, in March 2000. These Cells will meet every fortnight for 6 months, and then present their reports to their respective Taluk Coolie Sangha Meetings in October 2000.</p> <p>Though each Cell will have only 6-7 Members, experienced ADATS Staff and sincere Government employees like Veterinarians, Agriculturists, Bankers, etc. will be invited to each Cell.</p> <p>Preparation time has been extended from 4 weeks to 8 weeks – i.e. grassroots discussions have already started in January 2000.</p> <p>Very nearly all the Member Coolie families are clear as to what exactly they want to achieve through the formation of these Cells. Being clear on the outcome will contribute to efficient functioning.</p> <p>Each taluk will have 4 Cells to go into 4 different issues. As a result, the diverse situations will be taken care of.</p>
<p>5. Flexible Policy toward Dropped-out CSUs</p> <ul style="list-style-type: none"> • Fair chance to return 	<p>Some degree of cancellation/dropping out is good. It is an indicator of relevance (sensitive functioning, on a day to day basis) as opposed to stagnation.</p> <p>This is the main rationale for the annual re-affirmation of faith through income declaration, tax payment, and membership renewal.</p> <p>Will develop a sympathetic attitude towards the return of dropped out CSUs and Cancelled Members. Such a return has been made easier by the socio-political unity that Coolies have displayed in recent months.</p>	<p>Action Plan D.1. Subject based Cells will go into the question of drop-out villages and cancelled Member families, and submit their reports in October 2000.</p> <p>The Cell Recommendations, accepted by the Taluk Coolie Sangha meetings, will determine the Coolie Sangha's strategic response to this problem.</p>

6. Spatial Integration between CSUs

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • Create Cluster Funds | Needs a lot of discussion at the CSU level since it is still "their" moneys... | Action Plan C.4. New Infrastructure for Entrepreneurship Development identified
Will consider this recommendation only after the study on Venture Capital for entrepreneurship which will be undertaken in July-August 2001. |
| <ul style="list-style-type: none"> • Undertake competitive joint ventures | | Action Plan C.2. Traditional Economic Activities
Will wait for outcome of our studies on Market Possibilities and Value Addition which will be undertaken in February to July 2001. |
| <ul style="list-style-type: none"> - <i>larger scale</i> | Higher capital means a larger risk. The flip side is that risk bearing capacity increases with larger capital bases.
Risk bearing has to be understood as different from enforced risk taking. | |
| <ul style="list-style-type: none"> - <i>infrastructure building</i> | The Coolies have already merged taluk level Sangha Funds to make a common investment in a commercial complex in the name of the BCS at Bagepalli town.
They have also invested a part of their CCF Capital, from each CSU, into this venture. | Action Plan C.4. New Infrastructure for Entrepreneurship Development identified
Measures have been planned to set up new infrastructure for entrepreneurship development from July 2001 to January 2002. |
| <ul style="list-style-type: none"> - <i>speculative investments</i> | Presently made, for the very poorest of the poor, from out of CCFs. | Will wait to see how the speculative investment, made 3½ years back, pays back. |
| <ul style="list-style-type: none"> - <i>traditional enterprises</i> | We are not convinced that these have an inherent viability.
We have experimented with a large scale Dairy and have explored setting up common coconut groves, with not-so-good results. | Rejected. |

7. Move toward Functional & Temporal Integration

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Improve organisational effectiveness • Skill empowerment of members • Infrastructure development • Technology development • Information building | Pertinent only after a strategy for Recommendation # 6 is worked out.
As a result, the Action Plan is rather tentative on this aspect, with only studies planned. | Action Plan C.4. New Infrastructure for Entrepreneurship Development identified
Studies will be undertaken on Information Systems and Venture Capital in July 2001.
Training for entrepreneurs will be taken up on Marketing and Sales Capacity from October 2001 to January 2002. |
|--|--|--|

8. Concurrent Assessment after Re-structuring Details will be worked out only after a strategy for Recom-

mendations # 6 & 7 are finalised.

- Performance
 - Evolving benefit cost methods
 - Imbibe effectiveness in Members, CSUs & Clusters
-

2. Ms. CHANDRA KESAVAN'S RECOMMENDATIONS

RECOMMENDATIONS	COMMENTS & ELABORATION	ACTION TAKEN/PROPOSED
<p>1. Regularity of CSU, Mahila and Cluster Meet</p> <ul style="list-style-type: none"> To settle at 80% 	<p>Will stress, through Member Training sessions, that CSU Meetings are not only problem solving platforms - i.e. they have to go beyond being merely "functional". They must start discussing larger issues and wider policies. This will enhance interest and improve the regularity of Meetings.</p>	<p>This is a recommendation to improve our Standard Operating System (SOP)</p> <p>Action Plan E.3. Massive Member Development</p> <p>The massive round of Member Training undertaken for over 18,000 Member Coolie families from July to December 1999 has improved the regularity of CSU Meetings which now stands at over 80%.</p>
<p>2. Rotation of CSU Representatives</p> <ul style="list-style-type: none"> Election once every 2 years? 4 year tenures? 	<p>CSU Reps do develop traits of negative leadership, as opposed to representation. But this cannot be controlled merely through enforced rotation.</p> <p>We see a continuing role for ADATS in the tackling of this menace, as elaborated in our reaction to recommendation # 12.</p> <p>The right to recall is presently being freely exercised. A fixed tenure of this kind will negatively effect the Members' right to recall.</p>	<p>This is a recommendation to improve our Standard Operating System (SOP)</p> <p>We accept only the principle behind this recommendation.</p> <p>It is not advisable to tamper with the BCS Trust Deed which has been amended only a year back.</p>
<p>3. Member Development</p>	<p>This issue should not be confused with the preceding one.</p>	<p>Action Plan E.3. Massive Member Development</p> <p>Massive efforts were undertaken to develop the Membership base (as opposed to a cadre). This practice will continue once every 6 months.</p>

<ul style="list-style-type: none"> Ward off danger from better off and more literate 	<p>There is a tendency to mix up the better off and more literate with those who exhibit negative traits of leadership. This point is different from what we have just said when speaking of representation vs. leadership.</p> <p>The cliché on better off Members is an exaggerated danger with no empirical evidence to support it, except in the 3-4 year old CSUs, when we start pulling out ADATS paid Staff.</p> <p>At the same time, the presence of literate/better off Coolies in these younger CSUs helps the process of Coolie Sangha building, and so it is a calculated risk...</p> <p>In the more mature CSUs, grassroots democracy settles quite firmly, preventing any hijacking. The acid test that we prepare Member families for is VLW withdrawal after 6 years. At that time, most CSUs survive...</p>	<p>Rejected as an impressionist statement.</p>
<p>4. Rehabilitate Dropped Out CSUs</p>	<p>Some degree of cancellation/dropping out is good. It is an indicator of relevance (sensitive functioning, on a day to day basis) as opposed to stagnation. This is the main rationale for the annual re-affirmation of faith through income declaration, tax payment, and membership renewal.</p> <ul style="list-style-type: none"> get rid of indifferent and negligent attitude <p>This attitude could be because of the Field Staff being tired and over-worked...</p> <p>But this so-called indifference does not extend into the socio-political field. Cancelled Members in dropped out CSUs are actively supported in their issues and struggles.</p> <p>It is just that many FWs see the cancelled Members as weak – incapable of adhering to CSU discipline. Moreover, cancellation/drop-out is not a permanent phenomenon for any family/village, but a part of the growing pains.</p>	<p>Action Plan D.1. Subject based Cells will go into the question of drop-out villages and cancelled Member families, and submit their reports in October 2000.</p> <p>The Cell Recommendations, accepted by the Taluk Coolie Sangha meetings, will determine the Coolie Sangha's strategic response to this problem.</p> <p>Area Staff's feelings will not come into the matter.</p>
<p>5. BCS to evaluate CSUs every 6 months</p>	<ul style="list-style-type: none"> Evolve performance indicators <p>Review Meets will be strengthened and held more regularly.</p>	<p>This is a recommendation to improve our Standard Operating System (SOP)</p> <p>Will use competent Resource Persons to evolve qualitative and quantitative indicators.</p>

<ul style="list-style-type: none"> Take appropriate remedial measures 	<p>An efficient management culture needs to be introduced in the Coolie Sangha. The Coolie Sangha is not as business like (cold, strict, et al) as ADATS when it comes to implementing solutions for chronic problems.</p> <p>We fully agree with Dr. Ravishankar's recommendation # 13 that technical mainstreaming needs to be incorporated along with the presence of a political will.</p>	<p>Action Plan E.3. Massive Member Development</p> <p>Rounds of Member Training will be conducted every 6 months to focus on these issues, in their respective villages, and develop a managerial mindset in Member Coolie families.</p>	
6. Increase Women Membership			
<ul style="list-style-type: none"> Transfer membership from irregular male 	Yes!	<p>Action Plan D.2. Gender Committees will be set up in May 2000. This issue will be high on their agenda.</p>	
<ul style="list-style-type: none"> Exclusive Women's CSUs 	Tried, failed and rejected by the Women themselves.	<p>When Coolie women themselves opt for this type of composition, we will wholeheartedly encourage the development.</p> <p>The Gender Committees will also look into this possibility.</p>	
<ul style="list-style-type: none"> Personal savings 	<p>This will underline (re-emphasise) the "poorness" of some families who cannot save or save less. The countervailing argument is that poor families cannot ever save enough, <u>individually and by themselves</u>, to meet their crisis needs.</p> <p>This is the underlying logic behind collective savings culture of Sangha Funds – from each according to her ability and to each according to her needs.</p>	Rejected by the Mahila Meetings.	
<ul style="list-style-type: none"> Linkage to <i>RMK</i> and other government schemes for women 	<p>Problems of corruption could be tackled by the Mahila Meetings themselves - i.e. ADATS and/or BCS should not involve themselves as grand "implementing agencies".</p>	<p>Action Plan D.2. Developing packages with which to negotiate and tap government funds for women</p> <p>For too long have we left this aspect vague and unattended at ADATS.</p> <p>Will develop concrete packages that can be used by the Mahila Meetings, by December 2000.</p>	
7. Partly subsidise TC stipends in Harijana Colonies			
8. Input of Behavioural Scientist	<ul style="list-style-type: none"> Way of life/sense of belonging vs. credit indiscipline 	<p>This is a dilemma that the Coolie Sangha has to solve by itself, through a process of internal reflection.</p>	Rejected

<ul style="list-style-type: none"> Fundamental issues of attitudinal transformation 	<p>It is not a mere attitudinal change that is involved – i.e. it is not an isolated quirk that can be "managed". It is a cultural transformation that is taking place in the villages.</p> <p>The settling in of a new cultural practice takes time, and is pock-marked with reluctance and second thoughts... The stuttering manner in which new cultural practices get established with fits and starts is what perplexes the outsider.</p>	
9. Support to CCF borrowers		
<ul style="list-style-type: none"> Cattle insurance 	<p>We have suggested that all CCF borrowers who invest more than Rs 8-10,000 on cows, bullocks, etc. insure their cattle. Insurance Cos. are reluctant to settle large numbers of Sheep/Pig claims. Will negotiate with them and arrive at a solution.</p>	<p>Action Plan C.2. Backward Linkages Strengthened Will negotiate with Insurance companies from February to April 2001.</p>
<ul style="list-style-type: none"> Veterinary support 		<p>Action Plan C.2. Backward Linkages Strengthened All the Field Workers, Area as well as Executive, will undergo para-veterinary training from February to April 2001.</p>
<ul style="list-style-type: none"> Extension support 	<p>Will systematise our relationship with the existing veterinary extension services of the government.</p>	<p>Action Plan C.2. Forward Linkages Strengthened</p>
<ul style="list-style-type: none"> Liaison worker 	<p>This is the function of the Extension Workers (CCF).</p>	<p>No new Staff will be appointed. Instead, CCF Staff will be trained to perform this function.</p>
10. Progressive Rate of Deductions		
<ul style="list-style-type: none"> In Sangha Fund collections on CCF loans 	<p>Will discuss this matter with the CSUs.</p>	<p>This is a recommendation to improve our Standard Operating System (SOP)</p>
<ul style="list-style-type: none"> In Sangha Tax collections 	<p>Will impress upon the Coolies that the entire taluk/all the villages need not pay a uniform rate of tax.</p>	<p>Have already implemented this recommendation in the 1999 Income Declared and 2000 Sangha Tax. The rates of Tax currently vary from 5% to 8%.</p>
11. Explore Income Generation schemes		
<ul style="list-style-type: none"> Scope is limited 	<p>Our experience tells us that marketing risk has to be borne by an outsider entrepreneur, and not by the Coolies themselves.</p>	<p>Have already initiated work on this with the UK Jewish Aid/DFID – the Women's Business Challenge project.</p>
<ul style="list-style-type: none"> Identify and tap existing potential 		<p>Action Plan C.4. New Infrastructure Developed for Entrepreneurship Study on Venture Capital in July 2001. Action Plan C.2. Forward Linkages Strengthened</p>

<ul style="list-style-type: none"> - stone cutting, slab making, brick making - mango and tamarind leasing, processing, etc. 	<p>Food processing (value addition) is the most promising area that we will go into after the studies on Marketing Possibilities and Value addition in February and June 2001, respectively.</p>
12. CSU's Age alone should not be Criterion for Withdrawal	
<ul style="list-style-type: none"> • Financial self reliance 	<p>Point noted. Most CSUs have enough organisational savings to manage their village and Cluster level expenses by the time ADATS withdraws.</p>
<ul style="list-style-type: none"> • NGO role after withdrawal 	<p>Requires an elaborate answer on i. the support we provide to independent CSUs, ii. response to emergencies, crisis and larger socio-political struggles, iii. expansion into new regions/gap filling, and iv. our 2-fold role in the public domain to safeguard democracy and promote gender justice.</p>
<p>Action Plan D.6. Alternate Common Resources Critical introspection by each and every Member Coolie family, from October 2001 to February 2002, is vital for them to place the Coolie Sangha itself as an alternate common resource. This introspection will, <i>inter alia</i>, clarify the continuing role of ADATS <i>vis-à-vis</i> the Coolie Sangha</p>	
13. Gender Training	
<ul style="list-style-type: none"> • By external Consultant 	<p>For the past 3 years we have searched for a person who is willing to do this for a rural NGO/CBO on a long term basis. But we will, nevertheless, continue to make serious efforts.</p>
<ul style="list-style-type: none"> • For women as well as men Staff 	<p>Most certainly!</p>
<ul style="list-style-type: none"> • Women Staff have not contributed to Mahila Meetings in meaningful way 	<p>Women Staff have contributed tremendously to the level of articulation that is to be found in Coolie Women. If Women Staff took a back seat during the Stocktaker's discussions in Mahila Meetings, this is to their credit.</p>
<p>Action Plan B.1. Gender Training implemented Shubha Chacko will identify a Resource Person in February 2000. Totally disagree with this sweeping statement.</p>	
14. Effective Monitoring and Supervisory system	
<ul style="list-style-type: none"> • Assess Field Staff performance 	<p>The text of the Report indicates that this was a problem only in Bagepalli taluk where experienced FWs (including the BCS President and Treasurer) dealing with independent CSUs had a chemistry problem with the Stocktaker.</p>
<p>Action Plan A.3. HRD This will be undertaken only once the normal projects and programmes of ADATS and the Coolie Sangha are under way – i.e. will not conduct the study in a vacuum when funds are cut.</p>	
15. Job Enrichment Programme	

<ul style="list-style-type: none"> Analysis of job performance 	<p>Clear job descriptions, reporting lines, situation meetings, staff meetings, etc. are in-built into our management system. There is a clear and proven second line. Work has not suffered for want of effort...</p> <p>Staff regularly attend training programmes held by support NGOs.</p>	<p>Action Plan A.3. HRD We agree to this recommendation only on the insistence of our Funding Partners.</p>
<ul style="list-style-type: none"> External person – behavioural scientist 	What for?	Rejected.
16. Retain Farm	<p>Our Agriculture Policy statement says that we will retain the farm, provided we are going to work more on agriculture – i.e. post land restoration works with follow up on cropping patterns, tree planting, etc.</p>	<p>This entails a modest and recurring operating cost of about Rs 20,000 every month.</p> <p>On the other hand, selling the Farm and keeping the proceeds in Fixed Deposit will provide enough resources to meet the central costs of the Coolie Sangha and make the people's organisation <u>totally</u> self sufficient.</p>
17. Sell off Bangalore Guest House	<p>Yes.</p> <p>It is only an asset creation venture which, in the meantime, acts as a base in the State Capital (not just an overnight shelter) for our increasing work with larger actors like the government, development institutions, policy makers, etc.</p>	<p>Will make serious efforts after the Bangalore property market recovers.</p>
18. Improve Record Keeping (VPACK data)		
<ul style="list-style-type: none"> Base line and time series data 	<p>It is not possible to incorporate a Base Line at this stage, after 22 years of work.</p>	<p>Have already rectified the software code to provide time series data wherever possible.</p>
<ul style="list-style-type: none"> Quarterly information to assess seasonal variations 	Not practical, except for CCF data.	Will implement this only in the CCF module.
<ul style="list-style-type: none"> Disaggregated information on 		<p>Action Plan A.3. Gender disaggregated database Gender Specialist will study the requirement from March to May; we will correct the software code and feed in fresh data in July and August 2000.</p>
<ul style="list-style-type: none"> - women 	Yes!	
<ul style="list-style-type: none"> - very poor 	Yes!	

3. DR. ANITA RAVISHANKAR'S RECOMMENDATIONS

RECOMMENDATIONS	COMMENTS & ELABORATION	ACTION TAKEN/PROPOSED
<p>1. Define Resources more Broadly</p> <ul style="list-style-type: none"> Resources that effect reproductive functions of women and day to day lives of all Capacity to have information of their existence Better services in the communities Broaden political perspectives More resources = more powerful movement 	<p>Yes! Understood and fully accepted.</p> <p>This is an ideological recommendation, encouraging us to embrace feminism.</p> <p>This has been a point of major emphasis in the Bagepalli Member Training sessions.</p> <p>Yes! Thereby our emphasis on a participative grassroots democracy.</p> <p>This has been the mainstay of our "Become Rich in 3 Years!" strategy.</p>	
<p>2. Attention to Informal Structures</p> <ul style="list-style-type: none"> Allow sustained participation of the poorest Nurture closer ties between Members and Leaders Specific needs of poorest to be voiced out More supervision by the Staff Training for all the Members 	<p>Once again an ideological recommendation.</p> <p>The strong political will in this direction needs to be complemented with a lot more concrete action.</p> <p>This distance often gets widened when we chase after larger targets and management objectives.</p> <p>The Women's Fund is a fine example of this.</p> <p>We agree that we need to give much more personalised attention to individuals and their feelings/problems.</p> <p>Have already held 3 rounds of 2-day sessions for small groups of 50 Members per group, covering 17,000 Members over a period of 5 months.</p> <p>The 1st rounds were to review, the 2nd on feminism, and the 3rd on communalism and democracy. 5,000 Cancelled</p>	<p>Such participation cannot be obtained only through formal structures and procedures – ADATS Staff and Coolie Sangha functionaries will be encouraged to develop informal and familial inter-dependent relationships with each and every Member Coolie family.</p> <p>Once more a feminist recommendation that we will take very seriously.</p> <p>We have already reached out to about 500 single women headed families.</p> <p>The Women's Fund has been extended to Chintamani and Siddalaghatta taluks.</p> <p>Action Plan B.3. Massive Member Development</p>

	Members from about 100 dropped out villages participated in this 3rd round	
<ul style="list-style-type: none"> • Build negotiation, communication, articulation skills • Enhance capacity to co-operate • Staff to conduct need assessment within CSUs • Increase accountability to women's needs • HRD specialist to be brought in from outside 	<p>We have succeeded at a collective plane but not necessarily at the individual level.</p> <p>"Management" often acts as a bane by formalising systems... E.g. each and every woman used to contribute Rs 5 a month for a Teacher's salary; then Sangha Funds took over...</p> <p>Grassroots planning of activities like CCFs, DLDP, et al is not enough. We hope that the Member Training culture will lead to this.</p> <p>Dr. Ravishankar suggests Mr. Sunney Tharappan, Aim Insights, Valentia Circle, Mangalore. But we are not fully convinced...</p>	Action Plan A.4. HRD This will be undertaken only once the normal projects and programmes of ADATS and the Coolie Sangha are under way – i.e. we will not conduct the study in a vacuum when funds are cut.
3. Develop a Mindset towards Gender	Another ideological Recommendation	
<ul style="list-style-type: none"> • Measure socio-cultural and political change • Benefits accrued from CCF, DLDP, Health, Child, etc. 	We fully agree that, in order to move on to Recommendation # 12, it is vital to measure all changes in terms of Men, Women, Upper Caste, Middle Caste and SC/ST.	
4. Inter-CSU, Cluster and Taluk Exchange Visits		
<ul style="list-style-type: none"> • Learn from each other's strengths and weaknesses 	We need to systematise this activity and gradually convert it into a habit.	
5. Late-joiners to understand Mission & Ideology		BCS President will personally ensure ideological adherence through intense Member Training.
<ul style="list-style-type: none"> • Lessen subversive control exercised by landlords 	Will strictly adhere to the practice of not giving any material benefits in the Formation phase of Coolie Sangha building.	
6. Policy for Dropped-out CSUs	Some degree of cancellation/dropping out is good. It is an indicator of relevance (sensitive functioning, on a day to day basis) as opposed to stagnation. This is the main rationale for the annual re-affirmation of faith through income declara-	Action Plan D.4.

	tion, tax payment, and membership renewal.	
<ul style="list-style-type: none"> Increasing drop outs could effect morale 	This is true. It will also effect taluk presence and erode into the bargaining capacity of the Coolie Sangha as a whole. We will consciously reach out to dropped-out CSUs and Cancelled Members without adversely effecting discipline.	
7. Upgradation of Traditional Economic Activities	We recognise the need to improve Backward (better loan utilisation, seed treatment, crop choice, para veterinary support, insurance, etc.) and Forward (marketing) linkages.	Action Plan C.2. Traditional Economic Activities
<ul style="list-style-type: none"> Tie up with ICRISAT, etc. 		
8. ALP Classes		
<ul style="list-style-type: none"> As a tool for conscientisation 	This is exactly what the specially designed ALP material attains.	
<ul style="list-style-type: none"> Continue at all stages of CS building 		Action Plan E.1. Adult education After conducting 2 rounds of ALP classes in 130 and 135 villages, respectively, we Will assess the need to continue at all stages in February 2002.
9. BCS to enter into Advocacy		
<ul style="list-style-type: none"> In a subtle way to influence public policy 	Through our entry into the Public Domain to safeguard democracy and promote gender justice.	
<ul style="list-style-type: none"> At village level & with taluk/district officials 		
<ul style="list-style-type: none"> Mass media, press, articles 	Negative visibility is a real danger.	
10. Gender Committee		
<ul style="list-style-type: none"> From all the programme components 	Yes. This will not be a "women's programme".	Action Plan D.2. Gender Committees set up 4 Gender Committees will be set up in May 2000.
<ul style="list-style-type: none"> Discuss and formulate gender strategies 		
11. Gender Training Programmes		Action Plan B.1. Gender Training implemented
<ul style="list-style-type: none"> For all staff members 	Yes! Men as well as women, Area as well as Executive Staff.	
<ul style="list-style-type: none"> Clarify concepts 	Recommendation # 3 on creating a mindset is vital for this to happen.	
<ul style="list-style-type: none"> Give skills and confidence to apply the tools in their work 		

12. Gender Information Data Base

- Use participatory techniques to gather data

Action Plan A.3. Gender disaggregated database

13. Technical Mainstreaming for including Gender

- New staffing, budgeting, training, guidelines, etc.
- BCS to emphasise technical along with political mainstreaming

This is a general weakness in the Coolie Sangha. Coolies develop a political will, but seem to get sated with discussions and statements of intent.

Action Plan A.1. Sex parity in ADATS Staff
Action Plan D.3. Reservation for women in the Coolie Sangha

14. Women themselves to decide on Gender Interests

This will be the role of the 4 taluk level Gender Committees.

15. Land Rights

- Register lands in women's names

We have already achieved a lot in 3 taluks through the Women's Fund.

We are contacting an activist Woman Lawyer in Bangalore to organise para legal training for all Field and Executive Staff.

16. Government Programmes for Women

- Mahila Mandals, DWCRA, ICDS, etc.

Problems of corruption could be tackled by the Mahila Meetings themselves - i.e. ADATS and/or BCS should not involve themselves as grand "implementing agencies".

Action Plan D.2. Developing packages with which to negotiate and tap government funds for women
Concrete packages that can be accessed by individual Coolie women as well as by groups (Mahila Meetings) will be in place by December 2000.

17. Systemic Changes

- Link micro-level struggles for identity with broader processes
- Extend that consciousness to understand local problems
- Visualise in terms of systemic changes

Yes.