



A PROJECT EFFECTS MONITORING REPORT

*Prepared for
ADATS, Bagepalli Taluq, Kolar District, Karnataka*

3rd Consortium Project - (Icco IN 094071 & EZE 20010246)
April 2001 to March '04



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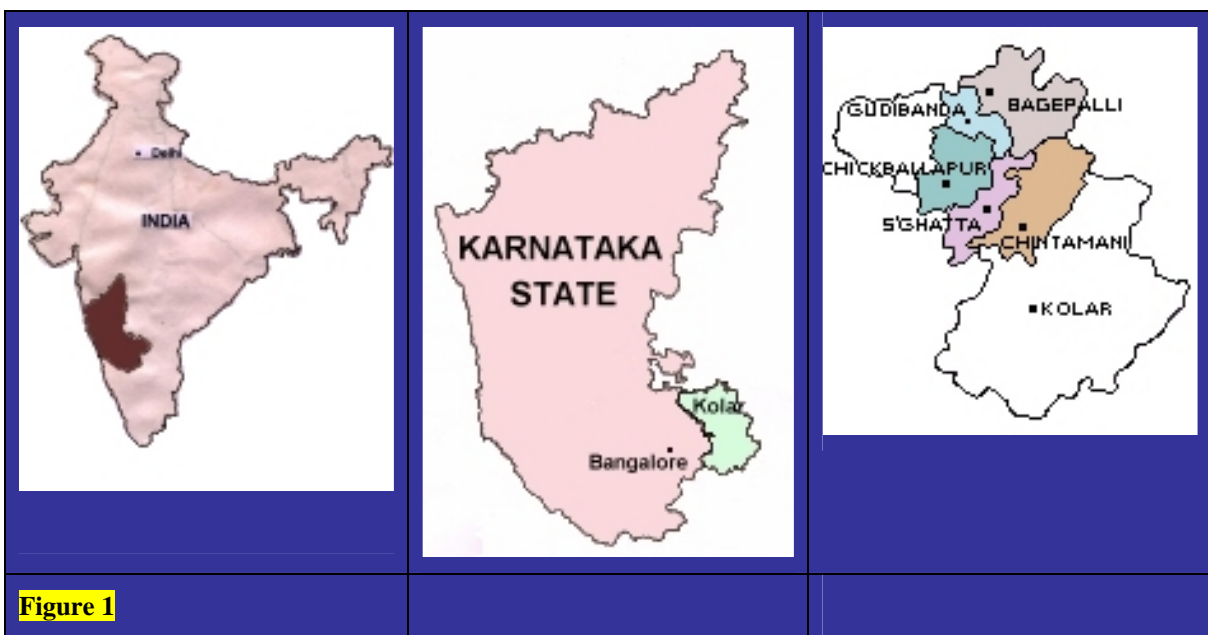
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1. Introduction

This is a “Project Effects Monitoring Report” which reviews the effects or results of the 3rd Consortium Programme “Coolie Sangha Building in North Kolar District” (Icco IN 094071 & EED 20010246) covering the period April 2001 to March 2004.

1.1. Agricultural Development & Training Society (ADATS)

ADATS was founded in December 1977 and started work in the same year in 27 villages of Bagepalli Taluk of Kolar District, Karnataka State, South India. Bagepalli is 3 kms off the Bangalore-Hyderabad road (National Highway No.7), 100 kms from Bangalore and 465 kms from Hyderabad.




This region, bordering the Rayalaseema belt of Andhra Pradesh receives a very low annual rainfall of 620 mm and supports dry land agriculture under traditional feudal conditions even to this day. ADATS works with the agriculture labour of this area, known as “Coolies”, who are generally landless labourers, although many own small tracts of marginal land.

The organization of Coolies into the Bagepalli Coolie Sangha initially invited an angry backlash from traditional landlords, who also wield considerable political power. However, over a period of 26 years, the Coolie Sangha has emerged as a social, political and economic force in the region.

The Coolie Sangha has been able to build a strong and secular Coolie identity, which was traditionally based on caste equations and feudal relationships. The Coolie Sangha is a membership driven organization and at the time of reporting, has 15,804 Member families, covering 34% of their village population.

Today, in addition to Bagepalli, ADATS works in 4 other taluks of North Kolar district (Chickballapur, Siddalaghatta, Chintamani, and Gudibanda), where the Coolie Sangha has

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initiated programmes for organization development, with special emphasis on women and children.

The entire ADATS/Coolie Sangha programme, over the past 26 years, has been supported by Icco (42%), EED (19%), SCNZ (18%), Novib (17%) and ActionAid (3%).

With a clear understanding that such external funding cannot be taken for granted, the Coolie Sangha has systematically collected contributions from Coolie farmers, normally as a proportion of their annual agricultural income. As on 31 March 2004, a sum of Rs 43,746,541 (US\$ 874,931) has been saved as part of a sustainability strategy. It is through these self-generated funds that the Coolie Sangha has been able to support the schooling/education of 21,781 children in village schools ever since the ActionAid Children's Education Programme was closed in 1992.

1.2. Conceptual Framework

Some important concepts which helped to understand the work of ADATS/Coolie Sangha and to be used as tools of analysis later are discussed in this section.

1.2.1. Implementation Technology

The framework used for the development project at ADATS uses an "Implementation Technology" which is expected to bring about specific changes, very much in the research tradition of experiments, with a strong commitment to performance. ADATS has summarized the idea of "Implementation Technology" in the following words:

An Implementation Technology is not the same as an Intervention Strategy. It cannot be understood as just a series of tested actions to perform or proven packages to deliver in a particular manner, following a certain sequence, and within a defined time framework. It has to be understood within a contextual framework wherein such actions, packages, sequences and time frames exist. This contextual framework demands clarity on the macro factors influencing the problem as well as a detailed micro analysis of the specificity of the locale, an ideological choice to contribute with a definite bias towards a particular caste-class, a determined commitment to achieve results, along with the actual technology which spells out what has to be done, why, how and when.¹

The "Millennium Eve Study" carried out in April-September 1996 made the following observation:


The "Implementation Technology" of ADATS can be seen as a professionalisation process, if we may treat the term as value free.²

An interesting and relevant diversion on the idea of "Implementation Technology" is suggested by Senge:

If a learning organization were an engineering innovation, such as the airplane or the personal computer, the components would be called "technologies." For an innovation in human behaviour, the components need to be seen as disciplines. By "discipline," I do not mean an "enforced order" or

¹ see IMPLEMENTATION TECHNOLOGY, INTERVENTION STRATEGY, <http://www.adats.com/home/strategy>

² see MILLENNIUM EVE STUDY, Intervention (India) Pvt. Ltd., April-September 1996, <http://www.adats.com/studies/studies/books/0808>

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“means of punishment”, but a body of theory and technique that must be studied and mastered to be put into practice.

In many ways, the work of ADATS/Coolie Sangha can be explained as the never-ending quest of a Learning Organisation.

You “never arrive”; you spend your life mastering disciplines. You can never say, “We are a learning organization,” any more than you can say, “I am an enlightened person.” The more you learn, the more acutely aware you become of your ignorance. Thus a corporation cannot be “excellent” in the sense of having arrived at a permanent excellence; it is always in the state of practicing the disciplines of learning, of becoming better or worse.

However, this does not mean there are no objectives to be achieved or results to be produced. The aim of this report is to analyse the operations of ADATS/Coolie Sangha based on the existing Strategic Plan and determine what effects are being produced or need to be produced.

1.2.2. Being, Becoming and Belonging

The Coolie Sangha is based on formal membership and participation of members in organizational rituals and “struggles”. An important conceptual framework used to understand the work of the Coolie Sangha covers the related concepts of Being, Becoming and Belonging.

The work of Descriptive Psychologists in the twentieth century focused on “Persons” and “Doing”. A Person is said to be one whose life history “paradigmatically is a life history of Deliberate Action”; person characteristics are all articulated by means of their relation to the person’s actions.³


Three other important dimensions of the Person concept within the domain of Descriptive Psychology are, (i) Being, (ii) Becoming and (iii) Belonging⁴.

If we say that Laxmappa is a Coolie or that Raghu is a Computer Programmer we are providing a means of understanding their actions, thinking and judgments. Thus, “Being” and “Doing” are strongly connected conceptually and practically. Whenever a Person acts, she acts as a particular someone – that is, she is being and enacting a particular status within the status structure available in the community within which he or she is currently participating. It is possible at times, for a person to be acting on more than one status at a time or even acting on statuses within different communities at the same time.

“Becoming” is another important concept, which finds application in the realm of psychopathology and psychotherapy. Here the concern is about what people can and do become, how they become it, what prevents their becoming what they could be, and how to support them in becoming what they want or need to be. Descriptive Psychologists have created a set of methods and approaches to matters of becoming, referred to in the literature as “status dynamics”. A person’s identity and characteristics are considered to be evolving, particularly in the early stages of his or her life. These attributes appear to settle in form and content as time goes by, so that although “becoming” is a life-long process, it is pronounced in the earlier formative years.

³ see Ossorio, P. G. (1966/1995). PERSONS Volume I, The Collected Works of Peter G. Ossorio. Ann Arbor, MI: Descriptive Psychology Press. Originally published as PERSONS, Volume I and II (LRI Report No. 3). Los Angeles, CA and Boulder, CO: Linguistic Research Institute.

⁴ Putman, Anthony O., BEING, BECOMING, AND BELONGING, A Paper Presented to The Twentieth Annual Conference of The Society for Descriptive Psychology, September 24-27, 1998, Estes Park, Colorado

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Being and “Belonging” are very closely connected. To be is to “be conscious” of the status one is being at a given time. Being a particular status at a particular time is to position oneself within the social practices of a particular community. One of the most important characteristics of a community, which binds it together, is its shared worldview. Being and belonging can sometimes pose conflicts, as when an adolescent rejects his or her status in a community for his or her ideas of who he or she would like to be. Belonging can hardly take place for its own sake. Individuals participate in a community for the satisfaction that accompanies participation. Thus involvement precedes and anticipates appreciation.

1.2.3. Development Projects as Social Experiments

It has been noted that “public policy-making is recognized as an incremental process of trial and error through political interaction and successive approximation” (Lindblom, 1965; Rondinelli, 1975 Wildavsky, 1979). Perhaps this is the most appropriate approach in an environment fraught with the “uncertainties and complexities of development policies...”⁵

The idea of “experiments” in the social sciences is modelled on the methods of the natural sciences, where a *cause* supposedly brings forth an *effect*. In the social and behavioural sciences, the causal condition is generally referred to as the *independent variable* (IV), and what is supposedly affected is referred to as the *dependent variable* (DV).

The primary concern is therefore on the “Effect-Result” (DV) and the “stimulus” that is responsible for it, the “Cause-Effect” (IV).⁶

In assessing the Effects of the project, we would be making a “pronouncement concerning the effectiveness of some treatment or plan that has been tried or put into effect...studying by retrospect the cause of success or failure...”⁷

At the risk of oversimplification, we can see the project design as a “One-group Pretest-Posttest Design” which is an improvement on the traditional Development Project “One-shot Study” Design, where an evaluation is carried out without a baseline.⁸

These two designs are illustrated in the illustration below:

1) The One - shot Study

$$X \rightarrow O$$

2) The One - group Pretest - Posttest Design

$$O_1 \rightarrow X \rightarrow O_2$$


Here, “X” represents an “Experiment” while “O” stands for “Observation”, where O_1 is Observation ‘before’ and O_2 is Observation ‘after’.

⁵ Rondinelli, Dennis A., DEVELOPMENT PROJECTS AS POLICY EXPERIMENTS

⁶ Baker, Therese L., DOING SOCIAL RESEARCH, McGraw-Hill Book Company, Singapore 1988, pp 200-227, *Experiments*

⁷ Struening, Elmer L. and Brewer, Marilyn B., HANDBOOK OF EVALUATION RESEARCH, Sage Publications, Inc., London, 1983

⁸ Kidder, Louise H., RESEARCH METHODS IN SOCIAL RELATIONS, Holt-Saunders International, Japan 1981

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By having two data points, O_1 (First Observation: Baseline) and O_2 (Second Observation: Final Survey), it is possible to rule out selection as a rival explanation. If there is no baseline, we can never know how much of the claimed “success” of the project can be credited to the efforts of the project, i.e., X (Experiment).

A more sophisticated design could have two groups, one of which is ‘outside’ the experiment, so that in addition to before and after, a treatment group can be compared against a no-treatment group to determine exactly what changes can be attributed to the experiment.

A “Time Series” Design⁹ would take several observations before, during and after the experiment, so that it can make more definitive assertions about the actual changes, filtering out and explaining unexpected external effects.

In view of its expertise in quick collection and analysis of quality data, ADATS is in a position to monitor progress along a time-line using a participatory approach. Such an approach would provide the beacons and markers towards which project staff can work, with the knowledge that their work would be assessed on the basis of results that can be objectively measured.

1.2.4. Threats to Internal Validity

The other threats to validity of this design are:

- ❖ **History** – If the post-test observation is made after considerable time, the difference between it and the pre-test may be the result of different social climates
- ❖ **Maturation** – If the community being studied has become better educated, more mature and self-confident with the passage of time alone, this becomes a rival explanation
- ❖ **Testing** – If the baseline sensitises and also educates the community, this alone can become a rival explanation for the change recorded
- ❖ **Instrumentation** – If data collection system or scoring system is changed between pre-test and post-test, this could distort results in terms of changes recorded
- ❖ **Interaction of any of the above threats with each other**¹⁰

Fortunately, this study covers a relatively short period from 2001 to 2004, and uses limited quantitative data collected in a Baseline in 2001, and qualitative data from a variety of sources. Quantitative data collection at ADATS is done on a continuous basis, the Baseline questionnaire being updated every six months for internal monitoring purposes.


1.3. Methodology

ADATS has established a strong participatory monitoring system that is completely transparent because it is data-based, and measures change along agreed indicators.

An external consultant, who was associated with the development of the 2000 Logical Framework joins the project monitoring team from time to time and assists with identification of the indicators and their measurement.

⁹ Moser, C.A., Kalton, G., SURVEY METHODS IN SOCIAL INVESTIGATIONS, Gower Publishing Company Ltd., Aldershot, UK, 1971

¹⁰ Ibid

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In this review report, the emphasis is on the *effects* or the “dependent variables” of the interventions (independent variables) as measured by various robust and objective indicators. We realize that such measurement constitutes “Indicators Research”, while we monitor and evaluate organizational performance.

1.3.1. The Strategic Plan

The Strategic Plan which emerged after the development of the “2000 Logical Framework”¹¹ exercise provides references for many aspects of this study.

In summary, it was visualized that a strong Coolie Sangha organization would be able to assert itself as an institution in the social, political and economic milieu of the region, in favour of Coolie cultivators, Coolie women and Coolie children.

The Unification of the Coolies thus became the **Purpose** of the strategic plan, with the conviction that it would result in freedom of thought and action, which had traditionally been denied in the feudal structure, and provide at least the Coolie children with a new vision and confidence to pursue that vision.

Such a purpose would obviously call for organizational discipline and effort, and a completely changed mindset, with complete trust in the process and the guidance offered by ADATS.

The Strategic Plan was formulated in the first year of the new millennium, with an awareness that vast changes were taking place in the social, political and economic milieu of the country, and that the Coolie Sangha needed a focused plan to ensure that Coolies would be able to take advantage of the new opportunities that were appearing while influencing the political and administrative systems in their favour.

The Processes required for the production of Project Outputs are closely monitored and activities are documented in considerable detail in the 6-monthly Progress Reports brought out by ADATS.

1.3.2. Data Collection


For the purposes of this report, wherever possible data was extracted from the comprehensive database maintained by ADATS and the Coolie Sangha.

ADATS was among the first NGOs in the state to introduce computers for recording and analyzing work-related data. Computerisation of performance data has resulted in the availability of performance details and rating information at high levels of accuracy and speed. For this reason, entire population or “census” data is available as opposed to “sample” statistics from which we must make estimates of population parameters.

Many Focus Group discussions and depth interviews were held in April and May 2004 to collect qualitative data on various indicators, with live cases if possible to illustrate the extent and nature of effects generated by various interventions.

Desk research includes study of the not inconsiderable documentation on various aspects of the work of ADATS. Adequate references have been given for data or quotations taken from existing documents.

¹¹ Please see APPENDIX-A

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This review is based on wide consultations with and participation among the various stakeholders of the ADATS/Coolie Sangha programme. This review also relies on indicators selected at the time the Strategic Plan was finalised in 2000, and on a baseline developed in 2001, and monitored on a half-yearly basis.

1.3.3. Objectively Verifiable Indicators


The Strategic Plan lists 15 indicators, which are expected to show that the goal has been achieved. An objectively verifiable indicator is so-called because all those measuring it independently using a pre-determined measurement process must arrive at the same measurement and agree that it is measuring what it purports to be measuring.

These indicators, as they appear in the LogFrame are:

- 1) Everyone in Member Coolie Families have [at least] 2 meals a day by March 2005
- 2) Everyone in Member Coolie Families have [at least] 3 sets of clothes by March 2005
- 3) [At least] 80% of Member Coolie families have proper flat-roofed houses by March 2010
- 4) [At least] 2 persons per Member Coolie Family have completed 10 years schooling by March 2010
- 5) Upper caste atrocities countered and stopped
- 6) No incidence of Bonded/Contract Labour in the programme villages
- 7) Sexual exploitation of Coolie women stopped
- 8) Old and disabled people cared for
- 9) Forced summer migration reduced
- 10) No Coolie lands mortgaged to Ryots
- 11) 34,413 acres of dry land belonging to 13,293 landed Coolies under sustainable cultivation by June 2006
- 12) Credit worthiness of Member Coolie Families not less than Rs.10,000 by March 2010
- 13) Coolie families are supported when economic ventures fail
- 14) Cases of political parties negotiating directly with Coolie Sangha
- 15) Cases of Harijans and Coolie women contesting and winning general, non-reserved categories from the next Panchayat Raj elections

At first glance, it can be seen that with the exception of items 6,7,9 and 10, all these 'indicators' would fit well in a list of Basic Needs (Food, Clothes, Housing, Education, Insurance, Credit) and Fundamental Human Rights (Right to Equality, Right to Freedom, Right Against Exploitation). In other words, many of these 'indicators' are lower level objectives or what need to be done to produce Project Outputs and the Project Purpose.

If lower level objectives are used as indicators, the logic of the Project Plan fails and Effect Monitoring becomes impossible.

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At the time the Logical Framework was drawn up, the immediate requirement was to communicate the project strategy. For this reason, the Problem Tree analysed the Causes of the Focal Problem in considerable detail with relatively less emphasis on the Effects of the Problem.

As a result, in the Objectives Tree the emphasis was on the Means (or interventions) without an equally exhaustive analysis of the desired Ends, which explains why indicators were not derived from the logic of the LogFrame.

In the early planning stages, indicators are just guiding values with which to analyse the project concept¹². Indicators must be reviewed frequently to make sure that they are relevant and are actually measuring what we want them to measure.

This review presented an opportunity to revisit the LogFrame and make sure the indicators are measuring what we want them to measure in the light of clearer understanding of the cause-effect logic and actual experience.

2. Review of the ADATS/Coolie Sangha LogFrame

After extensive discussions with ADATS/Coolie Sangha functionaries on 29-30 April 2004, it was considered necessary to revisit the original problem analysis and follow through with the Objectives Analysis and the Project Planning Matrix.

2.1. Problem Analysis

The ADATS/Coolie Sangha LogFrame was the result of a 17 months “Accompaniment” Consultancy facilitated by Intervention (India) Pvt. Ltd. from November 2000 to March 2002. The Problem Analysis was introduced to participants as “the most time-consuming and the most crucial phase” of the “Participative Planning, Monitoring & Evaluation Programme”.

2.1.1. Early Articulation

It is instructive to recall that the very first passionate articulation of their “problem” by Coolies was in terms of “Social Oppression”¹³.


In the discussions that followed, trying to understand the causes of this “socio-economic oppression”, there was consensus on the notion that it was mainly on account of the “powerlessness of the coolies”. Coolies experienced discrimination on the basis of caste and traditional social systems, which were not in their favour. Possibly as a result of these systems, Coolie Incomes were low and tended to prevent Coolies from breaking out of the cycle of poverty and oppression.

The anguish that comes through in the expression, “socio-economic oppression” is elaborated in terms of generations of victimization which robbed the Coolie community of “human identity”, “human dignity” and “citizen status”¹⁴. The words communicate the *angst* of being treated as sub-humans or non-persons and the consequent denials of basic needs and human rights.

¹² Anonymous, THE LOGICAL FRAMEWORK APPROACH (LFA), NORAD, 1996, page 54

¹³ Participative Planning, Monitoring & Evaluation Programme for ADATS, Bagepalli - (11/00 to 03/02), Progress Report No.2 for December 2000, Ref. ToR dtd 19 Nov 2000 to IIP, Issue No. 1 dtd 11 February 2001, 0012REPT/AM, Revision: Nil, 1798 Words, 7 Pages

¹⁴ The key words in Telugu describing the Focal Problem were, *Maryada* (self respect), *Manavatham* (humanity) and *Nagarikathanam* (citizenship)

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Most of the discussions centred around “historic injustices” meted out to “Coolies”, the common parlance for agricultural labour, by their *Ryots* or landlords who belonged to “upper” castes. “What ‘they’ did to ‘us’” – “how ‘they’ denied us ...”, “how ‘they’ oppressed us”, and “what ‘we’ experienced”.

Although most of the caste-based atrocities, caste-based sexual assaults, caste abuse and “disrespect” or *Avamaryada* have all largely been relegated to the past, they crowd the pages of the shared history of Coolie social experience, and can never be excluded from any plan for the future.

The Coolie ‘problem’ is thus rooted deeply in loss of control over individual, family, village and caste-class behaviour, which is (or was) dictated by “them”.

2.1.2. Locus of Control

Peter Senge presents an interesting concept¹⁵ in his influential book, “The Fifth Discipline”:

At the heart of a learning organization is a shift of mind – from seeing ourselves as separate from the world to connected to the world, from seeing problems as caused by someone or something “out there” to seeing how our own actions create the problems we experience.

This is a phenomenon that could be understood in terms of “Locus of Control”, a useful psychological concept¹⁶. Locus of Control refers to the extent to which individuals believe that they can control events that affect them. Individuals with a high internal locus of control believe that events result primarily from their own behaviour and actions. Those with a high external locus of control believe that powerful others, fate, or chance primarily determine events.

The Problem solving approach of LFA requires that:

- a) The Cause-Effect relationship be clearly analysed in the form of a “Problem Tree”
- b) All elements in the problem tree be converted into positive desirable conditions
- c) Review the resulting Means-Ends relationships to assure validity and completeness of the Objectives Tree¹⁷

At the Project Planning Session for ADATS/Coolie Sangha on 3rd and 4th December 2000, the first draft of the problem was, “*Socio-Economic Oppression of the Coolie Families*”¹⁸.


Converting this formulation to a positive, desirable condition would give us, “*Socio Economic Oppression of the Coolie Families ended.*” If this were done, however, we would confront a serious operational problem. We would have to find ways to make changes in the attitudes and behaviour of those who are purportedly indulging in Socio-Economic Oppression of Coolie families.

¹⁵ Senge, Peter M., THE FIFTH DISCIPLINE, Doubleday, New York, 1990

¹⁶ see Simons, Irwin and Drinnin, PSYCHOLOGY: THE SEARCH FOR UNDERSTANDING, West Publishing, 1987, pages 493-495

¹⁷ Anonymous, THE LOGICAL FRAMEWORK APPROACH, NORAD, Oslo, 1990, 1996

¹⁸ see Participative Planning, Monitoring & Evaluation Programme for ADATS, Bagepalli - (11/00 to 03/02), Progress Report No.2 for December 2000, Ref. ToR dtd 19 Nov 2000 to IIP, Issue No. 1 dtd 11 February 2001, 0012REPT/AM, Revision: Nil, 1798 Words, 7 Pages

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On the other hand, if the problem were drafted as, “Coolies experience a sense of oppression”, it would convert to an objective as, “Coolies no longer experience a sense of oppression.” The solution is no longer external to the control of the Coolies. Changing what the Coolies experience would involve a combination of a mental adjustment and requisite actions by the individual and the community.

In process terms, therefore, the task of ADATS/Coolie Sangha is to change the orientation of individuals and an entire community (or caste-class) across several Taluks¹⁹ of North Kolar District.

Three of the attributes identified as causes of the problem, “Socioeconomic Oppression of the Coolie Families” in the early sessions (3rd and 4th December 2000) were:

- ❖ “Powerlessness of the Coolies”
- ❖ ‘A rise in “fascism” – a term used by the Coolies to describe religious fundamentalism/communalism and right wing political activity’
- ❖ “Multiple Oppression through Gender Construct”

Powerlessness could have been used as a focal problem, because changing that state could have led to a reduction or removal of [the experience of] Socioeconomic Oppression. This is an “internal locus” attribute, while both “rise in fascism” and “multiple oppression” are external phenomena.

We now see that the way we formulate our problem determines whether or not it can be solved. If the problem selected were “Powerlessness of the Coolies”, the causes of this problem could have been analysed with an “internal locus” answering questions of “Why do we feel powerless?” as opposed to an “external locus” which would ask, “How do they make us powerless?”

The work of the ADATS/Coolie Sangha and the changed political, legal, social and economic environment in the country has ensured a gradual but certain change towards internal locus of control among Coolies.


How would we assert that such changes are taking place? Fortunately a well tested and validated instrument²⁰ for measuring locus of control is available, and all that needs to be done is to adapt it for our use in the Coolie social environment.

It has been observed that “As children grow older, they gain skills that give them more control over their environment. In support of this, psychological research has found that older children have more internal locus of control than younger children”²¹.

¹⁹ A State is divided into districts, which in turn is divided into blocks or taluks. Each taluk is made up of hoblis, while the village is the basic unit of political organization.

²⁰ In the 1960s, psychologist Julian Rotter developed an inventory to measure locus (location) of control. see Rotter, J.B., GENERALIZED EXPECTANCIES FOR INTERNAL VERSUS EXTERNAL CONTROL OF REINFORCEMENT, Psychological Monographs, 80, (1, Whole No. 609), 1966. The original instrument contains 29 questions, and several well known adaptations have been published since then.

²¹ Gershaw, David A., commentary on Simons, Irwin and Drinnin, *ibid*

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2.2. Objectives Analysis

Based on the Problem Tree Analysis, the Objectives Analysis derives the objectives of the project at the Goal, Purpose and Output levels. Please see APPENDIX-A.

2.3. Project Planning Matrix

From the Objectives Tree, the Project Planning Matrix has been constructed, adding Objectively Verifiable Indicators, Source of Verification and Important Assumptions and External Factors.

3. Streamlining the ADATS/Coolie Sangha LogFrame

In the light of the ADATS/Coolie Sangha experience with the Logical Framework, a review and some streamlining of the LogFrame is in order now (April/May 2004), starting at the original problem articulation. Our priority would be to proceed from problem formulation to derivation of objectives complete with objectively verifiable indicators selected from problem effects.

Although the numbers used for headings are unique, the numbering used to identify matrix elements are identical with those of the Project Planning Matrix (APPENDIX-A3).

3.1. Streamlined Goal

According to the Streamlined LogFrame (APPENDIX-B), the Goal of the ADATS/Coolie Sangha project is:

To ensure that Member Coolie Families secure and enjoy Freedoms and Fundamental Rights.

Enjoyment of ***Freedoms*** and Fundamental Rights which are guaranteed to them under the Constitution of free India, but apparently foiled by a combination of external and internal orientations, is the desired end state of this project.


It is interesting that the Coolies had already articulated this idea in an early planning session:

“Coolie Kutumbaliki Prathi Okka Hakku Mariyu Avakasham Kalipinchinamu” which translates to “***Coolie Families win every single right and opportunity***”²² albeit at the Purpose level.

This state was believed to lead to the goal of “***Manchi Jeevithamu***” which translates literally as “Good Life” or more accurately as “[Good] Quality of Life”.

We would say that the project has been successful when all Member Coolie Families secure and enjoy ***Freedoms*** and Fundamental Rights. However, as pointed out earlier, the goalposts constantly shift as Coolies set higher and higher standards of excellence in their pursuit of Freedoms and Fundamental Rights.

²² Participative Planning, Monitoring & Evaluation Programme for ADATS, Bagepalli - (11/00 to 03/02), Progress Report No.2 for December 2000 Issue No. 1 dtd 11 February 2001

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3.1.1. Streamlined Goal Indicators

The Streamlined Goal Indicators are:

Gl.1. Political parties negotiate with Coolie Sangha

Coolies as "non-persons" never made political choices until a few decades ago. If they voted at all, they did so as instructed by their feudal masters. The Coolies have realized that if they could unite and vote as a bloc, they could become an "Effective Minority" with whom political parties must negotiate. They are aware that the mere process of negotiations does not automatically translate to acquisition of political power, but see it as a big step towards realization of person status and citizen status.

If political parties negotiate with the Coolie Sangha, how can it [partly] indicate that the Coolie families will secure and will enjoy freedoms and fundamental rights?

For a community that has never participated meaningfully in political processes, the very fact that political parties negotiate with them at the time of elections and when allocating resources is a major form of class recognition and emancipation.

Such negotiation effectively means that the Coolie caste-class emerge as actors on the political stage. An important case of "becoming" that moves the Coolies to a new dimension of self-respect and self-empowerment.

Gl.2. Decrease in number of Acts of Senseless Violence against Coolies [expected nil]

Gl.3. Decrease in number of Cases of Caste-based Sexual Violence against Coolie Women [expected nil]

The second and third indicators are overtly caste-based and measure self-respect on the basis of interaction with upper castes.

Gl.4. Decrease in number of cases of Debt Bondage [expected nil]

Debt Bondage was a common phenomenon in Kolar District, where Coolies entered into "debt bondage" in order to pay back loans taken for celebrating festivals, marriages or recovering from the effects of a series of drought years.


These four carefully selected indicators cover political and social perspectives of Coolie life that were considered crucial for economic and psychological well-being.

3.1.2. Means of Verification – Goal Indicators

Gl.1.1. The ADATS/Coolie Sangha has a long tradition of documentation of all their activities. The organization maintains an extensive database on political affiliations of the village community based on decentralised information collected by Coolie Members. In addition, the Project Director documents key political processes in his diary. Six monthly monitoring reports review issues in considerable detail. Some issues are published in the form of periodic newsletters²³.

Gl.2.1, Gl.3.1. and Gl.4.1.: Annual Cluster Reviews provide the opportunity for collecting data on political and social issues, which are then entered into an intranet in the form of electronic data.

²³ An assortment of studies and documents are available on ADATS' website, www.adats.com

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3.1.3. Goal Assumptions

There are two important Goal Assumptions.

GEF1.1. Negotiations [with political parties] are not smokescreen for political machinations. As the Coolie Sangha gains experience in political processes, they have to come to terms with value systems which are diametrically opposed to theirs. For example, it might be naïve to expect that transparency, honesty and directness, which are universally regarded as virtues could be expected in return from political allies and/or foes.

GEF3.1. Routine criminal offences are not presented as caste-based sexual violence. It is reported that sexual violence was used in the past to put Coolie families in “their place”. Such “caste-based” sexual violence is to be differentiated from “routine criminal offences”.

3.2. Streamlined Purpose

The Project Goal is sought to be achieved by the following Purpose:

To ensure that Member Coolie Families gain increased control over their lives

Ensuring that Coolies gain increased control over their lives, or that they move from external locus to internal locus of control²⁴ provides the main thrust of the project.

3.2.1. Purpose Indicators

The four Purpose indicators selected are:

PI.1. All genuine cases of marginalized individuals in the Programme receive care

Marginalised individuals include destitute women, orphans, families that cannot afford two meals a day, children who drop out of school because they have no food or clothes, single women and destitute families that are unable to avail of government welfare benefits such as free water supply, free electricity connections, and free housing.

PI.2. Increase in proportion of Member Coolie Families where Women get Title Rights to land

This indicator signifies a major departure from traditional practice and has been responsible for a complete change in attitudes towards women.

PI.3. Significant increase in proportion of employed Youth in each successive cohort (batch) of educated and trained Coolie Youth

ADATS/Coolie Sangha has started a Computer skills training and other life-skill activities for Coolie Children. If cohort-wise data is maintained, it would be possible to study the trend of the time-series.

PI.4. No cases of Forced Migration

No cases of annual Forced Migration as opposed to routine or “choice” migration. Reduction in cases of such forced migration would indicate the success of new survival strategies promoted by the project.


3.2.2. Means of Verification – Purpose Indicators

The Means of Verification for the Purpose Indicators are:

PI.1.1. Half-yearly Monitoring against Baseline Report

PI.1.2. Half-yearly Monitoring against Baseline Report

²⁴ see Rotter, Julian B., GENERALIZED EXPECTANCIES FOR INTERNAL VERSUS EXTERNAL CONTROL OF REINFORCEMENT, Psychological Monographs, 80, (1, Whole No. 609), 1966.

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PI.1.3. Youth Tracking Database

PI.1.4. Annual Cluster Reviews

Since the year 2001, when a baseline was created for certain performance indicators, half-yearly monitoring has been carried out, and some data have begun to be available.

PI.1.1. Half-yearly Monitoring against Baseline Report – The care of Marginalised individuals has been monitored, with emphasis on data collection and recording.

PI.2.1. Half-yearly Monitoring against Baseline Report – A record is being maintained of inclusion of women's name in title documents or transferring land titles in favour of women altogether.

PI.3.1. Youth Tracking Database – ADATS/Coolie Sangha is currently designing a programme for Children and Youth. One of the documentation instruments for this programme will be a Youth Tracking Register where each youth in each cohort (or batch) will be tracked over a period of time to assess the success of the programme.


PI.4.1. Annual Cluster Reviews collect information on the number of Forced Migrations from each Taluk.

3.2.3. Purpose Assumptions

There are two important assumptions against indicators selected for measuring achievement against Purpose.

PEF1.1. The Coolie Community is able and willing to support the programme – if the Coolie community is to “take control of their lives”, they must be prepared to assume welfare responsibility for the marginalized. Welfare for the poor, sick and the aged is characteristic of even the most advanced societies. This responsibility can be either in the form of direct community assistance or in the form of leveraging Government programmes in their favour.

PEF4.1. Routine migrations are not counted – In item 3.2.1., PI.1.: the distinction between “Forced Migration” and “Routine/Choice Migration” has been explained.

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3.3. Project Outputs

Six Project Outputs and one Critical Project Output (A subordinate Project Output) have been identified to guide action to achieve the Project Purpose. These outputs are:


- A.1. Experience of Upper Caste Manipulations Ended
- A.2. State Welfare Resources Accessed
- A.3. Family and Social Development Delivered by Coolie Women
- A.4. Social Change Actively Introduced by Coolie Youth
- A.5. Diversified Income flows Established
- A.6. Coolie Lands Systematically Conserved and Cultivated

and the critical Project Outputs:

- B.1. Coolies United Across All Divides
- B.2. Staff and Functionaries empowered to deliver results

Notes on these Project Outputs are given below:

- A.1. Experience of Upper Caste Manipulations ended:
The aim of this Project Output is to monitor the gradual dismantling of caste barriers, and democratization of rural society. Caste violence is an instrument of caste domination and means of perpetuating caste barriers.
It is not suggested that the Coolies will proactively go and “dismantle” the caste barriers. Rather, Coolies unite as a disciplined force and demand the enforcements of social justice laws and regulations already in place in their favour.
It is also expected that with the increased self-confidence and self-protection realised from belonging to the Coolie Sangha, there will be a dramatic decrease, if not total disappearance, of experiences of Upper Caste Manipulations.
- A.2. State Welfare Resources Accessed:
India is a welfare state and there are a number of preferential programmes for poor citizens, administered by both the Centre and the State. However, due to a cumbersome and inefficient government delivery system, “beneficiaries” of these programmes are expected to pay ‘extra-legal costs’ or spend unreasonable amounts of time pursuing their ‘benefits’. This is an area where the not inconsiderable organizational power of ADATS/Coolie Sangha is being put to work to ensure rent-free delivery.
- A.3. Family and Social Development Delivered by Coolie Women:
for various reasons, historical and cultural, Coolie women have emerged as key players in the administration of family and social development. Their reach and power have been enhanced and magnified by their institution, the Mahila Meeting. Considerable responsibility for the delivery of various development results rests on the Mahila Meeting.
- A.4. Social Change Actively Introduced by Coolie Youth:
ADATS/Coolie Sangha have recognized the role of Coolie Youth, many of whom have been exposed to education and skill training through special Coolie Sangha programmes. Recent evaluations have recommended integrating Coolie Youth into the Coolie Sangha and devolving a number of responsibilities to them.
- A.5. Diversified Income flows Established:
The Coolie Sangha recognizes the strategic weakness of depending solely on agricultural labour wages and returns from marginal agriculture. Even though it may not be possible to launch a major programme of income diversification for Coolie Members, at least cohorts of Coolie Youth can be encouraged and supported to search for occupations and jobs that will diversify Coolie family income.

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A.6. Coolie Lands Systematically Conserved and Cultivated:

From the Seventeenth to Nineteenth centuries, Western political and economic ideas made steady inroads into the colonial Indian administration. However, British rulers were reluctant to directly interfere in the modes of traditional agriculture, as that “would have meant interference in long-established social customs, and this, in turn would have led to resentment and possibly revolt – which would have interrupted the collection of that revenue on which the administration depended²⁵.” Quite apart from this trend, the British were interested in the production of “exotic commercial crops such as indigo, opium, cotton, jute, and tea”.

As a result, traditional Indian agriculture survived into the 20th century with its exploitative feudal relationships intact. Land re-distribution has been somewhat successful in some states like Karnataka, and for traditional agricultural labourers, ownership of land has become central to their identity. However, since all the best land was already under cultivation, the only lands available for distribution were the poorest and least fertile lands.

Most Coolies in the ADATS/Coolie Sangha programme own small plots of land, with a median value of 3.2 acres. The Dryland Development Programme (DLDP) is a livelihood programme that offers fair odds to Coolies to acquire self-respect and dignity in terms of their own self-concept and worldview. The DLDP is an organ of the Coolie Sangha, which provides an identity and mantle of security to individual Coolies, particularly women.

The Coolie Sangha has been able to rally its members around the twin phenomena of individual benefits (creation of income generating assets, self-respect, and freedom from the clutches of feudal overlords) and collective benefits (provision of labour to work on each others' plots, group identity and pride; and economic and political power.)

The DLDP has been strategically supported by the Coolie Credit Fund in a milieu of unpredictable weather and the consequent erratic nature of demand for agricultural labour.

In the past, petty loans from landlords provided the means by which Coolies were dragged into degrading contracts and behaviours that not only destroyed them economically, but also eroded their self-respect.

B.1. Coolies United Across All Divides:

This critical project output determines whether all other project outputs can be achieved or not. Uniting Coolies across all divides (principally the dual aspects of caste - *varna*, which is a vertical division and *jati*, a horizontal division based on occupational status²⁶) and projecting a strong and united Coolie Sangha is the means to the achievement of other project outputs.


B.2. Staff and Functionaries empowered to deliver results:

An important strategic shift in ADATS/Coolie Sangha has been the shift to managing by results, which began in the year 2000. Strategic Objectives are broken down into process, activities and tasks by the organisation. Implementation begins with focusing on the results each member of the staff of ADATS or Coolie Sangha functionary is expected to deliver. This approach has ensured accountability and a basis for objective assessment of each staff member's or functionary's performance.

It is easy to see that the critical Project Outputs drive all other Outputs, and require close support and supervision.

²⁵ Edwardes, Michael, BRITISH INDIA 1772-1947, A Survey of the Nature and Effects of Alien Rule, Pan Macmillan, London, 1967

²⁶ ref. Flood, Gavin, “An Introduction to Hinduism”

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3.3.1. Output Indicators

The output indicators which would suggest that considerable headway is being made on achievement of Project Outputs are:

A.1. Experience of Upper Caste Manipulations ended

- A.1.1. Cases of Harijan School Cooks called to cook at village functions*
- A.1.2. Cases of inter-caste marriages*
- A.1.3. Cases of Coolie Youth entering skill-based jobs as opposed to trades and occupations determined by caste and social ascription*
- A.1.4. Cases of single Coolie women and Coolie widows setting up petty businesses*

A.2. State Welfare Resources Accessed

- A.2.1. Trend and details of rent-free welfare resources acquisition,*
- A.2.2. Taluk-wise details of poor families brought under welfare umbrella*

A.3. Family and Social Development Delivered by Coolie Women


- A.3.1. Proportion of cases of intervention in domestic violence successfully resolved by Mahila Meeting*
- A.3.2. Trends in Index of Women's Health*
- A.3.3. Trends in Index of Children's Health*
- A.3.4. Trends in School Enrolment*
- A.3.5. No. of early marriages in each Taluk Programme*
- A.3.6. Optimum Performance of Mahila Meeting women elected to and serving Gram Panchayat in each Taluk*

A.4. Social Change Actively Introduced by Coolie Youth

- A.4.1. Increasing trend in Proportion of Coolie Sangha functionaries who received training in the Youth Forum*
- A.4.2. Decreasing trend in average age of Coolie Sangha Members*
- A.4.3. Equal Proportion of female functionaries among all Youth Forum trainees who become functionaries in Coolie Sangha*
- A.4.4. Enhanced Self-Esteem of Coolie Youth*

A.5. Diversified Income flows Established

- A.5.1. No. of self-employment units set up by each cohort (batch of youth) and investment per unit*
- A.5.2. Increasing proportions of employed women in non-traditional employment in successive cohorts (batches)*
- A.5.3. Increasing trend in proportions of SC/ST Youth (male & female) among employed youth*
- A.5.4. 50% or more of CCF Loans utilized for trade & entrepreneurship*
- A.5.5. Increasing trend in Average Return on Investment (RoI) by CCF borrowers*
- A.5.6. Average Repayment Rate by CCF borrowers exceeds 95%*
- A.5.7. Increase in numbers and average size of Mainstream Financial Resources accessed (gender disaggregated)*

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A.6. Coolie lands systematically conserved and cultivated

A.6.1. Increased Average income from DLDP lands

A.6.2. Increasing trend in Average value of Coolie Lands (Wealth) (“Land holding measures wealth and status while crop production measures income. We require this information on a year-to-year basis if we are to compute trends and measure performance.” (Observation in ADATS/SCNZ VASS Chintamani DLDP Evaluation, A Participatory Evaluation Report, Issue No.1 dtd 18 September 2003, Revision No.1 dtd 13 Oct 2003, page 8)

A.6.3. Zero cases of punitive money lending (E.g. Nagu, Vaddi and Bhogyam)

A.6.4. Increase in average food crops as proportion of total DLDP production

Critical Project Outputs

B.1. Coolies United Across All Divides

B.1.1. Time Series Increase of Coolie Sangha Membership

B.1.2. Increase in Decentralised Sangha Funds

B.1.3. Positive leadership continuity Index

B.1.4. Cases of Harijans contesting general seats in PRIs

B.1.5. Cases of Coolie Women contesting general seats in PRIs

B.1.6. Unified Political Action by Coolies – Panchayat Raj Institutions and State Legislature Elections

B.2. Staff and Functionaries trained to deliver results

B.2.1. All staff and functionaries in Good, V.Good or Excellent Rating Category

B.2.2. Staff and Functionaries pass upward appraisals by Coolie Sangha

3.3.2. Means of Verification - Output Indicators

Most of the indicators described in the section above can be verified from internal records of the Coolie Sangha such as:

- ❖ Annual Cluster Reviews
- ❖ Minutes of the Mahila Meeting Minutes
- ❖ Comprehensive ADATS/Coolie Sangha Database

Wherever Sample Surveys are used, Stratified Random Samples are preferred to Simple Random Samples²⁷.

3.3.3. Output Assumptions

Output assumptions indicate the level of risk associated with each Project Output. In view of the past experience of the Coolie Sangha, very little risk is foreseen in the achievement of the six outputs and the critical output.

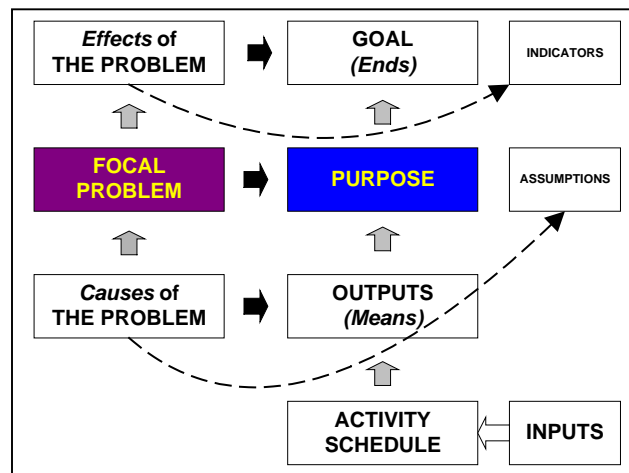
²⁷ Stratified Samples, using selected stratification factors (uniform sampling fraction) “have somewhat greater precision than simple random sampling” – see Moser, C.A. and Kalton, G., SURVEY METHODS IN SOCIAL INVESTIGATION, Gower Publishing, Brookfield, Vermont, USA, 1971

The only assumptions made are with regard to Output A.6. Coolie Lands Systematically Conserved and Cultivated. These assumptions are:

- A.6.1.1. Declared production (not income) will be used to estimate income at market rates - Each year Member Coolies declare their production for the payment of Sangha Tax. Since this declaration is based on self-assessment, it would not be useful for our indicator. As a result, it is recommended that instead of income, production be declared and then income estimated at market rates.
- A.6.2.1. Assessments are made by experienced teams of Valuers on the basis of market prices (recent sales, demand, etc.) - Coolie lands are not bought and sold on a regular basis. In fact sales occur very rarely. The Coolie Sangha could set up teams of land valuers in each Taluk and these teams could estimate the value of lands based on its features (i.e. close to village, midway, far away from village) and recent sales if any or what prospective buyers are prepared to pay per unit of land (demand estimate).


4. Reflections on Effects

Effects of project objectives are used as indicators of project performance. At each level of the hierarchy of objectives, selected indicators suggest achievement. See chart below:



Although data is available on quite a few of the indicators, the ADATS/Coolie Sangha database was not originally designed to monitor key effects of the project. With effect from April 2004 data is being collected on the basis of the Streamlined LogFrame (APPENDIX-B)

For the ADATS/Coolie Sangha project, monitoring effects annually can help keep the organisation's eye on the goal and purpose. It reminds all functionaries why they are struggling with various processes and activities.

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4.1. Goal Level Effects

This section reviews streamlined project indicators against available data that may be either quantitative or qualitative.

GI.1. Political Parties Negotiate

In Parliamentary and Legislature elections, the Coolie Sangha decide to support specific candidates in various constituencies on the basis of their best self-advantage. Complex negotiations involving political candidates, the Coolies, and their allies take place in the preceding months.

Although Coolie Sangha supported candidates do not win in every constituency, becoming actors on the political stage has enhanced the status and power of the Coolies and their functionaries. These exercises also give Coolie Sangha Members exposure and insight into the political process and how politicians win votes in exchange for political deals.

All over India, political activity has created a process of empowerment for poor people who are realizing the power of the electoral system and sending representatives to parliament, state legislatures, and local government structures.

The Coolie Sangha has not been slow to use its organizational strength to tap into government power through the electoral system. Their first experience with the system was during the Mandal Panchayat Elections of 1987.

Although it was believed at the time that “*Empowering Coolies entails enabling them to enter into the civil structures (local bodies) that control village life*”²⁸, it was clearly understood that the role of the mass organization was completely different from that of the political party:

The struggle also defined the concept of participation when it taught us the essential difference between the scope of the mass organisation and the political organisation, the Coolie Sangha and the Political Party. That the former has a very definite role in influencing delivery systems by entering into them and making them work properly and as intended, while the latter has the possibility to shape the very intention itself.


The Coolie Sangha was intensely involved in the Gram Panchayat elections of December 1993, the Taluk Panchayat elections of March 1995, MLA and MP elections of September 1999 and the Gram Panchayat elections of March 2000.

Probably the most important lesson learnt by the Coolie Sangha is that even if the CSU does not cover every constituency to sweep the polls, “Allies” of the CSU stand “no chance at all without CSU Support²⁹.” Yet another conclusion was that “In villages with CSUs, the push-pull effect of the Coolie Sangha was more powerful than that of national parties.” It was concluded that this is because “the general population preferred the openness and transparency of the CSUs [compared with the tactics of the Allies].³⁰”

²⁸ 05. ATTEMPT MADE BY THE COOLIES OF BAGEPALLI TALUK TO ENTER INTO THE MANDAL PANCHAYATS 7 May 1987, Documents of ADATS, Book 2

²⁹ A REPORT ON THE GRAM PANCHAYAT ELECTIONS - 2nd Consortium Project: Icco IN 094061 & EZE 980245 see page 10, item 4. The Results

³⁰ *ibid*, item 4.2. Results in Villages with functioning CSUs

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In the early stages, ADATS was solely preoccupied with the organization of Coolies. It has been observed, however, “any serious development activity had political overtones and that voluntary action is in fact non-party political action.”³¹

ADATS as well as its progeny the CSUs and the BCS came face to face with active politics when the elections under the new Panchayat Act were announced in 1986. These elections were significantly and qualitatively different from elections of the previous year, and the elections for the Mandal Panchayats more so than the elections for the Zilla Parishads. People had become conscious that functionaries with wide powers operating at their local level were being elected. Consequently the elections (scheduled for Jan. 1987) stirred up enormous aspirations and enthusiasm in the villages. They could not be ignored by community organisers. A choice had to be made whether to take active part in the elections or keep them at arms length.³²

Today, the Coolie Sangha, based on individual memberships, is regarded as a disciplined organisation that votes as a bloc. This group discipline has been demonstrated in a number of village and civic body elections over the past 20 years or so. As a result, the Coolie Sangha, which controls a sizeable chunk of 101,448 votes, can ill afford to be ignored by political actors.

Coolies point out that self-empowerment based on political participation means that real village problems and issues come to light, get attention, and are addressed in the place of traditional political leaders making token gestures.

Considerable pilferage routinely takes place from Government Schemes designed to provide food and wages to poor people during drought months. The effect of Coolie participation in political processes, however peripheral, means that such pilferage can no longer be creamed off by dominant caste-castes. The experience is that income transfer schemes of the Government are more widely distributed when the Coolies become political “insiders”. It would be naïve to assume that becoming actors on the political stage would result in an outright end to all pilferage.

The poor and underprivileged are able to access government welfare schemes and Government patronage through their own networks which are free of extra-legal costs. The Coolies are also able to access useful information and redistribute it within their networks.


Since the CSUs are built on a secular membership basis, there is a guarantee that every individual member or Member Coolie Family can expect to have his or their voice/s heard, which is a basic characteristic of democracy.

Some of the immediate effects of the exercise of this democratic right are:

- ❖ Reduction of Procedural Delays & Bureaucratic Harassment – In the absence of civil society and citizen unity, the bureaucracy cannot be called to account and can function in the most dictatorial fashion, curtailing basic citizen rights. The Coolie Sangha has been able to provide the required tension to restore equilibrium.
- ❖ Landlord-Police-Petty Official Nexus Broken – As long as citizen power was not expressed and exercised, collaborations between landlords, police and petty

³¹ Foreword by Ajit Mani, Field Director, ActionAid, to Rajan, M.A.S. (IAS Retired), ADATS and POLITICS, June 1987, <http://www.adats.com/studies/studies/books/0801A>

³² Rajan, M.A.S. (IAS Retired), *ibid*

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officials ensured the domination of citizens, particularly poor Coolie Families. The Coolie Sangha has been able to break this nexus.

- ❖ Successful Resolution of Conflicts without resort to Courts, Police Stations and Landlord's *Verandahs* – Internal squabbles and conflicts are the most obvious way in which communities can hand over their freedom and unity to external powers. The Coolie Sangha has been able to arbitrate in such cases and reach successful resolutions.
- ❖ Leadership Accountability – Leaders can now be called to account by supporters or even a section of supporters, thanks to the platform provided by the Coolie Sangha. This means that not only CSU Members who have been elected to positions in Gram Panchayats and Taluk Panchayats, even candidates belonging to the “Allies” category, elected to State and Parliamentary seats can be accessed on general and specific issues.

The long-term impact of these effects is Freedom from Social, Political and Administrative ‘Oppression’ in Day to Day Living.

India has a strong tradition of official government that has its origins in the Regulating Act of 1773 and the Charter Act of 1833 enacted by the British Parliament to regulate the powers of the East India Company. A number of successive Acts including the Indian Councils Act of 1861 introduced the principle of elections, although the Governor General, Provincial Governors and their Secretariats and District Administrations wielded real power. In elected bodies, official majorities and presidential veto powers limited the exercise of full democracy.

The poor and less educated citizen is still heavily dependent on the bureaucracy for a wide variety of services required for day to day living.

The bureaucracy once functioned on patriarchal principles on the assumption that Indians preferred a strong personal government that could take instant decisions at “durbars” and mete out justice and punishments.

Under modern political compulsions, rent-seeking (corruption) has become a normal feature of the bureaucracy, particularly affecting the poor and illiterate in the country. This is why the “people’s power” channelised through the Coolie Sangha has been able to provide a check against official non-performance and corruption.


Yet another important effect of the introduction of political power has been the change from caste-ascribed societal roles to ability based roles played by Member Coolies. As an example, landless persons from lower castes, earlier considered not to have status are now treated as persons of substance and trusted to settle disputes.

Again the long term impact of this change is the gradual democratization of the polity in a very real and practical sense.

Member Coolies are able to exercise exceptional influence with police and officials, which in their perception is not unlike the acquisition of protective armour.

Gl.2. Senseless Violence against Coolies

In the past, the slightest provocation was sufficient for violence to flare up, with the state machinery unable to stop the incident going out of control. A classic example was the infamous Chakwel Incident, which resulted in widespread loss to property and life.

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In the second half of 1989, tensions ran high, resulting in violence from both sides. People got beaten up, houses were burned, and a baby died.³³

This incident was perhaps the last such upsurge of senseless caste violence with the Coolie Sangha self-governance machinery taking firm control and maintaining peace through the most trying periods.

But Coolie Sangha quickly responds to any changes in wider economy and society. During the period of communal violence, following Ayodhya incidents³⁴ [in 1992], Coolies have discussed and debated this issue.³⁵

Although Upper Caste Atrocities such as burning of Coolie hutments and physical abuse were common till about 10 years ago, with the change in public attitudes, legislation against such atrocities and the organizational identity obtained by the scheduled castes, they have become very rare today.

Atrocities against Scheduled Castes and Tribes have now been criminalised and police action follows immediately. An added advantage in the project area is that the Coolie Sangha can follow up criminal cases and ensure that those offenders are brought to justice without delay.

Village representatives were unable to recall any recent incidents of such atrocities, but were quick to point out that most of the credit goes to the unambiguous legislation and the control of the executive by poorer sections through their representatives.

However, it is not possible to assert that this social phenomenon has disappeared completely. Resentment still simmers among upper caste members and manifests itself in small, isolated incidents. When such incidents occur, the Coolie Sangha is able to move in quickly and defuse tension and solve the problem.

The identity and organisational protection implicit in being a Member of the Coolie Sangha has encouraged the Coolies to modify their traditional thinking patterns, attitudes and behaviour. Coolies are now less likely to indulge in ingratiating and submissive behaviour to upper caste landlords, which acts as an early warning signal to potential aggressors that times have changed.

Gl.2. Sexual Violence against Coolie Women

Caste-based violence against women was not an uncommon method of intimidation and domination of Coolie families, used to publicly humiliate those Coolies who overstepped their traditional roles.


This form of abuse has largely disappeared due to changing times; changed norms, laws and the consequences of such bestial behaviour.

There have been no reports in the Mahila Meetings, which is where such issues would first be discussed.

³³ see Werff, Peter v.d. and Ramprasad, Vanaja, EVALUATION REPORT OF AGRICULTURAL DEVELOPMENT AND TRAINING SOCIETY (ADATS), Bagepalli, Karnataka, July 1990, for NOVIB, <http://www.adats.com/studies/studies/books/0803>

³⁴ This refers to the communal violence sparked off in many parts of India following the destruction of an ancient mosque named the Babri Masjid, believed to have been built by the Mughal Emperor Babur on the site of a temple he destroyed in Ayodhya, the legendary birthplace of the Hindu God Rama.

³⁵ see Rajasekhar, D., and Ramprasad, Vanaja, EVALUATION REPORT OF AGRICULTURAL DEVELOPMENT AND TRAINING SOCIETY (ADATS), Bagepalli, Karnataka, September 1993 for NOVIB, ICCO & EZE

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A somewhat doubtful case was reported two years ago in Gubbolapalli village (Bagepalli taluk). A 27 year old man of Golla³⁶ caste was reported to have raped a 22 year old woman from a landless family. The man was arrested and a case is in progress. He is in the sub-jail at Kolar. Witnesses have stood firm, and include the accused's relatives. However, this appears to be a purely criminal activity with no caste overtones³⁷.

GI.4. Debt Bondage

Debt bondage can be defined as *the status or condition arising from a pledge by a debtor of his personal services or of those of a person under his control as security for a debt, if the value of those services as reasonably assessed is not applied towards the liquidation of the debt or the length and nature of those services are not respectively limited and defined.*

Debt Bondage exists when three conditions are present:

- ❖ LOAN
- ❖ EMPLOYMENT & DEBT CONTRACT
- ❖ EXPLOITATION

LOAN:

Salary Advance, Credit Line; Contracted or Inherited; In kind or cash; Can cover subsistence needs and/or extraordinary expenses; From the employer or from a middleman; always available with no collateral

EMPLOYMENT & DEBT CONTRACTS:

Oral or written; Involving the labour with all his/her family; Wages at piece rate or on a sharecropping basis; Can be enacted simultaneously with the loan or when the labourer defaults on repayment; Linked to social exploitation and Human Rights Abuses

EXPLOITATION:

Terms of (a) Employment Contract and (b) Debt Contract or customary conditions which are formal or informal do not allow for the repayment of the debt (too low salaries/wages and too high interest rates) but secure a multi-level relationship of dependence, and ultimately, a source of cheap labour

This form of bondage was once common in Kolar district, but at the present time, very rare, although not completely eradicated.

Most Coolie families have vivid recollections of debt bondage in their families or the families of relatives. Strong emotions associated with this demeaning socio-economic phenomenon have ensured that it finds a place as a key indicator of development.


This indicator is symbolic of the experience of “social oppression” by Coolies, and explains Coolie aspirations of realization of human identity, dignity and citizen status.

An NGO named Jeevika has been very active in the area of bonded labour in the project taluks. ADATS/Coolie Sangha has collaborated with this NGO to investigate cases and get bonded labour released.

Debt bondage has traditionally occurred in the project area when Coolies needed to borrow money for a wedding in the family or for an emergency medical/surgical need. The Coolie Sangha has been able to persuade Members not to spend beyond their means for

³⁶ This is not an “upper caste”

³⁷ Focus Group Discussion 1800 hrs on 23 Apr 2004 at ADATS Praja Kendra

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weddings. Coolie Sangha Health Schemes are now available for persons requiring expensive treatment or surgery. As a result, debt bondage has become extremely rare.

In the baselines, there were reports of 3 cases of debt bondage from Chickballapur and one from Siddalaghatta. The Coolie Sangha intervened with legal aid for 4 cases of debt bondage in Chintamani.

Every year, Coolie representatives check the occupation of youth in each village and update the database. Even stray cases of debt bondage would immediately have been identified.

Although these cases can be counted as negligible, the indicator (as is the case with the other three) stands as a **sentinel**, which encourages periodic enquiry and debate within the Coolie Community about a degrading phenomenon that has been put behind them.

Coolies now feel that they can lead their lives with a sense of security and freedom of choice. They have also learnt that united action can help them change the experience of “social oppression” and open new vistas for their children.

4.2. Purpose-level Effects

At the Purpose level, the Coolie Sangha had identified four indicators (based on effects of their project interventions), which are reviewed here.

PI.1. Care for Marginalised

An important step taken by Coolies in their determination to take control of their lives was the decision of the Coolie Sangha to care for marginalized individuals in programme villages. This decision came out of the realization in 2001 that instead of waiting for someone to do something for the most marginalized individuals in the community, the Coolie Sangha could take the initiative.


The Coolie Sangha created a baseline of Member families or individuals on the margin and in desperate need of community support.

There is probably no better measure of poverty than hunger, and this is no doubt the reason that it was selected for remedial community action by the Coolie Sangha. According to the September 2001 baseline study, hunger was reported among CSU Member families in three categories:

- ❖ Families without 2 Meals a day
- ❖ Children Going To School Hungry
- ❖ Orphan Children

After filtering the claims, the Coolie Sangha identified genuine cases and took action to distribute grain collected in the CSUs. The data for September 2001 and March 2002 are given below:

CATEGORY	Sep-01	Action	%	Mar-02	Action	%
Families without 2 Meals a day	1539	869	56.47%	1474	1,139	77.27%
Children Going To School Hungry	1,018	459	45.09%	1,043	644	61.74%
Orphan Children	107	59	55.14%	107	62	57.94%

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The immediate effect of this programme was a consciousness among the poorer sections of the CSU membership that the Coolie Sangha really cared for the weakest and most marginalized members. What could have passed as a small, low-cost 'welfare' programme turned out to be a result-based action programme which won the "unshakeable loyalty" of the Coolies and gave a focused thrust to the work of the Coolie Sangha.

ADATS/Coolie Sangha explains that for most Member Coolies, the Coolie Sangha has become a Primary Social Group on par with Extended Family and Caste Identity. The relationship has also replaced the erstwhile over-dependence on landlord patronage at best and debt-bondage at worst as a form of emotional (in addition to economic and social) attachment.

It is considered that this phenomenon, manifested as a sense of belonging and emotional support are essential intangibles in the search for well-being.

The idea is that if "Functional Unity" and the implied organizational clout is one of the Coolie Sangha's Strengths, it must be leveraged to continuously harvest welfare benefits for those most at need. When this programme was initiated in 2001, it was welcomed by the poorest of the poor as a sign of genuine commitment by ADATS/Coolie Sangha and rewarded by what the organization describes as "unshakeable loyalty". The periodic monitoring against a baseline has galvanized Coolie Sangha functionaries and ADATS staff who experience the satisfaction of tangible result achievement.

PI.2. Women get Title Rights

Traditionally land has been held in the name of men only, and following a widely accepted policy to register land in the name of wives of Coolie Sangha Members, a move has been made in this direction.

Data is now being collected every year to show the proportion of land-owning families which have registered land either jointly in the names of husbands and wives or transferring titles in favour of women altogether.

There has been some degree of resistance from the land registration officials who no doubt represent the male-dominated establishment.

PI.3. Employed Youth


A key indicator to assess achievement of the project Purpose is a significant increase in proportion of employed Youth in each successive cohort (batch) of educated and trained Coolie Youth.

At the time of preparing this report, it was seen that the prolonged drought was having an impact on both off-farm and non-farm job availability. Coolie youth complained of demands for extra-legal costs ranging as much as Rs 30,000 for government jobs (in the Karnataka State Road Transport Corporation and State Reserve Police) reflecting the very high demand for a few vacancies.

Data is now being collected on this indicator and it will be possible to see if this is a growing trend, where the proportion of employed youth (in off-farm and non-farm jobs) is growing.

PI.4. Forced Migration

There is a long tradition of migration to urban areas in search of work during prolonged drought periods. In some cases only men migrate, and in other cases entire families to avail of

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opportunities and earn a better income. These instances would be called “routine/choice migration.” It is only when individuals or families are FORCED to migrate in the face of total destitution that we would call it a Forced Migration.

According to Coolie Sangha Representatives at the Focus Group Discussion on 23 April 2004, “*if a Coolie earns Rs 5 per day in Kolar district and goes to Kadiri in Andhra Pradesh and earns only Rs 5 per day, that’s Forced Migration. On the other hand, if they go to Tirupati and earn Rs 50, that is a considered choice.*”

The Coolie Credit Fund (CCF) has been an important tool in the survival kit of Coolies and has actually checked the phenomenon of forced migration. For example, “*16 families in Thikkapalli (Bagepalli Taluk) were unable to do DLDP works in 2001 and had to migrate to Tirupati without any assurance of work. Once CCF loans were released to these families, they were able to come back to their homes and take up DLDP works*”.

Some forced migration has taken place this year in Gudibanda (20 families), Mitemari (27 families from 2 villages) and Chintamani (16 families in 1 village)³⁸

The Coolie Sangha database will now provide data on the numbers of families that were forced to migrate each summer as a proportion (however small) of total families on a timeline.

4.3. Project Output Level Effects

4.3.1. Effects of Output No.1 - Upper Caste Manipulations

A.1.1. Cases of Harijan School Cooks called to cook at village function

One of the clearest indicators of social change is the change in the rules of the pollution/purity complex, which led to the creation of untouchability. By state fiat a third of all village school cook positions are filled by Harijan (castes formerly considered untouchables). If the Harijan cooks are called to cook at village functions, they are no longer considered as polluting and therefore untouchable.


Although Coolie Sangha Members are quick to point out that “entire society has changed”, they also assert that their institution provides a high standard of self-governance, which can take immediate action to neutralize potential problem situations.

A.1.2. Cases of inter-caste marriages

The Coolie Sangha has been able to influence Coolie families to put an end to unaffordable, ostentatious marriages, which have inevitably led to indebtedness. The preference is now for simple weddings in the presence of Taluk Coolie Sangha Meetings.

With such secular sanction, it is seen that a number of inter-caste marriages have begun to take place. This is yet another indicator which shows that Coolie children are exercising freedom of choice in marriages and showing that the barriers of caste exclusion are being lowered.

³⁸ Focus Group Discussion on 23 April 2004

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A.1.3. Cases of Coolie Youth entering skill-based jobs as opposed to trades and occupations determined by caste and social ascription

Since enrolment rates for Coolie children have now crossed 94%, with less than 5% dropout, it is expected that more Coolie children will enter skill and knowledge based jobs as opposed to trades and occupations determined by caste and social ascription.

Data is being collected on each batch of students that leave school in the Youth tracking database to measure this indicator.

A.1.4. Cases of single Coolie women and Coolie widows setting up petty businesses

Single women and Coolie widows traditionally had no status and their only hope of survival was to find a patron to serve for the remainder of their lives.

With community encouragement and financial support from the Mahila Meeting Funds or Coolie Credit Funds, this situation has undergone a complete change. Single women have been able to secure their lives by setting up petty businesses which return adequate income for them to live with dignity.

Details of such cases are being collected and short caselets will be prepared on a taluk-wise basis with the intention of monitoring them over time.

4.3.2. Effects of Output No.2 - Accessing State Welfare Resources

A.2.1. Trend and details of rent-free welfare resources acquisition,

Rupee Terms, Taluk-wise (This indicator looks at the benefits rather than the recipients in terms of quantity and quality of welfare goods accessed)

A.2.2. Taluk-wise details of poor families brought under welfare umbrella

Bringing poor families under welfare umbrella may include accessing housing, water-supply, electricity, pensions etc. under various State schemes. This data will concentrate on programme participants rather than the benefits themselves, so that per capita benefits can be calculated

4.3.3. Effects of Output No. 3 - Family and Social Development


The role of the Coolie women and their institution, the Mahila Meeting assumes considerable significance in the light of the role played by women in the social life and customs of the community.

With reservations of 33% to local government institutions, the role of Coolie women takes on an added significance.

A.3.1. Proportion of cases of intervention in domestic violence successfully resolved by Mahila Meeting

In each cluster, the Mahila Meetings are the first to know of domestic violence in the community and have asserted their influence in resolving such situations.

Data will be collected and presented in future annual reviews.

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A.3.2. Trends in Index of Women's Health

The Mahila Meetings have elaborate records of women's health. These records need to be studied to see how we can compute an index of women's health to monitor the extent to which the Mahila Meeting has been successful in managing women's health.

Professional help from a Public Health expert would give us access to best practice available at present.

A.3.3. Trends in Index of Children's Health

The Mahila Meeting is primarily responsible for child health³⁹. We need an easy to collect compound indicator, which tells us about the state of children's health on a continuous basis. If there is no objection to the use of Height to Weight Charts of babies and children, this would not only tell us how child health is being managed in different Taluk programmes, but also empower the Mahila Meeting by giving them managerial skills to decide how to allocate programme funds.

A.3.4. Trends in School Enrolment

The Mahila Meeting is primarily responsible for child education. If the Mahila Meetings are successful in their work, enrolment rates would be high and dropout rates should be low.

At present, school enrolment is in the region of 94% and reflects directly on the supervision of this indicator by the Mahila Meeting.

This data will be presented on a timeline basis across the taluk programmes.

Background: The Children's Programme


This "Children's Programme" provided supplementary education for poor children, to equip them to cope with the government school syllabus. Although this was another child education project for ActionAid, for ADATS/Coolie Sangha this was a bold political statement. Children of agricultural labourers, known as "Coolies", had supplied cheap labour to feudal landlords for generations, and Coolies who decided to enrol their children in the "Children's Programme" were making a hard political choice for which the consequences were as yet not clear.

For various reasons, most of them related to ActionAid sponsorship policy, the sponsorship programme at ADATS was phased out in the late Eighties.

By this time, the Coolies had begun to see the importance of primary school education as the first step on the road to freedom from bondage and lowly status. Although it would have been impossible for the Coolies to continue managing a "Children's Programme" on the same financial, technical and administrative level as ActionAid, the Coolie Sangha deployed internal funds to run a no-frills education programme which has been highly valued by the Coolies.

At present wherever the 9-year intervention (3 yrs Formation + 3 yrs Formalisation + 3yrs Consolidation) has been completed, the Independent CSUs finance child education with

³⁹ Like women, children seem to constitute a 'natural symbol' for society (Douglas, 1970; Kandiyoti, 1991). Like canaries down a coal mine, children often give the first indication that something is going wrong. Child malnutrition offers the most common index to famine; a child being disruptive at school may be the first sign of a family at war; child prostitutes or soldiers indicate a society in crisis; child-child murders are interpreted as a sign of moral breakdown. – White, Sarah C., Journal of International Development, BEING, BECOMING AND RELATIONSHIP: CONCEPTUAL CHALLENGES OF A CHILD RIGHTS APPROACH IN DEVELOPMENT, J. Int. Dev. 14, 1095-1104 (2002)

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Sangha Funds. At present, about 19,000 Coolie Children are supported directly by the Coolie Sangha. This is clearly an affirmation of value by Coolie Parents. Most of the children (9,430 or 50%) children are in Primary School, 4,139 (22%) in Middle School, and 4,592 (24%) in High School. It is of considerable significance that 641 children have gone to College, however small this proportion may be of the cohort that started out together in Primary School. Some 32 children are in Non-Formal Education classes. As a result of the Children's Programme, 94% of school-age children from functioning CSUs are in school.

The Children's Programme at Gudibanda is directly implemented by ADATS with support from Save the Children, New Zealand (SCNZ). In addition to community sponsorship support, SCNZ provides programme support while the Government of Karnataka's Education Department provides technical assistance.

A.3.5. No. of early marriages in each Taluk Programme


This is a social indicator, best monitored by the Mahila Meeting, of girls married off before attaining the legal age-limit of 18.

A.3.6. Optimum Performance of Mahila Meeting women elected to and serving Gram Panchayat in each Taluk

The 73rd Amendment to the Indian Constitution provides for decentralisation of power to "Local Governments" by providing powers for village (Gram Panchayat), intermediate (Taluk Panchayat) and district (Zilla Panchayat) levels. These three levels, making up the Panchayat Raj Institutions (PRI's) constitute a third tier of government, in addition to the Central (Federal) and State Governments.

Under this Amendment, 33% of seats are reserved for women in local governments, considered to be a major step in the empowerment of women. For women trained in self-government in the Mahila Meeting institutions of the Coolie Sangha, this is an easy transition, and an important step in "being" part of the political power structure.

The performance of elected women members are appraised by the Mahila Meeting on a six monthly basis based on multiple criteria. This indicator assists the Mahila Meeting to introduce an element of accountability to elected representatives. This process highlights their shortcomings that can be remedied through special training programmes. This indicator can be reduced to ratings on a 9-point or 5-point scale across selected criteria with predetermined weightages. Such quantification would then facilitate aggregation and analysis.

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4.3.4. Effects of Output No.4 - Coolie Youth

Coolie youth are viewed as the future of the Coolie Sangha. They are at a crossroads and the choices they make for themselves will determine not only their future, but that of their community.

Background: Strategic Thinking

During the second half of 2003, ADATS commissioned two studies, one by Murray Culshaw⁴⁰ Advisory Services (MCAS), and the other by Dr. Anita Ravishankar, to study the “Children’s Programme” and review strategic objectives.

The conclusion of the MCAS Report comments:

The transition from a student to being a productive individual in the community is not easy and enabling this is a challenge to any organisation in the field of education.⁴¹

The Ravishankar Report called for a Children and Youth Policy and the need for children’s education to contribute to the posterity of the Coolie Sangha.

ADATS needs to evolve a holistic Children’s and Youth Policy which will have a vision statement, goals, objectives, and indicators. Education of children should facilitate the posterity of the Coolie Sangha through relevance and sustainability, and not be interpreted as academics alone.⁴²

The strategic thrust of both these reports nudges ADATS/Coolie Sangha beyond a school programme, to providing the required mooring in an alien and uncertain environment, while guiding the young generation to contribute to the relevance and sustainability of the Coolie Sangha.

In response to these recommendations, ADATS commissioned a participatory workshop by Ajit Mani from 23-25 Feb 2004 to evolve a strategic plan for Youth and Children covered under the Coolie Sangha programmes.

In view of the importance of this module, an independent problem analysis was done, resulting in Problem Tree, Objective Tree and Project Planning Matrix, which is attached to this report as APPENDIX-C.

The Long Term Objective (Goal) of this module is to guarantee the continuity and relevance of the Coolie Sangha. Suggested indicator is decreasing trend of average age of Coolie Sangha Members. Since the programme has just been formulated, there is little point making any measurements at present.


The Medium Term Objective (Purpose) is to ensure that Coolie Children/Youth benefit from emerging opportunities of the new millennium. Suggested indicators are:

- ❖ Significant increase in proportion of employed Youth in each successive cohort (batch) of educated and trained Coolie Youth (A Youth Forum Database needs to

⁴⁰ Former OXFAM INDIA Country Director

⁴¹ Anonymous, Changing Minds in Changing Times - A Review of the Coolie Sangha and Children’s Programme and Recommendations for Future Development, Murray Culshaw Advisory Services, September 2003

⁴² Ravishankar, Anita, EVALUATION OF SECOND 3-YEAR PHASE, ADATS/SCNZ COMMUNITY SPONSORSHIP PROGRAMME AT GUDIBANDA AND MITTEMARI OF KOLAR DISTRICT, July-August, 2003, Item 11, Conclusions & Recommendations, page 66

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be created to track the progress of School Children through Primary School, Middle School, High School, University, Skill Training Programmes, Jobs etc.)

- ❖ Significant increase in proportion of women among employed Coolie Youth (This measurement will be made possible by adding a field for male and female in the Youth Forum Database)
- ❖ Enhanced Self-Esteem of Coolie Youth (To be based on before and after measurement on the Rosenberg Self-Esteem Scale⁴³).

According to the newly planned programme, the important elements of the intervention (Project Outputs) for Children and Youth are:

- ❖ Coolie Children acquire a minimum of 10 years school education
- ❖ Coolie Children acquire skill training
- ❖ Coolie Youth Oriented and Trained in Life Skills and Saleable Skills
- ❖ Coolie Youth inducted into Youth Wing of Coolie Sangha
- ❖ Gender sensitive positive discrimination in selection of leadership cadre (includes disability)

The planned effects of this intervention are:

- ❖ Significant increase in proportion of employed Youth in each successive cohort (batch) of educated and trained Coolie Youth (Measurement from annual records, maintained year-wise, cohort-wise)
- ❖ Significant increase in proportion of women among employed Coolie Youth (Measurement from
- ❖ Enhanced Self-Esteem of Coolie Youth
- ❖ Coolie Children move out of disguised unemployment and physical labour on marginal lands to knowledge-based and skill-based jobs (Agribusinesses and Labour Contracting are a mental leap from ascribed status)

Now that the effects have been determined, we need to set up regular measurement systems so that timeline data will become available.

It is expected that the special focus on the Coolie Children and Youth will contribute to the relevance and sustainability of the Coolie Sangha in a very powerful way.

A.4.1. Increasing trend in Proportion of Coolie Sangha functionaries who received training in the Youth Forum

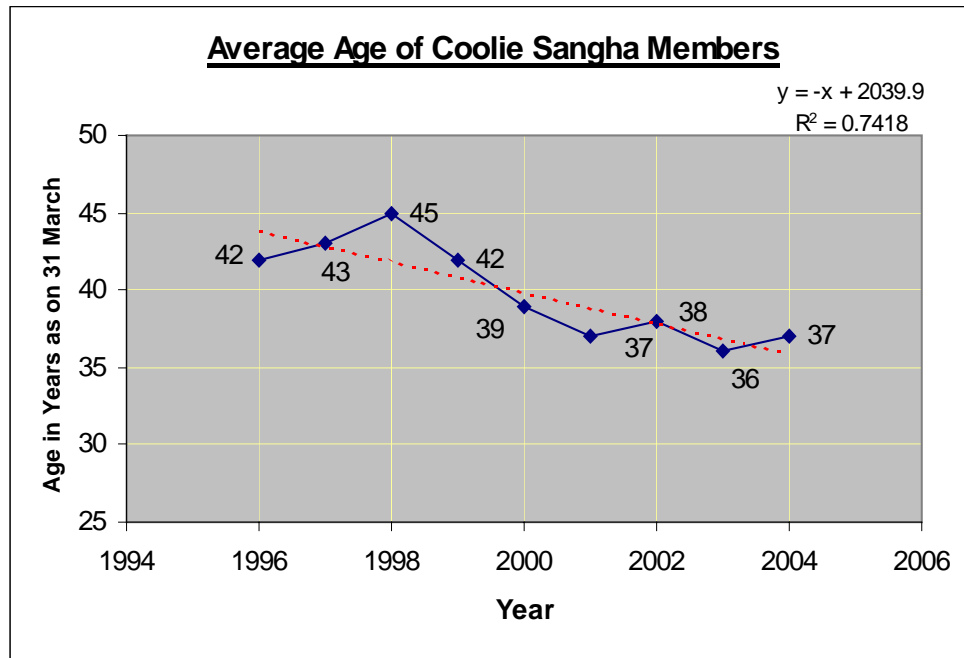
This indicator will tell us the extent to which generational change is reflected in the management of the Coolie Sangha.

⁴³ The Rosenberg Self-Esteem Scale (1965) was originally developed to measure adolescents' global feelings of self-worth or self-acceptance, and is generally considered the standard against which other measures of self-esteem are compared. It includes 10 items that are usually scored using a four-point response ranging from strongly disagree to strongly agree. The items are face valid, and the scale is short and easy and fast to administer. Extensive and acceptable reliability (internal consistency and test-retest) and validity (convergent and discriminant) information exists for the Rosenberg Self-Esteem Scale (see Blascovich & Tomaka, 1991).

A.4.2. Decreasing trend in average age of Coolie Sangha Members

This is a supporting indicator which will show that the Coolie Sangha is not an ageing organisation that may be losing its relevance.

The chart below (using fictitious data) illustrates how the decreasing trend will be recorded and presented:



A.4.3. Equal Proportion of female functionaries among all Youth Forum trainees who become functionaries in Coolie Sangha

With the numbers of girl students who are encouraged to complete their schools and pursue careers, it would be important to know how many of the young women trained in Youth Forum are becoming functionaries of the Coolie Sangha

A.4.4. Enhanced Self-Esteem of Coolie Youth

Self-esteem can be operationalised using any of the well known scales. Perhaps the best-known Self-esteem scale is the Rosenberg Scale, which uses two dimensions to measure Self esteem. These dimensions are a) Self Respect and b) Self Competence.

4.3.5. Effects of Output No.5 - Diversified Income flows

The Coolies who are the focus of the work of ADATS/Coolie Sangha can be categorised as “small and poor peasant families” in various taluks or sub-divisions of Kolar District.

We recall that while those involved in rural agriculture can be divided broadly into (i) Landlord, (ii) Peasant and (iii) Worker, more sophisticated classifications divide the Peasant into (i) Rich Peasant, (ii) Middle Peasant and (iii) Poor Peasant.

We are concerned primarily with the Poor Peasant and the [landless] worker or “Coolie”. The Poor Peasant may own small plots of often unproductive land, but like the Coolie, he too has to sell his labour power.

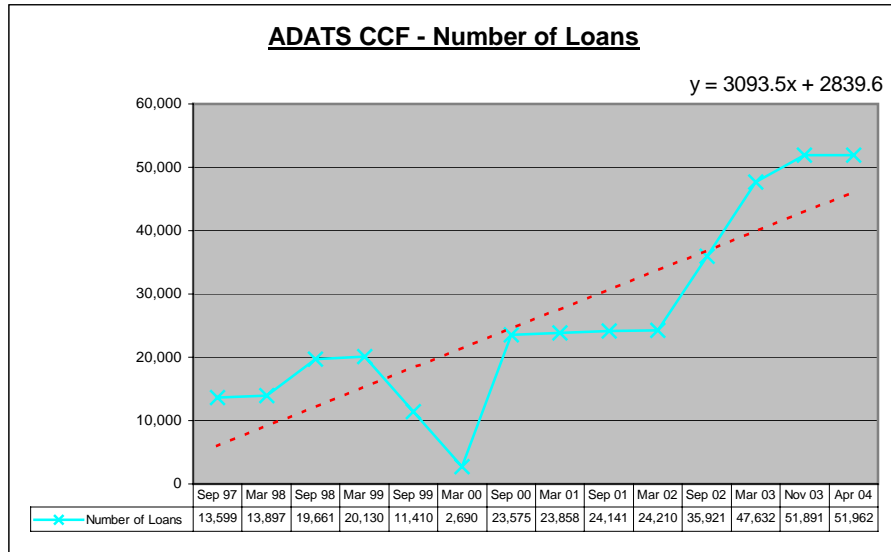
Traditional over-dependence on agriculture had resulted in serious vulnerabilities during the dry weather, particularly during prolonged drought years. This vulnerability more often than not manifested itself in crippling indebtedness to landlords and survival at the margins.

This explains why diversified income receipts of Coolie Families is such an important priority for the Coolie Sangha.

Traditionally Coolie women have had little or no influence in agricultural or financial decisions. The maturation of the Mahila Meetings led to a change in this situation as Coolie women began to assert themselves.

The main effect of women’s influence in decision-making has been to place the family’s survival through drought months above the demands of the market. Multi-crop optimisation to modest off farm and non-farm ventures have resulted in a more resilient and adaptable survival strategy for thousands of Coolie Families.

This strategic shift could not have taken place without the help of Coolie Credit Fund (CCF) which disbursed 13,599 loans in September 1997 and exceeded 50,000 loans by September 2003.

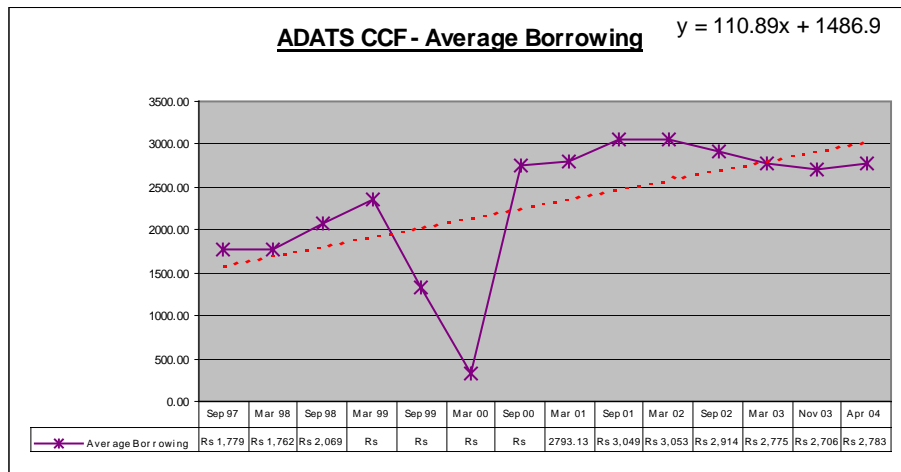


These loans have been administered with a very high rate of repayment ranging from a low of 72.16% to a high of 94.26%. The average repayment percentage is 85.49%

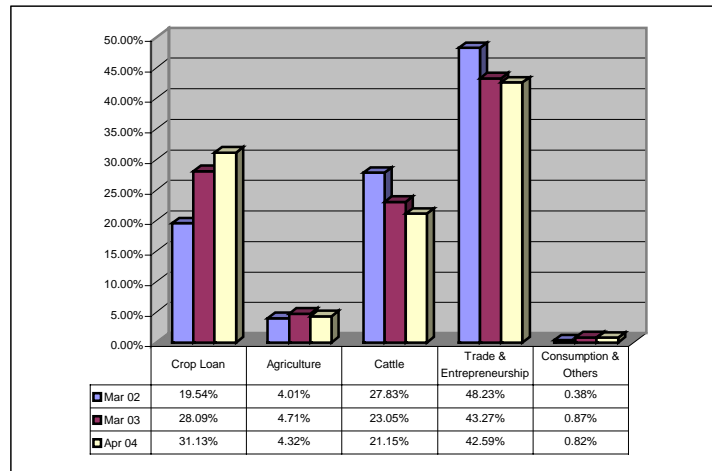
Sep 97	Mar 98	Sep 98	Mar 99	Sep 99	Mar 00	Sep 00	Mar 01	Sep 01	Mar 02	Sep 01	Mar 03	Nov 03	Apr 04
94.26%	80.83%	92.29%	n.a		72.16%	90.07%		86.50%	85.40%		85.99%	86.94%	80.43%

Repayment rates are surprisingly high despite the prolonged drought that has characterised the agriculture seasons in the new millennium.

The chart below shows the average borrowing from the CCF.

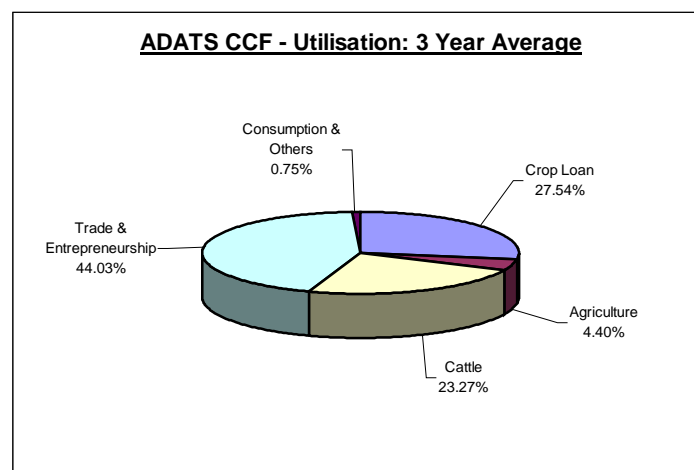


It can be seen that almost half the amounts borrowed were for off-farm activities:



Loans taken for consumption activities accounts for less than 1% of the total loan disbursements.


The last three years average shows the following utilisation pattern:



Crop Loans are mainly for buying seed, while “Agriculture” loans could be for capital investments and improvements to the property. “Trade and Entrepreneurship” covers a whole spectrum of off-farm activities that are vital for the survival of Coolie families over prolonged drought periods.

Some of the observed effects of this project output are:

- ❖ Increased Income & Wealth due to CCF Loans – This is an important effect showing changes to moveable and immovable assets. Probability Sampling could provide a system of measurement of income and wealth to show the results of the CCF. At present we have data to measure only the efficiency of CCF lending, though none to measure the effectiveness. This is because there has been no emphasis on the final effects or results of the lending.
- ❖ Coolies Emboldened to enter Trading Businesses – The diversification of Coolie occupations is an encouraging step, although we are unable to quantify the growth of alternatives to agriculture labour in terms of variety, quantity and return on investment.
- ❖ Considerable Increase in Risk Taking Ability due to the play of Social Collateral (Business requires not only the Willingness but also the Ability to take Risk) – useful measures would be failure rates and business growth rates.
- ❖ Usury and punitive conditions of money lending no longer in practice (E.g. Nagu, Vaddi and Bhogyam)
- ❖ New Occupations, New-found Incomes & Wealth have Created New Status and Aspirations among Member Coolies
- ❖ New Learning Curve, Respect for Money and Time Value of Money – Repayment rates and Return on Investments would be useful measures of this acquisition of “knowledge capital” or know-how which helps to continue being in business.

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A.5.1. No. of self-employment units set up by each cohort (batch of youth) and investment per unit

It may not be realistic to expect senior Coolie Members to make the change from traditional agricultural labour to any kind of off-farm or non-farm businesses, although this cannot be ruled out altogether.

We would expect, however that the Coolie youth are well equipped and motivated to set up self-employment units, taking advantage of new opportunities.

A.5.2. Increasing proportions of employed women in non-traditional employment in successive cohorts (batches)

This indicator will measure the rate of change among educated women from illiterate house-wives to modern home-makers relying on their education and special training to earn a living.

A.5.3. Increasing trend in proportions of SC/ST Youth (male & female) among employed youth

We expect to see larger proportions of SC/ST youth (male and female) among employed youth than the proportions in which they appear in the total Member Coolie population. This indicator will tell us how the most disadvantaged and deprived Member Coolie families have benefited.

A.5.4. 50% or more of CCF Loans utilized for trade & entrepreneurship

Historically, Coolies have never been able to consider an occupation other than agricultural labour, particularly during drought years when there was no demand for their services.

One of the main reasons for this inability to diversify, even as a survival tactic was the straitjacket of rigid caste ascription. Assuming it were possible to break this barrier, Coolies could never have had access to the credit required for any kind of trading activities or new business activities. They simply lacked the credibility as ‘non-persons’ to qualify for a business loan.


Those who were able to find the required capital from sale of meager assets owned by them would soon discover the perils of the risks involved in off-farm and non-farm businesses. Business failures have had crippling effects on Coolies who would find themselves without a safety net and on their way to debt bondage of one kind or the other. The observation of the ADATS/Coolie Sangha was that although Coolies were no different from others when it came to the willingness to take risk, they simply did not have the *ability* to take risks.

The high failure rates of such diversification attempts have only strengthened the popular notion that Coolies are neither capable of doing business nor creditworthy enough to do business.

The interventions of the Coolie Sangha, particularly the Coolie Credit Fund have brought about a complete change in both attitudes and behaviour and Coolies have been able to earn livelihoods from various off-farm and non-farm enterprises.

Social Collateral

What was perhaps more important than credit availability was the sudden increase in a Coolie’s credit rating. As a Coolie Sangha Member, there was an implied backup that creditors would accept as “social collateral”.

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Here again, the identity and respectability provided by the Coolie Sangha organization has transformed into an intangible, yet very real and life-sustaining support.

There are a number of cases of widows running petty shops in each of the programme Taluks, something that would have been unthinkable a couple of decades ago, thanks to the availability of “social collateral”.

The notion of “social collateral” is the application of “social capital”. One of the most common definitions of social capital regards it as "...features of social organisation, such as trust, norms [or reciprocity], and networks [of civil engagement], that can improve the efficiency of society by facilitating coordinated actions."⁴⁴

Whereas physical capital refers to physical objects and human capital refers to the properties of individuals, social capital refers to connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them. In that sense social capital is closely related to what some have called “civic virtue.” The difference is that “social capital” calls attention to the fact that civic virtue is most powerful when embedded in a sense network of reciprocal social relations. A society of many virtuous but isolated individuals is not necessarily rich in social capital. (Putnam 2000: 19)⁴⁵

The concept of Social Capital has become central to the study of poverty and has been used as an important dimension of study in Participatory Poverty Assessment studies.⁴⁶

At present a three year average of 44% of CCF Loans is seen to be invested in trade and entrepreneurship ventures. Survival strategies require that adequate diversification of income sources must be provided for. In terms of diversification, the organisation would like to see this investment taking up 50% or more of total CCF loans.

4.3.6. Effects of Output No.6 - Coolie lands systematically conserved and cultivated

ADATS commissioned a study on the DLDP (Dry Land Development Programme) in Chintamani taluk⁴⁷ during September 2003 (Please see APPENDIX-D for Logical Framework Documents), which has provided insights applicable to all the taluk programmes.

This study characterized the nature of the DLDP in the following words:

The DLDP is a livelihood programme that offers fair odds to Coolies to acquire self-respect and dignity in terms of their own self-concept and worldview. The DLDP is an organ of the Coolie Sangha, which provides an identity and mantle of security to individual Coolies, particularly women.


In a dramatic turn, the Coolies' subsistence agriculture, which was a struggle against oppressive feudal control, has now become a struggle against unpredictable weather conditions. The analysis of rainfall in Chintamani has highlighted the uncertainty faced by Coolies, and suggested that DLDP is less

⁴⁴ Putnam, Robert D. with Leonardi, Robert and Nanetti, Raffaella Y., MAKING DEMOCRACY WORK: CIVIC TRADITIONS IN MODERN ITALY, Princeton University Press, Princeton, USA, 1993

⁴⁵ see Putnam, Robert D., BOWLING ALONE: THE COLLAPSE AND REVIVAL OF AMERICAN COMMUNITY, New York: Simon & Schuster, 2000

⁴⁶ see Narayan, Deepa and others, World Bank (2000) *What is Social Capital?* from www.worldbank.org/poverty also Narayan et al (1997), *Voices of the Poor: Poverty and Social Capital in Tanzania*, World Bank, Washington DC, USA

⁴⁷ ADATS/SCNZ VASS Chintamani DLDP Evaluation, A Participatory Evaluation Report, Issue No.1 dtd 18 September 2003, Revision No.1 dtd 13 Oct 2003

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about managing agriculture and more about managing risk. This is the reason why Food Security assumes such importance as the Goal of the DLDP.

It is also an organization-building programme, which relies on “Functional Unity” and mutual support to provide sustainable mechanisms and institutions required for self-governance.

The DLDP, of course was powered not only by the programme funding, but also the discipline and organizational support of the Coolie Sangha.

The Coolie Sangha has been able to rally its members around the twin phenomena of individual benefits (creation of income generating assets, self-respect, and freedom from the clutches of feudal overlords) and collective benefits (provision of labour to work on each others’ plots, group identity and pride; and economic and political power.)

Conceptually, sustainable resource use implies conservation practices and investments, which will be made only if the discounted marginal returns of the practices and investments are greater than the external or market interest rate⁴⁸.

Poor Coolies cannot be expected to invest their labour in conservation practices and investments during the drought months when they have no other source of income. During these months the opportunity cost of their labour is zero, as there is no employment on landlords’ farms.

Poor people are “risk averse” or less able (particularly) and willing to take risks. In such conditions, it is most unreasonable to expect poor people to place any value on distant returns.

In such conditions, migration (whether forced or otherwise), and consumption loans from landlords against pledges of free labour are the only options available to Coolies.

It is against this backdrop that the DLDP must be understood. Coolies were able to pay themselves a subsistence wage to work in groups on each others’ lands averaging about 3 acres⁴⁹ (1.2 hectares). The DLDP was able to support land improvement practices and investments.

The systematic improvement and management of marginal lands owned by Coolies has resulted in increased [landed] wealth of Coolie Member families through optimum DLDP practices. This accumulation of physical assets is computed as:

- ❖ Increased Average Land Holding × Increased Average Value of Coolie Lands

Other direct results of this improvement and management are:


- ❖ Zero cases of Forced Migration from Programme Villages
- ❖ Zero cases of bondage (*Jeetham*) in Programme Villages
- ❖ 80% of Coolie Members have Food Stocks for at least one year

The DLDP was also able to assure land ownership to Coolie Members, particularly women Members. There is now:

- ❖ Increased Proportion of Lands with Joint Titles (Spouses)

⁴⁸ Heady, Earl O., *ECONOMICS OF AGRICULTURAL PRODUCTION AND RESOURCE USE*, Prentice Hall of India Pvt. Ltd., New Delhi 1964, Chapter 26: Fundamentals of Conservation and Land Use

⁴⁹ In Chintamani, at the time of the DLDP Study in September 2003, the average land holding was 3.21 acres (1.3 hectares)

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- ❖ Decreased Proportion of Landless Member Coolies
- ❖ Nil cases of lands mortgaged by Coolies to Landlords

The indicators under this project output are:

A.6.1. Increased Average income from DLDP lands

There is some understandable difficulty in obtaining income figures from Member Coolies. This is not surprising considering that 5% of this income has to be paid to the Sangha as a subscription (called Sangha Tax).

Accordingly, it is suggested that yield/production figures for the various crops be collected each year, after which estimates of income can be made using market costs.

A.6.2. Increasing trend in Average value of Coolie Lands (Wealth)

Land holding measures wealth and status while crop production measures income. We require this information on a year-to-year basis if we are to compute trends and measure performance.” (Observation in ADATS/SCNZ VASS Chintamani DLDP Evaluation, A Participatory Evaluation Report, Issue No.1 dated 18 September 2003, Revision No.1 dated 13 Oct 2003, page 8)

A.6.3. Zero cases of punitive money lending (E.g. *Nagu, Vaddi and Bhogyam*)

These are some of the punitive money lending practices that were in existence in the district till only a few years ago. Non-repayment of loans results in loss of property to the defaulter. We expect to see that there is not a single case of such practices in the Project area.

A.6.4. Increase in average food crops as proportion of total DLDP production

Although food security is one of the main objectives of the DLDP, Coolie cultivators are tempted to grow cash crops without any thought about food crops. This could result in severe distress during the drought months by when there is no money to buy staple foods.

If there is an increase in average good crops as a proportion of total DLDP production, it would indicate that the programme is successful in assuring food security.

4.3.7. Effects of Critical Output No.1 – Coolie Unity

This Project Output is called a Critical Output because without Coolie Unity none of the other objectives of the Coolie Sangha can be achieved.

B.1.1. Time Series Increase of Coolie Sangha Membership

Coolie Sangha membership is graded in four three year phases as follows:

- ❖ First Three Year Phase – Formation Phase
- ❖ Second Three Year Phase – Formalisation Phase
- ❖ Third Three Year Phase – Consolidation Phase

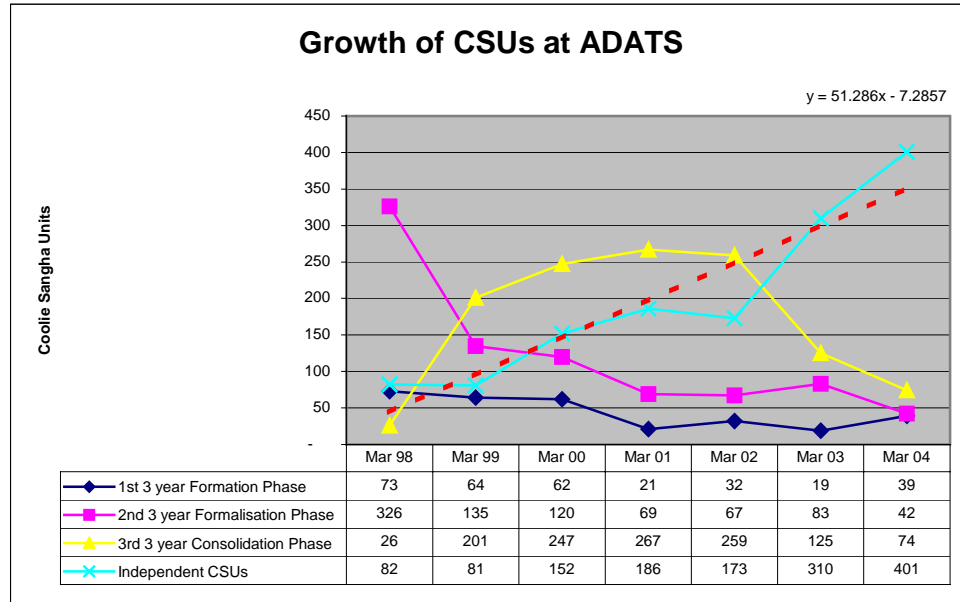
In the tenth year, a Coolie Sangha Unit becomes an “Independent CSU”.

What would constitute an Objectively Verifiable Indicator of Coolie Sangha Growth?

Since the Coolie Sangha is a membership driven organization, the best indicator of unification is subscription paid membership growth. Willingness by poor people to pay a

subscription amount equal to 5% of their annual income appears to be demonstration of a strong commitment.

The chart below shows organizational growth on the basis of subscription paying membership:



Since the first, second and third year phases represent CSUs in the making or “in process”, we take Independent CSUs and find that there has been steady growth with a slope of 51.286 over a period of 6 years.

Projection of the fitted trend line for growth of Independent CSUs shows that growth for a further 3 years is likely to follow the trend indicated below:

Mar-05 - 403
 Mar-06 - 454
 Mar-07 - 506

Additional information on the growth of CSUs is presented in the table below:

	Mar 98	Mar 99	Mar 00	Mar 01	Mar 02	Mar 03	Mar 04
Total Villages	507	481	581	543	531	537	556
Normal Member Families	14,590	13,299	14,729	12,837	14,574	15,804	16,573
Member Families per Village	29	28	25	24	27	29	30
Suspended Members				2,662			14,694
Women Memberships	3,211	3,143	4,127	3,821	4,409	5,085	5,198
Women Memberships %	22%	24%	28%	30%	30%	32%	31%
Coverage of Village Population	38%	34%	26%	24%	24%	34%	35%

After a dip in the years 2000 and 2001, there has been an increase in the Member Coolie families per village.

Non-payment of subscription automatically results in membership suspension. Member Coolies are encouraged through peer pressure to renew their subscriptions as early as possible.

Women Memberships (families registered in the name of the Woman of the family) show a positive growth ($y = 0.0169x + 0.214$), and is considered to be an indicator of quality membership by ADATS/Coolie Sangha.

Coverage of village population ranges from 24% to 38% over the 6-year period.

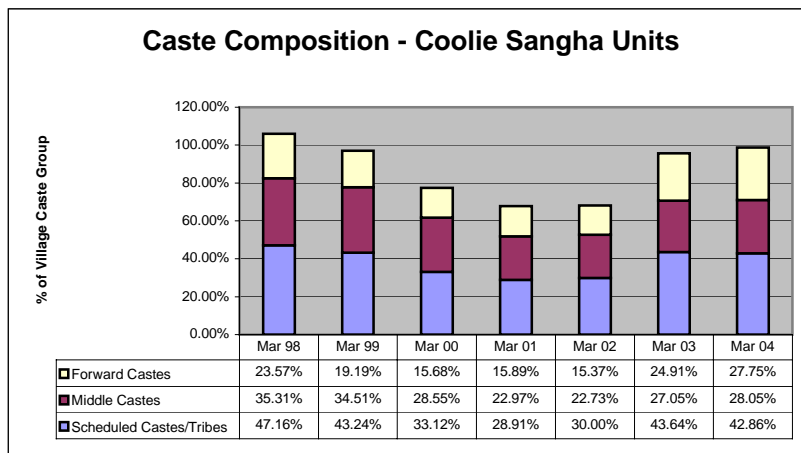
Membership is considered to be an important indicator of organizational growth, as members pay a subscription (known locally as “Sangha Tax”) notionally based on their self-declared annual income.

	Member Families	Total Income Declared Rs.	Avg Income Declared Rs.		Member Families	Total Subscrptn Paid Rs.	Avg Subscrptn Paid Rs.	% of Income Declared
1994	2,772	11,968,578	4318	1995	2311	512,481	222	5.14%
1995	4,549	18,302,288	4023	1996	4346	1,009,664	232	5.77%
1996	5,240	22,939,290	4378	1997	4754	1,161,002	244	5.58%
1997	5,703	20,361,117	3570	1998	4752	848,547	179	5.00%
1998	10,504	32,468,271	3091	1999	8819	1,983,113	225	7.27%
1999	11,322	30,745,725	2716	2000	10059	1,533,448	152	5.61%
2000	14,346	44,252,312	3085	2001	12263	1,868,200	152	4.94%
2001	14,109	90,762,593	6433	2002	10548	2,186,788	207	3.22%
2002	15,376	67,191,929	4370	2003	13471	2,913,064	216	4.95%
2003	18,627	85,660,597	4599	2004	16573	3,551,497	214	4.66%

The average subscription paid, as a proportion of Total Income Declared varies from 3.22% to 7.27% with an (arithmetic) average of 5.21% and median value of 5.07%. The year 1998/99 has the highest average payment of 7.27%. The year 2001/02, the second of three bad drought years shows the lowest proportion of 3.22% subscription paid, although in 2002/03 the averages bounces back, closer to the average of 5.12%.

The self-assessment of subscription to be paid is called “Sangha Tax”, which has a coercive ring. However, in this case it is a voluntary contribution to the Coolie Sangha’s decentralised village level corpus funds. The implied coercion which, when rarely exercised, results in exclusion of the defaulting members from the benefits of Coolie Sangha membership and, far more importantly, from the communal protection offered in a fractured village society.

The caste composition of the CSU is representative of the caste composition of the village from where the data is drawn.



The above data shows that the Coolie Sangha is reasonably representative of the village Caste Mix, and changes in the mix occur only when there are fluctuations due to cancellations and readmissions.

Caste Group in Village	Mar 98	Mar 99	Mar 00	Mar 01	Mar 02	Mar 03	Mar 04
Totals	37.63%	33.88%	26.74%	23.62%	23.72%	34.23%	35.03%

B.1.2. Increase in Decentralised Sangha Funds

The accumulated subscription amounts are held in savings bank accounts and fixed deposits (both in the formal as well as actual control of respective village CSUs), and the growth of these assets is used as a conservative indicator of the organisation's growth.


The table below shows the growth of assets from September 1997 to November 2003, with the amounts in millions of rupees.

Nature of Asset	Sep 97	Mar 98	Sep 98	Mar 99	Sep 00	Sep 01	Mar 02	Mar 03	Nov 03
Village Fixed Deposits	3.28	7.27	7.27	10.46	23.65	23.84	23.84	31.18	31.18
Village SB Accounts	5.05	1.72	3.31	2.64	1.84	4.34	7.81	5.39	6.92
Taluk Main Fixed Deposits	0.28	1.20	1.20	1.20	0.22	0.45	0.45	0.45	0.45
Taluk Main SB Accounts	0.84	0.01	0.10	0.12	1.29	0.25	0.29	1.69	0.71
TOTAL ⇒	9.45	10.20	11.89	14.42	27.00	28.88	32.39	38.71	39.26

As of March 2004, the total value of assets of the CSU is Rs.43.75 million or Rs.43,746,541.

Between September 1997 when the total assets were Rs.9.45 million and November 2003 when it became Rs.39.26 million, the average annual compounded growth rate was 22.56%, which is a very impressive rate of asset accumulation or saving as the case may be. Between Sep 2001 and Nov 2003, the average annual compounded rate of growth was 16.59%. At this rate, provided there are no withdrawals, the amount will double in just over 4½ years⁵⁰.

⁵⁰ $2 = (1 + 0.1658)^n$; $n = 4.516$

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B.1.3. Positive leadership continuity Index

ADATS/Coolie Sangha has a succession planning system, which is being formalized with a list of potential leaders from among the youth who are expected to take over leadership positions within the Coolie Sangha.

B.1.4. Cases of Harijans contesting general seats in PRIs

When a Harijan candidate can contest from a general (unreserved) seat, it is a sure indicator of general support across castes, promoted by the Coolie Sangha.

B.1.5. Cases of Coolie Women contesting general seats in PRIs

Women have 33% of PRI seats reserved for them. We take special note when Coolie women contest from general (unreserved) seats.

B.1.6. Unified Political Action by Coolies -Panchayat Raj Institutions and State Legislature Elections

Members of the Coolie Sangha have learnt to sink petty differences and exercise their franchise as a single bloc. Results vary from taluk to taluk although the Coolie Sangha has made its mark as an organisation not to be ignored.

Coolie Unity would be considered unstable and unreliable if Coolies are not capable of unified political action. It is this assertion of Coolie political power that invites political attention and wins them wide public respect. The Project Director is in the best position to evaluate the effect of unified political action, based on the extensive knowledge-base of the Coolie Sangha.

4.3.7. Effects of Critical Output No.2 – Staff and Functionaries Empowerment

B.2.1. Evaluation of Staff and Functionary Training Programmes

ADATS/Coolie Sangha involves staff and functionaries in a number of development programmes. The evaluation of these programmes and the impact they have had on participants is done by the Project Director, sometimes with the help of the Consultants involved.

B.2.1. Staff & functionaries pass upward appraisals by Coolie Sangha

The notion of “Upward Appraisals” was introduced in trade and industry when it was recognized that subordinates can consider themselves to be “customers” of supervisors with respect to Ministration, Maturation and Mastery. ADATS/Coolie Sangha already has a system of open evaluation of the contributions made by staff and functionaries which determine the responsibilities and compensations they are given.



Intervention

APPENDIX-A

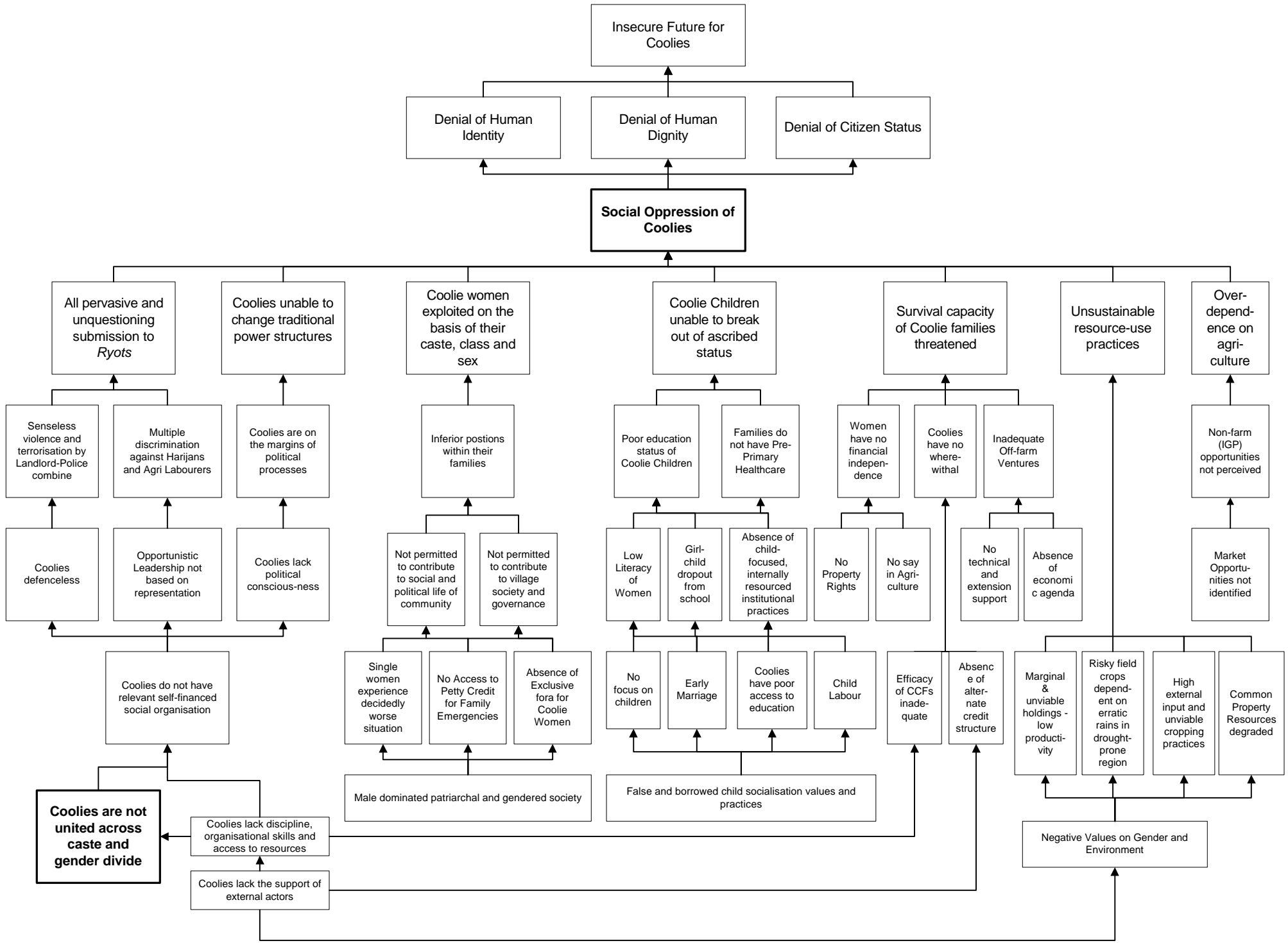
ADATS Logical Framework Documents 2000



Intervention

APPENDIX-A(1)

Problem Tree

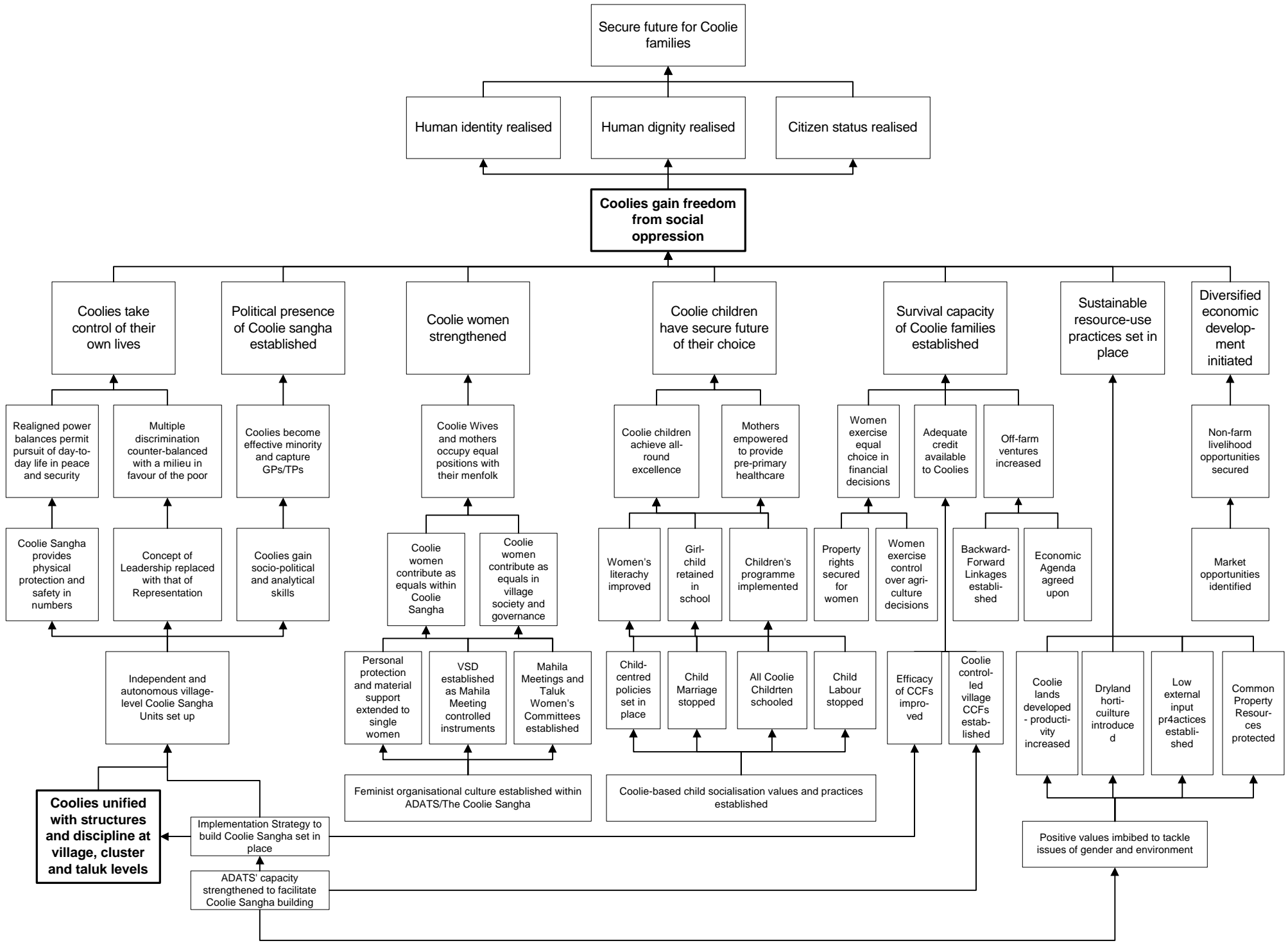




Intervention

APPENDIX-A(2)

Objectives Tree





Intervention

APPENDIX-A(3)

Project Planning Matrix

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
DEVELOPMENT GOAL			
<input type="checkbox"/> To ensure that Member Coolie families gain freedom from social oppression and realise a human identity, dignity and citizen status	<ul style="list-style-type: none"> • 90% of Member Coolie families, specially children, have 2 meals a day by March 2005 • Everyone in Member Coolie families have 3 sets of clothes by March 2005 • 80% of Member Coolie Families have proper flat-roofed houses by March 2010 • 2 persons per Member Coolie family have completed 10 years schooling by March 2010 • Upper caste atrocities countered and stopped • No incidence of Bonded/ Contract Labour in the programme villages • Sexual exploitation of Coolie women stopped • Old and disabled people are cared for • Forced summer migration reduced • No Coolie lands mortgaged to Ryots • 34,413 acres of dry land belonging to 13,293 landed Coolies under sustainable cultivation by June 2006 	<ul style="list-style-type: none"> ⇒ Sample Survey ⇒ Qualitative Interviews ⇒ Sample Survey ⇒ All Coolie children go to school wearing uniforms ⇒ Housing figures from Database (baseline 61.4%) ⇒ Education/Literacy figures from Database ⇒ External Evaluation ⇒ Annual Cluster Reviews ⇒ Qualitative interviews ⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews ⇒ Functioning of Safety Net ⇒ Annual Cluster Reviews ⇒ 6 month Staff Review reported in Progress Reports ⇒ DLDP figures from Database ⇒ Annual Cluster Reviews 	<ul style="list-style-type: none"> • ADATS Staff and Coolie Sangha functionaries capacity to facilitate Coolie Sangha objectives

<ul style="list-style-type: none"> • Credit worthiness of Member Coolie families not less than Rs 10,000 by March 2010 	<ul style="list-style-type: none"> ⇒ CCF borrowing figures from Database ⇒ Institutional borrowing figures reported at annual Cluster Reviews 	<ul style="list-style-type: none"> • CCF Capital and Efficacy are built up side by side • Government/bank lending policies continue to favour the rural poor
<ul style="list-style-type: none"> • Coolie families are supported when economic ventures fail 	<ul style="list-style-type: none"> ⇒ Functioning of Safety Net 	
<ul style="list-style-type: none"> • Cases of Political parties negotiating directly with Coolie Sangha 	<ul style="list-style-type: none"> ⇒ Annual Cluster Reviews 	<ul style="list-style-type: none"> • The Coolie Sangha does not enter into populist electoral alliances
<ul style="list-style-type: none"> • Cases of Harijans and Coolie women contesting and winning general, non-reserved categories from the next Panchayat Raj elections 	<ul style="list-style-type: none"> ⇒ Election Results in print media ⇒ 6 month Staff Review reported in Progress Reports 	

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
PROJECT PURPOSE			
<ul style="list-style-type: none"> ○ To build the structures and discipline of the Coolie Sangha at the Village, Cluster and Taluk levels, and unify the poor 	<ul style="list-style-type: none"> • 35% of village population are active members of the Coolie Sangha by 2010 	<ul style="list-style-type: none"> ⇒ Membership and Coverage figures from Database (baseline = 26%) 	<ul style="list-style-type: none"> • Member Cancellation and village Drop Out trends are reversed
	<ul style="list-style-type: none"> • All facets of Coolie life discussed and decided within Coolie Sangha fora 	<ul style="list-style-type: none"> ⇒ External Evaluation 	
	<ul style="list-style-type: none"> • Weekly Coolie Sangha meetings regularity maintained at over 70% 	<ul style="list-style-type: none"> ⇒ 647 CSU & Mahila Meeting and 123 Cluster Meet Attendance Registers (baseline 70%) 	<ul style="list-style-type: none"> • There is no large-scale migration due to drought
	<ul style="list-style-type: none"> • Annual increase in serious Tax paying Membership over next 9 years 	<ul style="list-style-type: none"> ⇒ Membership figures from Database (baseline 9,900 Member families in 2000) 	<ul style="list-style-type: none"> • No village CSUs drop out when ADATS paid VLWs are withdrawn and Sangha Tax practice introduced
	<ul style="list-style-type: none"> • Increased value of physical and cash assets (CCF Capital, Sangha Funds, Buildings, etc.) in the independent CSUs 	<ul style="list-style-type: none"> ⇒ BCS Audited Accounts Statements (baseline CCF = Rs 53.89 million, Sangha Funds = Rs 26.99 million, Other = Rs 30 million) 	

<ul style="list-style-type: none"> 120 villages (3,700 Coolie families) in the Formation phase supported with 9 yrs of Coolie Sangha building measures by March 2010 	<ul style="list-style-type: none"> ⇒ Coverage figures from Database ⇒ 6 month Staff Review reported in Progress Reports 	<ul style="list-style-type: none"> 61 village CSUs (1,809 families) Consortium + 59 CSUs (1,891 families) Gudibanda
<ul style="list-style-type: none"> 117 villages (3,913 Coolie families) in the Formalisation phase supported with 6 yrs of Coolie Sangha building measures by March 2007 	<ul style="list-style-type: none"> ⇒ Coverage figures from Database ⇒ 6 month Staff Review reported in Progress Reports 	
<ul style="list-style-type: none"> 236 villages (5,562 Coolie families) in the Consolidation phase supported with 3 yrs of Coolie Sangha building measures by March 2004 	<ul style="list-style-type: none"> ⇒ Coverage figures from Database ⇒ 6 month Staff Review reported in Progress Reports 	
<ul style="list-style-type: none"> 174 villages (3,797 Coolie families) in Independent CSUs supported with post withdrawal measures till the end of the programme period 	<ul style="list-style-type: none"> ⇒ Coverage figures from Database ⇒ 6 month Staff Review reported in Progress Reports 	
<ul style="list-style-type: none"> 50% of 192 Dropped-out CSUs (8,957 Cancelled Coolie families) return to the fold before end of the programme period 	<ul style="list-style-type: none"> ⇒ Coverage figures from Database ⇒ 6 month Staff Review reported in Progress Reports 	

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
PROJECT OUTPUTS A. COOLIES TAKE CONTROL OVER THEIR OWN LIVES			
A.1. Pluralistic and enabling community established across caste-lines and gender divide	A.1.1. All facets of Coolie life discussed and decided within Coolie Sangha fora	⇒ External Evaluation	
	A.1.2. Variance between ethnic composition of CSU membership and village society	⇒ Ethnic cover figures from Database	• The poor are equally disbursed among Lower and Middle Castes
	A.1.3 Rise in cases of inter-caste marriages	⇒ Mahila Meeting Minutes Books reviewed at annual Cluster Reviews	
	A.1.4. Cases of inter-religious festivals jointly celebrated	⇒ Annual Cluster Reviews	
	A.1.5. Safety Net established for old and disabled people	⇒ BCS Audited Accounts Statements	
A.2. Person Status Acquired in Village Society	A.2.1. Increased self-esteem of Harijans	⇒ External Evaluation ⇒ Qualitative Interviews	• Women and Harijans do not feel belittled because of their sex and caste
	A.2.2. Increased self-esteem of Coolie women	⇒ External Evaluation ⇒ Qualitative Interviews	
	A.2.3. Cases of joint action against upper caste oppression	⇒ Annual Cluster Reviews	• The Coolie Sangha strikes intelligent alliances with lower caste organisations
	A.2.4. Reduced cases of Member Coolies belonging to ethnic organisations for projecting parochial identities	⇒ Annual Cluster Reviews	
A.3. Physical protection and security ensured for Coolie families	A.3.1. Significant reduction in atrocities by upper castes	⇒ 6 month Staff Review reported in Progress Reports	
	A.3.2. Drop in the number of inter-Coolie dispute cases registered in Police Stations	⇒ CSU Minutes Books analysed during Annual Cluster Reviews	
A.4. Concept of Leadership replaced with that of Representation	A.4.1. Disproportionately higher benefits for the poorer	⇒ External Evaluation ⇒ Gender disaggregated data	
	A.4.2. Variance between ethnic composition of elected functionaries and membership	⇒ CSU Rep Analysis Report from Database	

	A.4.3. Elected GP/TP members report to Coolie Sangha meetings	⇒ Annual Cluster Reviews	
A.5. Independent, autonomous and self-financed village CSUs established at the end of 9 years Intervention	A.5.1. Growth in Membership and Coverage in the Independent CSUs	⇒ Membership figures from Database ⇒ 6 month Staff Review reported in Progress Reports	<ul style="list-style-type: none"> • Coolie families do not drop out after receiving benefits • The Coolie Sangha is not only for young male Coolies – i.e. the aspirations of women, children and the aged not ignored
	A.5.2. Reduction in average age of Coolie Membership from 47 years to 42 years	⇒ Membership figures from Database	
	A.5.3. Sangha Fund levels reach Rs 4,000 per Member Coolie family before ADATS withdraws	⇒ BCS Audited Accounts Statements (baseline = Rs 63 in Formation phase, Rs 439 in Formalisation phase, Rs 1,449 in Consolidation phase, Rs 3,668 in Independent CSUs)	<ul style="list-style-type: none"> • There is no compromise on honest Income decalaration and timely payment of Sangha Tax • Earnings from ethical investments higher than the 10% interest rate on bank deposits
	A.5.4. Cases of Financial Institutions negotiating directly with Coolie Sangha	⇒ Annual Cluster Reviews	<ul style="list-style-type: none"> • ADATS does not stifle participation with a patronising role
	A.5.5. Cases of Development Bodies negotiating directly with Coolie Sangha	⇒ Annual Cluster Reviews	
B. POLITICAL PRESENCE OF COOLIE SANGHA ESTABLISHED			
B.1. Coolies Become Effective Minority	B.1.1. Extent by which Coolie votes determine election outcome	⇒ Election results as reported in 6 month Progress Reports	<ul style="list-style-type: none"> • There is no undue electoral violence or crime
	B.1.2. Capacity of coolies to differentiate between national, regional and local issues	⇒ 6 month Staff Review reported in Progress Reports ⇒ Qualitative Interviews	<ul style="list-style-type: none"> • There are no opportunistic alliances • There is no “wave”
	B.1.3. Incidence of Non-CSU women and poor people not in the Coolie Sangha joining hands when tackling wider struggles	⇒ Annual Cluster Reviews	

B.2. Local Body and Panchayat Raj Institutions captured by Coolie Sangha	B.2.1. Member Coolies elected to GPs/TPs in Clusters where population coverage is 35-40% in 2005	⇒ Election results as reported in 6 month Progress Reports	<ul style="list-style-type: none"> Coolie Candidates are available in every reserved category Coolies do not vote as a caste block
	B.2.2. Mahila Meetings capture 75% of all seats reserved for women in 2005	⇒ Election results as reported in 6 month Progress Reports	
	B.2.3. Quantity/quality of government benefits obtained by Member Coolie families	⇒ 6 month Staff Review reported in Progress Reports	
C. COOLIE WOMEN STRENGTHENED			
C.1. Coolie women contribute as equals to ALL decisions and activities of the Coolie Sangha	C.1.1. Sex parity of Coolie Sangha Membership	⇒ Gender disaggregated Membership figures from Database (baseline = 28%)	<ul style="list-style-type: none"> There is no tokenism and these women genuinely are family managers
	C.1.2. Equal male-female attendance at Coolie Sangha Meetings	⇒ Annual Cluster Reviews	<ul style="list-style-type: none"> Women sit alongside with men, without segregation
	C.1.3. Sex parity of Coolie Sangha functionaries at Cluster level	⇒ Staff/Functionary figures from Database (baseline 123 men : 80 women)	
	C.1.4. Absence of male influence in Sangha Funds spending	⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews	
	C.1.5. Cases of CCF loans rejected/sent back on grounds of gender sensitivity	⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews	
C.2. Coolie women contribute as equals to all decisions and activities in village society	C.2.1. Proportion of candidates for GP Elections selected by Mahila Meetings during next local body elections	⇒ Election results as reported in 6 month Progress Reports	
	C.2.2. Equal male-female attendance at Gram Sabha Meetings	⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews	
	C.2.3. Increased number of initiatives taken by Mahila Meetings to resolve common village issues	⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews	
C.3. Sexual exploitation of Coolie women arising from petty credit needs stopped	C.3.1. Absence of forced sexual favours granted to <i>Ryots</i>	⇒ Qualitative interviews ⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews	

C.4. Personal Protection and material support to (single) women-headed households ensured	C.4.1. Each and every single woman headed household (i.e. without male support) in the project area assisted with WF Loans, WF Grants and other individually designed measures	⇒ Women's Fund Progress Reports	
	C.4.2. Zero cases of persecution or hardship raised at Cluster Meets	⇒ External Evaluation ⇒ Women's Fund Progress Reports	
	C.4.3. Cases of Single women contributing to agenda setting with regard to wider issues and struggles	⇒ External Evaluation ⇒ Women's Fund Progress Reports	
C.5. Feminist Organisational Culture Established	C.5.1. No bitter contests and divisions within Coolie Sangha	⇒ 6 month Staff Review reported in Progress Reports	• Annual Coolie Sangha elections are based on consensus
	C.5.2. No disputes in Coolie Sangha Financial Decisions	⇒ CSU Minutes Books	• Financial decisions are grass rooted, open, transparent and based on consensus
	C.5.3. Participation of entire families (and not just male Members) in taking collective decisions	⇒ External Evaluation – interviews with Coolie women	
D. COOLIE CHILDREN HAVE SECURE FUTURE OF THEIR CHOICE			• For villages in the Consortium Areas
D.1. All Coolie Children attend schools	D.1.1. Enrolment of 2 children per Member Coolie family in Government Schools by 2004	⇒ School Records (baseline 13,645 children from 15,081 families = 0.9 children per family)	
	D.1.2. Retention of under 16 in school increased to 100%	⇒ KIDS Reports from Database (baseline 70%)	
	D.1.3. Total sex parity in Primary, Middle and High school classes	⇒ 6 month Staff Review reported in Progress Report	
D.2. Girl child protected	D.2.1. Proportion of Girls not withdrawn from school at puberty	⇒ KIDS Reports from Database ⇒ School records (baseline 75% continue schooling)	
	D.2.2. Zero cases of marriages of girls below the age of 18	⇒ Mahila Meeting Minutes Books analysed in the Annual Cluster Reviews (baseline 25%)	

	D.2.3. Number of cases of Choice marriages	⇒ Mahila Meeting Minutes Books analysed in the Annual Cluster Reviews	
D.3. Mothers empowered to provide Pre Primary Health Care Services	D.3.1. Technical performance of VHWs	⇒ Expert Assessment	
	D.3.2. Reduction in school days lost due to sick leave	⇒ School Records	
	D.3.3. Extent of family health needs met	⇒ Mahila Meeting Minutes Books ⇒ Interviews and observations	• Ambulance service is well established
D.4. Pre Primary Health Care Services made sustainable and self-financed	D.4.1. Health activities continue in Independent CSUs	⇒ BCS Audited Accounts Statements (baseline = 218 villages)	
D.5. Children's Programme made sustainable and self financed	D.5.1. Children's activities continue in Independent CSUs	⇒ BCS Audited Accounts Statements (baseline = Self-financed in 145 CSUs of Bagepalli)	
Da.COOLIE CHILDREN HAVE SECURE FUTURE OF THEIR CHOICE			• For SCNZ supported villages in Gudibanda and Mitemari
Da.1.All Coolie Children attend schools	Da.1.1. 100% enrolment of I - VII Std. children in Government Schools	⇒ School Records (baseline 3,435 children supported from 2,343 families = 1.47 children per family)	•
	Da.1.2. Retention of under 16 in school increased to 100%	⇒ KIDS Reports from Database (baseline 80%)	
	Da.1.3. 50:50 Sex parity in Primary, Middle and High school classes	⇒ KIDS Reports from Database (baseline 49:51, 49:51 and 37:63)	
	Da.1.4. Pass percentage of Coolie children in Board exams higher than district average	⇒ Exam results	
	Da.1.5. Average marks obtained by Coolie children higher than Taluk average	⇒ Compilation of Marks cards	
Da.2.Teaching Skills upgraded in programme villages	Da.2.1. All CS appointed Balakendra teachers pass skill upgradation programme	⇒ Training Programme Results	

Da.3. <i>Balakendras</i> equipped with education and recreation materials	Da.3.1. Effective Participation by Coolie Children in Creative learning and extra curricular activities	⇒ Extension Worker's records	
	Da.3.2. Proportion of Coolie children participating in Taluk Level Competitions	⇒ Extension Worker's records	
Da.4. Complete health coverage given to Coolie children	Da.4.1. Reduction in schools days lost due to sick leave	⇒ School records	
Da.5. Non Formal Education Programme implemented for non school going children	Da.5.1. 50% attendance of not-in-school over-12 children in NFE	⇒ <i>Balakendra</i> records	
	Da.5.2. Proportion of total dropouts re-admitted to school exceeds 90%	⇒ Extension Worker's records	
Da.6. Girl Child protected	Da.6.1. Proportion of Girls not withdrawn from school at puberty	⇒ KIDS Reports from Database ⇒ School records	
	Da.6.2. 50% attendance of not-in-school Girls over-12 in Non Formal Education (NFE)	⇒ <i>Balakendra</i> records	
	Da.6.3. No cases of marriages for girls below the age of 18	⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews	
	Da.6.4. Number of cases of Choice marriages supported by Mahila meetings	⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews	
E. SURVIVAL CAPACITY OF COOLIE FAMILIES ESTABLISHED			
E.1. Coolie women exercise Decision Making Power in Agriculture	E.1.1. Equal wages for women and men (not based on equal work)	⇒ External Evaluation ⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews (baseline = this prevails only in 150 Independent CSUs)	
	E.1.2. Incidence of physical participation of women in male roles during agricultural operations	⇒ External Evaluation ⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews	
	E.1.3. Increased collective crop choice, crop loan and crop sale decisions taken by Mahila Meetings	⇒ External Evaluation ⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews	

E.2. Property Rights Secured for Coolie women	E.2.1. 50% of properties jointly registered in the names of husbands & wives by 8,500 Member Coolie families in 386 mature CSUs by March 2004	⇒ Mahila Meeting Minutes Books reviewed in Annual Cluster Reviews (baseline = 0-5%)	<ul style="list-style-type: none"> • Patriarchal trends in petty officials is checked
E.3. Adequate Credit Available for Coolie cultivation	E.3.1. All villages have adequate CCF Capital (Rs 1,500 per Member family in Formation phase, Rs 2,500 Formalisation, Rs 5,000 Consolidation)	⇒ CCF Reports from Database (baseline = Rs 598 in 120 Formation, Rs 1,361 in 117 Formalisation, Rs 2,721 in 236 Consolidation villages)	<ul style="list-style-type: none"> • EU participates in the 3rd Consortium Programme
	E.3.2. All Coolie holdings under proper title	⇒ Land holding figures from Database	
	E.3.3. No incidence of Coolie holdings left fallow for want of crop loans	⇒ CCF Reports from Database ⇒ 6 month Staff Review reported in Progress Reports	<ul style="list-style-type: none"> • CCF Overdue position in the villages is controlled
	D.3.4. No incidence of mortgage of lands by Member Coolies in project area	⇒ 6 month Staff Review reported in Progress Reports	<ul style="list-style-type: none"> • Holdings are not lost due to wanton neglect
E.4. Efficacy of CCFs Improved	E.4.1. Stabilised CCF Repayment Rates of 85% at all times	⇒ CCF Reports from Database (baseline over 90% in September; drops to under 80% in March every year)	<ul style="list-style-type: none"> • Time Discipline is internalised and scheme mentality is overcome • “Bunched sanctions” are stopped
	E.4.2. Quantum of CCF Capital adjusted for inflation with influx from Sangha Funds	⇒ BCS Audited Accounts Statements	<ul style="list-style-type: none"> • Respective village CSUs have adequate Sangha Funds • Unutilised Sangha Funds are ethically invested in high yielding portfolios
	E.4.3. Database improved to provide more information on Loan Portfolio and Financial Viability	⇒ OnLine Reports	
E.5. Off Farm Ventures undertaken by Coolie families	E.5.1. Increase in Off Farm ventures as a proportion of Member Coolie families	⇒ CCF Reports from Database	
	E.5.2. Number of cases of effective training and forward/ backward linkages for CCF borrowers.	⇒ Attendance Register ⇒ 6 month Staff Review reported in Progress Reports	

E.6. Economic Literacy Campaign Implemented	E.6.1. Appearance of economic issues in Coolie Sangha Agenda	⇒ 6 month Staff Review reported in Progress Reports	
F. SUSTAINABLE RESOURCE-USE PRACTICES SET IN PLACE			
F.1. Dry Land Development Programme implemented in a phased manner	F.1.1. Quality of Master Plan	⇒ Expert assessment ⇒ Acceptance by ALL Member Coolie families	
	F.1.2. Increased yields/incomes from 34,413 acres of dry land belonging to 13,293 Member Coolie families by June 2006	⇒ DLDP figures from Database reported in 6 month Progress Reports ⇒ Income and Tax Reports from Database	<ul style="list-style-type: none"> • EU participates in the 3rd Consortium Programme and S&WC works start in April 2001 • SCNZ (VASS) contributes Rs 15 million over the next 5 years to supplement the Consortium budget • The 4th Consortium Programme (2004 to 2007) is sanctioned and implemented
	F.1.3. Increased average holding	⇒ Landholding figures from Database (baseline 2.59 acres per family for land owning Member Coolies)	
	F.1.4. Reduced landlessness	⇒ Landholding figures from Database (baseline 25%)	
	F.1.5. Maintenance of S&WC structures	⇒ DLDP Staff Records ⇒ Annual Cluster Reviews	
F.2. Dry Land Horticulture Programme implemented	F.2.1. Tree crops established on 2,500 acres of Coolie land by March 2004	⇒ DLDP figures from Database	<ul style="list-style-type: none"> • Counterpart Intl. mobilises US\$ 1 million
F.3. Sustainable dry land practices established on Coolie lands	F.3.1. Increased per capita yield as proportion of number of Coolie cultivators	⇒ DLDP Staff Records on yields ⇒ Income and Tax Reports from Database	<ul style="list-style-type: none"> • Multiple Cropping is preserved • Equal Wages are paid to men and women
	F.3.2. Availability of drinking water	⇒ Time/distance details recorded by Mahila Meetings	<ul style="list-style-type: none"> • There are no severe droughts, beyond the predictable cycle

	F.3.3. Rise in level of water table	⇒ DLDP Staff Records on - water levels in selected wells - increased command area under irrigation tanks	• Ryots and others behave responsibly
	F.3.4. Increased availability of fodder	⇒ DLDP Staff Records on haystacks ⇒ Distress sale of cattle recorded in the Annual Cluster Reviews	
	F.3.5. Crop Loan return rates	⇒ CCF Reports from Database	
F.4. Common Property Resources protected	F.4.1. Cases of Common Properties inventoried and protected	⇒ Annual Cluster Reviews	
F.5. Positive values imbibed to tackle issues of gender, ethnicity and environment	F.5.1. Quality of Farming Systems Study	⇒ Expert Assessment by I/C Consult	
	F.5.2. Change in attitudes and mindset	⇒ External Evaluation ⇒ Content analysis of in-depth interview	
G. DIVERSIFIED ECONOMIC DEVELOPMENT INITIATED			
G.1. Market opportunities identified	G.1.1. Decision on pilot Income Generating Projects	⇒ Consultants' Report/s	
G.2. Non-Farm livelihood opportunities secured	G.2.1. Successful start-up of at least 75% of the ventures initiated	⇒ Overdue figures in CCF Reports from Database	
H. STAFF CAPACITY DEVELOPED			
H.1. Project Management Skills Enhanced	H.1.1. Quality of suggestions and proposals from participants	⇒ 17 monthly PME Reports	
	H.1.2. Annual recommendations for mid course corrections of Plans & Budgets	⇒ Project Cycle Management Report	
H.2. Process Management Skills (participation, facilitation, listening and team work) Enhanced	H.2.1. Quality of implementation feedback	⇒ 17 monthly PME Reports	
H.3. Subject Matter Specialisation Enhanced	H.3.1. Efficiency and Effectiveness of programme implementation	⇒ Annual Cluster Reviews	

H.4. Capacity of Member Coolies and elected functionaries built up	H.4.1. Over 95% attendance of Member Coolies at Annual Training sessions	⇒ Attendance Registers ⇒ Annual Cluster Reviews	• All 13,272 active Member Coolies from older CSUs are able and willing to undergo training
	H.4.2. Effectiveness of subject specific training	⇒ Participant Evaluation ⇒ 6 month Staff Review reported in Progress Reports	

ACTIVITY (Apr 2001 to Mar 2004)	PROJECT COST : DETAILS	AMOUNT	SOURCE	ASSUMPTIONS
A. COOLIES TAKE CONTROL OVER THEIR OWN LIVES				
A.1. Pre-Formation Stage				
A.1.1. Uncovered village Coolies approach established Clusters				<ul style="list-style-type: none"> Villages show interest for 6 months
A.1.2. Cluster Reps introduce the Coolie Sangha philosophy and functioning (6 months)				
A.1.3. Demographic survey and creation of village database (2 months)				
A.1.4. Selection and orientation of Village Level Workers	Stipend for 61 VLWs x Rs 250 x 36 months	549,000	Sangha Funds	<ul style="list-style-type: none"> Committed Coolie youth are available
A.2. In 61 Formation CSUs for 1,809 families (3 years)				
A.2.1. Weekly CSU Meetings	Transaction costs Rs 25 x 52 weeks x 61 CSUs x 3 years	237,900	Sangha Funds	<ul style="list-style-type: none"> <i>Hundi</i> collections are in place
A.2.2. Election of 3 CSU Representatives per village: 1 of them a woman (after 1 year)				
A.2.3. Daily ALP Classes: mixed (9 months)	ALP material	Nil	Already procured	
A.2.4. Socio-political training: VLWs and VHVs (1 month)				
A.2.5. Creation of family-wise Membership database				
A.2.6. Electing women cheque signatories and opening CSU bank accounts				<ul style="list-style-type: none"> Neo-literate Coolie women are available
A.2.7. Weekly <i>Hundi</i> collections				
A.2.8. Responsive Legal Aid & Aid Distress for land and wage struggles	Disposition Funds Rs 75,000 x 3 years	225,000	Consortium	<ul style="list-style-type: none"> Cluster Meets examine and recommend
A.2.9. Formal induction as fully-fledged Members (at end of 3 years)				

A.3. In 117 Formalisation CSUs for 3,913 families (3 years)				
A.3.1. Weekly CSU Meetings	Transaction costs Rs 25 x 52 weeks x 117 CSUs x 3 years	456,300	Sangha Funds	
A.3.2. Election of 3 CSU Representatives per village: 1 of them a woman (every year)				
A.3.3. Identification of women family managers and altering CSU membership database to women's names (every year)				<ul style="list-style-type: none"> Gender training has had impact
A.3.4. Annual income declaration without tax payment				<ul style="list-style-type: none"> Economic agenda features in the CSUs
A.3.5. Changing existing men cheque signatories to women				<ul style="list-style-type: none"> Neo-literate Coolie women are available
A.3.6. Weekly <i>Hundi</i> collections				
A.3.7. Deposit of unspent Sangha Funds into village FDs				
A.3.8. CSU level resolution of inter-Coolie squabbles				
A.3.9. Identifying, releasing and rehabilitating bonded labourers				
A.3.10 Responsive Legal Aid & Aid Distress for land and wage struggles	Disposition Funds Rs 100,000 x 3 years	300,000	Consortium	<ul style="list-style-type: none"> Cluster Meets examine and recommend
A.4. In 236 Consolidation CSUs for 5,562 families (3 years)				
A.4.1. Weekly CSU Meetings	Transaction costs Rs 25 x 52 weeks x 236 CSUs x 3 years	920,400	Sangha Funds	
A.4.2. Election of 3 CSU Representatives per village: 1 of them a woman (every year)				
A.4.3. Gender training for men and women				
A.4.4. Heightened support to inter-caste unification of Coolies				
A.4.5. Annual income declaration and tax payment to retain CSU membership				<ul style="list-style-type: none"> No CSUs drop out when ADATS paid VLWs are withdrawn and Sangha Tax practice introduced

A.4.6. Deposit of unspent Sangha Funds into village FDs				
A.4.7. Motivating return of drop-out CSUs and Cancelled Members				
A.4.8. Motivation of Coolie youth to represent families and alteration of CSU membership database				<ul style="list-style-type: none"> The Coolie Sangha is not only for young male Coolies – i.e. the aspirations of women, children and the aged not ignored
A.4.9 Responsive Legal Aid & Aid Distress for land and wage struggles	Disposition Funds Rs 100,000 x 3 years	300,000	Sangha Funds	<ul style="list-style-type: none"> Sangha Fund spending decisions are transparent and dispute free
A.4.10. Intense training and preparation for ADATS withdrawal				
A.5. In 174 Independent CSUs for 3,797 families (3 years)				
A.5.1. Weekly CSU Meetings	Transaction costs Rs 25 x 52 weeks x 174 CSUs x 3 years	678,600	Sangha Funds	
A.5.2. Election of 3 CSU Representatives per village: 1 a woman (every year)				
A.5.3. Annual income declaration and tax payment to retain CSU membership				
A.5.4. Re-motivating return of drop-out CSUs and Cancelled Members				
A.5.5. Responsive Legal Aid & Aid Distress for land and wage struggles	Disposition Funds Rs 100,000 x 3 years	300,000	Sangha Funds	
A.5.6. Use of functional unity for sustainable socio-economic development				<ul style="list-style-type: none"> Economic agenda features in the CSUs
A.6. Cluster Activities				
A.6.1. Election and skill training of 123 Cluster Secretaries (every year)	123 Stipends x Rs 500 p.m. x 36 months	2,214,000	Consortium	
A.6.2. Weekly Cluster Meets attended by CSU Reps and ADATS Field and Executive Staff	Printing formats, minutes books, etc.	525,000	Consortium	
A.6.3. Scrutiny and approval of Sangha Fund spending decisions				<ul style="list-style-type: none">

A.6.4. Scrutiny and approval of CCF decisions				•
A.6.5. Processing and supplementing government pensions for old and disabled				
A.6.6. Obtaining government free houses for needy				• GPs/TPs are under the control of Coolie Sangha
A.6.7. 2-days intensive training and reflection for all 15,000 Members at respective Cluster centres (staged intervals)	Basic food costs	650,000	Consortium	
A.6.8. Annual Cluster Reviews of Strategic Plan implementation (selected Clusters)	Food costs Rs 62,500 x 3 years	187,500	Consortium	• Groundwork is done by ADATS Staff
A.7. Taluk Activities				
A.7.1. Monthly 2-day Taluk Coolie Sangha Meetings attended by CSU Reps, Cluster Secretaries, WC Members and ADATS Staff	Food and travel costs 4 Taluks x Rs 15,000 x 36 months	2,160,000	Consortium	
A.7.2. Election of 4 Taluk Secretaries every year: alternate annually by sex				• No bitter contests; elections are held on consensus
A.7.3. Receipt of Cluster Reports, monitoring and advice on decisions				• No domination by male Cluster Secretaries
A.7.4. Village-wise allocation of decentralised budgets				
A.7.5. Scrutiny and approval/ rejection of ADATS Project Applications & Progress Reports				
A.7.6. Taluk Coolie Sangha decisions implemented by fortnightly Executive Committee Meetings				• Efficiency of Cluster Secretaries and WC Members improved through skill training
A.7.7. Annual membership appraisal at Executive Committee Meetings				• ADATS Staff provide sound analytical data
A.8. Central Activities				
A.8.1. Project direction, coordination and ref material procurement	Books, subscriptions and miscellaneous Rs 125,000 x 3 years	375,000	Consortium	

A.8.2. Analysis and sharing of Coolie Sangha building trends and experiences with Member families				
A.8.3. Negotiation on behalf of the Coolie Sangha with outside agencies				<ul style="list-style-type: none"> ADATS does not stifle participation with a patronising role
A.8.4. Creation of linkages between the Coolie Sangha and wider society, including expert community	Training and meeting costs Rs 2,000 x 36 months	72,000	Consortium	<ul style="list-style-type: none"> ADATS cautiously selects sensitive experts who have a sense of history
A.8.5. Recognising and championing positive Coolie values and practices onto wider society				
B. POLITICAL PRESENCE OF COOLIE SANGHA ESTABLISHED				
B.1. Cluster Activities				
B.1.1. Training of Coolie Sangha functionaries in socio-political awareness and analytical skills				
B.1.2. Mahila Meetings drum-up support of non-CSU families for common grievances				
B.1.3. Cluster Meets make concrete recommendations on GP/TP budget allocation to their elected Members				<ul style="list-style-type: none"> Conventional leadership traits are replaced with representation
B.2. Taluk Activities				
B.2.1. Procedural training and skill enhancement of 678 GP/TP Members				<ul style="list-style-type: none"> 678 Coolie Sangha supported candidates have already won – next Panchayat Raj elections due in 2005
B.2.2. Organisation of strikes and <i>dharnas</i> in support of GP/TP Members' recommendations				
B.2.3. Support and assertiveness training for women GP/TP Members				<ul style="list-style-type: none"> Women are prepared to not be stooges of their husbands
B.3. Central Activities				
B.3.1. Negotiation with Rural Development & PRI officials				<ul style="list-style-type: none"> ADATS does not stifle participation with a patronising role

B.3.2. Weekly analysis and sharing of socio-political and economic environment				
C. COOLIE WOMEN STRENGTHENED				
C.1. In 61 Formation Mahila Meetings for 1,809 women (3 years)				
C.1.1. Weekly <i>in camera</i> Mahila Meetings	Transaction costs Rs 25 x 61 Mahila Meetings x 52 weeks x 3 years	237,900	Sangha Funds	
C.1.2. Daily ALP Classes: women only (6 months)	ALP material	Nil	Already procured	
C.1.3. Receipt of <i>Vokkaku Sanchi Duddu</i> grants from ADATS	61 Mahila Meetings x Rs 5,000	305,000	Consortium	
C.1.4. Selection and training of Village Health Workers	Food costs Rs 14,134 x 3 years	42,402	Consortium	
C.1.5. Receipt and spending of decentralised grants for pre-primary health care	1,809 Member families x Rs 200 x 3 years	1,085,400	Consortium	
C.1.6. Monthly refresher training and supply of basic medicines to VHWs				
C.2. In 117 Formalisation Mahila Meetings for 3,913 women (3 years)				
C.2.1. Weekly <i>in camera</i> Mahila Meetings	Transaction costs Rs 25 x 117 Mahila Meetings x 52 weeks x 3 years	456,300	Sangha Funds	<ul style="list-style-type: none"> Mahila Trainers develop techniques to record minutes without the presence of male Staff
C.2.2. Receipt and spending of decentralised grants for pre-primary health care	3,913 Member families x Rs 200 x 3 years	2,347,800	Consortium	
C.2.3. Monthly refresher training for VHWs	Food costs Rs 27,130 x 3 years	81,390	Consortium	
C.2.4. Review <i>Vokkaku Sanchi Duddu</i> usage and replenish "lost" capital	117 villages x Rs 500 x 3 years	175,500	Consortium	
C.2.5. Scrutiny and veto of CCF decisions taken in mixed CSU Meetings				

C.2.6. Responsive support and mobilisation on issues and struggles identified by Mahila Meetings				
C.2.7. Identification of women family managers and alteration of CSU membership database to women's names				
C.2.8. Train women cheque signatories, VHWS, and women CSU Reps on book-keeping and finance	Food costs 117 women x 3 days x Rs 30	10,530	Consortium	
C.3. In 236 Consolidation Mahila Meetings for 5,562 women (3 years)				
C.3.1. Weekly <i>in camera</i> Mahila Meetings	Transaction costs Rs 25 x 236 Mahila Meetings x 52 weeks x 3 years	920,400	Sangha Funds	<ul style="list-style-type: none"> Mahila Trainers develop techniques to record minutes without the presence of male Staff
C.3.2. Receipt and spending of decentralised grants for pre-primary health care	5,562 Member families x Rs 200 x 3 years	3,337,200	Consortium	
C.3.3. Monthly refresher training for VHWS	Training costs Rs 54,725 x 3 years	164,175	Consortium	
C.3.4. Scrutiny and veto of CCF decisions taken in mixed CSU Meetings				
C.3.5. Checking that CSU Membership is in names of women family managers (every year)				
C.3.6. Review <i>Vokkaku Sanchi Duddu</i> usage and replenish "lost" capital	236 Mahila Meetings x Rs 500 x 3 years	354,000	Consortium	
C.3.7. Responsive support and mobilisation on issues and struggles identified by Mahila Meetings				
C.4. In 174 Independent Mahila Meetings for 3,797 women (3 years)				
C.4.1. Weekly <i>in camera</i> Mahila Meetings	Transaction costs Rs 25 x 174 Mahila Meetings x 52 weeks x 3 years	678,600	Sangha Funds	<ul style="list-style-type: none"> Mahila Trainers develop techniques to record minutes without the presence of male Staff

C.4.2. Allocation and spending of Sangha Funds for pre-primary health care	3,797 x Rs 200 x 3 years	2,278,200	Sangha Funds	<ul style="list-style-type: none"> Sufficient Sangha Funds have been built up
C.5. Cluster Activities				
C.5.1. Election and skill/assertiveness training of Women's Committee Members	Stipends 80 WC Members x Rs 250 x 36 months	720,000	SCNZ supported Women's Funds	<ul style="list-style-type: none"> Male Cluster Secretaries involve WC Members as equals
C.5.2. Compulsory attendance of WC Members at ALL CSU and Mahila Meetings				<ul style="list-style-type: none"> ADATS discusses Cluster problems only with WC Members
C.5.3. Women contest for Cluster Secretary post				<ul style="list-style-type: none"> Taluk Coolie Sangha Meetings support women contestants
C.5.4. Responsive support and mobilisation on property transfer to joint names of husbands and wives	Legal research and referral costs Rs 50,000 x 4 Taluks	200,000	Consortium	<ul style="list-style-type: none"> Male family members already have titles in their own names
C.6. Taluk Activities				
C.6.1. Fortnightly Women's Committee Meetings				
C.6.2. Training in gender issues, facilitation skills, property rights etc.: 5 women per village (2 days/year)	Food and training costs 588 villages x 5 women x 2 days x Rs 30	176,400	Consortium	
D. COOLIE CHILDREN HAVE SECURE FUTURE OF THEIR CHOICE				
D.1. Listing of school-age children by Mahila Meetings				
D.2. Annual enrolment drive to government schools				
D.3. Receipt of decentralised grants for child scholarships (Formation, Formalisation and Consolidation CSUs)	13,500 children x Rs 200 x 3 years	8,100,000	Consortium	
D.4. Allocation of Sangha Funds for child scholarships (Independent CSUs)	5,832 children x Rs 200 x 3 years	3,499,200	Sangha Funds	
D.4. Need assessment and allocation of scholarship benefits				
D.5. Awareness raising and pursuit of measures to prevent drop-out and under-age marriage, and support choice marriage				

E. SURVIVAL CAPACITY OF COOLIE FAMILIES ESTABLISHED				
E.1. Member training and proactive support (for men and women) on work and wage equality				
E.2. Training and demystification of sexist myths on agriculture				
E.3. Provision of crop loans to single women				
E.4. High profile demonstrations of women engaged in male farming activities				
E.5. Decisions on crop choice, loan and collective sale taken in Mahila Meetings				
E.6. Redeeming and protection of mortgaged lands				
E.7. Receipt of grants to build CCF Capital	CCF Grants	7,500,000	Consortium	• EU sanctions this Project
E.8. Selection and training of CCF borrowers	Food costs for 100 borrowers x 2 days x Rs 30 x 50 weeks x 3 years	900,000	Consortium	• Bunched sanctions and scheme mentality overcome
E.9. Provision of veterinary care, insurance cover, marketing and follow-up support	Salary of 4 CCF Extension Workers, 4 Field Workers and Staff Fund	1,407,600	Consortium	
E.10. Economic Literacy Campaign implemented (every 3 years)	ELC material	Nil	Already procured	
E.11. Monitoring and recovering of CCF Overdue loans				• Economic agenda features in the CSUs
F. SUSTAINABLE RESOURCE-USE PRACTICES SET IN PLACE				
F.1. Preparation of individual DLDP Plans for programme villages				•
F.2. Supply of tools and implements to first-time S&WC implementers	Tools & Implements 1,000 sets x Rs 200	200,000	Consortium	• EU sanctions this Project
F.3. Execution of S&WC works (5 summer months)	DLDP Wages	14,590,485		• EU sanctions this Project

F.4.	Encroaching and cultivating adjacent govt waste lands				
F.5.	Distributing cleared govt waste lands to landless				
F.6.	Field visits and technical advice from Agriculturists	Salary of 3 Agriculturists and 3 DLDP Field Workers + Staff Fund	1,055,700	Consortium	
F.7.	Annual impact assessment of sustainable land use practices				<ul style="list-style-type: none"> DLDP Staff trained in participatory effect monitoring skills
F.8.	Undertake participatory study on Farming Systems and develop agriculture strategies	Consultancy fees	150,000	Consortium	
F.11.	Inventorise and protect Common Property Resources				
G. DIVERSIFIED ECONOMIC DEVELOPMENT INITIATED					
G.1.	Undertake studies for identification of Non Farm venture (IGPs) opportunities	Consultancy fees	50,000	Consortium	
G.2.	Development of detailed business plans	Consultancy fees	100,000	Consortium	
H. STAFF CAPACITY DEVELOPED					
H.1.	Conducting monthly PME Workshop (till March 2002)	Food costs 60 participants x 2 days x Rs 30 x 12 sessions Consultancy fees 17 x Rs 20,000	43,200 340,000	Consortium SCNZ	
H.2.	Review and monitoring of processes and procedures				
H.3.	Translation of Strategic Plan into local language and distribution to all Staff and functionaries	Translation and printing costs	150,000	Consortium	
H.4.	Training of Coolie Sangha functionaries in facilitation skills	Food costs 250 functionaries x 10 days x Rs 30 x 3 years	225,000	Consortium	
H.5.	Conducting PME Workshops for Cluster Secretaries and Women's Committee Members	Food costs 200 participants x 3 days x Rs 30 x 4 sessions	72,000	Consortium	



Intervention

APPENDIX-B

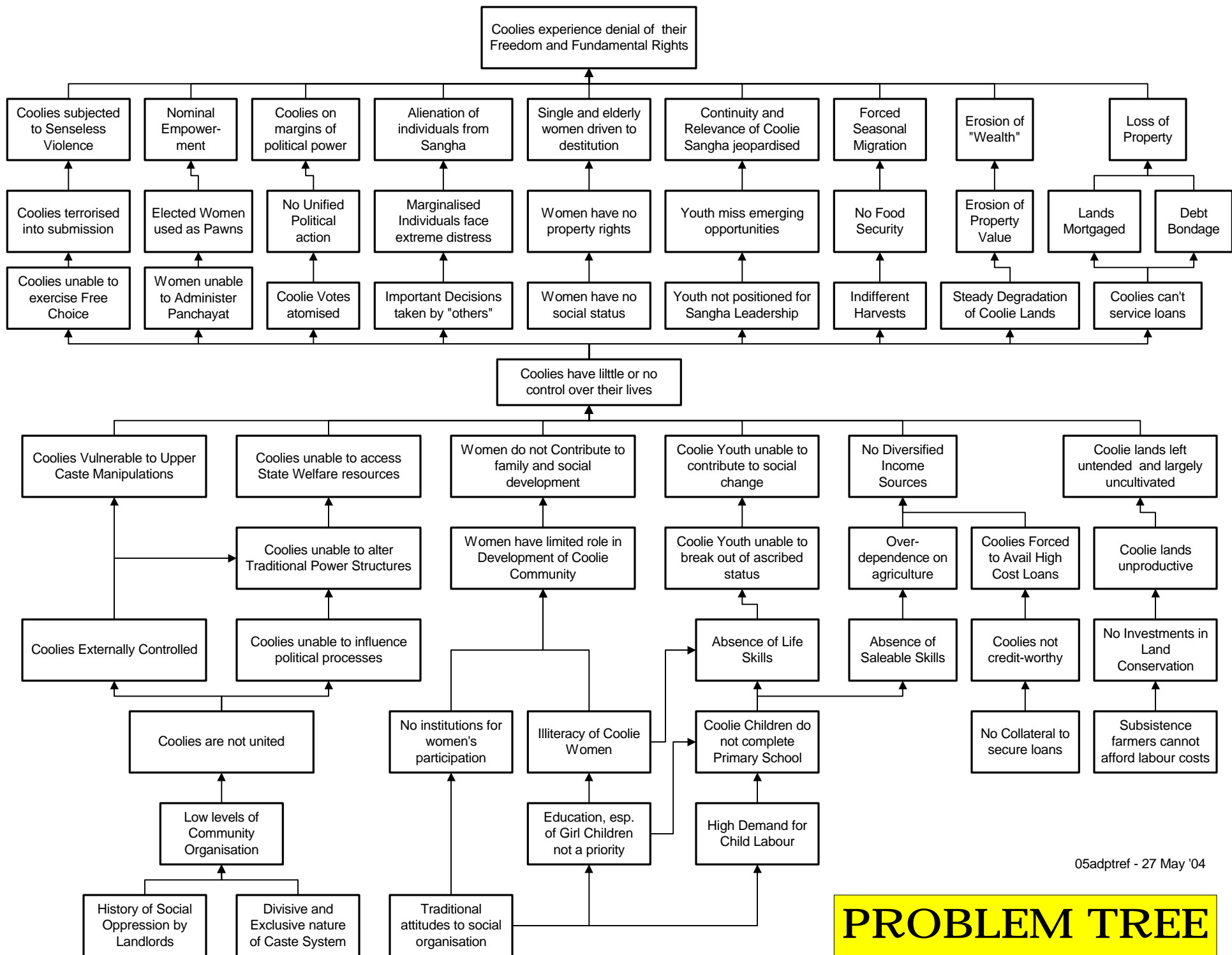
ADATS Streamlined Logical Framework Documents - 2004



Intervention

APPENDIX-B(1)

Problem Tree



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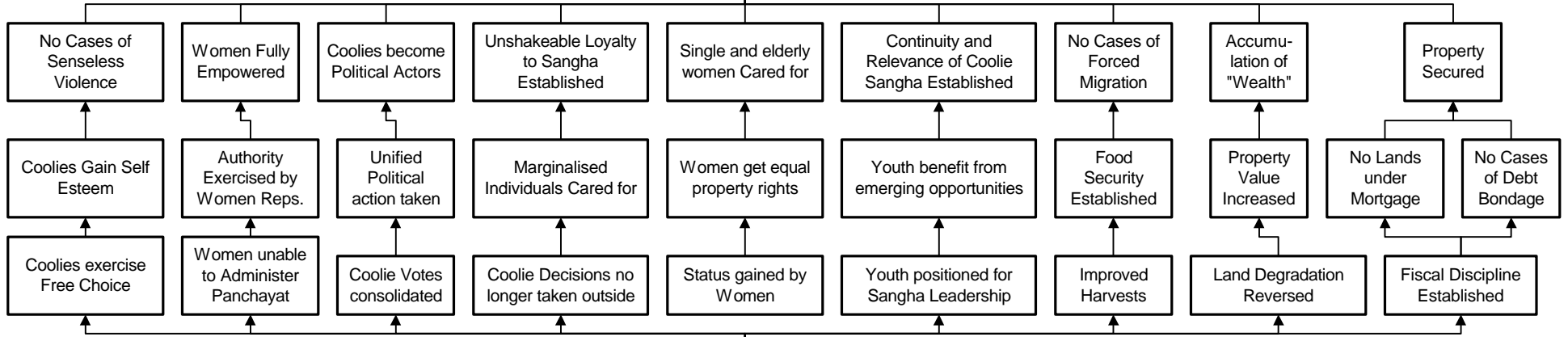


Intervention

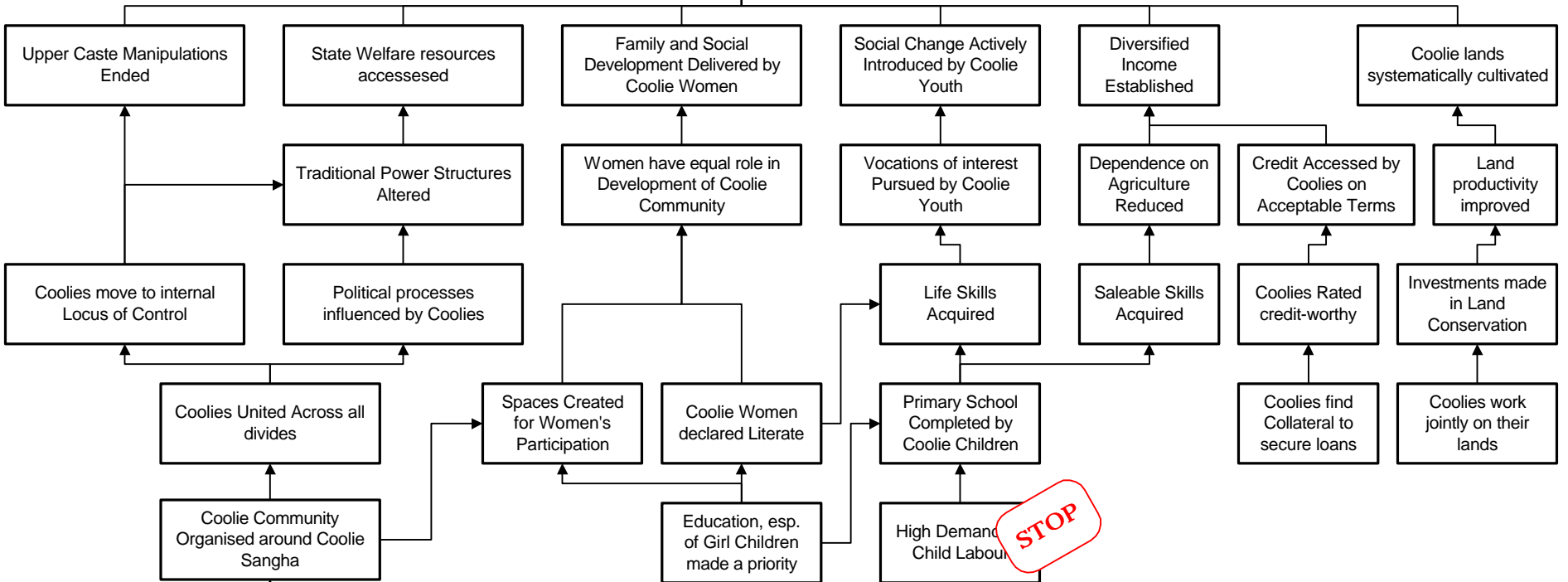
APPENDIX-B(2)

Objectives Tree

Freedom* and Fundamental Rights Secured and Enjoyed by Coolie Member Families



Increased control gained over their lives by Coolies



STOP

STOP

STOP

OBJECTIVES TREE
PROJECT EFFECTS MONITORING REPORT - MAY 2004



Intervention

APPENDIX-B(3)

Project Planning Matrix

PROJECT PLANNING MATRIX

Project Title:	Coolie Sangha/ADATS LogFrame Review	Issue Status:	Issue No. 1 dtd 15 May 2004, Revision No.1
Workshop Date:	29-30 May 2004	Venue:	ADATS Campus, Bagepalli, Kolar District, KA
Participants:	Senior Project Functionaries		
Facilitated by:	Ajit Mani, Intervention (India) Pvt. Ltd., Bangalore	Client:	ADATS/lcco/EZE

NARRATIVE SUMMARY OF OBJECTIVES & ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MoV)	IMPORTANT ASSUMPTIONS & EXTERNAL FACTORS
<p><u>GOAL</u></p> <p>☐ To ensure that Member Coolie Families secure and enjoy Freedom and Fundamental Rights</p>	<p>GI.1. Political parties negotiate with Coolie Sangha</p> <p>GI.2. Decrease in Acts of Senseless Violence against Coolies (expected nil)</p> <p>GI.3. Decrease in Cases of Caste-based Sexual Violence against Coolie Women (expected nil)</p> <p>GI.4. Decrease in cases of Debt Bondage (expected nil)</p>	<p>GI.1.1. Diary Notes of Project Director</p> <p>GI.2.1. Annual Cluster Reviews</p> <p>GI.3.1. Annual Cluster Reviews</p> <p>GI.4.1. Annual Cluster Reviews</p>	<p>GEF1.1. Negotiations are not smokescreen for political machinations</p> <p>GEF3.1. Routine criminal offenses are not presented as caste-based sexual violence</p>
<p><u>PURPOSE</u></p> <p>☑ To ensure that Member Coolie Families gain increased control over their lives</p>	<p>PI.1. All genuine cases of marginalized individuals in the Programme receive care</p> <p>PI.2. Increase in proportion of Member Coolie Families where Women get Title Rights to land</p> <p>PI.3. Significant increase in proportion of employed Youth in each successive cohort (batch) of educated and trained Coolie Youth</p> <p>PI.4. No cases of <u>Forced</u> Migration</p>	<p>PI.1.1. Half-yearly Monitoring against Baseline Report</p> <p>PI.2.1. Half-yearly Monitoring against Baseline Report</p> <p>PI.3.1. Youth Tracking Database</p> <p>PI.4.1. Annual Cluster Reviews</p>	<p>PEF1.1. The Coolie Community is able and willing to support the programme</p> <p>PEF4.1. Routine "Choice" migrations are not counted</p>

<u>A. PROJECT OUTPUTS</u>			
A.1. Experience of Upper Caste Manipulations ended	<p>A.1.1. Cases of Harijan School Cooks called to cook at village functions</p> <p>A.1.2. Cases of inter-caste marriages</p> <p>A.1.3. Cases of Coolie Youth entering skill-based jobs</p> <p>A.1.4. Cases of single Coolie women and Coolie widows setting up petty businesses</p>	<p>A.1.1.1. Annual Cluster Reviews</p> <p>A.1.1.2. Caselets/Case Studies</p> <p>A.1.2.1. Annual Cluster Reviews</p> <p>A.1.2.2. Caselets/Case Studies</p> <p>A.1.3.1. Annual Cluster Reviews</p> <p>A.1.3.2. Caselets/Case Studies</p> <p>A.1.4.1. Annual Cluster Reviews</p> <p>A.1.4.2. Caselets/Case Studies</p>	
A.2. State Welfare Resources Accessed	<p>A.2.1. Trend and details of rent-free welfare resources acquisition, Rupee Terms, Taluk-wise</p> <p>A.2.2. Taluk-wise details of poor families brought under welfare umbrella</p>	<p>A.2.1.1. Annual Cluster Reviews</p> <p>A.2.1.2. Caselets/Case Studies</p> <p>A.2.2.1. Annual Cluster Reviews</p> <p>A.2.2.2. Caselets/Case Studies</p>	
A.3. Family and Social Development Delivered by Coolie Women	<p>A.3.1. Proportion of cases of intervention in domestic violence successfully resolved by Mahila Meeting</p> <p>A.3.2. Trends in Index of Women's Health</p> <p>A.3.3. Trends in Index of Children's Health</p> <p>A.3.4. Trends in School Enrolment</p> <p>A.3.5. No. of early marriages in each Taluk Programme</p> <p>A.3.6. Optimum Performance of Mahila Meeting women elected to and serving Grama Panchayat in each Taluk</p>	<p>A.3.1.1. Mahila Meeting Minutes</p> <p>A.3.1.2. Caselets/Case Studies</p> <p>A.3.2.1. Mahila Meeting Database of VHW, Women's Health & Referrals</p> <p>A.3.3.1. Mahila Meeting Database of VHW, children's health</p> <p>A.3.4.1. Mahila Meeting Database of Children's Education</p> <p>A.3.5.1. Mahila Meeting Minutes</p> <p>A.3.6.1. Six monthly Performance Rating by Mahila Meeting women on multiple criteria</p>	
A.4. Social Change Actively Introduced by Coolie Youth	<p>A.4.1. Increasing trend in Proportion of Coolie Sangha functionaries who received training in the Youth Forum</p> <p>A.4.2. Decreasing trend in average age of Coolie Sangha Members</p>	<p>A.4.1.1. Youth Forum Database</p> <p>A.4.2.1. Coolie Sangha Database</p>	

	<p>A.4.3. Equal Proportion of female functionaries among all Youth Forum trainees who become functionaries in Coolie Sangha</p> <p>A.4.4. Enhanced Self-Esteem of Coolie Youth</p>	<p>A.4.3.1. Youth Forum Database</p> <p>A.4.4.1. Sample Survey</p>	
A.5. Diversified Income flows Established	<p>A.5.1. No. of self-employment units set up by each cohort (batch of youth) and investment per unit</p> <p>A.5.2. Increasing proportions of employed women in non-traditional employment in successive cohorts (batches)</p> <p>A.5.3. Increasing trend in proportions of SC/ST Youth (male & female) among employed youth</p> <p>A.5.4. 50% or more of CCF Loans utilized for trade & entrepreneurship</p> <p>A.5.5. Increasing trend in Average Return on Investment (RoI) by CCF borrowers</p> <p>A.5.6. Average Repayment Rate by CCF borrowers exceeds 95%</p> <p>A.5.7. Increase in numbers and average size of Mainstream Financial Resources accessed (gender disaggregated)</p>	<p>A.5.1.1. Youth Forum Tracking Register</p> <p>A.5.2.1. Youth Forum Tracking Register</p> <p>A.5.3.1. Youth Forum Tracking Register</p> <p>A.5.4.1. CCF Database</p> <p>A.5.5.1. <u>Stratified Random Sampling</u> of CCF (Trade and Entrepreneurship) borrowers</p> <p>A.5.6.1. CCF Database</p> <p>A.5.7.1. Six-Month Staff Review</p>	<p>A.5.5. Increasing trend in Average Return on Investment (RoI) by CCF borrowers</p> <p>A.5.6. Average Repayment Rate by CCF borrowers exceeds 95%</p>
A.6. Coolie lands systematically conserved and cultivated	<p>A.6.1. Increased Average income from DLDP lands</p> <p>A.6.2. Increasing trend in Average value of Coolie Lands (Wealth)</p> <p>A.6.3. Zero cases of punitive money lending (E.g. Nagu, Waddi and Bhogyam)</p> <p>A.6.4. Increase in average food crops as proportion of total DLDP production</p>	<p>A.6.1.1. Time Series based on <u>Stratified Random Sampling</u> of declared production</p> <p>A.6.2.1. Time Series based on <u>Stratified Random Sampling</u> of land valuations</p> <p>A.6.3.1. Annual Cluster Meeting</p> <p>A.6.4.1. Time Series based on <u>Stratified Random Sampling</u> of DLDP Production</p>	<p>A.6.1.1. Declared production (not income) will be used to estimate income at market rates</p> <p>A.6.2.1. Assessments are made by experienced teams of valuers on the basis of market prices (recent sales, demand, etc.)</p>

<u>B. CRITICAL PROJECT OUTPUT</u>			
B.1. Coolies United Across All Divides	B.1.1. Time Series Increase of Coolie Sangha Membership B.1.2. Increase in Decentralised Sangha Funds B.1.3. Positive leadership continuity Index B.1.4. Cases of Harijans contesting general seats in PRIs B.1.5. Cases of Coolie Women contesting general seats in PRIs B.1.6. Unified Political Action by Coolies – Panchayat Raj Institutions and State Legislature Elections	B.1.1.1. Coolie Sangha Database B.1.2.1. Coolie Sangha Database B.1.3.1. List of second level leadership trained and ready to assume responsibility in each Taluk B.1.4.1. Annual Cluster Review B.1.5.1. Annual Cluster Review B.1.6.1. Depth Analysis by Project Director	
B.2. Staff and Functionaries empowered to deliver results	B.2.1. All staff & functionaries in Good, V.Good or Excellent rating category B.2.2. Staff & functionaries pass upward appraisals by Coolie Sangha	B.2.1.1. Annual Performance Appraisal B.2.2.1. Annual Cluster Review	



Intervention

APPENDIX-C

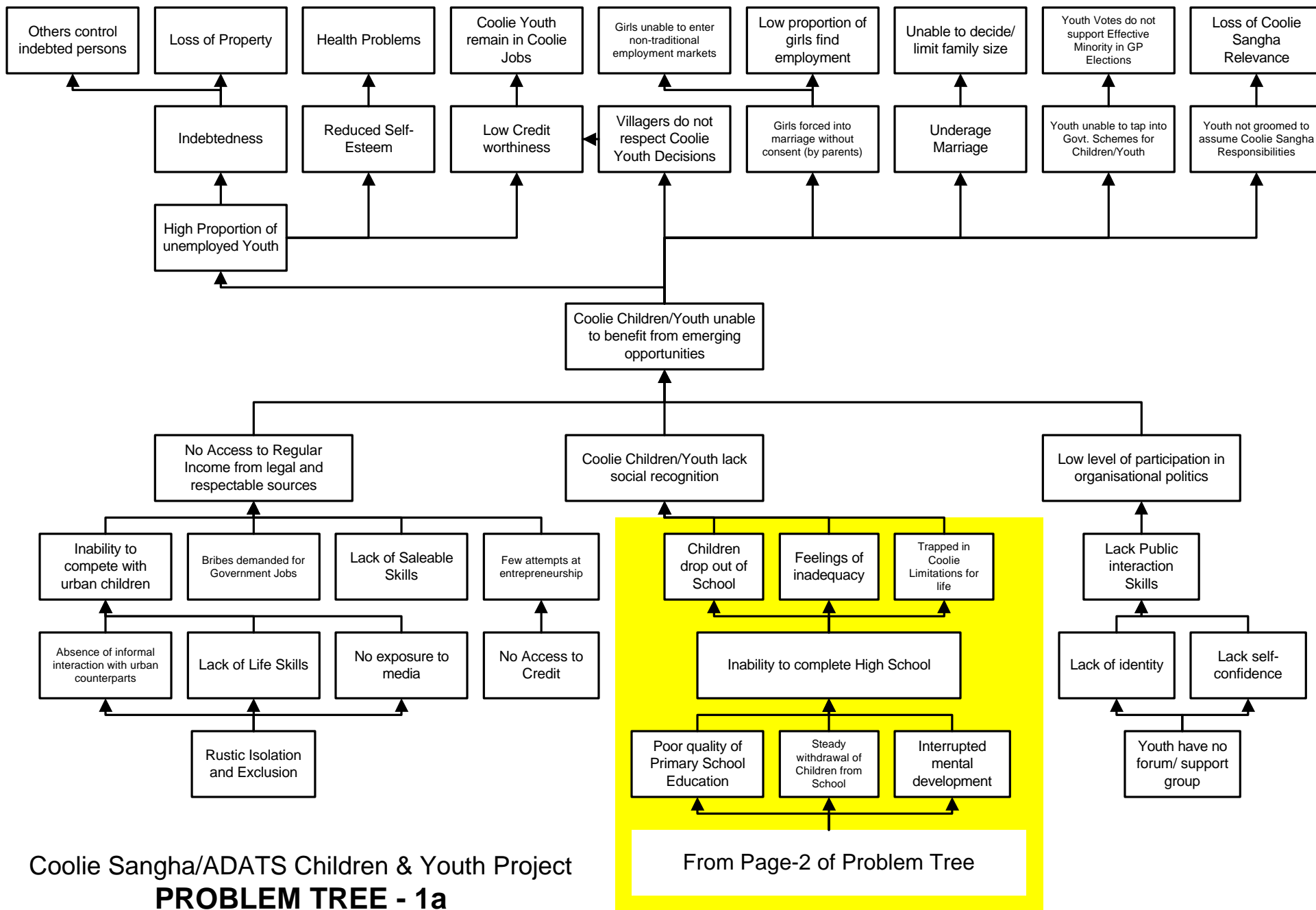
Logical Framework Documents for ADATS/SCNZ Children & Youth Project - 2004



Intervention

APPENDIX-C(1)

Problem Tree



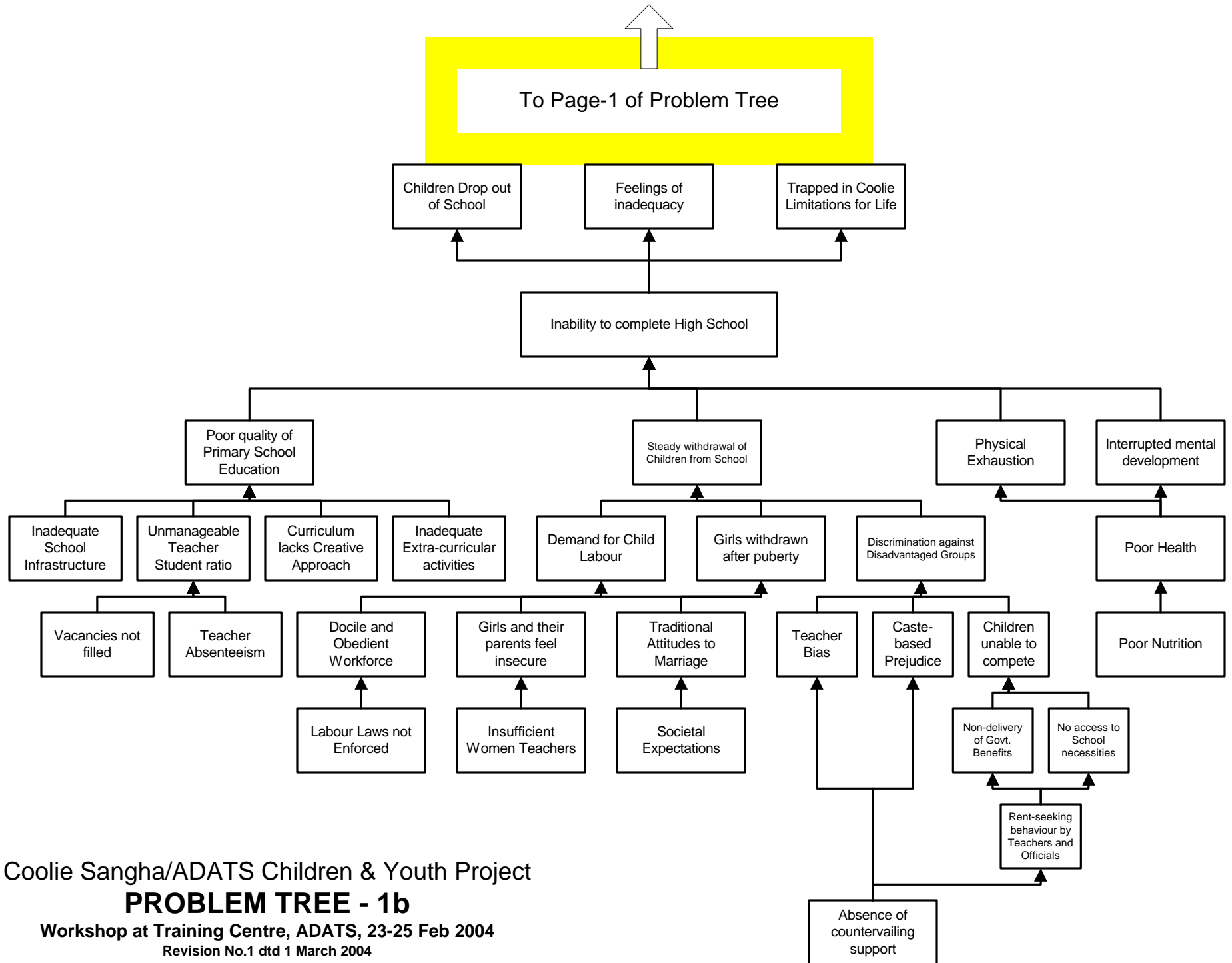
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Coolie Sangha/ADATS Children & Youth Project
PROBLEM TREE - 1a

Workshop at Training Centre, ADATS, 23-25 Feb 2004

Revision No.1 dtd 1 March 2004



Coolie Sangha/ADATS Children & Youth Project

PROBLEM TREE - 1b

Workshop at Training Centre, ADATS, 23-25 Feb 2004

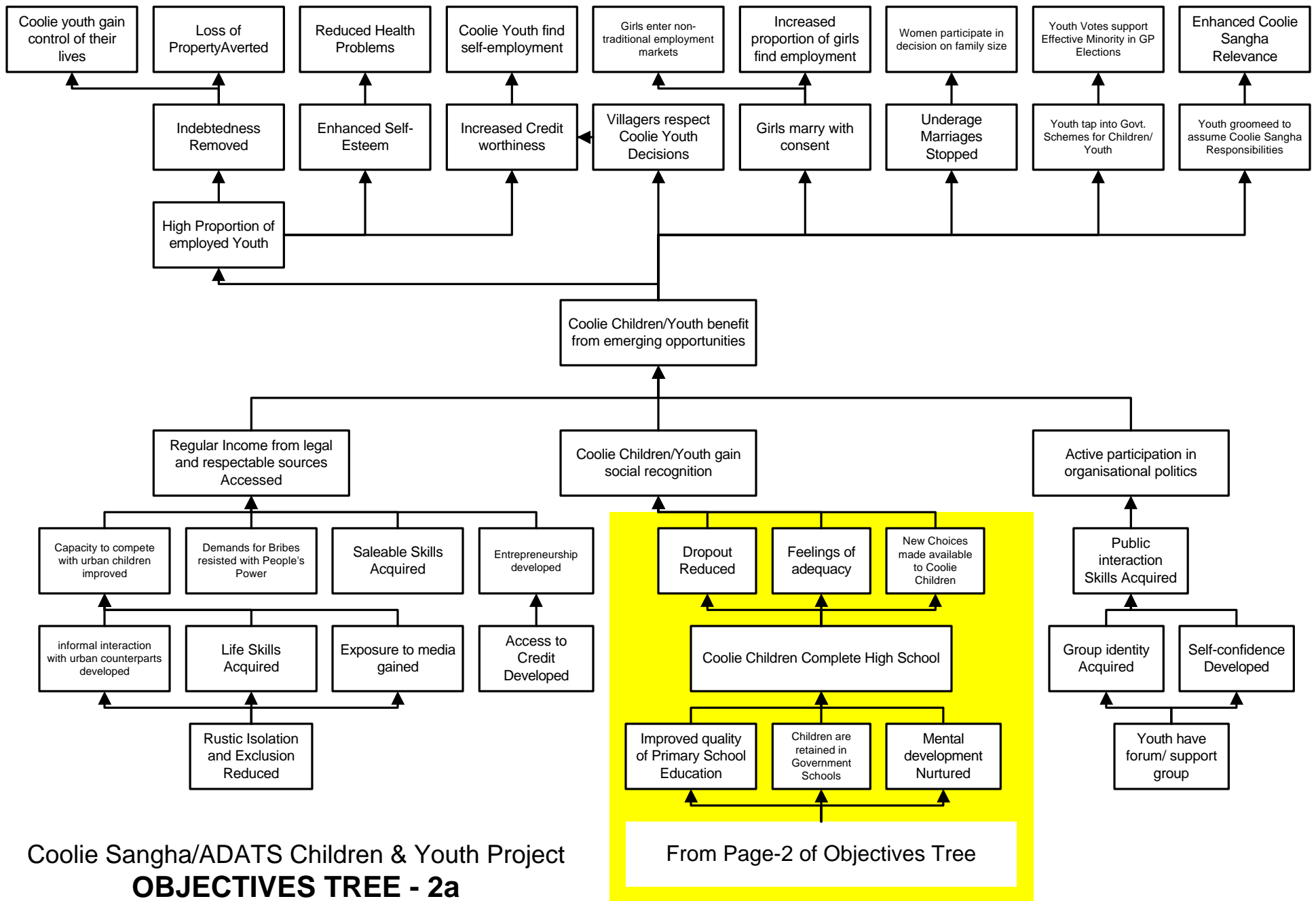
Revision No.1 dtd 1 March 2004



Intervention

APPENDIX-C(2)

Objectives Tree

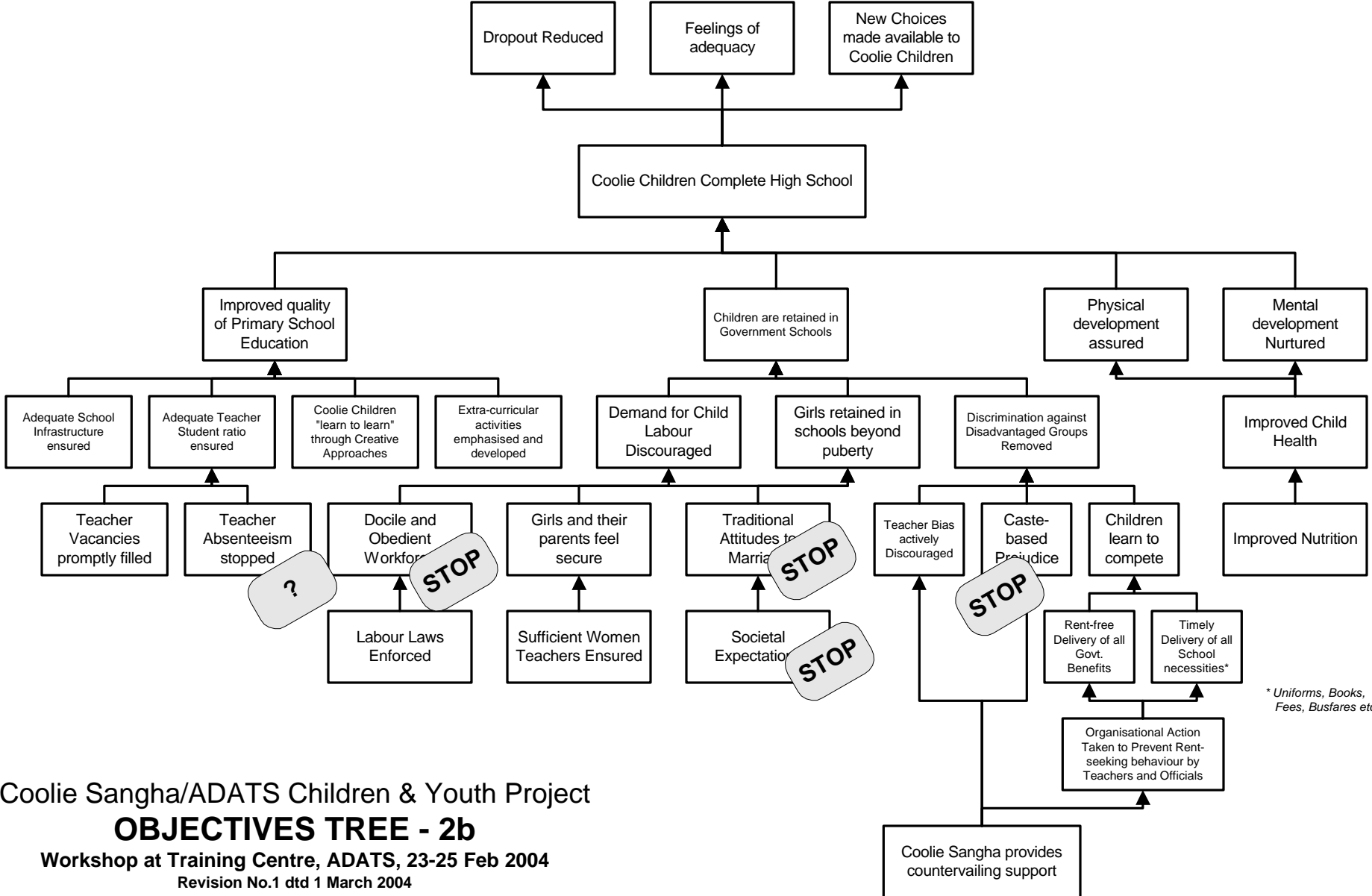
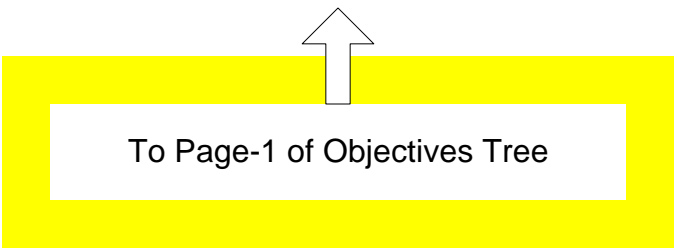


Coolie Sangha/ADATS Children & Youth Project
OBJECTIVES TREE - 2a

Workshop at Training Centre, ADATS, 23-25 Feb 2004
 Revision No.1 dtd 1 March 2004

From Page-2 of Objectives Tree





Coolie Sangha/ADATS Children & Youth Project
OBJECTIVES TREE - 2b
 Workshop at Training Centre, ADATS, 23-25 Feb 2004
 Revision No.1 dtd 1 March 2004

* Uniforms, Books, Fees, Busfares etc.



Intervention

APPENDIX-C(3)

Project Planning Matrix

PROJECT PLANNING MATRIX

Project Title:	Coolie Sangha/ADATS Children & Youth Project	Issue Status:	Issue No. 1 dtd 26 Feb 2004, Revision No.1 dtd 1 Mar 2004
Workshop Date:	23-25 February 2004	Venue:	ADATS Training Centre, Checkpost, AP
Participants:	Balkendra Teachers, Mahila Trainers and Case Workers		
Facilitated by:	Ajit Mani, IIP and Field Assistants (ADATS)	Client:	ADATS/SCFNZ Programme

NARRATIVE SUMMARY OF OBJECTIVES & ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MoV)	IMPORTANT ASSUMPTIONS & EXTERNAL FACTORS
<p><u>GOAL</u></p> <p>☐ To guarantee the continuity and relevance of the Coolie Sangha</p>	<p>GI.1. Increasing trend in Proportion of Coolie Sangha functionaries who received training in the Youth Forum</p> <p>GI.2. Decreasing trend in average age of Coolie Sangha Members</p> <p>GI.3. Proportion of female functionaries among all Youth Forum trainees who become functionaries in Coolie Sangha</p>	<p>GI.1.1. Before, During and After Survey</p> <p>GI.1.2. Youth Forum Database</p> <p>GI.2.1. Coolie Sangha Database</p> <p>GI.3.1. Before, During and After Survey</p> <p>GI.3.2. Youth Forum Database</p>	<p>GEF1.1. Youth are able to integrate well with senior Coolie Sangha functionaries and leaders</p> <p>GEF1.2. Youth exercise their organisational powers with discretion</p> <p>GEF3.1. Young, educated and trained women find acceptance with older generation women</p>
<p><u>PURPOSE</u></p> <p>☉ To ensure that Coolie Children/Youth benefit from emerging opportunities of the new millennium</p>	<p>PI.1. Significant increase in proportion of employed Youth in each successive cohort (batch) of educated and trained Coolie Youth</p> <p>PI.2. Significant increase in proportion of women among employed Coolie Youth</p> <p>PI.3. Enhanced Self-Esteem of Coolie Youth</p>	<p>PI1.1. Youth Forum Tracking Register</p> <p>PI2.1. Youth Forum Tracking Register</p> <p>PI3.1. Before and After results of Measurements on Rosenberg Self-Esteem Scale</p>	<p>PEF1.1. The economy continues to grow, creating new sub-sectors within which Coolie Youth can compete</p> <p>PEF2.1. Early marriages become increasingly rare</p> <p>PEF2.2. Married women can continue in their employment</p> <p>PEF3.1. Youth are able to adjust to and develop in their new jobs and occupations</p>

<u>A. PROJECT OUTPUTS</u>			
A.1. Regular income from legal and respectable sources accessed by Coolie Youth	1.1. Positive growth trend in number of active bank accounts of Coolie Youth 1.2. Positive growth in number of LIC policies opened by Coolie Youth 1.3. No of two-wheeler loans taken by Coolie Youth 1.4. Reduction in number of Coolie Youth depending on Wage Labour 1.5. Decline in cases of indebtedness	1.1.1. Youth Forum Tracking Register 1.2.1. Current LIC Policies 1.2.2. Youth Forum Tracking Register 1.3.1. Sales Documents 1.3.2. Youth Forum Tracking Register 1.4.1. Mahila Meeting Minutes 1.4.2. Youth Forum Tracking Register 1.5.1. Mahila Meeting Minutes 1.5.2. Youth Forum Tracking Register	1.1.1. Youth do not develop expensive habits beyond the capacity of their earning
A.2. Coolie Children/Youth gain social recognition	2.1. Increasing trend in "Choice Marriages" 2.2. Increased average age of girls at marriage 2.3. Increasing proportions of employed women in non-traditional employment in successive cohorts (batches) 2.4. Increasing trend in proportions of SC/ST Youth (male & female) among employed youth 2.5. Achievement of physically and mentally challenged Youth 2.6. Leadership provided by Coolie Youth to Community Struggles	2.1.1. Youth Forum Tracking Register 2.2.1. Youth Forum Tracking Register 2.3.1. Youth Forum Tracking Register 2.4.1. Youth Forum Tracking Register 2.5.1. Case Studies 2.5.2. Depth Interviews 2.6.1. Case Studies 2.6.2. Depth Interviews	2.1.1. Parents extend full co-operation to project 2.6.1. Youth oppose Alcoholism, gambling and online lottery
A.3. Coolie Youth participate actively in organisational politics	3.1. Number of Youth in positions of People's Representatives, Cluster Secretaries, Health Workers and executive of Local Bodies, Milk Society, Co-ops etc. 3.2. Increase in number of issues pertaining to Children and Youth (as proportion of all issues discussed) in Coolie Sangha Meetings 3.3. Decrease in average age of functionaries of Coolie Sangha 3.4. Increasing trend in Government Benefits (Rupees) for Children and Youth secured each year	3.1.1. Coolie Sangha Records 3.1.2. Youth Forum Tracking Register 3.2.1. Mahila Meeting Minutes 3.3.1. Category-wise (CS, HW etc.) data from Coolie Sangha Records	3.4.1. Government programmes continue as before

<u>B. CRITICAL PROJECT OUTPUT</u>			
B.1. Coolie Children Complete High School	B.1.1. Significant increase in pass percentage of Coolie Children B.1.2. 85% enrolment of School age children in programme village schools	B.1.1. Class Records	attrition rates,
<u>C. PROCESSES</u>			
A.1.1. Capacity developed by Coolie Children to compete with urban children A.1.2. Saleable Skills acquired by Coolie Children	A.1.1. More than x% of children in each cohort (batch) achieve required levels in special training programme A.1.2. More than y% of children in each cohort (batch) achieve required levels in special training programme		
A.2.1. Entrepreneurship skills developed among Coolie Children with aptitude A.2.2. Discrimination against marginalised groups decreased	A.2.1. No. of self-employment units set up by each cohort and investment per unit A.2.2. Women, SC/ST and Challenged persons' achievements		
A.3.1. Public Interaction Skills Acquired by Coolie Children	A.3.1. More than z% of children in each cohort (batch) achieve required levels in special training programme		
B.1.1. Quality of Primary School Education in Programme Areas Improved B.1.2. Children are retained in Government Schools B.1.3. Physical Development Assured B.1.4. Mental Development Nurtured	B.1.1. Performance Ratings in > Academics > Creative Work > Sports > Debates, Quiz etc. B.1.2. Pattern of Dropout (and Readmission) Rates (monitored on monthly basis) B.1.3. Trend of "Road to Health" Charts (Height to Weight measurements taken on a regular basis) B.1.4. Result of Special Testing for problem solving and creativity		



Intervention

APPENDIX-D

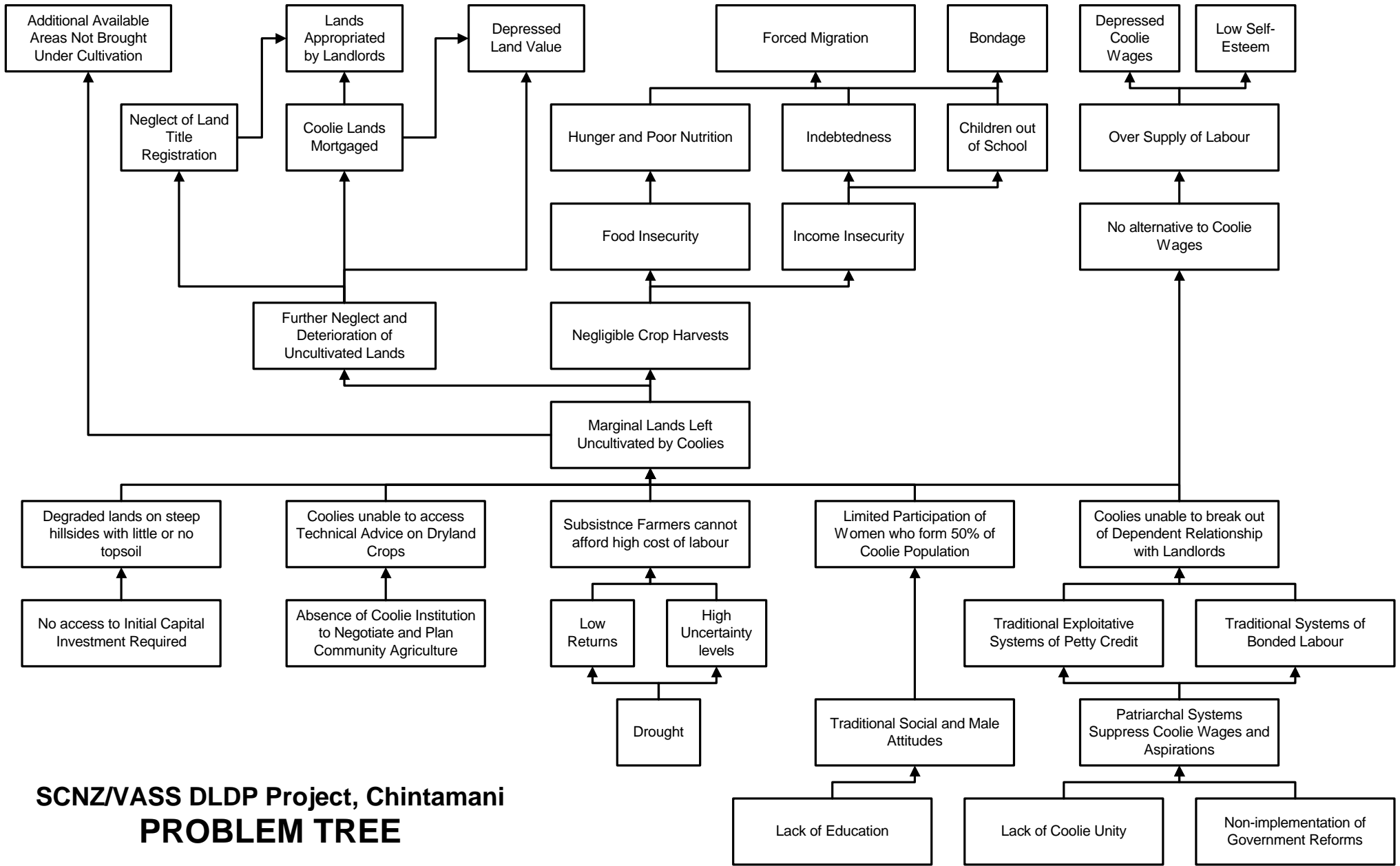
Logical Framework Documents, ADATS/SCNZ VASS Chintamani DLDP Evaluation - 2003



Intervention

APPENDIX-D(1)

Problem Tree



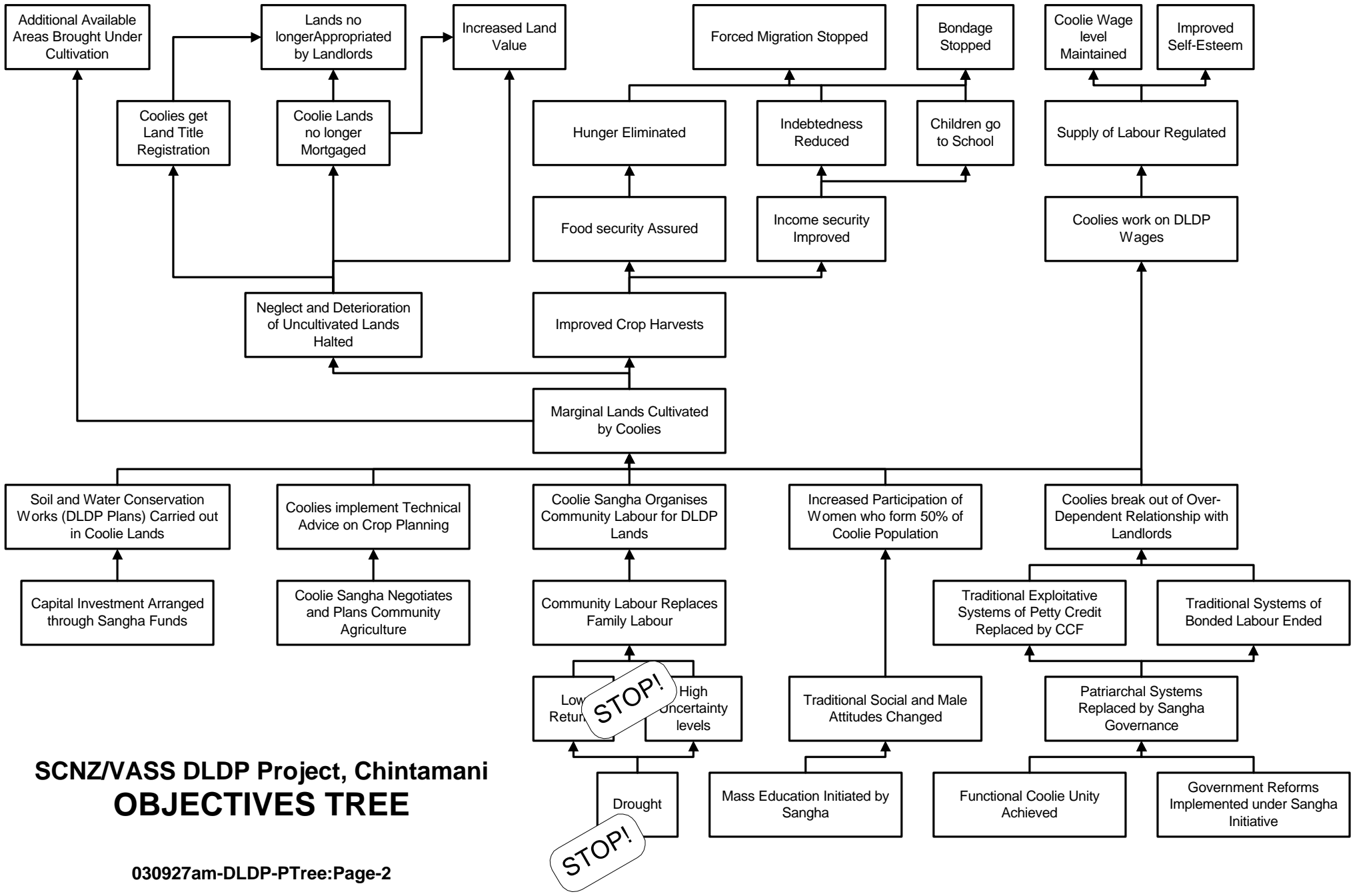
**SCNZ/VASS DLDP Project, Chintamani
PROBLEM TREE**



Intervention

APPENDIX-D(2)

Objectives Tree



**SCNZ/VASS DLDP Project, Chintamani
OBJECTIVES TREE**



Intervention

APPENDIX-D(3)

Project Planning Matrix

PROJECT PLANNING MATRIX

Project Title:	SCNZ/VASS DLDP Project, Chintamani	Issue Status:	Issue No. 1 dtd 27 Sept. 2003, Revision No.1
Study Dates:	15-20 Sep 2003	Revision:	No.1 dtd 13 Oct 2003
Stakeholders:	Village Representatives, Project Administrators	Venue:	ADATS Chintamani Campus
Facilitated by:	Ajit Mani, INTERVENTION (INDIA) PVT. LTD.	Client:	ADATS Bagepalli

NARRATIVE SUMMARY OF OBJECTIVES & ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MoV)	IMPORTANT ASSUMPTIONS & EXTERNAL FACTORS
<u>GOAL</u>			
<input type="checkbox"/> To assure Food Security for Coolie Families of Chintamani	GI.1. Zero cases of Forced Migration from Programme Villages	GI.1.1. Before, During and After Survey GI.1.2. Depth Interviews, Case Studies	GX1.1. It is possible to complete the DLDP Programme as planned
	GI.2. Zero cases of bondage (<i>Jeetha</i>) in Programme Villages	GI.2.1. Before, During and After Survey	
	GI.3. 80% of Coolie Members have Food Stocks for at least one year	GI.3.1. Before, During and After Survey	GX3.1. The 3 year drought does not continue through 2004
<u>PURPOSE</u>			
<input checked="" type="checkbox"/> To cultivate Marginal Lands held by Coolie Members	PI.1. Increased average land holdings of Members	PI1.1. Before, During and After Survey	PX1.1.
	PI.2. Reduction in proportion of landless Coolie Families	PI2.1. Before, During and After Survey	PX2.1.
	PI.3. Reduction in proportion of cultivators without land titles	PI3.1. Before, During and After Survey	PX3.1.
	PI.4. Increase in proportion of lands with Joint Titles (including women's names)	PI4.1. Before, During and After Survey	
	PI.5. Nil lands mortgaged by Coolies to Landlords	PI5.1. Before, During and After Survey	
	PI.6. Increased Value of Coolie Lands	PI6.1. Before, During and After Survey	

<u>PROJECT OUTPUTS</u>					
1. Soil and Water Conservation Works (DLDP Plans) Carried out in Coolie Lands	1.1.	Increase in sowed area as proportion of total land holding	1.1.1.	Project Operations Register	1.1.1.
			1.1.2.		
	1.2.	Increased average production in holdings of Members	1.2.1.	Project Operations Register	1.2.1.
			1.2.2.		
	1.3.	Increase in proportion of Coolie Members Deep Ploughing their Land	1.3.1.	Project Operations Register	1.2.2.
	1.4.	Increased Acreage Covered under Silt Hauling Programme	1.4.1.	Project Operations Register	1.2.3.
2. Coolies implement Technical Advice on Crop Planning	2.1.	Proportion of Coolie Members introduced Multiple Cropping	2.1.1.	Project Operations Register	2.1.1.
	2.2.	Increase in areas brought under horticulture (Mango and Tamarind)	2.2.1.	Project Operations Register	
	2.3.	Increase in stand of Fodder Trees (<i>Pipal</i> or <i>Ficus</i>) in lands owned by Coolie Members	2.3.1.	Project Operations Register	
3. Community Labour Replaces Family Labour	3.1.	Lands prepared in time for sowing as a proportion of lands to be cleared by Community Labour in DLDP Plan	3.1.1.	Project Operations Register	
	3.2.	No. of landless participating in DLDP Community Labour Programme	3.2.1.	Project Operations Register	
	3.3.	Increase in acreage cleared for single women by Sangha	3.3.1.	Project Operations Register	
4. Women take decisions in agriculture	4.1.	Increase in variety of food crops (<i>Navadhanya</i>) grown by Coolie Families	4.1.1.	Project Operations Register	4.1.1.
	4.2.	Increase in proportion of single women managing Coolie Cultivation	4.2.1.	Project Operations Register	4.2.1.
	4.3.	Increase in Mahila Meeting Declarations of Family Income during annual Income Declaration	4.3.1.	Project Operations Register	4.3.1.
5. Coolies break out of Over-Dependent Relationship with Landlords	5.1.	Nil cases of below-market wages paid by landlords in Chintamani DLDP areas	5.1.1.	Cluster Meeting Assessment	
	5.2.	Nil cases of Men and Women NOT getting paid equal wages by <i>ryots</i> in Chintamani DLDP area	5.2.1.	Cluster Meeting Assessment	
	5.3.	Increased use of tractors by <i>ryots</i> for tilling and cultivating their land	5.3.1.	Cluster Meeting Assessment	
	5.4.	No. of <i>ryots</i> admitted to Sangha membership	5.4.1.	Cluster Meeting Assessment	
	5.5.	No. of cases of Coolies negotiated labour contracts	5.5.1.	Cluster Meeting Assessment	
	5.6.	Enhanced Self-Esteem	5.6.1.	Cluster Meeting Assessment	
			5.6.2.	Rosenberg Self-Esteem Scale Measurements	