

**Sulla Project
Annual Activity Report
1980**

**Bangladesh Rural
Advancement Committee
Dacca**

1. INTRODUCTION

Sulla, where BRAC first started in February 1972 to rehabilitate the liberation war affected families returning from India, has now completed 9 years of its project activities operating in an area of 125 sq. miles in Sulla, Derai and Baniyachong thanas under Sylhet district.

During the 1st Phase of its rehabilitation work, from February to October, 1972, 10,200 houses were constructed and 3900 houses were repaired. Fishermen cooperatives were supplied 4500 lbs. of nylon twines and 169 fishing boats. Seeds fertilizers and power tillers services were provided to the farmers. Emergency medical services were ensured to the people by establishing four rural clinics and a child feeding programme was carried out to improve the nutritional condition of the children.

During the 2nd Phase from November 1972 to December 1975, integrated rural development activities consisting of a number of sectoral programmes such as agriculture, fisheries, functional education, cooperatives, community centre development, health care family planning, vocational and human development training activities were initiated and implemented.

Lessons from the second phase, had prompted BRAC to be more realistic and responsive to the actual development needs and problems of the people and is reflected in its change of approach from integrated community development to a more comprehensive people oriented approach in its third phase operation. Identification, mobilisation and organisation of the disadvantaged people is the basic element of this people centred approach. BRAC continues to provide support and services to build people's capacities and organisational skills to deal with their life problems.

serving as a learning laboratory for BRAC, Sulla project

has reached a stage where people are almost able to decide and act for themselves.

This report briefly covers the performance of BRAC's Sulla project during the year 1980.

II. PEOPLE'S ORGANISATION

The main thrust of project activities during 1980 has been to create village level organisations of powerless people by confederating the primary groups. Efforts were made to develop their organisational skills and social competencies. Various forums were initiated to accelerate the process of linking up village level organisations into project level organisations. During the year a total of 140 village organisations (V.O.) were formed of which 71 are male and 69 female. One female organisation with 600 members covering 13 villages was formed and is actively providing leadership in mobilising and organising disadvantaged women of their area working in close contact with similar male organisations.

Rate of coverage of target people has been increased considerably in 1980. Small core groups confederated themselves into inter-village core groups covering 6/8 villages in each area. They are providing leadership in mobilising and organising the disadvantaged people in their respective areas. Total core groups upto December 1980 was 55 -- male 32, female 23 covering 3406 and 1945 members respectively. Percentage of coverage of target people in 90 project villages are as follows:

100% in	24 villages
more than 75% in	32 villages
" " 50% in	12 villages
less than 50% in	22 villages

Total target households covered under the village organisations is 5185.

With the objective of creating central organisation of landless, various forums such as group meetings, inter-village workshops, camp level workshops and project level workshops are initiated, designed and conducted by the landless themselves. These forums help, on the one hand, to develop their understanding, awareness and competencies in confronting their socio-economic problems unitedly and build solidarity among the landless on the other, facilitating the process of organisation. Decisions taken at all these forums are conveyed to the members of V.O.s in the weekly/fortnightly meetings. Issues for discussion at higher level forums are raised by the representatives of V.O.s in light of their current problems which require support and actions from other landless groups of the area to overcome their problems.

National level landless workshops were conducted at BRAC Training and Resource Centre, Savar with participation from the landless organisation of Sulla.

Decisions regarding selection of representatives at different forums are taken by the general members. For example, representatives from village organisation at inter-village workshop is selected by the members of V.O.s.

Participation of members on the decision-making process at all levels is ensured.

In addition to all these forums functional education classes were conducted with the illiterate members of village organisations. With training, guidance and material support from BRAC, village organisations implemented such consciousness-raising functional education programmes. During the year, 278 learners graduated. Some of the specific outcomes of all these organisation building activities are as follows:

1. Understanding and awareness of landless people about exploitation, socio-economic problems, powerlessness has been

heightened. As a result they are more vocal in discussing social issues openly and do not hesitate to take actions.

2. About 300 female landless members "Gherabed" (surrounded) the local M.P. (member of the Parliament) for ^{not} allowing them to participate in planning and implementing food for work programme in their locality. He has promised to take necessary action.

3. Fishermen were not allowed to do fishing in the "haor" (large lakes created by annual inundation) by the lease owners during monsoon season (which was illegal). All fishermen groups with support from other landless groups succeeded in establishing their right for fishing after several conflicts with the lease owners.

4. Members of a female organisation took possession of about 7 acres of land owned by a landless member which had been occupied illegally by a rich man for a long time. This resulted in conflicts between the women's organisation and the rich people of the locality which is still continuing.

5. Landless organisations in different areas succeeded in taking possession of khas (fallow) lands, lands of landless members illegally occupied by rich men, raising wage rates etc. etc.

6. Landless members were vocal about need for fair selection of Gram Sarkar members (village govt.). 23 Gram Prodhans (village headman) were selected from landless organisations. 16 landless groups occupied full cabinet in the Gram Sarkar. The only women Gram Sarkar Prodhan in Sylhet was selected from one of the landless women's organisation.

7. Twenty five landless groups got registration through IRDP and 31 groups applied for it.

8. A central emergency fund has been created with the subscriptions of village organisations to support the emergency needs of the landless. A bank account has been opened and this

fund is managed by a committee consisting of representatives of V.O.s.

9. A number of false cases have been started by the rich against different landless groups which are being faced locally by the landless as a whole. In all their struggles, the disadvantaged people showed their solidarity and unity by giving physical, moral and financial help to their fellow members for overcoming the problems.

These are all indicators of organisational growth of the landless in Sulla. More markedly is the initiation and management of change process by the landless themselves reducing BRAC's role to the point of providing services to these groups to accelerate the process of their organisation building. Detail statistical summary is given in Appendix I.

III. HEALTH CARE

The main strategy of BRAC health programme is to develop people's ability and skills to deal with their health needs through preventive and curative measures that they themselves can operate and manage. With this end in view Shaistya shebok/shebikas (health workers) were selected by landless organisations and trained by BRAC to provide health services to their groups. Skills of the Shaistya shebok/shebikas (S.S.) were upgraded through continuous follow-up and guidance by skilled paramedics in addition to regular refresher courses.

Health Committees in the V.O.s are responsible for managing their programmes. Regular meetings with the group members on health education are arranged and conducted by the S.S.s. During the year, a total of 432 health education meetings were conducted by the S.S. with participation of 8223 group members. For curative services, health fund was raised by 44 groups consisting of 6397 members. S.S.s were trained in diagnosing and treating three more diseases - Malaria, Pneumonia and

Dysentery. Training was also provided to develop their skills in injection pushing, thermometer and stethoscope use. During the year 123 S.S.s have treated 2088 patients and only referred 156 patients to skilled paramedics. With the health fund V.O.s are required to buy a stock of medicines to be dispensed to group members at cost price thus making the health programme self supporting in the long run.

Under immunization programme, 534 persons were given T.T., 285 BCG and 207 DPT. Vitamin A capsules were distributed amongst 2459 children. 46 T.B. patients were identified of which 24 are under BRAC treatment free of charge.

To provide better maternity care the skills and quality of local "Dais" (Traditional birth attendants) have been improved. During the year skills of 111 dais were upgraded. Dai kits were provided and proper supervision and follow-up to Dais maintained.

IV. FAMILY PLANNING

Through out the year efforts were made by S.S. and BRAC workers to motivate fertile couples to accept birth control devices. In spite of their sincere efforts, hard work and proper services there has been a tremendous trend to drop out due to side effects and complications arising from pills and injections.

During the year total acceptors were 826 from among the landless groups. Clients motivated from richer section are referred to Govt. Family Planning services.

V. ECONOMIC SUPPORT

The purpose of economic support is to develop groups financial strength on the one hand and integrity, understanding, leadership and management skills on the other. Economic support includes short term credit to finance viable agricultural and

non-agricultural projects developed by the landless groups and provision for necessary practical skills and management training to group members for proper implementation of such schemes. All the activities are undertaken on collective basis. From the profit of such economic projects and individual subscriptions different funds such as emergency fund to support emergency need of landless groups, reserve fund to generate capital, savings fund and general fund have been created.

During the year BRAC financed 5 agricultural and 17 non-agricultural project involving 664 male and 1498 female landless members. Total amount advanced was Tk.3,26,250. Besides BRAC's financial support, almost all the landless groups implemented a variety of project on collective basis utilising their own funds.

VI. AGRICULTURE AND ANIMAL HUSBANDRY

As in the past, BRAC has made systematic efforts to increase the income of the landless by improving their agricultural knowledge, skills and practices and utilising the un-utilised resources in the project area.

Besides HYV paddy cultivation by the groups an intensive vegetable gardening programme was initiated. Seeds of nutritious vegetable were distributed to 22 landless groups consisting of 264 members.

Representatives from 81 groups were trained in duck extension programme 400 Khaki Campbell ducklings hatched in the rice-husk hatchery in the field were distributed to group members.

Close follow-up and necessary services for this duck extension programme were provided by a team of trainers based in the field.

VIII. ORGANISATION AND PERSONNEL

In consonance with BRAC's ideal to transfer power to people, vigorous efforts were made to develop people's ability, skills, leadership and organisation. Different forums were initiated to facilitate the process of organisation building. Cadres and core groups have taken over the leadership in mobilising and organising their fellow landless. As a result staff need in 1980 has been substantially reduced to almost 50% compared to 1979. At the end of the year, BRAC had 24 workers in Sulla project compared to 48 in the end of 1979.

Operating from seven field camps, the programme organisers have been in constant touch with the disadvantaged. In order to develop the understanding and skills of programme organisers, different forums besides training were initiated such as weekly, fortnightly and monthly staff meetings. In all these meetings detail analysis of problems, achievements, future plan of actions are conducted. These meetings are very educative for the staff and help in evaluating both staff and programme.

CONCLUSION:

One of the major achievements in Sulla during 1981 was the emergence of village level organisations and the process the landless themselves set for the creation of a central organisation. This is definitely the outcome of their awareness of class interest, exploitation and the social dynamics at large. This understanding coupled with the required organisational skills and leadership abilities have put them in a better position in the community than before. Gaining of formal authority by landless organisation in the Gram Sarkar is a clear indication of power shift in the existing social context. "Organisation is power" is very much reflected in their current socio-economic struggles in which people hear and see their stories of success.

BRAC looks ahead for a better social balance in Sulla with the emergence of a Central Organisation of the powerless disadvantaged people in 1981/82.

SULLA PROJECT (PHASE - III)

RECEIPTS & PAYMENTS STATEMENT
From: 1st January 1976 to 31st December 1980

<u>RECEIPTS</u>	Tk.	Tk.
Fund From Phase - II		2,01,915
Donation received from OXFAM - CANADA	15,36,100	
" " " OXFAM - OXFORD	19,87,500	
" " " Bread for the World	17,59,250	
" " " Community Air Abroad - Australia	<u>4,36,149</u>	
		57,18,999
Over spent from BRAC		<u>63,242</u>
		<u>59,84,156</u> =====

PAYMENTS

CAPACITY BUILDING & INSTITUTIONAL DEVELOPMENT

Functional Education	2,03,192	
Training	1,03,192	
Village Workshop	13,883	
Staff Salary	5,03,463	
Travelling & Transportation	<u>96,284</u>	
		9,81,859

HEALTH & FAMILY PLANNING

Training & Refresher Courses	58,007	
Medicine & Curatives Services	1,96,171	
Store House (Construction)	1,02,375	
Other Supplies	23,295	
Salaries & Expenses	8,41,122	
Travelling & Transportation	1,40,934	
Public Health (Tube Well)	<u>6,791</u>	
		<u>13,68,695</u>
Balance Carried Over:-		23,50,554

PAYMENTS

	Tk.	Tk.
Balance Brought Forward		23,50,554
Grant for Land Levelling & Development	83,897	
Loan to Landless for Agriculture:		
Total Amount disbursed	23,28,985	
Less: Amount realised	<u>17,71,574</u>	
	5,57,411	
Less: Interest received	<u>56,208</u>	
	5,01,203	
Women group grants	2,865	
Staff Salaries	5,04,414	
Travelling & Transportation	<u>68,591</u>	
		11,60,970
<u>AGRICULTURE PROGRAMME:</u>		
Seeds & Multiplication	32,673	
Veterinary Service	8,777	
Agriculture Equipment	1,754	
Travelling & Transportation	69,889	
Staff Salaries	<u>3,43,976</u>	
		4,57,069
<u>ADMINISTRATION</u>		
Field Administration	8,59,049	
Field Establishment	4,50,760	
Head Office Support	5,49,474	
Organisational requirement	35,696	
Stocks & Pre-payments	<u>1,20,584</u>	
		20,15,563
	Total:-	<u>59,84,156</u>
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APPENDIX - 1

BANGLADESH RURAL ADVANCEMENT COMMITTEE
SULLA PROJECT, MARKULI, SYLHET

Statistical Summary Report - 1980

Sl. No.	Particulars of Actions		
1.	<u>VILLAGE COVERAGE</u>		
	a. Total No. of Villages ...		142
	b. No. of village covered ...		90
	c. No. of fully covered villages		24
2.	<u>HOUSEHOLD COVERAGE</u>		
	a. No. of total household in covered villages ...		12,865
	b. No. of target household in covered villages ...		9,722
	c. No. of target household covered		5,185 ✓
3.	<u>POPULATION</u>		
	a. No. of total population in covered villages	Male	36,325
		Female	34,849
	b. No. of total target population in covered village	Male	25,490
		Female	24,520
4.	<u>CORE GROUPS</u>		
	a. No. of Core Groups	Male	32
		Female	23
		Total	55
	b. No. of members in Core Groups	Male	1,945
		Female	1,461
		Total	3,406
5.	<u>GROUP ORGANISED BY CORE GROUPS</u>		
	a. No. of groups	Male	39
		Female	46
		Total	85
	b. No. of members in the groups	Male	1,581
		Female	2,047
		Total	3,628
6.	<u>CADRE</u>		
	No. of Cadres	Male	175
		Female	143
		Total	318
7.	<u>GROUP MEETINGS</u>		
	a. No. of meetings held ...		1,362
	b. No. of Group members participated		20,644

8.	<u>CAMP WORKSHOP</u>		
	a. No. of Camp Workshops held ...		69
	b. No. of group members participated		4,217
9.	<u>CENTRAL WORKSHOP</u>		
	a. No. of central workshops held		9
	b. No. of group members participated		886
10.	<u>NATIONAL LEVEL WORKSHOP</u>		
	a. No. of workshops held ...		1
	b. No. of Gr. members participated		1 (F)
11.	<u>INTERVILLAGE MEETING</u>		
	a. No. of Intervillage general members meeting held ...		67
	b. No. of Group members participated		7,828
12.	<u>GROUPS REGD. WITH IRDP</u>		
	a. No. of groups registered with IRDP	Male	18
		Female	7
		Total	25
	b. No. of groups applied for registration with IRDP	M	14
		F	17
		T	31
13.	<u>GRAM SARKER</u>		
	a. No. of Gram Prodhans from the group members	M	22
		F	1
		T	23
	b. No. of groups occupied full cabinet of the Gram Sarker		16
14.	<u>FUNCTIONAL EDUCATIONAL</u>		
	a. No. of Running F.E. Centre	M	6
		F	4
		T	10
	c. No. of graduates during the year	M	190
		F	88
		T	278
15.	<u>HEALTH CARE & PREVENTATIVE SERVICES</u>		
	a. No. of Shastya Sebok/Shebika trained	M	7
		F	52
		T	59
	b. No. of S. S/S under training currently	M	5
		F	2
		T	7
	c. No. of total S. S/S	M	58
		F	65
		T	123
	d. No. of S. S/S in service	M	17
		F	29
		T	46
	e. No. of Health Committee		43
	f. No. of groups raised Health Fund		44
	g. No. of persons covered ...		6,397
	h. No. of patients treated by S. S/S		2,397
	i. No. of Patients refered to skilledd		

j. <u>Health Education Meetings</u>		
No. of meetings held	...	432
No. of group members participated		8,223
k. <u>Dai</u>		
No. of Dais upgraded	...	111
Total Nos. of Dais	...	147
l. <u>Immunization</u>		
T T	...	534
B C D	...	285
D P T	...	207
m. Vit. "A" distribution	...	2,459
n. <u>T.B. Patients</u>		
1) No. of T.B. Patients' sputum tested		118
2) No. of positive cases found		46
3) No. of patients under treatment		24
16.	<u>FAMILY PLANNING</u>	
a. No. of fertile couple	...	6,855
b. No. of Acceptors :		
Pill	...	660
Injection	...	209
Vasectomy	...	143
Tubectomy	...	4
Others specify		
EMKO/IUD		17
17.	<u>ECONOMIC SUPPORT</u>	
a. No. of groups received	M	9
loan from BRAC	F	12
b. No. of projects		
Agriculture		5
Non-agriculture		17
c. Nature of projects (specify)		
Fishing, Ground nut, Sweet potatoes, Milk processing, Paddy husking, Net making, small business, P.Pump managemtn, land levelling to reclaim fellow land		
d. No. of members involved	M	664
	F	1,498
e. Total loan amount disbursed	..	3,26,250
f. Total outstanding loan	..	1,88,350
18.	<u>FUND CREATED</u>	
a. Member savings	..	2 30,144
b. Emergency Fund	..	17,894.70
c. Capital Fund	..	23,962.00
19.	<u>FUND STATUS</u>	
a. Cash in hand	..	15,405
b. Cash at bank	..	79,217
c. Investment	..	2,80,617
20.	<u>FOOD SECURITY PROGRAMME</u>	
a. No. of groups were involved	..	15
b. No. of members were involved	..	1,128
c. Loan taken from BRAC	...	1,78,700

21.	<u>TRAINING</u>		
	a. No. of group members received duck training	..	81
	b. No. of group members received F.E. training	..	28
22.	<u>DUCKLINGS</u>		
	a. No. of ducklings hatch	..	400
	b. Egg sales to individual for hatching		700
	c. No. of Ducklings received by group members	..	400
23.	<u>VEGETABLE GARDENING</u>		
	a. No. of group members received vegetable seeds	..	415
	b. No. of vegetable garden organised	..	118
	c. No. of groups involved	..	22
	d. No. of members involved	..	264
24.	<u>STAFF POSITION</u>		
	a. In January '80	P.O.	.. 28
		Service Staff	.. 14
	b. In December '80	P.O.	.. 24
		Service Staff	.. 9
25.	<u>STAFF TRAINING</u>		
	<u>No. of Staff received training</u>		
		F.E.	.. 5
		Scheme Preparation	.. 7
		Other (Specify) First Aid	.. 7
		Total	... 19
26.	<u>CADRE EXCHANGE PROGRAMME</u>		
	a. No. of cadres worked in other areas		
		Male	.. 34
		Female	.. 15
		Total	.. 49
	b. No. of groups organised by cadres of other areas		
		Male	.. 2
		Female	.. 8
		Total	.. 10

NOW WOMEN AT THE FOREFRONT:

. Mrs. Ojudunnessa, a lean and thin woman at her forties is leading the working men and women of a large area. She has conscientized the local poor-landless-disadvantaged and made them understand that only an organised living can guarantee their very existence in such a exploitative society. In return they have elected her as the chief of the Gram Sarkar (village government) against the powerful influentials including the Chairman of the locality.

But Mrs. Ojudunnessa is simply a member of a landless family, Her day-labourer husband's earning is not sufficient enough to feed 6 mouths which includes her two sons and two daughters. So she had also to work at other houses. In her early days, she attended school but could not complete even the primary education. She was shy like other common rural women and was also constrained by the prevailing customs and prejudices.

But the things changed as she started attending adults functional education classes, as she started coming in touch with her fellow female learners and as they started thinking and discussing their own condition in the society. This developed an impetus to be organised to fight all odds against the ill-fated womenfolk of the area.

When asked, 'how did you start group actions'? She replied, 'It started two years ago. We came to know that women of other villages are earning and supporting their families by working in the Food-for-Work Programme. But there was no move to start the programme in our village. One day, we, the suffering women, approached to the Chairman. But he disagreed the need and remained strict to his point. We realised none will understand our problems and we will have to stand on our own feet!'

'Then I started to contact like-minded women of my village and adjacent villages.' She continued, 'And found that we are not small and alone. There was already a men's group in our village that came forward to help us. By complementing and supplementing each others socio-economic programmes, we started living better than ever before.'

Then came the announcement on the election of Gram Sarkar. The rich and power group of the village started working on the issue. They made contacts with the local government administration and other influentials. The group silently observed the situation and realised that if the rich come to power again, this will simply increase their sufferings. They felt that their survival depends on how strongly they can stand united against those opportunity-seekers. And they decided to nominate Mrs. Ojudunnessa for the post of village chief.

On the day before the scheduled date of election a representative of local government authority came to the village and stayed the night at Chairman's residence.

'Next day' Ojudunnessa started again, 'We all waited for the whole day but no election was conducted as the Chairman's group was not present. Anyway on the next date election was held and our total panel of 12 won election unopposed; Mr. Abdul Majid has been elected as the Secretary of the Gram Sarkar who is also a member the men's group.

Mrs. Safia Begum, wife of a day labourer, who holds the responsibility of Family Planning programmes, says 'As our women is to work in the houses of the rich, the rich always takes the previledge. If we can arrange alternative employment opportunities for them, the situation will surely change.'

Mrs. Awlia Begum, who has the charge of cottage industries programme, foresees some problems at the beginning. 'But, She says, 'We will have to face and solve those. Otherwise, we

will be nowhere.'

Mrs. Ojudunnessa informed that non-cooperation has already started from the Chairman's side. She is not being involved in governments rice procurement and other developmental programmes. Moreover, the rich are creating pressures in the upper level to dissolve the government and hold election and hold election afresh. They are also trying to motivate the male by saying that election of a women as the village chief has destroyed the image of the village to others.

But Mrs. Ojudunnessa is not afraid of it. So she spoke boldly for 37 minutes on the exploitative nature and activities of the rich at the conference of the Gram Sarkar members under Sylhet district in presence of the president of the country!

She feels, 'Our opponents have more ways and means and scope to play dirty with us. Winning in only one village is no solution to this national problem. Other adjacent villages also need to be organised in a similar way. We will have to maintain unity at all level. We will have to defend each and every hincous move of the rich.....' This is our turn to win.'

UNITY IS THE KEY

Bheradahar is no different a village from other typical poverty stricken villages of Bangladesh. Most of the people of the village are landless farmers who are crippled with innumerable problems. Power is concentrated in a few hands of the landowners and the rich who are continuously exploiting the poor farmers. The farmers took it as their fate and did never thought of opening their mouth against the exploiters.

The situation changed immediately after the involvement of BRAC with the life of the landless. First they were given Functional Education based on conscientization approach that grew impetus for organising themselves against all odds and for their own good.

The rich were keenly observing the activities of the group. They were not happy at this but very cleverly managed to hide away their intentions. When the group was searching a place for their 'Gonokendra' (people's centre), Mr. Nishikanta Baishnab and Mr. Rabindra Baishnab, two leading persons from the rich community came forward to help the group and offered a plot to the group. There the group established the 'Gonokendra' - the forum for discussing their problems, and searching solutions.

But after few days, the group members came to know that the 'Gonokendra' is no longer of their own. It is the sitting or drawing room of Mr. Nishikanta. Mr. Rabindra Baishnab took away some tin plates used in the roof and the door for his bedroom. The group was not even allowed to enter the room.

The farmers sat on an emergency meeting and by breaking the ice of so long silence, they equivocally raised protest against this heinous action. The rich at this got scared and was planning to seek help of the government administration. But when the landless stood united in front of the rich at Mr. Nishikanta's place and demanded return of all the properties of Gonokendra, without a word they gave back everything.

The group, then, rebuilt their 'Gonokendra' at a place of their convenience and is now more confident of their power and potential.

* * * * *

Bheradahar is again divided into two groups of the rich and of the landless on the issue of owning 150 acres of land. Some shrewd people have already managed to make written documents on their ownership of the land by bribing the landlords. The local government administration and influentials including the local Member of the Parliament have failed to find an acceptable solution specially to the poor. But the landless are now more cautious about the needs of their unity. So they decided not to give up at the face of any eventuality and would continue to cultivate the land collectively. The solution is only question of time now. And the landless are confident that it must end up in their favour.

DEATH KNELL TO THE ANTE-PEOPLE

Bhatgaon, another problem-afflicted village in the North-Eastern part of Bangladesh under the district of Sylhet. With the assistance and guidance from BRAC, the people of Bhatgaon formed landless group, women's group, youth group and also farmer's association. All these groups are working in harmony with each other and attending all their own needs to attain self-reliance. Like in all other villages, there are the rich who could not take this easily.

Meanwhile, government decided to form 'Gram Sarkar' (village government) in each village. Mr. Nowla Mia, a raptile-like rich powerful man who describes himself of devoting his life for the cause of the distressed and the village, now came out of the bush. He started mobilising opportunity seekers and bad people for him and against the landless so that they do not dare to raise their candidate.

This led the landless to take decision for nominating their own candidate. Then Mr. Nowla Mia and his party took up another path to win the game. They made contacts with the local influentials and in-charge of Village Defence Party - a para-police force for the rural areas. The path was to elect the government through a secret ballot. The landless lodged written protest against the plan and took the matter over to the Circle Officer, local Thana in-charge, who had to declare the process of open ballot. Then Mr. Nowla Mia and his party started trying to motivate the landless with false hopes and even offered money to abstain them from putting their own candidate. But none worked out fruitful. Meanwhile the landless managed to win the support of the marginal poor farmers and others as well.

On the day of the election, all gathered in front of the local school. The local in-charge of the VDP gave a long

deliberation on Mr. Nowla Mia's contribution to the cause of distressed and village and lastly proposed his name as the Chief. Immediately the landless raised protest and declared the name of their contestant. The voice of the VDP in-charge, Nowla Mia and his supporters could not be heard over the cheers of the landless.

Now the political power is at the hands of the poor and landless, that regulates the total process of socio-economic power. This is probably the only village in the country where all the 12 members of the Gram Sarkar are from the poor and landless community. By working with BRAC, they have learned to identify their needs, resources and also to mobilise those for attaining desired goal. And they are doing it in the truest sense of the term !

HEAD OFFICE SUPPORT

BRAC Head Office in Dacca provides the following supporting services to the field projects:

- A. Programme development and financing.
- B. Personnel recruitment, training and management.
- C. Procurement and logistics.
- D. Accounts and audits.
- E. Inter-agency and government liaison.
- F. Consolidation and compilation of reports and statistics and their dissemination.

Head Office expenses are therefore, shared by all BRAC Projects on an equitable basis. Appropriate share of the Head Office expenses allocated to the Sulla Project is 40% of the Total cost over the Phase III period.

<u>HEAD OFFICE EXPENSES</u>	<u>Taka</u> <u>Per Month</u>	<u>-Taka</u>	<u>Taka</u>
I. <u>Salaries</u>			
A. Executive Director	3,000		
B. Projects Coordinator	2,500		
C. Executive Assistants - (Two)	2,000		
D. Secretary	900		
E. Typist/Receptionist	600		
F. Office Administrator	1,500		
G. Chief Accountant	1,800		
H. Assistant Accountants-(Three)	2,400		
I. Statistician	900		
J. Procurement and Logistics Officers (two)	1,800		
K. Driver (Two)	1,200		
L. Peons, Night Guards-(Three)	<u>1,050</u>		
Total Salaries		19,650	
M. Travelling - 20% of Salaries		<u>3,930</u>	
Total Salaries and Travel			23,580
II. <u>Recurring Expenses</u>			
A. Stationery		2,500	
B. General Supplies		500	
C. Transport Running (2 Motor Vehicles)		3,500	
D. Rent		5,000	
E. Telephone		500	
F. Electricity, Gas, and Water		<u>600</u>	
Total Recurring Expenses			<u>12,600</u>
Total Monthly Expenses		Tk. 36,180

Tk. 36,180 x 36 Months = Tk. 1,302,480

40% of Tk. 1,302,480 = Tk. 520,992
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