

18. Action Plan to Implement Recommendations contained in 4th Evaluation (Jan 2000)

1. INTRODUCTION

This report provides a detailed Action Plan to implement the recommendations contained in the Economic Stocktaking Study commissioned by Icco/EZE during 1999.

1.1. The Economic Stocktaking Study

The study was carried out by a team consisting of Prof. S. Giriappa (Department of Economics, Mangalore University), Dr. Anita Ravishankar (Department of Sociology, Mangalore University) and Ms. Chandra Kesavan (Freelance consultant from Chennai). Each of the team members looked at different aspects of the Coolie Sangha Building Programme and prepared a report on respectively Economic Aspects (Part I), Sociological Aspects (Part II) and Organisational Impact and Sustainability (Part III).

The team arrived at Bagepalli on 5 April 1999 and spent the next 40 days, till 14 May, in the field. Many weeks of preparation preceded their visit and many more were spent in finalising the Reports.

1.2. Terms of Reference

The Terms of Reference (ToR) laid out two major research objectives:

- Measuring economic impact on individual families, and
- The actual and/or potential self-reliance and sustainability of the Coolie Sangha.

The ToR is very brief and direct and does not elaborate on the background to the decision to undertake the Economic Stocktaking Study.

1.3. Methodology

The study used a sample of 212 Member Coolie families from 53 village CSUs.

The team lived on the ADATS campuses and informally met with ADATS Staff every evening. This helped clarify many of the phenomena the team encountered during the day and explain the ADATS interventions in the light of their 22-year history.

The ADATS team benefited from the interactions, particularly with Prof. Giriappa who explained current economic trends in terms of sound theory.

The outlines of individual draft reports were formally shared with us in mid May 1999, when we could recognise quite a lot of our own contribution. We readily agreed with many things that they said, and had sound reasons for not agreeing with some others.

1.4. Other Studies and Documents

The Economic Stocktaking Study has relied extensively on other studies and documents, which have systematically recorded the work of ADATS over the years.

In addition to the formal internal documents of ADATS, such as Proposals, Plans and Budgets, Six Monthly Progress Reports, various Position Papers, Policy Papers and Strategy Papers were made available to the Stocktaking Team.

The Evaluators also had the benefit of the output of a stream of extremely competent friends and well-wishers, who, over the years, had provided ADATS and the Coolie Sangha with "Third Opinions" through fairly long term accompaniment.

The list of eminent persons include, among others, Jan Neggers, Alex Tuscano, Peter v.d. Werff, Vanaja Ramprasad, Anuradha Talwar, NCB Nath, Anil Chaudhary, MK Bhat, Rajshekhar, Panduranga Hegde, Peter Laban, Ajit Mani, Kurian Katticaren, Mohan Raj and Laxmi Raman.

Former Staff members, Members of our Governing Body, the Desk Officers of Icco, EZE and NOVIB have all, in their individual capacities, contributed to the growth of ADATS and the Coolie Sangha.

The topics covered include community organisation and empowerment strategies, PMES systems, women & development, feminisation of the organisational culture, environment, withdrawal & sustainability, etc.

The latest among these are 3 studies, made in 1997-98 by Intervention (India) Pvt. Ltd., are the Enterprise Study, the Millennium Eve Study, and the 2nd Consortium Programme in an LFA framework.

This gives an idea of the documentary inputs that were made available to the Stocktaking Team.

1.5. Reports & Recommendations

As may be expected, the three reports cover three perspectives, determined by the professional training of the three Evaluators.

In Part I of the Report, Prof. Giriappa has dealt with economic aspects.

Part II of the Report is subdivided into 2 parts – sociological aspects and gender.

Dr. Anita Ravishankar had the daunting task of making hair-splitting decisions, as to which was which.

In Part III, Ms. Chandra Kesavan went into the question of organisational impact and sustainability.

She had the difficult task of being critical of an effort, which, in very many respects, she found to be fascinating, unique and praiseworthy. But her job was not to shower blind praise and adulation. Her task was to offer a critique and provide suggestions that would improve the model in order to make a good thing even better.

In all, it is possible to count 43 recommendations made by all three Evaluators. In the absence of co-ordinated editing and reporting, there are many overlaps and repetitions. Many recommendations are in the nature of encouragement of existing work on the ground, with cautionary remarks.

1.6. Conversion of Recommendations to Action Plans

With some external assistance, we have carefully reviewed the 43 recommendations, and have developed the Action Plan in the next section, based on Objectives that emerge directly from the recommendations.

As far as possible, we have retained the exact phrases used in the original reports.

Wherever the recommendations refer to maintaining or preserving existing activities and procedures, we confirm that no changes are required or contemplated.

The process of implementing the recommendations actually began as soon as we received the Stock Taking Report in May 1999. This Action Plan presents the complete set of activities that will ensure the follow-up of the recommendations of the Economic Stock Taking Study.

2. CONCEPTUAL FRAMEWORK

The activities required to take action on the recommendations in the Stocktaking Exercise have been derived from objectives, organised according to an arrangement suggested in Prof. Giriappa's Report¹.

We have added 2 important sub-objectives to the ones suggested:

- To Secure and Preserve the fast eroding Traditional Common Resource Base that hitherto supported the subsistence economy of the rural poor.
- To Protect and Further enrich an Alternate Common Resource Pool that is newly being created by the Coolies to support their emerging lifestyle – the Coolie Sangha itself, with all its instruments.

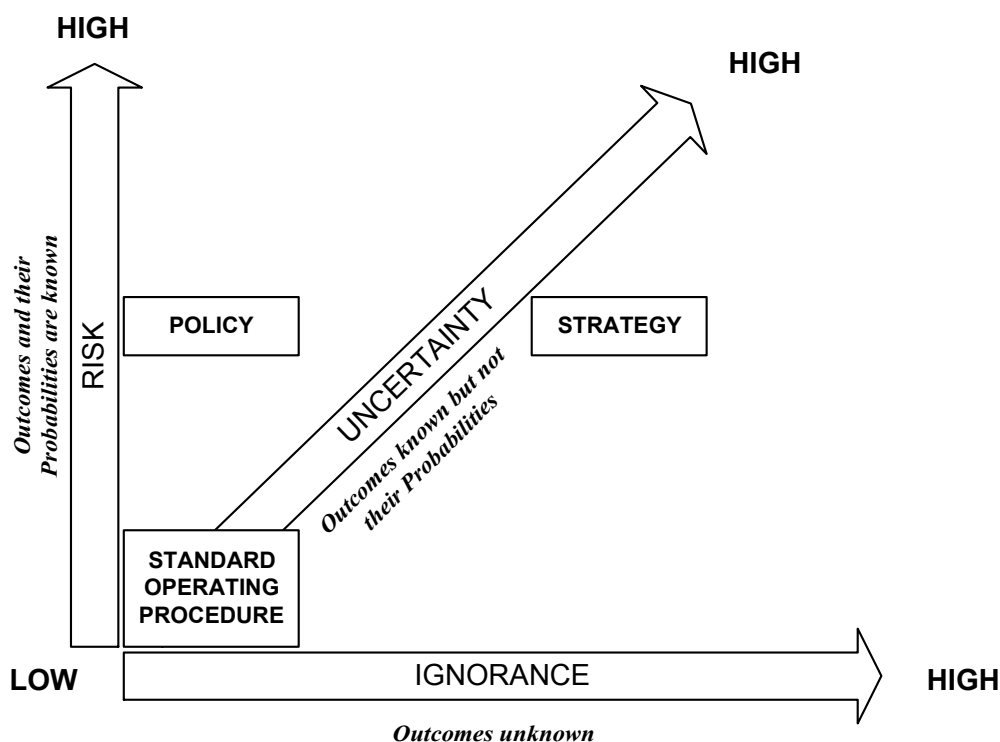
Therefore we have categorised the “Policy Issues” as follows:

ORGANISATIONAL & INSTITUTIONAL		
• Structuring	• Human Resource Development	
• Sex Parity in ADATS Staff	• Reservation for Coolie Women	
• Traditional Common Resources	• Alternate Common Resources	
• Policy for Drop-out CSUs & Cancelled Members		
SOCIAL SECTORS		
• Adult Education		
• Gender Training		
• Member Development		
ECONOMIC SECTORS		
• Agriculture	• Efficacy of CCFs	
• Non Farm Ventures	• Off Farm Ventures	• Entrepreneurship Development

¹ Please see Page 66, sub-heading, “Action Plan Illustration”

2.1. Policies and Strategies

We discussed the concepts of Policies and Strategies and how they differ, and have developed our objectives in this light. Please see the chart below:



Ansoff, H. Igor, CORPORATE STRATEGY

This characterisation of Policies and Strategies helped us to understand that wherever risk and uncertainty were low, as in the case of organisational and agricultural objectives, we could rely on policies that have been developed over almost quarter of a century, while in the relatively new areas of Off-Farm and Non-Farm objectives, we need to take a more strategic approach, based on a new internal perspective, new skills and calculated risks.

2.2. Organisations and Institutions

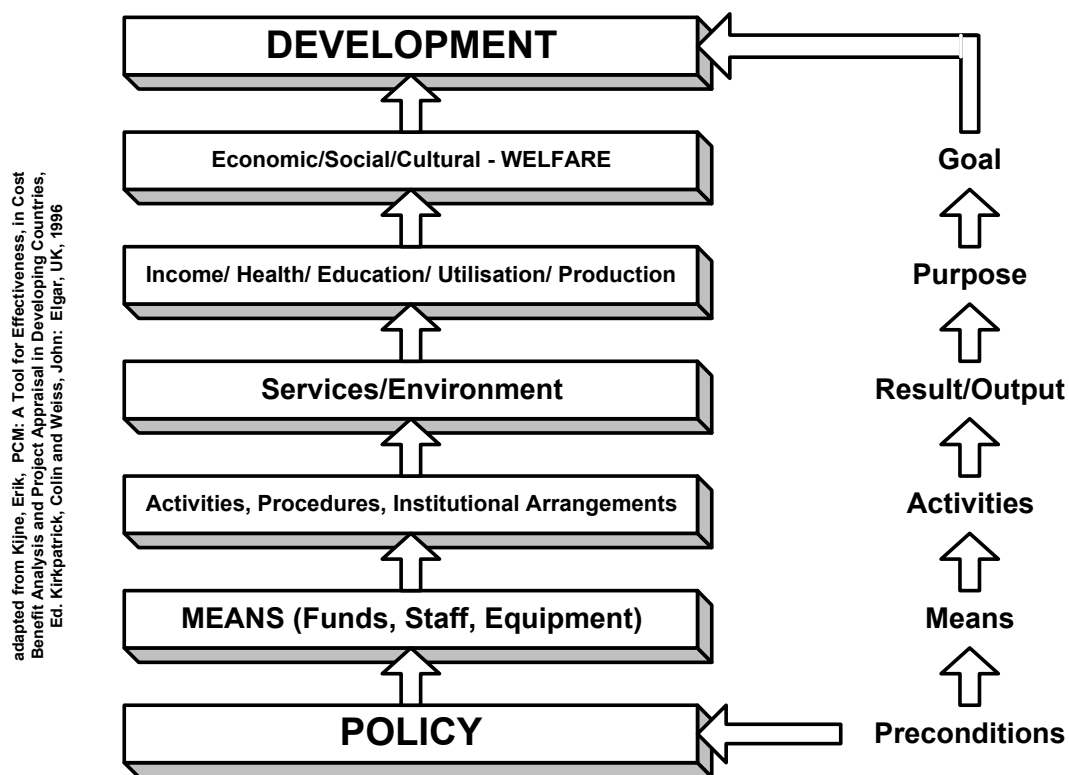
An organization is created to provide instrumental capacities, and is arranged and set up to achieve stated objectives. At some point, when the organization acquires a value beyond the direct and immediate benefits derived from it, the organization begins to be institutionalized. *Institutions are central to sustainable and beneficial economic growth. They create the policies, mobilise and manage the resources, and deliver the services which stimulate and sustain development. Growth and prosperity are unlikely to be maintained if the institutions which guide them are dysfunctional.*²

The valuation of ADATS/BCS as more than an organization – as an institution which pools and distributes common resource goods, provides the starting point for objectives to strengthen the institution and create awareness of its meaning and potential for Coolies.

² Salman, L. (1992) Reducing Poverty: An Institutional Perspective, Poverty and Social Policy Series, Paper No.1 (Washington, DC: World Bank) p.11

2.2. From Policies and Strategies to Activities

On the basis of sound policies and strategies, the movement towards action plans (i.e., a set of activities we are confident of implementing in a phased and sequenced manner) is understood by us to take the following route:



We have exercised the utmost prudence and responsibility to both our constituents, the Co-lies and our Funding Partners, in proposing our follow-up action. We have also shown the greatest respect to the observations of the Stocktaking Team members.

Our 2 Year Action Plan is both implementable and justifiable in terms of costs and benefits. Wherever required, we shall make separate submission for additional funds to implement new components not covered under current budgets.

It is important to mention here that all policy decisions of ADATS/BCS are finalised only after adequate technical and political analysis of the draft policy. An analytical framework is prepared for intense discussions at the grassroots level, which ensures the ownership and clear understanding of each policy and strategy.

3. THE 2 YEAR ACTION PLAN

Having carefully gone through the three stocktaking reports, and the recommendations contained in them, we have decided to refer to original policy documents, including the Policy/Strategy Statements and Implementation Strategy Matrix. When preparing this Action Plan, we decided to make additions wherever they are required, particularly in view of the emerging market environment within which we are functioning.

The planned measures have been placed and examined in a time matrix calendar to ensure that there is no unrealistic workload during certain months.

The ADATS team gratefully acknowledges facilitation support by Ajit Mani of Intervention (India) Pvt. Ltd., Bangalore.

A. ORGANISATIONAL & INSTITUTIONAL					
(Structuring, Sex parity in ADATS Staff, Reservation for Women in the Coolie Sangha, Human Resource Development & Policy for Drop-out & Cancellation, Common Resources)					
OBJECTIVES	START DATE	Duration in Weeks	OWNERSHIP	ESTIMATED ADDITIONAL COST	KEY ASSUMPTIONS
⇒ Sub Objectives			KEY STAFF (Objectives) Other Staff (implementation)	(not covered by ongoing programme budgets)	
• Activity Groups					
A.1. STRUCTURING					
⇒ 16 time-bound Subject-based Cells Established, 4 in each taluk			BCS TRUSTEES		
• Holding grassroots discussions with Member Coolie families and Functionaries	February 2000	4	Area FWs & Mahila Trainers		The Coolie Sangha is not too preoccupied with GP 2000 Elections
• Setting up 4 time-bound Subject-based Cells, with 6 month tenures, in each taluk on: – Off Farm ventures – Non Farm ventures – Agriculture – Drop-out CSUs & Cancelled Members These 16 Cells will each have 6-7 members (including resource persons as required)	March 2000	4	Taluk Coolie Sangha Meetings Taluk Secretaries		Membership levels have been settled through declaring of annual incomes and paying of Sangha Tax Competent Resource Persons are available in each of the 16 Cells
• Fortnightly meetings of each Cell; giving interim reports every month to their respective Taluk Coolie Sangha Meetings	April 2000	24	Staff who are Resource Persons in each Cell	Rs 500 x 7 members x 16 cells = Rs 56,000	Discussions are sharp, critical, and to the point. Vested interests do not creep in.

<ul style="list-style-type: none"> Presenting final Reports at the end of their 6 month tenures, in the form of practical recommendations to their respective Taluk Coolie Sangha Meetings 	October 2000	4	Taluk Secretaries	Rs 1,000 x 7 members x 16 cells = Rs 112,000	Presentation is concise, point-wise and implementable.
⇒ 4 Gender Committees Set Up, 1 in each taluk (Policy Support: Gender Policing)			MAGGIE THOMAS		
<ul style="list-style-type: none"> Discussing with all the Mahila Meetings on need to have a watchdog committee to oversee women and minority rights in each and every action of the Coolie Sangha 	April 2000	4	Mahila Trainers		
<ul style="list-style-type: none"> Fortnightly Reviewing of all and every aspect of ADATS/Coolie Sangha functioning 				Food/meeting costs of Rs 500 per taluk x 4 x 12 months = Rs 24,000	
<ul style="list-style-type: none"> Developing packages with which to negotiate and tap government funds 	June 2000	24	Mamatha Esteves		
A.2. SEX PARITY IN ADATS STAFF					
⇒ Strategy for Implementing the Existing Sex Parity Policy Developed (Policy Support: Total Block on male recruitment)			ADATS GOVERNING BODY RAM ESTEVES		
<ul style="list-style-type: none"> Examining existing staff structure and sex parity in each position of staff hierarchy 	January 2000	2	Ram Esteves Maggie Thomas		
⇒ Women Staff Recruited			RAM ESTEVES		
<ul style="list-style-type: none"> Preparing Recruitment Plan 	February 2000	1	Ram Esteves Mario Esteves Vivy Thomas	Advertisement & Placement costs of Rs 25,000	Qualified women are willing to live and work in rural settings
⇒ Gender Training Programmes Institutionalised			SHUBHA CHACKO		
<ul style="list-style-type: none"> Drafting ToR and contracting Gender Specialist 	February 2000	4	Shubha Chacko Ram Esteves		

<ul style="list-style-type: none"> Gender Specialist to design Training Programme, including resource persons/teachers, objectives, curriculum, session scheduling, mode of assessment, etc. 	March 2000	12	Maggie Thomas	Rs 30,000	Depending on Resource Person's availability
A.3. RESERVATION FOR WOMEN IN THE COOLIE SANGHA ⇒ Strategy for Increasing Women Functionaries (Policy Support: Positive Discrimination in favour of Coolie Women)			BCS TRUSTEES BCS PRESIDENT		
<ul style="list-style-type: none"> Examining roles performed by different Functionaries – Cluster Secretaries, Taluk Secretaries, etc. 	February 2000	4	BCS President BCS Treasurer		
<ul style="list-style-type: none"> Introducing a reservation policy to be implemented during the April 2000 organisational elections 	April 2000	4	BCS President		
A.4. GENDER DISAGGREGATED DATA BASE			RAVIK		
<ul style="list-style-type: none"> Drafting ToR and contracting Gender Specialist 	February 2000	4	Shubha Chacko Ram Esteves		
<ul style="list-style-type: none"> Gender Specialist examining the existing database and giving concrete suggestions to disaggregate the database according to women, men, upper caste, middle caste and lower caste 	March 2000	12	Ram Esteves Vivy Thomas	Concurrent exercise to run parallel with designing Gender Training Programme – no extra costs	Depending on Resource Person's availability
<ul style="list-style-type: none"> Software Consultant writing new code and modifying the package 	June 2000	4	Ravik		
<ul style="list-style-type: none"> ADATS Staff gathering relevant data and feeding new information into the database 	July 2000	8	Sudhama Rao Ravik		
A.5. HUMAN RESOURCE DEVELOPMENT			RAM ESTEVES		
<ul style="list-style-type: none"> Preparing ToR for HRD Specialist 	April 2000	2	Ram Esteves Malla Reddy		

• Contracting/Appointing HRD Specialist to design Job Enrichment Programme	April 2000	1	Ram Esteves Malla Reddy		
• Undertaking HRD Study of ADATS and the Coolie Sangha; Submission of Report and Recommendations to ADATS	May 2000	8	Sudhama Rao	Rs 30,000	Depending on Resource Person's availability
⇒ Staff Performance Monitoring System Initiated	July 2000		RAM ESTEVES		As per HRD Specialist's recommendations
⇒ Job Enrichment Programme Implemented (Technical Skills, Computer Usage, Para-Veterinary, Para-Legal, etc.)			MARIO ESTEVES		
• Preparing ToR for Subject Matter Specialists	December 2001	2	Mario Esteves		
• Contracting/Appointing Subject Specialists	January 2001	4	Mario Esteves CCF Staff	Rs 10,000 x 4 = Rs 40,000	
A.6. POLICY FOR DROPPED-OUT CSUs & CANCELLED MEMBERS IMPLEMENTED	November 2000		BCS PRESIDENT		Relevant input from each taluk level Cell that has been entrusted to go into the question of Drop-out village CSUs & Cancelled Members
A.7. TRADITIONAL COMMON RESOURCES SECURED AND PRESERVED			RAM ESTEVES		
• Preparing a Study Paper on Common Resource Pools	January 2001	16	Ram Esteves		
• Drafting ToR and Contracting Resource Person(s)	May 2001	2	Ram Esteves	2 persons x 6 months x Rs 10,000 p.m. = Rs 120,000	
• Conceptual training for all ADATS Staff who interact with Member Coolie families	May 2001	2	2 Resource Persons		
• Grassroots discussions in all the village CSUs	June 2001	4	Area Field Workers Mahila Trainers CCF Staff		Study paper captures the day to day reality of Coolie economics and is properly translated/communicated

<ul style="list-style-type: none"> Preparing village-wise database of Traditional Common Resources (eg., <i>Gomala</i> grazing lands, Common Woodlot <i>Thoppu</i>, Cattle ponds <i>Gokuntas</i>, fishing rights in <i>Cheruvu</i>, etc.) 	July 2001	8	Cluster Secretaries 2 Resource Persons Area Field Workers Mahila Trainers CCF Staff		
<ul style="list-style-type: none"> Detailed Planning for Preservation of these Traditional Common Resources 	September 2001	4	Cluster Secretaries 2 Resource Persons		Coolie Sangha retains electoral control over Gram Panchayats and Taluk Panchayats
<ul style="list-style-type: none"> Consolidation of village databases into taluk Reports 	October 2001	4	2 Resource Persons		
<ul style="list-style-type: none"> Para-legal training for all Coolie Sangha functionaries on Common Property Rights 	November 2001	2	2 Resource Persons		
A.8. ALTERNATE COMMON RESOURCE BASE (Coolies Educated and Empowered to Protect and Further Enrich the Coolie Sangha itself as an Alternate Common Resource Pool that Sustains Poor Peasant Livelihood)			RAM ESTEVES BCS TRUSTEES		
<ul style="list-style-type: none"> Drafting ToR and Contracting Resource Person(s) 	October 2001	2	Ram Esteves	2 persons x 5 months x Rs 10,000 p.m. = Rs 100,000	
<ul style="list-style-type: none"> Conceptual Training for Field Workers and Mahila Trainers 	October 2001	2	2 Resource Persons		
<ul style="list-style-type: none"> Assessing, at the village CSU level, the relevance/success of each instrument of the Coolie Sangha (including effecting unity and solving problems through weekly Meetings, CCFs, VSD, DLDP, decentralised Budgets, etc.) 	November 2001	8	Cluster Secretaries 2 Resource Persons Area Field Workers Mahila Trainers CCF Staff		Depends on interest generated during the Economic Literacy Campaign
<ul style="list-style-type: none"> Consolidating village level assessments of these instruments into a single Document for each taluk 	January 2002	4	2 Resource Persons		
<ul style="list-style-type: none"> Presenting the consolidated Document to the respective Taluk Coolie Sangha Meetings 	February 2002	4	Taluk CS Secretaries		

B. SOCIAL SECTORS (Adult Education, Gender Training & Member Development)					
OBJECTIVES ⇒ Sub Objectives • Activity Groups	START DATE	Duration in Weeks	OWNERSHIP KEY STAFF (objectives) Other Staff (implementation)	ESTIMATED ADDITIONAL COST (not covered by ongoing programme budgets)	KEY ASSUMPTIONS
B.1. ADULT EDUCATION ⇒ ALP Introduced at all stages of Coolie Sangha Building (earlier confined to only the 1 st stage)			RAM ESTEVES BCS PRESIDENT		
• 1 st Phase: ALP Training for 130 village Teachers	December 1999	4 Done	Gopalkrishna		
• Supplying Material to 130 villages	January 2000	1 Done	Mario Esteves	Existing SCNZ budget	
• Conducting ALP Classes in 130 Formation Villages	February 2000	24 Ongoing	Area Field Workers	Existing 2 nd Consortium budget	Learners are serious and attendance is regular
• Testing the Member Coolie Learners	April 2000 August 2000	4 4	Nagamali Reddy		
• Reviewing 1 st Phase and presenting progress	September 2000	4	BCS President		
• 2 nd Phase: ALP Training for 135 village Teachers	December 2000	4	Gopalkrishna Nagamali Reddy		Incorporate learning obtained in 1 st Phase
• Supplying Materials to 135 villages	January 2001	1	Mario Esteves		
• Conducting ALP Classes in 135 Formalisation Villages	February 2001	24	Area Field Workers		
• Testing the Member Coolie Learners	April 2001 August 2001	4 4	Gopalkrishna Nagamali Reddy		
• Reviewing 2 nd Phase and Presenting progress	September 2001	4	BCS President Ram Esteves		
⇒ Economic Literacy Campaign Conducted			RAM ESTEVES		
• Discussing ELC at grassroots level to gain commitment	November 1999	8 Done	Area Field Workers Mahila Trainers		

• Attending All India Training Workshop at Delhi	February 2000	1	Sudhama Rao P. Anil	Rs 10,000	
• Linking with PEACE to implement the APPEAL programme (Action Programme for Peoples Economic and Allied Literacy)	March 2000	2	Ram Esteves		
• Preparing supplementary budget for Icco/EZE	March 2000	1	Ram Esteves		Icco/EZE is willing to consider a supplementary budget of approximately Rs 1.6 million
• Translating and printing Handbooks	April 2000	4	Mahesh Tauro	Rs 200,000	
• Contracting 2 Resource Persons to train, do monthly monitoring, exercise overall supervision and process documentation of the campaign	April 2000	2	Ram Esteves Anil Chaudhary	2 x Rs 10,000 x 12 months = Rs 240,000	
• Training 15 Field Workers on the concepts, campaign requirements, etc.	April 2000	1	Anil Chaudhary PEACE Team 2 Resource Persons	15 Field Workers x Rs 30 x 7 days = Rs 3,150	
• Training 363 Village Teachers and 15 Field Workers on teaching skills, through 8 batches of 50	May 2000	8	2 Resource Persons	375 Teachers & FWs x Rs 30 x 7 days = Rs 78,750	
• Implementing the ELP campaign	July 2000	24	Elected Trustees Area Field Workers Mahila Trainers Executive Field Workers	363 Teachers x Rs 400 x 6 months = Rs 871,200	
• Monthly 1 day monitoring of Village Teachers in batches of 50			2 Resource Persons	375 Teachers & FWs x Rs 30 x 1 day x 6 months = Rs 72,000	
• Detailed reviewing of campaign experiences along with Village Teachers	January 2001	8	2 Resource Persons	375 Teachers & FWs x Rs 30 x 1 day = Rs 11,250	
• Preparing Final Report	March 2001	2	2 Resource Persons Ram Esteves		
B.2. GENDER TRAINING IMPLEMENTED	June 2000	16	MAGGIE THOMAS		As per detailed plan submitted by the Gender Specialist

B.3. MASSIVE MEMBER DEVELOPMENT ACCOMPLISHED (18,000 Member Coolie families, plus all concerned Field and Executive Staff, sat in batches of 50)			RAM ESTEVES		
<ul style="list-style-type: none"> Held 360 two-days sessions to Review past experiences (in order to counter negative capacitation of spoilt cadre) 	July 1999	12 Done	BCS Trustees Area Field Workers Mahila Trainers	Zero Cost	
<ul style="list-style-type: none"> Held 360 one-day sessions to bring the Economic Agenda to the centre-stage of the Coolie Sangha 	October 1999	6 Done	BCS Trustees Area Field Workers Mahila Trainers	Zero Cost	
<ul style="list-style-type: none"> Held 360 one-day sessions on Feminism 	December 1999	6 Done	BCS Trustees Mahila Trainers	Zero Cost	
<ul style="list-style-type: none"> Conducting Member Training sessions, on relevant issues to be identified, once every 6 months, 			BCS Trustees Area Field Workers Mahila Trainers	Zero Cost	

C. ECONOMIC SECTORS (Agriculture, Off-Farm Ventures, Efficacy of CCFs, Entrepreneurship Development)					
OBJECTIVES ⇒ Sub Objectives • Activity Groups	START DATE	Duration in Weeks	OWNERSHIP KEY STAFF (objectives) Other Staff (implementation)	ESTIMATED ADDITIONAL COST (not covered by ongoing programme budgets)	KEY ASSUMPTIONS
C.1. AGRICULTURE			MARIO ESTEVES		
<ul style="list-style-type: none"> Detailed Planning for improved Extension Services 	November 2000		Geethalaxmi		Relevant input from each taluk level Cell that has been entrusted to go into the question of Agriculture
C.2. TRADITIONAL ECONOMIC ACTIVITIES (OFF FARM VENTURES) ⇒ Backward Linkages Strengthened			MARIO ESTEVES CCF STAFF		
<ul style="list-style-type: none"> Preparing assessment of traditional economic activities and nature of backward and forward linkages required 	November 2000		CCF Staff		Relevant input from each taluk level Cell that has been entrusted to go into the question of Off Farm Ventures

• Conducting para-veterinary training	February 2001	12	CCF Staff		
• Negotiating with Insurance Companies on cattle and crop coverage	February 2001	12	Vivy Thomas		
• Organising para-veterinary camps for vaccination, immunisation and general health care	February 2001	12	CCF Staff		
⇒ Forward Linkages Strengthened			MARIO ESTEVES		
• Drafting ToR and Contracting Resource Person(s)	January 2001	4	Mario Esteves		
• Conducting Study on Marketing Possibilities for groundnut, oil-seeds, organically grown cereals, meat and poultry products, etc.	February 2001	12	To be identified		
• Drafting ToR and Contracting Resource Person(s)	May 2001	2	Mario Esteves		Follow on from the Study on Market Possibilities – possibly the same Resource Person(s) who conducted earlier Study
• Conducting Study Report on Value Addition to primary products of the region	June 2001	6	To be identified		
C.3. EFFICACY OF CCFs IMPROVED (flexible loan policy)			RAM ESTEVES		
• Grassroots level discussions on need for timely repayment and full use of CCF Capital	June 1999	4 Done	CCF Staff Area Field Workers		
• Stopping the practice of holding exclusive CCF Meetings in the villages	July 1999	Done	CCF Staff Area Field Workers		
• Discussing CCF loan related matters, as part of the regular agenda, in each and every village Meeting	July 1999	Ongoing	Cluster Secretaries		
• Replacing the practice of bunched sanctions with 1-2 CCF releases in each village CSU, every week	September 1999	Ongoing	Cluster Secretaries		CCF Overdue in each village CSU dropped to acceptable levels
• All ADATS Staff taking personal responsibility to ensure better follow up and support in loan utilisation	September 1999	Ongoing	All the Staff		

<ul style="list-style-type: none"> Exercising of Veto rights by Mahila Meetings to be more stringent 	July 1999	Ongoing	Mahila Trainers Maggie Thomas		
<ul style="list-style-type: none"> Replacing male Cheque Signatories with Women Cheque Signatories in all the CSUs 	November 1999	8 Done	BCS President BCS Treasurer		
C.4. MARKET OPPORTUNITIES IDENTIFIED			MARIO ESTEVES		
<ul style="list-style-type: none"> Preparing Study Report on Market Opportunities for Coolie Sangha, taking Comparative Advantage and Competitive Advantage into account 	January 2001	8	Mario Esteves		
C.5. NEW INFRASTRUCTURE FOR ENTREPRENEURSHIP DEVELOPMENT CREATED			MARIO ESTEVES		Relevant input from each taluk level Cell that has been entrusted to go into the question of Non Farm Ventures
<ul style="list-style-type: none"> Preparing Study Report on Information Systems 	July 2001	8	Mario Esteves		
<ul style="list-style-type: none"> Preparing Study Report on Venture Capital for entrepreneurship 	July 2001	8	Mario Esteves		To run concurrent with earlier Study Creation of Cluster Funds through conglomeration
<ul style="list-style-type: none"> Assessing Risk Management Capacity of Study Report on Venture Capital 	September 2001	4	Mario Esteves		
<ul style="list-style-type: none"> Introductory Training Programme for entrepreneurs on Marketing & Sales Capacity 	October 2001	16	Mario Esteves CCF Staff		

4. MONITORING AND EVALUATION OF FOLLOW-UP ACTION PLAN

The implementation of this 2 year long Action Plan will be internally monitored by ADATS, with external support from Intervention (India) Pvt. Ltd., who assisted us during the fortnight long preparation exercise.

The objectives and activities are generally sequentially ordered, although there are some recurring activities and some pre-scheduled activities.

Although this Action Plan has been prepared in a participatory manner, involving all the Staff and Functionaries, it will be made further transparent by translating it into *Kannada* and making copies available down to the Cluster level.

We propose the following hierarchy of monitoring and evaluation activities and milestones to ensure that the plan is implemented.

- ADATS Staff will monitor progress of the follow-up of recommendations contained in the Economic Stock Taking through the weekly Situation Meetings.
- The elected Taluk Secretaries and Cluster Secretaries will monitor progress in their respective fortnightly Executive Committee Meetings.
- Our 6 monthly Progress Reports will include objective comments on the stage of implementation of this Action Plan
- A mid-term Report will be prepared in March 2001, with support from Intervention (India) Pvt. Ltd.
- A Final Report on this Activity Plan will be prepared in March 2002 with objective evaluation support from Intervention (India) Pvt. Ltd. (We will separately negotiate with our Funding Partners on the consultancy fee to be paid to Intervention (India) Pvt. Ltd.)