

Process Monitoring in APDPIP/APRPRP

V.J. Naidu
V. Uma
&
C.P. Nagi Reddy

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SOCHURSOD
Society for Human Rights and Social Development
9-57, Amaravathi Nagar, Tirupati-517 502
Ph & Fax: (0877) 2244973, Email: sochursod_tirupati@yahoo.co.in

Abbreviations Used

AO	Apex Organization
APDPIP	Andhra Pradesh District Poverty Initiatives Project
APRPRP	Andhra Pradesh Rural Poverty Reduction Project
ATR	Action Taken Report
AWFP	Annual Works and Finance Plan
BLS	Base Line Survey
CBO	Community Based Organization
CC	Community Coordinator
CDD	Community Driven Development
CEO	Chief Executive Officer
CF	Community Facilitator
CHW	Community Health Worker
CIF	Community Investment Fund
CIG	Common Interest Group
DAP	Differently Abled Person
DPM	District Project Management
DPMU	District Project Management Unit
DRP	District Resource Person
FGD	Focus Group Discussion
FO	Field Organization
FUS	Follow Up Survey
GL	Group Leader
GoAP	Government of Andhra Pradesh
GP	Gram panchayat
HH	Household
IE	Impact Evaluation
IMR	Infant Mortality Rate
KI	Key Informant
LD	Line Department
LEAP	Livelihood Enhancement Action Plan
M&L	Monitoring & Learning
MBK	Master Book Keeper
MCP	Micro Credit Plan
MCSC	Mandal Community Support Centre
MIS	Management Information System
MMR	Maternal Mortality Rate
MS	Mandal Samakhya
MTC	Mandal Training Center
NGO	Non Governmental Organization
NTPP	Non Timber Forest Produce
OOS	Out Of School
PIP	Project Implementation Plan/Participatory Identification of Poor
PM	Process Monitoring
PRA	Participatory Rural Appraisal
PRI	Pandayath Raj Institutions
RCL	Rice Credit Line
SERP	Society for Elimination of Rural Poverty
SHG	Self Help Group
SO	Social Organizer
SOCHURSOD	Society for Human Rights and Social Development
SPM	State Project Manager
SPMU	State Project Management Unit
SSI	Semi Structured Interviews
VBK	Village Book Keeper
VO	Village Organization
ZS	Zilla Samakhya

Process Monitoring in APDPIP/APRPRP

Introduction

V.J. Naidu¹, V. Uma², C.P. Nagi Reddy³

1. In keeping with its long term poverty alleviation strategy, the Government of Andhra Pradesh (GoAP) has launched two major anti-poverty projects viz., APDPIP and APRPRP, both funded by the World Bank. The central objective of both the projects is to reduce rural poverty in all its forms and to enable the rural poor, particularly the poorest of the poor, to improve their livelihoods and quality of life. The projects seek to enhance opportunities for the poor and the vulnerable, especially women to meet their priority social and economic needs. Originally designed to be a five-year project (2000-2005), the APDPIP has since been extended up to December 2006. It has been implemented in 316 mandals of 6 districts in the state viz., *Adilabad, Anantapur, Chittoor, Mahabubnagar, Srikakulam and Vizianagaram*. Encouraged by the early outcomes of APDPIP, the GoAP has launched the second major anti-poverty initiative viz., the APRPRP in the remaining 16 districts of the state. Thus, APDPIP and APRPRP together constitute the largest anti-poverty initiative ever undertaken by the GoAP. In terms of coverage, the projects have no close parallel, being implemented in 860 mandals of 22 districts. While the APDPIP is expected to reach out to 9.3 lakh poor households at a total outlay of Rs.593.12 crores, the APRPRP is designed to cover 20 lakh households during 2003-2007, at an estimated outlay of Rs.1,486.00 crores.

2. Both the projects seek to promote the livelihoods of the poor by promoting and strengthening the CBOs and facilitating their access to technical and financial services. Both the projects adopt a community driven development (CDD) approach to poverty alleviation. Innovative implementation arrangements have been made for the implementation of the projects. An autonomous society viz., Society for Elimination of Rural Poverty (SERP) has been created to facilitate the implementation of the projects through the active participation of the CBOs. The projects seek to address the primary livelihood concerns of the poor, by investing in four core components, viz.,

- institution and human capital building;
- community investment fund;
- support to eliminate child labour; and
- project management.

In addition, the APRPRP has provided for two additional components viz.,

- support to pilot programmes; and
- support to persons with disability.

Monitoring and Learning (M&L) System

3. Given the scale and coverage of the projects and the innovative CDD approach they have adopted, both the projects have provided for a four part M&L system:

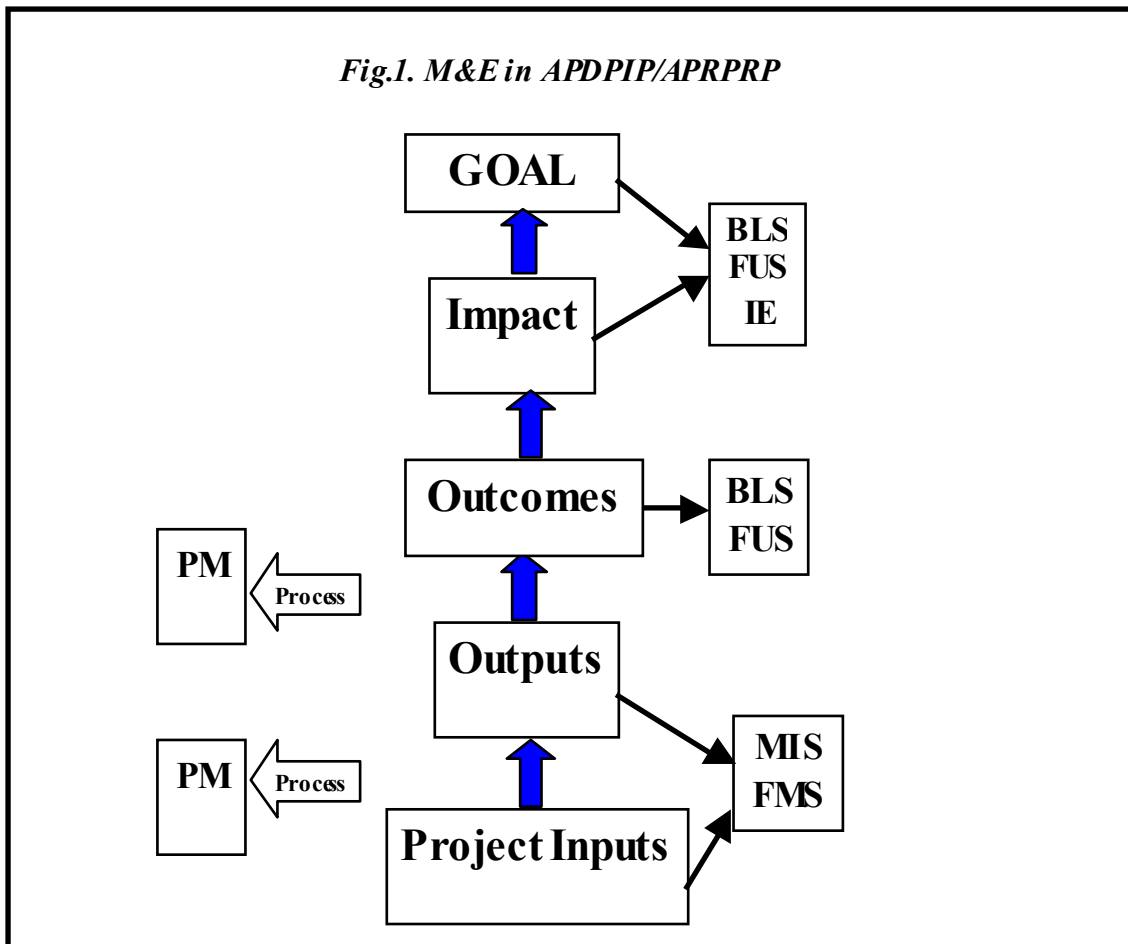
- group self-monitoring;
- MIS based input-output monitoring;
- External process monitoring; and
- Impact Evaluation.

1. Team Leader, APRPRP Process Monitoring

2. Team Leader, APDPIP Process Monitoring

3. State Project Manager, M&L, SERP

Fig.1. M&E in APDPIP/APRPRP



Notes: BLS = Base Line Survey; FUS = Follow Up Survey; IE = Impact Evaluation; MIS = Management Information System; FMS = Financial Management System; PM = Process Monitoring

Process Monitoring in APDPIP/APRPRP

4. APDPIP/APRPRP is a process intensive project. The culmination outcomes of the project critically depend on the strength of processes. Tracking these processes is, therefore, very important for the project management.

Objectives

5. The specific objectives of process monitoring in APDPIP/APRPRP are to:
- understand how project inputs result in project outputs and identify issues critical to such conversion;
 - provide information necessary for the management to increase the effectiveness of the project in the areas of:
 - inclusiveness;
 - sensitivity of the project staff to the needs of the poor;
 - internal and external functioning of the SHGs/VOs/MSs;
 - evolution, implementation and management of sub-projects;

- identification, mobilisation and mainstreaming of OOS children;
 - convergence efforts in the areas of health, education, nutrition, NRM and anti-poverty programmes;
 - promotion of livelihood assets and sustainable opportunities for the poor, including purchase and distribution of land to the landless poor;
 - inclusion of PRIs and civil society organizations/NGOs in the project implementation; and
 - identification, rehabilitation and empowerment of disabled people.
- verify the process related assumptions of the project;
 - assess whether activities/processes as planned, are carried out;
 - generate a learning and feedback mechanism, which would enhance prospects for adaptation, especially at the early stages of the project; and
 - assess whether the style of work and management is the best way to achieve the project objectives.

Process Related Assumptions

6. Being a process-oriented project, APDPIP/APRPRP implicitly assumes that certain processes would take place to help achieve project objective. The project's success depends on how well these assumptions hold.

The key process related assumptions implicit in the project are that:

- the project would make special efforts to identify and mobilize the poorest of the poor into SHG formation and higher level federations;
- the project would provide adequate capacity building and skill inputs, necessary for the groups;
- the project units/staff at all levels would be accountable to the poor and transparent in all their operations;
- the project would focus all its efforts on activities that would promote the empowerment of the poor;
- the project would utilize and augment the community's stock of social capital;
- the groups would be enabled to access external sources of finance and undertake livelihood enhancement activities;
- the SHGs and their federations would identify common interests and plan, implement and manage sub-projects which would meet the priority needs of the poor;
- the DPMUs would respond quickly and objectively to fund sub-project proposals;
- the line departments and the PRIs would be sensitized to respond to the priority needs of the poor and the DPMUs would converge their efforts with PRIs and LDs;
- the community groups and the project staff would identify the OOS children and mobilize them to bridge course schools/residential schools; and
- the project staff would identify, help, rehabilitate and empower the DAPs.

7. If these assumptions do not hold well, the APRPRP's intended outcomes might not come true. An MIS based input-output monitoring could throw light on output related issues, but would not provide adequate explanations or identify mediating factors that affect the performance. Such aspects are best assessed through process monitoring.

8. There are number of factors which affect project performance, both internal and external, to the project. Process Monitoring looks at both internal and external factors that affect the project. It captures the changes in the project as a result of the changes in the external policy environment.

External Process Monitoring

9. The APDPIP and APRPRP have adopted a system of process monitoring by an external agency in all project districts. For APDPIP, SOCHURSOD has been appointed as the external process monitoring agency following the normal process of selection.

10. Given the scale and coverage of APRPRP and its multi-sectoral interventions, it would be difficult for a single external agency to conduct process monitoring on a continuous basis. Therefore, a two-tier external process monitoring system consisting of an apex organization (AO) and two field organizations (FOs) has been adopted to track project processes and progress on a continuous basis in 16 project districts during the first four years of project life. On the basis of its experience in monitoring APDPIP processes in six districts during the last two years, SOCHURSOD has been appointed as the apex (first-tier) external process monitoring agency. As the apex agency, SOCHURSOD is responsible for coordinating and overseeing the conduct of process monitoring including the development of methodology, capacity building and induction of other external agencies and quality assurance, besides undertaking actual process monitoring in Zone-III of the project area comprising 6 districts. At the second tier, two external agencies undertake process monitoring and reporting in different project regions following the common methodology. The project area is divided into three zones for the purpose of process monitoring (*Table- 1*). The division of project districts into three zones takes into account the agro-climatic and socio-economic conditions prevailing in them and the number of project mandals in each district.

Table - 1
Process Monitoring: Suggested Regions

<i>Zone - I (AFPRO)</i>		<i>Zone - II (AFC)</i>		<i>Zone - III (SOCHURSOD)</i>	
<i>District</i>	<i>Mandals</i>	<i>District</i>	<i>Mandals</i>	<i>District</i>	<i>Mandals</i>
Visakhapatnam	29	Nizamabad	25	Krishna	20
East Godavari	19	Karimnagar	39	Guntur	21
West Godavari	14	Medak	36	Prakasam	40
Khammam	41	Ranga Reddy	29	Nellore	32
Nalgonda	45	Warangal	41	Cuddapah	39
				Kurnool	46
Total	148		170		198

11. The institutional arrangement, apart from economizing on costs, ensures uniformity in methodology and quality of process monitoring in all project districts. Further, the AO, also acting as one of the FOs, facilitates methodological refinements, besides cutting on costs.

Methodology of Process Monitoring

12. The value of process monitoring depends on the quality of information generated. The quality of information in turn, depends on the methodology employed, to generate the information at all levels of the project. The utility of the process monitoring data would also depend on the type of analysis made of it and the methods of reporting adopted. Ultimately, the willingness of the management to use the process monitoring information for making appropriate corrections or decisions is what matters most. An attempt is made in this section, to describe the methodology adopted for process monitoring of APDPIP/APRPRP.

13. There are 9 key elements in the methodology of process monitoring as indicated in Box-1.

Box-1: Nine Steps in Process Monitoring

Key processes	▪ It is the basis on which process monitoring is undertaken.
Indicators	▪ It is the basis on which information on processes is collected
Sources of information	▪ It is where the information to verify indicators comes from (people, institutions, documents, records etc)
Levels of information	▪ It is where the information sources are located - e.g. SPMU, DPMU, MCSC/MSs, Village (VO, SHG), Households.
Selection of sample sources	▪ It is how the information sources are selected at different levels and their size distribution
Methods of information collection	▪ It is how the information on the indicators is actually collected (e.g. Project documents, studies, focused group discussion, participatory exercises, group level records, etc.)
Methods of analysis	▪ It is how the collected information is consolidated, described and interpreted in order to make it useful.
Methods of reporting	▪ It is how the information is prepared and presented for application/use and circulation to information users for initiating action.
Use of Information	▪ It is how the information provided, is used by the management and other stakeholders, for making mid-course corrections and changes.

Identification of Processes

14. Identifying the key project processes, is the crux of process monitoring. However, all processes cannot be identified *a priori*, especially in demand-driven projects. While some processes could be visualized on the basis of experience in similar projects, some would unfold themselves as the project gets underway. On the other hand, some

processes could be totally unintended. However, on the basis of the Project Implementation Plans and by using Logical Framework Analysis (LFA), certain key processes were identified. While identifying these processes, care was taken to focus on processes critical for promoting sustainable livelihoods of the poor. Further, different stages of the project cycle were taken into account, while identifying the key processes.

15. Processes, though not synonymous with activities, are however, closely linked with the activities. Processes refer to the way, the activities are undertaken. The processes are, the methods adopted to convert the project inputs, into outputs. To the extent that project inputs and activities are under the control of the management, the processes are under control. Given the inputs, there are multiple ways in which the activities could be executed by the project management. The project management is expected to adopt the most efficient process of executing the activities. While in practice, the project management may not be able to conform to the ideal process envisaged, for various reasons some of which could lie outside its control. Further, the deviations of the project from the intended course could also be due to the defective design, the unrealistic assumptions and hypotheses and unanticipated changes, in the external environment. The task of process monitoring is, to capture these deviations from the intended course of implementation of the project.

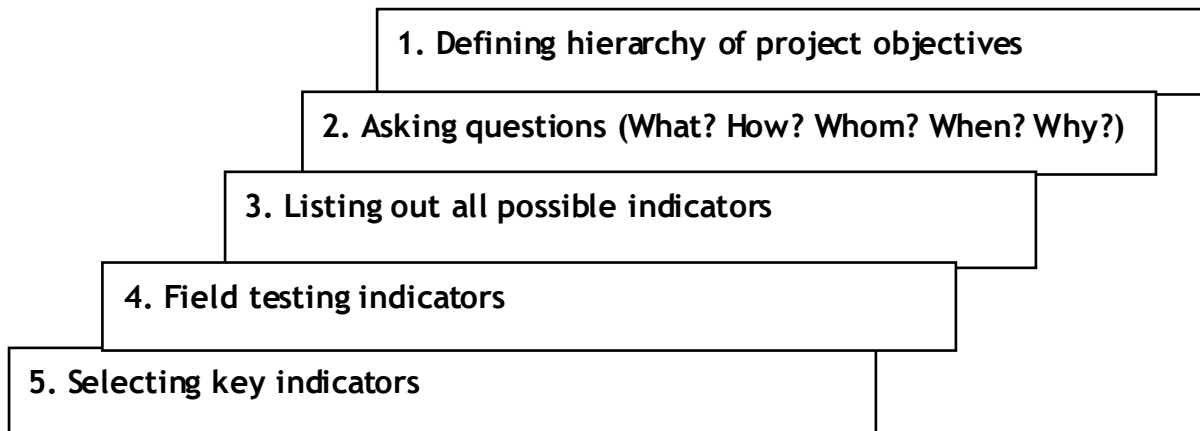
16. Higher level processes refer to the ways in which project outputs are converted into project outcomes and project outcomes into impacts. It may be noted that the project management may not have perfect control over the way in which project outputs are transformed into outcomes and impacts. However, in APRPRP, the management can influence the conversion of a large number of project outputs into outcomes and impacts. For example, the access to bank loan of a SHG is influenced by the project management. The access of a CBO to CIF is directly influenced by the project. It is equally important to capture these higher level processes as part of the process monitoring.

Based on the earlier experience in similar projects and the project documents, the SOCHURSOD identified key project processes. Illustrative list of key processes identified, are presented in *Annex - 1*.

Identifying Indicators

17. Indicators are central to process monitoring. They facilitate collection of information on different processes. With the knowledge of the processes identified and monitored in similar projects and following a preliminary set of indicators identified in the PAD and PIP, the process monitoring team of SOCHURSOD evolved a set of draft process indicators. As a first step, the project objectives were clearly defined by developing a LFA for APRPRP. Secondly, for identifying key processes, the project cycle was broken down into several stages such as social mobilization, institution building, capacity building, micro-finance development, social capital enhancement, promotion and diversification of the livelihood opportunities through CIF-SPs (including land purchase and watershed development activities), Promotion of convergence with LDs and PRIs, identification, enrolment and mainstreaming of child labour and mainstreaming of the disabled persons. Then for each key process, indicators were identified by raising and answering the questions as illustrated in *Annex - 1*. A detailed list of indicators relevant to each level of the project objective is presented in *Annex - 2*. The indicators were field tested and filtered, before adoption.

Fig.2 : Step Wise Identification of Indicators



18. As always, the information needs of the management keep changing, with the project cycle. Very often, the change in the external environment could necessitate the collection of new information. Constant efforts must be made to identify the new information requirements and to identify appropriate indicators, to observe the information needed. For example, in the DPIIP context, the information on the quality of SHGs formed, was not initially tracked. Subsequently, this information was collected and the number of SHGs classified into grades - 'A', 'B' and 'C' categories, indicating different levels of maturity. Similarly, marketing and NTFP interventions were not explicitly built into the APDPIP early on in the project. Later, the information needs on these two interventions, were identified and appropriate indicators introduced, to track the information.

19. The ultimate test of the indicators is their utility. Therefore, for each indicator, we have to ask questions and answer "who is using or going to use the information? Is the information relevant?" If nobody is using or going to use the information, there is no point in generating such information. Finally, in a process oriented project like APDPIP/APRPRP, with a vast coverage, at least some indicators should be specific to the districts. There should be enough space to accommodate such indicators.

Sources of Information

20. Process monitoring of APDPIP/APRPRP is critically dependent on the primary information collected from the CBOs (SHGs/VOs/MSs) and their individual members. Primary information is also generated from CIF-SP beneficiaries, all types of community activists, bankers, staff of the line departments, PRIs and even the non-poor. The Project staff at various levels, is also a very important source of primary information.

21. The secondary sources of information are equally important for the ex-post process monitoring. These include all project documents, internal circulars, inter-office communications, minutes of the review meetings, registers maintained by the project staff including books of accounts, resolutions of the SPMU/DPMU, SHG books/records, training records, PIP/PRA/LEAP/MCP output, photographs etc. However, the secondary

data needs to be used with a certain amount of caution. In a large project such as APRPRP, with multiple reporting units, concepts could be understood differently and information on them could be collected and reported somewhat differently. Therefore, all secondary data including MIS need to be taken with a pinch of salt. An important characteristic feature of the secondary data, particularly the quantitative data is that it does not always reflect the process and/or its intensity. It is only through primary data collected as part of process monitoring, that the quality of MIS and other secondary data can be judged. Thus, the process monitoring of APDPIP/APRPRP has been based largely on primary information, collected directly from the multiple stakeholders of the project.

Levels of Information

22. Each process or a set of inter-related processes associated with major interventions of the project could be observed and tracked at one or more levels of the project. In determining the appropriate level of process monitoring, the normative principle would be, to choose that particular level(s), which best captures the totality of the process. Thus, for each process/ indicator identified, the appropriate level(s) at which it could be captured, has been determined for the guidance of the process monitoring team. Thus, for most of the project processes, information can be collected from 4 different levels, SPMU, DPMU, MS and village/community levels. But, the source of information and the stakeholder at each level would be different. Thus, for example, the information relating to social mobilization needs to be collected at multiple levels. While policy relating to social mobilization can be collected from the SPMU, the details of implementation strategy can be gathered from the DPMU. At the mandal level, the views of the project frontline staff can be assessed. While at the community level, the actual dynamics of mobilization can be observed. Thus, the level of information depends on the nature of process being examined, and the stakeholders involved.

Table - 2
Sources/Levels of Information Collection for APDPIP/APRPRP

	Level			
	SPMU/ RPD	District/ DPMU	Mandal	Village/ Community
Source	CEO, Addl CEO, RPDs, SPMs, PMs	PD, APDs, DPMs, HODs of select Line Departments, Bankers, other partners (NGOs etc), appraisers, resource persons etc.	APMs, LAs, CCs, resource persons, Master book keepers, bankers, Mandal Samakya members, President and members of Mandal Parishads, Mandal functionaries of LDs	Village organization/ SHGs/Activists/ para-professionals, CIF beneficiaries, ANMs, Anganwadi workers, teachers, Sarpanches/ members of GPs etc.

Note: Functional Areas: Micro Finance, Institutional building, Capacity building, Health/ Nutrition/Disability, MicroEnterprises, Livelihoods, Monitoring and Learning, Communications, Documentation, Gender, Finance etc.

Selection of Sample Sources

23. It is neither feasible, nor desirable to conduct process monitoring in all the project villages and mandals, spread over 22 districts. Therefore, a representative sample of potential information sources had to be selected. Keeping in view the expected pace of the project and on the basis of earlier experience, it was decided by SERP that process monitoring was ideally conducted once in three months in APDPIP districts and once in four months in APRPRP districts. In each district, a multi-stage random/judgmental sampling method has been adopted for the selection of sample units. Mandals/MSs, villages/VOs, SPIAs, SHGs, CIF-SPs (including land purchase sub-projects, watershed projects, and sub-projects for persons with disabilities), DAPs, (if they are not in sample SHGs), community activists as well as project frontline staff, have been selected on a representative basis and depending on the stage of the project, in each district.

24. At the DPMU level, processes associated with all the functional units, are studied on the basis of cbse interaction with the PD, all the DPMs, resource groups as well as APMs, select LD staff, and bankers.

25. At the second level, in each district, two representative mandals are selected at random per round (3/4 months) from among the mandals in which project activities are undertaken, such that mandals from different revenue divisions/agro-economic zones are sampled in each year. In districts with a good presence of tribal population, at least one tribal mandal per round is selected. Thus, 6 mandals are selected from each district in the first year, irrespective of the size of the project in that district. In the second year, in addition to two new mandals, one of the two first year mandals are revisited in each quarter. Thus, three mandals are covered in each round in the second year. In the third year, in addition to the two new mandals, one first year and one second year mandal are revisited in each quarter. In the fourth year, no new mandal is sampled. During the fourth year, three mandals sampled in the first, second and third years, are revisited in the corresponding quarters. Revisit to the mandals facilitates the study of processes relating to the institutional deepening and sustainability as well as the changes in the livelihoods of the poor. As there is a wide variation in the number of mandals across districts, this procedure results in relative over sampling of mandals in some districts. As the objective of the process monitoring is not to propose any quantitative estimates, strict proportionate sampling of mandals, does not appear to be relevant. In the selection of the mandals, care is taken to ensure coverage of HND and disability pilot mandals in the second/third year of the APRPRP project (*Table - 3*).

Table - 3
Sample Mandals in Each District

Year	No. of Mandals*			Total
	Q1	Q2	Q3	
1.	2	2	2	6
2.	2+1	2+1	2+1	9
3.	2+1+1	2+1+1	2+1+1	12
4.	1+1+1	1+1+1	1+1+1	9

Note: * 1. Adequate representation to be given to tribal and coastal mandals
2. No two mandals shall be from the same revenue division

26. The two mandals selected in each round are subject to an intensive study but the focus is on processes relevant to the stage of the project in the district. In each Mandal selected per round, at least two GPs/villages are selected at random. In selecting the villages/habitations, care is taken to ensure that there is at least one VO, 2-4 SHGs and the presence of other project activities including CIF sub-projects, HND and DAP interventions. In case all important project activities cannot be captured in the selected Mandal/village, efforts are made to cover such activities in the neighbouring mandals/villages. In addition, at least one village is selected per Mandal to study the process of implementation of the land purchase sub-projects. The Sample design for a typical round covering multiple process themes in a region, is indicated in *Table - 4*.

Table - 4
Sample in a Mandal : APDPIP/APRPRP

<i>CBOs</i>	<i>Activists</i>	<i>Frontline Staff</i>
MS - 1	MBKs	APD/DPM - I/C of Mandal
VOs 1-2	VBKs	APM
GPs/Villages: 3-4	CA/CFs/CCs	
Land purchase SP-1	Animators/	
Pilots : 1	BKs	
SHGs in each village: 2-4	Others	LAs
SPIA: 1-2		DRPs
SPs : 2-4		Select LD staff at Mandal
Land purchase:1		Gram Secretary
Pilot:1		Select Bankers
Select beneficiaries/HHs		One BCRS/Res. School

Methods of Information Collection

27. Participatory and traditional methods appropriate to the process being tracked, have been used. These methods have been refined during the last few years. Appropriate tools including recording instruments, have been developed for each method. The tools were tested and refined before use by the monitoring teams. The efficacy of different methods has been reviewed and the methods fine tuned once in a year, in the methodology workshop. Given the innovative nature of the project, some methods and tools would evolve in the course of the project. The process monitoring experience of APDPIP suggests that apart from information gathered from the participatory methods, secondary information including the MIS reports, the records maintained by the project authority at various levels and project frontline staff, SHGs, CIGs, VOs/SPIAs and MSs, are a very useful source of *ex-post* process information. An illustrative list of methods and tools used in the process monitoring rounds is indicated in *Annex - 3*.

Process Monitoring Team

28. Building a competent professional team is a pre-requisite to the successful conduct of Process Monitoring. The team must not only be competent but optimum in size to undertake the monitoring of the processes associated with multiple interventions inter-temporally. A five to six member dedicated team with qualifications indicated in the Table-5, has been recommended for process monitoring. The experience however indicates that it is difficult to build a suitable team mix for various reasons. Further, attrition among the team members is a serious problem affecting the continuity in process monitoring in the field agencies. However, the agencies have been able to overcome the problems and conduct process monitoring. The real challenge is to build and sustain a credible multi-disciplinary team of optimum size.

Table - 5
Process Monitoring Team : Suggested Composition

S. No.	Professional Staff	No. Required	Desired Qualifications	Experience
1.	Team Leader	1	Ph.D/P.G. in Economics/ Social Work/ Rural Management/ Rural Studies/ Women's Studies/ Home Science extn.	Ph.D with 5 years or P.G. with 10 years of which at least 3 years in M&E.
2.	Deputy Team Leader	1	P.G. in Economics/ Social Work/ Rural Management/ Rural Studies/ Women's Studies/ Home Science extn.	7-8 years experience in supervising field work.
3.	Team Members	3	P.G. in Economics/ Social Work/ Rural Management/ Rural Studies/ Women's Studies/ Home Science extn.	3 years field work with hands on experience in social mobilization and community development work.

Conduct of Process Monitoring

29. Each agency sends the process monitoring teams to the districts assigned to them in a circular fashion, with prior appointment with the district. In each district, the team spends 6 to 7 days and conducts process monitoring as per the sample design. For each round, the apex agency identifies the broad areas for monitoring, besides indicating methodology that could be adopted.

30. After process monitoring in each district, the team prepares a list of process issues which require mid-course corrections or the attention of the project. The team then presents the observations to a full meeting of the DPMU for discussion and debate. At the end of the presentation, the DPMU and the PM team are expected to arrive at a list of 'agree to do' actions or an action plan. The action plan is a kind of commitment on the part of the DPMU to make certain mid-course corrections or changes in the project. The PM team reviews the implementation of the action plan on its next visit, *i.e.*, after four months.

31. The PM team would then move to the next district in the zone and follow the same process. Thus, each agency is expected to complete intensive process monitoring of five districts during each round of four months. The AO on the other hand, is required to complete the process monitoring in six districts during the same period, besides monitoring the SPMU level processes.

Methods of Analysis

32. The ultimate utility of process monitoring information would depend on the way it is analyzed, interpreted and reported. Therefore, analysis, reporting and dissemination and use of process monitoring information, are three critical steps that should follow information generation.

33. First, data relating to a particular district for a specific round, is assembled with the help of a planned checklist. The planned checklist includes both the MIS and the non-MIS data generated within the project and the primary and secondary information collected by the PM team. Information collected by different members of the team find a place in such an organization. The information is then checked to avoid duplication and overlapping coverage.

The following steps are adopted in the analysis of information:

- analysis of broad trends in each component, sub-component using PM, MIS and other secondary data;
- for each progress area, process issues are listed (theme, indicators) including the key ideas in each component, sub-component on the basis of the deviation between the intended/ desired process and the observed/actual process;
- reasons or factors responsible for the deviations (e.g. inadequate project inputs, adoption of wrong processes etc.) are then noted;
- emerging areas of concern/gaps/issues are then identified; and
- suitable measures or action that the project management could take is then suggested.

34. Interpretation of the processed data is very critical. Interpretation is the process of presenting meaning rather than just description. At this stage, presentation is carefully made, keeping in view, the validity and reliability of the data.

The following three cardinal principles of interpretation should not be lost sight of:

- first, only major process issues and concerns emerging from the analysis, should be highlighted. Trivial process issues which have very limited relevance and applicability, need to be avoided;
- second, while identifying the concerns and making recommendations, one should be as specific as possible; one must be very clear as to who could implement the suggestion (SPMU, DPMU, MCSC, APM or CC) and by what time frame; and
- third, major policy concerns which are outside the scope of the project, needs to be avoided; and issues which can be addressed by the project management alone, needs to be highlighted.

Methods of Reporting

35. The presentation of process monitoring findings will depend on the anticipated users - mandal project staff, MSs, DPMU and SPMU. Good quality information would go unused, if it is not presented in a suitable manner. Presenting information in a user friendly manner, therefore, assumes importance.

Quarterly Process Monitoring Report

36. As part of process monitoring in each district, the team is expected to collect detailed information on the progress of the project in different dimensions, including MIS based input-output information. The team is expected to make use of this information in conjunction with the qualitative information generated by it to prepare a brief quarterly report on each district. The quarterly report prepared by the external agency, provides an objective assessment of the process and progress of the project in the reporting quarter. A uniform format for reporting has been designed, based on the experience with APDPIP and in consultation with the Monitoring and Evaluation consultants of the World Bank. The suggested quarterly reporting format for each district is presented in *Annex - 4*. The reporting format makes a provision for the description of progress recorded, and processes adopted in each component, observed gaps and concerns in each of them and suggested action that could be initiated by the DPMU/SPMU. In addition, each team is expected to prepare a brief synthesis report in the nature of an executive summary, incorporating major progress and process issues emerging from the five/six districts in each quarter. These reports are submitted to the District Project Units and State Project Management. In addition to the quarterly reports, each field organization prepares an annual synthesis report, incorporating the major process issues and emerging trends in the progress of the project, in the five or six districts.

Project level Annual Synthesis Report

37. For the project as a whole, the Apex Organization prepares an annual synthesis report, incorporating the major processes observed, best practices identified, learning from the project and areas of concern. The synthesis report is a comprehensive process monitoring report on APRPRP. It is expected to capture the major process related issues and track the progress in different sectors. In addition, the annual report is expected to incorporate the major process issues assessed at the SPMU level, by the Apex Organization.

Presentations

38. Apart from submitting the reports, the process monitoring agencies are required to make presentations on key findings and observations to the SPMU and PDs conferences at the periodic intervals. The agencies are also required to share the findings at regional conferences. Further, the agencies are required to make their presentations to the World Bank Supervision Missions, at frequent intervals.

Action Taken Reports

39. On the basis of the reports submitted, the SPMU requires the DPMUs to submit action taken reports (ATR). The ATR should specify specific action proposed or taken in

respect of all the major suggestions and observations made by the process monitoring agencies. It may be noted that, some actions can be initiated only at the SPMU level. Logically, the SPMU functional units should indicate the action taken on the suggestions. An important point that needs to be emphasized here, is that the suggestions of the process monitoring agencies may not be acceptable to the DPMU/SPMU for various reasons. In such cases of divergence of opinion, the DPMU/SPMU could differ with the suggestions.

Reporting Formats

40. The process monitoring reports are presented in a user -friendly format, developed by the AO. The format provides for a description of the process, observed gaps and concerns in the process, suggested action and the level at which actions need to be initiated. An additional format has been developed for the DPMUs and the SPMU to indicate the action taken on each recommendation/observation/suggestion *Annex - 4*. The information provided in the action taken report, could then be verified and cross-checked by the team, on its next visit to the district. The reporting format that is adopted is presented in *Annex - 5*.

Use of Process Monitoring Information

41. Process monitoring is expected to provide a continuous flow of information to the management on different aspects of the project. In addition to identifying and capturing the best practices in different districts, the process monitoring is expected to identify key areas to be strengthened and mid-course corrections to be made, to promote the objectives of the project. Further, the process monitoring acts as an early warning mechanism to the management. The findings of process monitoring should not only promote cross learning, but also facilitate appropriate mid-course corrections and strategic changes in project interventions as well as the style of project management. The ultimate utility of process monitoring would however, depend on the internalization of information by the project management and key stakeholders, at different levels.

Effectiveness of Monitoring

42. Process monitoring has contributed to the effectiveness of the project implementation in multiple ways. First of all, it is the only source of comprehensive and continuous third party assessment of the project available to the management. The process monitoring reports and presentations, have contributed to the understanding of the project, its pace and direction. The monitoring reports have brought to light, several emerging issues which acted as a kind of an early warning mechanism to the management.

43. Secondly, process monitoring facilitated continuous verification of the effectiveness of several new strategies introduced by the project, from time to time.

44. Thirdly, for the frontline staff and the CBOs, the process monitoring is a source of learning and exchange of ideas. The observations emerging from the process monitoring are disseminated to the CBOs and the project staff, then and there. For example, after monitoring the functioning of SHGs, the team shares its findings with the SHG and the activists and CCs who are responsible for the SHG development. The use of participatory methods in monitoring also facilitates immediate sharing of observations.

45. Further, the process monitoring encourages mid-course corrections at multiple levels. For example, the team facilitates the CBOs to agree on certain tasks. The performance of the tasks are monitored in the subsequent visit of the team. As Community Coordinators and Assistant Project Managers are presented throughout the process monitoring, the observations automatically get disseminated. The regular presentations of the team to the DPMU, SPMU and the Supervision Missions, also encourage discussion on strategies and emerging issues and facilitate quick decision making.

46. In addition, the system of action taken reports introduced in the project ensures compliance of the major recommendations contained in the process monitoring report.

47. Finally, process monitoring in APDPIP/APRPRP, is instrumental in influencing decisions at various levels: operational as well as strategic. Some examples of issues flagged by the process monitoring and the actions taken at various levels are illustrated in the following table:

Table - 6
Issues Raised and Actions Taken: Some Illustrations

Issue	Action Taken
Inadequate DPMU program staff	DPMU staff for all the identified functional areas has been positioned subsequently.
Lack of the role clarity and functional focus of DPMU staff	As the project progressed, the DPMU staff clearly established their managerial and functional role clarity and focus, which is further sharpened with the placement of the Asst. Project Managers (APMs) with clear geographic responsibility.
Capacity building of DPMU staff, not done in a planned manner	Each DPMU developed its specific CB strategy for its staff. However, now it has been taken up at the SPMU level.
Lack of uniform methodology in the selection of CCs and SOs (APMs)	The recruitment of the CCs/APMs has become fairly systematic and uniform - desk scrutiny for the qualifications etc., written test and short-listing, 3-4 day village stay, report on the stay, group discussion, behavioral competency interviews, final interview are the steps in the process.
High work burden of CC	With the transfer of most of the Institution building and group facilitation responsibility to the local Community Activists, CC is focusing mostly on building the activists, livelihoods and sub-projects of the poor.
Training inputs not dovetailed with the emerging project needs.	Further training to the CCs, APMs and DPMs, is now clearly linked to the pace of the project. Annual schedules have been worked out. As the project progressed and the VOs emerged, their capacity building has begun, in addition to the facilitation and CB support, to the SHGs.

Issue	Action Taken
CCs found wanting in culturally sensitive strategies	CCs have since been inducted into tribal and culturally sensitive strategies intensively. Further, Street plays have been organized and cultural coordinators/activists have been hired/appointed to facilitate the early rapport building processes.
Strong welfare approach adopted for entry point activities in a few districts	Entry point activities have been defined and the ceiling of 5-10% of the CIF has been enforced. Further, social, small infrastructure and income generating activity sub-projects, are being facilitated. CIF appraisers have been trained/oriented to the values, non-negotiables and critical parameters of productivity, equity and sustainability.
Slow pace of CIF sub-projects	Initiation of village livelihood action plans, MCPs covering all poor and their multiple livelihoods has accelerated the pace of implementation of CIF sub-projects.
Lack of effective convergence with District Rural Development Agency	The project has been merged with the DRDA and the PD of DRDA also heads the project at the district level.
Lack of role clarity for staff at district and sub-district level resulting from an accelerated expansion of the project.	The project management seriously reviewed the situation and introduced a decentralized area coordinator system.
Problems of scaling up the project and the consequent lack of effective supervision of project activities	The AWFPs have been broken down into mandal level plans and implemented with the decisions taken largely at the mandal level.
PD centricity of the project	Decentralized mandal levels AWFP have been introduced.
Expansion of project activities and the consequent thin spread of resources Critical shortage of activists and bookkeepers as well as lack of supervision over activists	Project activities and inter component allocation of resources have been frozen. The distribution of resources between the DPMU and the MSs has been clearly determined. A clear policy governing the identification and training of activists and rationalization of their payment structure has been made. The VOs have been made responsible for using and paying the activists.
Very inadequate CB inputs to the CBOs	A decentralized system has been introduced under which the capacity building needs are assessed, prioritized and provided by the mandal samakyas. Suitable provisions have been made in the mandal AWFPs.
Overlapping financing of certain SHGs under CIF and bank linkage	MCP based financing of the SHGs has been introduced to avoid an overlapping coverage and duplication.

48. Process monitoring has also been instrumental in influencing group functioning at different levels (SHG, VO & MS). In addition, the feedback given to the frontline staff, which is often sought by them during the field visits, was effectively used to improve performance, change strategies, plan and implement trainings, improve/establish systems etc. A few examples of such issues and action taken are indicated in the following table:

Table - 7
Issues Raised and Actions Taken: Some Illustrations

Issue	Action Taken
Lack of convergence in the efforts of DRDA and project staff at the community level	The project has been merged with the DRDA and the functional overlap at the field level has been eliminated.
Inadequate capacity building of VOs to facilitate effective functioning as Sub-Project Implementing Agencies (SPIAs)	The mandal training calendar has been revised to include training of VOs and enhance their role as SPIAs.
Low involvement of VOs in the implementation of CIF-SPs	A system sub-committees at the VO level has been introduced. The committees are responsible for various tasks related to the process of SP implementation.
Bank loans and revolving fund being shared equally among group members	Alternative systems have been introduced to check equal distribution. More recently, MCP has been introduced to prioritize the use of funds both within the SHG and the VO.
APMs/CCs manage VOs and MSs, including the budget leaving little scope for participation of the MS-EC members.	The systems have been vastly decentralized. The MS-ECs stand empowered. They are engaged in critical decisions now. Cheques are not signed by them now without ascertaining the purpose and other details. The MS-ECs have virtually taken control of the funds, functionaries and functions.
A large number of VOs not accessing CIF	The entitlement of MSs and VOs have been determined and transfers made accordingly.
Relatively small coverage of SC and ST beneficiaries under CIF	The statutory share of SC and ST have been fixed at 50% of the total CIF amount and beneficiaries.
Savings held as idle deposits in banks by a few SHGs. No practice of internal lending.	Most of the SHGs are now facilitated to undertake internal lending. The CCs and the VOs guide the SHGs to undertake internal lending. The MCP process has further contributed to internal lending.
Systems to promote accountability of frontline staff not in place.	Review of staff (CCs, MBKs, activists etc.) and presentation of work done report have been included as non-negotiable item of the agenda for the monthly EC meeting of the MS. The EC members pay salaries only on being satisfied with the work. Instances of decisions to cut pay for unsatisfactory work of staff could be observed in some districts.

Methodological Refinements

49. The SOCHURSOD has developed innovative methodology including indicators, participatory methods and tools for tracking APDPIP/APRPRP processes. Developing appropriate methodology and tools for participatory process monitoring of the community based organizations (CBOs) has been a significant contribution made by SOCHURSOD. It has fine tuned the process monitoring methodology during the last four years which is indeed an essential aspect of effective process monitoring. New processes emerge as the project unfolds itself. Further, the project itself undergoes changes in terms of added sub-components, strategies, scale *etc.* The process monitoring team was conscious of the need to constantly change and meet the project requirements. New tools were developed to meet the growing demand. In fact, the methods listed out, were not developed at one go. They came in as the team moved ahead round after round.

50. The approach to process monitoring had also undergone change overtime. The initial focus was on looking into and reporting the deviations from the intended processes. This gradually shifted to assessing the deviations and their impact as some of them turned out to be better than the intended processes. The process monitoring later focused on consciously identifying the best practices and on facilitating the replication. Each round of process monitoring was, therefore, new and innovative. Changes had to be made in the areas of focus, methods, levels and approach.

51. Process monitoring in APDPIP/APRPRP, also had a role to play in the other three components of M&E. The development of MIS in general and the inclusion and deletion of certain indicators, were based on the observations from the process monitoring. The MIS data and the reporting systems were also subjected to the monitoring by the team, which contributed to an improvement in quality, regularity and the use of data for planning. The process monitoring at the SHG level, also included the use of self-monitoring tools by the groups. The baseline survey and the mid term assessment conducted by another external agency, drew data and case studies from the process monitoring reports in support of its findings. The methodology adopted for these studies and the variables included, were greatly influenced by the methodology of and learning from the process monitoring.

Key Messages

52. Implementing process monitoring in APDPIP/APRPRP shows, that for process monitoring to most effective, the following must be present:

53. *MIS/M&E system:* Process monitoring can help the project's M&E/MIS systems capture and communicate critical processes and outcomes. Process monitoring is not meant to be a substitute for routine project monitoring through MIS and internal systems of management monitoring and review.

54. *Logistics:* To improve coordination, communication and implementation, it is important that the process monitoring agencies are closely linked to the project's M&L unit at different levels of the project.

55. *Clear Timeframe:* It is critical for the success of the process monitoring, to identify a limited number of key processes. Observations of these processes should be recorded and communicated clearly and in a timely fashion to the project management.

Further, the purpose and procedures for process monitoring, should be clearly documented and communicated to relevant project staff and community groups.

56. *Positive Working Relationship:* The process monitoring agencies need to invest considerable time at the beginning, to develop a positive working relationship with the state and the district project units. The agencies should participate in the working group meetings, monthly planning and progress review meetings and field visits of project staff.

57. *Recognizing the Process Monitoring:* To ensure maximum effectiveness of process monitoring, project management should be aware of the purpose and importance and should be committed to it, as an integral part of the project.

58. *Balanced Approach:* The success of the process monitoring depends to a large extent on the relevance of learning to the project and the way in which the learning is presented. A balanced and constructive approach is always appreciated.

59. *Project Support:* A pre-requisite for the process monitoring is, open mindedness and willingness among the project management and staff to listen to the views of the process monitoring teams, accept constructive criticism and take action to address the genuine concerns.

Flexibility

60. Process monitoring cannot be a rigid and centralized process. It must be flexible and adaptive in response to changes in the project environment and the stakeholders' interests.

61. One should not expect process monitoring to yield immediate, dramatic results. It requires time to build confidence and win concurrence of both, the project management, staff and communities. Also, any understanding of the complex issues, requiring an in-depth knowledge, takes time. But once the process monitoring is accepted by the project and communities, it will yield valuable results which can greatly improve the project performance and the community's satisfaction with project outputs.

Annex - 1
Identification of Key Processes in APRPRP : An Illustrative List

Project Component	Key Processes
Institution and Human Capital Building	<ul style="list-style-type: none"> ▪ Recruitment and training of project team; ▪ Participatory identification of the poor; ▪ Sensitization of community; ▪ Organization of the poor and the vulnerable into SHGs and their nurturing; ▪ Leadership pattern in SHGs; ▪ Formation of federations; ▪ Capacity building of SHGs, VOs and MSs; ▪ Promotion of book keeping; and ▪ Sensitization of LDs, bankers and PRIs.
CIF sub-projects including watershed and land purchase SPs	<ul style="list-style-type: none"> ▪ Identification of community needs and priorities; ▪ Promotion of common interest groups; ▪ Promotion of bank linkage; ▪ Promotion of strategic alliances and partnership with external agencies; ▪ Development of new livelihood options/ diversification of livelihood options; ▪ Preparation, appraisal and sanction of SPs; ▪ Co-financing of SPs; ▪ Implementation of SPs; and ▪ Operation and maintenance of SPs.
Support to Elimination of Child Labour	<ul style="list-style-type: none"> ▪ Sensitization of the community against child labour; ▪ Mobilization of children into bridge courses; and ▪ Mainstreaming of child labour.
Support to persons with disabilities	<ul style="list-style-type: none"> ▪ Sensitization of the community; ▪ Identification of the disabled; ▪ Organization of the disabled; ▪ Promotion of the access of the disabled to education and other institutional support facilities; and ▪ Promotion of livelihood opportunities for the disabled.
Project management	<ul style="list-style-type: none"> ▪ Recruitment of project staff; ▪ Management of human resources; ▪ Promoting convergence with other agencies; ▪ Development and use of MIS; ▪ Promotion of internal learning forums; and ▪ Environmental monitoring and audit.

Annex - 2
An Illustrative List of Indicators : APRPRP

Intervention logic/ Key Processes	Questions raised for developing indicators	Indicators Identified
Objective Hierarchy : Goal		
E.g. Rural poverty particularly low end poverty, in all its forms reduced and the quality of life improved	<ul style="list-style-type: none"> ▪ What are the different forms of poverty? ▪ How do we observe and measure these forms? ▪ Which rural communities are targeted? ▪ How do we measure the improvement in the quality of life? 	<ul style="list-style-type: none"> ▪ Percentage of the poor and the poorest of the poor HHs/ principal occupation/ Head of the HH/Disability status ▪ Composition of HH income / source ▪ Composition of HH consumption expenditure /item ▪ Percentage of HHs experiencing distress migration ▪ Average agricultural wage rate for male and female ▪ Percentage of HHs with/without cultivable land and livestock ▪ Percentage of attended births ▪ IMR and MMR ▪ Morbidity rate ▪ Gross enrolment ratio ▪ Average years of formal schooling completed ▪ Perceived change in the quality of life
Objective Hierarchy : Impact		
E.g. Livelihood opportunities enlarged and sustained for the poor including the disabled	<ul style="list-style-type: none"> ▪ What are the relevant livelihood assets and opportunities for the poor being enlarged and sustained by the project? ▪ How do we observe and measure them? 	<ul style="list-style-type: none"> ▪ Assets of the poor created/enhanced/increased - livestock; land - productivity and access ▪ Shift in HHs employment - wage labour to self employment ▪ Increased use of fallow lands/ common property resources by the poor /poorest of the poor
Objective Hierarchy : Outcome		
E.g. Social capital in all its forms enhanced	<ul style="list-style-type: none"> ▪ What are the different types of social capital that are promoted by the project? ▪ How do we observe and measure them? ▪ What are the benefits derived by the community as a result of enhanced social capital? 	<ul style="list-style-type: none"> ▪ No. of 'A' and 'B' grade SHGs/Resource groups functioning according to norms ▪ No. of SHGs/ CIGs induced by the VOs ▪ No. of VOs and MSs functioning according to norms ▪ No. of VOs and MSs undertaking CIF-SPs, RCL, procurement /marketing/training/ social support networks ▪ No. of collective actions/decisions/ mediations taken up by the CBOs/ type

<i>Intervention logic/ Key Processes</i>	<i>Questions raised for developing indicators</i>	<i>Indicators Identified</i>
		<ul style="list-style-type: none"> ▪ Number and diversity of leadership fostered by the groups - GLs, CAs, CFs, Book-keepers, Paraprofessionals, CIGLs, VOLs, CHWs, Women Service Providers, Case Managers, Insurance Activists, Disability Social Workers etc. ▪ No. of SHGs/VOs/MSs linked to banks/financial institutions/insurance companies ▪ Benefits / services accessed from the PRIs/ LDs/type/extent ▪ Rights and entitlements redeemed by collective actions/type ▪ Perceived sense of security, confidence and solidarity among the communities
Objective Hierarchy : Outputs		
Poor and POP mobilized and organized into new SHGs	<ul style="list-style-type: none"> ▪ Who were the poor identified? ▪ How many of them were mobilized into SHGs? ▪ What is their socio-economic background? 	<ul style="list-style-type: none"> ▪ No. of new SHGs formed/membership/HHs
Objective Hierarchy : Activities/Processes		
Identification of poor and poorest of the poor	<ul style="list-style-type: none"> ▪ What methods were adopted for identifying the Poor and POP? 	<ul style="list-style-type: none"> ▪ Methods adopted to identify the poor and the poorest of the poor
Facilitating the formation of new SHGs	<ul style="list-style-type: none"> ▪ What steps were initiated to understand the pre-project situation? ▪ What methods were employed to facilitate new groups? 	<ul style="list-style-type: none"> ▪ Methods adopted for understand pre-project SHG situation ▪ Methods adopted for formation of new SHGs
Capacity building of SHGs	<ul style="list-style-type: none"> ▪ What methods were adopted to assess the training needs of the SHGs? ▪ What methods were adopted to build the capacities of the SHGs? 	<ul style="list-style-type: none"> ▪ Steps taken to assess the training needs ▪ Methods adopted to build the capacities of SHGs
Objective Hierarchy : Inputs		
Human Resources engaged	<ul style="list-style-type: none"> ▪ Which methods were adopted to identify the human resource needs? ▪ How are they identified and appointed? ▪ What is the profile of the persons employed? 	<ul style="list-style-type: none"> ▪ Number of personnel engaged at the SPMU/DPMU/MCSC-type/sex/caste ▪ No. of consultants engaged/ level/ type/ specialization ▪ No. of persons engaged in bridge/ residential schools/ type/sex/caste

Annex - 3
APDPIP/APRPRP Process Monitoring: Illustrative Methods and Tools

Level			
SPMU	District/DPMU	Mandal/ MS	VO/SHG/CIG
<ul style="list-style-type: none"> • Semi structured interviews (SSIs) • FGDs with functional units <p>Perusal of :</p> <ul style="list-style-type: none"> - progress reports; - process documents; - case studies; - training registers; - minutes of review meetings and conferences; - special studies and reports; and - inter-office communications 	<ul style="list-style-type: none"> • SSIs • FGDs with functional staff <p>Perusal of :</p> <ul style="list-style-type: none"> - progress reports; - process documents; - case studies; - training registers; - minutes of review meetings; - conferences, special studies and reports - correspondence; SP proposals, appraisal reports; and - sanctions, reports sent to SPMU. 	<ul style="list-style-type: none"> • FGDs with MS aided by checklist • Observation of MS meetings • PM tool for MS functionaries • Individual interviews • Other participatory methods • Perusal of records maintained by MS, APM and CC • Stakeholder analysis (LDs, PRIs, RPRP Staff and CBOs) • Light quantitative tools 	<ul style="list-style-type: none"> • FGDs with SHG/CIG/VO • SSIs with KIs • Participant observation of SHG meetings • PM tools developed for DPIP (VOs/SHGs): <ul style="list-style-type: none"> - wellbeing analysis; - dream mapping; - selection criterion matrix; - evolve criteria; - time line with relevance; - process matrix; - decision making matrix; - matrix with scoring; and - Venn diagram. • SHG assessment formats • Spider analysis to assess institutional maturity • Interviews with beneficiaries of SPs. • Light household questionnaires • SHG and VO rating tools • Case studies • Perusal of secondary information • SHG registers, books of accounts, base line profile etc.

Annex - 4

A Suggested Reporting Format for Process Monitoring : APDPIP/APRPRP

Name of the District :
PM Round :

Period of Coverage :
Period/Dates of PM :

S. No.	Process	Description of the Process	Gaps/ Concerns Identified	Suggested Action	Level of Action/ Person Responsible		
					SPMU	DPMU	MCSC
A.	Component: Institution and Human Capital Building						
A.1	Sub Component: Promotion and strengthening of self managed institutions of the poor						
A.1.1	Formation of think tanks						
A.1.2	<i>Facilitation of core teams</i>						
A.1.3	<i>Formation of mandal forum</i>						
A.1.4	<i>Promotion of resource teams</i>						
A.1.5	<i>Promotion of Velugu training centres</i>						
A.1.6	<i>Promotion and strengthening of CBOs</i>						
A.1.7	<i>Convergence with LDs and NGOs</i>						
A.2	Capacity building of CBOs						
A.2.1	.						
A.2.n	.						
B	Community Investment Fund						
B.1	.						
B.n	.						
C	Support to Pilot Programmes						
N							

Note: Each report should include: i) Supporting documents; ii) Analysis of MIS data; iii) Summary of strengths /positive elements worth replicating/useful for cross learning including case studies and best practices; iv) Summary of actions to be taken at different levels; v) Review of actions taken on earlier recommendations; vi) Special features and problems of the district etc.

Annex - 5
A Suggested Reporting Format for Action Taken Report : APDPI/APRPRP

Name of the District :

Period of Coverage :

PM Round:

S. No.	Process	Gaps/ Concerns Identified	Agreed to do actions	Action Taken			Comments
				SPMU	DPMU	MCSC	
A.	Component: Institution and Human Capital Building						
A.1	Sub Component: Promotion and strengthening of self managed institutions of the poor						
A.1.1	Formation of think tanks						
A.1.2	<i>Facilitation of core teams</i>						
A.1.3	<i>Formation of mandal forum</i>						
A.1.4	<i>Promotion of resource teams</i>						
A.1.5	<i>Promotion of Velugu training centres</i>						
A.1.6	<i>Promotion and strengthening of CBOs</i>						
A.1.7	<i>Convergence with LDs and NGOs</i>						
A.2	Capacity building of CBOs						
A.2.1	.						
A.2.n	.						
B	Community Investment Fund						
B.1	.						
B.n	.						
C	Support to Pilot Programmes						
.							
.							
n							

Note: * Reasons for not taking action agreed upon or taking a different action, etc include the constraints and limitations faced.