

India

Livelihoods and Access to Markets Project Supervision Report

Mission Dates: 21 July to 13 August 2020

Document Date: 06/10/2020

Project No. 1100001715

Report No. 5502-IN

Asia and the Pacific Division
Programme Management Department

Abbreviations and Acronyms

AOS	Annual Outcome Survey
AMD	Acid mine drainage
APD	Additional Project Director
APD	
AWPB	Annual Work plan and Budget
BIRD	Bankers Institute of Rural Development
BRDC	Bio-resources Development Centre
CIP	International Potato Centre
CHC	Custom Hire Centre
CMC	Collective Marketing Centre
CSISAC	Central Sector Integrated Scheme on Agricultural Cooperation
DEA	Department of Economic Affairs (MoF, GoI)
DoH	Directorate of Horticulture
DPM	District Project Manager
DPMU	District Project Management Unit
EPF	Employee Provident Fund
ERP	Enterprise Resource Person
FSD	Financial Services Division
FY	Financial year
GAAP	Generally Accepted Accounting Principles
GIS	Geographic Information System
GoI	Government of India
GoM	Government of Meghalaya
GF	Group Facilitator
HH	Household
HR	Human Resources
HYC	High Yielding Variety
IBDLP	Integrated Basin Development and Livelihoods Programme
ICAR	Indian Council of Agriculture Research
IDH	The Sustainable Trade Initiative
INRM	Integrated Natural Resource Management
INRMP	Integrated Natural Resource Management Plan
ISC&ED	Inclusive Supply Chain and Enterprise Development
ISM	Implementation Support Mission
IVCS	Integrated Village Cooperative Societies
KM	Knowledge Management
KMU	Knowledge Management Unit
KVK	Krishi Vigyan Kendra (Agriculture (technology) Knowledge Centre)
LIFCOM	Livelihood Investment and Finance Company
MAP	Medicinal and Aromatic Plants

MBDA	Meghalaya Basin Development Authority
MBMA	Meghalaya Basin Management Agency
MC	Management Committee
MCAB	Meghalaya Cooperative Apex Bank
MCCC	Meghalaya Climate Change Centre
M&E	Monitoring and Evaluation
Megha LAMP	Meghalaya Livelihoods and Access to Markets Project
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MIE	Meghalaya Institute of Entrepreneurship
MINRM	Meghalaya Institute of Natural Resource Management
MIS	Management Information System
MoU	Memorandum of Understanding
MSP	Multi Stakeholder Platform
MTR	Mid Term Review
MWWDB	Meghalaya Wasteland and watershed Development Board
NABARD	National Bank for Agriculture and Rural Development
NCDC	National Cooperative Development Corporation
NICRA	National Initiative on Climate Resilient Agriculture
NOC	No objection certificate
NRM	Natural Resource Management
NSC	National Seed Corporation
OCAG	Office of the Comptroller and Auditor General of India
ORMS	Operational Results Management System
PD	Project Director
PDS	Public Distribution System
PFS	Project Financial Statements
PG	Producer Group
PGDF	Produce Group Development Facilitator
PIM	Project Implementation Manual
PP	Procurement Plan
PRA	Participatory Rural Appraisal
PRIME	Promotion and Incubation of Market Driven Enterprises
RF	Rural Finance
RFQ	Request for quotation
SAFAE	Samunnati Agricultural Finance and Advisory Enablers
SALT	Sloping Agricultural Land Technology
SCSTE	State Council for Science and Technology and Environment
SDR	Special Drawing Rights
SECAP	Social, Environmental and Climate Assessment Procedures
SM	Supervision Mission
SP	Service Provider

SPMU	State Project Management Unit
SRES	State Rural Employment Society
SSI	Sustainable Spice Initiative
SWC	Soil and Water Conservation
TDS	Tax deducted at source
ToR	Terms of Reference
USD	United States Dollars
VDF	Village Development Fund
VEC	Village Employment Council
VGF	Viability Gap Fund
VLf	Village level Facilitators
VOF	Village Operating Funds
VRM	Village Resource Maps
VTF	Village Training Fund
WA	Withdrawal application

A. Project Overview

Region:	Asia and the Pacific Division	Project at Risk Status:	Not at risk
Country:	India	Environmental and Social Category:	B
Project Name:	Livelihoods and Access to Markets Project	Climate Risk Classification:	not available yet
Project ID:	1100001715	Executing Institution:	Meghalaya Basin Development Authority
Project Type:	Rural Development	Implementing Institutions:	not available yet
CPM:	Rasha Omar		
Project Director:	not available yet		
Project Area:	not available yet		

Approval Date:	08/04/2014	Last audit receipt:	24/09/2020
Signing Date:	19/11/2014	Date of Last SIS Mission:	13/08/2020
Entry into Force Date:	09/12/2014	Number of SIS Missions:	14
Available for Disbursement Date:	22/05/2015	Number of extensions:	0
First Disbursement Date:	27/05/2015	Effectiveness lag:	8 months
MTR Date:	25/06/2018		
Original Completion Date:	31/12/2022		
Current Completion Date:	31/12/2022		
Financial Closure:	not available yet		

Project total financing

IFAD Financing breakdown	IFAD	\$50,062,624
Domestic Financing breakdown	Domestic Financing Institutions	\$29,319,395
	Beneficiaries	\$12,682,458
	National Government	\$49,664,797
	Other Domestic	\$28,175,482
Co-financing breakdown,		
Project total financing:		\$169,904,756

Current Mission

Mission Dates:	21 July to 13 August 2020
Days in the field:	Nil. It was a remote supervision mission
Mission composition:	N.Srinivasan – Rural Finance, Shreekantha Shetty – Supply Chains and Markets, Crispino Lobo – Natural Resource Management, Pradeep Shrestha – Financial Management, Virender Garg – Procurement, Meera Mishra –Country Coordinator, IFAD – KM, Gender, convergence. In addition, Rasha Omar CPM IFAD, India, Elizabeth Ssendiwalu, Senior Regional Technical Specialist, Institutions, IFAD, Sashwati Mishra, Gender and Social Inclusion Analyst, IFAD, and Kisa Mfalila, Regional Climate and Environment Specialist, IFAD, also participated in the mission.
Field sites visited:	Assessment undertaken through virtual meetings to review finance, procurement and technical aspects.

B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective		4.0	Assessment of the Overall Implementation Performance		4.0

Effectiveness and Developmental Focus	4	Project Management	4
Effectiveness	4	Quality of Project Management	4
Targeting and Outreach	4	Knowledge Management	5
Gender equality & women's participation	4	Value for Money	4
Agricultural Productivity	4	Coherence between AWPB and Implementation	4
Nutrition	N/A	Performance of M&E System	4
Adaptation to Climate Change	4	Social, Environment, and Climate Standards requirements	4

Sustainability and Scaling-up	4	Financial Management and Execution	4
Institutions and Policy Engagement	4	Acceptable Disbursement Rate	3
Partnership-building	4	Quality of Financial Management	4
Human and Social Capital and Empowerment	4	Quality and Timeliness of Audit	4
Quality of Project Target Group Engagement and Feedback		Counterparts Funds	4
Responsiveness of Service Providers	4	Compliance with Loan Covenants	4
Environment and Natural Resource Management	4	Procurement	4
Exit Strategy	4		
Potential for Scaling-up	4		

Relevance	5
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C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

This is the sixth Supervision Mission (SM) for Megha LAMP which follows on from an implementation support mission (ISM) in February 2020. On account of COVID-19 disruptions, IFAD conducted this SM using remote review and support process which included video conferencing with project personnel, other stakeholders and some beneficiary organizations and individuals. The main objective of this mission included: (i) review the physical and financial progress of the project; (ii) review the status of implementation of the 2019 SM and 2020 ISM recommendations and assess the project's likelihood of achieving the Development Objective; (iii) review progress made so far, against the AWPB and procurement plan, as well as action taken on the 2019 SM recommendations; (iv) review project targeting effectiveness, gender equality and social inclusion; (v) review impact of COVID-19 on project implementation; (vi) review project compliance with covenants of the financing and project agreements and with the Letter to the Borrower; and (vii) make recommendations to improve project performance and help the project resolve any bottlenecks and develop a roadmap for enhancing performance of the project.

The virtual meetings were spread from 21 - 31 July 2020. Discussions were held with project personnel, beneficiary institutions and individuals through video and audio conferencing tools. Apart from virtual meetings with the project personnel for an overall review, the mission had in-depth discussions with the component teams in SPMU and DPMUs and secretaries and managing committee members of Integrated Village Cooperative Societies (IVCSs), Integrated Natural Resource Management (INRM) committees, Producer Groups (PGs) and Service Providers (SPs). Discussions were also held with potential partners as well as government authorities such as Meghalaya Cooperative Apex Bank (MCAB), Samunnati Agriculture Finance and Advisory Enablers (SAFAE) and Mr G.H.P Raju, Principal Secretary, Cooperation Department, GoM. After a debriefing meeting with Dr Vijay Kumar Damera, IAS, Project Director (PD) and Mr Shantanu Sharma, IAS, Additional Project Director (APD) and Megha Lamp team, final wrap up meeting was held with Mr M.S. Rao, Chief Secretary, GoM and Chair of the Project Steering Committee on 3 August 2020. DEA provided its concurrence with the recommendations of the mission on 13 August 2020.

Key Mission Agreements and Conclusions

The project had made good progress during 2019-20, actively implementing ground level activities at a fast pace. The project has quintupled the expenditure during 2019-20 compared to 2018-19 and this has been the best year in terms of implementation and achievement of AWPB targets. The project has completed INRM plans for 98 percent of target villages, established all 300 IVCSs and mobilized 300 PGs. These interventions provide the base for launch of other project interventions including deepening and expansion of value chain activities. The spread of COVID-19 has severely affected the pace of implementation during 2020-21, which might affect project performance as seen from the results of first quarter. In the first three months of the current financial year, only 5 percent of AWPB outlay has been achieved as against the 30 percent achievement during the corresponding period last year, reflecting the impact of the pandemic.

The project will have to fast track implementation of INRM plans with more involvement from the Soil and Water Conservation Department with requisite emphasis on building capacities of local communities as well as project staff. In case of the IVCSs, focus should be on making the 300 IVCSs carry out financial business as well as other businesses for which there is potential with business planning support, and training on member mobilization, business operations and accounting. ISC&ED component has created necessary momentum in forming PGs and identification of SPs for value chain activities and is providing them with support for production expansion and aggregation.

The major agreements reached include: (i) fast tracking of project implementation immediately after lifting of COVID-19 linked travel restrictions; (ii) ensuring increased convergence with other government schemes particularly MGNREGS; (iii) focus on capacity building of beneficiaries and service providers; (iv) involving MCAB to provide required banking linkages to IVCSs promoted under the project; (v) ensuring participation of MCAB in affiliating the IVCSs and providing bulk loan support; (vi) finalizing and issuing revisions to the guidelines for inclusive supply chains funds; (vii) designing suitable modalities of integrating relevant activities of the Piggery Mission of GoM in the ISC&ED and Rural Finance (RF) components; (viii) finding simple but effective ways of providing enterprise support to the nano and micro-enterprises worst hit by the pandemic.

D. Overview and Project Progress

Integrated Natural Resources Management

This component is rated satisfactory (score=5). The project prepared 1,325 INRM plans (98% target) and 1,300 VRMs (96% target). Geo-tagging of works were undertaken in 1,135 villages (84%) and all villages will be covered by March 2021. Funds amounting to Rs. 604.7 million have been released to VECs as on June 2020, which is a significant improvement over previous years. Of concern, however, is that release of VDF is awaited by many villages; 93 villages for tranche 1, 688 villages for tranche 2 funding and 1,232 villages for tranche 3 funds. Some of the sanctioned funds are yet to be passed on by DPMUs to villages concerned.

Implementation of works is being undertaken in 916 villages (68%). The completed works include 1,619 works under "Water Security"; 219 ha under "Land Resource Development"; 79 ha under "Conservation /Protection"; 15.30 ha under Catchment treatment/conservation; 4 works under "Integrated Farming and Agricultural Production" and 4 solar street lights under "Renewable Energy". Against utilised VDF amount of Rs. 205.8 million for NRM works, an amount of Rs. 277.5 million was obtained through convergence (1.35 times against the required 1.3 times) and community contribution of Rs. 16 million (8 percent against the required 15 percent). However, in the case of convergence, except for 4 blocks (22 percent) in 3 districts (East, North and South Garo Hill districts), all the other 14 blocks are in deficit, some seriously so. The project needs to pay attention to these aspects and ensure shortfall in convergence funds is made up.

The project has implemented catchment protection in 559 villages (42% targeted villages) involving 796 Watershed Volunteers (59% target) and in regard to training in book keeping, 921 villages (68% target villages) were covered involving 1,757 persons (1,451 males/ 306 females) being 60% target. The VECs tend to avoid works that require materials on account of difficulties in getting the materials as well as delay in payment for materials under MGNREGS. This often results in priority works from INRMPs being neglected and only those with pure labour content being taken up. The GoM should urgently address this issue.

In case of well-functioning VECs, the project has requested to: (i) combine and release Tranches 2 and 3 together and (ii) lengthen the period to meet convergence and contribution requirements to more than 2 years. This is acceptable subject to preparation of guidelines. The project has indicated that villages having small populations have difficulties in fulfilling the convergence and contribution requirements and have requested that the quantum be reduced in these cases so that high priority works requiring larger investments can be taken up.

The project has proposed to increase the VDF fund to include a 4th Tranche for well performing VECs to take up higher order investment. The project should develop and submit a proposal to IFAD in this regard. The project has expressed a strong need to hire additional manpower due to the volume of work, limited time of 2 years to complete project works and entering into new areas such as Agri/Horti/Forestry/Water resource management /Agri Engg/SWC/seed production. In recognition of this need, the mission has advised the project may prepare and submit a proposal to IFAD/GoM for approval.

The project has requested that the VTF be re-purposed and transferred to the VDF. Of Rs. 75.36 million released by way of VTF, only 44 villages have availed of the same to the extent Rs. 0.60 million. However, those who have used the VTF have organised very relevant and useful training/ learning events. The project may allow such re-purposing after ensuring that actual requirements for training for each village are provided for and only the excess is transferred to the VDF.

The project intends to establish 72 CHCs and initial plans for 54 CHCs have been made. Of these, MoUs have been signed and purchase orders for farm tools and machinery have been placed for 18 CHCs. These CHCs have undergone awareness and orientation programs and the remaining 36 will be covered during this year. An Exposure Program was organized for selected farmers and field demonstrations on use of farm machinery/ tools, in which women farmers also participated. Considerable progress has been made in regard to establishing CHCs and the targets are likely to be met. A fair number of women operators and managers should be selected, trained and suitably placed in the CHCs.

Rural Finance

This component is rated moderately satisfactory (score=4). The project has completed establishment of 300 IVCS as per project target by end of December 2019. An average of 60 shareholders per IVCS totalling to 18,268 members in all (majority women members – 9,276) were enrolled by end June 2020. A total of 241 IVCS had commenced savings and 93 had started lending. 54 IVCSs had received entire corpus fund and 50 had received first instalment; 196 IVCSs are yet to receive the corpus fund. Office Equipment support has been provided to 267 IVCSs and honorarium support to 264 IVCSs. During the lockdown arising from COVID pandemic, several IVCSs had worked with the government authorities in providing essential rations to the villages both within their command area and outside. Some of the IVCSs opened PDS shops, fair price shops and grocery stores. The activities undertaken by IVCSs included animal feed (pig, poultry and dairy) marketing, setting up processing facilities, aggregation and marketing of agriculture produce. Garo Hills region which was slow to take off in formation phase of IVCSs showed much faster growth during the lockdown period April to June 2020. RF did not focus on establishing credit linkages to the IVCSs with a meagre sum of Rs 1.4 million having been facilitated during the year. This was on account of inadequacy of staff in the districts.

Membership in IVCSs increased by 31 percent during the three months period April-June 2020, when the pandemic was at its peak. During the same period, savings in IVCSs increased by 46 percent. While the growth rates are on small base values, the potential for achievement of targets revealed by the rapid growth should be recognized. Concerted action is required to: (i) raise the member base further to 250 per IVCS on an average by March 2021; (ii) ensure all the IVCSs offer savings and credit products; and (iii) build capacity of those IVCSs formed in December 2019 using digital training modalities. Business plans prepared by the first stage IVCSs after training should be re-examined and reset in consultation with the IVCS management committees (MCs). For other IVCSs, business planning training should be carried out and their business plans prepared. A guide note for each type of business that many IVCSs seek to undertake should also be prepared and provided to those IVCSs that undertake the activity which include nursery, dealing in inputs and animal feed, grocery stores and fair price shops, aggregation and marketing of member produce.

Membership drive and business expansion require continuing services from the Secretaries and support from MC members. The Viability Gap Fund (VGF) scheme devised by the project to pay salary to the Secretaries and honorarium to MC members has been utilized by 41 IVCS so far. With heavy workload envisaged in the next two years, the VGF needs refinement with a small increase in the salary of Secretaries and MC members (with the annual outgo from the project rising from Rs 25,000 to Rs 40,000 per IVCS/year). Instead of making one payment at the end of the year, the payment can be made in two half-yearly instalments: (i) first instalment of 50 percent of estimated VGF for 2019-20 immediately; and (ii) balance 50 percent on finalization of accounts for IVCS that had completed one year by March 2020. The half yearly payment for 2020-21 can be paid within 45 days from the end of the first half year based on estimated viability gap. Technical notes in Appendix 4 provide some guidance on the process.

The current target for member enrolment is 300 per IVCS by end March 2021. Given the existing conditions and slow progress during the first four months of the year, the target needs a reset to 250 members. Some of the IVCSs do not have adequate number of households in their village to have a viable member base and these IVCSs need to expand to adjacent villages. This apart, expansion to adjacent villages is required to accommodate request for opening accounts for PGs promoted by the project. This requires amendments to IVCS byelaws and approval by the Registrar of Cooperative Societies. The IVCSs are at varying levels of maturity and many IVCSs still need strengthening. Of the 123 IVCSs that have been operational for over one year, 12 are ranked 'A' (very good) while 33 are ranked 'D' (performing poorly). The key parameters for assessing IVCSs will have to be expanded to include (among others), management related indicators and involvement in other key activities beyond current indicators namely: membership, savings and lending.

The Financial Literacy programmes are in different stages of progress and these need to be completed early. These programmes should involve the Secretaries and MC members, especially during the last two days with a facility for enrolling members, by making available necessary forms and support for completing the applications. Annual accounts of IVCS completing a year or more by March 2020 should be drawn up and audited. The project should revive the arrangement with identified Chartered Accountants for the purpose and get the accounts and audit completed on a priority basis. Eventually the Registrar of Cooperative societies should take the responsibility for audit of these societies in the state. The Principal Secretary, Cooperation has agreed to get about 50 officers of the Cooperatives department trained in audit and supervision of IVCSs to establish a core team within the department. The linkage with MCAB, which is critical for future sustainability of IVCS, has not materialized. The discussions with MCAB during the mission resulted in a visit being arranged for MCAB staff to select IVCS so that they can form a view on how to approach the linkage. Principal Secretary, Cooperation assured that he will take up the issue with MCAB.

Inclusive Supply Chains and Enterprise Development

This component is rated moderately satisfactory (score=4). The project has made substantial progress during the year 2019-20. The project has conducted 27 hub level and 55 cluster level multi-stakeholder platforms (MSPs). The outreach of ISC&ED component has been low (2,827 households) with only 66 PGs and 120 SPs receiving project support out of 300 PGs and 507 SPs mobilized. However, the project has streamlined PGs/SPs mobilization process by engaging 360 Group facilitators (GFs). The project established achievable targets for each GF so as to reach project outreach target of 50,000 persons but the COVID-19 pandemic has halted the process of PG and SP mobilization and also delivery of project support to them. Several implementation level issues have cropped up while providing support to PGs and SPs which requires revisions PG and SP guidelines. Draft guidelines prepared in consultation with ISC&ED is provided in Appendix 4. In addition, there is also need to build capacity of the GFs at the village level and the ERPs and PGDFs at the Block level in a structured manner to create a sustainable system for supply chain management at the local levels.

IDH/SSI had submitted a proposal for supporting Megha LAMP for further developing the spice value chain. The staff costs indicated in the proposal are international rates and it will be difficult for GoM to engage staff at such high cost. However, IDH/SSI has indicated its interest to enter into a revised agreement with MBMA. The contours of this agreement will include: (i) IDH to fully cover its staff salary costs; (ii) MBMA to provide travel costs, board and lodge and arrange internal travel to the staff of IDH travelling to Meghalaya on project work based on an agreed work plan between IDH and GoM; (iii) MBMA to engage a fulltime focal person at the state level as per IDH plan of action with the latter's participation in recruitment; and (iv) MBMA to integrate all field level activities into the project's AWPB.

International Potato Centre (CIP) has submitted a proposal which focuses on three aspects: (i) identify varieties suitable for Meghalaya; (ii) identify suitable clusters for seed production in different seasons; and (iii) establish low cost seed production systems by introducing low cost technologies. The total budget of the proposal is Rs 60.00 million spread over 2 years. The proposal addresses the concerns related to access to new technology and will contribute to Meghalaya emerging as a potato seed production hub in the North East over a period of time. However, finalization of this proposal requires discussions between CIP, MBMA and DoH / BRDC on the management of proposed Tissue culture lab and disease diagnostic labs. The project had conducted several rounds of discussions with various market players for promoting linkages between producers and market players. The issue of steep farm gate price reduction and also inability to evacuate produce from farm gate due to disruptions caused by COVID-19 pandemic need to be addressed. The project will have to start test marketing in collaboration with SAFAE and other market players. This activity can be taken up on a priority basis to address the current crisis.

Meghalaya Economic Survey was conducted to assess the impact of COVID on nano and micro-entrepreneurs and has surveyed 39,912 entrepreneurs. The results of this survey indicates about 14,500 enterprises are vulnerable and highly

vulnerable. The project had made an allocation for supporting 3,000 off-farm enterprises under the RF component in AWPB FY 2020-21. This allocation may be used for supporting the enterprises impacted by COVID. It was agreed that the project will: (i) work within the allocations made under this year's AWPB for supporting 3,000 entrepreneurs; (ii) support the entrepreneurs in all the project districts without restricting coverage to only project villages; and (iii) prepare a guideline for supporting these entrepreneurs and send it to IFAD for review.

The National Cooperative Development Corporation (NCDC) has approved a financial assistance of Rs 2,094.75 million comprising Rs 1,556.40 as loan and Rs 538.35 million as CSISAC subsidy. This requires development of guidelines covering: (i) credit services for financing both pig breeding and pig fattening with institutional structures for credit delivery and recovery and lending policies and procedures; (ii) support services through use of CSISAC subsidy and Megha-LAMP funding. It was agreed that GoM will prepare detailed guidelines covering these aspects and send to IFAD for review.

The project had entrusted the task of constructing 211.37 km plastic cell roads to SRES and in total, 205.07 km of roads have been completed. Three tasks remain incomplete: (i) construction of 6.3 Km of roads; (ii) verification of 12.5 Km of roads that have been constructed; and (iii) rectification of defects on 18.5 km of road. The project had released first instalment of market development support to all 8 identified markets and all except 3 have submitted utilization certificate. The five markets that have submitted utilization certificate have received the second instalment of support. The project intends to combine the activities related to agriculture input supply units, aggregation units and the Collective Marketing Centres (CMCs) into a comprehensive intervention under Window 3 of ISC&ED support. A draft guideline for this has been prepared and agreed with the project.

GoM has formulated Promotion and Incubation of Market Driven Enterprises (PRIME) initiative across the state. GoM is expecting support from GoI to expand this initiative. The Prime Hubs are currently at the conceptualization stage. It is necessary to start working on these concepts on a pilot basis by preparing detailed feasibility studies, designs and cost estimates for construction of prime hubs.

Agreed Action	Responsibility	Agreed Date
Fast track PG mobilization PG, SP and SPG mobilization need to be fast tracked as outreach continues to be low by making changes to the mobilization guidelines.	ISC&ED	07/2020
Supply Chain Development – COVID response Undertake test marketing of Ginger and Pineapple in collaboration with SAFAE and other such market players. Project to cover cost of weighing machine, packing material and transportation and any loss incurred during test marketing for the first two linkages per IVCS and not exceeding 20 truckloads during this financial year.	ISC&ED	07/2020
Revise AWPB for 2020-2021 Given changed circumstances in the light of the COVID pandemic as well as implementation of the State Water Resources Policy, the project needs to revisit the plan.	SPMU/DPMU	08/2020
Training/ Capacity Building Project to revise training plans and conduct them well before close of the year so that 2020-2021 targets are met	SPMU/DPMU	08/2020
Utilisation of Material component of MGNREGA GoM to urgently take up the matter of timely release of material costs under MGNREGS to ensure effective convergence.	SPMU	08/2020
IVCS area expansion Plan for expansion of area of operation of IVCS and initiate a process for amendments to IVCS byelaw and subsequent approval by registrar.	RF	08/2020

Interdepartmental coordination Coordinate with ISCED and INRM for establishing simple procedures, formats and guidelines to facilitate smooth opening of accounts and provision of IVCS services for beneficiaries in these components.	RF/ISCED/INRM	08/2020
IDH engagement Prepare a draft MoU with IDH for non-financial engagement and send for review by IDH and IFAD.	ISC&ED and Procurement Specialist	08/2020
Marketing infrastructure Revise guidelines for CMC and Farmer Market Establishment and also revise guidelines for Window 3 to allow 75 percent support for infrastructure development with a maximum ceiling of Rs. 40 lakhs for market infrastructure development/ for Processing and Value addition units and also include a returnable grant for working capital to committees of IVCSs and CBOs as an eligible item of funding for supporting Collective Marketing Centres (CMCs) and Farmers' Markets.	ISC&ED	08/2020
Convergence and Contribution Project to work out a plan to ensure that required convergence and expected community contribution is obtained from villages accompanied by appropriate accounting and reporting.	SPMU/DPMU	09/2020
Reduction in convergence/contribution amount for low population villages with special needs: Project to submit a proposal to IFAD for approval indicating criteria and guidelines.	SPMU/DPMU	09/2020
Combining of VDF Tranches 2+3 and extension of period for "convergence and community contribution" Project to develop criteria and guidelines including nature of assurance and "targeting" and seek IFAD's approval.	SPMU/DPMU	09/2020
Personnel Hiring Project to prepare a Note and submit to IFAD and GoM	SPMU	09/2020
Re-purposing the VTF Project to allow shifting of funds from VTF to VDF, based on criteria approved by PD, after ensuring that adequate funds are available to villages that need training funds.	PD/SPMU/DPMU	09/2020
Savings mobilization Start savings in all IVCS, enable more members to start saving with IVCS and mobilise higher average savings in the accounts. Any necessary handholding and training should be arranged.	RF	09/2020

VGF guideline revision Revise the VGF guidelines for payment in two half-yearly instalments so that IVCS become ready to pass on salaries and honorarium on time as per guidance in Appendix 4.	RF	09/2020
Rating tool revision Refine the IVCS rating and ranking tool to include (among others), management related indicators and involvement in other key activities in addition to current indicators. Develop a time-bound plan for strengthening IVCS that are assessed to be weak.	RF	09/2020
Computerization Take steps for computerising accounting in IVCS; prepare a plan and send it to IFAD for review. Explore possibility of getting support from NABARD.	SPMU/RF	09/2020
Linkage with MCAB With the support of Principal Secretary, Cooperation develop a plan with MCAB for affiliation of IVCS with the apex bank.	SPMU/RF	09/2020
PG and SP proposal appraisal ISC&ED has a large backlog of proposals for appraisal and clearance. The project may engage short term consultants to expedite review of proposals and making changes to the proposals.	ISC&ED	09/2020
Enterprise Support – COVID Response Provide support to highly vulnerable and vulnerable unregistered and sole proprietorship businesses (not exceeding 3,000 enterprises as per AWPB of 2020-21). Prepare detailed guidelines for implementing this activity and send it to IFAD for review.	ISC&ED	09/2020
PRIME Hubs Start undertaking detailed set of activities for implementing the concept of PRIME hubs and revise guidelines for Window 4 to include PRIME hubs as one of the eligible activities.	ISC&ED	09/2020
Promotion of SALT/ across-the-slope cultivation and bench terracing Project to ramp up implementation of these activities to achieve project targets.	SPMU/DPMU	10/2020
CIP Proposal Review the proposal and place before the management of MBMA and invite CIP representative for finalization.	ISC&ED	11/2020
Salary payment Payment of full salaries and honorarium to Secretary and MC members of I phase IVCS for period ending March 2020 to be completed, after finalising the accounts of these IVCS as per guidance in Appendix 4.	RF	12/2020

Audit of accounts Expedite the arrangements for completion of annual accounts and audit of those IVCS that completed one year or more as on 31 March 2020. For other IVCS that have completed at least one month by March 2020 unaudited financial statements should be finalised.	RF	12/2020
Audit Training Based on discussion with Principal Secretary Cooperation, work out training arrangements for cooperation department auditors (about 50 to 60) in audit of IVCS. The necessary training resources can be hired from credible institutions.	RF	12/2020
Market access and Road Construction Undertake feasibility study with cost estimates for cost effectively repairing full stretch of village roads (about 100 Kms) connecting production clusters. Submit the feasibility reports with a plan of action for starting works to IFAD for no-objection.	ISC&ED	12/2020
Credit business Start credit business in all IVCS, Provide training and also the guidance on providing loans to members to those IVCS that are not yet trained.	RF	01/2021
Multi-stakeholder platform Conduct district/regional level commodity specific MSPs with participation of market players from outside the state and also prepare modalities for sustainable MSPs to operate beyond project life.	ISC&ED	02/2021
Member Mobilization Mobilise additional members in each IVCS through optimising financial literacy programmes, collaborating with ISCED for PGs and other beneficiary accounts. If necessary, the VLF's services may be utilised for mobilising new members. The per IVCS target is revised to 250 members by March 2021, considering the impact of COVID on field movements.	RF	03/2021

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus

Effectiveness

Rating: 4

Previous rating: 4

Justification of rating

The project's goal and development objective are "expanded and sustainable livelihood opportunities adapted to the hill environment and to the effects of climate change". The project has made considerable progress in the preparation of INRMPs in 1,325 villages and implementation in 1,257 villages, established all 300 targeted IVCSs and mobilized 99 PGs and 205 SPs for ISC&ED support. The project is well set for acceleration but COVID-19 pandemic disrupted the pace of implementation. However, a strong base to increase implementation pace and substantially meet development objectives have been established for creating positive impacts in the immediate future.

Log-Frame Analysis & Main Issues of Effectiveness

The project has completed about 5.5 years of project implementation and about 2.5 years of implementation remains. The

project has achieved 71 percent of the outreach target in terms of number of households reached and 48 percent of the target in terms of persons receiving project services.

Increased sustainable management by communities of their soil, water and biodiversity resources: The project has prepared INRM plans in respect of 98 percent of the villages; and 68 percent of the villages are implementing the plans with VDF assistance as well convergence funds. The plans incorporate significant soil and water conservation measures including catchment protection, afforestation and ground structures for soil and water optimization. The project has provided first instalment of VDF to 1,257 villages (93 percent), second instalment VDF to 662 villages (49 percent) and third instalment of VDF to 188 villages (28 percent). 65% households had increased area under irrigation.

Increased use of financial services by rural households: The project has established 300 IVCSs (100 percent of the target) with about 241 societies mobilizing savings from members and more than 90 societies have commenced lending. The average membership is about 60 and this is expected to grow rapidly with the collaboration between RF and ISC&ED teams. In total 16,753 households are linked to rural financial service from IVCSs. While 19% of targeted households had access to financial services, the average per capita share capital and savings was 27% of the target.

Increased real net income for individuals and households in competitive inclusive supply chains and local micro-and small enterprises: The work on supply chains and market access has accelerated. The project has developed guidelines for use of supply chain funds and has engaged 360 PG facilitators. The project has mobilized 300 PGs and 507 SPs and has provided support using supply chain funds to 66 PGs and 120 SPs. The capacity has been ramped up for accelerating PG mobilization and delivery of services to members. The project has reported that 27% of targeted number of enterprises had shown increased profits and 38% of target number of rural enterprises accessed business development services.

The logframe has been reviewed to include IFAD core indicators as well as in view of project context. The revised logframe outcomes and outputs targets are likely to be achieved substantially. The project is yet to conduct Annual Outcome Survey (AOS) for 2019 and hence it is unable to report on the outcomes. The development objective of the project is likely to be achieved to a significant extent by project closure. The improved project management, support from GoM and emergence of community institutions such as VECs, IVCSs and PGs have laid a strong foundation for rapid achievement of project targets. However, COVID-19 pandemic which continues unabated has already disrupted five months of implementation and if it continues for the next 5-6 months, slippages in achievement of targets and delivery of support to the community institutions are expected.

Development Focus

Targeting and Outreach

Rating: 4

Previous rating: 4

Justification of rating

The project has been able to target interventions in accordance with people, value chain and geographical focus of the project as determined during design and modified at MTR. The project is making efforts to sharpen the targeting process by taking into account poverty, gender, availability of community institutions such as VECs, and also value chain clusters for organising production and marketing interventions. The project has reached 100,827 households against the target of 143,000 households.

Main issues

This project has three major activities covering natural resource management, rural finance and value chain. Natural resource management activities have focussed on all project villages whereas rural finance activities have been implemented in villages that have interest to start IVCSs with minimum number of households in the command area to sustain operations. The supply chain activities have been implemented in a cluster of villages that focus on production and marketing selected commodities. The natural resources management and market access related activities benefit all the households in the project villages, whereas rural finance and supply chain activities target interested farmers. The project target group correspond to the criteria set by the project design considerations and the gender strategy.

The project services and resources are being channelled to intended individuals and community institutions. The project has provided service and support 117,603 persons covering 100,827 households. The participation of women in different component interventions has been good. Specialised capacity building initiatives for facilitators have ensured that women and youth are brought into the project activities. Involvement of the local communities in each component (such as in INRM planning, formation and governance of IVCS and establishing PGs under value chains) ensures greater participation and ownership.

The project management structure comprising four tier structure covering village level, block level and district level and state level and their capacity building has been appropriate for the implementation of the targeting strategy. The MIS is designed to produce gender disaggregated data but the reporting remains inconsistent.

Justification of rating

Training has been a key focus of the gender related initiatives during the year, in addition to preparation of a set of draft guidelines and toolkits. Gender related trainings were organised for Lead Farmers/ IVCS members; Group Facilitators under ISC&ED and others. Trainings offered at all levels include a module on gender and social inclusion. The project has made concerted efforts to train and sensitize members of various community groups (both men and women) to facilitate greater participation and representation of women in decision-making roles and as a result their participation has been increasing. Over 45% Executive committee members of VECs, 30 percent Village Facilitators, nearly 40 percent MC members of IVCSs and 51 percent shareholders are women.

Main issues

There is no separate team for Gender and social inclusion; the experience of merging gender team with the ISC&ED Team over 2 years ago has been mixed. While, gender has been mainstreamed into all key trainings; many planned activities under gender action plan could not be fully executed due to multiple responsibilities of the Asst Manager, Gender, who has left the project as of 31st July 2020.

Megha LAMP has been selected by IFAD as one of the projects where the Gender performance at completion is aimed to be at least Satisfactory (score=5). Whereas the project has put in place many instruments to implement the gender agenda, there is a need to implement these at the field level through a concerted effort. Drawing lessons from the success of the KM team in the project, it is advised that the project hire a senior staff (at the level of a Senior Manager) in charge of Gender working directly under the supervision of the APD and providing support to all components of the project. To support this work, one existing staff in each of the Component Teams at the state and district level may be identified/ nominated or may volunteer to be the Gender Focal person who will liaise with the Senior Manager - Gender in the implementation of the Gender plan.

The project is not reporting on outcome level data in a gender disaggregated manner. Whereas the AOS has been delayed, the impact of various ongoing and planned activities under the project components on women (and youth), in terms of reducing drudgery of women (through INRM and CHC related activities), enhancing their participation in decision making (through IVCS and VEC), improving their access to services; increasing their incomes and improving their ownership of assets are areas that need to be analysed and documented. This would require closer collaboration between the Gender, M&E and KM teams.

Agreed Action	Responsibility	Agreed Date
Studies/ Documentation Work with different component teams and M&E and KM team to ensure gender disaggregated outcome data is collected; studies on drudgery reduction/ women participation in supply chains/ women's experiences from their participation in various community institutions etc are done.	SM Gender with support from KM, M&E and other teams	08/2020
Hire Senior staff responsible for Gender Hire a Gender Specialist at the level of Senior Manager reporting to APD and working across all components. Identify Gender Focal persons from within the existing teams to support the SM Gender in the implementation of Gender Action Plan.	HRD	09/2020
Revise/ update gender Action Plan Provide support to the SM Gender to revise and prepare a robust gender Action plan with milestones to work towards improving its performance under gender to 'satisfactory' in the ratings.	IFAD and Project Team	11/2020
Staff Gender Orientation programme Organise workplace orientation programmes at the state and regional level to build collegiality, promote team work, enhance more active participation of all staff, especially women staff in project planning and implementation etc.	HRD and Administration with support from SM Gender	11/2020

Agricultural Productivity	Rating: 4	Previous rating: 4
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Justification of rating

In areas where irrigation works have been undertaken, there is a marked improvement in agricultural productivity. In village Kanchankona (West Garo Hills), agriculture was predominantly rainfed. Under the project, a diversion dam with irrigation canals was constructed which brought 12 out of the 30 ha cultivable land in the village under irrigation. This has increased the number of farmers growing Boro paddy in the winter from 4-5 HHs to now 12 HHs and production from 80 quintals (pre-project) to 150 quintals now. Enthused by this experience, villagers are now planning to bring the remaining cultivable area under irrigation with the support of the project and through convergence.

Main issues

Development of Seed Production Clusters 6 seed production clusters have been selected in 6 blocks representing the 3 different agro-climate zones in Meghalaya. Discussions have been initiated with the National Seed Corporation Seeds (NSC), Guwahati. The project has developed a template to assess the availability and demand for various indigenous open pollinated crop varieties, HYVs and others at the cluster level and this assessment is being carried out. Planting materials of finger millets and fruit trees have been supplied to selected clusters. It is recommended that agreement with the NSC also include buy-back arrangements. This would facilitate this intervention's sustainability and growth. The project should engage with the rural finance and value chain component of Megha LAMP and make arrangements, as concluded in the case of the CHCs, in order to avail of market opportunities, establish a viable value chain, promote local entrepreneurship and enterprises. Availability of quality seeds and seed replacement is expected to increase agriculture productivity.

Establishment of Custom Hiring Centres (CHC): The overall project target is to establish 72 CHCs. The target for 2019- 2020 was to establish 18 CHCs and 36 in 2020-2021, all managed by IVCSs. In all 54 IVCSs have been identified. Of these, MoUs have been signed with 18 IVCSs. Inspection of 17 of these has been done with one delayed due to lockdown. While purchase orders for farm tools and machinery for these 18 CHCs have been placed, 18 CHCs have undergone awareness and orientation programs and the other 36 will be covered during the course of this year. An Exposure Program was organized for selected farmers at ICAR and at KVK, Tura and field demonstrations on use of farm machinery/ tools, in which women farmers also participated, but hands-on skills development training could not be conducted due to the pandemic. Considerable progress has been made in regard to establishing CHCs and it can be expected that the momentum generated will enable the project to meet its targets. Use of machines and improved tools are expected to reduce drudgery but also enhance the ability of the farmers to complete agriculture operations on-time. Use of the tools for weeding and other agricultural operations will result in increasing agricultural productivity.

Nutrition	Rating: N/A	Previous rating: 4
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Adaptation to Climate Change	Rating: 4	Previous rating: 4
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Justification of rating

A wide range of INRM related activities have been undertaken as also interventions that can mitigate the risks and impacts of climate change such as the pilot on climate resilient agriculture, production of quality seed material with an emphasis on indigenous varieties, use of appropriate farm tools and equipment as well as promotion of nature friendly agronomic and plant protection measures. The project has scaled up the activities related to water source protection and catchment protection. In addition, pilots on open lime channel for acid mine drainage treatment in 25 villages, MAP cultivation in 22 villages for land reclamation and SALT implementation in 18 sites as climate change adaptation measure are either under implementation or planned.

Main issues

All the interventions in the INRM component directly and indirectly contribute to building up the adaptive and resilience capacities of communities, the environments they live in and the natural resources they draw upon for sustenance and livelihood. Activities that increase area under irrigation, improve soil health, use of nature-neutral plant growth and protection measures help communities cope better with weather variability while reducing losses and securing output. Catchment stabilisation and enrichment measures together with various soil and water conservation works improve biodiversity, help increase ground water, improve soil moisture and lengthen the period of stream flow while reducing erosion and runoff velocity, thus limiting damage to downstream assets and mitigating crop stress during extended dry spells. These measures in concert, support the ability of ecosystems to continue providing crucial and valuable environmental services that enable communities to secure water supplies, raise crops and livestock as well as undertake nature-based livelihoods, even in times of climate variability and change. Due to awareness raising activities undertaken by the project of how climate change (temperature and rainfall) is likely to impact health and livelihoods in the coming years in their specific geographies, communities are now more aware of the need to find ways to adapt to climate change as well as adopt new agricultural practices that help reduce risks, increase productivity and better manage extreme weather-induced events.

Three climate change vulnerable villages representing 3 agro-climatic zones - temperate, sub-tropical and tropical- have been identified in coordination with Meghalaya Climate Change Centre (MCCC) and GIS Lab. They are Dambo Bima village (East Garo Hills- Tropical), Umtham (Ri Bhoi - Sub-tropical) and Laitkynsew (East Khasi Hills -Temperate). Following several discussions with the communities, 110 farmers have been selected (40 men and 70 women) and farm level plans have been developed covering crops, livestock, agronomic practices, technology, farm machinery applications and weather based advisory provisioning. Planting material for cereals, fruit, and legumes have been distributed to these farmers and an assessment of required farm tools and machinery completed. The project needs to accelerate implementation of this activity.

b. Sustainability and Scaling up

Institutions and Policy Engagement	Rating: 4	Previous rating: 4
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Justification of rating

The project's engagement with GoM has been increasing. The major aspects of engagement at the policy level have resulted in: (i) convergence with MGNREGS resulting in issuance of a consolidated work order by the Block Development Officers covering MGNREGS and project activities; (ii) interest by the Department of Cooperation, GoM to expand the IVCS model outside the project area and to strengthen the capacity of cooperative sector officers; (iii) participation in developing strategies to support enterprises that have been impacted by COVID-19 pandemic; and (iv) participation in development of strategies to build synergy between the Megha LAMP activities and a major project of Rs. 2,095 million approved by the NCDC to support piggery development.

Partnership-building	Rating: 4	Previous rating: 4
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Justification of rating

The project has been building partnership with: (i) Community and Rural Development Department of GoM to implement INRM activities in convergence with MGNREGS funds; (ii) Soil and water conservation Department for providing technical assistance for INRM activities; (iii) Cooperation Department for IVCS registration and handholding; (iv) National Seed Corporation for supply of quality seeds; and (v) ICAR for providing technical assistance to establish National Innovations on Climate Resilient Agriculture villages. The project is also in the process of establishing partnerships with IDH to develop spice value chain, SAFAE to establish market linkages and with CIP for developing a potato seed value chain.

Human and Social Capital and Empowerment	Rating: 4	Previous rating: 4
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Justification of rating

The project's human and social capital and empowerment activities are built on three types of community institutions comprising VECs that implement NRM activities, IVCSs implementing financial service related activities and PGs that take up production and marketing related activities. The project has mobilized 1,325 VECs, 300 IVCSs and 300 PGs. Social cohesion, human capital development and empowerment are on the rise on account of capacity building of the community owned and managed institutions and the processes for transparency and democratisation introduced into the development of these institutions.

Main issues

Achievements under training and capacity building plans need to be much higher. For example in INRM in regard to social mobilisation and project management, 788 villages were covered (58 percent of targeted villages) involving 3124 persons (2316 male/ 808 female) being 57 percent of target; in regard to catchment protection, 559 villages (42 percent of targeted villages) were covered involving 796 Watershed Volunteers (59 percent of target); in regard to training in booking keeping, 921 villages (68 percent of target villages) were covered involving 1757 persons (1451 males/ 306 females) being 60 percent of target). This is an area of concern. There is need to significantly ramp up trainings and learning events across all stakeholders as well as increase the number of women participants.

Quality of Project Target Group Engagement and Feedback	Rating:
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Responsiveness of Service Providers	Rating: 4	Previous rating: 4
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Justification of rating

The project engaged public sector institutions such as Bankers' Institute of Rural Development (BIRD), Meghalaya Wasteland and Watershed Development Board (MWWDB) and State Rural Employment Society (SRES) for implementing

project activities. The activities of BIRD with regard to Training of Trainers took a long time to get started though it has been completed satisfactorily. MWWDDB has also completed activities satisfactorily. SRES was engaged for construction of rural roads which have been largely completed but considerable time extension was provided for completion. Despite this, about 6 Km of road is yet to be completed. The project is in the process of developing partnerships with new service providers for construction of marketing infrastructure.

Environment and Natural Resource Management

Rating: 4

Previous rating: 4

Justification of rating

The project implemented natural resource management activities covering soil and water conservation works, afforestation, source protection and water related interventions, which all have positive impact on the environment. The mission noted that NRM plans are shifting focus from water shortage (thanks to investment in this domain) to environment related issues. The NRM plans and activities drive the community towards sustainable use of land and water resources. This apart, the planning and implementation processes have built the capacity of the community to implement the activities and maintain them. These interventions are sustainable and scalable with limited effort.

Main issues

MAPs Cultivation: Beginning with 2 sub-projects in 2017, the project is now implementing MAPs in 22 villages/8 blocks covering 16 acres. Of the total project target of 72 villages, a target of 25 villages (16 acres) have been planned for 2020-21 leaving a balance of 25 villages to be covered. MAP cultivation has been one of the measures to protect against soil degradation.

Open Lime Channel for Acid Mine Drainage (AMD) Neutralization From a single action research pilot begun in 2017, the project is now implementing this technology in 4 streams in 4 villages under 4 Blocks (Khliehriat, Mawshynrut, Shella Bholaganj, Amlarem). Of the total project target of 25 villages, a target of 15 villages (15 streams) have been planned for 2020-21 leaving a balance of 6 villages/ 6 streams to be covered.

Jhum improvement and SALT initiatives Of the 18 sites targeted for 2020-2021, only one site in West Khasi Hills has been selected. There is need to ramp up work in this initiative given that the overall project target is 36 sites. It is recommended that promotion of both SALT/ across-the-slope cultivation and bench terracing be strongly promoted in feasible areas.

Agreed Action	Responsibility	Agreed Date
Promotion of SALT/ across-the-slope cultivation and bench terracing Project to ramp up implementation of these activities to achieve project targets.	SPMU/DPMU	10/2020

Exit Strategy

Rating: 4

Previous rating: 4

Justification of rating

The exit strategy of the project hinges on two elements: (i) MBMA, the lead project implementing agency continuing to undertake activities in the project area beyond project life; (ii) self-sustaining community institutions taking the project interventions forward. MBMA has the required ability to mobilize resources and continue to implement activities. The project supports three types of community institutions with ability to provide services to the community: (i) VECs that implement INRM activities have been capacitated to plan, converge, implement and manage finance; (ii) IVCSs being promoted as 'for profit' entities with adequate support and capacity building; and (iii) PGs that have been supported to undertake production based on market demand and with enhanced access to market linkage.

Main issues

MBMA has emerged as the core institution with GoM to mobilize external and internal resources for rural development activities. MBMA during the implementation of this project has developed required ability to mobilize resources and also to converge with the existing government programmes. MBMA gets regular budgetary support and hence, MBMA will continue to operate beyond project life. The project has built a cadre of village level workers and built their capacity for natural resource management, financial services and producer group support. The VECs purely work on a social service motive. These institutions will survive based on government support for village level infrastructure. The rural finance component works on two well defined models of business covering financial service and business service through IVCSs. Both these service models are profit oriented, so that the IVCSs emerge as profitable and self-sustaining institutions. However, capacities of the Cooperative Department needs to be built to supervise the IVCSs beyond project life and also linkages need to be established with the MCAB. The market linkage activities need to be expanded with commodity specific MSPs and participation of market players outside the state. Partnerships with market players need to be

expanded to enable the producer groups and others that are part of value chains to orient themselves to the market at exit.

Potential for Scaling-up	Rating: 4	Previous rating: 4
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Justification of rating

The project concepts such as the IVCS model for village banking, cluster level integrated production and marketing strategies for major commodities, market development models are applicable to the villages outside the project area and also to other states in the northeast offering potential for scaling up. Based on the experience gained, GoM is now considering to establish IVCSs outside the project area as Meghalaya's own financial inclusion model. GoM is also in the process of scaling up the experience gained in supply chain and enterprise development to develop collective marketing centres and PRIME hubs across the state. The Piggery Mission's activities with funding from the NCDC are being restructured for scaling up in partnership with the project.

c. Project Management

Quality of Project Management	Rating: 4	Previous rating: 4
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Justification of rating

The senior project management positions have seen no turnover during the last one year. PD and APD continue to take steps for effective implementation of the project which is evidenced from the fact that project expenditure has increased from Rs 311 million in 2018-19 to Rs 1,502 million in 2019-20; an increase of five times. The project has resolved the governance issues indicated in the last SM and also partnerships with NRLM and MGNREGS have further improved and a new partnership with the Animal Husbandry Department is being forged. Human resource requirement assessment and recruitment to vacant positions are being undertaken on a continuous basis.

Main issues

The project has a PD and an APD both holding additional charge and three General Managers anchoring three major components of NRM, RF and ISC&ED. The project management is stable and the top management has set targets for achievement through bottom up planning and is pursuing progress towards achievement of these targets systematically. The project has restructured the designations of all positions in MBMA and all the Officers on Special Duty have been re-designated as General Managers. The project has conducted written examination to test the technical capability of young professionals who are due for promotion and promoted those who have scored at least 60 percent in the written examination.

The reporting structures between the state level component staff and district level component staff have been streamlined with the state level component staff exercising direct technical and implementation supervision control over district and field level staff. The District Project Managers largely undertake administrative, financial management, convergence and overall implementation supervision functions.

The 2019 supervision mission had recommended engagement of a full time team comprising two experienced Consultant Civil Engineers and two Consultant Architects. The project has engaged two Structural Engineers and an Architect on a part-time basis to take up detailed design and cost estimates for CMCs, Farmer's markets and PRIME Hubs. However, there is no technical staff at the SPMU level to monitor activities related to road construction contract with SRES, funds released to the market development committees, and upcoming coordination tasks related to CMCs, Farmers' markets and PRIME hubs. It is essential that the project engage a full time Civil Engineer to coordinate all these activities under the General Manager, ISC&ED.

Financial Services Division (FSD) has expressed the need for additional staff (1 senior manager and 14 managers/asst managers) to monitor and guide IVCSs especially in blocks where the number is high. The project feels that about 10 IVCSs per staff is the maximum load that can be dealt with qualitatively. Further, the additional needs of the bank linkage to different value chain and marketing activities that become necessary during the current year will require staff in districts. FSD will work with HRD to hire necessary staff.

MBMA has resolved the pending governance issues related to (i) non-filing details of some of the newly appointed Directors with the Ministry of Corporate Affairs; and (ii) holding nominal shares in the name of individual officers and not linked to their positions in the government. Currently, MBMA has 7 permanent Directors and 5 non-permanent Directors and all the positions of permanent Directors with exception of founder Chairman have been linked to their positions with the GoM.

COVID 19 and related lockdown has brought to the fore some issues which need attention such as communication facilities in the border areas, medical insurance for contractual staff, need for high speed internet facilities etc. Moving forward, the project will benefit from a review of the HR Policy to ensure better career growth opportunities especially for junior staff; accident and medical insurance for contractual staff; systems to ensure time reporting and compensation for

overtime; training/ exposure/ capacity building opportunities for staff so that they become an asset for the organization as well as the state. Affirmative action to encourage more women in senior management positions, where possible, is required.

Agreed Action	Responsibility	Agreed Date
Staff facilities Obtain accident and medical insurance policy for staff, and provide high speed internet facilities and also communication facilities in the border areas.	HRD and Administration	08/2020
Civil Engineer Engage a full time civil engineer under General Manager-ISC&ED to anchor the activities related to roads, markets and PRIME Hubs.	HRD and ISC&ED	10/2020
RF staff in districts and blocks Work out reasonable requirements consistent with increasing workload and initiate the process of hiring the necessary staff.	RF and HRD	10/2020
HR Development Engage an external short term Human Resource Consultant to review working conditions of staff in general and women employees in particular, career progression pathways particularly for young professionals and submit revisions to the HR Policy for approval by a high level committee of MBMA with adequate representation from women members.	HRD	11/2020

Knowledge Management

Rating: 5

Previous rating: 5

Justification of rating

The Knowledge Management (KM) unit continues to deliver high quality knowledge management support to the project by generating and documenting knowledge, facilitating knowledge exchange, creating greater visibility for the project as well as enhancing project performance. The work related to knowledge generation and dissemination started during the previous years and was expanded/ improved during this year. A new concept of weekly project coordination meeting between all components has been started which is anchored by KM. This has led to better coordination between the components. The GoM's COVID-19 awareness campaign has been actively supported by the project KM team.

Main issues

The KM Unit continues to work closely with other components providing knowledge management support in the form of preparation of knowledge products, posters on agriculture and horticulture schemes, informational and best practice videos, reports and farmer testimonials. The KM unit has published 134 newsletters and 42 weekly updates have been issued during 2019-20. The project has developed videos on: (i) operating various agri tools and implements being provided to the CHCs; and (ii) best practices covering decentralized green energy, medicinal and aromatic plants for reclamation of degraded land, rainwater harvesting, etc. The project continues to publish (i) "In conversation", a dialogue with the stakeholders on best practices and lessons, (ii) "Report to the citizens" detailing progress of the project; and (iii) "Living bridge" a coffee table book with human interest stories.

KM unit continues to engage with various local and national media outlets to bring greater visibility to Megha-LAMP activities. There is one common Twitter account of IBDLP page but information related to innovative interventions such as open limestone channel technology to address acid mine drainage contamination, use of aromatic plants such as lemon grass, vetiver and citronella, supply chain funds, market linkage efforts, financial inclusion model of Meghalaya using IVCSs, etc., are not promoted on the Twitter page which needs special emphasis to increase project visibility.

At the initiative of the APD, a fortnightly review of the project progress has been started and as a preparatory activity, a weekly meeting of all senior level staff of components is organized and anchored by the KM unit which enabled greater coordination between components. District level meetings are also being convened on a weekly basis to follow through on the actions. KM Unit maintains minutes of these meetings online to ensure easy access to all project functionaries. The KM Unit is assisting a team of medical professionals, researchers and administrators to prepare communication materials related to COVID-19 for the entire state and uses its expertise to ensure that scientifically and medically accurate information is communicated in simple and easy-to-understand formats.

The KM unit is working with the components to develop various digital content - training modules and informational material - to leverage on digital platforms for training and information sharing. The project will have to develop strategic initiatives and assess the requirement of an enabling environment in the form of policy framework to address rural poverty issues identified using the baseline data analysis being conducted by the Centre for Policy Research (CPR). The project will also have to undertake thematic studies to document in detail the processes adopted for implementing key project interventions and conduct a strategic review of IVCS model as an initial step in building the capacity of the Cooperative Department.

As a part of support to NICRA villages, the project may undertake a longitudinal analysis by collecting periodic data from the same households and fields over a period of time. This is the perfect method to conduct research on developmental trends and these studies make observation of changes more accurate. The project may also conduct a study to estimate the value of ecosystem services enhanced by its investments. This database will be useful to: (i) inform the project's EFA at completion to capture project's contribution to society through the enhanced provision of eco-system services; and (ii) GoM for the analysis of other projects in the region by applying a Benefit Transfer methodology.

Agreed Action	Responsibility	Agreed Date
Order aggregation App Facilitate the farmers and agri-produce kiosk/van operators/aggregators by assisting them with apps for aggregation of orders from consumers, delivery scheduling and e-payment. Engage an app developer or source an app that can be customized.	KMU and ISC&ED	08/2020
E-learning platform Explore the need for an e-platform to for communications between various levels of the project implementation structure and also for hosting e-learning. The e-platform being used by Bill and Melinda Gates Foundation (Bluefrog) may be requested to make a presentation on their e-platform.	KMU and Component Heads	08/2020
E-learning Develop content for e-learning initially covering paravets and Group Facilitators in a modular format in consultation with ISC&ED. Engage short term consultants if required.	KMU and ISC&ED	10/2020
Documenting innovative interventions Document innovative and environment friendly interventions such as the open limestone channel technology and also use of aromatic plants for reclamation of degraded land and other interventions. Engage short term consultants if required.	KMU	12/2020
Traditional knowledge documentation Prepare Megha-LAMP specific traditional knowledge related documentation and send it to IFAD to assess the possibility of presenting the same at the UN Food Systems Summit in 2021. Engage short term consultants if required.	KMU	12/2020
Strategic framework Develop strategic initiatives and assess the requirement of creating an enabling environment in the form of policy framework to address rural poverty issues with help from CPR	KMU	12/2020

Impact assessment Conduct impact assessment of KM tools developed by the project including posters, information videos and farmer youtube on the beneficiaries (women and youth to be covered as a subset). Engage short term consultants if required.	KMU	02/2021
Thematic studies Conduct thematic studies of key project interventions covering outputs, outcome, impact including costs and benefits.	KMU, NRM. RF and ISC&ED	03/2021
Strategic review of IVCS Conduct a strategic review of IVCS as an initial step in building the capacity of the Cooperative Department	KMU and RF	03/2021
Environment studies Undertake a longitudinal analysis of NICRA villages and a study to estimate the value of ecosystem services enhanced by its investments.	KMU and NRM	03/2021
“In Conversation” dialogues Develop “In-conversation” dialogue modality linked to project outcomes and impact covering stakeholders that include the entire set of beneficiaries and the subset comprising women and youth.	KMU	

Value for Money

Rating: 4

Previous rating: 3

Justification of rating

Rating revised to 4 from 3 provided by SM 2019. The management cost has been consistently declining; it fell from Rs. 81.99 million in FY 2017-18 to Rs. 41.62 million in 2019-20, even while increasing pace of implementation and achievement levels. Most activities were implemented in house resulting in cost savings. The outcomes related to addressing water shortage, source protection, village banking modalities and producer group support have been cost effective. There is no large variance between unit costs as planned and implemented. The currency depreciation has increased fund availability by about USD 3.76 million. The overall project disbursement remains low but the cost estimates as revised during MTR were not excessive.

Main issues

The project cost estimates as revised during MTR were reasonable but it took a long time for the project to recruit and train field level staff and build capacity of the community based organizations to implement activities related to INRM, Rural finance and ISC&ED. This resulted in low disbursement. The project implementation started to accelerate during 2019-20 but it is unlikely that performance of 2019-20 can be repeated during 2020-21 due to COVID-19.

Though the project has not reported on outcomes due the inability to conduct AOS, interaction with stakeholders indicate achievement of fairly satisfactory outcomes. INRM plans, have been prepared through a low-cost, participatory methodology and implemented using in-house staff and by building capacity of community based institutions with no reliance on expensive external inputs. The convergence and beneficiary contributions result in project outputs that are far larger than those that could have been achieved with only the project investments. Under INRM, the project has invested USD 13.17 million covering 1,325 villages and 23,278 households with an approximate cost of USD 10,000 per village which works out to about USD 566 per household which is very low. The project has built 300 village banking infrastructure currently servicing 16,753 households at a cost of 1.081 million at USD 3,603 per IVCS and USD 65 per household. Similarly, the integrated production and marketing and enterprise development have supported 25,036 households with an investment of USD 4.28 million which works out to USD 171 per household which is also very low. The per-household investment will increase over the next years with intensification of project activities.

The establishment costs of IVCS, at the current level of investments is less than Rs 0.4 million. This small investment has already leveraged about Rs 0.17 million per IVCS in share capital and savings from members which are set to grow exponentially. The ISC&ED component's support to each PG works out to about Rs 10,000 (USD 130) per household and this amount is being used as revolving fund. The use of local personnel, designing systems and processes and focus on capacity building have been the hall mark of all the components which greatly improve the value for money proposition.

There is no large variance in unit costs compared to project design estimates. Unit cost for road construction was estimated at Rs 3.5 million per kilometre and the actual expenditure ranged from Rs 3.00 million to 3.3 million per km. The project design had not taken into account the field staff requirement for implementation of INRM and ISC&ED activities and these costs were included during MTR.

Coherence between AWPB and Implementation

Rating: 4

Previous rating: 4

Justification of rating

The financial achievement vs AWPB in FY 2019-20 was Rs 1,842.04 million being 68.72 percent of the AWPB. During this year, the size of AWPB almost doubled but the expenditure increased five times compared to the AWPB size and expenditure during 2018-19. Overall, coherence between AWPB and implementation has improved substantially during FY 2019-20 due to settlement of advances, and better focus on implementation of activities. The project has now firmly put in place a system of bottom up planning with targets for achievement for each district with regular review of achievements against targets apart from focus on implementation of activities and coordination with the government line agencies resulting in improving the financial and physical progress.

AWPB Inputs and Outputs Review and Implementation Progress

The expenditures of project increased significantly to 68.72 percent of the budgeted amount of Rs.1,842.04 million of IFAD and GoM funding source in FY 2019-20 due to mainly settlement of advances of road construction and livestock activities and payment of grants to IVCS and NRM activities. The management cost was about 81 percent of the total expenses in the FY 2016-17 but it decreased to 61 percent in FY 2017-18, 21 percent in 2018-19 and it is only 3.29 percent in the FY 2019-20. The expenditures up to FY 2018-19 were only Rs. 690.47 million while outstanding advances were Rs. 749.90 million as on 31 March 2019.

The expenditure in the first quarter of FY 2020-21 is Rs. 118.48 million against the budgeted amount of Rs.1,810.43 million from IFAD and GoM sources, which is only 6.54 percent of the budget. This reduction in expenditure is mainly on account of lockdown due to COVID-19 pandemic. The project has to prepare a revised and realistic AWPB taking into account the lockdown restrictions for the remaining period of the year with the concerned staff made accountable for timely implementation of activities.

Agreed Action	Responsibility	Agreed Date
Revision of AWPB The project has to revise the AWPB, factoring in the time lost on account of COVID-19, possibility of restoration of normalcy and resumption of project staff movements and implementation activities. The revised budget for the second half of the year may be submitted to IFAD for 'no-objection'.	SPMU/PD/APD	09/2020

Performance of M&E System

Rating: 4

Previous rating: 4

Justification of rating

The project has restructured MIS and seven modules covering all major components have been developed. An on-line INRM monitoring App has been designed to capture of information on INRM investments and geo-tagging of investments. This is linked to outreach data for INRM activities. The project has not been able to report on the outcomes for 2019 mainly on account of its inability to conduct the Annual Outcome Survey (AOS) planned during March 2020 due to COVID-19 pandemic. The project is also yet to collect disaggregated data related to Youth and Indigenous persons (IP) for reporting to IFAD. However, gender disaggregated data for training / capacity building, enterprise development and IVCS operations is available.

M&E System Review

The project has completed restructuring the MIS system post MTR and the same is fully operational with seven modules: (i) INRM; (ii) RF; (iii) Access to Market – Communication Infrastructure; (iv) Capacity Building; (v) Enterprise Development; (vi) Database for AOS and Annual Progress Report; and (vii) Project Log frame. A KM repository has been developed to digitize various documents related KM. A training on functionality and usage of the MIS, process flow and hands on practice to upload data on to online MIS system has been completed and a system of data verification and validation has been put in place.

The M&E team has designed and developed a PRA online monitoring application for digitization of INRM PRA data of all the 1,350 INRM villages. This has been completed with eight modules: (i) Village master; (ii) Village profile; (iii) Land resource management; (iv) Water security; (v) Energy security; (vi) Integrated farming & agriculture production; (vii) Impacts of climate change on natural resources; and (viii) Triangulation & prioritization of proposed INRM intervention.

This activity involved the integration of geo-tagging of INRM intervention sites into the map and this has been completed for 525 INRM sites covering 300 villages. Geo-tagging of intervention sites is done based on the supporting data which consists of attributes like site name, site coordinates, intervention type, fund source, amount of fund and number of households and population benefited, etc. These attributes are uploaded into the system along with geo-tagged pictures (pre and post project) and can be viewed over GIS layer / map.

The project outreach targets have changed substantially from project design to MTR. Original design had targeted reaching 143,000 households whereas MTR target was 202,530. A baseline survey has been conducted and the project has compiled data of more than 90,000 HH and this data is being analysed by the Centre for Policy Research (CPR) Delhi and will be used by the GoM for planning purposes and for development of strategies and schemes. This survey indicates that the project villages do not have as many as 202,530 households. Therefore, it is necessary to fix the outreach target as indicated in the initial design report. The ORMS template has been revised by including additional core indicators required for reporting to IFAD and this template was discussed with M&E team of Megha LAMP and these will have to be filled in and submitted to IFAD.

The project had planned to carry out AOS 2019 during March 2020 but this could not take place on account of COVID-19. AOS questionnaire has been revised and the project intends to use a sample size of 600 households each from both intervention and control group. On account of larger sample size, the project will be able to stratify the samples by component and get better results related to outcomes of each component. Since, it is unlikely that the project will be able to conduct AOS within the next 6 months, it may be appropriate to conduct a quick telephonic beneficiary assessment survey. A questionnaire for this purpose can be prepared and shared with IFAD for review. The questionnaire should be short and precise and responses should be close ended.

The project has prepared a detailed annual progress report which is praiseworthy. However, this annual progress report can be further improved by: (i) including component level achievement in terms of outcomes where possible and outputs during the reporting period, and cumulative achievements against project target; (ii) Innovative activities implemented during the reporting period; (iii) Gender and youth interventions; and (iv) Environment and climate change adaptation interventions.

Agreed Action	Responsibility	Agreed Date
ORMS data Improve the MIS data collection to ensure that disaggregated data by gender, youth and Indigenous persons are collected and reported.	M&E	09/2020
Review the targets and ORMS reporting template Review the targets of each component in terms of number of persons receiving services set out in the MTR taking into account the actual outreach and according revised ORMS template in consultation with IFAD	M&E	09/2020
Beneficiary Assessment Survey Conduct a beneficiary assessment survey – Design a questionnaire and send the same to IFAD for review. Conduct AOS 2020 as soon as the COVID-19 restrictions are eased and send the final questionnaire for review by IFAD	M&E	09/2020
Geo-tagging Complete the geo-tagging process for updating NRM related interventions.	M&E	11/2020
Annual Progress Report Introduce new features into the Annual Progress as detailed above.	M&E	05/2021

**Requirements of Social,
Environmental and Climate
Assessment Procedures (SECAP)**

Rating:

SECAP Review

The project was designed prior to the SECAP procedures of IFAD. The project design report includes an environmental

and social assessment note. As per new IFAD requirements, the mission developed a draft Environment and Social Management Plan (ESMP) for the project which is annexed to the supervision report. The ESMP is yet to be reviewed by the project and adjusted to on-going implementation and existing environment and social safeguard procedures.

d. Financial Management & Execution

Acceptable Disbursement Rate	Rating: 3.0	Previous rating: 2
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Justification of rating

The disbursement rate is 33.46% of allocated fund of SDR 32.40 million based on actual disbursement by IFAD and it is 34.95% including expenditures incurred up to 30 June 2020 which is about 50% of the target of about 70%. The disbursement rate is still very low due to delay in implementation of planned activities in the past even though the financial progress was about 66% in FY 2019-20. The advances given to various institutions and individuals for implementation of project activities are not settled on time. The project has to be proactive in implementation of activities as per approved AWPB in the remaining project period to achieve overall objective of the project. Automated rating based on IFAD disbursement data.

Main issues

As of 30 June 2020, the total disbursement is SDR 10.84 million, which is about 46% of the total fund allocation of SDR 32.40 million under IFAD loan. There is increase of 21.32% in a year which is due to settlement of advance of SRES for road construction and MIE for livestock and payment of grants to IVCS. The expenditures of Rs.50.21 million (SDR 481,400 calculated at the exchange rate of Rs104.307 per SDR prevailing on 20 July 2020) incurred in the months of April to June 2020 are yet to be claimed. The disbursement including expenditures up to 30 June 2020 comes to SDR 11.32 million, which is 34.95% of allocated amount. The advances of Rs.135.03 million (USD 1.80 million equivalent to SDR 1.30 million) given to various institutions and individuals for implementation of project activities are outstanding as on 30 June 2020. The advance of Rs.97.16 million outstanding with SRES, MSWWDA, SCSTE, MINR & ICAR will be settled accounting to expenditures in FY 2020-21. The amount of Rs.69.55 million from the advance of Rs. 99.11 million given to MIE was adjusted based on the audit report and expenses accounted without supporting documents out of the expenditures of Rs.84.57 million certified by the auditor. The disbursement should have been about 70% of the total project allocation while the actual expenditure is only 34.95% which is about 50% of the target. The disbursement rate is still very low due to delay in implementation of planned activities in the past even though the financial progress was about 66% in FY 2019-20. The project has been submitting withdrawal application on quarterly basis and has already submitted for expenses incurred up to 31 March 2020. Appendix 1 shows actual financial performance by financier; by component and disbursements by category as on 30 June 2020.

The project has incurred Rs 1,099.42 million (SDR 11,324,991 = USD 14,934,841) including expenses of Rs 50.21 million (SDR 482,499 = USD 670,871) yet to be claimed based on exchange rate of Rs 74.84809 per USD and USD 1.39041 per SDR prevailing on 20 June 2020 and there is fund balance of Rs 1,911.53 million for the remaining project period as per the project amount revised in MTR. Because of depreciation of INR, there will be saving of SDR 2,707,156 (USD 3,764,057), which is recommended for cancellation as per Office Memorandum issued by the Department of Economic Affairs on 19 June 2020.

Agreed Action	Responsibility	Agreed Date
Request for cancellation of saving in IFAD loan Submit request for cancellation of saving of SDR 2.71 million (USD 3.76 million) of the IFAD loan due to depreciation of Indian Rupee	PMC/PD/CFO	08/2020

Fiduciary aspects

Quality of Financial Management	Rating: 4	Previous rating: 3
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Justification of rating

The Tally software has been customized. The project has not prepared interim quarterly financial statements. The unaudited financial statements of FY 2018-19 were not submitted. The overdue advances are not settled even after completion of activities. The internal audit of the project accounts is delayed due to outbreak of COVID. The agreed actions are not fully implemented within specified period.

Main issues

The project is maintaining accounts using Tally software based on accrual basis of accounting. The Tally software has been customized to input budget and generate information required for preparation of WA and interim financial reports

(IFRs). After customization, the Tally software generates category expense report and statement of expenditures required for preparation of WA and IFRs and annual financial reports. Currently, the SOEs for withdrawal application are being generated by Tally software separately for each cost centre and SPMU prepares consolidated SOEs and other forms of the WA. The annual financial statements are also prepared on excel spreadsheet. The new Chief Finance Officer has been appointed on 17 February 2020 for one year contract subject to renewal based on performance. SPMU provided financial management training to finance staff of the districts from 25 to 29 November 2019 but some DPMU staff need regular guidance in preparation of withdrawal application and financial reports. Project Implementation Manual was approved by the Board on 11 June 2020. The project financial statements are prepared in the prescribed format as per IFAD Handbook for financial reporting. There is mistake in total expenditures and surplus amounts reported in the statement of operating performance by category in the project financial statements of FY 2018-19. The project has not prepared interim quarterly financial statements to be prepared from 3rd quarter of FY 2017-18. The project did not submit unaudited annual financial statements of FY 2018-19 to IFAD and has not prepared unaudited financial statements of FY 2019-20 till date. The advances of Rs.85.50 million is yet to be settled out of Rs. 684 million given to SRES for construction of 211.37 KM due to delay in verification of 12.5 Km, rectification of defects on 18.5 Km and construction of 6.3 Km of roads. The advances of Rs.29.56 million to MIE, Rs.1.28 million to MSWWDA, Rs.3.68 million to SCSTE and Rs. 5.51 million to MINR given in FY 2017-18 are still outstanding and advances given to the project staff are outstanding for more than one year. The old advances should be settled against expenses incurred or recovered. The project should follow the practice of settling advances within the prescribed period after completion of the activities. The project has maintained vehicle log-book. Fixed assets register has been maintained but the physical verification was not conducted in FY 2019-20. The contract register has been maintained. The other fixed assets except vehicles are not insured. The project has entered a contract with Rao and Emmar on 24 July 2020 to conduct internal audit of FY 2019-20 on half yearly basis but the internal audit has not been started due to outbreak of COVID-19 and completion date has been extended to 30 November 2020. The project has fully complied with 7 agreed actions and partially complied with 6 agreed actions while 3 agreed actions of the supervision mission held in June 2019 are yet to be complied with. The status of compliance with agreed action of last supervision mission is given in Appendix 8.

The mission reviewed the project expenditures of FY 2019-20 and claimed in WA Nos. 25 to 29 on sample basis with supporting documents made available and found some internal control weaknesses. They are: (i) no air tickets and boarding passes, (ii) no acknowledgement of literacy guide and financial diary in Khasi & Garo language, stationeries and tyres purchased, (iii) Rs. 29,820 short claimed for Tally customization, (iv) receipts for lump sum of foods without quantity and rate, (v) claimed table and chairs of Rs. 55,400 under operating cost, (vi) invoices of Rs.17,468 & Rs.47,580 issued on letter head by Nangkiew Shaphrang Enterprise.

Agreed Action	Responsibility	Agreed Date
Preparation of voucher West , North & South West Garo Hills, DPMUs should print vouchers of all financial transactions.	FD	07/2019
Internal Audit Appoint independent professional auditor to conduct internal audit of the project on half yearly basis from FY 2019-20 for submission of internal audit report to the BoD for taking corrective measures.	BoD/PD/FD	07/2019
Orientation to DPMUs Finance Staff Review accounts of all DPMUs on quarterly basis and provide orientation and guidance in maintaining accounts and preparation of financial reports.	FD	07/2019
Tally customization Complete customization of Tally software to generate expense report in required format based on category and information required for preparation of WA and interim financial reports.	PD/APD/FD	07/2019
Approval of Financial Management Finalize the Financial Management Manual and get it approved from the Board. [Update Nov 2019: The Financial Manual is finalised and approved by IFAD. It will be approved by MBMA board on March 2020.]	BoD/PD/APD FD	07/2019

Revision of PIM Revise PIM and get it approved from the Board.	BoD/PD/APD/ FD	07/2019
Quarterly report Obtain financial reports from DPMUs and prepare consolidated quarterly Interim Financial Reports (IFR) for submission to the IFAD .	PD/APD/FD	08/2019
Recover payment Recover excess payment made to staff for hotel, double payment to Hotel Polo orchid and payment without supporting documents.	FD	08/2019
Acknowledgement of receipts Acknowledge the receipt of goods purchased either signing on challan to be returned to the supplier or issuing goods received notes.	FD	08/2020
Concurrence for project audit Issue ToR to the Auditor and get concurrence for project audit for 2019-20	PD/FD	08/2020
Implementation of recommendation of auditor Implement recommendations provided by the auditor relating to fixed assets insurance & periodic verification, numbering of vouchers and proper maintenance of attendance of the staff, outstanding items of the bank reconciliation, and timely payment and filing return of TDS and EPF.	BoD/FD	08/2020
Submission of unaudited project financial statements Prepare and submit the unaudited project financial statements of FY 2019-20 and submit to IFAD	PD/APD/FD	08/2020
Quarterly report Obtain financial reports from DPMUs and prepare consolidated quarterly Interim Financial Reports (IFRs) from 4th quarter of FY 2019-20 for submission to the IFAD. Deadline: 31 Aug 2020 and onward	PD/APD/ FD	08/2020
Recover payment Recover excess payment made to staff for hotel and payment without supporting documents.	FD	09/2020
Settle overdue advance Settle overdue advances given to the staff and government institutions and service providers.	PD/APD/ FD	09/2020
Submission of audit report Submit audit report of FY 2019-20 and management response on management letter issued by the auditor.	PD/APD/ & Auditor	09/2020

Appointment of internal auditor Process for appointment of the internal auditor to conduct internal audit for FY 2020-21.	BoD/PD/FD	10/2020
Internal Audit Conduct internal audit of the project of FY 2019-20 as per contract entered on 24 July 2020 for submission of internal audit report to the BoD within 30 November 2020.	BoD/PD/FD	11/2020

Quality and Timeliness of Audit
Rating: 4
Previous rating: 4
Justification of rating

The audited financial statements were received with delay. The auditor should have noted the inconsistency on the movement of net assets and provided a separate Management Letter.

Main issues

The audit covered both the MBMA and the IFAD loan, the latter being presented by expense category, project (component) and financier. Unqualified opinions were provided on the financial statements and internal controls. The Financial Statements were prepared in accordance with GAAP and in accordance with the provisions of the Companies Act, 2013. The standards are acceptable to IFAD. The audit was conducted in accordance with the Standards on Auditing specified under section 143 (10) of the Act.

The Auditor's work was rated as moderately satisfactory, due to the following reasons:

- the Audit Report has been received with 29 day delay;
- there is an difference between the net assets brought forward, the net assets carried forward and the surplus during the year. This was clarified off-line largely in terms of advances and will be followed up during the year. The following statement highlights the data which have not been taken into account in the analysis arriving at the discrepancy of INR689.21 million:

MBMA Non-Project Expenditure:	INR (In Million)
Staff Salary (Non Project)	19.30
Other Expenses	12.41
Depreciation	5.30
Major Advances not projected in the PFS:	
SRES	530.00
MSSWWDA	104.00
SCSTE	8.20
Other Advances	10.00
Total	689.21

- the cumulative project expenditure in the statement of performance (by category of expenditures) differs to the one by component; and

- internal control recommendations should be included in a Management Letter rather than an Emphasis of matter and the implementation status of prior year's recommendations should be shown. Management has responded to the Management Letter.

The auditor noted that LIFCOM had not been consolidated in the MBMA Financial Statements which Management justified as it was a separate entity that had ceased to be operational. Several issues of relatively low value mis-procurement were noted by the auditor where the appropriate bid method had not been followed.

Agreed Action	Responsibility	Agreed Date
Lapses in maintenance of Bank Reconciliations The long-standing advances should be followed up and resolved/recovered.	PMU	12/2019
Movement in net assets The movement on net assets in the audited financial statements is inconsistent with the surplus in the year.	PMU	12/2019

Counterparts Funds

Rating: 4

Previous rating: 4

Justification of rating

The expenditures are being accounted under IFAD and GoM sources based on the financing percentage specified in the Financing Agreement. The GoM did not provide funds in FY 2019-20 as the project could not spent the funds provided in FY 2019-19. The GoM has been providing counterpart funds based on the requirement, expenditures incurred and fund balance. There is no proper system of capturing expenditures incurred for convergence by other government offices, beneficiaries' contribution and loan provided to the beneficiaries by the bank.

Main issues

The GoM pre-finances the expenses of the project without mentioning the amount of GoM and IFAD share but it is reported separately in the project financial statements. The project received Rs. 2,895.34 million up to FY 2018-19 and did not receive fund in FY 2019-20 due to fund balance of Rs.1,271.49 million at SPMU & DPMUs as on 31 March 2019. The project has also not received fund in the FY 2020-21 as there is still fund balance of Rs. 569.79 million as on 30 June 2020. The project has prepared budget of Rs.1,810.43 million consisting Rs.1,040.59 million for IFAD and Rs. 760.84 million for GoM share for FY 2020-21. The project has incurred expenditures of Rs. 1,953.57 million consisting Rs. 1,041.32 million from IFAD and Rs. 912.25 million from GoM source up to FY 2019-20. In the first quarter of FY 2020-21, the project has incurred expenses of Rs.118.48 million consisting Rs.50.22 million for IFAD and Rs. 68.26 million for GoM share. The IFAD and GoM share is being accounted based on the financing percentage specified in the Financing Agreement. The funds are being released by the GoM based on requirement for implementation as per AWPB, expenditures already incurred and fund balance. The DPMUs are receiving the statements of expenditures including beneficiaries' contribution with the supporting documents for INRM activities but beneficiaries' contributions are not being accounted. There is also no systematic system of obtaining loan provided to the Integrated Village Cooperative Society Limited by the financial institutions. Because of not accounting beneficiaries contribution, the financial progress reported is less than the actual progress. The system of capturing beneficiaries' contribution and loan provided to the beneficiaries by the banks is yet to stabilise. The expenditures incurred for convergence are reported based on expenditures being uploaded by the field staff in the M&E system instead of obtaining statement of expenditures incurred by the government offices for convergence, contribution made by the beneficiaries for integrated NRM and livelihood support activities, and loan provided to the beneficiaries by the bank.

Agreed Action	Responsibility	Agreed Date
Reporting of contribution Develop system of reporting of expenditures incurred by other government offices for convergence, the contributions made by the beneficiaries and loan provided by the bank & incorporate in Financial Management Manual.	PD/APD/FD	07/2019
Reporting of contribution (i) Develop system of reporting of expenditures incurred by other government offices for convergence, the contributions made by the beneficiaries and loan provided by the bank & incorporate in Financial Management Manual. (ii) Report the expenditures of convergence, loan provided by the bank and beneficiaries contribution in FY 2019-20.	PD/APD/FD	08/2020

Compliance with Loan Covenants

Rating: 4

Previous rating: 4

Justification of rating

The project has complied with the most of the covenants of the Financing Agreement, Letter to the Recipient and the General Conditions for Agricultural Development Financing but some of the covenants are yet to be complied with regard to implementation of project activities from the first month of the fiscal year as per AWPB and submission of procurement plan and reporting of financial progress.

Main issues

The project has generally complied with the financing agreement covenants but some of the provision of the Financing Agreement, Letter to the Borrower/recipient and the General Conditions for Agricultural Development Financing are yet to be complied with. Financial management and procurement manuals have not yet been approved. The village level NRM activities to be implemented through the VECs are also being implemented through MWWDB. The roads are to be constructed through contractors and consulting engineers but 21 Kms road and one bridge were constructed by Basin Development Unit and 211.37 Kms roads by State Rural Employment Society. OCAG appointed auditor to conduct the audit of the project and audit reports submitted by the auditor are reviewed by OCAG to check whether supplementary audit is required or not. The procurement plan of FY 2020-21 was submitted to IFAD on 18 March 2020 without mentioning dates for each procurement action.

The register of contracts is not submitted to IFAD Country Program Manager on a monthly basis. The auditor for FY 2019-20 to be appointed within 120 days after the beginning of each fiscal year was appointed by OCAG on 16 August 2019. The quarterly interim financial reports to be submitted within 45 days after quarter-end have not been prepared and submitted to IFAD. The draft AWPB of FY 2020-21 to be submitted to IFAD within 60 days before the beginning of the project year was submitted on 18 March 2020 which was approved on 6 April 2020 and by the Board on 11 June 2020. Key project personnel have not been insured against health and accident risks and office equipment except vehicle and motorbikes have not been insured. Some of the plans, design, standards, reports, contract documents, specifications and schedules relating to the project and material modifications subsequently made therein were not submitted to the IFAD. The project did not submit project financial statements of FY 2018-19 to IFAD. The audit reports of FY 2018-19 issued on 5 Sept 2019 by the auditor were submitted to IFAD after due date on 30 October 2019 along with response on management letter.

Agreed Action	Responsibility	Agreed Date
Compliance with loan covenants Prepare plan to comply with the provisions of the Financing Agreement, Letter to the Borrower/recipient and General Conditions for Agricultural Development Financing.	PD/APD/ FD	08/2020

Procurement

Procurement

Rating: 4

Previous rating: 3

Justification of rating

Rating revised to 4 from 3 provided by SM 2019. Moderate difficulties experienced in procurement and in the submission

of the procurement plan. Procurement is at times not in compliance with the approved plan especially on timelines. Documentation and decisions are of moderate quality. Application of procurement procedures is in general transparent.

Procurement Review

Procurement Plan: Implementation of procurement plan is only 5.4 percent of the total procurement specified in the procurement plan for 2019-20 and 19 percent for 2020-21. Even though 14 out of the total 27 packages were contracted, many of the packages have been delayed largely on account of non-framing of generic specifications and ToRs. Methods of procurement in the plan and actual procurement are consistent with the provision of the Financing Agreement, Letter to the Borrower and IFAD guidelines. The procurement plan is not accessible publicly. Procurement Plan version and date are not updated for revised versions. Community procurement guidelines have been finalized but the same need to be translated in local language and community is yet to be trained.

Processes and Procedures from Prequalification to bidding During the mission, randomly selected nine packages were reviewed. The processes and procedures used were found to be in compliance with IFAD guidelines. Bid opening minutes are prepared in all cases but bids for RFQ valuing more than shopping threshold are not publicly opened in some of the cases. For procurement of solar water pump, pre bid meeting minutes were finalized after a lapse of two and half months' time and tender opening was extended multiple times. There is apparent lack of market research in some of the procurement cases including procurement of solar water pumps, which has resulted in delays.

Process and Procedures for Evaluation and Contract Award: Five post review procurement cases and four prior review cases were randomly selected and evaluation and contract award process is compliant and consistent with IFAD's Procurement Guidelines. Contract award against state government rate contracts need to record transparent reasoning for selection. During the mission, justifiable verbal reasons for procurement of goods and machinery from the selected vendor were provided.

Review of Contract Administration and Management The Contracts Register (C10) and Individual Contract Information/Payment Monitoring Template (C11) are up to date, with information on all the awarded contracts during the life of the project.

Review of Project's procurement filing system and the ease of document retrieval Physical filing system could not be reviewed. However, all documents relating to any procurement packages were promptly provided electronically which indicates that there is a consolidated filing system for the procurement records.

Agreed Action	Responsibility	Agreed Date
ToR preparation Expedite framing of specifications and ToRs to fast track all procurement and provide training to concerned staff for preparation of specifications and TOR. Where necessary hire consultants for support.	SPMU	08/2020
Translation of Community Procurement Guidelines Translate community procurement guidelines in local language for each district and provide training to community members for effective procurement.	SPMU	10/2020
Justify procurement from rate contract holding firm Provide sound logic and justification for selecting a firm for award of contract against rate contract including the reasons for not awarding to the other firms	SPMU	
Expedite preparation of pre bid meeting minutes Prepare pre bid meeting minutes with in a reasonable time of one week and share a copy with IFAD for prior review cases	SPMU	

e. Key SIS Indicators

Likelihood of Achieving the Development Objective

Rating: 4.0

Previous rating: 4.0

F. Agreed Actions

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
Overview and Project Progress		
Fast track PG mobilization PG, SP and SPG mobilization need to be fast tracked as outreach continues to be low by making changes to the mobilization guidelines.	ISC&ED	07/2020
Supply Chain Development – COVID response Undertake test marketing of Ginger and Pineapple in collaboration with SAFAE and other such market players. Project to cover cost of weighing machine, packing material and transportation and any loss incurred during test marketing for the first two linkages per IVCS and not exceeding 20 truckloads during this financial year.	ISC&ED	07/2020
Revise AWPB for 2020-2021 Given changed circumstances in the light of the COVID pandemic as well as implementation of the State Water Resources Policy, the project needs to revisit the plan.	SPMU/DPMU	08/2020
Training/ Capacity Building Project to revise training plans and conduct them well before close of the year so that 2020-2021 targets are met	SPMU/DPMU	08/2020
Utilisation of Material component of MGNREGA GoM to urgently take up the matter of timely release of material costs under MGNREGS to ensure effective convergence.	SPMU	08/2020
IVCS area expansion Plan for expansion of area of operation of IVCS and initiate a process for amendments to IVCS byelaw and subsequent approval by registrar.	RF	08/2020
Interdepartmental coordination Coordinate with ISCED and INRM for establishing simple procedures, formats and guidelines to facilitate smooth opening of accounts and provision of IVCS services for beneficiaries in these components.	RF/ ISCED/INRM	08/2020
IDH engagement Prepare a draft MoU with IDH for non-financial engagement and send for review by IDH and IFAD.	ISC&ED and Procurement Specialist	08/2020

Marketing infrastructure Revise guidelines for CMC and Farmer Market Establishment and also revise guidelines for Window 3 to allow 75 percent support for infrastructure development with a maximum ceiling of Rs. 40 lakhs for market infrastructure development/ for Processing and Value addition units and also include a returnable grant for working capital to committees of IVCSs and CBOs as an eligible item of funding for supporting Collective Marketing Centres (CMCs) and Farmers' Markets.	ISC&ED	08/2020
Convergence and Contribution Project to work out a plan to ensure that required convergence and expected community contribution is obtained from villages accompanied by appropriate accounting and reporting.	SPMU/DPMU	09/2020
Reduction in convergence/contribution amount for low population villages with special needs: Project to submit a proposal to IFAD for approval indicating criteria and guidelines.	SPMU/DPMU	09/2020
Combining of VDF Tranches 2+3 and extension of period for "convergence and community contribution" Project to develop criteria and guidelines including nature of assurance and "targeting" and seek IFAD's approval.	SPMU/DPMU	09/2020
Personnel Hiring Project to prepare a Note and submit to IFAD and GoM	SPMU	09/2020
Re-purposing the VTF Project to allow shifting of funds from VTF to VDF, based on criteria approved by PD, after ensuring that adequate funds are available to villages that need training funds.	PD/SPMU/ DPMU	09/2020
Savings mobilization Start savings in all IVCS, enable more members to start saving with IVCS and mobilise higher average savings in the accounts. Any necessary handholding and training should be arranged.	RF	09/2020
VGF guideline revision Revise the VGF guidelines for payment in two half-yearly instalments so that IVCS become ready to pass on salaries and honorarium on time as per guidance in Appendix 4.	RF	09/2020
Rating tool revision Refine the IVCS rating and ranking tool to include (among others), management related indicators and involvement in other key activities in addition to current indicators. Develop a time-bound plan for strengthening IVCS that are assessed to be weak.	RF	09/2020

Computerization Take steps for computerising accounting in IVCS; prepare a plan and send it to IFAD for review. Explore possibility of getting support from NABARD.	SPMU/RF	09/2020
Linkage with MCAB With the support of Principal Secretary, Cooperation develop a plan with MCAB for affiliation of IVCS with the apex bank.	SPMU/RF	09/2020
PG and SP proposal appraisal ISC&ED has a large backlog of proposals for appraisal and clearance. The project may engage short term consultants to expedite review of proposals and making changes to the proposals.	ISC&ED	09/2020
Enterprise Support – COVID Response Provide support to highly vulnerable and vulnerable unregistered and sole proprietorship businesses (not exceeding 3,000 enterprises as per AWPB of 2020-21). Prepare detailed guidelines for implementing this activity and send it to IFAD for review.	ISC&ED	09/2020
PRIME Hubs Start undertaking detailed set of activities for implementing the concept of PRIME hubs and revise guidelines for Window 4 to include PRIME hubs as one of the eligible activities.	ISC&ED	09/2020
Promotion of SALT/ across-the-slope cultivation and bench terracing Project to ramp up implementation of these activities to achieve project targets.	SPMU/DPMU	10/2020
CIP Proposal Review the proposal and place before the management of MBMA and invite CIP representative for finalization.	ISC&ED	11/2020
Salary payment Payment of full salaries and honorarium to Secretary and MC members of I phase IVCS for period ending March 2020 to be completed, after finalising the accounts of these IVCS as per guidance in Appendix 4.	RF	12/2020
Audit of accounts Expedite the arrangements for completion of annual accounts and audit of those IVCS that completed one year or more as on 31 March 2020. For other IVCS that have completed at least one month by March 2020 unaudited financial statements should be finalised.	RF	12/2020
Audit Training Based on discussion with Principal Secretary Cooperation, work out training arrangements for cooperation department auditors (about 50 to 60) in audit of IVCS. The necessary training resources can be hired from credible institutions.	RF	12/2020

Market access and Road Construction Undertake feasibility study with cost estimates for cost effectively repairing full stretch of village roads (about 100 Kms) connecting production clusters. Submit the feasibility reports with a plan of action for starting works to IFAD for no-objection.	ISC&ED	12/2020
Credit business Start credit business in all IVCS, Provide training and also the guidance on providing loans to members to those IVCS that are not yet trained.	RF	01/2021
Multi-stakeholder platform Conduct district/regional level commodity specific MSPs with participation of market players from outside the state and also prepare modalities for sustainable MSPs to operate beyond project life.	ISC&ED	02/2021
Member Mobilization Mobilise additional members in each IVCS through optimising financial literacy programmes, collaborating with ISCED for PGs and other beneficiary accounts. If necessary, the VLF's services may be utilised for mobilising new members. The per IVCS target is revised to 250 members by March 2021, considering the impact of COVID on field movements.	RF	03/2021
Development Effectiveness		
Studies/ Documentation Work with different component teams and M&E and KM team to ensure gender disaggregated outcome data is collected; studies on drudgery reduction/ women participation in supply chains/ women's experiences from their participation in various community institutions etc are done.	SM Gender with support from KM, M&E and other teams	08/2020
Hire Senior staff responsible for Gender Hire a Gender Specialist at the level of Senior Manager reporting to APD and working across all components. Identify Gender Focal persons from within the existing teams to support the SM Gender in the implementation of Gender Action Plan.	HRD	09/2020
Revise/ update gender Action Plan Provide support to the SM Gender to revise and prepare a robust gender Action plan with milestones to work towards improving its performance under gender to 'satisfactory' in the ratings.	IFAD and Project Team	11/2020
Staff Gender Orientation programme Organise workplace orientation programmes at the state and regional level to build collegiality, promote team work, enhance more active participation of all staff, especially women staff in project planning and implementation etc.	HRD and Administration with support from SM Gender	11/2020
Sustainability and Scaling up		
Promotion of SALT/ across-the-slope cultivation and bench terracing Project to ramp up implementation of these activities to achieve project targets.	SPMU/DPMU	10/2020

Project Management		
Staff facilities Obtain accident and medical insurance policy for staff, and provide high speed internet facilities and also communication facilities in the border areas.	HRD and Administration	08/2020
Order aggregation App Facilitate the farmers and agri-produce kiosk/van operators/aggregators by assisting them with apps for aggregation of orders from consumers, delivery scheduling and e-payment. Engage an app developer or source an app that can be customized.	KMU and ISC&ED	08/2020
E-learning platform Explore the need for an e-platform to for communications between various levels of the project implementation structure and also for hosting e-learning. The e-platform being used by Bill and Melinda Gates Foundation (Bluefrog) may be requested to make a presentation on their e-platform.	KMU and Component Heads	08/2020
Revision of AWPB The project has to revise the AWPB, factoring in the time lost on account of COVID-19, possibility of restoration of normalcy and resumption of project staff movements and implementation activities. The revised budget for the second half of the year may be submitted to IFAD for 'no-objection'.	SPMU/PD/APD	09/2020
ORMS data Improve the MIS data collection to ensure that disaggregated data by gender, youth and Indigenous persons are collected and reported.	M&E	09/2020
Review the targets and ORMS reporting template Review the targets of each component in terms of number of persons receiving services set out in the MTR taking into account the actual outreach and according revised ORMS template in consultation with IFAD	M&E	09/2020
Beneficiary Assessment Survey Conduct a beneficiary assessment survey – Design a questionnaire and send the same to IFAD for review. Conduct AOS 2020 as soon as the COVID-19 restrictions are eased and send the final questionnaire for review by IFAD	M&E	09/2020
Civil Engineer Engage a full time civil engineer under General Manager-ISC&ED to anchor the activities related to roads, markets and PRIME Hubs.	HRD and ISC&ED	10/2020
RF staff in districts and blocks Work out reasonable requirements consistent with increasing workload and initiate the process of hiring the necessary staff.	RF and HRD	10/2020

E-learning Develop content for e-learning initially covering paravets and Group Facilitators in a modular format in consultation with ISC&ED. Engage short term consultants if required.	KMU and ISC&ED	10/2020
HR Development Engage an external short term Human Resource Consultant to review working conditions of staff in general and women employees in particular, career progression pathways particularly for young professionals and submit revisions to the HR Policy for approval by a high level committee of MBMA with adequate representation from women members.	HRD	11/2020
Geo-tagging Complete the geo-tagging process for updating NRM related interventions.	M&E	11/2020
Documenting innovative interventions Document innovative and environment friendly interventions such as the open limestone channel technology and also use of aromatic plants for reclamation of degraded land and other interventions. Engage short term consultants if required.	KMU	12/2020
Traditional knowledge documentation Prepare Megha-LAMP specific traditional knowledge related documentation and send it to IFAD to assess the possibility of presenting the same at the UN Food Systems Summit in 2021. Engage short term consultants if required.	KMU	12/2020
Strategic framework Develop strategic initiatives and assess the requirement of creating an enabling environment in the form of policy framework to address rural poverty issues with help from CPR	KMU	12/2020
Impact assessment Conduct impact assessment of KM tools developed by the project including posters, information videos and farmer youtube on the beneficiaries (women and youth to be covered as a subset). Engage short term consultants if required.	KMU	02/2021
Thematic studies Conduct thematic studies of key project interventions covering outputs, outcome, impact including costs and benefits.	KMU, NRM. RF and ISC&ED	03/2021
Strategic review of IVCS Conduct a strategic review of IVCS as an initial step in building the capacity of the Cooperative Department	KMU and RF	03/2021
Environment studies Undertake a longitudinal analysis of NICRA villages and a study to estimate the value of ecosystem services enhanced by its investments.	KMU and NRM	03/2021

Annual Progress Report Introduce new features into the Annual Progress as detailed above.	M&E	05/2021
“In Conversation” dialogues Develop “In-conversation” dialogue modality linked to project outcomes and impact covering stakeholders that include the entire set of beneficiaries and the subset comprising women and youth.	KMU	
Financial Management & Execution		
Preparation of voucher West , North & South West Garo Hills, DPMUs should print vouchers of all financial transactions.	FD	07/2019
Internal Audit Appoint independent professional auditor to conduct internal audit of the project on half yearly basis from FY 2019-20 for submission of internal audit report to the BoD for taking corrective measures.	BoD/PD/FD	07/2019
Orientation to DPMUs Finance Staff Review accounts of all DPMUs on quarterly basis and provide orientation and guidance in maintaining accounts and preparation of financial reports.	FD	07/2019
Tally customization Complete customization of Tally software to generate expense report in required format based on category and information required for preparation of WA and interim financial reports.	PD/APD/FD	07/2019
Approval of Financial Management Finalize the Financial Management Manual and get it approved from the Board. [Update Nov 2019: The Financial Manual is finalised and approved by IFAD. It will be approved by MBMA board on March 2020.]	BoD/PD/APD FD	07/2019
Revision of PIM Revise PIM and get it approved from the Board.	BoD/PD/APD/ FD	07/2019
Reporting of contribution Develop system of reporting of expenditures incurred by other government offices for convergence, the contributions made by the beneficiaries and loan provided by the bank & incorporate in Financial Management Manual.	PD/APD/FD	07/2019
Quarterly report Obtain financial reports from DPMUs and prepare consolidated quarterly Interim Financial Reports (IFR) for submission to the IFAD .	PD/APD/FD	08/2019
Recover payment Recover excess payment made to staff for hotel, double payment to Hotel Polo orchid and payment without supporting documents.	FD	08/2019

Lapses in maintenance of Bank Reconciliations The long-standing advances should be followed up and resolved/recovered.	PMU	12/2019
Movement in net assets The movement on net assets in the audited financial statements is inconsistent with the surplus in the year.	PMU	12/2019
Compliance with loan covenants Prepare plan to comply with the provisions of the Financing Agreement, Letter to the Borrower/recipient and General Conditions for Agricultural Development Financing.	PD/APD/ FD	08/2020
ToR preparation Expedite framing of specifications and ToRs to fast track all procurement and provide training to concerned staff for preparation of specifications and TOR. Where necessary hire consultants for support.	SPMU	08/2020
Acknowledgement of receipts Acknowledge the receipt of goods purchased either signing on challan to be returned to the supplier or issuing goods received notes.	FD	08/2020
Concurrence for project audit Issue ToR to the Auditor and get concurrence for project audit for 2019-20	PD/FD	08/2020
Request for cancellation of saving in IFAD loan Submit request for cancellation of saving of SDR 2.71 million (USD 3.76 million) of the IFAD loan due to depreciation of Indian Rupee	PMC/PD/CFO	08/2020
Reporting of contribution (i) Develop system of reporting of expenditures incurred by other government offices for convergence, the contributions made by the beneficiaries and loan provided by the bank & incorporate in Financial Management Manual. (ii) Report the expenditures of convergence, loan provided by the bank and beneficiaries contribution in FY 2019-20.	PD/APD/FD	08/2020
Implementation of recommendation of auditor Implement recommendations provided by the auditor relating to fixed assets insurance & periodic verification, numbering of vouchers and proper maintenance of attendance of the staff, outstanding items of the bank reconciliation, and timely payment and filing return of TDS and EPF.	BoD/FD	08/2020
Submission of unaudited project financial statements Prepare and submit the unaudited project financial statements of FY 2019-20 and submit to IFAD	PD/APD/FD	08/2020

Quarterly report Obtain financial reports from DPMUs and prepare consolidated quarterly Interim Financial Reports (IFRs) from 4th quarter of FY 2019-20 for submission to the IFAD. Deadline: 31 Aug 2020 and onward	PD/APD/ FD	08/2020
Recover payment Recover excess payment made to staff for hotel and payment without supporting documents.	FD	09/2020
Settle overdue advance Settle overdue advances given to the staff and government institutions and service providers.	PD/APD/ FD	09/2020
Submission of audit report Submit audit report of FY 2019-20 and management response on management letter issued by the auditor.	PD/APD/ & Auditor	09/2020
Translation of Community Procurement Guidelines Translate community procurement guidelines in local language for each district and provide training to community members for effective procurement.	SPMU	10/2020
Appointment of internal auditor Process for appointment of the internal auditor to conduct internal audit for FY 2020-21.	BoD/PD/FD	10/2020
Internal Audit Conduct internal audit of the project of FY 2019-20 as per contract entered on 24 July 2020 for submission of internal audit report to the BoD within 30 November 2020.	BoD/PD/FD	11/2020
Justify procurement from rate contract holding firm Provide sound logic and justification for selecting a firm for award of contract against rate contract including the reasons for not awarding to the other firms	SPMU	
Expedite preparation of pre bid meeting minutes Prepare pre bid meeting minutes with in a reasonable time of one week and share a copy with IFAD for prior review cases	SPMU	

India

Livelihoods and Access to Markets Project Supervision Report

Logical Framework

Mission Dates: 21 July to 13 August 2020
Document Date: 06/10/2020
Project No. 1100001715
Report No. 5502-IN

Asia and the Pacific Division
Programme Management Department

Livelihoods and Access to Markets Project

Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Outreach	1.b Estimated corresponding total number of households members										
	Household members			789 360							
	1.a Corresponding number of households reached							RIMS	Annual		
	Women-headed households			50 050							
	Non-women-headed households			92 950							
	Households			143 000							
	1 Persons receiving services promoted or supported by the project										
	Females			121 765							
	Males			121 765							
	Young			73 059							
	Not Young			170 471							
	Indigenous people			234 519							
	Non-Indigenous people			9 011							
	Total number of persons receiving services			243 530							
Project Goal Higher family incomes & better quality of life in rural Meghalaya	Households reporting increase in Household asset index							RIMS+ baseline and impact assessment surveys			Relative stability in general economic conditions are conducive to poverty reduction
	Households										
	% of HH reporting increase in asset index			75							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	% Households reporting increase in income							Impact assessment	Baseline and Completion	PMU	
	Households			75							
	Households reporting increase in food security							Impact assessment	Baseline and Completion	PMU	
	Households			75							
Development Objective Expanded and sustainable livelihood opportunities adapted to the hill environment and to the effects of climate change	Households report reduced time to collect domestic water							Thematic studies Annual Outcome survey Project progress reports			Rural people respond to opportunities for improved livelihoods - Political stability and security situation allow communities access to economic opportunities and natural resources
	Households			20 000							
	Households linked to supply chain and enterprise development interventions							Thematic studies Annual Outcome survey Project progress reports			
	Households			50 000							
	210 IVCS are financially sustainable and have loan recovery rates of at least 95%							Thematic studies Annual Outcome survey Project progress reports			
	No. of IVCS financially sustainable			210							
	3.2.3 Households reporting a significant reduction in the time spent for collecting water or fuel										
	Households			20 000							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Outcome Increased sustainable management by communities of their soil, water and biodiversity resources	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices							RIMS	Annual	Changes in weather patterns do not seriously affect farming. Prices do not fall to a level where local production unviable	
	Households			70							
	1.2.4 Households reporting an increase in production							Thematic studies Annual Outcome survey Project progress reports	Annual		PMU
	Total number of household members			50 000							
	Households reporting increased area under irrigation										
	Households			10 000							
Output Natural resource planning	Village/community plans formulated							Project monitoring	Annual	PMU	
	Number village plans			1 350							
Output Land, water resource and food crop development	No of villages with water-related interventions							MIS/project progress reports	annual	PMU	Adequate funds are available for the implementation of activities from convergence
	No. of villages			1 000							
	No of Villages with land and conservation related interventions							MIS/project progress reports	annual	PMU	
	No. of villages			1 000							
Outcome Increased use of financial services by rural households	1.2.5 Households reporting using rural financial services							Project monitoring	Annual	PMU	Support from the Department of Cooperatives and quality handholding from MCAB
	Males										
	Females										
	Households			90 000							
	Average combined share capital and savings per household with IVCS (in Rupees)							Project monitoring	Annual	PMU	
	Value in INR			10 000							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Output Rural finance	IVCS societies cover 1350 villages with 120,000 members							ICVS MIS system			Support from the Department of Cooperatives and quality handholding from MCAB
	No. of villages			1 350							
	No. of members			120 000							
	IVCS formed/strengthened							RIMS	Annual		
	No. of savings and credit groups			300							
	IVCS formed/strengthened with women in leadership positions							RIMS	Annual		
	No. of groups			150							
Outcome Increased real net income for individuals and households in competitive inclusive supply chains and local micro- and small enterprises	Households reporting increased crop and livestock sales							Annual outcome surveys Thematic studies of costs & returns	Annual	PMU	Households have adequate labour for the expansion of enterprise and good returns in sub-sector
	Households			80							
	Households reporting increased sale prices by 15%							Annual outcome surveys Thematic studies of costs & returns			
	Households			50							
	Households linked to Market Players							Annual outcome survey	Annual	PMU	
	Households			30							
	Rural entrepreneurs expand the turn over of their business by at least 30%							Project monitoring	Annual	PMU	
	Number of entrepreneurs			5 000							
	2.2.2 Supported rural enterprises reporting an increase in profit								Annual	PMU	

Results Hierarchy	Indicators							Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility
	Number of enterprises			3 000						
Output Integrated production and marketing support	Supply chain clusters established							MIS/project progress reports		
	No. of clusters			485						
	20,000 households participating in cluster based production							MIS/project progress reports		
	Households			20 000						
	1.1.4 Persons trained in production practices and/or technologies							RIMS	Annual	PMU
	Total number of attendances to training sessions									
	Men trained in crop			10 000	0					
	Women trained in crop			10 000	0					
	Total persons trained in crop			20 000	0					
	2.1.3 Rural producers' organizations supported							Project monitoring	Annual	PMU
	Rural POs supported			1 200						
	Women in leadership position			600						
	2.1.4 Supported rural producers that are members of a rural producers' organization							RIMS	Annual	
	Total number of persons			50 000						
	Males			25 000						
	Females			25 000						
	Indigenous people			48 150						
	Non-Indigenous people			1 850						

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	Young			15 000							
	Not Young			35 000							
Output Livestock development	Paravets trained & providing services							MIS/project progress reports			Sufficient number of CLP and VRLP can be recruited and trained
	No. of CLF trained			120							
	No. of VLRP trained			720							
Output Market development	2.1.5 Roads constructed, rehabilitated or upgraded							RIMS	Annual		Traditional leadership allows market development
	Length of roads			250							
	2.1.6 Market, processing or storage facilities constructed or rehabilitated							RIMS	Annual	PMU	
	Total number of facilities			55							
	Market facilities constructed/rehabilitated			55							
	Staff of service providers trained							RIMS	Annual		
	Males			275							
	Females			275							
Output Enterprise Development	Entrepreneurs register with EFCs							EFC MIS/project progress reports			Technical support can reach scattered entrepreneurs Convergence funds available
	No. of entrepreneurs			65 000							
	Applications submitted for loans and convergence funding							EFC MIS/project progress reports			
	No. of applications for loans submitted										
	2.1.2 Persons trained in income-generating activities or business management							RIMS	Annual		
	Females										
	Males										

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	Indigenous people										
	Non-Indigenous people										
	Young										
	Not Young										
	Persons trained in IGAs or BM (total)										
	2.1.1 Rural enterprises accessing business development services										
	Rural enterprises										

India

Livelihoods and Access to Markets Project

Supervision Report

Appendix 1: Financial: actual financial performance; by financier by component and disbursements by category

Mission Dates: 21 July to 13 August 2020
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Project No. 1100001715
Report No. 5502-IN

Asia and the Pacific Division
Programme Management Department

Appendix 1.a1: Financial performance by financier as at 30 June 2020 based on original appraisal amount

Financier	Approval (US\$ '000)	Disbursements (US\$ '000)	Percent disbursed
IFAD	50 063	15 606	31.17
Govt. of Meghalaya	49 665	13 350	26.88
Convergences	28 175	3 837	13.62
Banks	29 319	1 581	5.39
Beneficiaries	12 682	152	1.20
Total	169 905	34 525	20.32

Notes:

1. The IFAD and GoM disbursement include expenditures incurred up to 30 June 2020 excluding advances.
2. The expenditures yet to be disbursed have been calculated at the exchange rate of Rs. 74.84809 per USD prevailing on 20 July 2020.
3. The expenditures incurred by the GoM have been calculated at the same exchange rates used for IFAD loan.

Appendix 1.a2: Financial performance by financier as at 30 June 2020 based on revised appraisal amounts (Note 1)

Revised based on Expenditures incurred up to 30 Sep 2017 and Post MTR Cost Table

Financier	Approval (US\$ '000)	Disbursements (US\$ '000)	Percent disbursed
IFAD	43 525	15 606	35.85
Govt. of Meghalaya	30 908	13 350	43.19
Convergences	19 551	3 837	19.63
Banks	22 514	1 581	7.02
Beneficiaries	2 207	152	6.87
Total	118 705	34 525	29.08

Note:

1. The approval amounts have been revised based on expenditures incurred up to 30 September 2018 at the exchange rate of INR 62 per USD and expenditures estimated in the cost table prepared in MTR for the remaining project period from 1 October 2018 and outstanding advances already given at the exchange rate of INR 70 per USD.
2. The IFAD and GoM disbursement include expenditures incurred up to 30 June 2020 excluding advances.
3. The expenditures yet to be disbursed have been calculated at the exchange rate of Rs. 74.84809 per USD prevailing on 20 July 2020.
4. The expenditures incurred by the GoM have been calculated at the same exchange rates used for IFAD loan.
5. 4. The beneficiaries' contribution has been reported only up to 31 May 2019 based on MIS data as the actual expenses incurred by the beneficiaries from June 2019 are not provided. The beneficiaries' contribution will be updated on receipt of the actual amounts

Appendix 1.b: Financial performance by financier by component as at 30 June 2020 (Amount in USD '000) based on original appraisal amount

Components	IFAD Loan			Government			Convergence			Bank			Beneficiary			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
A. Natural Resources & Food Security																		
1. Integrated NRM	8 759	4 755.39	54.29	7 679.46	4 423	57.60	16 555	3 837	23.18	-	-	-	1 742	152	8.70	34 736	13 167	37.91
B. Inclusive Supply chain & ED																		
1. Integrated village cooperatives	774	520.75	67.26	3 062.59	560	18.29	-	-	-	9 677	-	-	-	-	-	13 514	1 081	8.00
2. Enterprises development	7 688	578.31	7.52	14 432.97	102	0.70	8 980	-	-	15 158	1 581	10.43	7 643	-	-	53 902	2 261	4.19
3. Integrated production & marketing	3 756	1 272.72	33.89	4 454.62	744	16.71	2 613	-	-	3 919	-	-	2 613	-	-	17 355	2 017	11.62
4. Livestock Development	4 720	554.31	11.74	1 255.16	87	6.92	-	-	-	565	-	-	113	-	-	6 653	641	9.64
5. Access to markets	15 002	5 170.22	34.46	10 739.26	4 184	38.96	27	-	-	-	-	-	572	-	-	26 340	9 354	35.51
C. Knowledge Services																		
1. Knowledge services	4 762	415.67	8.73	1 803.64	207	11.45	-	-	-	-	-	-	-	-	-	6 566	622	9.48
D. Project Management																		
1. Project Management Unit, Shillong	1 301	1 099.59	84.54	1 517.76	1 455	95.89	-	-	-	-	-	-	-	-	-	2 818	2 555	90.65
2. District Project Management Units	3 301	1 238.84	37.53	4 719.33	1 587	33.64	-	-	-	-	-	-	-	-	-	8 020	2 826	35.24
TOTAL	50 063	15 605.80	31.17	49 664.80	13 350	26.88	28 175	3 837	13.62	29 319	1 581	5.39	12 682	152	1.20	169 905	34 525	20.32

Counter part funding is taken at 1 USD = 68.6934

1. The IFAD and GoM disbursement include expenditures incurred up to 30 June 2020 excluding advances.

2. The expenditures yet to be disbursed have been calculated at the exchange rate of Rs. 74.84809 per USD prevailing on 20 July 2020.

3. The expenditures incurred by the GoM have been calculated at the same exchange rates used for IFAD loan.

4. The bank loan of USD 1,580,407 (INR 103.246 million) including amounts of USD 689,749 (INR 4.754 million) yet to be identified for the specific fiscal year, which has been reported by the project, has been included under enterprises development due to lack of purpose of loan and identification of loan taken for the project intervention areas and activities.

Revised based on Expenditures incurred up to 30 Sep 2017 and Post MTR Cost Table

Components	IFAD Loan			Government			Convergence			Bank			Beneficiary			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
A. Natural Resources & Food Security																		
A. Integrated NRM	8 975	4 755.39	52.98	7 771.00	4 423	56.92	19 551	3 837	19.63	-	-	-	1 589	152	9.54	37 886	13 167	34.75
B. Rural Finance (Integrated Village Cooperative Society)	9 462	520.75	5.50	4 517.00	560	12.40	-	-	-	20 871	-	-	-	-	-	34 850	1 081	3.10
C. Inclusive Supply chain & ED																		
1. Inclusive Supply Chains & Enterprise	7 806	1 164.20	14.91	5 376.00	725	13.49	-	-	-	-	-	-	-	-	-	13 182	1 889	14.33
2. Enterprises development	621	578.31	93.13	109.00	102	93.31	-	-	-	1 643	1 581	96.23	-	-	-	2 373	2 261	95.28
3. Integrated production & marketing	132	108.52	82.21	23.00	19	83.26	-	-	-	-	-	-	-	-	-	155	128	82.37
4. Livestock Development	971	554.31	-	243.00	87	-	-	-	-	-	-	-	-	-	-	1 214	641	-
5. Access to markets	9 467	5 170.22	54.61	7 581.00	4 184	55.19	-	-	-	-	-	-	618	-	-	17 666	9 354	52.95
D. Knowledge Services																		
1. Knowledge services	2 827	415.67	14.70	1 103.00	207	18.73	-	-	-	-	-	-	-	-	-	3 930	622	15.83
E. Project Management																		
1. Project Management Unit, Shillong	1 856	1 238.84	66.75	2 466.00	1 587	64.37	-	-	-	-	-	-	-	-	-	4 322	2 826	65.39
2. District Project Management Units	1 408	1 099.59	78.10	1 719.00	1 455	84.67	-	-	-	-	-	-	-	-	-	3 127	2 555	81.71
TOTAL	43 525	15 605.80	35.85	30 908.00	13 350	43.19	19 551	3 837	19.63	22 514	1 581	7.02	2 207	152	6.87	118 705	34 525	29.08

Counter part funding is taken at 1 USD = 68.6934

1. The IFAD and GoM disbursement include expenditures incurred up to 30 June 2020 excluding advances.

2. The expenditures yet to be disbursed have been calculated at the exchange rate of Rs. 74.84809 per USD prevailing on 20 July 2020.

3. The expenditures incurred by the GoM have been calculated at the same exchange rates used for IFAD loan.

4. The bank loan of USD 1,580,407 (INR 103.246 million) including amounts of USD 689,749 (INR 4.754 million) yet to be identified for the specific fiscal year, which has been reported by the project, has been included under enterprises development due to lack of purpose of loan and identification of loan taken for the project intervention areas and activities.

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Appendix 2: Physical progress measured against AWP&B

Mission Dates: 21 July to 13 August 2020
Document Date: 06/10/2020
Project No. 1100001715
Report No. 5502-IN

Asia and the Pacific Division
Programme Management Department

Appendix 2: Physical progress measured against AWP&B

Intervention	Unit	Achievement against AWPB target FY 2019-20			Achievement against project target				
		AWPB Target	Actual	Achievement (%)	Cumulative actual (end 2019-20)	Actual FY 20-21	Cumulative 30 Jun 2020	Project Target	Overall achievement (%)
INRM									
INRM Plans completion with maps	Villages	1350	1080	80%	1,325	0	1,325	1,350	98%
First phase of VDF to be released	Villages	264	874	331%	874	383	1257	1,350	93%
First Phase Plan implemented	Villages	325	488	150%	488	433	921	1,350	68%
Second Phase VDF released	Villages	1000	280	28%	280	382	662	1,350	49%
Second phase plan implemented	Villages	675	0	0%	0	188	188	675	28%
Third phase VDF released	villages	1350	0	0%	0	118	118	1,350	9%
Third phase plan implemented	villages		0		0	0	0	350	0%
No. of CHCs established	#		0		0	0	0	72	0%
Nursery development for catchment protection	#		0		0	12	12	72	17%
Source protection plans approved and funded	#		0		0	12	12	72	17%
Catchment protection plans approved and funded	#		0		0	12	12	72	17%
Seeds procured and distributed	villages		0		0	6	6	1,350	0%
Bio-fertilizers procured and distributed	villages		0		0	0	0	1,350	0%
Water lifting devices installed	#	75	0	0%	0	0	0	200	0%
SWC Plans on jhum plots approved and funded	#		0		0	0	0	36	0%
SALT plans approved and funded	#	1	0	0%	0	0	0	3	0%
High hill paddy/ seed multiplication clusters established	#		0		0	0	0	2	0%
Temperate vegetable seed production clusters developed	#		0		0	0	0	4	0%
Open lime channel technology approved and funded	#		0		0	4	4	25	16%
MAP plans approved and funded	#		0		0	22	22	72	31%
MTs trained	#		100		0	0	0	300	0%
Field Engineers trained	modules		23		0	0	0	56	0%
Farmers trained	#		10000		0	3024	3,024	20,000	15%
Exposure visits to farmers	#		0		0	0	0	72	0%
NICRA village concept implemented	#		0		0	3	3	3	100%
Rural Finance									
IVCS registered	#	300	300	100%	300	0	300	300	100%
Release of funds for office equipment and furniture	IVCSs	150	124	83%	124	105	229	300	76%
Corpus Fund first instalment released	IVCSs	200	57	29%	57	40	97	300	32%
Corpus fund second instalment released	IVCSs	100	29	29%	29	21	50	300	17%
Salary payment of IVCS secretaries started	IVCSs	200	45	23%	45	0	45	300	15%
Loan business started	IVCSs	120	83	69%	83	10	93	300	31%
Other business (trading, etc.) started	IVCSs	30	23	77%	23	42	65	300	22%
IVCS linked with banks for bulk loans	IVCSs	60	5	8%	5	0	5	200	3%

Intervention	Unit	Achievement against AWPB target FY 2019-20			Achievement against project target				
		AWPB Target	Actual	Achievement (%)	Cumulative actual (end 2019-20)	Actual FY 20-21	Cumulative 30 Jun 2020	Project Target	Overall achievement (%)
Average number of members per IVCSSs	#		47		47	14	61	400	15%
Average share capital per member	Rs		487		487	39	526	1,500	35%
Average outstanding savings per member	Rs		1740		1,786	416	2202	8,500	26%
Average outstanding savings per IVCSSs of 1 year old IVCSSs	Rs				64,708	64,900	64,900	1,300,000	5%
Average outstanding loans per IVCSS	Rs		69,743		69,743	83,295	83,295	1,000,000	8%
No. of IVCSSs with profit	#						0	150	0%
No. of off-farm enterprises promoted	#					0	0	6,000	0%
No. of staff trained	sessions	54	39	72%	39	0	526	600	88%
No. of Secretaries and Board members trained	sessions	36	95	264%	95	0	526	11,000	5%
No. of FLFs trained	Batch	10	13	130%	13	0	526	300	175%
No. of members trained in financial literacy	#					472	472	60,000	1%
ISC&ED									
No. of MSPs at Hub level conducted	#	24	27	113%	27	0	27	69	39%
No. Of MSP at Cluster level conducted	#	216	162	75%	162	0	162	427	38%
No. of market players engaged	#	6	6	100%	6	0	6	36	17%
Pig Value Chain									
No. of para-vets sent for training	#	149	29	19%	29	0	29	300	10%
No. of Pig breeding units supported	#	90	63	70%	33	0	33	324	10%
No. of pig fattening producer groups (20 members) supported	PGs	191	39	20%	39	0	39	800	5%
Ginger Value chain									
No. of proposals of ginger seed units approved	#	90	14	16%	14	0	14	144	10%
No. of Ginger PG proposal approved	PGs	47	12	26%	12	0	12	500	2%
No. of proposals from PGs for disease free ginger seed clusters approved	#	3	0	0%	0	0	0	11	0%
Pepper Value chain									
No. of proposals for pepper nurseries approved	#	65	8	12%	8	2	10	116	7%
No. of Pepper PG proposal approved	PGs	41	6	15%	6	0	6	500	1%
Potato Value chain									
No. of proposals for potato seed units approved	#	20	2	10%	2	0	2	20	10%
No. of Potato PG proposal approved	PGs	39	0	0%	0	4	4	100	0%
No. of proposals from PGs from disease free Potato seed clusters approved	PGs	2	0	0%	0	0	0	4	0%
Vegetable Value chains									
No. of proposals for vegetable nursery/seed units approved	#	18	0	0%	0	0	0	100	0%
No. of Vegetable PG proposal approved	PGs	0	0		0	0	0	100	0%
No. of proposals from PGs from temperate seed production cluster approved	PGs	0	0		0	0	0	3	0%

Intervention	Unit	Achievement against AWPB target FY 2019-20			Achievement against project target				
		AWPB Target	Actual	Achievement (%)	Cumulative actual (end 2019-20)	Actual FY 20-21	Cumulative 30 Jun 2020	Project Target	Overall achievement (%)
Fruit value chains									
No. of proposals for fruit tree nursery units approved	#	0	0	0%	0	0	0	10	0%
No. of Fruit PG proposal approved (banana)	PGs	33	2	6%	2	0	2	150	1%
No. of Fruit PG proposal approved (pineapple)	PGs	53	1	2%	1	0	1	150	1%
No. of Cashew proposal approved	PGs	40	5	13%	5	0	5	200	3%
Other value chains									
No. of Apiculture proposal approved	PGs	51	12	24%	12	0	12	200	6%
No. of Bay leaf proposals approved	PGs	0	0		0	0	0	100	0%
No. of sericulture proposals approved	PGs	0	0		0	0	0	50	0%
No. of aromatic rice proposals approved	PGs	0	0		0	0	0	100	0%
Marketing and other support									
No. of agriculture input supply units supported	#	18	0	0%	0	0	0	54	0%
No. of aggregation units established	#	18	0	0%	0	4	4	54	0%
No. of Processing units established	#	18	0	0%	0	0	0	70	0%
No. of proposals for Agriculture Response Vehicles supported	#	8	0	0%	0		0	36	0%
No. of on-farm enterprise supported	#	25	0	0%	0	0	0	400	0%
No. of collection centres constructed	#	36	0	0%	0	0	0	162	0%
No. of Growth Centres constructed	#	0	0		0	0	0	18	0%
No. of Farmers' markets constructed	#	3	0	0%	0	0	0	18	0%

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Livelihoods and Access to Markets Project Supervision Report

Appendix 3: Compliance with legal covenants: status of implementation

Mission Dates: 21 July to 13 August 2020
Document Date: 06/10/2020
Project No. 1100001715
Report No. 5502-IN

Asia and the Pacific Division
Programme Management Department

Appendix 3: Compliance with legal covenants: Status of implementation

Article/ Section of FA, LTB & GC	Covenant	Target/Action Due Date	Compliance Status
Financing Agreement (FA)- Section B -6	There shall be an account denominated in USD designated to receive a one-time initial advance of USD 1.5 million to be settled by the borrower in the first twelve months following the disbursement of such advance.	On Loan Effectiveness 09-12-2014	Complied.
FA -Section B - 7	There shall be a project account denominated in local currency opened and operated by the State Project Management Unit (SPMU) which shall be maintained in a bank mutually acceptable to the Fund and the State Government.	On Loan Effectiveness	Complied.
FA -Section B - 8	There also shall be sub project accounts denominated in local currency opened and operated by the District Programme Management Units (DPMU) which shall be maintained in a bank mutually acceptable to the Fund and the State Government.	On Loan Effectiveness	Complied
FA -Section B - 9 & LTB Para 12	The borrower shall cause the State to provide an amount of approximately USD 50 million equivalent as counterpart financing for the project. The Borrower, in cooperation with the State, shall undertake proactive measures/policies to ensure credit flow to the enterprises, convergence of other Government schemes and contributions from beneficiaries to achieve the design projections.	Ongoing	Being complied
FA -Section C - 1	The Planning Department of the Government of Meghalaya will be the nodal agency at the state level, whilst the Lead Project Agency shall be the Meghalaya Basin Management Agency (MBMA).	On Loan Effectiveness	Complied
FA - Section E- 2 FA -Schedule 1 Section II –Para C	The following are designated as additional general conditions precedent to withdrawal, as well as additional conditions for eligibility of expenditures under IFAD financing: (a) The State Level Project Committee (PMC) and the SPMU shall have been duly established. (b) A project Director (PD) shall have been duly appointed. (c) An Additional Project Director (APD) shall have been duly appointed. (d) Key Project finance staff shall have been duly opened at SPMU level. (e) The Project Account shall have been duly opened in the SPMU. (f) The Project Agreement shall have been duly concluded between the Fund and the State of Meghalaya. (g) A PIM has been prepared and approved by the Board of Directors (BoD) of MBMA and the Fund.	On Loan Effectiveness	(a) Complied (b) Complied (c) Complied (d) Complied (e) Complied (f) Complied (g) Complied. Approved on 20 March 2015 The revised PIM was approved on 11 June 2020.
FA -Schedule 1 , Section II , Para A-2	A Project Management Committee will be constituted to support the Project, chaired by the Development Commissioner/Principal Secretary, Planning Department, this will include the PD of LAMP, heads of relevant line departments at the state level, representatives from the banks and at least one representative from civil society, one district Project Co-ordinator/District Project Manager participating on rotational basis and APD being the Member Secretary.	On Loan Effectiveness	Complied
FA- Schedule 1 , Section II , Para A-3	At the district level coordination and convergence will be ensured by having the Deputy Commissioner for the district as District Project Coordinator (DPC). The Project will be included in the regular District Development Coordination meetings and in other cross-programme meetings at the district level.	During implementation period	Complied
FA- Schedule 1 , Section II , Para A-4	At the village level LAMP natural resources management (NRM) activities will be implemented through the VECs, of the suitable community organization. Each VEC will employ a village facilitator (VF) to support the implementation of LAMP activities in the village.	During implementation period	Partially complied. Meghalaya State Watershed & Wasteland Development Agency is also implementing VDF and Operating Fund of INRMP in some of villages.

			Advance of Rs.1.28 million is outstanding out of Rs.104 million advance given on 6 Nov 2017.
FA -Schedule 1 Section II –Para B -5	The PD in charge of the management of LAMP will be a government appointee, preferably an Indian Administrative Service Officer who is the full time Executive Director of MBMA. PMU staff, including an APD, will be recruited from the open market on a contract basis or made available on deputation from the Government.	On Loan Effectiveness and every year	Complied. PD is Chief Executive Officer of MBMA.
FA- Schedule 1 Section II –Para B -7	In case of road and market infrastructure development, the Project will use contractors for construction and Consulting Engineers to design and supervise construction, selected based on the approved Procurement Plan.	During implementation period	Not complied with. The road and market infrastructure works to be constructed through contractors and consulting engineers but the 21 KMs road and one bridge were constructed by Basin Development Unit and 211.37 KMs roads are being constructed by State Rural Employment Society entering an agreement on 7 August 2017 which was revised and reinstated on 17 January 2019.
FA- Schedule 1 , Section II , Para B- 8.1	The State of Meghalaya shall enter into a Memorandum of Understanding (Subsidiary Agreement) with the MBMA mutually acceptable to the State and the Fund.	On Loan Effectiveness	Complied.
FA- Schedule 1 , Section II , Para B - 8.1 (a)	The State shall transfer the proceeds of the Financing and State's Counterpart funds as Grants in Aid as per the approved AWPB to MBMA in advance.	On Loan Effectiveness and every year	Being complied
FA- Schedule 1 , Section II , Para B - 8.1 (c)	The MOU between the State of Meghalaya and MBMA shall provide that withdrawal claims for the financing to the Borrower shall be submitted through the Planning Department of Government of Meghalaya.	During project period	Being complied. WA is being submitted directly to Controller of Aid Accounts and Audit (CAA&A) and copied to Planning Department of government of Meghalaya.
FA - Schedule 1 , Section II , Para B - 8.1 (d)	The MOU between the State of Meghalaya and MBMA shall provide that the procurement of works, goods and services undertaken by MBA shall follow the Fund's Procurement Guidelines and the approved annual Procurement Plan.	During implementation period`	Being complied.
FA- Schedule 1 , Section II , Para B - 8.1(e)	The MOU between the State of Meghalaya and MBMA shall provide that the financial statements of MBMA may also be audited by the Office of the Comptroller and Auditor General of India and observations resulting from the audit and the action thereof shall be communicated to the Fund within a reasonable time.	During project period	Partially complied with. Auditor is being appointed by OCAG and audit report is being reviewed by OCAG for supplementary audit if required. OCAG issues letter if supplementary audit is not required after

			review of the audit report.
FA - Schedule 1 , Section II , Para B - 9	The Deputy Commissioner of the district will be the ex officio DPC of LAMP. At the district level the LAMP district Project Management unit (DPMU) will be integrated into the existing Basis Development Units (BDU). A full time District Project Manager (DPM), reporting to the DPC will be hired from the market and will be responsible for the day to day management of the Project activities at the district level and below.		Complied.
FA- Schedule 1 , Section II - Para C	The MBMA shall prepare a draft PIM to be approved by the BoD of MBMA and the Fund. The PIM shall include procedures and processes for project implementation, financial administration and reporting.	On Loan Effectiveness	Complied. PIM was approved on 20 March 2015. The IFAD gave No objection on 1 March 2019 on revised PIM which was approved by Board on 11 June 2020.
FA- Schedule 1 , Section II - Para D and GC-Section 8.03 (b).	The LPA and the Fund shall jointly carry out a review of the project implementation no later than the fourth anniversary of the date of entry into force (the Mid Term Review)	Prior to December 2018	Complied. Carried out during 25 June to 12 July 2018.
Letter to Borrower (LTB) Para 6	The proceeds of the financing may not be used to pay taxes.	During implementation period.	Being complied.
LTB Para 8	Before withdrawal can begin IFAD needs to receive from the Joint Secretary, Department of Economic Affairs, Ministry of Finance, a letter designating the name(s) of official(s) authorized to sign withdrawal applications, which includes the authenticated specimen signature (s)	On Loan Effectiveness	Complied.
LTB Para 13	As provided in IFAD's Procurement Guidelines, each procurement plan shall include the proposed contracts, method of procurement and related IFAD review procedures.	On Loan Effectiveness & during implementation period	Complied.
LTB Para 14 & GC - Section 7.05 (a)	Procurement of goods, works and services financed by IFAD shall be carried out in accordance with the provisions of IFAD Procurement Guidelines and IFAD Procurement Handbook. The first 18 months procurement plan and the subsequent 12 month procurement plan shall have been submitted to IFAD.	On Loan Effectiveness & during implementation period	Partly being Complied. 12 months rolling procurement plan is being prepared. Procurement Plan for 2020-21 was submitted to IFAD for approval on 18 March 2020 without indicating the dates which was approved by the IFAD on 22 April 2020 and by the Board on 11 June 2020.
LTB Para 15	Any amendments to the Procurement Plan shall be subject to the Fund's no objection.	During implementation period	Complied.
LTB Para 21	All direct contracts for goods and civil works and single source selection for service providers above the prescribed procurement and selection method thresholds shall be undertaken in accordance with the provisions of IFAD procurement Guidelines for direct contracting and single selection and subject to IFAD prior review.	During implementation period	Complied.
LTB Para 23	The Project Implementation Manual shall outline and detail the requirement as outlined in the LTB and shall be subject to IFAD prior review.		Complied.
LTB Para 24	All contracts, with or without prior IFAD approval, should be listed in the Register of Contracts with the dates of approval. The register is updated		Partially complied Latest updated register was sent to

	and submitted to the IFAD Country Programme Manager on a monthly basis.		IFAD in second week of July 2020 instead of sending on monthly basis.
LTB Para 26	The first auditors shall be appointed no later than 120 days after entry into force.	By 08-04-2015	Complied on 11-08-2014.
LTB Para 26	For every fiscal year the same auditors, subject to satisfactory performance, or new independent auditors shall be appointed no later than 120 days after the beginning of each fiscal year. In case of availability, preference for the audit exercise shall be given to the Comptroller and Auditor General (CAG) of India.	By 31 st July each year	Delayed compliance. For the year 2019-20, CAG has appointed Auditor on 16 August 2019.
LTB Para 27	The log of audit observations in the template prescribed in Annex 8 of the LDH should be maintained and updated regularly.	During project period	Complied.
Revised LTB Para (b)	Borrower shall submit interim financial reports (IFRs) at quarterly intervals, within 45 days after the period-end, in the format specified in Annex 1 of the LTB. The first set of IFRs shall be submitted to IFAD within 15 April 2018 for the quarter January - March 2018.	Within 45 days after the quarter-end	Not complied
Revised LTB Para (C)	Withdrawal applications will be submitted to IFAD on a quarterly basis independently from the amount. In case of specific cash needs, or during the project's closing phase, withdrawal applications can be submitted anytime.		Being complied. WA No. 28 of the January to March 2020 has been submitted to IFAD and disbursed..
General Condition (GC)-Section - 7.01 (b)(II) & (IV)	(II) The LPA shall submit the draft AWPB to the Fund no later than sixty days before the beginning of the relevant project year. (IV) The LPA may propose adjustments in the Project AWPB during the relevant Project year, which shall become effective after acceptance by the Fund.	By 31 st January each year	Being complied. Complied with up to FY 2017-18 but delayed compliance for FY 2019-20 & FY 2020-21. First draft of AWPB of FY 2019-20 was submitted on 10 March 2019 and finalized on receipt of comments from IFAD on 22 March 2019 which has been approved by IFAD on 8 April 2019. AWPB of FY 2020-21 was submitted on 18 March 2020 which was approved by IFAD on 6 April 2020 and by the Board on 11 June 2020.
Section 7.03(b)	Borrower/Recipient shall make available to the Project Parties during the Project Implementation Period counterpart funds from its own resources in accordance with its customary national procedures for development assistance.	During implementation period	Being complied.
GC-Section 7.05 (a)	Procurement of goods, works and services financed by the Financing shall be carried out in accordance with the provisions of the Borrower/Recipient's procurement regulations, to the extent such are consistent with the IFAD Procurement Guidelines. Each Procurement Plan shall identify procedures which must be implemented by the Borrower/Recipient in order to ensure consistency with the IFAD Procurement Guidelines.	During implementation period	Being Complied.
GC-Section 7.06	All goods, services and building financed by the Financing shall be used exclusively for the purpose of the Project.	During implementation period	Being complied

GC-Section - 7.08 (a)	The LPA shall insure all goods and buildings used in the Project against such risks and in such amounts as shall be consistent with sound commercial practice.	On procurement	Partially complied Vehicles have been insured but other equipment have not been insured.
GC-Section 7.09 (a)	The Borrower/Recipient shall ensure that no Project Party shall enter into any Subsidiary Agreement, or consent to any modification thereof, inconsistent with the Financing Agreement or the Project Agreement.	During implementation period	Being complied.
GC-Section 7.09 (c)	No provision of any Subsidiary Agreement to which the Borrower/Recipient is a party shall be assigned, waived, suspended, abrogated, amended or otherwise modified without the prior consent of the Fund.	During implementation period	Being complied.
GC-Section 7.11	The Borrower/Recipient or the Lead Project Agency shall insure key project personnel against health and accident risks to the extent consistent with sound commercial practice or its customary practice in respect of its national civil service, whichever is applicable.	On appointment	Not Complied
GC-Section 8.02 (a)	The LPA shall establish and thereafter maintain an appropriate information management system in accordance with the Fund's Guide for Project Monitoring and Evaluation with which it shall continuously monitor the Project.	During implementation period	Complied.
GC-Section 8.03 (a)	The LPA shall furnish to the Fund periodic Progress Reports containing at least the minimum information specified in this Section.	Each year periodically	Being complied
GC-Section 8.05	The Project Parties shall furnish to the Fund promptly upon their preparation, such plans, design, standards, reports, contract documents, specifications and schedules relating to the Project, and any material modifications subsequently made therein.	During implementation period	Partially complied.
GC-Section 9.01	The Project Parties shall maintain separate accounts and records in accordance with consistently maintained appropriate accounting practices adequate to reflect the operations, resources and expenditures related to the Project until the Financing Closing Date, and shall retain such accounts and records for at least ten (10) years thereafter.	During implementation period	Partially complied The accounts of the LAMP is maintained with MBMA under separate chart of accounts to identify and prepare separate financial statements of the project.
GC-Section 9.02	The Borrower shall deliver to the Fund detailed Financial Statements within four months of the end of each Fiscal Year.	31 st July every year	Delayed compliance. Financial Statements of FY 2018-19 was not submitted and the project has not yet prepared for FY 2019-20
GC-Section 9.03 (a)	The Borrower/Recipient shall, each Fiscal Year, have the accounts relating to the Project audited in accordance with auditing standards acceptable to the Fund and the Fund's Guidelines on Project Audits by independent auditors acceptable to the Fund	During project period	Complied
GC-Section 9.03 (b)	Within six months of the end of each fiscal year the Borrower shall furnish to the Fund, a certified copy of the audit report. The borrower/Recipient shall submit to the Fund the reply to the management letter of the auditors within one month of receipt thereof.	30 th September each year	Delayed compliance. Audit reports of FY 2018-19 issued on 5 Sept 2019 by the auditor were submitted to IFAD on 30 October 2019 along with response on management letter.

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Appendix 4: Technical background analysis

Mission Dates: 21 July to 13 August 2020
Document Date: 06/10/2020
Project No. 1100001715
Report No. 5502-IN

Asia and the Pacific Division
Programme Management Department

Appendix 4: Technical Background Analysis

A. Technical Note – Gender Action Plan

The suggested Gender Action Plan have resulted from project documents shared by the PMU and discussion with Gender Officer, KM Team, Managing committee members of IVCS, DPMU staff and mission members during the supervision mission from 21-31 July 2020. Given the project will end by December 2022, the following actions needs to be accelerated and completed in the assigned time period for the gender performance of the project to improve before the next supervision mission and to create sustainable benefits for the communities.

Steps to improve gender performance:

LAMP has many activities across all the components aimed at women's empowerment and gender equality. There is good amount of data at the input and output level in terms of gender responsive training and women membership with 45% EC members of VNRMC, 30% VF, nearly 40% MC members of IVCS and 51% shareholders are women and women entrepreneurs starting nano and micro businesses. To improve the gender performance, LAMP needs to:

Strategically enhance engagement of women and youth in the project components of the project

Generate evidence of meaningful participation of youth and women in project activities and benefits drawn from the gainful employment and livelihood opportunities created by the project. There is a need to create evidence of impact and outcomes for the following three key pillars for the gender performance to improve:

Economic empowerment to enable rural women and men to participate in and benefit from profitable economic activities of LAMP;

Enable women and men to have equal voice and influence in VNRMC, IVCS, CHC etc;

Achieve a more equitable balance in workloads and in the sharing of economic and social benefits between youth, women and men.

Following are some component wise actions for improving the gender performance.

Under Component 1: INRM - The project by 30 June 2020, has completed 1619 works water security interventions for securing domestic water by building check dam, ring wells, spring tap chamber and by renovating water bodies and water has been secured for irrigation purpose through construction of irrigation canals. Women friendly tools, equipment and machines are under the process of procurement for the Custom Hiring Centres (CHCs). Women farmers were participants in the Exposure Program that has been organized for selected farmers and field demonstrations on use of farm machinery/ tools. These are strategic inputs for building livelihood, reducing drudgery and increasing production. As a next step, LAMP through telephonic surveys with the target groups (in the context of COVID-19), gender impact studies, project M&E framework and AOS could bring forth data and evidence on how water security interventions are increasing productive capacity, incomes and have scope to increase nutrition or sanitation outcomes at the household level for the target groups. In addition, the project could actively encourage women and youth to manage and operate the CHCs as this will enhance their social status in the community. More importantly, as women friendly equipment and tools at CHCs have the potential to improve the productivity and quality of production; reduce domestic workloads; and ensure a safe and healthy working environment, the impact of CHCs must be studied.

Under Component 2: Rural Finance- The project is ensuring access to finance to the rural households through village cooperatives (IVCS). Trainings are provided to IVCS members on financial literacy and business development. By the end of the June, an average of 60 shareholders per IVCS with a total of 18268 members and women members – 9276 (51%) was recorded. The percentage of women in the IVCS Managing Committee could be incrementally increased. In the upcoming elections in September 2020, the project can identify active women members who have demonstrated capacities and have potential to deliver and train them prior to the elections as candidates. Leadership training on running the IVCS and targeted inputs on day-to-day management and administration aspects along with management of budget can be provided to the identified youth and women candidates. Essentially this would mean training women as leaders so that they can deliver on leadership positions in Managing Committee of IVCS. Gender sensitization of male committee members would also be important to create an enabling environment for more women to graduate to leadership positions.

It is important to note the high percentage of women members in IVCS is not proportional to the loans taken by women members. The project needs to encourage women and youth to take loans to start business.

Importantly for on-going loans, the project through a sample survey, needs to assess the activities for which women are taking loans and what kind of further support is needed to run the business. Particularly LAMP needs to offer mentorship and guidance to women members on turning the small businesses to profitable livelihood activities. There are some IVCS where women Secretaries are doing exemplary work and collective of women have started small businesses. LAMP needs to capture and disseminate their stories of empowerment and leadership in a systematic manner for cross learning for IVCS across the project areas. In the context of COVID, many IVCS are doing ground-breaking work in aggregating and marketing produce where market linkages have been disrupted. Specific targeting of youth for aggregation and marketing of produce and capturing those stories through case studies can be initiated.

Under Component 3: Inclusive Supply Chains and Enterprise Development - The project M&E system needs to capture key economic empowerment related output indicators of the target groups who have taken up pig breeding units, paravets, spice nurseries, fruits and vegetable nurseries, Ginger and Potato seed units, fruit and vegetable seed units and apiculture units etc. disaggregated by gender and age. These activities have been recently started but when data is available Outcome level information must be captured through AOS (and IFAD team can provide inputs on AOS) to assess increase in monthly incomes, security of household incomes, diversified sources of incomes etc. . The AOS can also aim at capturing the gendered benefits of roads build under component 3 to community members, children and women. It is suggested to track percentage of women who are members of producer groups and develop mobilisation strategies to meaningfully engage women in producers groups. The project needs to pay attention to potential women entrepreneurs through coaching and mentoring services to develop technical skills for new business/ enterprises, farming as a business, entrepreneurship and negotiating skills.

Under Component 4: Knowledge Management - LAMP's performance in KM is commendable. The KM team has captured stories on women's empowerment and work load reduction which needs to be incubated and disseminated widely for cross learning across project areas. As a next step, systematic capturing of narratives and case studies on gender equality in close collaboration with the M&E team to illustrate gendered outcomes is recommended. Some other platform to highlight the successful stories on gender empowerment could be IFAD Gender Newsletter, IFAD Asia facebook page and Rural Solution Portal. With more evidence of empowerment of indigenous communities, LAMP has a strong scope to apply for IFAD Indigenous Peoples Awards. IFAD Country Team as well as the Gender Team remains available to deliberate, review and provide inputs to knowledge products on gender equality and women's empowerment.

Project wide recommendation: The mission recommends hiring of a Gender Specialist at the level of Senior Manager reporting to APD and working across all the components. The project has also been requested to identify Gender Focal persons from within the existing teams to support the SM Gender in the implementation of Gender Action Plan. The present Gender Officer leaves the project end of July, the mission has requested her to develop detailed next steps on gender for the remaining duration of the project along with hand-over notes for the new hire. It is requested to allocate the responsibility on issues of social inclusion, youth empowerment, women's equality and gender to a senior staff within the PMU for the interim period (1 August to 30 September 2020).

IFAD team remains available to: (i) assist the PMU in developing the relevant ToRs for Gender Specialist, considering the project implementation status and consolidation of intervention outcomes towards an exit strategy, sustainability and community ownership; (ii) provide handholding support to the new hire to finalise and deliver the gender action plan; (iii) develop ToRs for Gender Impact Study and handhold the hired consultant; (iv) develop questions and ToRs for AOS; and (vi) further revise the gender action plan with the new Gender Specialist.

B. Technical Note – Rural Finance

i) Area coverage of IVCS

The membership of IVCS should be at an ideal level of 400 in order to generate a viable business. The 300 IVCS promoted cover about 660 villages; with some operating in one village and others in more than one village. Very few villages have a number of households large enough to provide 400 members to the IVCS. Reviews of older IVCS already indicate that many IVCS require approaching one or two neighbouring villages to get a viable membership base. The ISCED is operating value chain support windows under which individuals and producer groups are provided revolving fund assistance. While identification, formation of groups, capacity building and facilitating their work are carried out by the ISCED staff, handling the financial transactions requires a financial institution. ISCED advises the identified beneficiaries to open accounts in the IVCS if they are in the same village. If the beneficiaries are in a neighbouring village, a superior and cost effective option would be to persuade the IVCS to expand operations to the neighbouring

village to accommodate such project beneficiaries. From both these points of view, IVCS would require to expand their area of operation.

The area of operation is defined in the bye-laws of the IVCS which are approved by the office of Registrar of Cooperative Societies. Expansion of area to villages other than those mentioned in the bye-law requires a formal process to be followed. The General Body of the IVCS should pass a resolution to change the clause regarding area coverage to include the additional villages. Before the resolution could be taken to the general body, the managing committee should have held some discussions with the new villages and secured their consent. The resolution passed by the General Body should be sent to the office of RCS for their record and approval. To ensure that the area expansion by IVCS is carried out in accordance with the regulations, the project should carry out the following steps.

- Advise the IVCS to identify the needs for expanding operations to additional villages
- Consult with ISCED on their likely requirements for IVCS to expand operations to support ISCED beneficiaries
- Prepare a format of resolution to be passed by the general body for expansion of area of operations
- Prepare a schedule to General Body meetings for the different IVCS, taking of notice period requirements and the need to inform RCS office in advance
- Send across a RF personnel to attend the meetings and get a copy of the resolution along with a forwarding letter from the IVCS to RCS office
- Lodge the documents from the different IVCS to the appropriate RCS office having jurisdiction and follow up on a communication from the RCS office.
- It should be possible to complete this exercise fairly quickly if done in a planned manner across all the districts.

ii) Revision of guidelines of Viability Gap Fund for IVCS

As per project design, the Viability Gap Fund (VGF) is provided to IVCS to supplement their expenses towards payment of Remuneration/Salary of their Secretaries and Honorarium to Managing Committee Members attending meetings of the MC.

The VGF is to be provided in the form of a reimbursement of the loss incurred by the IVCS during a financial year towards payment of Salary of Secretary and Honorarium to MC members up to a limit of Rs.25,000/- per annum for a period of three years. The extent of loss incurred will be ascertained from the Balance Sheet taken out at the end of each FY.

It was debated during MTR and ISMs if the salary and honorarium could be paid upfront as an incentive rather than as a reimbursement after the loss is ascertained from the balance sheet. It was maintained that the salary and honorarium be paid as VGF by reimbursement at the end of the year.

As IVCS are required to first pay the salary and honorarium suitable guidelines on the process of payment of the two were issued and duly translated in Khasi and Garo languages and circulated to all IVCS. It is, however, observed that only about 45 IVCS have started paying the salary and honorarium. The IVCS who are yet to make the payments have put forward various reasons which are, as under:

- Salary and honorarium will be paid after the IVCS earns profit.
- Younger IVCS below 12 months of age say they do not have enough resources to make the payments every month.
- Still maintain that the project should meet the payments.
- Not sure if the reimbursement will be received.
- There is no need to make the payments as Secretary and MC members are working voluntarily.
- Reimbursement after one year is too long.
- Many are not clear with the guidelines which they find to be cumbersome.
- The amount of funding is very low, and needs to be raised, particularly for those IVCS in their first two years of operations, when revenues will be low and loss is more likely.

Proposal by the project

Having regard to what has been discussed above and the concern about the rather slow progress of many IVCS in mobilization of members, savings and lending and with a view to ensuring that all the IVCS should arrange to pay salary of the Secretary and honorarium to the MC members by October, 2020 it is proposed as under:

Increase of the VGF limit. The VGF amount limited to Rs.25,000/- per annum which was envisaged at the time MLAMP was designed six years ago, may be revised upwards to Rs.40,000/- per annum

As the workload of and expectations from the Secretary would increase day by day, the proposed revision would enable the Secretary to earn a decent salary of about Rs.3000/- per month and the MC members an honorarium of about Rs.150/- per meeting attended.

The amount would also be more or less in the same range as payments being prescribed by other Components, say, like ISC&ED for Group Facilitators, etc.

Suggested Revision of existing Guidelines of on payment of salary and honorarium by the mission

The changes will have three objectives – 1. To make the governance bodies and secretaries focus on business growth, 2. Ensure early finalisation of half yearly and annual account and incentivise profitable societies also.

Reimbursement for the last six months of 2019-20 may be expedited after closing annual accounts, before 15 September 2020. Payments for the last six months of FY 2020-21 may be made by end October 2020 after satisfying about progress on membership, share capital, savings, loans, other business and up-to-date of maintenance of accounts. Suitable criteria should be prescribed for the same. Payments for the second half of the year 2020-21 may be made after annual accounts are finalised (not necessarily audited).

IVCS that have not qualified for second instalment of Corpus Fund should not be considered for the purpose as they will not have minimum business volumes.

It should be ensured that the payments should not be made to cover the initial period of IVCS during which a separate payment has been made already.

In case of IVCS that have made profits after accounting for Salaries of Secretary and honorarium, an incentive not exceeding Rs 10000 may be provided. Half of this may be utilised to provide an additional honorarium to the Secretary and the MC members (say 15 days salary to the secretary and the balance to be divided among the MC members). The other half of Rs 5000 should be carried to the corpus fund.

The project can discuss the revisions and revert in case some adjustments are to be made.

iii) Computerisation of IVCS – software enablement

While computers and printers with basic software are being supplied to IVCS, utilisation of the machines for business purposes is yet to commence in an organised manner. This was on account of delays in providing the funds and supply of necessary equipment in the early stages. Now it is time to look for accounting and transaction solutions that will support the staff and MC of the IVCS in maintaining accounts, and financial records in a systematic and reliable manner.

NABARD has announced a scheme for computerisation of Primary Agricultural Credit Societies (IVCS fall in this category). A proposal should be prepared indicating the requirements, kind of software that might be most suitable, costs and timeline. NABARD is likely to agree to bear part of the costs, with the project bearing the remainder. NABARD would also be in a position to help the project select the better solutions available in the market, on account of its country wide knowledge of automation projects in PACS.

C. Process for providing support to Producer Groups

Group facilitators with support from Block and District ISC&ED teams to mobilize Producer Groups (PGs) for receiving project support as per approved schemes.

PGs shall comprise of 10-20 members with at least 50 percent women membership.

PGs shall have a management committee of four members with at least 50 percent women.

Group facilitators to prepare PG proposals for project support with assistance from Block and District ISC&ED teams covering all the members of PG and not just 50 percent of the members.

Each PG shall open an account preferably with IVCS. PGs outside the command area of IVCSs may be motivated to open account in nearby IVCS subject to IVCS being located close to their village compared to Bank branches. In case of PGs opening account, the group should be a member of IVCS and not each member of PG. In case of non-availability of IVCS in close proximity, the PGs may be allowed to open accounts in Banks.

PG support grant shall be credited to their respective IVCS/Bank account. The system of IVCS giving loans using the project support grant to PG members shall be discontinued and the amount shall be credited to the account of PG. Any recoveries made by the IVCS from the loan granted to PGs from using the Grant money shall be credited back to the PG account.

PGs to revolve the fund amongst themselves by giving loans to members repayable after the completion of production cycles. Repayment period and interest (not exceeding 18 percent per annum) to be determined by the management committee of the PGs. Repayment period and frequency of repayment to be determined by the PGs. In case of short term investments, 100 percent need to be recovered within one year and in case of long term investments at least one third of the grant support need to be recovered per year. The amount recovered can be given as loans to members within the group.

IVCSs/CBOs to conduct a social audit of the PG account in their area annually and PGs to pay a fee of 1 percent of the project support received as social audit fee to IVCS/CBO every year and for a minimum of 3 years period. IVCS/CBOs to submit the social audit to MBMA.

PGs to pay 1 percent of the grant amount on sanction of the Grant, 1 percent after 1.5 years of successful operation and 1 percent at the end of 3rd year to the Group Facilitators.

MBMA to sign a simple agreement with each PG recording its right to conduct an investigation into utilization of funds provided and recall the funds in case of mismanagement.

All proceedings of their meetings must be countersigned by the Group Facilitator or BDU representatives.

D. Process for providing support to Service Providers (both individual and joint liability groups)

Group facilitators with support from Block and District ISC&ED teams to identify Service Providers which can be individuals (SPs) and joint liability groups (SPGs) for receiving project support as per approved schemes.

SPs shall be either individual entrepreneurs or SPGs shall be a small group of 2-5 individual entrepreneurs.

The project team shall ensure that at least 50 percent of the selected SPs and SPGs are women.

Group facilitators to prepare SP and SPG proposals for project support with assistance from Block and District ISC&ED teams.

Each SP and SPG shall open an account preferably with IVCS. SPs and SPGs outside the command area of IVCSs may be motivated to open an account in nearby IVCS subject to IVCS being located close to their village compared to Bank branches. In case of SPG opening account, the group should be a member and not each member of SPG. In case of non-availability of IVCS in close proximity, the SPs and SPGs may be allowed to open accounts in Banks.

SPGs to revolve the fund amongst themselves by giving loans to members repayable after the completion of production cycles. Repayment period and interest (not exceeding 18 percent per annum) to be determined by the members of the SPGs. Repayment period and frequency of repayment to be determined by the SPGs. In case of short term investments, 100 percent need to be recovered within one year and in case of long term investments at least one third of the grant support need to be recovered per year. The amount recovered can be given as loans to members within the group.

SP and SPG support grant shall be credited to their respective IVCS/Bank account. The system of IVCS giving loans to using the grant to SP and SPG shall be discontinued and the amount shall be credited to the account of SP and SPG. Any recoveries made by the IVCS from the Grant component shall be credited back to the SP and SPG account.

IVCSs/CBO to conduct a social audit of the SP and SPG account in their area annually and SPs and SPGs to pay a fee of 1 percent of the project support received as social audit fee to IVCS/CBO every year and for a minimum period of 3 years. IVCS/CBO to submit the social audit report to MBMA.

SPs and PGs to pay 1 percent of the grant amount on sanction of the Grant, 1 percent after 1.5 years of successful operation and 1 percent at the end of 3rd year to the Group Facilitators.

MBMA to sign a simple agreement with each SPs and SPGs recording its right to conduct an investigation into utilization of funds provided and recall the funds in case of mismanagement.

All proceedings of their meetings must be countersigned by the Group Facilitator or BDU representatives.

E. Support for the Establishment of Collective Marketing Centres

Purpose: The Collective Marketing Centres (CMCs) are proposed as the primary farm gate structures to be the nodes for aggregation of inputs and outputs and primary processing for facilitating marketing of agricultural produce in the identified production clusters.

Ownership: CMCs will be established under the ownership of IVCSs in the clusters with IVCS coverage or CBOs in areas where strong CBOs exist (or by establishing a partnership modality between IVCS and CBOs in areas where both IVCS and CBOs are strong) will be supported in areas outside the command area of IVCSs.

Management: CMCs will be managed by the trader/market player (individual or a group comprising 2-3 persons) engaged by the CMC owner. CMCs will provided to the trader/market player on lease. A loan will also be provided to the trader/market player to carry out the aggregation and marketing.

Project Support: Megha LAMP will provide a maximum support of Rs 700,000 or 75 percent of the investment cost whichever is lower as CMC construction support grant and Rs 500,000 for working capital

as for aggregation/ input supply and marketing as Working capital support returnable grant under Window 3 of the project support. Balance funding will come from the IVCS/CBOs /trader market player. Convergence with other government programmes can also be considered.

Preparatory activities:

IVCS or CBOs or partnership between IVCS and CBOs interested in establishing a CMC to form a CMC committee comprising of 3 to 5 members of the IVCSs/CBO and prepare a byelaw for this committee authorising two members of the committee to operate IVCS/bank account. CMC Committee shall report to the Management Committee of the IVCS/CBO. CMC committee shall have at least 2 women members. The current President, Secretary and Treasurer of the IVCS/CBO shall not be a members of the CMC committee and the project should not allow persons to hold dual positions.

CMC committee to open an account with IVCS/Bank.

MBMA to sign an agreement with IVCS/CBO/Partnership of IVCS/CBOs on use of CMC construction support grant, management of the returnable grant, terms of lending to traders/market players and refund of the returnable grant to MBMA.

IVCSs to open an account in the name of MBMA-revolving fund account. This will be a common account for all transactions of MBMA related to returnable grants. The authorised signatories of IVCS/CBO to operate this account as per the instructions of MBMA. In the case of CBOs a ledger account will be opened in the name of MBMA-revolving fund account for recording transactions related to returnable grants.

Pre-requisite for CMC construction support grant and working capital support returnable grant:

Collect separate contribution from the members to cover contribution of IVCS/CBO for construction of CMC. Corpus funds of IVCSs/CBOs may be used to cover a part of the contribution of IVCSs/CBOs contribution. However, not more than 20 percent of corpus funds can be deployed into this activity. CMC committee to maintain books of accounts of the contribution and submit a report to the IVCS/CBO/Adhoc management committee on a quarterly basis.

CMC committee to make arrangements for securing suitable land which is free from encumbrances required for construction of CMCs.

CMC committee has identified a trader or a market player (an individual or a group comprising 2-3 persons) to manage the CMCs. The CMC committee to finalize a plan with the selected trader/market player for renting the CMC for aggregation of agriculture produce and a rental agreement to be prepared and signed indicating the rent, rental deposit and proposed date of handover of the building.

CMC committee to prepare a tentative estimate of total cost of investment, financing plan and sources of funds for taking up construction of CMC.

CMC Committee to provide proof of having mobilized their contribution for construction of CMC.

Application for CMC construction support grant

Megha-Lamp to develop an application form for IVCSs/CBOs to apply for project support under Window 3/Access to Markets for CMC construction support grant.

The CMC committee to fill in and submit the application to the IVCS/CBO management committee who shall forward the same to DPMU with its recommendations. DPMU to conduct an inspection and report on the readiness of the CMC committee to start CMC construction particularly in terms of land availability and fund mobilization for investment.

The proposal shall consist of design, cost estimates, contribution of CMC committee, details of CMC committee members for CMC construction support, IVCS/Bank account details, details of trader/market player partner, cost of investment and financing plan with sources of finance, rental agreement copy between the CMC committee and trader/market player.

DPMU to submit the application to SPMU with recommendation for review and approval.

SPMU to approve or reject the proposal and provide funding for implementation of approved proposals.

MBMA to sign an agreement with ICVS/CBO/partnership of IVCS and CBOs on the management of the CMC infrastructure.

Fund release for CMC construction support grant:

Megha-LAMP (SPMU/DPMU) shall release funds in four instalments to the CMC committee for construction of CMC.

CMC Committee shall release funds for construction of the CMC to the selected contractor.

Support of Field Engineers (NRM) to inspect construction on a regular basis and submit utilization certificates. The Field Engineer shall report compliance to designs and also any delay in construction and non-utilization of the funds released.

Engineers appointed by the project will inspect twice during the construction lifecycle including a final inspection at the end of construction. A completion certificate will be issued by these Engineers.

Application for Working capital support returnable grant

Megha-Lamp to develop an application form for IVCSs/CBOs/ partnership of IVCS and CBOs to apply for working capital support returnable grant under Window 3.

CMC committee shall prepare and submit an application to DPMU. DPMU to undertake an inspection visit to interview the traders/market player with whom CMC committee has signed a rental agreement for leasing CMC facilities to verify readiness to start aggregation/Input Supply.

The proposal shall consist of details of CMC committee members, details of trader/market player, IVCS/Bank account of the IVCS/CBO, and total working capital needs with financing plan and sources of finance. The current business committee can be the trader/market player for operating the CMC.

DPMU to submit the application to SPMU with recommendations for review and approval.

SPMU to approve or reject the proposal and provide funding for implementation of approved proposals.

Fund release for Working capital support returnable grant

Megha-LAMP (SPMU/DPMU) to release the funds to IVCS/CBO upon approval of the working capital support returnable grant which shall be deposited into MBMA- revolving fund account.

IVCS/CBO to seek a loan application from the trader/market player engaged for obtaining a loan from the MBMA revolving fund and IVCS/CBO to sanction a loan using funds in the revolving fund. Where possible, IVCS/CBO to take adequate security: (i) the trader/market player must deposit an amount of Rs 1-2 lakhs in an account with IVCS/Bank as their contribution for the activity; (ii) execution of a demand promissory note attested by the village headman and church/village leaders acceptable to the IVCS/CBO; and (iii) guarantee from two respectable persons of the community acceptable to the IVCS/CBO.

The loan shall preferably be with 3 percent interest per annum during the first year, 6 percent interest per annum during the second year and 12 percent interest per annum from third year onwards.

Loan to the trader/market player shall be of short duration (3-6 months) for each cycle and the loan has to be repaid after each cycle and application for a fresh loan will have to be made for new cycle of loan.

Interest collected shall be the income of IVCS/CBOs.

IVCS/CBO to release funds to the trader/market player and recover the loan at the end of the repayment period.

MBMA to decide on redeployment of the amount in the revolving fund.

F. Steps for starting test marketing of Ginger and Pineapple with support from Samunnati Agriculture Finance and Advisory Enablers (SAFAE)

Send pictures of Ginger and Pineapple to SAFAE and get tentative pricing, quantity to be aggregated and packing requirements.

Identify two clusters for aggregating about a truck load each of Ginger and Pineapple.

Work out detailed costing for aggregating including wages and management cost, weighing, sorting, grading, packing, transportation to final destination, etc., to work out the economics of operation.

Setting aside about Rs 1.5 million in a separate Test Marketing ledger account of MBMA after getting approval for the activity from APD/PD. This will be recoverable working capital for aggregation and also amount required to purchase of weighing machines and packing materials and to cover transport costs.

Fix purchase price for each grade of commodity which is equivalent to the current local market price indicating the possibility of a bonus to the producers after completing the transaction.

Identify strong IVCSs/CBOs in these clusters to start aggregation in consultation with RF team and seek the consent of IVCSs/CBOs in writing to participate in this intervention.

Procure packing materials and weighing machines to the participating IVCSs/CBOs.

Issue detailed instructions to identified IVCSs/CBOs to start purchase of these commodities for aggregation.

IVCSs/CBOs to start aggregation and send details to MBMA on a daily basis indicating the name of the seller/producer, grade, quantity and amount payable for payment of purchase price and bank/IVCS account details of producers.

MBMA to pay the producers as per the data sent by IVCSs/CBOs

Keep in constant touch with Samunnati and once the required quantity is ready, MBMA to contact Samunnati for logistic planning and get details related to place of delivery.

MBMA to engage transport operators and transport the products to the intended destination.

SAFAE to release payment to MBMA upon delivery and checking the quality and quantity.

MBMA to calculate the profits and share profits with the producers and IVCS. Once this test marketing with 1-2 IVCSs is successfully completed, this activity can be expanded to other IVCSs

MBMA has the flexibility to cover costs related to weighing machines, packing materials, transport costs and also any loss arising out of the transaction during test marketing. Total number of test marketing consignments should not exceed 20 during this financial year.

G. Steps for forging partnership with IDH

IDH to send a proposal to MBMA agreeing to a non-financial partnership with MBMA and provide a draft terms of reference detailing the contours of its partnership in activities related to market player identification and developing support to market players under Megha-LAMP. The responsibilities of DH shall include:

- a. IDH to pay for its staff costs.
- b. IDH to prepare terms of reference for a Focal Person to coordinate between IDH and ISC&ED team and participate in selection of this person.
- c. IDH to develop a work plan with the ISE&ED team for identification and engagement of market players and supervise implementation of the planned activities.
- d. IDH to provide advisory services to MBMA and prepare terms of reference for engagement of short term consultants as planned in the work plan and assist MBMA in identifying short term consultants.

MBMA to prepare a draft MoU to be signed between MBMA and IDH and send the same to IDH and IFAD for review. The responsibilities of MBMA shall include the following:

- e. MBMA to pay for travel costs (economy air travel and actuals for other travel) and board and lodge (actuals within Meghalaya) of IDH staff for official travel to Meghalaya after getting concurrence from MBMA.
- f. Recruit, appoint and pay salary and allowance of a Focal Person to be located within the ISC&ED team of MBMA to coordinate and implement activities planned jointly by IDH and MBMA. IDH to prepare terms of reference and participate in selection of this person.
- g. MBMA to engage and pay for short term consultants based on the requirements agreed with IDH in consonance with the work plan.
- h. MBMA to include activities as per the agreed joint work plan of ISC&ED and IDH into the project AWPB.

Upload the draft MoU on to NOTUS and get no-objection. Sign MOU with IDH and start activities.

H. Summary features of Supply chain windows

Category	Window 1: Small holders farm investment	Window 2: Service Providers	Window 3: Medium enterprise investment	Window 4: Larger agribusiness investment
Area of Support	Small-scale producer investments in critical production constraints and initial post-harvest technologies and systems	Input supply strengthening and agricultural/ Livestock technical Services supporting the supply chain	Small /Medium enterprises investments in initial production, and post-harvest management, processing / marketing and also support service market of the listed supply chain	Large business investments in the downstream supply chain
Examples of Investment Activities	<ul style="list-style-type: none"> • Irrigation: Canal, Ponds, drip irrigation, pumps • Quality & Improved variety planting Materials (Improved Seed/Saplings, Cocoon, mulberry plantation) • Bio fertilizers • Production equipment's (Poly tunnels, Trellis Net, Power trailer, Mini tiller) • Initial post-harvest facilities & equipment's (Crates, Boiler, Slicing machines, Pit storage) • Pig Fattening/ Feed/Fodder management • Apiculture/MAPs: Bee boxes, small equipment/materials • Low Cost Reeling & Spinning Unit • Off farm enterprise: fixed assets 	<ul style="list-style-type: none"> • Inputs Supply • Nursery • Agri inputs Centre • Para vets Services • Custom Hiring Centre (Farm machinery / tools) • Support for aggregation • Pig breeding • Agri-produce transport vehicles • Low cost slaughter house 	<ul style="list-style-type: none"> • Semi processing Equipment's • Medium-scale mobile or stationary dryers, • Private Service Providers (Livestock Breed Improvement Centre, High tech Nurseries, Scion Bank, Scientific testing Laboratory, Custom Hiring Centres, Automated Reeling & Spinning Unit for Yarn) • Packaging & Labelling Unit • Embedded technical support & services • Small Warehouse facilities /Warehouse logistics • Farmers Markets / Collection centres/CMCs/Cold storages • Medium investment slaughter house. • Bio Pesticides / Fertiliser unit. • Community Level Tissue Culture Lab. • Spawn Production • Hydroponic Systems for fodder. • Mini feed mill. • Standalone Renewable energy producing unit to run Feed Mill etc. • Refrigerated vehicles for interstate transport not Ordinary transportation facilities by IVCs, CBOs and Cooperative. 	<ul style="list-style-type: none"> • Larger processing facilities, • Commercial, multi-chamber cold storage facilities, • Hi-tech Nurseries, • High-end export pack-houses, • Large / new technology processing units • Embedded technical support & services • Prime Hubs

Maximum amount of Matching support **and Matching support percentage	• Maximum of Rs. 5 lakhs for 20-member group only for Pig Fattening, or Support to producer for Quality & Improved variety planting Materials Or 50% of total investment cost whichever is lower (However for Area Expansion it will be a maximum of Rs.3 lakhs for 20 members or 50% of the total investment whichever is lower)	• Maximum Rs. 6 lakhs or 50% total investment cost whichever is lower. or 100 percent of the returnable working capital support which ever is lower.	• Maximum of Rs 40 lakhs • Or 75% for Farmers Markets / Collection centres/CMCs/Cold storages/Agri-produce kiosks/ outlets etc. whichever is lower. • Or 50% for all other investment activities covering total fixed capital investment and Technical support cost whichever is lower	• Maximum 1Crore or 30% of total fixed capital investment and Technical support cost whichever is lower. Or 75 percent of the infrastructure cost for PRIME Hubs which ever is lower.
Eligible Beneficiaries / Eligibility Criteria	Small Scale Producer (those organized in formal or informal farmer groups or associations)ready to produce commodities with credible market demand Must be only from the Identified supply chains clusters	Animal production & health workers, Agri inputs Dealers, Nurseries, Business service providers (individual). Applicant shall have sufficient qualification and skill in the proposed field of service (e.g. training, certification, experience) either as individuals or as joint liability groups.	Farmer Producers Company/ Organizations /Registered Firms/ Groups/ Small & Medium Enterprises, Integrated Village Cooperative Society, Self Help Group/ Village Organizations, Private Agribusiness or Other Cooperatives registered in Meghalaya and having a business prototype or experience of at least 1 years in similar business preferably /Commodities Within the project areas or even outside villages but within the project district but should source from the project villages	Private Agribusiness /Company Formally Registered and having experience in similar business /Commodities, May be within the project districts or even outside the state ,but should source from the project districts IVCSs, CBOs, NGOsand MBMA for Prime Hubs
Minimum number of Beneficiary household Covered	10 households (in a producer group)	SP to cover 100 households (additional-if this is extension of existing business)	50HHs minimum involved in supplying products in initial 6 months. 100 HHs minimum involved in supplying products in 1 year and 200 HHs minimum involved in supplying products in 2 year of setting up of the unit	300 HHs minimum involved in supplying products
Projected No of Grantees	At least 3,000 Groups /Coop	500 Individuals, SPGs	50 Agribusiness	10 Agribusiness
Scrutinize of Applications & Field Verification	DPMU	DPMU	DPMU	DPMU
Initial Assessment & Evaluation of Proposal / Business Plan	DPMU	DPMU	SPMU	SPMU
Appraisal & Recommendation Contract signing & Fund Release after Final Approval by SPMU	DC	DC	PD/APD	PD/APD
Final Approval,	PD/APD	PD/APD	Reimbursement on the actual basis as per completion of pre-defined milestones mentioned in the grant agreement	Reimbursement on the actual basis as per completion of pre-defined milestones mentioned in the grant agreement

India

Livelihoods and Access to Markets Project

Supervision Report

Appendix 5: Mission preparation and planning, TORs, schedules, people met

Mission Dates: 21 July to 13 August 2020
Document Date: 06/10/2020
Project No. 1100001715
Report No. 5502-IN

Asia and the Pacific Division
Programme Management Department

Appendix 5: Mission Preparation and Planning, TORs, Schedules, People met.

A. Terms of Reference for Consultants and other persons hired by IFAD to participate in missions under a non-staff contract

COUNTRY OF ASSIGNMENT/LOCATION: India

MISSION NAME: Supervision Mission of Meghalaya Livelihoods and Access to Markets Project (Megha LAMP)

MISSION START AND END DATES: 21 -31 July, 2020 (review dates)

REPORT TO: Ms Rasha Omar, CPM (India), APR/PMD.

MISSION COMPOSITION:

(Team members full name and specialization)

	Name	Thematic areas/specialization	Observations
1	Mr N Srinivasan shrin54@yahoo.co.in	Mission Leader & Rural Finance Specialist	Leads the Supervision Team
2	Mr Shreekantha Shetty shreeshetty57@gmail.com	Deputy Mission Leader and Value chain specialist	Participates/ Co-leads the Supervision Team
4	Mr Crispino Lobo cslobo1@gmail.com	NRM Specialist	Participates in Technical Supervision
5	Mr Pradeep Shrestha pradeep.stha@gmail.com	Finance Specialist	Participate in the supervision of FM aspects
6	Mr V K Garg vkargarun@yahoo.com	Procurement Specialist	Participate in the supervision of procurement aspects
7	Mr Swandip Sinha	Value Chain Specialist	Brainstorm with the mission on VC development approaches
8	Ms Antonella Cordone a.cordone@ifad.org	ECG Member	Participate in technical supervision
9	Ms Elizabeth Ssendiwala e.ssendiwala@ifad.org	PDT member	Participate in technical Supervision
10	Ms Meera Mishra m.mishra@ifad.org	IFAD Country Coordinator (KM, Gender, Targetting)	Participate in relevant FM and Procurement Supervision and all Technical Supervision
11	Ms Rasha Omar r.omar@ifad.org	IFAD India Representative	Participate in M&E discussion and in wrap up meeting.

BACKGROUND:

The Megha- LAMP project became effective in Dec 2014 and the completion is scheduled for Dec 2022. The programme budget is USD 174 million which includes IFAD assistance of USD 50 million. The Project objective is to improve family incomes and the quality of life in rural Meghalaya through expanded and sustainable livelihood opportunities adapted to the hill environment and to the effects of climate change.

Following the third Supervision Mission of Dec 2017 when the project was found to be at risk the Mid Term Review (MTR) of the project was brought forward to June 2018. At the time of MTR, 45% of project duration had passed. The MTR rated the overall implementation performance as *unsatisfactory*. Physical progress in almost all areas was limited, and extremely so in some areas critical to achieving the project development objective. A turnaround plan was put in place with full ownership from the state government and it was agreed that IFAD will provide period support through ISMs. The Supervision Mission in June 2019 found that the project had made significant progress on many counts and rated the project as Moderately Satisfactory taking it out of the “problem project” category. A list of targets have been set for the project against which the performance was reviewed in early 2020 based on which the rating was reaffirmed.

Post MTR, the restructured project components have been adjusted as below:

Component 1: Integrated natural resource management: Overall approach will remain broadly the same with the following adjustments:

- Greater devolution of responsibility and authority for project execution onto communities
- Establishing a pathway to empower communities and building up their capacities through targeted training and learning events;
- Development of a cadre of trained village “para-engineers” called “Watershed Volunteers” who will be the backbone of the implementation effort in their respective catchments;
- Introduce bottom-up planning process beginning from the village upwards.
- Recruit a dedicated and technically competent team, preferably with a soil- water- agriculture engineering background.
- Decentralise financial powers to the district level

Component 2: Rural Finance: Overall approach will remain with the following adjustments:

- Accelerating mobilization and drive to achieve minimum viable membership in support of sustainable business model. All IVCS’ to be registered by Dec 2019.
- Greater focus on business and financial literacy through peer- based training.
- Strengthen team at district level to support improved bank linkages
- Phased introduction of computerized accounting in-line with roll-out in the state to supported strengthen internal governance and bank linkages.

Component 3: Inclusive supply chains and enterprise development: Activities will be fully restructured to focus on two sub-components:

- Inclusive supply chain development- This will be led by an expanded team at HQ and regional level (built from the former IPM team) and with a strengthened EFC team fully engaged in supply chain development. It is expected that this will account for more than 90% of the work of the EFC staff.
- Skills-based enterprise development- will continue to be supported by EFC but with substantially reduced targets and resources to reflect real level of demand. Skills based training will be provided in partnership with existing technical and vocation training institutions. It is expected that this will account for less than 10% of the work of the EFC staff.

Component 4: Project Management including M&E: LAMP project management and team structures will be streamlined and strengthened. Three principal changes will be introduced:

- A Senior Management Team (SMT) will be established to take joint responsibility in supporting the PD in overall project deliver and strengthen coordination within all aspects of project delivery. A specific Terms of Reference will be agreed for the SMT.
- Clearly delineate between technical management within components versus general management within a particular district. In support of this, a newly established layer of regional management will strengthen the presence of senior management in the field.
- All components will now have dedicated staff at central, regional and district/block level with primary reporting lines via the component management structure. Day-to-day general management in districts will continue via the District Project Managers.

Accountability for the delivery of component results will primarily rest with the Component management team. Component management teams, via the Regional component coordinators, will lead the development of the annual work plans and budgets for their respective component in each block/district. This will ensure technical consistency and coordination across the project. This shall be done in a participatory process with the full engagement of district component and general management team (i.e. District Project Managers, BDOs, DCs). DPMs shall have a particular responsibility in this process to advise and facilitate practical opportunities for convergence in support of planned activities and ensure local issues are adequately considered in the planned activities. District-wise AWPBs for each component will then be consolidated into a district AWPB to be submitted to the SMT for approval through the regular process.

District Project Managers will be responsible for the day-to-day general management of the project activities in their district in-line with the approved District AWPB, including monitoring and reporting of physical and financial aspects. They will have primary responsibility for maximizing convergence in support of project activities and ensuring close coordination with other departments and programmes in the local area. Technical supervision and backstopping of the component staff in the district/block will be provided by the Regional Component Coordinators. Funds will be released on a quarterly basis to districts and approval for specific activities will be done under the sanction of DCs. DPMs will continue to report to both the DC and SMT. Reporting to the SMT will be via

Regional Project Managers who will ensure the effective day-to-day operation of project activities in districts in their region and coordinate with DCs and other key local stakeholders.

All staff will have clearly defined roles and responsibilities and clear lines of accountability. Immediately, once the MTR recommendations are agreed by government and IFAD, all staff terms of reference will be reviewed and updated as necessary to bring them into line with the new structures and roles.

Regional teams – covering components and general management, will provide close support and technical guidance of implementation. They will be, co-located to facilitate real coordination and harmonization of activities between the three inter-dependent components. At the SMT level, Regional Project Managers and Component Managers will all report to the Assistant Project Director to ensure maximum coordination.

Coordination between the three pillars of the project is also reflected at the village level, where the project will mobilize and/or strengthen (permanent) community institutions in each of the pillars that are mutually complementary yet sufficiently focused to deliver their core purpose – VECs, IVCS and producer groups.

Note: MBMA has subsequently strengthened district offices with additional human resources. The recommendation of MTR to create Regional Offices has **not** been implemented but with the strengthening of districts offices, the command and supervision structure has become linear.

MISSION OBJECTIVES AND OUTPUTS:

The mission will have the following objectives:

- Review the physical and financial progress of the project post MTR.
- Review the status of implementation of the 2019 SM and 2020 ISM and assess the project's likelihood of achieving the Development Objective.
- Review progress made so far, against the AWPB and procurement plan, as well as action taken on the 2019 supervision recommendations.
- Review Project targeting effectiveness, gender equality and social inclusion.
- Review impact of Covid 19 on project implementation.
- Review project compliance with covenants of the financing and project agreements and with the Letter to the Borrower.
- Make recommendations to improve project performance and help the project resolve any bottlenecks and develop a roadmap for enhancing performance of the project

Mission outputs. The Mission will have the following outputs:

- **Output 1:** Mission aide mémoire to be discussed at project level and endorsed at State and Central levels
- **Output 2:** Management letter of the Supervision Mission sent to the Lead Agency with copy to DEA and State Dept of Finance
- **Output 3:** Mission members submit their respective inputs and technical papers to the Mission Team Leader.
- **Output 4:** Supervision report is transmitted to the Lead Agency with copy to DEA and State Government.

INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES

Fill in for each consultant and specify delivery dates for each single deliverable

The detailed TOR and specific responsibilities of the mission members are given below. Any of the mission members may also be assigned additional tasks by the Mission Leader as may be deemed appropriate.

Mr. Narasimhan Srinivasan (Mission Leader, Rural finance, M&E and targeting)

Mr Srinivasan will be responsible for leading the Supervision Mission and in addition will carry out a thorough review of component 2 on Rural Finance. He will be responsible to:

1. Review overall progress of the project, especially on the agreed actions of the MTR and last SM and ISM.

2. Assess the coherence of project components based on the analysis of physical and financial progress, coordination among component heads and field teams, and results on the ground.
3. Specifically, review the progress made so far under the Rural Finance sub component, especially with reference to milestones set during the ISM in Jan 2020.
4. Assess component progress under AWPB 2019-20 and check if the AWPB for 2020-21 will help in achieving the targets set in the turnaround plan.
5. Review the operation of the Integrated Village Cooperative Societies (IVCS) in terms of management capacity, book-keeping, membership, savings, inter-loaning, release of corpus funds and risk fund.
6. Review complementarity and synergy between the IVCS and the other main livelihoods support activities related to enterprise development, inclusive supply chain development. Specifically, review the collaboration and convergence between the VO structure of the Meghalaya Rural Livelihoods Mission and the IVCS.
7. If possible organise a meeting with MCAB to assess links developed between IVCS and MCAB for ensuring technical support and guidance on business operations for sustaining IVCS in the long run, more specifically tasks related to: (i) assessment of performance of IVCSs that have received corpus funds and shortlisted for receiving loans from MCAB; (ii) provide loans to IVCSs; and (iii) handhold the IVCSs that have received loans.
8. Assess the steps taken by the project to ensure greater autonomy to IVCS and minimise scope for government interference. This has been suggested by DEA during successive TPRMs.
9. Make recommendations for enhancing performance of the sub component, especially with regards to the sustainability of the IVCS and its integration with the other programme sub-components.
10. Review the poverty targeting strategies of the project and evaluate its achievements/ efficacy in reaching out to the key/primary beneficiaries as envisaged in the project design. Identify challenges/problems/constraints and provide suitable recommendations for overcoming the problems.
11. Review the project logframe and orient the team about the new IFAD core indicators.
12. Lead the drafting and finalization of the Aide memoire in discussion with the Mission members, project team and inputs provided by the Government at the wrap up meeting.
13. Lead the drafting of the Supervision Mission Report for LAMP.

Mr Shreekantha Shetty (Deputy Mission Leader, Enterprise Development, Value Chains, and Programme management)

He will be responsible for co-leading the Supervision Mission and in addition will carry out a thorough review of component 3 on inclusive supply chains and enterprises. More specifically, he will:

1. Assist the Team Leader in the review of overall progress of the project, especially on the agreed actions of the last SM and ISM post MTR.
2. Specifically assess progress made in the implementation of the restructured component 3 after MTR, viz. Inclusive supply chain and enterprise development component and provide support to address emerging challenges.
3. Assess component progress under AWPB 2019-20 and check if the AWPB for 2020-21 will help in achieving the targets set in the turnaround plan.
4. Review the progress against the milestones set during the Jan 2020 ISM under this sub component especially with regards to (i) status of contract with IDH and subsequent roll out of marketing activities (ii) development of market infrastructure for which first instalments were released (iii) status of growth centres and collection centres (iv) status of farmers markets etc. Review the overall extent of partnerships that have resulted so far.
5. Assess the capacity in the team at different levels to coordinate and implement the activities planned under this sub component.
6. Review system established by the project for engagement of private sector partners for value chain promotions (using the Operational Guidelines) and suggest ways to streamline the process of contracting selected entities;
7. Review the M&E systems in the project and assess its effectiveness in timely capturing and reporting of results. Review templates developed by the project for outcome level data collection from the field.

8. Review the tools/ system developed by M&E team reporting on expenditures incurred by other government offices for convergence, the contributions made by the beneficiaries and loan provided by the bank.
9. Support the drafting and finalization of the Aide memoire in discussion with other Mission members, project team and inputs provided by the Government at the wrap up meeting.
10. Prepare the draft Management letter to be issued post SM.
11. Provide support to the Team Leader in finalising the Supervision Mission Report for LAMP.

Mr Crispino Lobo (Natural Resource Management)

He will be responsible for reviewing progress and suggesting way forward for effective implementation of the Integrated Natural Resource Management Component (Component 1). Specifically he will,

1. Review overall progress of modified Component 1 post MTR and achievement of short term targets as set in the SM and ISM reports. Specifically review quality of project interventions since last SM and ISM and provide feedback on the following: (i) status of release of first and second instalments to all VECs and its resultant use/impact; (ii) status of development of seed clusters for upland crops and for temperate vegetable seeds with buy-back arrangements (iii) procurement and deployment of agriculture machinery (iv) geotagging of INRM interventions etc.
2. Review the status of MAP cultivation and whether there has been expansion of areas under coverage based on lessons from Action Research.
3. Review the quality of training and technical assistance provided to LAMP on soil and water conservation by the line department.
4. Review the progress made by the project in implementation of their plan to replicate the Climate Resilient Agriculture Model villages in 3 locations, in coordination with Meghalaya Climate Change Centre and GIS team.
5. Assess how convergence is being undertaken with MGNREGS (and other schemes) for the implementation of INRM plans and identify any lessons learned/ good practices for documentation.
6. Review the proposal submitted by CIP to LAMP on promotion of potato seeds and advise the project team on way forward.
7. Make recommendations to improve the performance of component 1 for the remainder of the implementation period.
8. Contribute to the aide mémoire.
9. In discussion with the Mission leader, prepare a guidance note to improve the implementation of component 1. The guidance note will be annexed to the supervision report.

Mr Pradeep Shrestha, Financial Management Specialist

The FM team will aim to

- a) To evaluate whether the financial management arrangements in place to manage and control project finances meet IFAD's fiduciary requirements.
- b) To evaluate project financial performance.
- c) To follow up on implementation status of internal and external audit recommendations and agreed actions from the most recent supervision mission.
- d) To verify the validity of Withdrawal Applications and documentation underlying Statements of Expenditure.
- e) Provide remote support to the project team on specific issues / challenges.

More specifically, the FM team will have the following tasks :

- f) **Obtain the necessary documents and familiarize with the project.** A sample list of documents is presented in annex 1 of these terms of reference.
- g) **Perform a desk review:**

1. Review the results of the latest external Audit Report (including specifically the Management Letter) to ascertain whether any issues raised by the auditor identify potential fiduciary risks - where relevant follow up on issues arising by contacting the external auditors.¹ Consult main findings, requests for clarification and action plan proposed by FMD with the latest audit review exercise.
2. Review the most recent quarterly/semi-annual Interim Financial Reports (IFRs). Confirm whether IFRs have been submitted within the prescribed time limit and whether the content is aligned to requirements.
3. Review FM recommendations and findings from the latest supervision mission (if applicable) and the list of agreed actions.
4. Determine the amount of the Withdrawal Applications (WAs) submitted to IFAD since the last supervision mission using the Historic Transaction Report (HTR). Obtain a scanned copy of these WAs and proceed to identify the sample of expenditures under SOE to be checked.
5. Review the operation of the project designated account (DA), and project accounts to ensure that the DA reconciliation is correctly prepared. Validate the closing balances from copies of the bank statement and clarify the status of the reconciliation items (if any). Note down any pending payments and withdrawal applications still not paid by IFAD including replenishments, reimbursements and direct payments.

h) Re-assess the Project Financial Management Arrangements (via teleconference / skype / zoom / email):

1. Perform a remote Financial Management Performance Assessment, using the FMAQ template (annex 6), to review the strengths and weaknesses of the project's financial management systems. Validate the answers by asking for electronic evidence as appropriate (organogram, staff TORs, Invoices, Financial reports, Screen shots from the accounting software, scanned documents, etc....)
2. Together with the project Financial Controller or equivalent, review actions taken to address recommendations and validate the status of actions by asking for electronic evidence as applicable, of²:
 - previous years' Supervision review,
 - recommendations raised by external auditors on previous years management letters,
 - recommendations raised by FMD during the audit review exercise; and;
 - follow-up on internal audit recommendations;.
3. Perform a virtual walkthrough of the project's internal controls relating to financial management and financial administration of project funds. As part of this exercise pick one or two large expenditure items from each expenditure category, claimed from IFAD since the past supervision and trace the item through the whole audit trail:
 - Approved AWPB and procurement plan,
 - IFAD non objection (if applicable),
 - Contract/invoice,
 - Duly authorized purchase order,
 - Accounting software ID number (transaction inserted in the accounting software),
 - Verification (physical and documentary) evidence as applicable that works have been completed./goods delivered/ services rendered in accordance with the contract,
 - Verification of payment (bank statement/cash book), and
 - Project assets duly reflected in the fixed asset register. The collected information should be validated by reviewing scanned documents (contracts, invoices etc.) screen shots from the accounting software, pictures, videos, beneficiary interview etc. as appropriate and feasible.
4. Confirm the functionality of the accounting system and the financial reporting system by requesting the project to submit financial reports, extracted directly from the accounting system and compare these with the trial balance, bank statements and IFAD records for the same time period to determine that the accuracy and compliance with IFAD requirements. In addition, explore what reports can be generated automatically from the system and which reports need to be prepared/modified in excel and the type of budget controls system has.

¹ Virtual meetings with the External Auditor may not be feasible, in which case any issues noted should be documented for follow-up at a later date.

² A self-evaluation by Project staff of agreed actions may be conducted as a first review. Where evidence provided is not deemed sufficient, the actions status should not be updated in FMDB.

5. Review Withdrawal Applications and Statements of Expenditures submitted to IFAD after the previous supervision mission to:
 - verify adequacy, completeness and validity of claims by selecting on a sample basis expenditure items from each category of expenditures and requesting for scanned supporting documentation for these items (see annex 2, 3 and 4 of these ToRs for guidance, SOE review check list and a general list of required supporting documentation). Note down any ineligible expenditures.³
 - Ensure that the claimed expenditures are net of tax and that the financing percentages have been applied in accordance with Schedule 2 of the Financing agreement. Record any ineligible expenditures.
 - Confirm whether WAs prepared regularly, in an efficient manner and in line with the LTB.
 - Discuss findings with the project finance staff and request further clarification / supporting documentation as deemed relevant.
6. Based on the financial reports prepared by the project, review the overall financial performance by expenditure category and component to assess the project's overall financial performance against appraisal and against the approved AWPB. Review the cumulative status of funds by category of expenditure, approved AWPB and the project commitments (contracts signed not paid) in order to estimate the adequacy of funds and the need for category reallocations. Discuss the status of preparation of the annual financial statements (if relevant for the period).
7. Review and discuss with the project financial controller the status of counterpart funding: i) whether the Borrower/Lead Project Agency made available financing proceeds to the Project, as planned; ii) whether the amount of counterpart funds provided so far in line with the minimum amount mentioned in the Project Financing Agreement and the project design report.
8. Request a copy of the MoUs/contracts signed with the project's main implementing partners. Evaluate if key fiduciary provisions are included and the adequacy of financial and fiduciary arrangements included therein. Ask for a scanned copy of a funds application submitted to the project by the implementing partner and check the relevant related supporting documentation.
9. Review the project's fixed asset register so as to verify the following: i) the fixed asset register contains the necessary information and in an acceptable format; ii) assets were part of the approved procurement plan (spot check); iii) assets have been tagged with a serial number (serial number and location included in the fixed asset register); and iv) all assets were subject to an annual inventory exercise (ask for electronic copy of the report). Ensure a proper handover plan of the project assets has been formally agreed on and documented by the Project, the lead project agency and the Borrower (if the project is in a completion phase). Review how vehicle fuel use is being controlled by reference to a withdrawal application submitted in the period.
10. Review and discuss with the project financial controller compliance of the loan/grant covenants to date and record any pending issues. Validate the status through scanned documents etc. as feasible.
11. Review and discuss with the project financial controller the status of ineligible expenditures emerging from audit or previous supervisions, or any pending legal cases, which may imply ineligible expenditures. Record any ineligible expenditures and the proposed repayment plan.
12. If the project has an Internal Audit function, review the latest internal audit report(s) and discuss with the project internal auditor the findings of the report and the status of past recommendations
13. Review the audit arrangements of the past and future project audits and its timelines. If relevant, organise a tele/skype/Zoom conference with the SAI or the private audit company to discuss issues raised in latest Audit Report and IFADs audit review. Discuss the TOR for the upcoming audit
14. If relevant, organise a tele/skype/Zoom conference with the co-financiers to discuss FM issues.

Mr Virender Garg, Procurement Specialist

In line with Module IV of the IFAD Procurement Manual s/he will be responsible for the following activities:

1. Carry the review of the procurement system of the project and implementation of the MTR and subsequent SM and ISM recommendations.

³ In verification of expenditures an analytical procedures should be adopted/performed specially for salaries and allowance and recurrent cost instead of conventional approach. This will reduce the number of documents to be scanned by the project and to some extent the issue of language barrier.

2. Review the current Procurement Plan for FY 2019-20 and 2020-21 in order to assess if it has been fully updated and upgraded, ascertain its completeness, its concurrence with the AWPB, and its consistency with the country systems and/or IFAD Procurement Guidelines and Handbook
3. Review the rate of execution of the project procurement plans since project start-up and assess the delays/ achievements; analyse the reasons and suggest appropriate remedies. In particular, review the Procurement Plan for FY 2019-20, in order to assess it has been fully updated and ascertain its completeness and consistency with the AWPB 2019-20.
4. On a test check basis of a sample of 10% of all procurement contracts for compliance for FY 2018-19 and 2019-20, review the entire procurement documentation from EoI to signing of the contract or issue of purchase order for goods and consultancy services and whether the documentation complies with the IFAD Procurement Guidelines and the Handbook and assess the transparency and the documentation maintained. The list of reviewed procurement actions and the assessment to be included in the report.
5. Provide support, advice and recommendations on the following:
 - The thresholds, ceilings and preferences to be applied in the implementation of procurement under the project;
 - The contract types and contractual arrangements for goods, works and consulting services required to implement the projects;
 - The proposed methods of procurement;
 - The related IFAD review procedures and provide suggestions to improve the overall quality of the procurement processes;
6. Review the procurement, contracting and implementation processes and timeliness and appropriateness of procurement actions;
7. Assess contract administration and management procedures;
8. Assess the procurement capacity of all entities to be reviewed in terms of manpower, levels of training of procurement staff, work environments and independence of procurement staff to carry out their statutory assignments;
9. Conduct specific analysis of value for money (VFM) at all levels and the reasonableness of prices for:
 - Goods, equipment, etc using available price indicators;
 - Civil Works, compared to locally accepted standards and prices; and
 - Services compare quality-output to international standards and prices;
10. Determine whether adequate systems are in place for procurement planning, implementation and monitoring, and whether documentation are maintained as per required standards and can be relied upon;
11. Verify to the extent possible, whether goods, works and consulting services contracted were supplied/completed according to the required specifications and technical standards;
12. Review issues identified in the previous procurement review and supervision aide-mémoire and procurement related issues identified in project audit reports;
13. Identify strengths as well as deficiencies and make recommendations for improvements and control mechanisms in the procurement procedures and processes;
14. Review/update the Procurement Risk Assessment, using the IFAD Procurement Risk Matrix (Module I of the IFAD Procurement Manual);
15. Assess further procurement staff training needs and ensure relevant training is planned and provided to project management and procurement staff in a timely manner;
16. Contribute to the Aide Mémoire and submit a separate technical procurement working paper.
17. If necessary, prepare a guidance note on procurement to provide guidance on recurrent areas of weaknesses.

Ms. Meera Mishra, Country Coordinator, IFAD (KM, Gender, convergence)

She will work closely with the mission team and the project authorities to co-ordinate the remote supervision. She will guide the mission on matters related to state context and development challenges/ opportunities, lessons learned from past and on-going operations in Meghalaya, and brief the mission on issues raised by the supervision and ISM missions. She will be responsible for:

1. Review the activities undertaken under Knowledge management and co-ordination with the World Bank funded CLLMP.
2. Support the team in assessing the performance of project management and institutional set-up.
3. Review the gender focus and gender mainstreaming strategies and gender action plan of the project.
4. Support the Mission in thinking through and developing the project exit strategy.
5. Review and advise on mission recommendations and facilitate their presentation to PMU, state and central Govt authorities.
6. Contribute to the aide mémoire.

DOCUMENTATION

The Project is requested to send the following documents by 10th July 2020 to the IFAD ICO:

- Action taken report on MTR and last two ISM recommendations and on audit recommendations.
- Detailed project expenditure by financier, for project components and categories.
- Procurement manual developed by LAMP and no objected by IFAD
- Most recent Annual Outcome Survey report.
- Updated logframe.
- Annual Progress FY 2019-20 report and 6 monthly progress report.
- Case studies/thematic studies undertaken by the project in the past year.
- Reports, Guidelines and plans which the project would like the Mission to review.
- List of beneficiaries with their contact details from 2 villages in each district: IVCS leaders; VEC leaders; producer groups; members
- Geotagged investments in the 2 villages/district.
- For full list of documents related to Financial Management, please see annex 1.

IFAD ICO will make available the following documents to the Mission:

- Copy of the no objected AWPB and procurement plan.
- Baseline survey report.
- Last SM and ISM Report

MISSION SCHEDULE:

July 21	Introductory meeting to technical supervision and how it will be conducted Review of overall progress of the Project- presentation by the project team. Review of the ATR	PD/ APD/ PMU and DMUs
July 22-27	Review of Components 1 and 2 and 3 KM, Gender, M&E Review of Financial Management Component	PMU and DMUs FM Team Parallel Meetings (detailed sheet of meeting schedule will be provided)
July 28	Aide memoire preparation	IFAD SM Team
July 29	Pre wrap up meeting	APD and PMU
July 30	Agreement on the final draft of Aide memoire	APD and PMU
July 31 st	Wrap up with PD and team	PD, APD and team
Aug 3 rd	Wrap up with Chief Secretary	Date and time to be confirmed by the PD.

Clearance by COM if TORs include communication activities (see section 4.7(iii)):

Name:Signature.....

Date:.....

Clearance by CFS if TORs include financial management responsibilities:

Name:Signature.....

Date:.....

IMPORTANT NOTE:

IFAD will accept only reports that have been properly formatted by using the template, which will be provided separately. The team leader is responsible for preparing the main report and annexes in the required format, and ensuring that the working papers submitted by the individual team members are consolidated in one single document and in the correct format. He will compile the full report, including his own contributions and those of all the mission members into one consistent final and complete Report and submit it to IFAD on or before the agreed deadline.

Documents required for the Financial Management Review

1. Self-completion of FMAQ, fill in detailed findings section only – to be sent to project in separate file.
2. Update the status of action tracker with relevant supporting documentation – to be sent to project in separate file.
3. Selected scanned supporting documentation for the expenditure items claimed under SOE as identified by the FMS- sent to project in separate file.
4. The organogram of the PMU and the financial unit and the CVs of the financial staff.
5. Following information to be filled in appendix 1:
6. Cumulative Financial performance by Financing source – as at last day of the month preceding the supervision mission (table 3 A)
7. Annual Financial performance (incurred expenditures) by Component and by financier (including counterpart funding)– as at last day of the month preceding the supervision mission (table 3 B)
8. Annual Financial performance (incurred expenditures) by Category and by financier (including counterpart funding) – as at last day of the month preceding the supervision mission (Table 3C).
9. The amount of firm commitments (signed contracts) by category and financier (if any)
10. A breakdown of the project operating expenditures (Planned vs. actual) including Fuel, DSA, and telephone
11. Excel file of Withdrawal Applications submitted after last supervision mission
12. Approved AWPB of FY 2019-20 and 2020-21
13. Approved procurement plan of FY 2019-20 and 2020-21
14. The latest Trail Balance
15. Bank reconciliation of the project bank account and supporting bank statements (latest)
16. Petty cash reconciliation statements
17. Up to date fixed asset register
18. Physical verification report of fixed assets
19. Contract Register (Form C-10)
20. Contract Monitoring Form (C-11)
21. Summary report on the social security contribution for project staff.
22. List of pending withdrawal applications including amounts and date submitted
23. Project's Financial Manual (or the FM arrangements of the Project implementation manual) the most recent version
24. Procurement plan including variance between planned and actual as well as the contract register
25. Audit report and management letter of FY 2018-19 and audit review undertaken by FMD
26. Project interim financial reports (IFRs) of FY 2018/19 with date of submission
27. Annual project financial statements of FY 2019-20 with notes to accounts.
28. Details of counterpart funds received from government in FY 2019-20 and 2020-21
29. Methods of valuation of beneficiaries and government contribution received in kind
30. Status report about the progress made on the recommendations made by the past supervision mission.
31. Status compliance to audit recommendations
32. Project Implementation Manual (Mizoram)
33. Project agreement (Nagaland)
34. Most recent Interim Financial Statements (IFRs)
35. The most recent Project Status Report and PS ratings
36. The amount of counterpart financing by government and beneficiaries that has been materialized to date
37. The expenditure amounts of convergence and GOI's centrally sponsored schemes.

B. Mission Schedule

Date	Activity	Details of participants to be provided by Megha-LAMP (Name, phone number and email address)
16 July 2020	10.30 AM – Zoom call with Megha LAMP Finance Team (Pradeep)	<ol style="list-style-type: none"> 1. Shri. Debashish Rudra (CFO) - 919436114258, cfombma@gmail.com 2. Prakash Chettri - 9485175545, pk_chetri@hotmail.com 3. Minila Suia - 91 6033095628 ; finance2019.mbda@gmail.com 4. Turoi Dkhar - 919089123111, finance2019.mbda@gmail.com
21 July 2020	10.00 AM Zoom call with the PD, APD and General Managers of Megha Lamp and Manager KM (Meera, Srinivasan, Shree, Crispino, Pradeep, Antonella, Elizabeth)	<ol style="list-style-type: none"> 1. Dr. Vijay Kumar D. (PD), vijaymeghalaya@gmail.com 2. Shri. Shantanu Sharma (APD) shantanu.ssharma@gmail.com 3. HF Pariat, 87947-09623, pariathf@yahoo.co.in 4. Augustus Shemphang Suting - 9436117434, augustussuting@gmail.com 5. Lam Shabong - 9436103321, shabongls@gmail.com 6. Wankit Swer - 9579275285, wankitswer@gmail.com 7. Bronia Marak - 7291864897, marakbronia@gmail.com
21 July 2020	2.00 PM – Zoom call with the General Manager and Natural Resource management team (Crispino)	<ol style="list-style-type: none"> 1. L. Shabong, 9436103321, shabongls@gmail.com 2. F. Malang, 8787395752, fmalang88@gmail.com 3. B. Pathaw, 8575139418, pathawbanilin@yahoo.in 4. C. Nongrum, 8259043334, caney.nongrum@gmail.com 5. N. Marbaniang, 7005667980, naibalaaihun@gmail.com
21 July 2020	2.00 PM – Zoom call with the General Manager and Rural finance team - (Srinivasan)	<ol style="list-style-type: none"> 1. HF Pariat, 87947-09623, pariathf@yahoo.co.in 2. Lari K Lyndoh – 9436766075, larikupar@gmail.com 3. Marlam K Kharmudai – 70050-01180, mmcquinn2002@gmail.com 4. Gavin Nongkynrih – 90894-94974, gavinngkynrih@outlook.com 5. Amanda Rymbai – 98568-38880, amandyjozy82@gmail.com
21 July 2020	2.00 PM – Zoom call with the General Manager and ISC team (Shree)	<ol style="list-style-type: none"> 1. Augustus Shemphang Suting- 9436117434augustussuting@gmail.com 2. Saurabh Bose-8014309489write2bose@gmail.com 3. Garnette M Lakiang-7085922058-glakiang@gmail.com 4. Evarista M Rynjah-8014359170evaristarr@gmail.com 5. Fairborn Gatphoh-9856764333fairbornngathphoh@gmail.com 6. Jonathan Marbaniang-8413936320, marbaniangjonathan@gmail.com 7. Rachael A Dkhar-8575039577andriadkhar@gmail.com 8. David Siangshai-8794852938daveziangchai@gmail.com 9. Chukame T Sangma-9366365845chumetegile@gmail.com
22 July 2020	Discussion with DPMS- Garo region (Srinivasan, Shree and Crispino)	<ol style="list-style-type: none"> 1. Valentine Hembrom (WGH), 9436769557, vincivalentine@yahoo.co.in 2. Nitul Das, (NGH) 9612160114, nitul.das@outlook.com 3. Venecia Sangma (SWGH) 8414932764, veneciasangma@yahoo.com 4. Zacharius Marak (EGH), 7005310824, zachmarak776@gmail.com 5. Briliar Sangma (SGH), 9436112106, brilliar@gmail.com
22 July 2020	11.00 AM - Zoom call with the CFO and Megha LAMP Finance Team (Pradeep)	<ol style="list-style-type: none"> 1. Shri. Debashish Rudra (CFO) - 919436114258, cfombma@gmail.com 2. Prakash Chettri - 9485175545, pk_chetri@hotmail.com 3. Minila Suia - 91 6033095628 ; finance2019.mbda@gmail.com 4. Turoi Dkhar - 919089123111, finance2019.mbda@gmail.com
22 July 2020	13:15 Whatsapp call with procurement team- Garg	<ol style="list-style-type: none"> 1. Binu Malhotra 9810244004 binumalhotra@gmail.com
22 July 2020	Discussions with DPMS – Eastern region (Khasi and Jantia) (Srinivasan, Shree and Crispino)	<ol style="list-style-type: none"> 1. Rodonald Majaw (WKH), 8257076155, stallionro@gmail.com 2. Ivan Marbaniang (SWKH), 9863045706, Marbaniang.ivan@gmail.com 3. Sywell Lyngdoh, (WJH), 9863242859, zee.lyngdoh@yahoo.com 4. Hunlang loo Blah (RB), 9436108193, hunblah@gmail.com 5. Banferbi Nongrum (EKH), 9774666353, banferbie@gmail.com 6. Prabha Diengdoh (EJH), 9612550518, prabhadiengdoh13@gmail.com

23 July 2020	10.00 AM Zoom call with district level NRM team – Garo region, Manager-NRM and six members of district NRM team who can connect to zoom (Crispino)	<ol style="list-style-type: none"> 1. L. Shabong, 9436103321, shabongls@gmail.com 2. F. Malang, 8787395752, fmalang88@gmail.com 3. B. Pathaw, 8575139418, pathawbanilin@yahoo.in 4. C. Nongrum, 8259043334, caney.nongrum@gmail.com 5. N. Marbaniang, 7005667980, naibalaaihun@gmail.com 6. Valentine Hembrom, 9436769557, vincivalentine@yahoo.co.in 7. Nitul Das, 8787477309, Nitul.das@outlook.com 8. Briliar Sangma, 9436112106, brilliar@gmail.com 9. Zacharias Marak, 7005310824, Zachmarak76@gmail 10. Venecia Sangma 8414932764, veneciasangma@yahoo.com 11. Balsara Sangma, 7005378583, sarakoxie@gmail.com 12. Raisha Momin, 9366032285, raisamomin15@gmail.com 13. Janisha Marak, 8837289641, marakjanisha@gmail.com 14. Emma Ch Marak, 9366676191, Emmachmarak2018@gmail.com
23 July 2020	10.00 AM Zoom call with district level Rural Finance team – Garo region, Manager-RF and six members of district RF team who can connect to zoom(Srinivasan)	<ol style="list-style-type: none"> 1. HF Pariat, 87947-09623, pariathf@yahoo.co.in 2. Lari K Lyndoh – 9436766075, larikupar@gmail.com 3. Marlam K Kharmudai – 70050-01180, mmcquinn2002@gmail.com 4. Gavin Nongkynrih – 90894-94974, gavinngkynrih@outlook.com 5. Rimbarco Marak – 87876-05505, barko_marak@yahoo.in 6. Rodrick Warjri, 70055-42207, rmwarjri@gmail.com, 7. Roshan Prasad Srivastav, 70059-13735, roshansrivastava08@gmail.com 8. Jebil Sangma, 87948-84213, zebilsangma@gmail.com 9. Venecia Sangma, 90899-83585, veneciasangma@yahoo.com
23 July 2020	10.00 AM Zoom call with district level ISE team – Garo region Manager-ISC and six members of district ISC team who can connect to zoom(Shree)	<ol style="list-style-type: none"> 1. Saurabh Bose-8014309489 write2bose@gmail.com 2. Ayesha B Marak- 9774564433 - amarak86@gmail.com 3. Ritcheng A Sangma – 8837244149 - ritzsangma@gmail.com 4. Agatha R Marak - 9089233596 -atdurangsamarak@gmail.com 5. Elcydora B Sangma – 7005473539 - dorahsangma2@gmail.com 6. Tengrame M Sangma – 7005231167 - sangmakame@gmail.com 7. Judith M Sangma – 8787568943- judithsangma@yahoo.com
23 July 2020	2.00 PM Zoom call with district level NRM team – Eastern region, Manager-NRM and six members of district NRM team who can connect to zoom (Crispino)	<ol style="list-style-type: none"> 1. L. Shabong, 9436103321, shabongls@gmail.com 2. F. Malang, 8787395752, fmalang88@gmail.com 3. B. Pathaw, 8575139418, pathawbanilin@yahoo.in 4. C. Nongrum, 8259043334, caney.nongrum@gmail.com 5. N. Marbaniang, 7005667980, naibalaaihun@gmail.com 6. Rodonald Majaw, 8837347856, stallionro@gmail.com 7. Sywell Lyngdoh, 9863242859, Zee.lyngdoh@yahoo.com 8. Ivan Marbaniang, 7005267824, Marbaniang.ivan@gmail.com 9. Hunlang Blah, 9436108193, hunblah@gmail.com 10. Banferbie, 9774666353, banferbie@gmail.com 11. Prabha Diengdoh, 9612550518, prabhadiengdoh@gmail.com 12. Balaiohmon Rympei, 7005249573, Bala.iohmon@gmail.com 13. Mebari Nongrum, 9366397276, Meba.tse@gmail.com 14. Leiki Sayoo, 8837257637 leiky.2009@gmail.com 15. Elad Daka Biam, 6909905570, biamelad@gmail.com 16. Iainehlang Hujon, 8787778962, Iainehd12@gmail.com 17. Lida Mary, 8787371949, lidamarymarngar@gmail.com 18. Badapcupar Wanniang, 9366257967, badapcupar@gmail.com
23 July 2020	2.00 PM Zoom call with district level Rural Finance team – Eastern region, Manager-RF and six members of district RF team who can connect to zoom(Srinivasan)	<ol style="list-style-type: none"> 1. HF Pariat, 87947-09623, pariathf@yahoo.co.in 2. Lari K Lyndoh – 9436766075, larikupar@gmail.com 3. Marlam K Kharmudai – 70050-01180, mmcquinn2002@gmail.com 4. Gavin Nongkynrih – 90894-94974, gavinngkynrih@outlook.com 5. Rimeka Malang, 9774633428, mikamals@gmail.com 6. Hubert Diengdoh, 9485182823, hpdiengdoh@gmail.com 7. Marvellous Sungoh, 7628021997, pprk2015@gmail.com 8. Andrea Poshna, 9774362651, reaannie07@gmail.com 9. Deivorine Rumnong, 8119817421, deivorine@gmail.com 10. Peacefulda Ryntathiang, 9436106510, peacefulda01@gmail.com

		11. Mumie Shangpliang, 8575612575, mumie_shangpliang@gmail.com
23 July 2020	2.00 PM Zoom call with district level ISE team – Eastern region Manager-ISC and six members of district ISC team who can connect to zoom(Shree)	<ol style="list-style-type: none"> 1. Garnette M Lakiang-7085922058-glakiang@gmail.com 2. Banferbie Nongrum - 9774666353- banferbie@gmail.com 3. Prabha Diengdoh – 9612550518- prabhadiengdoh13@gmail.com 4. Lamborius Kharkongor- 7005277951 - lamstonek@gmail.com 5. Pynshaibor Nongsiej – 8974570525 - nongsiejpynshai@gmail.com 6. Deimaphishisha Nongneng – 9366296141 - deimaphinongneng@gmail.com 7. Starwell Paduna – 9862121070 - starwell2@gmail.com
24 July 2020	10.00 AM Zoom call with Manager-NRM, Field Engineers, BDOs and VECs from Garo region – at least six select member who can connect to zoom (Crispino).	<ol style="list-style-type: none"> 1. L. Shabong, 9436103321, shabongls@gmail.com 2. F. Malang, 8787395752, fmalang88@gmail.com 3. B. Pathaw, 8575139418, pathawbanilin@yahoo.in 4. C. Nongrum, 8259043334, caney.nongrum@gmail.com 5. N. Marbianiang, 7005667980, naibalaaihun@gmail.com 6. Twoina, 7005508272, twoinas@gmail.com 7. Simchi, 7005830261, simchisangma79@gmail.com 8. Welthing, 8095485803, wellthinkmarak59@gmail.com 9. Tesrang, 8132046836, shiratesrang@gmail.com 10. Sujit, 8794269280, jitsangma0@gmail.com 11. Tegan, 8787309856, tgansangma@gmail.com 12. Ivanstar, 8787593243, iyvans77@gmail.com 13. Agassi, 9774861751, ag.marak@gmail.com 14. Chongmerani, 8837486694, rani123momin@gmail.com 15. Chesimey, 6001098652, chekongkalsangma@gmail.com 16. Rikrak, 9402387768, rikrakmarak002@gmail.com 17. Bibash, 8787612344 18. Chakseng D. Sangma, 8729954640, chakseng27@gmail.com 19. Mollin Sangma, 8787460530 20. Bullatson Marak, 9435587013 21. Trainila Marak, 9365628719 22. Pisina Momin, 6001109708 23. Nipon Hajong, 8837266517, dadenggre0401@gmail.com 24. Jude Sangma, 9774767288, sangmajude@gmail.com 25. Leena Daring, 9436113323, dangleena@gmail.com 26. Saintfield Chisim Sangma, 7005215430, meg-chokpot@nic.in; 7005215429, meg-baghmara@nic.in 27. Kapil Koch, 9707121798, kharkuttadev.block@gmail.com 28. Marylisa Marak, 9863207202, lisamarak@gmail.com 29. Diana G. Sangma, 7005651089, dianagurisangma@gmail.com 30. Seldin N. Sangma, 9862207235, seldin65sangma@gmail.com
24 July 2020	10.00 AM Zoom call with Manager-RF, Business Level Facilitators and Secretaries of IVCSs from Garo region– at least six select members who can connect come on zoom (Srinivasan)	<ol style="list-style-type: none"> 1. HF Pariat, 87947-09623, pariathf@yahoo.co.in 2. Lari K Lyndoh – 9436766075, larikupar@gmail.com 3. Marlam K Kharmudai – 70050-01180, mmcquinn2002@gmail.com
24 July 2020	10.00 AM Zoom call with Manager-ISC, Group Facilitators, and PG leaders from Garo region– at least six select members who can connect come on zoom. (Shree)	<ol style="list-style-type: none"> 1. Saurabh Bose-8014309489write2bose@gmail.com 2. Thangkan Sangma – 8415810962, thankansangma184@gmail.com 3. Sonneha Sangma –8794744193 4. Sonenha29@gmail.com
24 July 2020	2.00 PM – Zoom call with Megha LAMP Finance Team (Pradeep)	<ol style="list-style-type: none"> 1. Shri. Debashish Rudra (CFO) - 919436114258, cfombma@gmail.com 2. Prakash Chettri - 9485175545, pk_chetri@hotmail.com 3. Minila Suiam- 91 6033095628 ; finance2019.mbda@gmail.com 4. Turoi Dkhar - 919089123111, finance2019.mbda@gmail.com
24 July 2020	2.00 PM Zoom call with Manager-NRM, Field	<ol style="list-style-type: none"> 1. L. Shabong, 9436103321, shabongls@gmail.com 2. F. Malang, 8787395752, fmalang88@gmail.com

	Engineers, BDOs and VECs from eastern region – at least six select member who can connect to zoom (Crispino).	<ol style="list-style-type: none"> 3. B. Pathaw, 8575139418, pathawbanilin@yahoo.in 4. C. Nongrum, 8259043334, caney.nongrum@gmail.com 5. N. Marbaniang, 7005667980, naibalaaihun@gmail.com 6. Wanbudpura, 9436700053, wanbudpuralyngdoh@gmail.com 7. Jilianda, 8787468814, kharjana.jill@gmail.com 8. Darald, 7085928727, daraldallya1@gmail.com 9. Manbhalang, 8861525724, disanzd@gmail.com 10. Badonbok, 8787515413, badonwarjri10@gmail.com 11. Badapkupar, 9366257967, badapkupar@gmail.com 12. Emiliana, 8794757254, emilianamarwein@gmail.com 13. Ronnie Suting, 7002909137, ferdinand.suting93@gmail.com 14. Shiningstar, 9366125608, neweststar9@gmail.com 15. Meba La ai, 7635823105, mebalaisyiemiong@gmail.com 16. Michael, 9774655472, andrewmike@gmail.com 17. Chesterfield, 9101137602, cchesterfieldlyngdoh@gmail.com 18. Alexander S. Mukhim, 7005200357, alexander.s.mukhim@gmail.com 19. E. Warjri, 8974076100, mawphlangblock@gmail.com 20. P. Tyngsong, 9436307322, meg-12shnonglaitkroh@nic.in 21. Baiantimon Blah, 9612777527, baianblah@gmail.com 22. Damut Lyngdoh, 7005168938, damuthimilyngdoh@gmail.com 23. Tulbicient Diengngan, 878759991, Meg-mawshynrut@nic.in 24. L.G.M Kharmih, 9863088421, Meg-ranikor@nic.in 25. R. Nongrum, 8837233681, megumlingblock@gmail.com 26. Sanborn Marwein, 7628949097, Smarwein.ind@gmail.com 27. Dorina N. Marak, 7630048442 28. Aibor Rongrin, 6009415875 29. Tarcus Dkhar, 8974010528 30. Pronob Hajong, 7641925312 31. Uthir Hajong, 9436389942 32. Linus Phrangki Phawa, 8787413487 33. Lokhim Ingthi, 9612043150 34. Shios Lyngdoh, 6009650012 35. Tynshain Wanwar, 7085571984, wtynshain@gmail.com
24 July 2020	2.00 PM Zoom call with Manager-RF, Business Level Facilitators and Secretaries of IVCs from eastern region – at least six select members who can connect on zoom. (Srinivasan)	<ol style="list-style-type: none"> 1. HF Pariat, 87947-09623, pariathf@yahoo.co.in 2. Lari K Lyndoh – 9436766075, larikupar@gmail.com 3. Marlam K Kharmudai – 70050-01180, mmcquinn2002@gmail.com
24 July 2020	2.00 PM Zoom call with Manager-ISC, Group Facilitators, and PG leaders from eastern region – at least six select members who can connect come on zoom. (Shree)	<ol style="list-style-type: none"> 1. Garnette M Lakiang- 7085922058 -glakiang@gmail.com 2. Lavinia Pde- 9615569909 laviniapde27@gmail.com 3. Magdalene Kurbah - 9436182081 magdalenekurbah3@gmail.com
24 July 2020	3.00 PM Zoom call with Mr Sridhar Easwaran, Samunnati Finnace	<ol style="list-style-type: none"> 1. Augustus Shemphang Suting- 9436117434augustussuting@gmail.com 2. Saurabh Bose-8014309489 write2bose@gmail.com
25 July 2020	12.00 PM -2.00 PM – Piggery Mission(Rasha, Meera, Srinivasan and Shree).	<ol style="list-style-type: none"> 1. Dr. Vijay Kumar D (PD), vijaymeghalaya@gmail.com 2. Shri. Shantanu Sharma (APD) shantanu.ssharma@gmail.com 3. Jayasharada, MBDA 4. Augustus Shemphang Suting - 9436117434, augustussuting@gmail.com 5. Lam Shabong - 9436103321, shabongls@gmail.com 6. Wankit Swer - 9579275285, wankitswer@gmail.com
25 July 2020	10.00 AM Zoom call with Manager-M&E (Rasha and Shree)	<ol style="list-style-type: none"> 1. Arindam Pachani- 7086664231, arindam.pachani@yahoo.com 2. Mary Sukhlain - 9863083373, msukhlainpala@gmail.com
25 July 2020	2.00 PM – Zoom call with the General Manager and Natural resource	<ol style="list-style-type: none"> 1. L. Shabong, 9436103321, shabongls@gmail.com 2. F. Malang, 8787395752, fmalang88@gmail.com 3. B. Pathaw, 8575139418, pathawbanilin@yahoo.in 4. C. Nongrum, 8259043334, caney.nongrum@gmail.com

	management team (Crispino)	5. N. Marbaniang, 7005667980, naibalaaihun@gmail.com
25 July 2020	2.00 PM – Zoom call with the General Manager and Rural finance team - (Srinivasan)	1. HF Pariat, 87947-09623, pariathf@yahoo.co.in 2. Lari K Lyndoh – 9436766075, larikupar@gmail.com 3. Marlam K Kharmudai – 70050-01180, mmcquinn2002@gmail.com 4. Gavin Nongkynrih – 90894-94974, gavinngkynrih@outlook.com 5. Amanda Rymbai – 98568-38880, amandyjozy82@gmail.com
25 July 2020	2.00 PM – Zoom call with the General Manager and ISE team (Shree)	1. Augustus Shemphang Suting- 9436117434 augustussuting@gmail.com 2. Saurabh Bose-8014309489write2bose@gmail.com 3. Garnette M Lakiang-7085922058-glakiang@gmail.com 4. Evarista M Rynjah-8014359170evaristarr@gmail.com 5. Fairborn Gatphoh-9856764333fairbornngathphoh@gmail.com 6. Jonathan Marbaniang-8413936320 marbaniangjonathan@gmail.com 7. Rachael A Dkhar-8575039577andriadkhar@gmail.com 8. David Siangshai-8794852938daveziangchai@gmail.com 9. Chukame T Sangma-9366365845chumetegile@gmail.com
25 July 2020	4.00 PM – WhatsApp call with the CFO and Megha LAMP Finance Team (Pradeep)	1. Debashish Rudra (CFO) - 919436114258, cfombma@gmail.com 2. Prakash Chettri - 9485175545, pk_chettri@hotmail.com 3. Minila Suia - 91 6033095628 ; finance2019.mbda@gmail.com 4. Turoi Dkhar - 919089123111, finance2019.mbda@gmail.com
27 July 2020	12.00 PM Zoom call with Mr Pramit Chanda, IDH(Meera and Shree).	
27 July 2020	10.00 AM – Zoom call with MCAB (Srinivasan to decide on any other meeting required and fill in to finalize).	1. Mr Osmond Nongbrim, Managing Director, Meghalaya Cooperative Apex Bank 2. HF Pariat, 87947-09623, pariathf@yahoo.co.in 3. Lari K Lyndoh – 9436766075, larikupar@gmail.com 4. Marlam K Kharmudai – 70050-01180, mmcquinn2002@gmail.com 5. Gavin Nongkynrih – 90894-94974, gavinngkynrih@outlook.com
27 July 2020	10.00 AM Zoom call with Manager – KM and Gender (Shree + Meera+ Antonella/ Elizabeth)	1. Wankit Swer – 9579275285, wankitswer@gmail.com 2. Bronia Marak - 7291864897, marakbronia@gmail.com
27 July 2020	2.00 PM – Zoom call – team meeting (Srinivasan, Shree, Crispino, Pradeep, Garg)	
28 July 2020	16:45 Whatsapp call with procurement team- Garg	1. Binu Malhotra 9810244004 binumalhotra@gmail.com
28 July 2020	Aide Memoire Preparation	
29 July 2020	11.00 am – Joint meeting with RF and ISCED (Srinivasan, Shree and Crispino)	1. HF Pariat, 87947-09623, pariathf@yahoo.co.in 2. Lari K Lyndoh – 9436766075, larikupar@gmail.com 3. Marlam K Kharmudai – 70050-01180, mmcquinn2002@gmail.com 4. Gavin Nongkynrih 5. Tiebor, Consultant, RF 6. Augustus Shemphang Suting- 9436117434 augustussuting@gmail.com 7. Saurabh Bose-8014309489write2bose@gmail.com 8. Garnette M Lakiang-7085922058-glakiang@gmail.com
29 July 2020	2.00 PM – Zoom call with the General Manager and ISE team (Shree)	1. Augustus Shemphang Suting- 9436117434 augustussuting@gmail.com 2. Saurabh Bose-8014309489write2bose@gmail.com 3. Garnette M Lakiang-7085922058-glakiang@gmail.com 4. Evarista M Rynjah-8014359170evaristarr@gmail.com Jonathan Marbaniang-8

		5. 413936320 marbaniangjonathan@gmail.com
29 July 2020	3.00 pm – Zoom call with Principal Secretary Cooperation on matters relating to the department engagement with IVCS	1. 1. Mr GHP Raju, Principal Secretary, Cooperation, GOM 2. 2. Lari K Lyndoh – 9436766075, larikupar@gmail.com 3. Marlam K Kharmudai – 70050-01180, mmcquinn2002@gmail.com 4. Gavin Nongkynrih – 90894-94974, gavinngkynrih@outlook.com 5. Tiebor, Consultant, RF
29 July 2020	6.00 PM Zoom call with Manager-M&E (Shree)	1. Arindam Pachani- 7086664231, arindam.pachani@yahoo.com 2. Mary Sukhlain - 9863083373, msukhlainpala@gmail.com
30 July 2020	10.00 AM Zoom call – pre wrap up with APD and General Managers and Managers including KM, HR, finance and procurement (Rasha, Meera, Srinivasan, Shree Crispino, Pradeep, Garg, Antonella, Elizabeth)	1. Shri. Shantanu Sharma shantanu.ssharma@gmail.com 2. H F Pariat, 87947-09623, pariathf@yahoo.co.in 3. Augustus Shemphang Suting - 9436117434, augustussuting@gmail.com 4. Lam Shabong - 9436103321, shabongls@gmail.com 5. Wankit Swer – 9579275285, wankitswer@gmail.com 6. Bronia Marak - 7291864897, marakbronia@gmail.com 7. Sucielia Myllemngap-9077546349, sucielia@yahoo.co.in 8. T.Niang Suan Chin-8413011011, nianghr@gmail.com 9. Prakash Chettri - 9485175545, pk_chettri@hotmail.com 10. Binu Malhotra - 9810244004, binumalhotra@gmail.com 11. Damaphi Ryngkhun -8129416714, damaphi.ryngkhun@gmail.com
31 July 2020	10.00 AM 2.00 PM – Zoom call – team meeting (Rasha, Meera, Srinivasan, Shree, Crispino, Pradeep, Garg)	
31 July 2020	3.00 PM Zoom call Wrap up with PD, APD and the General Managers and Managers including KM, HR, finance and procurement (Rasha, Meera, Srinivasan, Shree Crispino, Pradeep, Garg, Sashwati and Elizabeth)	7. Dr. Vijay Kumar D (PD), vijaymeghalaya@gmail.com 8. Shri. Shantanu Sharma (APD) shantanu.ssharma@gmail.com 9. HF Pariat, 87947-09623, pariathf@yahoo.co.in 10. Augustus Shemphang Suting - 9436117434, augustussuting@gmail.com 11. Lam Shabong - 9436103321, shabongls@gmail.com 12. Wankit Swer - 9579275285, wankitswer@gmail.com 13. Bronia Marak - 7291864897, marakbronia@gmail.com 14. Sucielia Myllemngap-9077546349, sucielia@yahoo.co.in 15. T.Niang Suan Chin-8413011011, nianghr@gmail.com 16. Prakash Chettri - 9485175545, pk_chettri@hotmail.com 17. Binu Malhotra - 9810244004, binumalhotra@gmail.com 18. Damaphi Ryngkhun -8129416714, damaphi.ryngkhun@gmail.com
		19.
3 Aug 2020	10.00 PM Zoom call Wrap up with PD+APD and the General Managers and Managers including KM, HR, finance and procurement (Rasha, Meera, Srinivasan, Shree, Crispino, Pradeep)	20. Dr. Vijay Kumar D (PD), vijaymeghalaya@gmail.com 21. Shri. Shantanu Sharma (APD) shantanu.ssharma@gmail.com 22. HF Pariat, 87947-09623, pariathf@yahoo.co.in 23. Augustus Shemphang Suting - 9436117434, augustussuting@gmail.com 24. Lam Shabong - 9436103321, shabongls@gmail.com 25. Wankit Swer - 9579275285, wankitswer@gmail.com
3 Aug 2020	5.00 PM Zoom call with Chief Secretary, Project Director and Additional Project Director and the General Managers of MBMA (Rasha, Meera, Srinivasan, Shree, Crispino, Pradeep, Garg and Kisa)	1. Shri. M. S. Rao (Chief Secretary) – 03642224801, raoms@gov.in 2. Dr. Vijay Kumar (PD), vijaymeghalaya@gmail.com 3. Shri. Shantanu Sharma (APD) shantanu.ssharma@gmail.com 4. H F Pariat, 87947-09623, pariathf@yahoo.co.in 5. Augustus Shemphang Suting - 9436117434, augustussuting@gmail.com 6. Lam Shabong - 9436103321, shabongls@gmail.com 7. Wankit Swer - 9579275285, wankitswer@gmail.com

India

Livelihoods and Access to Markets Project Supervision Report

Appendix 6: Procurement

Mission Dates: 21 July to 13 August 2020
Document Date: 06/10/2020
Project No. 1100001715
Report No. 5502-IN

Asia and the Pacific Division
Programme Management Department

Procurement Review Working Paper

LAMP, India
13 July- 26 July, 2020

Project Name: LAMP, India
Name of Procurement Specialist: Virender Kumar Garg
Mission Dates: 13 July- 26 July
Field Locations: None, Remote Supervision

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1. Review of Procurement Plan

2. PP for the year 2019-20 and 2020-21 has been analyzed and found to be Consistent with the approved AWPB.

3. Nature and quantity of goods/works/services is largely consistent with the activities in the AWPB. However, procurement process for most of the contract packages has not even been initiated so far. Procurement capacity at PMU is good. Procurement guidelines for community procurement have been finalized. However, the guidelines have to be translated in local language and training is yet to be provided to the community.

4. Procurement schedule is consistent with the implementation schedules in the AWPB but procurement has not been finalized as per the time schedule in PP for majority of cases. Implementation of procurement plan is only 5.4 percent to the total procurement specified in the procurement plan for 2019-20 and 19 percent for 2020-21. Even though 14 out of the total 27 packages were contracted, many of the packages have been delayed largely on account of non framing of generic specifications and ToRs.

5. Procurement budget is generally adequate and matches with cost tables.

6. There is good competition and good numbers of bids/proposals are received at PMU level. Since procurement is for small value, traders have participated for most of the goods procurement cases.

7. Time estimates indicated in the PP is realistic for most cases. There is a need to improve system of revising time lines in PP after significant delays.

8. Adequacy of procurement packaging: Procurement activities have been systematically and logically grouped according to the categories of the procurement.

9. There are delays in many line items as compared to procurement plan targets. There is need for revision of dates for many items where delays have taken place. Delay can be appreciated from some of the items indicated in the table below-

S. No	PP year	PP item No	Description	PP target for contract award	comments by procurement unit	Remarks
1	2019-20	G62	Communication videos	Sep, 2019	Specifications required	Delayed
2	2019-20	G65	Power backup UPS (@15,000 for 7 districts)	Nov, 2019	Specifications required	Delayed

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3	2019-20	G69	Printing of Farmers Diary under ISC&ED - 5000 Nos	Nov, 2019	Specifications required	Delayed and no action yet
4	2019-20	C37	Supply chain market study & TA (ISCD); hiring of short term expert for conducting the study	No dates in PP	No action. Draft bid document not prepared	Delayed and no action yet

10. Reasons for delay have been mentioned as non availability of specifications.

11. Review of Ongoing/Completed Procurement Activities and Documentation

12. The review shows the compliance of the IFAD's Procurement Handbook Guidelines, the Financing Agreement and Letter the Borrower as well as the IFAD Policy on Preventing Fraud and Corruption in its activities and operations. Based on the review, the PMU opened the quotations/bids same day after submission of time in front of the bidders/vendors and after announcement the prices. The evaluation process was done by the authorized committee appointed by the Project Director comprising of at least three members - one member with the technical knowledge and experience in coherence with the type of procurement and two members from other departments to perform the three stages evaluation; i) Preliminary Examination, ii) technical evaluation and iii) commercial and financial evaluation. Upon completion of the evaluation process, all committee members sign the evaluation reports with recommendation. For prior review cases, technical and combined evaluation reports along with draft contract are submitted to IFAD for review and it's No Objection. Upon receipt of IFAD NO, the project announced the result and award of the contract on web sites. However, as per the standard practice PMU is not informing the results award of contract to the bidders.

13. Procurement of 34 solar water pumps for various locations over the project has been delayed due to non response received against NCB document issued in February, 2020 even though the bid submission deadline was extended by three months with 4 amendments. Issues noted in this procurement include-

- i. Bid document was issued on 28 Feb, 2020 with last date of bid

submission as 30 March, 2020.

- ii. Pre bid meeting was held on 12 March, 2020 and meeting minutes were issued on 26 May, 2020 i.e. after a gap of more than 85 days perhaps due to lack of clarity on technical issues with the indenting department.
- iii. This procurement is for 34 pumps of different power requirement ranging from 1 hp to 5 hp and all over the state. One of the prospective bidders had enquired whether all the pumps have to be quoted. The clarification was that the procurement required all items. There is a possibility that the vendors in the vicinity of PMU don't have the capacity of supplying all the pumps of varying capacity and all over the state in a short duration. The project should consider splitting the requirement in number of lots based on power requirement and/or locations.
- iv. The bid document required as a qualification criterion that after sale service must be available in Shillong or Guwahati. This needs to be reconsidered as this restricts competition to only local vendors. Requirement of after sale service may also be ensured by alternative means of increasing amount for performance security for warranty obligations.
- v. Technical specifications requires warranty for 5 years, bid document specifies warranty for 2 years and pre bid meeting minutes specifies one year. Since this has a bearing on price, and market norm seems to be one year warranty, project should decide if warranty of one year with annual maintenance agreement for longer time can be an alternative.
- vi. One more issue pertains to motor working on DC or AC basis. Query from one of the vendors in pre bid meeting gives an impression that solar pumps available in market work on DC principle. Hence buying AC pumps with solar power requires additional cost for inverter. Project has forwarded a logic that AC pumps can be used with normal electricity in case of failure of solar power and hence they want to buy AC pumps. However, it is a fact that cost of only AC pump is barely 15-20% of solar power pump. Hence there is a merit in considering procurement of DC solar pumps to ensure value for money.
- vii. It is apparent from this procurement case that market research has not been carried out by either indenting department or the

procurement department. Perhaps this could be one of the reasons for lack of clarity on what is available in the market and pre bid meeting minutes were finalized after 80 days and bid submission deadline was extended by more than 3 months. In spite of this, no bid were received, delaying the whole process.

- viii. The project must make a complete analysis of economics regarding AC/DC and specifications should be looked in to with complete information on availability in the market.

14. One procurement case pertaining to Technical Support Agency Engagement IDH on direct contract basis has been delayed. Procurement was initiated on direct contract basis from IDH in December, 2019. Project requested IFAD- *The initial proposal of IDH submitted by ISC&ED division could not be perused further as the organization opted to be paid to SSI India which was not agreeable to IFAD Procurement, hence a proposal from SSI India is under consideration with MBMA for verification of its eligibility, technical and financial capability to undertake the assignment. No objection given to IDH may be revoked and concerned dossier be rejected by IFAD.* Accordingly, this dossier was rejected by IFAD. Fresh proposal is yet to be prepared by the project.
15. After spending more than 8 months in this procurement on direct contract basis and no visible result, it is not understood as to why competitive procurement has not been initiated. It is not clear whether there is no other consultant in the world for this assignment.

16. Review of Contract Administration and Management

17. Contract Administration and Management is assigned to the component head who is responsible for the processing the payments.
18. **Contract register review.** The project is using IFAD contract register template in line with the Letter to the Borrower and the contract register was fully up to date provide information on all the awarded contracts for the whole life of the project up to the time of the procurement review.
19. **Contract administration review.** The mission confirmed from the procurement consultant about the documents related to contract administration review including bank guarantee, bonds, performance security, insurance policies and validity. The documents were kept in lock and key. The follow-up with vendors and banks for securities is managed by procurement associate with the guidance from consultant.
20. **Contract management review.** Component heads are managing the contracts with support of technical teams and the most of the contracts are executed as per the original schedule.
21. **Contract payment monitoring form review.** The project is using the IFAD template for contract payment monitoring form in line with the Letter to the Borrower and the component head is responsible for monitoring the progress and payment of each contract.

22. Review of project's procurement filing system and the ease of document retrieval

23. Physical filing system could not be reviewed due to remote mission. However, all documents relating to any procurement packages were promptly provided electronically which indicates that there is a consolidated filing system for the procurement records.

24. Review of issues identified in the previous procurement supervision and aide-mémoire and procurement related issues identified in project audit reports

25. Issue raised in Audit Report related to procurement- On the basis of our test check basis we found that in the following cases no any Quotation/tender called either from at least 3 parties or publicly

Sanction Reference No-MBMA-12(3JI2O12NoI-21348 dated 26-01-2019 amounting Rs 2,89,900/- paid to print Xpress (invoice no. 1354). For the same no minimum three quotation or any tender were called.

Status- Project has explained that this item was procured on direct contract basis following due process and hence there was no question of three quotation. Other items were not paid following procurement process.

26. Previous missions had highlighted following major issues. Some of the issues have been resolved and action taken but some issues are still outstanding as given in table below

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Observation by SM mission, June 2019	Status
Updating of Procurement Plan Procurement Plan to be updated with revised dates and deletion of items that are not required.	Completed
Finalise and submit pending contracts All contracts for single source selection of suppliers to be finalised and submitted to IFAD for no objection.	Completed for pending cases at the time of last SM in June, 2020. One new case was initiated for contract with IDH with is stuck up in due diligence.
Record keeping and Management Contract registers and logs are to be updated regularly from the start of the project, and submitted to IFAD on a quarterly basis. Record keeping including storing of bids, sequential filing, absence of indent/request etc. requires improvement.	System in place now.
Capacity building of Procurement Staff OSD/Procurement to focus on capacity building of procurement staff along with online training. Staff to be made aware that even for Direct Procurement whether from private or public institutions, proper procurement process should be undertaken including finalization of ToR/Employers requirement and complete justification of price and evaluation by a committee above a threshold.	Capacity building of procurement staff is much better as can be seen from quality of documents. Procurement process is followed for single source procurement cases.

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Observation by implementation support mission in Jan-Feb, 2020	Status at the time of review
Revise the procurement plan and indicating the procurement method for different set of agriculture machinery, equipment and tools.	Revised Procurement Plan sent to IFAD. No Objection received on June 10, 2020.
<p>Conduct a consultation with the CHC committees and finalize the requirement of power tillers and rotary tillers.</p> <p>Obtain the Government Order issued specifying the price and other terms and conditions.</p> <p>Obtain the concurrence of the rate contract holder to supply the items to the project on the same price and terms and conditions.</p> <p>Seek IFAD's no objection to procure 18 power tillers and 18 rotary tillers using government approved rate contract along with a copy of the minutes of the consultation with CHC Committees, government's order, a letter from the identified dealer on price confirmation and validity of price. Price and technical specifications shall not be changed from the rate contract.</p> <p>In NOTUS, start the section from Evaluation. Different dossiers to be created, in case there are multiple suppliers.</p>	G-81/ Direct Selection No Objection received on 15-05-2020, PO issued to laiphira Enterprise on the 26-05-2020. Total Amount: INR 56,41,920/- To be delivered by July 26, 2020.
Cutters and diggers- Prepare specifications, seek quotations from the suppliers observing the process for local shopping method, evaluate quotations and place orders to the supplier compliant to specifications and offering a lowest price.	G-67/RFQ/ PO issued to Stanley Roy Construction & M/s Phira Enterprise on 01-07-2020. To be delivered by August 1, 2020.
Weeders and sprayers- Prepare specifications, seek quotations from the suppliers observing the process for local shopping method, evaluate quotations and place orders to the supplier compliant to specifications and offering a lowest price	G-80/RFQ/ PO issued to Stanley Roy Construction & M/s Phira Enterprise on 01-07-2020. To be delivered by August 1, 2020.
Solar Pump- Revise the bidding documents and start the dossier in NOTUS. As a special case, this requires IFAD's no objection, even if the value is below prior review threshold.	G77/ NCB/ Dossier is cancelled due to Non- receipt of Bids. Revised specification to be provided by INRM to start new activity.

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Electric Pump- Prepare specifications, seek quotations from the suppliers observing the process for local shopping method, evaluate quotations and place orders to the supplier compliant to specifications and offering a lowest price.	G78/ RFQ/ Addendum no. 6 issued for extension of submission of Quotations till July 20,2020.
ICAR tools- Seek IFAD's no objection for single source procurement. If the total value of the procurement is below direct contracting threshold (USD 5,000), then post review procedures will apply and IFAD no objection is not required at this stage. If the total value of procurement is more than USD 5,000, obtain IFAD no objection for single source procurement.	G66/Direct Selection/PO issued to ICAR on the 15 May, 2020. To be delivered by 14 September, 2020
Ramp pumps- Seek IFAD's no objection for procurement of 13 Ramp pumps from NEPED, Nagaland on a single source basis with justification. Also send the proposal from NEPED confirming the supply, price installation and other related services, delivery plan and payment schedule.	G-76/Direct Selection/ No Objection received on the 3-03-2020, PO issued to NEPED on the 07-05-2020, Total Amount: INR 35,62,000/- .To be delivered by August 31, 2020.

27. Assessment of further procurement staff training needs

Nil

28. Review of any significant changes in the Borrower/Recipient's procurement system and practices

29. There are no significant changes in the borrower's procurement system and practices over last one year.

30. Key findings and conclusions from the PRM assessment update

31. There are no significant changes with respect to last supervision mission.

32. Procurement performance indicator rating and justification

Pillars	Rating	Justification
A. Review of Procurement planning	4	Procurement planning exhibits some gaps and inconsistencies that have limited impact on project implementation and performance. Implementation support is required, however, prompt resolution of issues/constraints is likely
B. Process and Procedures: from prequalification to bidding	4	Processes and procedures applied exhibit some gaps and inconsistencies that have limited impact on project implementation and performance. Implementation support is required, however, prompt resolution of issues/constraints is likely
C. Process and Procedures: from evaluation to awards	5	Processes and procedures applied exhibit minor shortcomings that have no impact on project implementation and performance.
D. Contract management	4	Processes, procedures and systems for administration, supervision and management of contracts exhibit some weaknesses. Implementation support is required, however, prompt resolution of issues/constraints is likely
E. Record Retention	5	The project's record retention exhibits minor shortcomings that have no impact on project implementation and performance.
Overall	4	Processes, procedures and systems applied exhibit some gaps and inconsistencies that have limited impact on project implementation and performance. Implementation support is required, however, prompt resolution of issues/constraints is likely.

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33. Recommendations for improvement and follow-up actions for the Borrower/Recipient and/or IFAD

34. Recommendations

35. Agreed Action	Responsibility	Deadline	Status
Justify procurement from rate contract holding firm Provide sound logic and justification for selecting a firm for award of contract against rate contract including the reasons for not awarding to the other firms	PMU/LAMP	Ongoing	agreed
Expedite preparation of pre bid meeting minutes Prepare pre bid meeting minutes with in a reasonable time of one week and share a copy with IFAD for prior review cases	PMU/LAMP	Ongoing	agreed
Expedite framing of specifications and ToRs to fast track all procurement and provide training to concerned staff for preparation of specifications and TOR. Where necessary hire consultants for support.	PMU/LAMP	August, 2020	agreed
Translate Community Procurement Guidelines in local language and train community Translate community procurement guidelines in local language for each district and provide training to community members for effective procurement	PMU/LAMP	October, 2020	agreed























LAMP Procurement Status 2020 - 2021





S#	Activity	Division	Plan ref	Advertised	RFQ / Direct Contracting/ NCB	RFQ Submission & Opening	No. of days for submission	Evaluation Date	PO Raised	Estimated Amount(INR)	Contract Amount	Remarks
1	Installation of water lifting devices for domestic water supply (Hydraulic Ramp Pumps at 310,000 unit for 13 nos; direct contracting from NEPED; Nagaland	Integrated Natural Resources Management	G76		DC				07-05-2020	4 030 000.00	3 497 000.00	PO issued to NEPED
2	Installation of water lifting devices for domestic water supply; Procurement of 34 Solar Pumps @ INR 310,000 including supply and installation	Integrated Natural Resources Management	G77	28-Feb-20	NCB	30-March-2020, extended to 20-April-2020 & re-extended to 15-May-2020				10 540 000.00		To be cancelled & re-floated in RFQ upon NO Objection from IFAD.
3	Installation of water lifting devices for domestic water supply (procurement of 28 Electric Pumps @ INR 50,000 each	Integrated Natural Resources Management	G78	11-Mar-20	RFQ	3/25/2020, extended to 20-April-2020 & re-extended to 15-May-2020				1 400 000.00		Addendum No. 6 issued. Submission extended to 20 July, 2020
4	Multipurpose portable farm implements for demonstration; Weeders and Sprayers)	Integrated Natural Resources Management	G80	13/05/2020	RFQ	26/05/2020	13	16th - 20th - June, 2020	01/07/2020	1 000 000.00	187 379.97	PO issued to Stanley Roy Construction & M/s Phira Enterprise
5	Farm Implements: Tillers (18 Power and 18 Rotary Tillers	Integrated Natural Resources Management	G81		DC				26/05/2020	5 507 920.00	5 641 920.00	NO received on 15 May, 2020, PO issued to Iajop Enterprise.
6	Water tracers, PH-meter, Altimeter, Hydro markers etc	Integrated Natural Resources Management	G82		RFQ					1 000 000.00		Quantity to received from INRM
7	Procurement of Tools and Farm machineries (C/F from last year)	Integrated Natural Resources Management	G83		RFQ					1 800 000.00		For CRA villages, Specifications Required
8	Procurement of Sweet potato vine cutter, Tapioca chopper etc	Integrated Natural Resources Management	G84		RFQ					300 000.00		specification required
9	Computer & other equipment	Knowledge Resource Management	G85		RFQ					150 000.00		RFQ floated. Last date of Submission : 9/07/2020
10	Posters and leaflets	Knowledge Resource Management	G86		RFQ					500 000.00		specification required
11	Printing of technical materials	Knowledge Resource Management	G87		RFQ					1 200 000.00		specification required
12	Printing of communication materials	Knowledge Resource Management	G88		RFQ					1 000 000.00		specification required
13	Communication videos	Knowledge Resource Management	G89		RFQ				02-Jun-20	1 000 000.00	244 000.00	PO issued to Lunch Time Project
14	Printing of Financial Literacy Materials for 60,000 members of IVCS @ Rs 87.50/- per member. (C/F from last year - will be done as limited tender for Meghalaya, Assam and Kolkatta)	Rural Finance (IVCS)	G90	01-Apr-20	RFQ	20-Apr-20, extended to 16-May-20	46			5 250 000.00	1 054 226.88	PO issued to Eastern Panorama Offset & Printxpress
15	Printers, Photocopiers and Powerback ups for DPMUs (110,400+200000+60000)	DPMU	G91		RFQ					370 400.00		specification required
16	4 wheel drive vehicles for SPMU	SPMU	G92		RFQ					3 600 000.00		specification required
17	Printing of IEC Materials, (tool kits, operation manuals, etc : will be done as limited tender for Meghalaya, Assam and Kolkatta)	Rural Finance (IVCS)	G93		RFQ					5 000 000.00		specification required
18	Procurement of Seeds from ICAR, NEH Umiam(Change to Phira Enterprise)	Integrated Natural Resources Management	G94		DC				17-Jun-20	23 260.00	8 000.00	Po issued to Phira Enterprise on 17 June, 2020
19	Procurement of Seeds from Govt approved rate contractor (Green Tech Enterprise)	Integrated Natural Resources Management	G95		DC				26-Jun-20	460 000.00	500 700.00	Po issued to Green Tech Enterprise
20	Procurement of Seeds from Horticulture Deptt, GoM	Integrated Natural Resources Management	G96		DC				20-Jun-20	10 720.00	11 080.00	Po issued to Horticulture Deptt, GoM
21	Construction on Livelihoods Model units (Piggery, poultry, fish cum poultry units etc)	Integrated Natural Resources Management	W8		NS					900 000.00		specification required
22	Outlets for the Village Enterprise Products (one in Shillong for renovation, refurbishment etc. for leased outlets at respective stations (20 Lakhs each)	Inclusive Supply Chains & Enterprise Development	W9		NS					2 000 000.00		specification required
23	Outlets for the Village Enterprise Products (one e in Tura for renovation, refurbishment etc. for leased outlets at respective stations (20 Lakhs each)	Inclusive Supply Chains & Enterprise Development	W10		NS					2 000 000.00		specification required
24	Individual Consultant Architect for structural design of PRIME, Collection centres, farmers market etc. for six month@150,000 for 10 days/month	Inclusive supply chain & enterprises development - Access to Markets	C43		ICS					900 000.00	900 000.00	Harsha Sridhar, Bangalore has accepted and started the work: work started remotely
25	Individual Consultants - Civil Engineers for Construction supervision, structural design of PRIME, Collection centres, farmers market etc. for six month@150,000 for 10 days/month	Inclusive supply chain & enterprises development - Access to Markets	C44		ICS					1 800 000.00		Not yet approved due to the pandemic
26	Software design & customisation for the use Farmers diary	Inclusive supply chain & enterprises development - Access to Markets	C45		ICS					1 500 000.00		ToR to be received
27	Market price collection, dissemination and TA including short term consultancy (C/F from last year)	Inclusive supply chain & enterprises development - Access to Markets	C46		ICS					150 000.00		ToR to be received
28	Hiring of External Auditor	SPMU	C47		SSS					300 000.00		ToR to be received
29	Short-term specialist	Knowledge Resource Management	C48		ICS					600 000.00		ToR to be received





















30	KM & Communication Support Agency	Knowledge Resource Management	C49		QCBS					2 000 000.00		ToR to be received
31	Audit of IVCS (for three years ; INR 25,000 for 300 Nos.; with an assumption that the auditor will be appointed once for next three years and all 300 IVCS will be in place by the time of selection of the auditor)	Knowledge Resource Management	C50		QCBS					7 500 000.00		the TOR for engagement of the external agencies for conducting the statutory audit is being finalised, which will be submitted to Procurement Division in due course.
										63 792 300.00	12 044 306.85	




























LAMP Procurement Status 2019 - 2020												
S#	Activity	Division	Plan ref	Advertised	RFQ / Direct Contracting	RFQ Submission & Opening	for submission	Evaluation Date	PO Raised	Estimated Amount	Contract Amount	Remarks
1	Tablets for data collection for BFLF(Revised quantities 400 Nos.)	ISC & ED	G59		NCB					4 000 000.00		Last date of Submission : 10 July, 2020. Addendum 1 issued for last date of
2	Motor cycles (@75,000 for 6 numbers)	KM	G60		RFQ					450 000.00	396 837.36	Ordered,received,inventory issued
3	Printing of Food Processing Technology Manual (Khasi & Garo) for 1000 copies	KM	G55	21/06/2019	RFQ	01/07/2019	10	18/07/2019	43672	200 000.00	388 080.00	Ordered,received,inventory issued
4	Printing of Technical Materials, manuals leaflets etc.	INRM	G61		RFQ					1 200 000.00		Change to G-87 in the PP 2020-21
5	Communication videos	INRM	G62		RFQ					1 000 000.00		specification required
6	Four wheelers for District offices (INR 8 lakhs for 11 districts)	DPMU	G63			27/01/2020	14			8 805 005.00		Evaluation in progress
7	Printers for 7 districts (2 printers per district (total 14) @ 13,800 per printer; and 7 photocopiers @ 50,000 for 7 districts)	DPMU	G64	10/05/2019	RFQ	24/05/2019	14	10/06/2019	13/06/2019	653 600.00	293 643.00	Ordered,received,inventory issued
8	Powerbackups UPS (@15,000 for 7 districts)	DPMU	G65		RFQ					105 000.00		Specifications required
9	Drudgery reducing implements (to be procured through ICAR)Revised Quantities. 36 Nos @ 10,000	INRM	G66		Direct Contracting				14/05/2020	360 000.00	405 360.00	PO issued to ICAR on the 15 May, 2020
10	Multipurpose portable farm implements for demonstration; multiple tool kits (to be procured through ICAR); Justification will be forwarded to IFAD for No Objection in September	INRM	G67	13/05/2020	NCB/ Change to RFQ	26/05/2020	13	16th - 20th - June, 2020	01/07/2020	9 000 000.00	911 700.00	PO issued to Stanley Roy Construction & M/s Phira Enterprise
11	3. Printing of IEC materials on IVCS - Rs 15,00,000/-	Rural Finance	G68A	5-11-2019	RFQ	15-11-2019	10	20/11/2019	25/11/2019		202 389.00	Ordered,received,inventory issued
12			G68A (Ready Reckoner)	18/02/2020	RFQ	28/02/2020	10	20/03/2020	08/05/2020	1 500 000.00	309 400.00	PO issued to Print Xpress on 8th May, 2020
13	Printing of Farmers Diary under ISC&ED - 5000 Nos	Inclusive supply chain & enterprises development - I, A, 2	G69		RFQ					350 000.00		Specification required
14	Manual & investment guidelines publication (ICSD)	Inclusive supply chain & enterprises development - I, A, 6	G70		RFQ					300 000.00		Specification required
15	Tool kits, operation manual, training course design	INRM	G71		RFQ					3 379 400.00		Specification required
16	Internal Auditor (for the project period)	SPMU	C35	06/05/2019	RFP - QCBS	05/06/2019	30	23-07-2019 & 30-08-2019	20-Feb-20	600 000.00	195 000.00	Contract signed
17	Supply chain market study & TA (ISCD); hiring of short term expert for conducting the study	Inclusive supply chain & enterprises development - I, A, 6	C37		ICS					250 000.00		ToR to be received
18	Hiring of Designing and Labeling Consultant for six months (ISC & ED)	Access to Market - 1.B	C38	13/09/2019	ICS	30/09/2019	18	03/10/2019	09/12/2019	300 000.00	330 000.00	Renbenthung Oving from Dimapur, date of Letter of Agreement (LOA) signed on the
19	Hiring of Packaging Consultant for six months(ISC & ED)	Access to Market - 1.B	C39	13/09/2019	ICS	30/09/2019	18	03/10/2019		300 000.00	540 000.00	Packaging Contract awarded to Ramesh Kannan from Tamilnadu of amount
20	Agri-Horti Schemes Posters (Khasi and Garo)	Knowledge Resource Management - I-G	G72	12/11/2019	RFQ	Original (22-11-2019) Extended (29-11-2019)	17	02/12/2019	16/12/2019	322 560.00	91 795.00	Ordered,received,inventory issued
21	Computer & other equipment - 3 Nos for MIS	Knowledge Resource Management -I-E	G73		RFQ				13/02/2020	300 000.00	192 507.56	Ordered, Received only Desktop
22	3 UPS and 1 Scanner for SPMU INRM, 1 printer and 1 scanner for M&E	SPMU -I-A-4	G74		RFQ					97 000.00		specification required.
23	Installation of water lifting devices for domestic water supply (Hydraulic Pumps at 310,000 unit for 13 nos.)	Integrated Natural Resources Management - I-D	G75		Direct Selection					4 030 000.00		Change to G76 in Procurement Plan 2020-21
24	Installation of water lifting devices for domestic water supply (Solar and Electric Pumps - 62 numbers @ 310,000 each).	Integrated Natural Resources Management - I-D	G76		NCB					19 220 000.00		Electric Pumps in Procurement Plan 2020-21
25	Printing of Books and Registers for 100 newly created IVCS @ Rs. 15,000 per IVCS	Rural Finance (IVCS) -2-A	G68	10/01/2020	RFQ	27/01/2020	17	29-Jan-20	03-Feb-20	1 500 000.00	1 233 361.96	PO issued to M/s Karma Enterprise & Print Xpress
26	Technical Support agency SSI	Inclusive supply chain & enterprises development - I.A,7	C42		SSS					43 709 035.00		Procurement observations are shared with management on July 7, 2020. Decision to be taken in consultation with IFAD by APD
27	Printing of Leaflets and File folders for MLAMP event (urgent reuitement for DC's meeting)	KM	G58		SSS				11-Feb-19	50 000.00	49 466.00	Ordered,received,inventory issued
										101 981 600.00	5 539 539.88	

IFAD Procurement Risk Matrix

Division		Asia Pacific				
Country		India				
Project		Meghalaya Livelihoods and Access to Markets Project (Megha LAMP)				
Date		29 June, 2019			NET RISK RATING	
INHERENT RISK RATING		 1.92				 2.62
#	Description of Risk Feature	Rating	Assessment Basis	Remarks	Recommendation /Mitigation	Rating
A	COUNTRY RISK ASSESSMENT	 1.50				 2.40
1	Legal and Regulatory Framework	 1.40				 2.60
a	Country procurement law, regulations and manual exist	 1	3 they all exist, 2 only two exist, 1 only one exist or none	There is no procurement law or regulation. Government of India has issued General financial rules and procurement manuals for goods, works and services in 2017 and available on website. However, state governments are not obligated to use them. Government of Meghalaya has neither enacted any law nor issued any guidelines for public procurement	MoF, Meghalaya may be persuaded to develop procurement manuals. Since MoF, Government of India has developed all procurement manuals, it will be easy for them to follow on similar lines. IFAD may like to follow up	 2
b	Existence of Standard Bidding Documents for Goods, Works and Services	 1	3 all exist, 2 only for NCB & ICB, none for Shopping, 1 none exists	None	SBDs likely to be issued by IFAD in April/May, 2020 can be used. Till such time, SBDs of World Bank can be used	 3
c	Procurement Monitoring	 1	Use PEFA Framework, see worksheet for details	PEFA Report has been issued in year 2010 and hence is pre 2011. This aspect not rated. However, procurement threshold authority is laid down. Procurement approval process is followed. Open Bid opportunities are published in newspaper. However, awarded contracts and other procurement related information is not available on line for monitoring	There should be an analysis to see the number of procurement cases finalised, executed as per procurement plan. Information related to complaint, debarment etc should be placed on website	 2
d	Procurement Methods	 2	Use PEFA Framework, see worksheet for details	PEFA Report has been issued in year 2010 and hence is pre 2011. This aspect not rated. Procurement methods being used as per agreement with IFAD.	Use procurement methods as per threshold in LTB	 3
e	Public access to procurement information	 2	Use PEFA Framework, see worksheet for details	PEFA Report is pre 2011. This aspect not rated. Project website publishes all procurement opportunities including RFQ	Procurement plan may be put on website	 3
2	Accountability and Transparency	 1.60				 2.20
a	Procurement Complaints Management	 1	Use PEFA Framework, see worksheet for details	PEFA Report is pre 2011 and is for India as a country. PEFA has rated this as D which means rating 1 in this case. This rating seems justified for current system in Jharkhand as no systems in place except central agencies and courts	Encourage resolution of complaints at project level and second tier at MoF/Meghalaya	 2
b	Country Corruption Perception Index score	 2	The score is published on Transparency.org. 0 to 29 = 1, 30 to 60 = 2, 61 to 100 = 3	Score is 41/100 for India as per transparency international. No separate score for the states	None	 2

c	2-tiered system to handle complaints	 1	3 as stated, 2 only a single level system, 1 no system	No such system in the state except court	Develop such system at project level and persuade MoF to develop an independent complaint redressal system	 2
d	Existence of a debarment system	 1	3 full existence, 2 existence of complaints body that is the authority, 1 does not exist	No debarment system in the state of Meghalaya	Try to persuade MoF, Meghalaya to develop such system	 2
e	Existence of an independent and competent local authority responsible for investigating corruption allegations	 3	3 existence of independent Anti-Corruption agency, 2 existence of an office within a government ministry/agency that carries out some/all of these functions, 1 does not exist	Lokayuktahas been placed in Meghalaya, who are independent agencies. Central Bearaeu of Investigation can also be used.		 3
B	PROJECT INSTITUTIONAL RISK ASSESSMENT	 2.35				 2.62
1	Capability in Public Procurement	 2.40				 2.40
a	Existence of a Procurement Unit with at least 2 staff members (Design stage, reference is to govt agency) Existence of a Procurement Officer (Implementation)	 3	3 as stated, 2 one staff member, 1 does not exist (at Design stage) 3 as stated, 2 someone else doing Procurement, 1 procurement function not consistently handled by anyone	Procurement Unit employs one full time staff as Assistant Manager and one Associate with 50% time. There is also a consultant for 4-5 days in a month.	AM and Associate may be provided regular on the job and refresher training	 2
b	Staff member(s) have at least 7 years experience in donor-funded public procurement	 2	3 as stated, 2 for less than 7 years and/or experience in public procurement but not donor-funded, 1 for less than 3 years experience	Both staff with no prior procurement experience. They have spent about 6 months now on procurement. Consultant has more than 7 years experience		 2
c	What is the general quality of documents produced by the procurement office?	 2	3 for very good bidding documents, evaluation reports and contracts, 2 for mediocre documents, 1 for documents with bad quality	Bid documents and evaluation reports are reasonably good	Consultant and other staff should consult IFAD country office regularly and take NoL for all required stages in prior review procurement	 3
d	Do procurement staff have immediate access to the legal and regulatory framework documents?	 2	3 for all, 2 for some, 1 for none	Procurement staff have hard copies of policy. General Financial Rules and procurement manuals issued by Government of India are available on website of ministry of finance, Govt of India	The staff need to be made aware about availability of these documents on website.	 2
e	Are the procurement and financial management functions separated?	 3	3 for total separation, 2 for some separation, 1 for procurement being done by FM staff	Procurement and Finance unit are separate		 3
2	Public Procurement Processes	 2.29				 2.84
i	Procurement Methods	 2.75				 3.00
a	Procurement methods for Goods consistent with IFAD Guidelines	 3	3 as stated, 2 for national or international, 1 for none	Methods as per LTB or changes are with the NoL from IFAD	Use methods as per thresholds in LTB	 3
b	Procurement methods for Works consistent with IFAD Guidelines	 2	3 as stated, 2 for national or international, 1 for none	They procured through community work for value of about USD 10m without taking no objection. IFAD No objection was taken much later.	Use methods as per thresholds in LTB	 3
c	Procurement methods for Services consistent with IFAD Guidelines	 3	3 for large-value method for firms, small value method for firms and method for individual consultants; 2 for two of the above; 1 for only one or less	Methods as per LTB or changes are with the NoL from IFAD	Project should use methods as per thresholds in LTB or take NoL from IFAD otherwise	 3
d	Easy access to bidding documents by foreign firms	 3	3 bidding documents are free and could be issued/sent electronically; 2 foreign bidders have to wire funds to Project to buy bidding docs; 1 bidding docs not practically available to foreign bidders	MBMA website can be accessed. No separate advertisement for foreign firms. All bid documents are published on website		 3

ii	Procurement Planning	 1.67				 2.67
a	Are procurement plans prepared ahead of time and consistent with annual work plans/budgets?	 2	3 prepared ahead and consistent, 2 one of either, 1 none	Procurement plan is consistent but little late	Preparation of procurement plan should be initiated at least 4 months before beginning of next financial year	 3
b	Do procurement people participate in the annual work planning processes?	 1	3 if required by regulation and practised, 2 if required by regulation, 1 if none of above	no	Procurement department should be involved at the stage of preparation of AWPB	 2
c	Are Procurement Plans done using an effective format with planned and actual rows across 3 different categories	 2	3 for all, 2 for some, 1 for none	Very few	PP format of IFAD should be used and updated	 3
iii	Procurement Processes	 3				 3
a	Minimum number of quotations established by law	 3	3 for three or more; 2 for two, 1 if it does not state or less than two	AS per the rule, 3 quotations needed.		 3
b	Minimum number of days for advertised procurement under competitive bidding processes	 3	3 for minimum of 30 days; 2 for minimum of 20 days; 1 for less than 20 days or not stated	most common used method here is RFQ or DC. For RFQ, they provide min 15 days		 3
c	Is there enough time provided for bidders to ask questions and receive answers in the bidding process?	 3	3 if bidders have a minimum of 3 days for the RFQ method and 7 days for competitive methods to ask questions, 2 if less than 3 days for RFQ and less than 7 but more than 4 days for competitive methods, 1 if not mentioned in RFQ and less than 4 days for competitive procurements	yes		 3
d	Are clarifications provided to all bidders?	 2	3 for all, 2 for some, 1 for none	system not too good. Many vendors seek clarifications on phone		 3
e	Are bids received prior to the deadline securely stored?	 3	3 for all, 2 for some, 1 for none	yes		 3
f	Are procurement securities securely stored?	 1	3 for all, 2 for some, 1 for none	no system. They remain in file	Procurement Securities should be stored in safe place in lock and key and should be monitored regularly and electronically	 3
g	Are public bid openings conducted for advertised procurements, and within an hour of receipt of bids?	 3	3 for both, 2 for bid openings being conducted more than an hour after receipt, 1 for bid openings not being conducted	yes, after about half an hour	Bid opening should be conducted immediately after deadline for submission of bids	 3
h	Are minutes of bid openings taken, and sent to bidders who submitted bids?	 3	3 for both, 2 for minutes being taken but not being sent, 1 for none	For RFQ opened publicly, minutes are not shared. For NCB, minutes shared.		 3
i	Are evaluations conducted by a suitably qualified ad-hoc evaluation committee?	 2	3 for both, 2 for qualified but not ad-hoc, 1 for ad-hoc or none	Some of them not qualified	Basic procurement training may be provided for evaluation committee members	 3
j	In evaluation, is responsiveness based on criteria requirements in the bidding documents?	 2	3 for all, 2 for some, 1 for none	Yes, for most cases	Should be ensured for all cases	 3
k	Are evaluations completed within the bid validity period?	 2	3 for all, 2 for some, 1 for none	most cases	Should be ensured for all cases	 3
l	Are conditions precedent to contract effectiveness clearly stipulated in the contract? (i.e., advance payment security, performance security, insurance, etc)	 3	3 for all, 2 for some, 1 for none	yes		 3

m	Does the agency maintain a complete record of the process? This would include copies of all public advertisements, pre-qualification documents (if used, the pre-qualification evaluation report documenting any decisions not to pre-qualify certain potential bidders), the bidding documents and any addenda, a record of any pre-bid meetings, the bid opening minutes, the final bid evaluation report (including a detailed record of the reasons used to accept or reject each bid), appeals against procedures or award recommendations, a signed copy of the final contract and any performance and advance payment securities issued, etc.	 3	3 for all, 2 for some, 1 for none			 3
n	Are all contracts awarded advertised publicly?	 3	3 for all, 2 for some, 1 for none	yes		 3
iv	Contract Administration and Management	 2.18				 2.70
a	Existence of authority levels in the contract management process	 2	3 for existence, 2 for some practice, 1 for none	Approval is at the level of PD/APD		 2
b	Existence of approval thresholds for contract amendments	 2	3 for existence, 2 for some practice, 1 for none	only PD/APD for all values		
c	Is there an effective contract monitoring system/framework in place?	 2	3 for all, 2 for some, 1 for none	No effective system	There is a need to nominate one staff to monitor each contract	 3
d	Is there a process to monitor delivery of goods to verify quantity and quality?	 2	3 for all, 2 for some, 1 for none	quantity is verified, not quality. For roads, PWD engineers verified quality	Quality and quantity both should be verified by nominated person/team	 3
e	Is there a framework for approval of deliverables and payment process for consulting services contract?	 3	3 for all, 2 for some, 1 for none	Yes, followesd as per contrcat		 3
f	Is there a process for resolution of final payment and contract closure?	 3	3 for all, 2 for some, 1 for none	As per contract provisions		 3
g	Are contract disputes handled in accordance with a formal complaints/arbitration system?	 2	3 for all, 2 for some, 1 for none	no dispute informed/shown to me		 2
h	Are works contracts supervised by independent engineers or a named project manager?	 2	3 for all, 2 for some, 1 for none	For some cases	Practice of appointing an independent engineer should be followed	 3
i	Are contracts completed on schedule and within the approved/ contracted contract price?	 2	3 for all, 2 for some, 1 for none	Some cases are delayed. In some cases, contract price was revised upward		 2
j	Does the organization have contract registers that register all contracts (with names, prices and dates), per procurement category?	 2	3 for all, 2 for some, 1 for none	Contract register was got prepared during the mission. It still has some vacant cells including IFAD no objection dates etc.	Contract register should be prepared as per IFAD format and should be updated at least quarterly and be submitted to IFAD	 3
k	Are adequate contract administration records maintained? (These would include contractual notices issued by the supplier, contractor, purchaser or employer; a detailed record of all changes or variation orders issued affecting the scope, qualities, timing or price of the contract; records of invoices and payments, progress reports, certificates of inspection, acceptance and completion; records of claim and dispute and their outcomes; etc.)	 2	3 for all, 2 for some, 1 for none	Contract administration records are not meticulously maintained	All records should be maintained and kept in a folder	 3

Risk Rating System

3	L : Low Risk
2	M : Medium Risk
1	H : High Risk

PEFA Framework

2011 Framework: Procurement assessed under **P1-19**

2011 Framework: Procurement assessed under **P1-24**

2011 Framework	2016 Framework
Transparency, Comprehensiveness and Competition in the legal and regulatory framework	Procurement Monitoring
Use of competitive procurement methods	Procurement Methods
Public access to complete, reliable and timely procurement information	Public access to procurement information
Existence of an independent administrative procurement complaints system	Procurement Complaints Management

Procedure

- 1 Open **www.pefa.org**
- 2 Scroll down and search by country
- 3 Choose whole country, not regions within a country
- 4 Choose latest report. Download entire report
- 5 Examine Pillar PI-19 or PI-24 (depending on Framework used) to see assessment
- 6 Summary information from section of report should be in **Remarks** of the Matrix
- 7 Score as follows:

PEFA	IFAD Matrix
A	3
B	3
C	2
D	1

To Note

1	If the information in the PEFA website points to an analysis only of a national system in a situation where the IFAD-funded project will be implemented by a state or regional government or enterprise, or a system other than the national system, the factors should be scored under INHERENT RISK RATING, while the Assessor should analyse the state, regional or other system and score that under the NET RISK RATING. The Assessor should make a note of this clearly in the PRM.
2	If the information in the PEFA website is outdated (i.e. before 2011), the Assessor should score the PEFA Report as is under INHERENT RISK RATING, while the Assessor should analyse the factors and score that analysis under the NET RISK RATING. The Assessor should make a note of this clearly in the PRM.
3	If for whatever reason the Assessor is unable (after diligent attempts) to glean the PEFA ratings from the PEFA site, the Assessor shall analyse the factors and ascribe scores under the INHERENT RISK RATING, and where mitigants are available, viable and necessary, propose these mitigants and score the NET RISK RATING accordingly. The Assessor should make a note of this clearly in the PRM.

Register of Contracts

Project Meghalaya Livelihood and Access to Markets Programme

IFAD Loan No.

Period 2014-Till Date

Sl. No.	Office issuing the contract (Specify PMU or District Unit)	Contract/ Reference No. and Date	Brief Description of Procurement	Category Goods/ Works/ Services/ Consultants	Method of Procurement	Name of Contractor/ Consultant	Date of Contract signing	Contract Value	Contract Completion date	Category No. as per Schedule 2 of IFAD Financing Agreement	Reference to the approved AWPB/ PP	Prior or Post Review	Date of IFAD No Objection (In case of prior review)
1	SPMU		Improvement of 228 km rural roads (Plastic Cell)	Works	Direct Contract	State Rural Employment Society,Dhanketi,Shillong-793001,Meghalaya	07.08.17	684 000 000.00	March,18		W4	Prior	
2	SPMU		Improvement of 21 km rural roads (Plastic Cell) and 1 KM bridge	Works	Force Account	MIDFC, Shillong	20.03.16	66 000 000.00	12.12.16		W1	Prior	10.03.16
3	SPMU		Individual Consultant for Financial Sevices	Consultancy	Individual Consultant	Smtl. Shruti Pradhan	July,2015	3 750 000.00	24.09.17		C1	Post	
4	SPMU	MBMA-(M&E)-10/2015	Baseline Survey for Monitoring and Evaluation	Consultancy	QCBS	Academy of Management Studies; Lucknow	01.12.16	5 216 150.00	30.09.17		C3	Post	
5	SPMU	MBMA (F&A)-24/2015/911a	Accounting Software including installation, TRAINING and operation (Continuing Contract)	Consultancy	SSS	Indian Expot & Impot Co.; Springside, Nonthymmai, Shillong	10.02.16	252 000.00	25.09.17		C5	Post	
6	SPMU		Preparation of Communication videos in local languages	Consultancy	QCBS	Franc & Frank Production, Shillong	10.02.16	100 500.00	19.10.16		C6	Post	
7	SPMU	MBMA/FSD/2017/Corr-BIRD/29	Cooperative Development Support Agency for 3 years (Including training of MCAB staff, IVCS staff and IVCS Board Members, Manual, etc.) (BIRD)	Consultancy	SSS	BIRD	12.01.17	2 875 000.00	11.01.18		C9	Prior	
8	SPMU	MBDA-238/2013	LAMP website design & operation for 3 years	Consultancy	QCBS	M/s In Town Solutions; Laitumkhrah, Shillong	09.04.16	277 400.00	08.10.18		C10	Post	
14	SPMU		Technology Testing and Action Research in Crop Sector - 3 Action Research	Consultancy	SSS	SCSTE	24.07.17	8 300 000.00	24.07.18		C12	Prior	
			Technology Testing and Action Research in Livestock Sector -2 Action Research	Consultancy	SSS		August,17	1 949 340.00	24.07.18		C13	Prior	
			Technology Testing and Action Research in Non-Farm Sector -4 Action Research	Consultancy	SSS		August,17	3 664 000.00	24.07.18		C14	Prior	
			Technology Testing and Action Research in Environmental & Energy Sector - 2 Action Research	Consultancy	SSS		August,17	519 500.00	24.07.18		C15	Prior	
15	SPMU		Hiring of FM Consultant (Short-Term Specialist-	Consultancy	Individual Consultant	Contract given to Kajal Chakravorty	10.10.18	405 000.00	March,19		C24	Post	
16	SPMU		5 Nos of Programmers for developing of software for NRM to capture PRA date	Consultancy	ICS	Indiviadual Developers	25.11.18	960 000.00	Aug,19		C31	Post	
17	SPMU	MBMA(SPMU/MLAMP)-137/2019	Capacity Building, Training and Field Support to the VECs; Single Source Agreement with Department of Soil & Water Conservation	Consultancy	SSS	Department of Soil & Water Conservation	01.03.19	4 406 660.00	1.03.22		C33	Prior	06.03.19
18	SPMU	MBMA (Procurement)-08/2015/503(a)	Purchase of 18 vehicles for DBDUs & PMU	Goods	RFQ	M/s Stanley Roy Construction; Mawlai, Shillong	19.11.2015	16 774 901.00	08.12.15		G4	Post	
19	SPMU	MBMA/MLAMP/PFE/13/2015/34(b)	Purchase of 18 laptops for 11 DPMU	Goods	RFQ	Indian Export & Import, Nongthymmai, Shillong	26.03.16	765 000.00	28.04.16		G5	Post	
20	SPMU	MBDA-73/2012(Vol-II)	Purchase of 1 Photocopiers for SPMU	Goods	Direct Contracting	D.D. Laloo & Co. Police Bazar, Shillong	03.02.16	115 200.00	12.02.16		G7	Post	

21	SPMU	MBMA/MLAMP/PFE/13/2015/395(c)	Purchase of 5 Desktop PCs for IVCS Team	Goods	RFQ	Indian Export & Import, Nongthymmai, Shillong	07.01.17	206 625.00	15.03.17		G8	Post	
22	SPMU	MBMA/MLAMP/PFE/13/2015/396(c)	Purchase of 3 laptop for IVCS Team	Goods	RFQ	M/s Digital Hardware, Laitumkhrach, Shillong	07.01.17	130 521.00	15.03.17		G9	Post	
23	SPMU	MBMA/MLAMP/PFE/13/2015/618(c)	Purchase of 3 Printers IVCS Team	Goods	RFQ	M/s Digital Hardware, Laitumkhrach, Shillong	01.03.17	22 200.00	06.03.17		G10	Post	
24	SPMU	MBMA/MLAMP/PFE/13/2015/441(b)	Purchase of Office Equipments - Desktops	Goods	RFQ	M/S Digital Hardware, Laitumkhrach, Shillong	17.05.16	7,79,264.00	25.07.16		G13	Post	
25	SPMU	MBMA/MLAMP/PFE/13/2015/618(c)	Purchase of 13 Motor Cycles for M&E	Goods	RFQ	Frank Yamaha, Nongshilliang, Nongthymmai, Shillong	26.09.16	736 671.00	19.01.17		G14	Post	
26	SPMU	MBMA/MLAMP/PFE/13/2015/617(c)	Purchase of Office Equipments - Printers	Goods	RFQ	Indian Export & Import Co. Nongthymmai, Shillong	01.03.17	11 150.00	07.03.17		G15	Post	
27	SPMU	MBMA/MLAMP/49/2017/73€	5 + 1 External Hard drive & 2 pendrives for FSD Team & MSD Team	Goods	RFQ	Indian Export & Import Co., Nongthymmai, Shillong	02.08.17	26 700.00	08.01.18		G16	Post	
28	SPMU	MBMA/MLAMP/PFE/13 (I)/2015	Purchase of 15 Desktops + 45 laptops+28 Printers+3 photocopiers for Head Office & BDU	Goods	RFQ	Lifeline Enterprises, Bara Bazar, Shillong - For Desktop Silicon, Laitumkhrach, Shillong - For Laptop Indian Export & Import Co, Nongthymmai, Shillong- For Printers & Photocopier	02.08.17	2 947 647.00	22.08.17		G17	Post	
29	SPMU	MBMA/MLAMP/ 42/2017/769(d)	Purchase of Jute Bags for KM	Goods	RFQ	R.L. Marketing, Firebrigade, Shillong-793003	26.09.17	136 500.00	08.01.18		G19	Post	
30	SPMU	MBMA/MLAMP/ 45/2017/767(d)	Water Tracers (33 Nos @ 20,000 per unit)	Goods	RFQ	SWAN Environmental Pvt. Ltd, Hyderabad - 500081	26.09.17	661 980.00	06.02.18		G21	Post	
31	SPMU	MBMA/MLAMP/ 45/2017/766(d)	22 GPS for INR Team	Goods	RFQ	Infinity Oakland, Shillong - 793001	26.09.17	225 252.00	15.11.17		G22	Post	
32	SPMU	MBMA/MLAMP/ 44/2017/568(e)	Printing of calender/newsletters/book under KM Services	Goods	RFQ	Eastern Panorama Offset, Shillong - Newsletters, Calendars & PrintXpress, Thana Road, Shillong - Books	17.08.17	545 550.00	02.08.18		G23	Post	
	SPMU		Printing of Posters	Goods		Eastern Panorama Offset, Shillong - Newsletters, Calendars & PrintXpress, Thana Road, Shillong - Books	31.03.18	16 128.00	04.04.18				
33	SPMU	MBMA/MLAMP/PFE/13(1)/2015/Vol-II/482 (d)	Office Furnitures for SPMU	Goods	RFQ	M/s TASTE, Jingkieing, Shillong	02.08.17	4,21,979.00	25.08.17		G24	Post	
34	SPMU	MBMA/MLAMP/44/2017/	Designing & Production of videos unde KM Services	Goods	RFQ	Frank & Franc Production, Umsning, Ri-bhoi	17.08.17	1 151 280.00	12.02.18		G32	Post	
35	SPMU	MBMA/MLAMP/PFE/13(1)/Pt/2015 & MBMA/MLAMP/43/2017/	Printing of IEC Materials under FSD Services	Goods	RFQ	PrintXpress, Thana Road, Shillong	26.07.17/16.11.17	193 426.00	31.07.17/22.11.17		G33	Post	
36	SPMU	MBMA/MLAMP/ 45/2017/310€	2 Nos. of Work Stations for GIS Expert under INR Divison	Goods	Direct Contracting	M/s Digital Hardware Upper New Colony Shillong-793003	08.02.18	2,61,326.00	20.02.18		G34	Post	
37	SPMU	MBMA/FSD/2017/CORR - BIRD/29, 12th January 2017	Technical Service Provider under IVCS	Consultancy	Single Source	BIRD, Lucknow	20.07.2018	3 700 000.00	21.07.2019	Category No.6	2.1.A(I),C 21	Post	09.07.2018
38	SPMU	MBMA(SPMU)/MEGHA-LAMP(FMC)-89/2018-19/313-F, 9th October 2018	Hiring of FM Consultant (Short-Term Specialist-	Consultancy	FBS	Kajal Chakravorty	09.10.18	405 000.00	14.01.2019	Category No.6	4.1.E, C 2	Post	
39	SPMU	MBMA-(M&E)/54/2015	4 Nos of administrators hired through NIC @22000 per head for 12months (extension of previous contract)	Consultancy	Single Source	1)Aminul Hussain 2)Bidipta Dauka 3)Dipanka Sharmah 4)Miss. Saphilarisha Marbanianang	30.07.18	1 056 000.00	31.07.2019	Category No.6	C26	Post	
40	SPMU	MBMA-(M&E)/54/2015/696(d), 11th September 2018	Design, Develop & Deploy of MIS on IFAD aided project MLAMP for SPMU of MBMA	Consultancy	Single Source	1)Aminul Hussain 2)Bidipta Dauka 3)Dipanka Sharmah 4)Miss. Saphilarisha Marbanianang	04.08.17	4 796 000.00	31.01.2020		4.1.E, C 26	Post	

41	SPMU	MBMA/MLAMP/49/2017/73 (e), 4th December 2017	5 + 1 External Hard drive & 2 pendrives for FSD Team & MSD Team	Goods	RFQ	Indian Export & Import Co., Nongthymmai, Shillong	04.12.17	26 700.00	05.01.18	Category No.7	G -16	Post	
42	SPMU	MBMA/MLAMP/45/2017/767(d), 26th September 2017	Water Tracers (33 Nos @ 20,000 per unit)	Goods	RFQ	SWAN Environmental Pvt. Ltd, Hyderabad - 500081	26.09.17	661 980.00	02.02.18	Category No.7	G -21	Post	
43	SPMU	MBMA/MLAMP/44/2017/568 (e), 31st March 2018	Printing of Posters	Goods	RFQ	Eastern Panorama Offset, Shillong - Newsletters, Calendars & PrintXpress, Thana Road, Shillong - Books	31.03.18	16 128.00	04.04.18	Category No.7	3.1.1 G, G - 23	Post	
44	SPMU	MBMA/MLAMP/45/2017/310(e), 8th February 2018	2 Nos. of Work Stations for GIS Expert under INR Divison	Goods	Direct Contract	M/s Digital Hardware Upper New Colony Shillong-793003	08.02.18	261 326.00	17.02.18	Category No.7	3.1.1 B, G - 34	Post	
45	SPMU	MBMA/MLAMP/128/2019/G-47/667(f),	Supply Order for 4 Nos. of SUV 4- Wheel Drive	Goods	RFQ	M/s Stanley Roy Construction, Mawlai lewrynghep,G..S Road, Shillong-793017	26.03.19	3 928 852.00		G47	Prior		
		MBMA/MLAMP/128/2019/G-47/669(f)	1 No. of SUV 2-Wheel Drive(5 Seater)			Ka Shillong Hyundai,G.S.Road,Mawiong-Rim, Shillong-793016	28.03.19	1 469 990.00	20.05.19				
46	SPMU	MBMA/MLAMP/135/2019/G-388/53	6 Nos of External Hard Disk Drive	Goods	RFQ	Lifeline Enterprises,105,Joavan Towers,Bara Bazar, G.S. Road, Shillong-793002	20.05.19	24 780.00	11.06.19		G38B		
47	SPMU	MBMA/MLAMP/199/2016/625(f)	500 Copies of 3 Day Stakeholder Report	Goods	RFQ	Eastern Panaroma Offset, Keating Road, Shillong-793001	25.02.19	59 998.00	18.06.19		G57	Post	
48	SPMU	MBMA/MLAMP/127/2019/625(f)	18 Nos of Epson EB-S41,LCD Projector(Medium Size).	Goods	RFQ	Indian Export & Import, Jingkieng Nongthymmai,Shillong-793014	26.03.19	487 802.00	25.04.19		G43A	Post	
49	SPMU	MBDA-126(3)/2012/VL-2/22	1500 Nos. of Wall Calendar	Goods	Direct Contract	Print Xpress, Thana Road, Shillong-793001	15.01.19	289 900.00	28.02.19		G56	Post	
50	SPMU	MBMA/MLAMP/126/2019/G428/624(f)	27 Nos. of Digital Camera	Goods	Direct Contract	Infinity, 2A, Oakhall, Oakland,Shillong-793001	21.02.19	356 832.00	29.03.19		G42B clubbed with G42A	Post	
51	SPMU	MBMA/MLAMP/199/2016 /597(f)	100 Nos. of Food Processing Technology Manual	Goods	Direct Contract	Print Xpress, Thana Road, Shillong-793001	23.01.19	178 246.00	15.03.19		G54	Post	
52	SPMU	MBMA /MLAMP/45/2017/629(f)	36 Nos of Garmin Handheld GPS 12h Equipment.	Goods	RFQ	Wildwood Technologies & Equipment, Indramani Nagar, Gwalior, Madhya Pradesh-474005	25.02.19	664 812.00	29.03.19		G42A	Post	
53	SPMU	MBMA /MLAMP/PTW/29/2016/22	10 Nos of Two Wheeler	Goods	RFQ	Frank Yamaha, Nongthymmai, Nongshilliang,Shillong-793014	04.05.19	660 524.00	10/10/2019	G48	Post		
		MBMA /MLAMP/PTW/29/2016/23	17 Nos Two Wheeler			M/S Goenka Engineering Works,Keating Road, Shillong-793001	04.05.19	1 897 011.00	10/10/2019				
		MBMA /MLAMP/PTW/29/2016/26	9 Nos of Motor Cycles			M/S Goenka Engineering Works.Keating Road, Shillong-793001	07.05.19						
54	SPMU	MBMA /MLAMP/43/2019/86	Printing of Books, Registers, Receipts, Forms, Vouchers for IVCS	Goods	RFQ	Eastern Panorama Offset, Keating Road, RPG Complex Shillong – 793001.	20.06.19	436 251.00	02/09/2019	G44	Post		
		MBMA /MLAMP/43/2019/87				Print Xpress, Thana Road, Shillong – 793001.		1 040 569.00	02/12/2019				
55	SPMU	MBMA/MLAMP/55/2018-2019/ G-38A/G-41 /56	13 Nos of Laptops Category 1,116 Nos of Laptops Category 2,100 Nos of Desktops Workstations: Category 2 and 100 Nos. of Printer (Sinele function) & 6 Nos. of	Goods	NCB	M/s Indian Exports & Imports Co.,Nongthymmai,, Shillong-793014	14.06.19	341 220.60	19/07/2019	G38A	Post	21/05/2019	
		MBMA/MLAMP/55/2018-2019/ G-38A/G-41 /57				934 560.00		05/12/2019					
						4 571 792.00		05/12/2019					
						808 035.00		05/12/2019					

			Printer(Multitask function)					122 956.00	05/12/2019				
								2 879 200.00	04/02/2020				
56	SPMU	MBMA/RM-ER/ISC/RR/LAMP/115/2018 Dt. 07.08.17	Civil Work of road construction of 211.37 Km	Works	Direct Contract	State Rural Employment Society,Dhanketi,Shillong-793001,Meghalaya	07.08.17	690 771 000.00	31.10.2020		W6	Prior	21.01.19
57	SPMU	MBMA/MLAMP/150/2019/123	Printing of Food Processing Technology Manual (Khasi & Garo) for 1000 copies	Goods	RFQ	Print Xpress	26/07/2019	388 080.00			G55	Post	
58	SPMU	MBMA/MLAMP/143/2019/79	Printers for 7 districts (2 printers per district (total 14) @ 13,800 per printer; and 7 photocopiers @ 50,000 for 7 districts	Goods	RFQ	Tech Web(14 Nos. of Printers)	13/06/2019	203 196.00	19/07/2020		G64	Post	
		MBMA/MLAMP/143/2019/80				B2B Systems and Solutions(7 nos. of Photocopiers)	13/06/2019	90 447.00	19/07/2020				
59	SPMU	MBMA/MLAMP/INRM/163/2019-20/G-66/347	Drudgery reducing implements (to be procured through ICAR)Revised Quantities. 36 Nos @10,000	Goods	Direct Contracting	ICAR, Research Complex for NEH Region.	14/05/2020	405 360.00			G66	Post	
60	SPMU	MBMA/MLAMP/ I 63/2019-20/G-67/397	Multipurpose portable farm implements for demonstration; multiple tool kits (to be procured through ICAR); Justification will be forwarded to IFAD for No Objection in September	Goods	NCB/ Change to RFQ	Stanley Roy Construction	01/07/2020	371 700.00			G67	Post	
		MBMA/MLAMP/ I 63/2019-20/G-67/398				M/s Phira Enterprise	01/07/2020	540 000.00					
61	SPMU	MBMA/MLAMP/IEC MATERIALS/FSD/161/2019-20/G-68A/237	3. Printing of IEC materials on IVCS - Rs 15,00,000/-	Goods	RFQ	Eastern Panorama Offset	25/11/2019	148 380.00	13/01/2020		G68A	Post	
		MBMA/MLAMP/IEC MATERIALS/FSD/161/2019-20/G-68A/238				Print Xpress	25/11/2019	54 009.00					
		MBMA/MLAMP/IEC MATERIALS/FSD/161/2019-20/G-68A/339			RFQ	Print Xpress	08/05/2020	309 400.00	26/06/2020		G68A		
		MBMA/MLAMP/IEC MATERIALS/FSD/161/2019-20/G-68C/364			RFQ	Print Xpress	06/06/2020	135 001.44			G68C		
62	SPMU	MBMA,MLAMP/ISC&ED/158/2019/246	Hiring of Designing and Labeling Conusltant for six months(ISC & ED)		ICS	Designing & Labelling Contract awarded to Renbenthung Ovung from Dimapur, date of Letter of Agreement (LOA) signed on the 9th of December 2019 at MBMA, Shillong.	09/12/2019	330 000.00			C38	Post	
63	SPMU	MBMA/MLAMP/150/2019/247	Agri-Horti Schemes Posters (Khasi and Garo)	Goods	RFQ	Print Xpress	16/12/2019	91 795.00	10/02/2020		G72	Post	
64	SPMU	MBMA/MLAMP/112/2020/G-73/300	Computer & other equipment - 3 Nos for MIS	Goods	RFQ	M/s Digital Hardware	13/02/2020	192 507.56			G73	Post	
65	SPMU	MBMA/MLAMP/43/2017/283	Printing of Books and Registers for 100 newly created IVCS @ Rs. 15,000 per IVCS	Goods	RFQ	M/s Karma Enterprise	03-Feb-20	1 026 799.42			G68	Post	
		MBMA/MLAMP/43/2017/284				Print Xpress	03-Feb-20	206 562.54				Post	
66	SPMU	MBMA/MLAMP/199/2016/618(f)	Printing of Leaflets and File folders for MLAMP event (urgent requirement for DC's meeting)	Goods	SSS	Print Xpress	11-Feb-19	49 466.00			G58	Post	
67	SPMU	MBMA/MLAMP/INRM/159/2019/338	Installation of water lifting devices for domestic water supply (Hydraulic Ramp Pumps at 310,000 unit for 13 nos; direct contracting from NEPED; Nagaland	Goods	DC	Nagaland Empowerment of People through Energy Development(NEPeD)	07-05-2020	3 497 000.00			G76	Prior	03/03/2020
68	SPMU	MBMA/MLAMP/I63/2019-20/G-80/399	Multipurpose portable farm implements for	Goods	RFQ	Stanley Roy Constructio	01/07/2020	71 639.97			G80	Post	

68	SPMU	MBMA/MLAMP/163/2019-20/G-80/400	demonstration; Weeders and Sprayers)	Goods	DC	M/s Phira Enterprise	01/07/2020	115 740.00					
69	SPMU	MBMA./MLAMP/INRM/163/2019-20/G-81/351	Farm Implements: Tillers (18 Power and 18 Rotary Tillers	Goods	DC	M/s laiphira Enterprise	26/05/2020	5 641 920.00			G81	Prior	15/05/2020
70	SPMU	MBMA/MLAMP/KRM/2020/G-89/358	Communication videos	Goods	RFQ	LunchTime Projects	02-Jun-20	244 000.00			G89	Post	
71	SPMU	MBMA/MLAMP/168/2020/G-90/353	Printing of Financial Literacy Materials for 60,000 members of IVCS @ Rs 87.50/- per member. (C/F from last year - will be done as limited tender for Meghalaya, Assam and Kolkata)	Goods	RFQ	Eastern Panorama Offset	29-May-20	767 032.00			G90	Post	
		MBMA./MLAMP/ 168/2020/G-90/354				Print Xpress	29-May-20	287 194.88					
72	SPMU	MBMA/MLAMP/INRM/179/2020/G-94/384	Procurement of Seeds from ICAR, NEH Umiam(Change to Phira Enterprise)	Goods	DC	M/s Phira Enterprise	17-Jun-20	8 000.00			G94	Post	
73	SPMU	MBMA/MLAMP/INRM/179/2020/G-95/392	Procurement of Seeds from Govt approved rate contractor (Green Tech Enterprise)	Goods	DC	M/s Green Tech Enterprise	26-Jun-20	500 700.00			G95	Prior	26/06/2020
74	SPMU	MBMA/MLAMP/INRM/179/2020/G-96/393	Procurement of Seeds from Horticulture Deptt, GoM	Goods	DC	Horticulture Deptt, GoM	20-Jun-20	11 080.00			G96	Post	
75	SPMU	MBMA/MLAMP/ISC&ED/167/2019-2020/C22 A/359	Individual Consultant Architect for structural design of PRIME, Collection centres, farmers market etc. for six month@150,000 for 10 days/month	Consultancy	ICS	Mr. Harsha Sridhar Bangalore	06-Jun-20	900 000.00			C22A	Post	

Register of Contracts

Project Meghalaya Livelihood and Access to Markets Programme

IFAD Loan No.

Period 2014-Till Date

Sl. No.	Office issuing the contract (Specify PMU or District Unit)	Contract/ Reference No. and Date	Brief Description of Procurement	Category Goods/Works/Services/Consultants	Method of Procurement	Name of Contractor/ Consultant	Date of Contract signing	Contract Value	Contract Completion date	Category No. as per Schedule 2 of IFAD Financing Agreement	Reference to the approved AWPB/PP	Prior or Post Review	Date of IFAD No Objection (In case of prior review)
1	SPMU		Improvement of 228 km rural roads (Plastic Cell)	Works	Direct Contract	State Rural Employment Society,Dhanketi,Shillong-793001,Meghalaya	07.08.17	684 000 000.00	March,18		W4	Prior	
2	SPMU		Improvement of 21 km rural roads (Plastic Cell) and 1 KM bridge	Works	Force Account	MIDFC, Shillong	20.03.16	66 000 000.00	12.12.16		W1	Prior	10.03.16
3	SPMU	MBMA/MLAMP/127/2019/625(f)	18 Nos of Epson EB-S41,LCD Projector(Medium Size).	Goods	RFQ	Indian Export & Import, Jingkieng Nongthymmai,Shillong-793014	26.03.19	487 802.00	25.04.19		G43A	Post	