

The International Fund for Agricultural Development

**REPUBLIC OF INDIA**  
**NORTH EASTERN REGION COMMUNITY**  
**RESOURCE MANAGEMENT PROJECT**  
**FOR UPLAND AREAS**

**SUPERVISION REPORT**

Main Report and Appendices

Asia and the Pacific Division  
Programme Management Department

REPORT No. 2592-IN  
March 2012

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### Currency Equivalents

Currency Unit	=	Indian Rupee (INR)
USD 1.00	=	INR 49
INR 1.00	=	USD 0.021
INR 100	=	USD 2.127

### Weights and Measures

1 kilogram (kg)	=	2.204 pounds (lb)
1000 kg	=	1 metric tonne (t)
1 quintal	=	100 kg
1 kilometre (km)	=	0.62 miles (mi)
1 metre (m)	=	1.09 yards (yd)
1 square metre (m <sup>2</sup> )	=	10.76 square feet (ft <sup>2</sup> )
1 acre (ac)	=	0.405 ha
1 hectare (ha)	=	2.47 acres
1 Lakh	=	100,000

### FISCAL YEAR

1st April – 31st March

### Abbreviation

AA	Assistant Accountant
ACCORDS	Apex Clusters Community Resource Development Society
ADC	Autonomous District Council
AFPRO	Action For Food Production
AG	Accountant General
ASHA	Accredited Social Health Activist
ASWCO	Assistant Soil & Water Conservation Officer
AWPB	Annual Work Plan & Budget
AWS	Achik Welfare Society
BDO	Business Development Officer
BILCHAM	Banking Institution and Centre of Learning for Holistic Association of Mothers
CAA&A	Controller of Aids, Audits & Accounts
CBMFI	Community Based Microfinance Institution
CBO	Community Based Organization
CCA	Community Conserved Area
CC	Community Coordinator
C2C	Community to Community
CFC	Common Facility Centre
CIEC	Community Information & Education Centre
CRMP	Community Resource Management Plan
DEA	Department of Economic Affairs
DoNER	Ministry of Development of North Eastern Region
DPR	Detail Project Report
DRDA	District Rural Development Agency
DS	District Society
DST	Development Support Team
DWS	Drinking Water Scheme
FGC	Fraternity Green Cross
FPIC	Free Prior Informed Consent

GNC	Gender & NGO Coordinator
GoI	Government of India
ICAR	Indian Council of Agricultural Research
ICO	IFAD Country Office
IFAD	International Fund for Agricultural Development
INRM	Integrated Natural Resource Management
IRADA	Integrated Rural Area Development Association
IT	Information Technology
JDS	Jirsong Development Society
JRM	Joint Review Mission
KAKA	Karbi Anglong Kangthur Asang
KDS	Kyllang Development Society
KM	Knowledge Management
KS	Knowledge Sharing
KVK	Krishi Vigyan Kendra
KWS	Klirdap Welfare Society
MCO	Micro-Credit Officer
M&E	Monitoring & Evaluation
MFI	Micro Finance Institution
MFP	Minor Forest Products
MGNREGS	Mahatma Gandhi National Rural Employment Guaranteed Scheme
MIS	Management Information System
MoU	Memorandum of Understanding
MPAT	Multi-dimensional poverty assessment tool
MSDS	Maharam Syiemship Development Society
MTR	Mid-Term Review
NaRMGs	Natural Resource Management Groups
NC Hills	North Cachar Hills
NEAT	North East Agro Business Trade
NEC	North Eastern Council
NGO	Non – Government Organisation
NHM	National Horticulture Mission
NRHM	National Rural Health Mission
NRLM	National Rural Livelihoods Mission
NRM	Natural Resource Management
NTFP	Non Timber Forest Product
PAR	Portfolio At Risk
PARDA	People Action for Rural Development Association
PASDO	Participatory Action for Sustainable Development Organisation
PCDS	Programme Coordinator & Development Strategist
PDP	Project Disbursement Percentage
PIM	Project Implementation Manual
PMU	Project Management Unit
PNGO	Partner NGO
PRA	Participatory Rural Appraisal
PSU	Programme Support unit
PTO	Project Technical Officer
RADS	Rural Economic Development Society
RAWEDF	Rural Area Women Economic Development Federation
RIMS	Result & Impact Management System
RO-AWPB-	Result Oriented Annual Work Plan & Budget
RS	Regional Society
SCCGA	State Coordination Committee for Government Activities
SDO	Sub Divisional Officer
SHGs	Self Help Groups
SO	Supervising Officer
TC	Technical Coordinator
TI	Traditional Institution
ToR	Terms of Reference
UDANCA	Ukhrul District All NaRMG Cluster Association

UDCRMS	Ukhrul District Community Resource Management Society
UDWIM	Ukhrul District Women Institute of Micro Credit
USD	US Dollar
VAT	Value Added Tax
WA	Withdrawal Application
WEDS	Women's Economic Development Society

**Map of North East India showing the Programme Areas**



**Programme Areas**

STATE	DISTRICTS
ASSAM	KARBI ANGLONG & DIMA HASAO (FORMERLY NORTH CACHAR HILLS)
MANIPUR	SENAPATI & UKHRUL
MEGHALAYA	WEST GARO HILLS & WEST KHASI HILLS

**REPUBLIC OF INDIA**  
**NORTH EASTERN REGION COMMUNITY RESOURCE MANAGEMENT PROJECT FOR**  
**UPLAND AREAS**  
**Second JOINT REVIEW MISSION: 4 - 18 March, 2012**  
**MAIN REPORT**

**A. Introduction<sup>1</sup>**

1. IFAD fielded a Joint Review Mission during March 4–18, 2012. The objective of the Mission was to review and assess the overall progress made by the Project since the previous JRM in February 2011 as well as its achievements against the AWPB 2011-12. The Mission also reviewed the exit-cum-sustainability strategy of the project.
2. The Mission was split into 3 teams for field visits to cover all the 6 Project districts across the 3 States and spent 7 days in the field, had discussions with community based organisations in 30 villages in 16 blocks, 30 Partner NGOs (PNGOs) and District and State officials. People from several neighbouring project villages, NaRMGs and SHGs also participated in the discussions. The Mission teams were joined by the Managing Director of NERCORMP, Sector Specialists from the PSU, respective District Managers, DST members and PNGO staff.
3. The overall objective of this 6 year project financed jointly by IFAD and the North Eastern Council (NEC), Ministry of DoNER, Government of India (GoI) is to improve livelihoods of vulnerable groups in the project villages through improved management of their resources. The Project is being implemented in 3 States (6 districts), namely Assam (Karbi Anglong and Dima Hasao<sup>2</sup>), Manipur (Senapati and Ukhrul) and Meghalaya (West Khasi Hills and West Garo Hills).
4. The IFAD loan No. 794-IN for USD 20.211 million became effective on 12 July 2010. The Project completion date is 30 September 2016 and the MTR is due no later than 11 July 2013.
5. The findings and recommendations of the Mission were shared in a final wrap-up meeting on 16 March 2012 chaired by Mr. U. K. Sangma, Secretary NEC & Chairman, NERCORMP. The recommendations in this Aide-mémoire were discussed and agreed with the NERCORMP management team.

**B. Overall Assessment of Project Implementation Progress**

6. The overall Project implementation performance is rated as moderately satisfactory. The project villages are remote, poorly connected and situated in pockets prone to conflicts rooted in inter-tribe rivalry that periodically erupt into strikes, disrupting normal work routines. The Project spans three States with significant differences in local administrative set up, effectiveness of government outreach and systems of local governance. Each DST works with multiple tribes, each with its own language and customs, and overall the Project works with 21 tribes. There are significant differences in land tenure systems across States and between tribes. In spite of these odds, the Project has galvanised village communities, leading to high level of involvement and excitement among all sections of people. The PNGO and DST staff are highly motivated and fully immersed in project activities and have high level of acceptability among village people.
7. The PSU and DSTs are fully staffed, as are the PNGOs. The Project has outreach in 466 villages against overall target of 400 villages, promoted 495 NaRMGs and 1 319 SHGs covering 21 212 households against overall targets of 2 000 SHGs and 20 000 households, respectively. As the average SHG membership is larger than anticipated, the number of SHGs is proportionally less than the population covered. More SHGs may be promoted, covering more households. PRAs have been conducted and project activities have been initiated in all 466 villages. The Project is on course towards achieving physical and financial targets.

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<sup>1/</sup> Mr. Deep C. Joshi (Team Leader, Village Development, Livelihoods & Convergence), Ms Saleela Patkar (Institutions, Capacity Building & Partnerships), Mr. S. Sriram, IFAD ICO (Financial Management & Procurement), Ms Judith D'Souza, IFAD ICO (Gender & KM), Mr. Shaheel Rafique, IFAD ICO (M&E and RIMS), Mr. Vincent Darlong, IFAD ICO (NRM & Project Management). Mr. L. Baite, Managing Director and senior staff from NERCORMP joined the Mission during the entire duration of field visits. The JRM gratefully acknowledges the active participation and contributions made to this review by the Managing Director and senior staff from NERCORMP and PNGOs. The cooperation received from NEC and the three State Governments is gratefully acknowledged.

<sup>2</sup> Erstwhile North Cachar Hills.

8. In spite of low population density and highly favourable agro-ecological conditions, a majority in project villages do not produce enough to feed themselves and poverty persists among a primarily agrarian population. Therefore, while the economic activities being promoted by the Project are useful, necessary and acceptable to communities, better management of natural resources remains the core challenge. The level and sustainability of project impact would depend on how effectively this is addressed. Given the complex tenure systems in the region, this would need persistent efforts, including exposure of staff and community leaders to alternate resource management systems and experimentation. Also, changing resource management systems from an extensive to an intensive regime is a long haul and would require investments well beyond the means of this Project and people's own resources. Convergence with government schemes, especially MGNREGS is the only way forward and needs to be pursued vigorously.

9. Recommendations of the previous JRM have been complied with or are in process. A few need revisiting and have been included in this Aide-mémoire.

10. The Project had budgeted INR 248.96 million for the year 2011-12 of which INR 152.44 million (53.49%) has been utilized as at December 31, 2011. Cumulatively, the expenditure till 31 December 2011 was INR 295.21 million, approximately 14.3% of the total approved project cost of INR 2 064 million (USD 41.28 million). Coherence between AWPB and project activities is rated as moderately satisfactory.

Agreed action	Responsibility	Agreed date
1. Arrange exposure visits for PSU, DST and PNGO staff concerned with NRM and community leaders to successful INRM experiments	PSU, DSTs	30 Jun 2012
2. Conduct workshops for all staff and PNGOs on government schemes relevant for NRM and their modalities and conduct similar workshops for NaRMG and SHG leaders before MTR.	PSU, DSTs	30 Jun 2012

### C. Outputs and Outcomes, by Component

#### Component 1: Capacity Building of Communities and Participatory Agencies

11. This component is rated as moderately satisfactory. It includes formation and capacity building of community based institutions, namely NaRMGs and SHGs and capacity building of facilitating Partner NGOs (PNGOs). The Project was expected to organise 20 000 households from around 400 villages and has exceeded the outreach target though the number of SHGs formed is lower as the average membership is higher. New SHGs continue to be formed and there are isolated instances of families from poor households not yet involved in NaRMGs and SHGs. All PNGOs are in place and almost all clusters have at least one woman NGO staff to promote gender-mainstreaming. In many locations, federations of SHGs have begun to emerge.

12. NaRMGs and SHGs have evolved considerably since the previous JRM and are able to carry on basic functions with some support from PNGOs. Bookkeeping is satisfactory for CBOs of their age. Articulation of the purpose and functions of their organisations is good, women are active participants in NaRMGs and were also able to recall details from their perspective plans made a year ago. The Mission concludes that this is an appropriate stage to initiate discussions on cluster level federations, post project sustainability and cost recovery of some of the services. The Project needs to develop a clear perspective and strategy in this respect.

13. **NGO capacity:** The PNGOs have been working in the project for over a year and their staff are now familiar with basic promotional activities. However, they would now need to facilitate further development of the CBOs, such as deepening the quality of discussions in NaRMGs and SHGs (e.g. on issues of exclusion, equitable resource allocation, asset maintenance, coalition building, etc.) and taking on more complex tasks, such as convergence with government programmes. As the CBOs appear to be ready to deal with such issues, perspective and skills of DST and PNGO staff to guide the CBOs need to be strengthened. They also need orientation on integrated natural resource management, convergence, livelihood promotion, microfinance and federations. This would enable the PNGOs and DSTs to meet people's aspirations and demands.

14. **Resources for Training and Capacity Building:** Though several staff/PNGOs were a part of NERCORMP I, their roles now have changed and many others are new and inexperienced. The Project does not have adequate budget for training and intensive handholding in several

sectoral areas. This will affect Project performance in the long-term. This should be addressed at the time of the MTR due in early 2013.

15. The Gender and NGO Coordinator at the PSU who is also the focal point for institutional development of CBOs has been on long leave for personal reasons. As a result, reporting on the component is not strong and some of the recommendations of the previous JRM have not been adequately followed through (such as organising a generic ToT). The PSU needs to make suitable arrangements to ensure that DSTs and PNGOs receive adequate guidance with respect to institutional development of CBOs.

Agreed action	Responsibility	Agreed date
3. Finalise strategy and plans about CBO federations and conduct workshop on further development of CBOs, including federating them, with external facilitation.	PSU	31 May 2012
4. Prepare training plan and mobilise resources for training and capacity building of DST and PNGO staff in institution building.	PSU	30 Sep 2012

## Component 2: Livelihood Enhancement

16. **Economic Livelihood Activities.** Overall performance of this component is rated as moderately satisfactory. PRAs were conducted in 128 villages during the year (cumulatively in all 466 villages) and Community Resource Management Plans (CRMPs) prepared. The quality of CRMPs varies across districts but even the best need improvement in terms of strategies for the development of natural resources (as opposed to sectoral production plans). The data captured in CRMPs about various aspects of natural resources and livelihoods is not fully used to design resource development strategies. Though cost tables have now been sectorally consolidated as recommended by the previous JRM and DSTs advised accordingly, plans continue to mirror the menu of activities in the tables rather than holistically addressing challenges to develop natural resources as sources of sustainable livelihoods for an increasing population. The issue of detailed sectoral targets needs to be addressed at the time of MTR.

17. The Project promoted 335 ha of horticulture, 2 mushroom cultivation units, 106 ha of field crops, 11 units of paddy-fish culture, 323 units of livestock, 3 km of irrigation canals and 108 non-farm enterprises during the year. Physical achievement against AWPB targets during the first nine months (Apr-Dec 2011) ranges from 52% to 166% across various activities under the component and financial achievement is 40%.

18. The PSU has developed broad guidelines for designing various livelihood activities. These are too general and need to be further refined to provide practical information, such specific sources of inputs, procedure for handling planting material, etc. Cost norms have similarly been developed for each activity. These need to be reviewed from ergonomic considerations, such the volume of earth work per person day. The guidelines may indicate the level of contribution from the Project rather than cost norms, as the latter would depend on wage rates across States, local logistics and site conditions.

19. Irrigation structures involving masonry weirs are being constructed in some of the locations. Since the DSTs do not have qualified engineers, it is recommended that such designs be vetted by the Chief Technical Officer at the PSU.

20. A typical project village spans a large geographical area with low population density. The terrain is hilly and undulating, with deep, heavy soils. Rainfall is high and some of it occurs during the non-monsoon months as well. Terracing is not a widespread practice. Land use is extensive, dominated by jhum cultivation. As jhum cycles become shorter with population growth, land and labour productivity and carrying capacity are declining. Village people met in the course of field visits reported food security from own produce (mainly jhum) between 4 to 8 months in spite of per capita land availability in the range of 1 to 5 ha. Preoccupied with day-to-day subsistence, local communities are unable take steps to enhance or even sustain the carrying capacity of the resource base. In this context, the sectoral production activities being promoted by the Project, while remunerative now, would have limited impact on livelihoods in the long run. Needed are strategies to shift towards more intensive resource use and management systems beginning with resource husbandry and development. A combination of tree crops, agro-forestry, terracing and livestock rearing coupled with systematic rainwater management is a possible way forward. Security of tenure is necessary for households to adopt such strategies that call for investment of finances and human effort with a long gestation period. Given the complex land tenure systems in the region, it will not be possible to trigger such changes in all project villages within the project



period. However, through exposure and by stimulating negotiations between NaRMGs and the traditional Village Authority, it should be possible to pilot these in a few villages in each district. The Mission recommends that the Project develop 5 such pilots in each district.

21. As pointed out by the previous JRM, the Project needs to develop strategies to enhance participation of youth in project activities as future owners and users of village resources as well as leaders of the CBOs being promoted. This issue may be taken up at the time of the MTR due in early 2013 so that necessary allocations may be made in the budget and cost tables.

22. Marketing. Establishing the brand name NEAT (North Eastern Agro-business Trade) for products made by SHGs and NaRMGs, setting up retail sales outlets, organising NEAT fests to popularise these products and linking producers to wholesale buyers (channel sales) are the activities under marketing. Modest turnover was achieved through these efforts. The Project also organised training in value chain development under IFAD TAG 1113. Proposals for setting up processing units for ginger and cashew nuts and producing cattle feed have been developed for support from NEC.

23. The issue of sustainability of direct marketing (as opposed to channel sales) of products that primarily have urban markets outside the project villages needs to be addressed both in the course of revision at the time of MTR and in the exit strategy.

Agreed action	Responsibility	Agreed date
5. Pilot INRM in five villages in each district with help from suitable external resource persons.	PSU, DST	30 Nov 2012
6. Develop a concept note to work with youth as a target group for suitable amendments in the Project at MTR.	PSU	31 Dec 2012

24. Revolving Fund and Microcredit. This component is rated moderately satisfactory. Revolving funds budgeted for SHGs, NaRMGs and community based microfinance institutions (CBMFIs) are released after grading. In most SHGs visited, most members had accessed credit at interest rates between 1-2% per month. Members knew the criteria for lending in their SHGs and mentioned reduced reliance on moneylenders for smoothening finances for consumption as a key benefit. Loans were taken for income generation activities, land development, house construction, health and education. Access to banks remains a challenge and the revolving fund has greatly increased SHGs' ability to meet members' credit needs. Data on financial intermediation by SHGs and NaRMGs is presently being collected in the new M&E formats.

25. The level of financial support from NaRMGs to individual households and the income earning potential of individual activities supported varies according to the activity chosen. Though the same would even out over the project cycle, this may not be clear to members and may lead to a perception of unfairness. NaRMGs need to be continually guided to ensure that resource allocation is transparent and the criteria are clearly understood by all the members at all times.

26. The Mission recommends that financial activities in SHGs and NaRMGs be strengthened through careful facilitation. Savings levels (presently INR 10 to 100 a month) and meeting frequencies (some groups still meet monthly and others twice) could be increased. NaRMGs and SHGs also need to discuss equity issues in allocating resources and benefit sharing mechanisms for activities managed on behalf of NaRMGs (e.g. village bakeries). As several members are involved in livestock rearing, livestock insurance could be initiated.

27. Federations. Cluster federations (15-25 SHGs/NaRMGs) exist in NERCORMP I and are emerging in new areas. Even as NERCORMP develops a clear strategy and policy with respect to federations, simple measures like streamlining the agenda of federation meetings to include review of each member SHG and NaRMG will enable peer learning and mutual support.

28. Apex organisations or Community Based MFIs. Four apex organisations were formed during NERCORMP I and registered as Societies to provide sustained access to credit to member CBOs. SHG federations and NaRMG Cluster Associations are their members but a majority in the governance structure comprise of DST staff and government administrators. The same DST staff also have executive roles in these organisations, which is a potential conflict of interest. Since the organisations were capitalised through contributions from the community (from revolving fund grants), they should be structured as community owned institutions. As member-owned bodies, their governance ought to be in the hands of SHG representatives with guidance from NERCORMP. Since the apexes may not be able to manage a large corpus on their own, one alternative is to let the funds reside in the SHGs, with the apex primarily functioning as a support and solidarity organisation. The Mission recommends that NERCORMP study each apex carefully with respect to

governance and operations, examine the legal issues and restructure them on a case-by-case basis. NERCORMP should delay its plans to form apexes in other districts until these four are resolved. Restructuring will require long-term technical support from those familiar with SHG federations, such as APMAS in Hyderabad. Resources should be made available for this exercise. Failure of these apexes will adversely affect NERCORMP operations. The Microcredit Officer, some DST staff and federation members may be sent for exposure to successful financial federations, such as GRAM in Andhra Pradesh and Chaitanya in Pune. Ideally, future federating strategy should be aligned to that of NRLM.

Agreed action	Responsibility	Agreed date
7. Strengthen financial management capacities in SHGs, NaRMGs and federations through additional trainings or C2C learning processes.	PSU	31 Aug 2012
8. Arrange exposure visits for concerned staff to successful financial federations, restructure apex institutions and build governance and operational capacities in them with external expert technical support.	PSU	31 Dec 2012

### Component 3: Social Sector Development

29. The overall performance under this component is rated as satisfactory. The Project has commissioned 25 gravity flow drinking water systems (DWS) of 5 000 litre capacity and 2 units of 20 000 litre capacity, respectively, installed 75 km of drinking water pipelines and constructed 1 936 low cost latrines. The physical performance across these activities ranges from 4% (20 000 litre DWS) to 97% of AWPB and the financial performance between 2% to 100%.

30. Access to drinking water was brought out as a key concern by women met in the course of field visits. The problem is particularly acute in villages situated on the ridges with no springs or streams upstream. Alternate strategies such as harvesting rainwater, especially roof water run-off and development of groundwater through hand pumps as is being done in Uttarakhand and Himachal Pradesh need to be explored.

31. As recommended by the previous JRM, the Project needs to map out the community health situation in Project villages, such as access to maternal and childcare services, immunisation, the functioning of NRHM, etc. and the availability of welfare services, such as old-age pension, pensions to widows, benefits to those variously capability challenged, etc. The PRA tools used by the Project do not deal with these; nor are these deliberated upon in the SHGs and NaRMGs. Convergence with government schemes needs to be pursued vigorously as access to services is an everyday need and cannot be addressed through one-time project interventions.

Agreed action	Responsibility	Agreed date
9. Explore alternate sources of drinking water supply, such as hand pumps and rainwater harvesting for villages on ridges.	PSU	31 Dec 2012
10. Conduct a workshop for DST and PNGO staff on available government social sector schemes and their modalities.	PSU	30 Jun 2012
11. Develop community health profiles through PRAs in sample villages and develop strategies for intervention in the sector for inclusion in the Project at the time of MTR.	PSU, DSTs	31 Dec 2012

### Component 4: Rural Roads and Rural Electrification

32. The overall performance under this component is rated as satisfactory. Rural road connectivity, electrification and construction of common facility centers (CFC) are the activities under this component. The Project constructed 4 *kacha* and 6 *pucca* CFCs and 16.31 km of rural roads and installed 1 micro-hydel unit and 8 units of solar power during the year. Except in case of micro-hydel where the physical achievement against AWPB targets was only 2%, achievement in all other activities was 60% to 100% during the first nine months of the year. Overall achievement against AWPB financial targets was 63%. Technical support for road construction is being drawn from government engineers in the districts and is supplemented by the Chief Technical Officer at the PSU who came on board in May 2011.

33. **Convergence.** The Project has developed robust mechanisms at the district for convergence with government schemes, especially MGNREGS in Meghalaya. Dialogue has been initiated in other States and districts to facilitate convergence.

34. There are now government programmes and entitlements covering virtually all the activities being implemented by the Project. While some of the schemes, such as old age pension have limited budgets, annual targets and eligibility conditions, others, such as MGNREGS, NHM, ICDS are universal entitlements and can be availed by all. Further, the implementation architecture of many of these schemes, especially MGNREGS, is similar to the one being followed by the Project. To bring about sustainable changes in management of natural resources and livelihoods it is imperative that village communities under the leadership of NaRMGs, SHGs and traditional Village Authority continue the activities initiated by the Project indefinitely beyond the project period. This can only be done if these community institutions learn the ways and have the experience of drawing resources from government schemes.

35. The coordination mechanisms at the State and Districts to facilitate convergence and other support from government agencies are effective in Meghalaya, less so in Manipur and not active in Assam, though there is overall cordiality and support in all the States and Districts for the Project. These need to be activated with concrete agenda around convergence. The Mission also recommends developing a strategy and revised targets for convergence at the time of MTR.

Agreed action	Responsibility	Agreed date
12. Revitalise the State and District coordination mechanisms and take up the issue of convergence.	PSU	Starting from 30 Apr 2012

#### Component 5: Community-based Bio-diversity Conservation

36. The overall performance under this component is moderately satisfactory. The activities under this component as per project design are protection of sacred groves and promotion of alternative livelihoods for communities living close to ecologically highly fragile bio-diverse areas, such as buffer zones of protected areas. The project has expanded the scope of this component to include community forests or village reserved forests besides sacred groves, many of which are now changing into community conserved areas (CCAs). The project has focused in aided natural regeneration of these CCAs as many of them are at different stages of degradation. The project has achieved 30 ha of aided natural regeneration in the current year against the AWPB target of 26.33 ha. Other activities are regeneration of perennial herbs and shrubs of medicinal value and plantation of miscellaneous species of local value in degraded community forests. The Project has also promoted afforestation as part of forestry development during the current year (20 ha plantations against the AWPB target of 35 ha).

37. The Project is promoting protection of CCAs by proper boundary demarcation of such areas along with putting up appropriate sign boards. In West Khasi Hills of Meghalaya, of the 76 villages under NERCORMP, 3 have demarcated over 6 sq km area as village reserved forests and 51 villages have demarcated private or clan forests over 96 sq km. In the remaining project areas, about 85% of the villages have completed identification and demarcation of CCAs. Villages in different districts have wide range of areas under CCA. In Dima Hasao District of Assam, the average CCAs are 20 ha (e.g. in Riao village) to 1 200 ha (e.g. in Thingdol village). In West Garo Hills of Meghalaya, the CCAs are about 1 000 ha, e.g. in Chisakgre and Dipogre.

38. The NaRMGs in collaboration with the traditional village authority are mandated for proper protection and management of community-based biodiversity conservation areas. In addition to boundary demarcation and putting up proper signboards, the Project is facilitating the NaRMGs to adopt practical ways of protection and management of CCAs. Some NaRMGs are in the process of establishing sub-committees for proper management of CCAs and enforce rules and regulations drawn up through community participation.

39. The CCAs could be linked with government forestry programmes such as the JFM to ensure sustainability. The Project may facilitate informed decisions by communities on linking with JFM after careful consideration of extant notifications. The Project may also guide CCAs about linkage/registration under the provisions of existing Autonomous District Councils (ADCs), particularly in the 6<sup>th</sup> Schedule areas where the ADCs have enacted forest laws (as in Garo/Khasi districts in Meghalaya and Karbi Anglong and Dima Hasao districts in Assam) to strengthen customary rights as legal rights. Wherever plantation forestry has been promoted, the Project may enable the communities to develop working schemes for future harvesting of timber from such areas. This would require educating the communities with NRM laws, particularly forest policies and Acts.

Agreed action	Responsibility	Agreed date
13. Formulate guidelines for preparing participatory management systems for CCAs.	PSU	30 Jun 2012
14. Conduct legal awareness training on NRM laws, particularly forest policies and acts of GoI/States/ADCs for the communities.	PSU & DST	31 Dec 2012

#### D. Project Implementation Performance

40. **Project management performance.** This component is rated as satisfactory. Qualified personnel have been recruited for all positions in NERCORMP at RS/PSU and DS/DST through competitive selection processes. The Project Organogram has a Regional Society (RS) based in Shillong with a Programme Support Unit (PSU) and a District Society (DS) in each district with a Development Support Team (DST). Each Society has its own Governing Board. The last RS Board meeting was held on 28 January 2012 and all the DS Boards met during the reporting period.

41. The Project has constituted the SCCGA in all the three States to achieve convergence of with government programmes. The Manipur SCCGA meeting was held on the 25 March 2011, chaired by the Chief Secretary and attended by line department officials. It resolved to constitute district level convergence committee with DC as Chairman and State level convergence committee with Special Secretary of Planning Department as Chairman. SCCGA in the States of Assam and Meghalaya could not take place as planned. As earlier reported, convergence effectiveness varies across States and Districts.

42. The project has prepared its HR Manual, comprising, *inter alia*, staff service rules and detailed ToR for each of the positions, recruitment rules and procedures for performance measurement and administration. The project has conducted training need assessment for the staff. The Manual may also incorporate the gender policy and practices of the project.

43. Project management functions, such as quarterly review meetings of senior management, preparation of AWPB, submission of progress reports, fiduciary compliances (audit, expenditure statement, WA, etc.) have been carried out on a timely basis. KM strategy, business development and marketing strategy, guidelines for rural infrastructure and community procurement procedures have been prepared. Gender mainstreaming strategy is being drafted.

44. The Project needs to review and update its PIM in the light of implementation experiences and requirements. For example, the section on Communication may be revisited to broaden it as Knowledge Management in the light of KM Strategy that the project has prepared and communication could be a part of the KM function. Similarly, the Gender and NGO section may incorporate gender mainstreaming strategy of the project along with emerging policies, including government policies, that require to be addressed. Additional sections could be added following a review by the Project, such as (a) Project Organisation and Management; (b) Convergence Strategy (particularly focusing on MGNREGS and NRLM); (c) Handholding Strategy (engagement strategy in old project villages); (d) Exit-cum-Sustainability Strategy; and (e) Guidelines for Preparing CRMP. Many of these elements are already in practice in the project and would only require systematic synthesis and coherent presentation.

**45. NERCORMP has attempted gender mainstreaming with respect to staffing in the Project at various levels. All the positions in the PSU and DSTs have been recruited. However, the current gender composition of staff leaves much to be desired, reportedly in spite of best efforts by PSU. Of the 26 key positions in the PSU, only 8 (i.e. 31%) are women. Of the 84 staff in the DST, only 14 (i.e. 17%) are women. PNGOs have a total of 95 staff, of which only 13 (14%) are women. The Project needs to explore ways to recruit and retain more women as Project and PNGO staff.**

Agreed action	Responsibility	Agreed date
15. Update PIM to include new sections on project management, convergence, handholding, exit strategy and CRMP guidelines.	PSU	31 Dec 2012

46. **Monitoring and evaluation.** This section is rated as moderately un- satisfactory. The project M&E system collects activity data from SHGs and NaRMGs for aggregation at the district. The DS' have set up a learning system of monthly review of physical and financial progress. The DS' also report progress based on the RO-AWPB. The Project has collected household baseline

data for all project villages for impact evaluation. All DS' prepare half-yearly and annual progress reports; the information in these reports is aggregated by the RS, leading to a Project Progress Report.

47. An M&E plan to establish the scope and purpose of the M&E system and help develop a coherent and targeted M&E approach is being prepared. Towards this, the DS' are in the process of compiling the information needs of key stakeholders of the Project.

48. Various registers and forms have been introduced at the village level to collect information on project activities and financial intermediation by SHGs. The DS' have introduced an Activity Register to collect physical and financial progress data on investments made by NaRMGs. Some of the NaRMGs are already evaluating project activities including issues on NRM and the environment; the Project could institutionalize such use of the Activity Register for participatory monitoring and evaluation by all NaRMGs. Monitoring data needs to be analysed and interpreted at the DS and the RS quarterly in order to take corrective actions. Implementation planning needs to be undertaken at the DS level to complete work within time and budget. The half-yearly and annual progress reports need to indicate achievement of annual work plans based on analysis of sub-component progress data against annual and appraisal targets. The Project is yet to complete the RIMS baseline and annual outcome surveys and report on Annual RIMS indicators.

Agreed action	Responsibility	Agreed date
16. Initiate participatory M&E by all NaRMGs using data from the Activity Register and modify the Register to capture relevant data.	PSU & DSTs	31 May 2012
17. Incorporate issues arising from analysis and interpretation of MIS data at DS and RS levels in Quarterly Review Reports for corrective action.	PSU & DSTs	From second quarter 2012
18. Incorporate analysis of subcomponent progress against annual and global targets, corrective actions, lessons and best practices in all thematic and cross-cutting areas in Annual Progress Reports.	PSU & DSTs	30 Apr 2012
19. Complete the baseline RIMS and Annual Outcome Survey	PSU	30 Jun 2012

49. **Gender focus.** Overall rating for this component is satisfactory. SHGs and NaRMG are the main vehicles for gender mainstreaming. The general feeling of the community was that the NaRMG, though similar in scope to the all-male traditional village institutions, is an inclusive body, thus presenting a reference point for the traditional institutions to introspect on their composition and functioning. Presently SHGs mainly discuss issues related to lending and borrowing. Women in some villages were involved in cleaning drives on certain days of the year. It was also seen that health remains a big challenge, especially for women. Issues like women's health, family planning and nutrition security need to be addressed through convergence and training.

50. As groups mature, they would be in a position to address more deeply the issues of equity and gender division of roles. To aid this, the draft gender strategy formulated by the Project needs to be reviewed and finalised with concrete implementation plans, including workshops for PSU and DST management personnel and IDOs on gender strategy and gender mainstreaming. Lessons from NERCORMP I should be incorporated in the strategy.

Agreed action	Responsibility	Agreed date
30 Review and finalise the gender strategy and action plan to roll it out and conduct a workshop for all management personnel and IDOs on the same.	PSU	30 Jun 2012
31 Document case studies reflecting attitudinal changes in Village Authorities vis-à-vis inclusion of women and overall impact in decision making processes.	PSU	31 Dec 2012

**51. Poverty focus.** Overall this component is rated satisfactory. Through PRA, the poorest of the poor households were identified by the communities using indicators identified by them. Many households met in the course of field visits could be considered very poor in terms of relative poverty. The Project has managed to cover the poor households in most of the villages, but a few households do get left out. In some cases they are migrating or new households (when a married son moves out) or

**households not interested to join the project, but in a few cases those left out are the poorest, such as women headed households. The Project needs to review targeting performance of activities and devise ways to reach out any poor households presently left out.**

Agreed action	Responsibility	Agreed date
31 Conduct a rapid assessment to understand which households are left out, why some opt out and develop strategies to include them.	PSU	31 Aug 2012

52. **Effectiveness of targeting approach.** Overall this component is rated satisfactory. Following a cluster approach, villages neighbouring NERCORMP I villages were taken up. In a few cases villages with a long standing request to be included in the project from the time of NERCORMP I were also added even though they did not fall into the cluster. Identification of villages in Ukhrul district in Manipur (with the most difficult and unsafe terrain) was done by foot by the DST staff who spent 45 days moving from village to village to assess their poverty levels.

53. **Knowledge management.** Overall this component is rated moderately satisfactory. The Project has developed a KM strategy and action plan. All staff have been given preliminary exposure on understanding KM and the project strategy in meetings and workshops. KM Focal Points (KMFPs) have been identified in all the districts. Some of them have attended the KS Asia training on KS tools and techniques, ToT on case tools and techniques and writing workshop in Nepal under the IFAD grant to FAO. A case study write-shop was conducted for the KMFPs and the product is due to be published. The Project issued handy cams to each district after training the KMFPs on video documentary and has institutionalised a process of getting a video from each district every quarter. The knowledge function is often relegated to a lower priority due to the workload, though it can contribute much towards internal learning and improve effectiveness. The monthly meeting between DSTs and PNGOs, a potential occasion to exchange experiences and draw lessons, is only of a day's duration, leaving little space for such exchanges. Many events are initiated by the RS but robust learning systems and processes are yet to be developed. NERCORMP is also on the IFAD Asia Portal.

54. The main learning event for the community is the NEAT Fest organised every year by the Project. The theme for the 2011 event was "upland rice varieties" and a variation of Community to Community (C2C) KS technique was used for discussions among the different ethnic groups of women on growing indigenous rice varieties.

Agreed action	Responsibility	Agreed date
32 Revise the KM strategy and action plan; and conduct DST and Project level workshops to share and consolidate lessons.	PSU	30 Jun 2012

55. **Partnerships.** This component is rated as moderately satisfactory. NERCORMP's closest partnership is with the PNGOs. Though NERCORMP has now allowed flexible use of funds by PNGOs to take care of their administrative costs, there is little scope for corporate participation of PNGOs in NERCORMP as only three staff are paid for. Building PNGO capacities is an important investment for the region to replicate grassroots development processes and deepen the impact of NERCORMP, such as through convergence. As some of the PNGO staff are local and include SHG and NaRMG members from NERCORMP I, building their capacity will enable communities to benefit from their services. NERCORMP therefore needs to explore ways to support the PNGOs besides compensating them for community mobilisation. The decision to engage them to conduct training and compensate them for the same is a step in the right direction.

56. The Project conducted orientation for the staff of NERLP. Partnerships with Slow Food International and Indigenous Partnerships on Agro-biodiversity and Food Sovereignty have been established. The Project is collaborating with MANIREDA in Manipur to promote micro-hydel and biogas units.

57. Partnership with government agencies vary across districts. There is extensive convergence with government programmes in West Garo Hills but no so in others. NERCORMP also needs to define some dos and don'ts for partnering. For example, there are requests from the administration in Meghalaya to take up NRLM implementation through the District Societies. The Regional Society needs to take an informed view of the same taking into account how this will affect future convergence options for SHGs and federations formed under NERCORMP.

## E. Fiduciary Aspects

58. **Financial management.** Overall performance in the component is rated moderately satisfactory. The accounts of the Regional Society are maintained in Tally ERP 9 software. The component-wise and category-wise budget released and utilization details are maintained and reconciled. Adequate documentation for payments is available in the vouchers and also on the file. Proper authorizations for all the financial transactions are obtained on the file. Advances to staff for programme related expenditure are strictly settled within 7 days from completion of the activity. Sufficient internal controls are in place and practiced. The RS has obtained the Board's approval to use a part of the bank interest accrued towards project management expenses.

59. Cash balance and denominations are verified on daily basis. Bank reconciliation is done on monthly basis. Withdrawal applications on the basis of utilization are prepared and submitted to the Controller of Aid, Accounts & Audit (CAA&A), DEA, GoI quarterly with breakup of expenditure. Withdrawal applications are prepared manually using the component-wise/category-wise expenditures maintained in excel sheets. In the Tally software, budgetary control is not used. Budgetary control is practiced at the component-level with the help of excel sheets. The Mission recommends introduction of budgetary controls at activity level using the Tally Software.

60. Financial management of the Ukhrul District Society is moderately unsatisfactory. The accounts are maintained manually and ledger balances are fed into the excel sheet for component-wise and category-wise reporting quarterly to the RS. Expenditure vouchers are loosely kept and not filed properly and there is a risk of loss of the same. Except fund transfers to NaRMGs, all other payments are made by cash. There is no system of maintaining advances to staff for various programme activities and pending advances cannot be accurately followed up and reconciled. Bank reconciliation statement is available only for 3 months in the current financial year. Cash balance is kept without maintaining a register and records of verification of cash balances are not available. The Mission was informed that accounts training of NaRMGs is done by the DST Finance Staff, which reportedly occupies two-thirds of their time every month.

61. Financial management of the Senapati District Society is moderately satisfactory. Accounts are maintained manually, though the Tally Software was installed and is available. The Mission was informed that the software is not used because of insufficient training and also the insistence of the Statutory Auditors (office of AG) on manual registers. The Mission was also informed by the Director (Finance) that in spite of the follow-up by the Managing Director with the Office of AG in this regard, the auditors refuse to accept computerized accounting. The Mission proposes to take it up with the DEA, Ministry of Finance, GoI. Staff advances register is maintained and the practice of settlement of advances within the financial year is followed. Staff advances are paid through bearer cheques. The Mission recommends that the RS' practice of settlement within 7 days of completion of the activity to be introduced and enforced in all the DS'.

62. Records at NaRMG level are generally maintained well though the standard varies across groups. There are some issues like beneficiaries not signing the loan register, carry forward errors, etc. The difference in performance is more evident in the case of NaRMGs facilitated by new PNGOs as the capacity of the communities primarily depends on PNGO facilitation support.

63. The internal audit of NaRMGs and the District Societies are done by the Internal Auditors in the DS'. The RS has circulated a format for submission of the internal audit observations, but this is not followed. The Mission recommends that as an internal control measure, the internal audit of a particular DS be done by the Internal Auditor from other DS' on a rotation basis. The internal audit report of the DS thus prepared should be submitted directly to Director, Finance in the RS.

64. In 2010-11, the project achieved 73.79% against the budget and during the current year achievement up to December 2011 is 53.49%. Project activities are as per the approved AWPB and the coherence is maintained. For the programme year 2012-13, the project has proposed an outlay of INR 418.73 million, including community contribution and bank credit.

65. **Disbursement.** Performance under this section is rated as moderately satisfactory. Disbursement of IFAD funds has vastly improved since the previous JRM. The Project has achieved a disbursement rate of 17.82% for the expenditure reported up to September 2011. This translates to 81% of the Project Disbursement Profile for the Project for PY-2. The Project has submitted a WA for INR 28.424 million for the period October-December 2011 to CAA&A on 20th February 2012, which is yet to be forwarded to IFAD for disbursement. Taking into account the last WA and the projected expenditure for the last quarter, the acceptable disbursement rate would match the PDP. The disbursement of IFAD funds is through statement of expenditure routed

through the replenishment of designated account maintained at Reserve Bank of India and reimbursement procedures.

66. **Counterpart funds.** Performance under this section is rated as highly satisfactory. As per the financing agreement, GoI/NEC provides advance funds to the Project as per the approved AWPB. As per the DPR, the GoI/NEC will provide INR 600 million as counterpart funds and INR 313 million as parallel financing through convergence of existing government schemes. In addition, GOI/NEC will make available INR 300 million as additional resources to provide handholding support to the old project villages. Till now, GOI/NEC has provided advance funding of INR 621.50 million and the share of the counterpart funding is INR 146.85 million. In addition, the Project has achieved convergence with existing government schemes to the tune of INR 68.90 million (22% of the target). Advance funds are released at the start of the financial year and no difficulties are envisaged in accessing funds.

67. **Compliance with loan covenants.** Performance under this section is rated as satisfactory. The project has complied with all the loan covenants that are due.

68. **Procurement.** Performance under this section is rated as moderately un-satisfactory. Procurement of goods, works and consultancy services under the project are done as per IFAD project procurement guidelines. Procurement is done as per the approved procurement plan for the relevant programme year. Procuring entities are the RS, DS' and community organizations (NaRMG). The prior review threshold of procurement is USD 100 000 for goods and works and USD 50 000 for consultancy services. As most of the procurement is at the NaRMGs spread across 3 States, these will be reviewed on post-review basis.

69. Procurement of goods and services in the RS is generally done by inviting quotations or local competitive bidding for which advertisement is inserted in local newspapers and details uploaded in the Project website. Generally, the procurement process is transparent with good quality of documentation. However, certain gaps were observed which should be rectified in future procurement decisions. Improvement is required in the fixed assets register by including serial numbers of assets wherever available.

70. Awareness of procurement principles is limited in the DS'. Generally, procurement of goods is done through collection of quotations. Assets register is not maintained properly. The Mission was informed that most often the finance unit was not involved in the procurement process; hence gaps in the procurement process occur. Though procurements are as per plans, moderate difficulties were seen in the application of procedures and in documentation, for which corrective action is required. The Mission recommends that refresher training on procurement be conducted for the district staff. Community procurement methods may also be re-emphasised so that the knowledge could be passed on to the communities for compliance.

71. **Audit.** Performance under this section is rated as moderately satisfactory. Auditing of the RS, DS' and CBOs is done by independent auditors. The RS has engaged auditors from the panel of auditors selected through QCBS. The DS auditors also audited the books of accounts of NaRMGs and SHGs. The audit report for the 2010-11 was submitted within the timeline. The financing agreement had specified settlement of the audit observations pending for more than 12 months as an additional general condition for withdrawal and this was complied with along with submission of the audit report for 2010-11. Responses to audit observations of the auditors were submitted and verification obtained. Audit log is maintained at the RS as well as DS level. The audit report for 2010-11 is unqualified and generally complies with the IFAD requirement of financial statements. Compliance to IFAD requirements of reporting will have to be done in next year's audit report. As the project expenditures are pre-financed by the government, the trail of IFAD funds cannot be fully segregated and identified. The audit of the Designated Account is done by the Office of the Comptroller General of India and the report for 2010-11 has been received.



Agreed action	Responsibility	Agreed date
30 Ensure record keeping and maintenance of registers/documentation at DS' as per financial management practices, emphasizing internal controls; change the internal audit procedure for DS'.	PSU	30 Jun 2012
31 Introduce Tally software in the Districts where accounts are being maintained manually with adequate training for the staff	PSU	30 Jun 2012
32 Conduct refresher training on procurement processes for DST staff; DST staff to sensitise NaRMGs on community procurement methods.	PSU, DST	30 Jul 2012

## F. Sustainability

72. **Institutional sustainability.** NERCORMP has developed an exit and sustainability strategy encompassing SHGs, federations, apex bodies of CBOs, NaRMGs, District and Regional Societies. SHGs are more likely to sustain than NaRMGs as the former have an on-going savings and credit function while NaRMG operations will shrink in the post project period unless convergence is established. Apexes established during NERCORMP I as community based MFIs have low chance of sustaining organisationally and financially and need to be restructured. Promotion of similar apexes is envisaged for sustained access to credit; this needs to be reviewed in light of the NERCORMP I experience. Development of resource centres in districts may be useful provided adequate demand for such services is stimulated through project activities, practices for payment of services are established and service provision is decentralised given local geographical constraints. If the RS takes on a commercial role as proposed, it would need a professionally managed transition, appropriate human resources and a viable business plan, none of which is in place yet. Also, it is not clear why a multi-State commercial organisation (a company) is needed.

73. **Social sustainability (Empowerment).** Formation of SHGs and NaRMGs has set in motion processes of interaction among individuals across households, participatory planning and execution of plans. Opportunities for women to participate in village development activities have been created. These processes will enhance empowerment. The CBOs will need to be nurtured further and guided towards taking on more complex socio-economic roles, including advocacy within and outside the community. Capabilities of facilitators in PNGOs and DSTs charged with the responsibility of nurturing CBOs need to be enhanced so that they are able to facilitate the CBOs towards taking on more complex roles.

74. **Economic and financial sustainability.** Convergence with government programmes, further strengthening of the NaRMGs, SHGs and their federations is required to ensure economic and financial sustainability of activities promoted by the Project. Integrated and holistic development of natural resources, the basic source of livelihoods, would require much larger investments than available from the Project and adequate technical capabilities among PNGOs and CBOs. Finances can be mobilised from MGNREGS while technical capability would need to be built in the course of implementing this project.

75. **Technical sustainability.** Technical support is presently being obtained from government departments. Project participants are being trained in livelihood activities new to them. Further training would need to be provided as project activities pick up momentum, for example in managing horticulture plantations, bio-diversity conservation, livestock rearing, irrigated agriculture, etc. While government departments can provide extension inputs and help in designing larger projects, such as roads and irrigation structure, they typically are not geared to provide on-going production servicing support and day-to-day problem solving. The Project would therefore need to develop community-based resource persons (CRPs) to assist village communities in these areas. As and when intensive NRM activities get initiated, the Project would need to develop CRPs for planning, measurement of works and implementation.

76. **Environmental sustainability.** Bio-diversity initiatives being taken by communities and certain project activities, such as horticulture, will positively impact environmental sustainability.

Integrated natural resource management approaches recommended in this Aide-mémoire will enhance environmental sustainability and need to be followed.

**77. Exit strategy.** NERCORMP's Project Formulation document identified quick exit of PNGOs as a cause of poor maturation of CBOs. This issue remains in the current design. The Project has prepared a paper on exit strategy with broad proposals, such as incorporating the RS as a company. The strategy paper lacks detailed feasibility projections, business plans and a clear rationale consistent with the nature and scope of present activities. It needs to be reworked with concrete plans and viability projections. Convergence with government programmes would significantly enhance sustainability and could be a key element of exit strategy, especially since the activities being promoted by the project are eminently scalable, would need to be continued for many years beyond completion of the project and can be financed through convergence.

Agreed action	Responsibility	Agreed date
33 Further refine the exit strategy, spelling out details and time lines.	PSU	31 Dec 2012
34		

### G. Impact

**78. Physical and financial assets.** SHGs and NaRMGs have been provided with revolving funds and are using the same effectively to take up economic activities as well as meet household contingencies, such as ill health. Women met in the course of field visits cited this as a key benefit from the project. Physical assets include basic amenities, such as Low Cost Toilets, drinking water systems, access roads, solar lighting and micro-hydel systems for electrification, as well as livelihood enhancing assets such as irrigation facilities, livestock and horticulture.

**79. Food security.** Significant increases in food production are yet to occur as the project is in early stages of implementation. However, activities such as livestock rearing, cultivation of vegetables and spices, paddy-fish culture, SRI in wet terraces and micro-irrigation provide encouraging evidence of livelihood diversification and improved productivity. Detailed data on outcomes and impact is not yet available as the project is in early stages of implementation.

**80. Increase in incomes.** Sectoral income generating activities have led to modest increases in incomes for households so far covered. Detailed data on the income increases is not yet available as the project is in early stages of implementation.

**81. Policy impact.** It is too early to assess policy impact. However, NEC has decided to commission a study to document replicable lessons from NERCORMP and its policy impact. RFP for the same is due to be floated.

**82. Other impacts.** Village communities are for the first time able to participate in making their own development plans. Women are able to participate in planning for development and in formal village forums.

## H. Conclusion

83. The Project has made strong progress in setting up operations and establishing outreach in remote villages. A large number of CBOs (SHGs and NaRMGs) have been promoted and sectoral livelihood activities initiated, besides creating infrastructure for basic services such as drinking water and sanitation. There is considerable goodwill among village communities towards the Project and appreciation for its participatory and transparent ways of working. A strong base for implementing project activities has thus been created. The activities being promoted by the Project are highly scalable and replicable.

84. Traditional resource management practices are under considerable stress. Much more attention, therefore, needs to be paid to **integrated natural resource management** to ensure robust and sustainable livelihoods as communities lack the resources and technical know-how to do so on their own.

85. Strong **convergence** with government programmes has been achieved in Meghalaya. The same needs to be pursued vigorously, both to mobilise additional resources for the project as well as to ensure that communities can continue to build on development activities and processes triggered by the Project in the post-project period.

86. The Project needs to further refine the **exit strategy** with a rationale consistent with the activities being promoted, viable plans and time line to ensure continuance in the post-project period of the change processes triggered by it.

87. The Project needs to review the performance and viability of the four **CBMFIs** promoted during NERCORMP I, suitably restructure them and incorporate lessons in developing future strategy for promoting federations.

88. **MTR** for the project is due before 11 July 2013. Since appraisal for the project was not carried out as it is a Refinance Project, MTR could be an occasion to critically review the design, including restructuring of budgets, expanded scope for convergence and inclusion of new activities, such as youth development. The Project needs to prepare plans for such a review in the course of the coming year.

89. With the course corrections recommended in this Aide-Mémoire, the Project is likely to be implemented in a timely manner and meet its objectives. NEC's agreement to undertake a critical review and analysis of the **policy impacts** of the NERCORMP by engaging a professional agency/third party is also highly appreciated.

## Notation

This Aide-mémoire is endorsed as the official document of the proceedings of the wrap-up meeting held on 16 March 2012 at Shillong, Meghalaya, India, chaired by the Secretary, North Eastern Council, Ministry of DoNER, Government of India as Representative of the Borrower. The main findings of the JRM have been discussed with the IFAD Mission members and Project Staff.

## Appendix 1: Summary of Project Status and Ratings

### A. Basic Facts

Country	India		Project ID	1040	Loan/ Grant No.		794 - IN
Project	North Eastern Region Community Resource Management Project for Upland Areas (NERCORMP II)				Supp. Loan/Grant		
Date of Update:	14-Apr-20	Last Supervision	Mar 2011		Financing terms		HC
Supervising Inst.	IFAD	No. of Supervisions	1				
					USD million	%	Disb. Rate %
Approval	12-Jul- 2010	Quality at entry rating		Total costs			
Agreement	12-Jul- 2010	Effectiveness lag		IFAD loan (calculate d \$1 = INR 45)	21.11	55.8 9	3.30 (15.6%)
Effectiveness	12-Jul- 2010	Problem project		IFAD Grant			
MTR	11 – Jul- 2013			Govt of India	13.33	35.2 9	3.26 (24.5%)
Current completion	11- Jul- 2016	Last Amendment					
Current closing	11- Jan – 2017	Last Audit	9-Sep- 2011	Bank	2.00	5.30	0
No. of extensions	-			Beneficiary es	1.33	3.52	0.24 (18.1%)
				Private Sector			
				Total	37.77	100	6.80 (18.0%)

### B. Project Performance Ratings

<b>B.1 Fiduciary Aspects</b>	<b>Last</b>	<b>Current</b>	<b>B.2 Project implementation progress</b>	<b>Last</b>	<b>Current</b>
1. Quality of financial management	<b>3</b>	<b>4</b>	1. Quality of project management	<b>4</b>	<b>5</b>
2. Acceptable disbursement rate	<b>1</b>	<b>4</b>	2. Performance of M&E	<b>2</b>	<b>3</b>
3. Counterpart funds	<b>6</b>	<b>6</b>	3. Coherence between AWPB & implementation	<b>1</b>	<b>4</b>
4. Compliance with loan covenants	<b>3</b>	<b>5</b>	4. Gender focus	<b>3</b>	<b>5</b>
5. Compliance with procurement	<b>5</b>	<b>3</b>	5. Poverty focus	<b>4</b>	<b>5</b>
6. Quality and timeliness of audits	<b>3</b>	<b>4</b>	6. Effectiveness of targeting approach	<b>4</b>	<b>5</b>
			7. Innovation and learning (KM)	<b>2</b>	<b>4</b>

B.3 Outputs and outcomes  (Calculated \$1 = INR 45)			Allocated budget (USD million)	% of total	Cumulative expenditure till 31.12.2011 (USD million)	Last	Current
1. Capacity Building of communities and participating agencies			2.58	6.83	0.74	3	4
2. Village Development Fund/Livelihoods						3	4
3. Community Biodiversity Conservation			1.18	3.12	0.12	3	4
Total			37.77	100	6.56		
B.4 Sustainability	Last	Current	B.5 Impact			Last	Current
1. Institution building (organizations, etc.)	3	4	1. Physical/financial assets			4	4
2. Empowerment	3	5	2. Food security			4	4
3. Quality of beneficiary participation	3	4	3. Increase in incomes			-	4
4. Responsiveness of service providers	2	4	4. Policy impact			-	4
5. Exit strategy (readiness and quality)	4	3					
6. Potential for scaling up and replication	3	5	B.6 Partnerships			-	4
B.7 In-loan grant (only if applicable and if funding specific activities not funded by the loan)						Last	Current
[Describe main achievements and issues]							
C. Overall Assessment and Risk Profile						Last	Current
C 1 Overall implementation progress (Sections B1 and B2)						4	4
C 2 Likelihood of achieving the development objectives (section B 3 and B4)						4	4
Rationale for implementation progress rating							
The overall implementation progress rating is moderately satisfactory (though the performance has improved significantly as compared to the last review). All staffs in PSU, DST and partner NGOs are now in place; AWPB has been prepared and submitted as per IFAD’s RO-AWPB format; activities have been identified, planned and target sets on the basis of bottom-up community resource management plan, which in itself is at various level of completion and quality, but within the overall objectives of the project. The financial management systems are in place; M&E systems are much improved, though RIMS survey is yet to be completed. The coherent between AWPB and implementation progress has improved much given the socio-geographical challenges of the region. Community ownership of the programme activities as well as implementation pace and quality at the community levels are satisfactory.							
Rationale for development objectives rating							
Support provided by LPA (NEC) is highly appreciable, though supports from State Govts remain at variance. With appropriate staffs capacity building strategies the performance and motivations of the staffs could be enhanced; the quality of NGOs performance too could be further enhanced through appropriate strategic guidance from PSU and DSTs. Change makers within the communities are being identified and their capacities to be more effective community leaders are being addressed by the project.							
C 3 Risks							

Fiduciary aspects	Need for improving quality of record keeping and maintenance of registers / documentation as per standard FM practices with emphasis on internal control systems in the DSTs; need for use of Tally software with capacity building for respective DSTs staffs; refresher procurement required for DSTs; more practical approach to community procurement methods.
Project implementation progress	Two programme districts (both the districts in Assam) remain unpredictable with internal low intensity conflicts or group rivalries often leading to bandhs; such situations could impact project implementation progress. Capacity of selected staffs, NGOs and community leaders need to be addressed that could otherwise impact implementation progress.
Outputs and outcomes	Staff and NGO ability to think and act out of box as per community demands and needs on the basis of integrated natural resources principles remain much to be desired; technical line department support too remain weak.
Sustainability	Convergence with national flagship programme such as MGNREGS at village level remain weak; capacity of CBOs particularly NaRMGs to manage itself as an organisation need strengthening; closer understanding and liaison between traditional village institutions and CBOs require strengthening; diversity of land tenure systems is a challenge, yet there is the needs for practical solution for equitable land access and distribution for land-based livelihoods sustainability; technical interventions both for planning and implementation at village level need strengthening from project; SHGs capacities for full utilization of their revolving funds remain weak due to inherent remoteness and illiteracy.

#### D. Follow-up Action

Issue/ problem	Recommended Action	Status/ Timing
Exit cum Sustainability Strategy	The document prepared needs to be made practically workable with timeline for implementation or adoption. Convergence with MGNREGS (and other programmes such as NRLM) at village level could be one the best sustainable strategy for exit of the project; towards this end, the capacity of NaRMGs need further attention. Strengthen coordination with state government and line departments.	Action initiated by 01 Apr 2012 and concluded by 31 Dec 2012
Convergence	Convergence is another strategy for sustainability and exit. Project has convergence target for finance; convergence is also needed at planning and implementation stage. Convergence with national flagship programme such as MGNREGS and NRLM would in turn ensure sustainability beyond the project life. NaRMGs need further capacity for convergence to take effect at village level such as planning and implementation for MGNREGS. Policy support and strategic guidance from PSU and DST to communities or NaRMGs require further attention.	Review achievements quarterly, particularly convergence with MGNREGS starting from June 2012.
Project management	Project Implementation Manual requires revision.	Complete by 31 Dec 2012
Fiduciary	Need for improved internal control in the DSTs along with improved record keeping and documentation as per FM practices; tally software in the DSTs; refresher procurement training for the DSTs.	Complete by 30 Jul 2012
Capacity building of CBOs (SHGs and NaRMGs)	Finalize project strategy for federations of CBOs; address the capacity building of CBOs in organisational management and life skills.	Conclude by 30 Sep 2012

Gender Mainstreaming	Gender strategy needs to be complemented with gender action plans; document women empowerment and participation in decision making.	Complete by Dec 2012
Knowledge Management	KM strategy needs to be complemented with actions by organising knowledge and learning events	Completed by Dec 2012
Monitoring and Evaluation	Improve M&E system at the CBOs levels such as by introducing activity register for participatory M&E; analysis of progress data in all sectors in progress reports.	Initiate action by Apr 2012
Livelihoods enhancement	Revisit CRMPs to upgrade into INRM; strategies for youth as target groups need to be initiated.	Complete by 31 Dec 2012
Social sector development	Explore alternative sources of drinking water supply; enhance staff & community awareness on social sector schemes of the govt; strengthen focus on health, sanitation and nutritional issues.	Complete by 31 Dec 2012
Rural infrastructures	Strengthen community maintenance processes of village/rural infrastructures; development guidelines for the same.	Complete by 31 Dec 2012
Community biodiversity conservation	Provide guidelines for management of CCAs; conduct legal literacy for communities particularly on NRM laws and regulations.	Complete by 31 Dec 2011

**Appendix 2: Progress Against Previous Mission Recommendations.**

<b>Action Area</b>	<b>Action Agreed</b>	<b>Agreed Date for action to be taken</b>	<b>Whom</b>	<b>Progress in completion of action</b>
Overall assessment of project implementation progress	1. Regroup the cost table items along generic/sectoral heads	31 Mar 2011	PSU	The project cost table has been relooked and complied as recommended. Flexibility within each sub component is also followed.
	2. Review agreements with implementing partners (PNGOs) with respect to remuneration and its structure, and specifying needed qualifications, skills and competencies of their staff based on a clear assessment of tasks to be performed.	30 Jun 2011	PSU	Action Taken: The project has agreed to the PNGOs to determine their own remuneration.
Capacity building of communities and participatory agencies	3. Organise a Project level workshop to closely study the Project and develop strategies for its participatory implementation.	30 Apr 2011	PSU	Action Taken: Workshop organized with project staff. Project implemented as per developed strategies in participatory mode.
	4. Organise 3 day training-cum-workshop on building community based institutions for PSU, DST, SOs.	31 May 2011	PSU	Action Taken: Workshops organized district wise
	5. Conduct detailed orientation for PNGO and DST staff on project objectives, strategies and approaches in each district.	30 Apr 2011	PSU	Action Taken: The same has been done for the DST at PSU and PNGOs at the district level
	6. Organise a generic training of trainers programme in each district (with technical support) to enable DST and all NGO staff to gain effective participatory training skills.	31 May 2011	PSU	Action Taken. ToTs on specific sectors have been carried out at the district level



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Economic Livelihood Activities	7. Conduct field-based hands-on training (with technical support) for PSU, DST and NGO staff in at least one village per district to develop CRMPs with an NRM perspective through a participatory process.	30 Jun 2011	PSU	Action Taken. Hands on training for PSU, DST & PNGOs have been carried out in all project districts
	8. Carry out PRAs again to re-work the CRMPs	30 Sep 2011	PSU, DSTs & NGOs	Action Taken. Project has revisited the PRA and improved the CRMPs of the old and new villages.
Revolving Fund and Microcredit	9. Conduct a detailed evaluation of CBMFIs to understand governance, operations, financial management and MIS	30 Sep 2011	PSU	Micro Credit Officer had conducted a detail study on CBMFIs & appropriate actions are being adopted for improvement
	10. Develop suitable M&E systems for SHGs and NaRMGs as tools for monitoring, reflection and learning	30 Sep 2011	PSU	Project has designed an M&E system for both NaRM-Gs and SHG for monitoring project activities, reflection and learning and has been operationalised.
Social Sector Development, Rural infrastructure, Community - based bio-diversity conservation, convergence	11. Revisit the Logframe to include outcome and impact indicators in social sector such as incidence of water and vector-borne diseases, incidence of HIV/AIDS, access to safe childbirth, immunisation coverage, access to old-age pensions, enrolment and retention of children in schools, etc.	30 Jun 2011	PSU	Action Taken (appropriate indicators have been incorporated in the log frame)
	12. Develop guidelines for investment in rural infrastructure, including indicators for quality assessment and maintenance framework by the communities.	30 Jun 2011	PSU	Action Taken (Guidelines finalized and manual is under publication)

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	13. Document good practices in community-based natural resource management / biodiversity conservation, including agro-biodiversity; develop action plan for strengthening inter-community learning system on biodiversity and natural resource management.	30 Sep 2011	PSU, DST & PNGOs	Ongoing progress. Community to community learning workshop on adaptation to climate change and biodiversity conservation has been carried out. Inter district exposure visits on biodiversity conservation practices have also been organized
	14. Develop an approach and strategy for convergence including revamping of State Level Coordination mechanism.	31 May 2011	PSU	Action Taken: Meetings have been held with State Coordinating Committees for convergence with government activities which has resulted in improved convergence at districts
	15. Incorporate convergence goals into AWPB process and in M&E systems	30 Apr 2011	PSU	Action Taken and efforts are being made to include more convergence activities
	16. Collate and disseminate information about government schemes to DSTs, NGOs and CBOs	31 Mar 2011	PSU & DSTs	Action in progress. Govt. schemes are being made aware to the Project Managers during the district coordination meetings chaired by the DCs and the same is being imparted to the PNGOs & communities
	17. Formulate partnership strategy for effective collaboration in community-based biodiversity conservation and train communities on aspects of convergence	30 Sep 2011	PSU, DST & PNGOs	Action Taken: Communities have frames rules & regulations for improved biodiversity conservation and efforts are being made to converge with JFMCs
Project management performance	18. Recruitment of GNC, MCO and TC (civil/rural engineer) in PSU and PTO in West Khasi Hills DST and BDO in Karbi Anglong DST.	31 Mar 2011	PSU & DST	Action Taken. Recruitment of all vacant posts completed
	19. Revisit Human Resource Development Policy including training need assessment of staff at PSU, DST & NGOs	30 Jun 2011	PSU	Action Taken (Human resource policy prepared & training needs assessment completed)
	20. Orientation of stake-holders of the project on the policy of FPIC and various	31 Mar 2011	PSU & DST	Action Taken. Orientation of stakeholder workshop conducted and the project

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	national/local laws relating to natural resources particularly forest and biodiversity.			recently received the tool kits from IFAD
Monitoring & Evaluation	21. Develop a robust M&E Plan and System to capture key elements of programme components as outlined in the logframe for project management, decision making and knowledge management.	30 Jun 2011	PSU	Action in progress (M&E plan formulated)
	22. Sharpen project skills on RO-AWPB including trainings on RIMS and Annual Outcome Survey methodologies in order to roll out these requirements on time.	30 Apr 2011	PSU	Action Taken. All project districts are preparing budgets and also reporting in prescribed RO-AWPB format. Project will be carrying out RIMS survey by this year
Gender Focus	23. Develop a gender mainstreaming strategy for project interventions and Project Management (with technical support)	30 Sep 2011	PSU	Gender mainstreaming strategy has been completed
Knowledge Management	24. Operationalise the KM Strategy (e.g., to establish a system of community discussion forums on sustainable relationship between NaRMGs and traditional institutions), and use outcomes for learning	30 Jun 2011	DST & PNGOs	Action in progress (training to project staff on KM has been duly carried out)
Financial Management	25. Updating of all pending accounting entries, bank reconciliation, advances settlement	15 Mar 2011	PSU & DST	Action Taken
	26. Physical verification of Fixed Assets	31 Mar 2011	PSU & DST	Action Taken (completed)
	27. Setting up of information management system and finalization of the PIM	31 Mar 2011	PSU	Action Taken (completed)
Sustainability	28. Exit strategy developed by the Project should be revisited along with DST, PNGOs and Communities so as to make it truly integrated into the activities of all levels of stakeholders.	30 Jun 2011	DST & PNGOs	Action initiated and ongoing process

**Appendix 3: Financial: Actual financial performance by financier;  
by component and disbursements by category**

Table 3A: Financial performance by financier

Financier	Approval (INR '000)	Disbursements (INR '000)	Per cent disbursed
IFAD loan	950,000	148,361	16%
IFAD grant			
Co-financier/GoI	600,000	146,849	24%
Government			
Total	1,700,000	305,832	18%

Table 3B: Financial performance by financier by component (INR '000)

Component	IFAD loan			IFAD grant			Co-financier/GoI			Financial Institution Support			Community Contribution			Total		
	Approval	Actual	%	Approval	Actual	%	Approval	Actual	%	Approval	Actual	%	Approval	Actual	%	Approval	Actual	%
Strengthening capacity of Participating Agencies	37,000	10,158		0			79,000	23,345		0	0		0			116,000	33,503	
VDF - Livelihood Enhancement and Development	610,000	112,356					111,000	28,089		90,000	0		44,000	6,567		855,000	148,412	
VDF- Social Sector Development	60,000	6,602					20,000	1,651		0	0		3,000	1,031		83,000	8,784	
VDF- Village Road and Rural	200,000	15,329					50,000	3,832		0	0		13,000	3,024		263,000	21,285	

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Electrification								
Community Biodiversity Conservation & Communication	43,000	3,916		10,000	1,447	0	0	53,000 5,363
Project Management	0	0		330,000	88,485	0	0	330,000 88,485
<b>Total</b>	<b>950,000</b>	<b>148,361</b>		<b>600,000</b>	<b>146,849</b>	<b>90,000</b>	<b>0</b>	<b>1,700,000 305,832</b>

	<b>Total Target</b>	<b>Achieved till 31.12.11</b>	<b>Achieved (%)</b>
Convergence with other agencies	INR 31,34,00,000	INR 6,89,00,337	21.98%

Table 3C: IFAD loan disbursements (INR, as at 31-12-2011)

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I	Civil Work	16,04,00,000	0	0	0	16,04,00,000	0%
II	Training, technical Assistance & Consultancy	11,00,00,000	0	94,40,445	12,70,270	9,92,89,285	9.74%
III	Revolving Fund	51,30,00,000	0	6,48,61,713	1,27,46,416	43,53,91,871	15.12%
IV	Village Development Fund	55,16,00,000	0	4,57,00,354	1,44,07,734	49,14,91,912	10.90%
NIL	Incremental Operating Cost	0	0	0	0	0	
	Initial deposit						
	Total	133,50,00,000	0	12,00,02,512	2,84,24,420	118,65,73,068	11.12%

**Figure 1: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement**

**Appendix 4: Compliance with financing agreement covenants: Status of implementation**

Section/Covenant	Deadline	Compliance Status and Date
SECTION 7.01 (b)(i) <i>Annual Work Plans and Budgets</i> . (a) The Project shall be implemented on the basis of an Annual Work Plan and Budget (AWPB). The LPA shall prepare the a draft AWPB based on the draft AWPBs prepared by the various Project Parties. Each draft Project AWPB shall include, among other things, a detailed description of the planned Project activities during the coming Project Year, a Procurement Plan and the sources and uses of funds. (ii) Before each Project Year, the LPA shall submit the draft Project AWPB to the Fund for comments no later than sixty days before the beginning of the relevant Project Year. If the Fund does not comment on the draft Project AWPB within thirty days of receipt, the AWPB shall be deemed acceptable by the Fund.	January 31, 2012	Complied with  Complied with – January 31, 2012
SECTION 7.05 <i>Procurement</i> . 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.	Ongoing	Complied with
SECTION 7.08 <i>Insurance</i> . (a) The Borrower/Recipient or the LPA shall insure all goods and buildings used in the Project against risks and in such amounts as shall be consistent with sound commercial practice. (b) The Borrower/Recipient or the LPA shall insure the goods imported for the Project which are financed by the Financing against hazards incident to the acquisition, transportation and delivery thereof to the place of use or installation in accordance with sound commercial practice.	Ongoing	Complied with
SECTION 7.11 <i>Key Project Personnel</i> . The Borrower/ Recipient or the LPA shall appoint the Project Director and all other key Project personnel in the manner specified in the Agreement or otherwise approved by the Fund. All key Project personnel shall have qualifications and experience specified in the Agreement or otherwise approved by the Fund. The Borrower/ Recipient shall exercise best efforts to ensure continuity in key Project personnel throughout the Project Implementation Period. The Borrower/Recipient or the LPA 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 appropriate.	Ongoing	Complied with

Section/Covenant	Deadline	Compliance Status and Date
SECTION 7.13 <i>Allocation of Project Resources.</i> The Borrower/ Recipient and the Project Parties shall ensure that the resources and benefits of the Project, to the fullest extent practicable, are allocated among the Target Population using gender disaggregated methods.	Ongoing	Complied with
SECTION 7.14 <i>Environmental Factors.</i> The Borrower/ Recipient and the Project Parties shall take all reasonable measures to ensure that the Project is carried out with due diligence in regard to environmental factors and in conformity with the national environmental laws and any other international treaties to which the Project Member State may be a party. In particular, the Project Parties shall maintain appropriate pest management practices under the Project and, to that end, the Borrower shall ensure that pesticides procured under the Programme do not include any pesticide either proscribed by the International Code of Conduct on the Distribution and Use of Pesticides of the Food and Agriculture Organisation of the United Nations (FAO), as amended from time to time, or listed in Tables 1 (Extremely Hazardous) and 2 (Highly Hazardous) of the WHO Recommended Classification of Pesticides by Hazard and Classification 1996-1997, as amended.	Ongoing	Complied with
SECTION 8.01 <i>Implementation Records.</i> The Borrower/ Recipient shall ensure that the Project Parties maintain records and documents adequate to reflect their operations in implementing the Project (including, but not limited to, copies or originals of all correspondence, minutes of meetings and all documents relating to procurement) until the Project Completion Date, and shall retain such records and documents for at least ten years thereafter.	Ongoing	Complied with
SECTION 8.02 <i>Monitoring of Project Implementation</i> The LPA shall: (a) 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; (b) during the Project Implementation Period, gather all data and other relevant information (including any and all information requested by the Fund) necessary to monitor the progress of implementation of the Project and the achievement of its objectives; and (c) during the Project Implementation Period and for at least ten years thereafter, adequately store such information, and, promptly upon request, make such information available to the Fund and its representatives and agents.	Ongoing	Complied with. Project has introduced the MIS to all project CBOs for effective monitoring and reporting
SECTION 8.03 <i>Progress Report and Mid-Term Reviews:</i>	Ongoing	complied with



Section/Covenant	Deadline	Compliance Status and Date
(a) The Borrower/Recipient or the LPA The Borrower/Recipient or the LPA The LPA shall furnish to the Fund periodic progress reports on the Project, in such form and substance as the Fund shall reasonably request. At a minimum, such reports shall address (i) quantitative and qualitative progress made in implementing the Project and achieving its objectives, (ii) problems encountered during the reporting period (iii) steps taken or proposed to be taken to remedy these problems and (iv) the proposed programme of activities and the progress expected during the following reporting period.		
SECTION 9.01. <i>Financial Records.</i> 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 years thereafter.	Ongoing	Complied with – The societies also record amounts recd from the Govt in respect of other schemes in the same books.
SECTION 9.02. <i>Financial Statements.</i> The Borrower Recipient shall deliver to the Fund detailed financial statements of the operations, resources and expenditures related to the Project for each Fiscal Year prepared in accordance with standards and procedures acceptable to the Fund and deliver such financial statements to the Fund within four months of the end of each Fiscal Year.	July 31, 2012 and every year thereafter	Complied with, next due in July 12
SECTION 9.03. <i>Audit of Accounts</i> The Borrower/ Recipient shall: (a) each Fiscal Year, have the accounts relating to the Project audited in accordance with the auditing standards acceptable to the Fund and the Fund's "Guidelines on Programme Audits (for Borrowers' Use)" by independent auditors acceptable to the Fund; (b) within six months of the end of each Fiscal Year, 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;	September 30, 2012 and every year thereafter	For F Y 2010-11 submitted on 28 <sup>th</sup> September 2011
SECTION 10.03. <i>Visit, Inspections and Enquiries</i> The Borrower/ Recipient and the Project Parties shall enable agents and representatives of the Fund from time to time to; (a) visit and inspect the Project, including any and all sites, works, equipment and other goods used for Project-related purposes;	Ongoing	Complied with

Section/Covenant	Deadline	Compliance Status and Date
(b) examine the originals and take copies of any data, accounts, records and documents relevant to the Financing, the Project, or any other Project Party; and (c ) visit, communicate with and make enquiries of all Project personnel and any staff member of the Project Party.		
SECTION 10.04. <i>Audits Initiated by the Fund</i> The Borrower/ Recipient and the Project Parties shall permit auditors designated by the Fund to audit the records and accounts relating to the Project. The Borrower/ Recipient and the Project Parties shall co-operate fully with any such audit and accord the auditors full rights and privileges of agents or representatives of the Fund under Section 10.03		
SECTION 10.05. <i>Evaluations of the Project</i> The Borrower/ Recipient and each Project Parties shall facilitate all evaluations and reviews of the Project that the Fund may carry out during the Project Implementation Period and for ten years thereafter.	Ongoing	Complied with
<b>Additional General Conditions</b> No withdrawal shall be made from the Loan Account until audit observations, if any, outstanding for a period exceeding twelve months from the date of receipt of the management letter prepared by the external auditors relating to the activities falling under NERCORMP, shall have been clarified and addressed to the satisfaction of the Fund. <b>Additional Specific Condition</b> No withdrawal shall be made from the Loan Account in respect of all categories of the Allocation Table, except Category II (Training, Technical Assistance and Consultants) until the Project Implementation Manual referred to in paragraph 11, Schedule I of the Financing Agreement shall have been duly amended and finalized by the LPA to the satisfaction of the Fund. <b>Special Covenants</b> <b>1.</b> The Borrower shall ensure that the Project is carried out in accordance with the provisions of the Borrower's relevant national policies and of the Fund's relevant policies including, but not limited to, the Fund's Policy on Engagement with Indigenous Peoples <b>2.</b> In line with the geographical targeting strategy followed by NERCORMP, the Lead Project Agency shall cause the Regional Society to endeavour that all villages selected by the District Administration(s) be aligned to the criteria agreed with the Fund and specified in the NERCORMP design documents, as amended from time to time.	After completion of first year's audit   Prior to withdrawal   Ongoing   Ongoing	Complied with   PIM is under revision   Complied with   Complied with

Section/Covenant	Deadline	Compliance Status and Date
<b>3.</b> In line with the targeting strategy followed by NERCORMP, the Lead Project Agency shall cause the Regional Society to endeavour that all partner NGOs, SHG Federations and NaRM-G Cluster Associations contracted under the Project be selected according to the criteria agreed with the Fund and specified in the NERCORMP design documents, as amended from time to time.	Ongoing	Complied with
<b>4.</b> The Borrower and the Lead Project Agency shall undertake a review of the effectiveness of management, administrative, financial and auditing arrangements, jointly with the Fund, no later than the end of the first year of the effective date of the New Project. The Borrower shall ensure that the recommendations resulting from such review are implemented within the specified time therefor so as not to adversely affect effective implementation of NERCORMP-II	Ongoing	Complied with

**Appendix 5: Physical progress measured against AWP&B and appraisal targets, including RIMS indicators**

(Note: The duly completed RO-AWP&B Table, if used by the project, may be attached instead)

(Note: The daily completed RO NaRM-Gs Table, if used by the project, may be attached instead)

Period: 12-07-2010 to 31-3-2011 and 1-4-2011 to 31-12-2011				
Impact and Outcomes	Indicators (with global target if available)	Achievements (as per M&E data)	RIMS Rating	
			(by Project)	(by supervision mission)
Impact level				
<b>Overall Goal</b> To improve the livelihood options of economically vulnerable groups in a sustainable manner through the promotion of improved livelihood opportunities and strengthening of local institutions that relate to livelihood development	<ul style="list-style-type: none"> <li>- At least 75% of households with Improvement in household asset ownership index</li> <li>- Reduction in the prevalence of child malnutrition by gender.</li> <li>- At least 75% of households that have improved food security and incomes.</li> </ul> At least 75% households that have access to safe drinking water, sanitation and markets			
<b>Project Purpose</b> Incomes of about 20,000 rural households improved by upscaling the NERCORM approaches, organising rural women into 2000 self sustaining SHGs, communities to 400 NaRM-G and 6 apex organisations empowering them through training and capacity building.	<ul style="list-style-type: none"> <li>- Changes in wealth ranking of at least 75% of target groups.</li> <li>- At least 75% targeted HHs reporting increased incomes from diversified activities.</li> <li>- 75 % increase in average HH incomes</li> <li>- At least 75% of Target group perception about NERCORMP interventions is positive</li> <li>- Livelihoods plans made and operational by village</li> <li>- At least 90% of women SHGs engaged in savings and credit</li> <li>- At least 85% of SHGs and NaRM-Gs are effectively functional</li> <li>- Women perceptions about NERCORMP interventions are positive</li> </ul>	<ul style="list-style-type: none"> <li>- 1319 SHGs</li> <li>- 21212 Households</li> <li>- 495 NaRM-Gs</li> <li>- 466 villages</li> </ul>		

Outcome level				
<i>Component 1:</i> Capacity of the grassroots institutions, communities and NGOs and that of the staff of RS and DS improved through training, exposure visits and workshop	<ul style="list-style-type: none"> <li>- Increased awareness among communities</li> <li>- Increased community's participation</li> <li>- Improved staff performance: adherence to schedule</li> <li>- Improved NGOs performance: adherence to schedule</li> </ul> Timely submission of Reports			
<i>Component 2:</i> NGOs were engaged and capacitated to provide services to the target groups and CBOs.	<ul style="list-style-type: none"> <li>- Number of CBOs organised and capacitated</li> <li>- Number of SHGs organised</li> <li>- Number of NaRM-G organised</li> </ul> % of women in SHGs and NaRM-Gs			
<i>Component 3:</i> Target groups' incomes enhanced through a range of farm and non-farm activities using participatory approaches and adopting sustainable use of land and other resources	<ul style="list-style-type: none"> <li>- % increase in HH incomes of target groups</li> <li>- Diversification in sources of incomes</li> <li>- Increase in assets accumulation of participating HHs</li> </ul> % of women reporting reduction in drudgery			
<i>Component 4:</i> Access of the communities to rural financial and credit services enhanced	<ul style="list-style-type: none"> <li>- % of HHs availing credit services from SHG and NaRM-Gs</li> <li>- Loan outstanding by type of institution</li> <li>- % recovery of loans</li> </ul> Average interest rates applied and clients perceptions			
<i>Component 5:</i> Access of the communities to safe drinking water improved and better sanitation provided with effective community participation.	<ul style="list-style-type: none"> <li>- % HH increase in access to safe drinking water</li> <li>- % of HH reporting improved sanitation</li> <li>- % of community participation in O&amp;M of facilities created.</li> <li>- % of women reporting saving of time</li> <li>- People's perception about the benefits</li> </ul> % HHs reporting health improvement			
<i>Component 6:</i> Access of the communities to markets, health services and education and energy improved and enhanced.	<ul style="list-style-type: none"> <li>- % increase in marketable produce</li> <li>- % improvement in health, perception of people</li> </ul>			

	- % HHs reporting income increases due to market access overall perception of People						
<i>Component 7:</i> Natural resources and biological diversity conserved, and environmentally sustainable production systems introduced.	- % of people aware of new production systems introduced. - Income increases of landless HHs						
<i>Component 8:</i> Environmentally sustainable, community-acceptable NTFP and forestry production systems introduced and good practices demonstrated to village communities	- % of people aware of the technology demonstrated. - % increase in NTFP - Income increases of landless HHs						
<i>Component 9:</i> Information and knowledge sharing on good practices and production systems between communities enhanced and disseminated	- % of target group aware of bio-diversity conservation. - % of people adopted the technology demonstrated						
Output level							
Outputs by component	Indicator	(Physical) Targets					
		AWP&B (planned)	Actual (achieved)	%	Appraisal (Global)	Cumulative (so far)	%
<b><i>Component 1 - Sub-component 1.1</i></b> <b>Community &amp; Other stakeholders capacity building</b>							
<i>Output 1.1.1</i> Staffs of Partner NGOs trained in community mobilisation & PRA	- 126 trainings will be imparted to the project CBO and Partner NGOs	410	368	90	156	1745	1118
<i>Output 1.1.2</i> Staff training of PSU & DST	- 214 trainings will be carried out for project staff and stakeholders	39	39	100	214	39	18.22
<i>Output 1.1.3</i> Trainings for NaRM-Gs and SHGs	- Some 400 PRA exercises will be carried out	1286	1283	100100	40030	4663	116

	<ul style="list-style-type: none"> <li>- 30 Training on Entrepreneurship &amp; skill development</li> <li>- 36 Training on Horticulture activity</li> <li>- 24 Training on MAP</li> <li>- 30 Training on Animal husbandry and dairy</li> <li>- 24 Training on Sericulture</li> <li>- 24 Training on Khadi and village industry training</li> <li>- 24 Training on Fishery</li> <li>- 24 Training on Non farm sector</li> <li>- 24 Training on Exposure visit</li> <li>- 12 Training on Masionary training to CBOs</li> <li>- 2 Training on renuable energy &amp; rural electrification</li> <li>- 4 Training on Skill development for para professionals</li> <li>- 2 Training on value addition</li> </ul>	6 6 10   9 9 16        	4 4 4   4 4 2        		36 24 30   24 24 12        	9 4 4   4 4 2        	
<b>Component 1 - Sub-component 1.2</b>							
<b>Support to FNGOs</b>							
<i>Output 1.2.1</i> Local Partners performed task as per MoU	30 NGO recruited in assisting project implementation	30	30	100	30	30	100
<b>Component 2 - Sub-component 2.1</b>							
<b>Economic Livelihood Activities</b>							
<i>Output 2.1.1:</i> Farm Based: Horticulture : Farmers supported financially to undertake horticulture activities	1760 units (1760 hactars) financed	535	435	81.30	1760	637	36
<i>Output 2.1.2:</i> Farm Based: Mushroom: Farmers supported financially to undertake development of mushroom units	168 mushroom units financed	2	2	100	168	5	3
<i>Output 2.1.3:</i> Farm Based: Apiculture: Farmers supported financially to undertake development of apiculture units	844 apiculture units financed	600		0	844	105	12
<i>Output 2.1.4:</i> Farm Based: Vermi- compost: Farmers supported financially to undertake development of vermi- compost units	669 vermi-compost units financed				669	6	.85

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<i>Output 2.1.5: Farm Based: Agriculture field crops : Farmers supported financially to undertake development of field crop activities</i>	1257 ha of agriculture field crops financed	338.31	106	31.33	1257	149	11.85
<i>Output 2.1.6: Farm Based: Paddy cum pisciculture: Farmers supported financially to undertake development of paddy cum pisciculture units</i>	128 units of paddy cum pisciculture units financed supported	11	11	100	128	11	8.59
<i>Output 2.1.7: Farm Based: Livestock: Farmers supported financially to undertake development of livestock units</i>	1143 livestock based activities financed	372	323	86.82	1143	673	58.88
<i>Output 2.1.8: Farm Based: Irrigation: Farmers supported financially to undertake development of irrigation canals</i>	119 km irrigation channels constructed	20	3	15	119	14	11.76
<i>Output 2.1.9: Technology transfer on new &amp; improved farming practices</i>							
<i>Output 2.1.10: Non- Farm Based: Farmers supported financially to undertake development of Non- Farm activities</i>	400 units of non-farm enterprises financed	299	108	36	400	240	60
<b>Component 2 - Sub-component 2.2 Revolving Fund &amp; Micro-credit</b>							
<i>Output 2.2.1: Revolving fund &amp; Micro credit: SHGs having access to revolving funds for micro credit</i>	2000 SHGs have improved access to micro-credit	1319	448	34	2000	1319	66
<i>Output 2.2.2: Revolving fund &amp; Micro credit: NaRM-Gs having access to revolving funds for micro credit</i>	400 NaRM-G have access to credit support	167	172	103	400	466	116
<i>Output 2.2.3: Revolving fund &amp; Micro credit: Apex SHGs turning into MFIs and having access to revolving funds for micro credit</i>	6 local MFIs set up and their capacity enhanced				6		
<b>COMPONENT 3 – Sub-component 3.1 SOCIAL SECTOR DEVELOPMENT</b>							
<i>Output 3.1.1: Safe drinking water: NaRM-Gs supported financially to undertake safe drinking water activities</i>	300 gravity DWS units of 5000 lit capacity financed	64	25	39	300	89	29.6
<i>Output 3.1.2: Safe drinking water: NaRM-Gs supported financially to undertake safe</i>	Some 102 gravity DWS units of 20000 lit capacity financed	52	2	3.84	102	27	26.47



drinking water activities							
<i>Output 3.1.3: Safe drinking water: NaRM-Gs supported financially to undertake safe drinking water activities through poly pipelines</i>	402 km of poly pipelines financed	77	75	97.40	402	150	37.31
<i>Output 3.1.4: Low cost Latrines: Households supported financially to undertake low cost latrines</i>	14000 low cost latrines financed	2697	1936	71.78	14000	2697	19.26
<b>COMPONENT 4- Sub-component 4.1 RURAL ROADS AND RURAL ELECTRIFICATION</b>							
<i>Output 4.1.1: Village Roads: NaRM-Gs supported financially to construct Common Facility Centres (CFC)</i>	114 kacha & 24 pucca CFCs financed	5 kacha, 6 pacca	4 kacha, 6 pacca	91	114 kacha, 24 pacca	4 kacha, 6 pacca	7.24
<i>Output 4.1.2: Rural Roads: NaRM-Gs supported financially in constructing rural roads</i>	139 km of rural roads financed	27.44	16.31	59.43	139	36.31	26
<i>Output 4.1.3: Rural Electrification: NaRM-Gs supported financially in establishing micro-hydel units</i>	12 micro-hydel units financed	1	1	100	12	1	8.33
<i>8.33Output 4.1.4: Rural Electrification: NaRM-Gs supported financially in establishing windmill units</i>	6 windmills financed				6		
<i>Output 4.1.5: Rural Electrification: NaRM-Gs supported financially in establishing solar power systems</i>	6 solar power system financed	8	8	100	6	8	133
<i>Output 4.1.6: Rural Electrification: NaRM-Gs supported financially in establishing wind mills and solar power systems</i>	6 solar power and windmills financed				6		
<i>Output 4.1.7: Rural Electrification: NaRM-Gs supported financially in establishing transmission lines</i>	36 km transmission lines financed				36		
<b>COMPONENT 5 – Sub-component 5.1 COMMUNITY-BASED BIODIVERSITY CONSERVATION AND COMMUNICATION</b>							
<i>Outcome 5.1.1: Biodiversity Conservation &amp;</i>	1306 ha of regeneration, herbs and MAP	77.63	47.14	60.72	1306	114.69	8.78

Research: Communities supported financially to develop regeneration, herbs and MAP and pasture plots are promoted as research and	and pasture plots are promoted as research and demo plots						
<b>Sub-component- 5.2: Forestry development</b>							
<i>Output 5.2.1</i> Forestry Development: Communities supported financially to establish NTFP plantations	584 ha of NTFP plantations financed	61.11	53	86.72	584	108.41	18.56
<i>Output 5.2.2:</i> Forestry Development: Communities supported financially in establishing forestry development and small scale engineering works	1406 ha of forestry development and small scale engineering works financed	195.69	63.6	32.5	1406	183.28	13
<b>Sub-component- 5.3: Communication and knowledge management</b>							
<i>Output 5.3.1: Communications &amp; KM: Project staff receiving training on communications and KM</i>	20 staff received training on KM	3	2	66.66	20	5	25
<i>Output 5.3.2:</i> Communications & KM: Media persons exposed to project activities	6 events of media exposure financed				6		
<i>Output 5.3.3:</i> Communications & KM: Project will organise Neat Fest for SHG members	4 NEAT Festivals financed	1	1	100	4	1	25
<i>Output 5.3.4:</i> Communications & KM: Project will produce Newsletters on quarterly basis	22 news letters financed				22		
<i>Output 5.3.5:</i> Communications & KM: Project will document and produce success stories & good practices	Success stories & good practices documented & published						
<i>Output 5.3.6:</i> Communications & KM: Project will finance in the production of Video documentaries	Two or more video documents financed						

**Appendix 6: RIMS Tables**  
**RIMS Annual Report: First Level Results**

Results		Unit	Period ending:	31.12.2012		Cumulative			Sum of actuals of previous years
			AWP&B	Actual	% of AWPB	Appraisal	Actual	% of Appraisal	
					#DIV/0!			#DIV/0!	
	Households receiving project services	Number	20,000	6,212	31%	20,000	21,212	106%	
	Groups receiving project services	Number	1,319	1,319	100%	2,000	1,319	66%	
	Communities receiving project services	Number	466	466	100%	400	466	117%	
					#DIV/0!			#DIV/0!	
Sub Component									
			#DIV/0! #DIV/0!			#DIV/0! #DIV/0!			
Community and other stakeholders capacity building	People trained in crop production and technologies	Male	300	340	113%	700	474	68%	
		Female	300	321	107%	700	457	65%	
	People trained in livestock production and technologies	Male	120	94	78%	400	94	24%	
		Female	80	37	46%	200	37	19%	
	People trained in fish production and technologies	Male	175	111	63%	250	111	44%	
		Female	175	104	59%	250	104	42%	
	Saving and credit groups formed/strengthened	Number	1,319	1,319	100%	2,000	1,319	66%	

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	Saving and credit groups with women in leadership position	Number	1,319	1,319	100%	2,000	1,319	66%
	People trained in post-production, processing and marketing	Male	100	103	103%	270	103	38%
		Female	80	80	100%	270	80	30%
	People trained in business and entrepreneurship skills	Male	40	40	100%	225	40	18%
		Female	40	45	113%	225	45	20%
	Natural resources management groups formed/strengthened	Number	128	128	100%	400	495	124%
<b>Support to FNGO's</b>	Staff of service providers trained	Male	75	74	99%			#DIV/0!
		Female	15	13	87%			
<b>Economic Livelihood Activities</b>								
	Fish pond constructed/rehabilitated	Number	5		0%	169	9	5%
	Households receiving animals from restocking/redistribution	Number	3,000	3,034	101%	18,000	6,950	39%
					#DIV/0!			#DIV/0!
<b>Social Sector</b>	Drinking water systems constructed/rehabilitated	Number	116	27	23%	402	116	29%
	Other social infrastructure constructed/rehabilitated	Number	2,697	1,936	72%	14,000	2,697	19%
					#DIV/0!			#DIV/0!
<b>Infrastructure</b>	Roads constructed	KM	27	16	59%	139	36	26%
	Storage facilities constructed/rehabilitated	Number	11	10	91%	138	10	7%

## **Appendix 7: Learning and Innovation**

### **Learning: What has worked particularly well in this project during this period? What have been the reasons for this?**

The following points can be cited as reasons that worked well for the second phase of the project:

- Group formation/ Vision Building activities at the village levels were well received by the communities. The reason being the good reputation of the IFAD-funded NERCORMP project in the region with facilitators (NGOs and DST Staff) being fairly well trained and experienced in the areas of social mobilization and group formation.
- PRA exercises and the participatory planning exercises were much appreciated by the communities leading to preparation of their village resource management and livelihoods plan. The project approaches were well received as they expressed that this was the first and the only project that ever came to their village in which they could fully participate in the preparation of plan and activities to be implemented were identified by them. This new experience was enriching and exciting, giving them responsibility and accountability through the NaRMG formation. Particular features of planning appreciated by the communities were that the approaches adopted were pro-poor, pro-women and pro-NRM.
- Group formation as NaRMGs and SHGs particularly worked well as the groups received revolving funds for livelihoods through processes of internally controlled and managed micro-credits. The availability of fund/money at the village level for borrowing in times of needs from the revolving fund is considered to be one of the best interventions by the communities as access to bank for many communities in programme areas is difficult and borrowing from banks for small amounts being more difficult for the poor.

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### **Learning: What has not worked so well? What have been the reasons?**

*The following can be termed as those which did not work well:*

- Convergence is still a big challenge looking at the socio-political scenario of some of the districts. However, some districts notably the West Garo Hills seemed to be having 'over convergence' (in the words of Chairman, NERCORMP during the wrap-up meeting held on 16<sup>th</sup> March 2012) as Deputy Commissioners tend to use the DST/District staff of NERCORMP as the staff of the District Administration, which in turn occasionally disorients the focus of the project due to priority given for the works of the district administration.
- In many cases, the CIECs have not been able to function well due to problem with the electricity and connectivity.
- AWPB 2010-2011 has been prepared before the formulation of groups at the village level hence it did not match well with needs and priorities of the village.
- Budget allocation/availability for capacity building of the communities and NGOs staff is very limited and minimum necessary trainings could not be conducted as required.
- Few of the NaRMGs and SHGs received the revolving funds from the project without adequate capacity building; this has led to improper maintenance of books of accounts as well as lack of transparency in fund management. Such groups are being identified and their needs are being addressed by the project.
- The communities expect all round interventions at the community level as the project staffs are seen to be the only people providing linkage with the government programmes as well in many of the programme villages. To this goal, the staffs require further capacity building on understanding of all government programmes and social benefits to enable them to meet the needs and demands of the communities. The project therefore needs to address linking the communities with the social benefit programmes of the government along with the interventions of the project.
- The pace and quality of social and community mobilisation across the programme districts are not the same as some districts have new staff both at DST and NGOs. Staff and NGOs capacity building needs require attention for more effective delivery of programme intervention. Local languages have been a barrier for quite some of them as well.

**Innovation: Describe any interesting innovation noted during supervision**

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- During field visit to Umswai and Punja cluster of Karbi Anglong, the mission observed some traditional devices made up of Bamboo and used for egg laying by the poultry farmer. This is a simple structure for egg laying supported with a bamboo, high above the ground. The structure protects the poultry eggs till the time of hatching from carnivorous animals as well as from preying birds. Such simple yet innovative devices locally adopted based on local materials could go a long way in local sustainability.
  - The bottom up developmental approach of the Project is worth mentioning. Before the Project the bottom up approach was an idiom unknown to the people of this region. The DST has steered the innovative measures imbedded in transparency of the Project. Igniting a sense of ownership and accountability of the activities as the stakeholders are incorporated during the planning and also for managing and implementing the schemes themselves.
  - As North Eastern India is blessed with such variant biodiversity and the Dima Hasao project district with the participation of the community, have started the initial phase of documenting various types of local rice which grows in different altitudes. For instance some rice grown by Dimasa tribe is different from those grown by Jeme Naga tribe. Therefore, preservation of such type of local rice which could survive cold or wind or dryness would be an advantage in future. The project has very recently started demonstration on Systematic Rice Intensification in collaboration with AFPRO Guwahati targeting the upland shifting cultivators but developing SRI in small valley areas available between hills. This will address the issues of rice security and to many families and villages SRI is a new dimension of innovation, in which they see the future of food security and the need to clear less areas for shifting cultivation, in turn, more areas being kept as community forest.
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**Innovation: How might this be replicated by others, or upscaled here?**

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- The bamboo structure to house poultry layers can be modified into a bigger size for more birds and can even be made from wood. The structure will reduce the mortality of freshly hatched chicks, which are vulnerable to various diseases and predators.
  - Retaining & up scaling of the pure local breed of rice need to be encouraged with the increasing experiences and threat of climate change. The indigenous characteristics pertaining to survival of extreme climatic conditions is seen in the pure breed of rice, already adapted to local climatic variations.
  - The different technique which man has discovered to ensure food security is again worth appreciation. With the introduction of SRI, rice production can be enhanced by developing suitable small valley land for SRI, currently not in use. SRI promoted in multiple pockets of a given village through appropriate INRM for land use planning and development could address the issues of food security, local rice germplasm conservation and avoidance of clearing of large areas for shifting cultivation.
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## Appendix 8: Audit Log

### 1. Summary Audit Table

#### *Audit 2010-2011 to 2011-2012*

Financial Year	Audit Observations as per Audit Report		Audit Observations Settled		Audit Observations Outstanding	
	Numbers	Value (BDT)	Numbers	Value (BDT)	Numbers	Value (BDT)
2010-2011	55		55		0	0
2011-2012						
<b>Total :</b>						

## 2. Detailed Audit Table

SI No.	FY	Class: Serious/ General	Audit Reference	AUDIT OBSERVATION	Total Amount per observation (INR)	Action taken by the project/PMU (Reply para wise)	Present status (Auditors validation result) a) Implemented/settled b) Partially Settled c) Not settled-outstanding	Total amount not settled/Outstanding (INR)	Remarks
1	2	3	4	5	6	7	8	9	10
	2010-11		Regional Society	NERCRMS, Shillong	-				
			District Society	WGHCRMS, West Garo Hills District Society					
				WGHCRMS NaRM-G, SHG, Cluster & Federation Audit Observation - (in case of some groups)					
1				i) Casting mistake in Cash Book.		i) The casting mistake have been rectified during the course of audit and further book keeping training are being provided to the group.	settled		
2				ii) Group contribution is not sufficient to meet the administrative expenses of the group.		ii) Groups have been trained to keep their administrative expenses lower than their group earnings. The groups have also been asked to make up the excess administrative expense from their contribution.	Settled		



			<b>District Society</b>	<b>KCRMS, West Khasi Hills District Society</b>					
				<b>KCRMS NaRM-G, SHG, Cluster &amp; Federation Audit Observation – (in case of some groups)</b>					
3				i) Books of accounts maintained in local language.		i) Training for CBO's is going on for maintenance of Books of Accounts w.e.f 2 <sup>nd</sup> August'11 till end of November'11 in every cluster.	Settled		
4				ii) Maintenance of Books of accounts need improvement.		ii) Training for CBO's is going on for maintenance of Books of Accounts w.e.f 2 <sup>nd</sup> August'11 till end of November'11 in every cluster.	Settled		
5				iii) Vouchers for various payments are not in proper form.		iii) Training for CBO's is going on for maintenance of Books of Accounts w.e.f 2 <sup>nd</sup> August'11 till end of November'11 in every cluster.			
6				iv) Books of accounts is not authenticated by competent authority.		iv) Training for CBO's is going on for maintenance of Books of Accounts w.e.f 2 <sup>nd</sup> August'11 till end of November'11 in every cluster.	Settled		
7				v) No depreciation has been provided on furniture of JFAFMCS, Makhyrwat and Kyllang Development Society, Mairang.		v) Instruction has been given to rectify and to provide necessary document for depreciation of assets on next audit.	Settled		
8				vi) There is difference of Rs. 12,827/- in the opening balance under the head investment in		vi) Instruction has been given for rectification of the community asserts register and schedule by the end of the financial year.	Settled		

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				community assets as shown in the balance sheet and schedule of of JFAFMCS, Makhyrwat.					
			<b>District Society</b>	<b>NCHCRMS, Dima Hasao District Society</b>					
9				i) As observed by us actual utilisation of funds given to individual beneficiaries needs to be closely monitored. We have come across cases where money was paid for which simple money receipts was provided.		i) The work have been monitored by DST. The DST directly transferred the fund to the Group A/c vide a/c payee cheque and the groups select the beneficiaries on priority basis and they released the amount to the individual. As per general practice the group provided the utilization certificate/ monitoring report after utilization of fund (Quarterly). Since individual beneficiaries did not have any printed or proper money receipt, signed/thumb impression were collected on plain paper and countersigned by the concerned group office bearers. Therefore it is directed to the group vide letter No. NC/IFAD/DS-CC/N-I/2011-12/722 Dated 5.9.11 to collect actual utilisation certificate from the concern beneficiaries in the UC format provided from the District.			
				<b>NCHCRMS, NaRM-G, SHG, Cluster &amp; Federation Audit Observation – (in case of some groups)</b>					
10				i) As we observed no proper printed voucher was there for every NaRM-G and Cash Book		i) As per practice the fund was generally transferred to the group and all purchases was done by the group itself. Since, no registered	Settled		

				& Ledger need to properly updated.		farm/nursery is available in the district, the group generally purchased goods from local market or nearby villages, where is is not possible to get printed vouchers since most of the local/village vendors does not do business regularly. To solve this problem, the district society has already taken action to set up 2 (two) nos Central nursery at New Sangbar & Lungketbau and to bring in the Line department to supply. Further the District Society also directed to the concern Cluster, Federation and NGO to take necessary action to purchase goods from the registered farm (Meeting Date 19/8/11, 20/8/11 and 5/9/11) with regards to the properly update of Cash Book & Ledger. The District Society had already organized a training programme on financial management on 24 <sup>th</sup> & 25 <sup>th</sup> August 2011			
			<b>District Society</b>	<b>KACRMS, Anglong Society</b>	<b>Karbi District</b>				
11				i) There is too much delay in releasing the fund to the beneficiary and most of the cheques issued have not been received by the beneficiary.		i) We received the fund as on last week of the year ended 2010-2011, so it was delay for releasing the fund and the beneficiaries were not received the fund in time. Although the beneficiary has received the cheque but they can not update the bank pass book as bank has changed the old account	Settled		

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						no as per CBS norms which effects the implementation of work. Now we release the fund in time and also look this matter seriously in near future			
12				ii) Fund released under Agri and Allied Sector Scheme lacks adequate documentary evidence. Funds have been released without any proof of identity of the beneficiary.		ii) Before release of Agril and allied fund, we send a copy of BPL list to NERCORMP, shillong and after approval of BPL list we disbursh the fund to BPL families accordingly. Other evidence like block level we also took for verification of beneficiaries except village headman certificate which will take immediately and continuing it in near future.	Settled		
13				iii) Expenses of the society does not conform to Annual Action Plan in case of Office and running maintenance expenses, NGO motorcycle and PRA		iii) Due to quality of Motorcycle and registration including Insurance etc. we were bound to spent excess amount which we adjusted in the same table. Accordingly regarding PRA, office running expences we spend excess amount due to price hike of the goods and adjusted the excess amount within the same table which will not effect total budgetary expenditure.	Settled		
14				iv) Office rent agreement has expired on 31.03,2010 and need to be renewed.		iv) Office rent agreement was expired on 31-3-2010,after that the owner of the house was not agreed to provide us the house within the amount of Rs 6000/- ( Our Budgetary amount/Month) and gave a letter to vacate the house within August, 2011. accordingly we shifted our office premises to a new building.	Settled		
15				v) Report on PRA		v) PRA, Technology transfer	Settled		

				conducted at villages, Technology transfer support, Training conducted and as well as Tour report of the staff has not been properly maintained.		support, Training were conducted as well as tour report of the staff (tour register) is now properly maintained and rectified the previous one as per norms.			
16				vi) Settlement of TA claim should be made on completion of the tour and on submission of the tour report. There is a diversion in this respect.		vi) TA/DA was claimed quarterly by the staff as per the tour register and now instructed to claim monthly within the first week of preceeding month, otherwise no claim can be settled if it is not submitted in time along with proper evidence (Like Monthly Tour diary etc)	Settled		
				<b>KACRMS NaRM-G, SHG, Cluster &amp; Federation Audit Observation - (in case of some groups)</b>					
17				i) Most of the books of accounts and vouchers of NaRM-Gs/SHGs have not been veted by appropriate authority.		i) Discussed in NaRM-G level and CBOs are practising now and moreover 70% groups have already rectified as only they need to put signature and seal.	Settled		
18				ii) Most of vouchers were not available for verification.		ii) CBOs used to purchase the stationeries, meeting requirements, etc from village shops - where it is not possible to get the memos. Now they are maintaining 'KACCHA' vouchers approved by respective President/ Secretaries.	Settled		
19				iii) Schedule of loan to members was not available for verification and as such as the		iii) As there were no project support and no Audit in between 2007-08 & 2009-10. The CBOs were not maintained the books	Settled		

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				opening balance of loan to members cannot be ascertained - hence it is assumed that the loan repaid is the opening balance of the loan.		properly, - Now, Training from DST has been conducted and they will practice in proper manner			
20				iv) Minute book was not available for verification.		iv) As there were no project support and no Audit in between 2007-08 & 2009-10. The CBOs were not maintained the books properly, - Now, Training from DST has been conducted and they will practice in proper manner. In some cases the office bearers have been changed and the new president or secretary unable to get the old books.	Settled		
21				v) As bank loan statement was not available for verification - the opening balance of loan cannot be ascertained, hence the amount repaid to the bank has been kept in the suspense account.		v) The matter has been discussed in the cluster level and updation of bank statements are going on- it will be made available during next Audit.	Settled		
22				vi) Cash book was not inked.		vi) The NaRM-G Members thought it will be easier for them. But they are now writing by pen instead of pencils as the matter and its consequences are described to them.	Settled		
23				vii) The amount lying in cash is on the higher side.		vii) The same has been deposited to bank and now they are stick to the Cash Retention Limit ( Rs. 10,000/-)	Settled		
24				viii) The documentary evidences as regards contribution from SHG		viii) Money receipts counter foil are now available with ICA for verification	Settled		

				Federation was not available for verification.					
25				ix) The contribution by the SHG federation as seed money to ICA has not been supported by an agreement whereby the contribution will be refunded or interest will be paid on the seed money not sure.		ix) Contribution by the SHG federation as a seed money to ICA has been made with an agreement where clearly written the money will be refunded after 5 years with interest as per agreement.	Settled		
26				x) Staff salary of KAKA (Association) does not tally with salary register.		x) KAKA is paying the So & CCs some amount more to meet the fuel expenses but in the register they use to write the amount approved by DST. The same will be adjusted against transportation	Settled		
			<b>District Society</b>	<b>SEDCORMS, Senapati District Society</b>					
27				i) Rs. 10,000/- was given as an advance to M/s J & D Oil Agency, Senapati (Opening Balance) for POL against which no contract has been signed.		i) Contract will be signed by Sept 2011 as suggested.	Settled		
28				ii) Separate Bank Ledger has not been maintained by the concern official.		ii) Separate Bank Ledger will be maintained and updated from the current financial year, 2011-12	Settled		
29				iii) Rs. 15,000/- & Rs. 35,000/- was given as an advance on 28/2/11 and 24/3/11 vide cheque no. 007462 & 314780 respectively to M/s P.P. Stationeries for supply of office		iii) The materials have been received fully and in the future the supplier will be approached to provide the same at the time of procurement.	Settled		

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				stationery items whereas goods received vide bill no. 276 & 357 dated. 28/3/11 & 31/3/11 respectively. Thus, advance issued without taking any irrevocable guarantee.				
30				iv) Rs. 60,000/- was paid on 31/3/11 vide cheque no. 314797 and vr. No. 169 for Organic Farming Training A/c. Again, this cheque is shown in the Bank Reconciliation Statement as on 31/3/11 as a cheque issued but not presented for payment. However, as per the pass book (and also as per the cheque issued register) this cheque was withdrawn in cash (as per self withdrawn) on 27/4/11.		iv) Due to time constraint the said training was entrusted and conducted by N'Kidinai SHG Federation by engaging a resource person on dt.18th.-19th.Mar'11, from their own fund. Due to late release of fund from RS, the reimbursement was made and cheque issued on 31/3/11. Later, it was found that the federation had encashed the cheque on 27/4/11. This matter has been seriously viewed and the same will not be repeated in future	Settled	
31				v) Generator log book has not been maintained by the concern official.		v) As suggested by Auditors the same has been initiated immediately.	Settled	
32				vi) Except money receipt, no bills were found against advertisement expenses paid to news papers. Thus, we were unable to confirm the expenditure.		vi) Bills against advertisement expenses will be collected within September 2011.	Settled	
33				vii) Rs. 2,30,045/- was paid on 7/2/11 vide		vii) All the necessary documents suggested by the auditors will be	Settled	



				cheque no. 007449 and vr. No.118 to M/s Manipur Motors for purchase of 5 nos. motorcycles of NGO's against which neither bill not delivery challan were found for verification. Again, Registration Certificate was found for only 4 motorcycle (i.e. MN-06SA-3440, 3439, 3443 & 3441). Moreover, no distribution details as well as insurance policy were found. Further, the DTO Office has asked to collect smart cards for vehicle after 2 months from registration date (i.e. 14/2/11) which has not been complied with.		collected by 30th.Sept,11. And the procedural lapses will be updated within the same time.			
34				vii) Rs. 62,050/- was paid on 21/2/11 vide cheque no. 007454 and vr. No. 126 for PRA Workshop for NGO's conducted from 14th to 16th February,2011 against which daily training attendance as well as mess attendance records were not maintained by the concern official.		vii) Training attendance are normally kept in the concern file, whereas the DSA payment details with the same list are enclosed with other vouchers to finance section. And maintaining Mess Attendance has never been introduced. As suggested, the same will be followed in future trainings.	Settled		
35				viii) Rs. 11,000/- was		viii) Tour dairy towards Guwahati	Settled		

				adjusted on 9/4/10 vide vr. No. 01 to Project Manager for TA/DA to Guwahati against which no tour diary was maintained.		visit by Project Manager has been submitted as per advised from Auditors.			
36				<p>ix) <u>During the course of our audit, we have observed the following intra diversion:</u></p> <p>Chipralou NaRM-G under SEEDS Cluster 17,500/- Amount diverted from Low Cost Latrine to Farmers Calender</p> <p>Chithailou NaRM-G under SEEDS Cluster 17,500/- Amount diverted from Low Cost Latrine to Farmers Calender</p> <p>Souveilounii NaRM-G under SEEDS Cluster 17,500/- Amount diverted from Low Cost Latrine to Farmers Calender</p> <p>SOudoulounee NaRM-G under SEEDS Cluster 17,500/- Amount diverted from Low Cost Latrine to Farmers Calender</p> <p>Kamalong NaRM-G under IRDWA-M Cluster</p>		ix) A Total of Rs.1,88,330/- (One lakh eighty eight thousand three hundred and thirty) only has been released in excess of AWPB under Table-3 and Table-5. The mistake has been found during the time of preparing RO-AWPB and accordingly the excess amount reflected has been rectified in the individual NaRMGs Books of Accounts and reconciled with AWPB and RO-AWPB during the Audit. The activities has been implemented as per the changes made according to AWPB.	Settled		

				<p>37,500/- Amount diverted from Mix Plantation to Rapeseed Demo</p> <p>Ramtinglong NaRM-G under IRDWA-M Cluster 37,500/- Amount diverted from Mix Plantation to Rapeseed Demo</p> <p>Kasuijoi NaRM-G under IRDWA-M Cluster 43,330/- Amount diverted from Mix Plantation to Piggery by Rs. 30, to Farmers Calendar by Rs. 18,300/- &amp; to Rapeseed Demo by Rs. 25,000/-</p>					
				<b>SEDCORMS, NaRM-G, SHG, Cluster &amp; Federation Audit Observation - (in case of some groups)</b>					
37				i) Cash book has not been signed and certified by the concern NaRM-G	i) It has been initiated and will be completed by 30th.Sept,'11.	Settled			
38				ii) No quotation was found against material purchase of loaw cost latrine etc.	ii) Quotations will be collected from the respective firm wherever necessary by 15th.October,2011.	Settled			
39				iii) No utilisation as well as work completion certificate was found against construction of	iii) Monitoring report showing the utilisation and work completion report of the NaRMG was not available at the time of Audit for	Settled			

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				low cost latrine. Moreover no money receipt was found against payment received by beneficiary.		verification due to MA's outstation engagement on official work.			
40				iv) Stock book was not maintained against stationary purchased.		iv) Stock Register will be introduced immediately as suggested	Settled		
41				v) None of the vouchers were produced to us for verification at the time of audit.		v) A thorough Checking and verification on the observation will be conducted during Internal Audit for 2nd Qtr,2011-12.(I,e, by 15th.October, 2011)	Settled		
42				vi) Members contribution register was not maintained by the concern NaRM-G/not produced for verification.		vi) A thorough Checking and verification on the observation will be conducted during Internal Audit for 2nd Qtr,2011-12.(I,e, by 15th.October, 2011)	Settled		
43				vii) All payments were made through cash by the concern NaRM-G		vii) A thorough Checking and verification on the observation will be conducted during Internal Audit for 2nd Qtr,2011-12.(I,e, by 15th.October, 2011)	Settled		
44				viii) Loan register not produced to us for verification.		viii) A thorough Checking and verification on the observation will be conducted during Internal Audit for 2nd Qtr,2011-12.(I,e, by 15th.October, 2011)	Settled		
45				ix) No voucher was found against administrative expenses.		ix) A thorough Checking and verification on the observation will be conducted during Internal Audit for 2nd Qtr,2011-12.(I,e, by 15th.October, 2011)	Settled		
46				x) Money receipt was not issued against members contribution.		x) A thorough Checking and verification on the observation will be conducted during Internal Audit for 2nd Qtr,2011-12.(I,e, by 15th.October, 2011)	Settled		

47				xi) Loan register was not maintained in proper format by the concern NaRM-G.		xi) A thorough Checking and verification on the observation will be conducted during Internal Audit for 2nd Qtr,2011-12.(I,e, by 15th.October, 2011)	Settled		
48				xii) No meeting attendance register was found for verification.		xii) A thorough Checking and verification on the observation will be conducted during Internal Audit for 2nd Qtr,2011-12.(I,e, by 15th.October, 2011)	Settled		
49				xiii) Loan disbursement record not matching with Cash Book		xiii) A thorough Checking and verification on the observation will be conducted during Internal Audit for 2nd Qtr,2011-12.(I,e, by 15th.October, 2011)	Settled		
50				xiv) Most of payment and expenditure not produced for verification.		xiv) A thorough Checking and verification on the observation will be conducted during Internal Audit for 2nd Qtr,2011-12.(I,e, by 15th.October, 2011)	Settled		
			<b>District Society</b>	<b>UDCRMS, Ukhrul District Society</b>					
				<b>NaRM-G, SHG, Cluster &amp; Federation Audit Observation - (in case of some groups)</b>					
51				i) Members contribution and other income are inadequate to meet the administrative expenses.		i) Project advised groups to judiciously used their contribution, saving and other income like IGA interest for administrative expenses.	Settled		
52				ii) Community contribution towards project activities by way of free labour was nil		ii) Even though there was labour contribution from most of the groups, they failed to reflect in the register. Currently, training on	Settled		

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				during the year.		Book-keeping and accounts is under way.			
53				iii) loan disbursement and repayment thereof during the year has recorded in the loan register. In case of some groups, balance confirmation from borrowers were not obtained.		iii) Formulate balance loan confirmation system.	Settled		
54				iv) Maintenance of books of accounts need improvement.		iv) Giving book and accountancy training	Settled		
55				v) Maintenance of measurement/log book for each activities should be strengthen.		v) Initiated by DST in consultation with Line Department.	Settled		

## **Appendix 9: Supervision Mission Schedule and Persons Met**

### **(a) Mission schedules**

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Date	Assam		Manipur		Meghalaya		Remarks
	Block	Village	Block	Village	Block	Village	
04.03.12	TRAVEL						Meghalaya and Manipur team travelled to their respective districts; Assam team halted in Guwahati.
05.03.12	Amri	<ul style="list-style-type: none"> <li>Tharakunji</li> <li>Hailangso</li> </ul>	Kasom Khullen	<ul style="list-style-type: none"> <li>Lungtoram</li> <li>Lairam Khullen</li> </ul>	Dallu	<ul style="list-style-type: none"> <li>Murigre</li> <li>Kherapara Nokat</li> <li>Ganipara</li> </ul>	Assam: Team for Assam started from Guwahati and was joined by the DST team and NGOs for the field visits. The JRM had a meeting with the DST.
06.03.12			<ul style="list-style-type: none"> <li>Phungyar</li> <li>Phungyar</li> <li>Longchong Maiphai</li> </ul>	<ul style="list-style-type: none"> <li>Riha</li> <li>Sharkaphung</li> <li>Chepu Yaolen</li> </ul>	<ul style="list-style-type: none"> <li>Betasing</li> <li>Gambere</li> </ul>	<ul style="list-style-type: none"> <li>Puthimari</li> <li>Rakwapara</li> </ul>	<p>Assam: The team travelled back to Shillong due to bandh called in Karbi Anglong, after a day's field visits.</p> <p>Meghalaya: The JRM team had a meeting with the DST and the Line Departments.</p> <p>Manipur: The JRM team had a meeting with the DST, NGOs.</p>
07.03.12					Rongram	Ganol Apal	<p>Manipur: The JRM team travelled from Ukhrul to Imphal and had a meeting with the Chief Secretary and the Planning Commission, Govt of Manipur.</p> <p>Meghalaya: The JRM team travelled to West Khasi Hills.</p>
08.03.12			<ul style="list-style-type: none"> <li>Thadubi</li> <li>Saikul</li> </ul>	<ul style="list-style-type: none"> <li>New Maram</li> <li>Purum Likli</li> </ul>	Mairang	<ul style="list-style-type: none"> <li>Pyarda</li> <li>Mawiong</li> <li>Tengri</li> </ul>	<p>Assam: The JRM team travelled to Dima Hasao district and a meeting with the Principal Secretary, Line Departments and NGOs along with the DST was held.</p> <p>Manipur: The JRM team had a meeting with the DST (Senapati)</p>



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09.03.12	Mahur	<ul style="list-style-type: none"> <li>• Riao</li> <li>• Moti Daudung</li> <li>• Maibangsa</li> </ul>	Saitu	<ul style="list-style-type: none"> <li>• Fazal</li> <li>• Kharampallen</li> <li>• S.Laijang</li> </ul>	Mawkyrwat	<ul style="list-style-type: none"> <li>• Rangdhkhew</li> </ul>	Meghalaya: The JRM Team had a meeting with the DST and Line departments in West Khasi Hills.
10.03.12	Sangbar	<ul style="list-style-type: none"> <li>• V.Hebron</li> <li>• Vaitang</li> <li>• Thingdol</li> </ul>			Mawkyrwat	<ul style="list-style-type: none"> <li>• Mawranglang</li> <li>• Tiehtaliar</li> </ul>	Meghalaya and Manipur Team travelled back to Shillong.
11.03.12							Assam Team travelled back to Shillong
12.03.12	Meeting with PSU; discussion with each sector head.						
13.03.12	Report writing; team meeting.						
14.03.12	Report writing; team meeting.						
15.03.12	Report writing; debriefing with NERCORMP PSU.						
16.03.12	Wrap-up meeting with Secretary, NEC cum Chairman, NERCORMP; final review with PSU, NERCORMP on the agreed actions, etc.						
17.03.12	Finalisation of the aide memoire.						
18.03.12	Mission departs.						

### Summary of Mission field visits

No of states	No of districts	No of Blocks	No of villages visited
3	6	16	30

PERSONS MET		
Assam	Manipur	Meghalaya
<p><b>KARBI ANGLONG</b></p> <ul style="list-style-type: none"> <li>District support team</li> <li>NGO staff</li> <li>Presidents/Secretaries and Treasurers of the NaRMGs and SHGs.</li> </ul> <p><b>DIMA HASAO</b></p> <ul style="list-style-type: none"> <li>District support team</li> <li>NGO staff</li> <li>Presidents/Secretaries and Treasurers of the NaRMGs and SHGs</li> <li>Mr L. Khawbung, ACS, Principal Secretary – Dima Hasao Autonomous Council</li> <li>Mr T.K.Das- Branch Manager, Langpi Dehangi Rural Bank, Haflong</li> <li>Dr L.Thiek, AREO, Vety Dept, Haflong</li> <li>Mr P.Sumer, Forest Ranger, SA Division, Haflong</li> <li>Mr P.D Barman, EE (Agri), Haflong</li> <li>Mr Prasanta Chetia, JE( Agri), Haflong</li> <li>Mr Ronald L. Kuboun, JE (PWD), Haflong</li> <li>Mr Ratish Ranjan Deb, Sr Asst (Irrigation), Haflong</li> </ul>	<p><b>UKHRUL</b></p> <ul style="list-style-type: none"> <li>District support team</li> <li>NGO staff</li> <li>Presidents/Secretaries and Treasurers of the NaRMGs and SHGs.</li> </ul> <p><b>SENAPATI</b></p> <ul style="list-style-type: none"> <li>District support team</li> <li>NGO staff</li> <li>Presidents/Secretaries and Treasurers of the NaRMGs and SHGs</li> <li>Mr D.S. Poonia, IAS, Chief Secretary, Govt of Manipur.</li> <li>Mr Shajad Hasan, IAS, Spl Secretary, Govt of Manipur.</li> <li>Mr Munindro, Director Planning, Govt of Manipur</li> <li>Ms N.Kulkarani, Jt Director, Planning, Govt of Manipur.</li> </ul>	<p><b>WEST GARO HILLS</b></p> <ul style="list-style-type: none"> <li>District support team</li> <li>NGO staff</li> <li>Presidents/Secretaries and Treasurers of the NaRMGs and SHGs.</li> <li>Mr Pravin Bakshi, IAS, Deputy Commissioner, Tura</li> <li>Mr Ambrus Marak, Project Director, DRDA, Tura</li> <li>Mr K.D Sangma, District Veterinary Officer, Tura</li> <li>Mr A.G Momin, Director, Agriculture, Tura</li> </ul> <p><b>WEST KHASI HILLS</b></p> <ul style="list-style-type: none"> <li>District support team</li> <li>NGO staff</li> <li>Presidents/Secretaries and Treasurers of the NaRMGs and SHGs.</li> <li>Sub Divisional Officer, Nongstoin, West Khasi Hills</li> <li>District Agriculture Officer, Nongstoin, West Khasi Hills</li> <li>District Horticulture Officer, Nongstoin, West Khasi Hills</li> <li>Superintendent of Fisheries, Nongstoin, West Khasi Hills</li> <li>District Veterinary Officer, Nongstoin, West Khasi Hills</li> <li>District Forest Officer, Nongstoin, West Khasi Hills</li> </ul>

**Appendix 10: Summary of implementation support provided by IFAD**

SI No	Date	Events/purpose
1	Mar 2011	Review/comments on the AWPB 11-12 and subsequent approval.
2	Mar 14-20, 2011	Implementation Support Mission to NERCORMP on Corporate Requirement (training on Gender, KM, AWPB, M&E and RIMS, Loan Administration and Project Management)
3	Apr 2011	Tripartite Review Meeting of IFAD assisted projects at Dehra Dun.
4	Apr 2011	Support for writing of India newsletter article from NERCORMP
5	Jul 2011	Training on KM and web.
6	Jul 4-8, 11	Participation of staff in the training on procurement and financial management conducted by IFAD & ICO.
7	Aug 2011	Review of the progress on recommendations/agreed actions of the JRM over the last 1 year.
8	Sep 2011	Reminder on audit report submission.
9	Oct 2011	Review of the bi-annual progress report.
10	Oct 2011	IFAD-supported Knowledge sharing training workshop for APR at Kathmandu
11	Oct 2011	TPRM meeting in Delhi
12	Oct 2011	Participation in Delhi during IFAD president visit
13	Feb 2012	Comment by ICO on AWPB and Procurement Plan 12-13
14	Mar 2012	Reviewed the JRM mission recommendations/agreed actions for clarity and setting of timeline for compliance along with PSU and DST.

