

India

Jharkhand Tribal Empowerment and Livelihoods Project Supervision Report

Main report and appendices

Mission Dates: 26 August - 3 October 2018
Document Date: 21/12/2018
Project No. 1100001649
Report No. 4956-IN

Asia and the Pacific Division
Programme Management Department

Abbreviations and Acronyms

AOS	Annual Outcome Survey
APD	Additional Project Director
AWPB	Annual Work Plan and Budget
BDO	Block Development Officer
BoD	Board of Directors
BPL	Below the Poverty Line
CF	Community Facilitators
CFT	Cluster Facilitation Teams (recruited by MGNREGS)
CRP	Community Resource Persons
DGS&D	Director General of Supplies & Disposal
DoRD	Department of Rural Development
DoW	Department of Welfare
DPCC	District Project Coordination Committees
DPMU	District Project Management Units
DRDA	District Rural Development Agency
EPA	Entry Point Activity
FAM	Finance and Administration Manager
FAO	Finance & Admin Officer
FNGOs	Facilitating NGOs
GOJ	Government of Jharkhand
GP	Gram Panchayat
GSPEC	Gram Sabha Project Execution Committee
GSRMLP	Gram Sabha Resource Management and Livelihood Plans
HH	Households
HR	Human Resources
ICO	India Country Office
IEC	Information, Education and Communication
IFAD	International Fund for Agriculture Development
IGAs	Income Generating Activities
INR	Indian Rupee
INRM	Integrated Natural Resource Management
ISM	Implementation Support Mission
JOHAR	Jharkand Opportunities for Harnessing Rural Growth Project
JRM	Joint Review Mission
JSLPS	Jharkhand State Livelihood Promotion Society
JSRLM	Jharkhand State Rural Livelihood Mission
JTDP	Jharkhand Tribal Development Project
JTDS	Jharkhand Tribal Development Society
JTELP	Jharkhand Tribal Empowerment and Livelihoods Project
KM	Knowledge Management
MGNREGA	Mahatma Gandhi National Rural Employee Guarantee Act
MGNREGS	Mahatma Gandhi National Rural Employee Guarantee Scheme
MIS	Management Information System
MoF	Ministry of Finance
MOU	Memorandum of Understanding
NRLM	National Rural Livelihood Mission
NRM	Natural Resources Management
NYKS	Nehru Yuva Kendra Sangathan
PESA	Panchayat (Extension to Scheduled Areas) Act, 1996
PF	Provident Fund
PFS	Project Financial Statement
PIM	Project Implementation Manual
PME	Planning, Monitoring and Evaluation

PVTG	Particularly Vulnerable Tribal Groups
QCBS	Quality and Cost Based System
RFP	Request for Proposal
RIMS	Results Impact Measurement System
SCA to TSP	Special Component Assistance to Tribal Sub-Plan
SDR	Special Drawing Rights
SHG	Self Help Group
SOE	Statement of Expenditure
SPCC	State Project Coordination Committee
SPD	State Project Director
SPMU	State Project Management Unit
ST	Scheduled Tribes
TOR	Terms of Reference
TRI	Tribal Research Institute
TSA	Technical Support Agencies
TSP	Tribal Sub Plan
USD	United States Dollar
VDF	Village Development Fund
WA	Withdrawal Application
YG	Youth Group

A. Project Overview

Region:	Asia and the Pacific Division	Project at Risk Status:	Actual problem
Country:	India	Environmental and Social Category:	B
Project Name:	Jharkhand Tribal Empowerment and Livelihoods Project	Climate Risk Classification:	not available yet
Project Id:	1100001649	Executing Institution:	not available yet
Project Type:	Agricultural Development	Implementing Institutions:	not available yet
CPM:	Rasha Omar		
Project Director:	not available yet		
Project Area:	14 sub-plan districts of Jharkhand		

Approval Date	21/09/2012	Last audit receipt	12/10/2018
Signing Date	04/10/2013	Date of Last SIS Mission	03/10/2018
Entry into Force Date	04/10/2013	Number of SIS Missions	12
Available for Disbursement Date	04/10/2013	Number of extensions	0
First Disbursement Date	26/06/2014	Effectiveness lag	13 months
MTR Date	not available yet		
Original Completion Date	31/12/2021		
Current Completion Date	31/12/2021		
Financial Closure	not available yet		

Project total financing

IFAD Financing breakdown	IFAD	\$51,001,000
Domestic Financing breakdown	Beneficiaries	\$925,000
	National Government	\$7,928,000
	Other Domestic	\$55,738,000
Co-financing breakdown,		
Project total financing		\$115,592,000

Current Mission

Mission Dates:	26 August - 3 October 2018
Days in the field:	5 days
Mission composition:	Rasha Omar, Team Leader, Sriram Sankarasubramaniam, IFAD Associate Programme Officer (Procurement), Mr V. Darlong, Consultant in Community organizations, M&E, social inclusion Dr V. P. Singh, Consultant in Agronomy, Ms H. Leitch, Consultant in Livestock Development, Ms B. Bohra, Consultant for support on Livestock (fodder), Project management, and Renewable energy
Field sites visited:	50 villages in 24 blocks in 14 districts

B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective		3	Assessment of the Overall Implementation Performance		3

Effectiveness and Developmental Focus	3	Project Management	3
Effectiveness	3	Quality of Project Management	3
Targeting and Outreach	4	Knowledge Management	3
Gender equality & women's participation	4	Value for Money	3
Agricultural Productivity	3	Coherence between AWPB and Implementation	4
Nutrition	2	Performance of M&E System	3
Adaptation to Climate Change	4	Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)	4

Sustainability and Scaling-up	3	Financial Management and Execution	3
Institutions and Policy Engagement	3	Acceptable Disbursement Rate	3
Partnership-building	3	Quality of Financial Management	2
Human and Social Capital and Empowerment	4	Quality and Timeliness of Audit	4
Quality of Beneficiary Participation	4	Counterparts Funds	4
Responsiveness of Service Providers	3	Compliance with Loan Covenants	3
Environment and Natural Resource Management	3	Procurement	2
Exit Strategy	4		
Potential for Scaling-up	3		

Relevance	4
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C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

IFAD fielded a Supervision Mission from 26 August to 7 September 2018 in the State of Jharkand, to review the overall performance of the Jharkhand Tribal Empowerment and Livelihoods Project (JTELP) and its progress against the recommendation of the Mid Term Review Mission, the AWPB 2017-18 and 2018-19, as well as likelihood of achieving the project results and objectives. Following the SPMU presentation of the JTELP progress on 27th August 2018, the mission divided into 4 teams and travelled to the field from 28 August to 1 September. It covered all fourteen project districts and visited 24 blocks out of the 32 blocks where the project operates, and 50 villages. In the field, the mission teams had interactions with GS-PECs, SHGs, Youth Groups, FNGOs and the DPMUs besides their core interaction with participating communities.

The findings and recommendations of the draft aide-memoire were presented to the SPMU and DPMs on 5th September ; and to the Secretary, Welfare Department, Ms Himani Pande, on 6th September 2018. The mission aide mémoire was discussed with the Deputy Secretary, DEA, on 26th September then with the Joint Secretary, DEA, on 3rd October 2018. DEA requested IFAD to send a separate communication regarding potential ineligible expenditures identified during the mission. DEA also requested IFAD to provide a quarterly update on the status of project performance and the first report was due on 30 October 2018, which was subsequently submitted to DEA on 7th December 2018. The current version of the report integrates the status of the implementation of the various recommendations as per the report JTELP provided to DEA on 22 November 2018. The mission would like to thank the SPD and other senior staff of JTELP for their courtesy and hospitality during the mission's stay in Ranchi and in the field.

Key Mission Agreements and Conclusions

JTELP was rated as not likely to achieve its objectives since 2015 and according to the present mission, the situation remains unchanged. One year after the Mid Term Review (MTR) in 2017, 35% of MTR recommendations were implemented,; the most important recommendations for project results and impacts have not been implemented i.e., the discontinuation of livestock intensification activities given their high cost, end to end approach integrating NRM and livelihood development in 4 blocks with qualified NGO, and implementation of a more integrated approach to poverty reduction in PVTG communities.

At current pace of implementation, the project is unlikely to achieve the project objectives, and the reason for this is mainly due to inadequate technical content of the activities implemented and limited nurturing of partnerships for convergence. Moreover, the project currently presents high fiduciary risks given weak internal controls and poor management of procurement. The mission discussed and agreed with the Welfare Department and DEA, on the following recommendations:

- The project management will revise the project targets downward and improve the technical quality of implementation, in line with good practices at state level and in the country.
- Given low disbursement of the IFAD loan which currently stands at 35% approx., the State Government of Jharkand, DEA and IFAD will proceed to cancel a portion of the loan that corresponds to exchange rate gains as well as to savings related to lower number of villages than estimated at MTR. This would be completed by March 2019 and It is proposed to cancel 70 Crore INR.
- The Welfare Dept will follow-up with the Commissioner MGNREGS to facilitate the designation of the Integrated Tribal Development Agency (ITDA) as implementing agency for MGNREGS.
- The project management will finalize the recruitment of technical specialists at FNGO, district and PMU levels and finalize the selection of technical support agencies for livestock and agriculture by December 2018.
- The project management would implement the recommendations on financial management and procurement in full by 31 December 2018. These include : (i) the calculation of taxes related to application of GST claimed from the IFAD loan and adjustment of the amount in the next withdrawal application; (ii) taking corrective measures with regards the findings of the social audit (2017) of the Gram Sabha Project Executive Committees, on fake payments of 419,123 INR and misappropriated amounts of 16,72,789 INR; (iii) ensuring the auditor validates the replies of the management to their previous observations, and to audit all District Project Management Units (DPMU) and document the extent of checking; (iv) revising the Project Implementation Manual to clarify that the bid opening committee would be composed of project staff only to ensure bids are opened on the day of the bid submission deadline; (v) hiring a procurement specialist on consultancy basis.
- The project management should by 31 December 2018 (i) revise the Daily Subsistence Allowance paid to project staff to take into account increased cost of accommodation; (ii) apply a uniform ceiling of medical claim, in line with good practise in other Societies (such as Jharkand Sustainable Livelihoods Promotion Society). The project management will consult with Welfare Dept to plan the process for the revision of salaries based on performance.

D. Overview and Project Progress

Component 1. – Community Empowerment

1. Overall performance under this component is rated as moderately unsatisfactory (score=3).

Sub-component 1.1. Promotion of Self Help Groups (SHG) and Youth Groups (YG)

1. **SHGs.** Rated moderately satisfactory (score=4). Formation of groups reached 96% of the targets, of which, 96% groups have bank accounts and 61% groups have been handed over to JSLPS. In terms of financial performance, only 60% of saving is used as inter-lending, of which nearly 35% have been repaid. The modalities of continued engagement with SHGs post-handing over to JSLPS, need clarification. With regards MTR recommendation of forming new SHGs to saturate the GP, the project informed this is not required given the expansion of JSLPS and the mission endorses this.
2. **YGs.** Rated moderately satisfactory (score=4). At MTR, the targets (number of groups) were revised to 800 in lieu of 600 YGs. To-date, 695 (nearly 87%) have been formed, of which, 573 YGs have bank account, and 351 YGs (nearly 50% groups) have been registered under NYKS and limited support provided by NYKS to date (vocational training in East Singhbhum district). The YGs should be supported to prepare activity plans around three integrated areas, namely, (a) social action plans; (b) cultural and sports action plan; and (c) economic action plan.
3. The project formed Kishori (adolescent) Groups in 2017-18 and the mission concurs with the project recommendation that the approach to these groups should emphasize vocational training, school education, and social activities supported by GSPEC. No seed capital should be provided to these groups.

Subcomponent 1.2. Building the capacity of Community Resource Persons (CRPs), GS-PECs and staff of FNGOs and JTDS

1. Rated moderately unsatisfactory (score=3). Although, the number of trainings conducted during 2017-18 as per AWPB and corresponding achievements look reasonably satisfactory for CRP/GSPEC and FNGO staff, the training of JTDS staff is insufficient and the training effectiveness particularly for the CRPs, needs further improvement.
2. The training offered by JTELP should be modular with focus on one topic followed by practical application, then a new module/ topic is introduced when the previous one is mastered well. The training should be done in small groups. This new approach calls for master trainers who can be hired from the pool of qualified personnel of other Departments especially Rural Development and Panchayat Raj Dept. The approach to exposure visits should also be modified so that one theme should be determined per exposure visit, rather than overburdening the participants with many subjects.

Subcomponent 1.3. Special support to the PVTGs

1. Rated moderately unsatisfactory (score=3). The mission visited 2 PVTG villages and the observations in this section are derived from the field visits and the study on the "Social Development Needs Assessment and Strategy for Engagement with PVTG communities". JTELP interventions in PVTG communities are sporadic and many communities have minimal ownership of the project. The priority areas identified by the study, included: (a) habitat planning and implementation; (b) strengthening access to social benefits (ICDS, food rations, midday meals, widow and old age pensions, etc); (c) developing critical infrastructures in PVTG villages (drinking water, water harvesting, repair/maintenance of wells using VDF, etc); (d) access to health and education; and (e) improving access to renewable energy.
2. The AWPB 2018-19 was the first substantive and integrated work plan for PVTG covering energy requirement, access to potable water and livelihood activity (plantation, cowpea and Targeting Hardcore Poor project). The rate of implementation is nil except for the fruit tree and Barbati cultivation and elephant foot yam as well as fruit trees plantations of guava, custard apple, jack fruit and wood apple. The project provided Barbati cultivators, an assistance in cash, of Rs 3000 for clearing the land and Rs 3000 for the seed; those farmers using own seed, received also the funds for the seeds. The mission inspected the seed quality of Barbati at one place and the seed was infected with weevils. The project is not including pest control as part of Barbati intervention.

Component 2. Integrated Natural Resources Management

1. Rated as moderately unsatisfactory (score=3).

Subcomponent 2.1. Community Mobilization

1. Rated as moderately unsatisfactory (score=3). Based on AWPB 2017-18 and 2018-19 (till 31 July 2018), the project reported having conducted rapport building exercises, exposure visits, tola sabha during GSRLMP preparation, training on GSRLMP and INRM, and periodic GSPEC meetings. However, robust evidence remains limited of empowered community mobilisation through regular Gram Sabha meeting with strong participation of women, constitution of social audit committee and effective social auditing of project implementation through participatory monitoring. The 1202 GSPEC, who have a GSRLMP, did not develop annual plans with budgets commensurate with the labour availability in the village or with the budget of 4 lakhs INR specified in the annual work plan. The schemes submitted by GSPECs to block administration are sanctioned in a piecemeal fashion for MGNREGS' support (discrete number of ponds, sheds, land levelling). The livestock for the sheds constructed by MGNREGS should be budgeted in 2018-19.

2. The recruitment of technical support agencies (TSA), for agriculture and for livestock as per AWPB 2018-19, is still pending. The supervision mission is now recommending single source of the technical agency supporting the World Bank supported Jharkhand Opportunities for Harnessing Rural Growth Project (JOHAR) on livestock matters to align with best practices in the domain in the State.
3. JTELP also planned to hire TSA in nutrition (not part of AWPB) but did not clarify the staff composition of this TSA. IFAD suggested instead, that JTELP could call on the expertise of Mahila Vitta Evam Vikas Nigam (MVVN)[1] in Madhya Pradesh, to implement nutrition gardens and nutrition education, as they did it with one specialist and capitalized on the village organizations of SHGs. This is yet to happen.

Subcomponent 2.2 Land and Water Resource Development

1. Rated as moderately unsatisfactory (score=3). The land and water resources management component has mainly focused on creating ponds and wells. Although these were intended for collective use, they have been privatized by landowners who use them for irrigation and for aquaculture (in case of ponds). The mission endorses the BOD recommendation to allocate these structures to interested SHG to use them for productive activities. The Village Development Fund (VDF) guidelines also make provisions for the owners of the ponds, initially financed for collective use, to pay a fee to the VDF.
2. The other major aspects in project sites, which were overlooked and need attention, are: the restoration of degraded land and soil. Extensive land degradation and poor soil quality (shallow /thin soil depth, coarse texture and low levels of fertility) were extensively noted as well as reported by the communities throughout the state.
3. The project achieved the full convergence target of 50 Crore INR with MGNREGS for soil and conservation works in 2017-18. In 2018-19, and based on discussions in the field, the status of convergence with MGNREGS is not clear. Issues still persist in terms of organization of MGNREGA works at village level, measurement of the works and delayed payment of the wages.
4. The project plans to develop fallow lands under SCA to TSP financing in 2018-19. The mission recommends that this activity be coordinated with MGNREGS who is developing an integrated approach on such lands by combining soil and water conservation with cultivation of these lands in plantation crops, grasslands or agroforestry.
5. JTELP developed the guidelines for increasing and using the capital of the VDF. However, JTELP has not yet authorized the VDF Committees to use the fund. The mission met one GSPEC who is planning to use the VDF as a revolving fund to provide credit for agriculture to individual producers: this contravenes the guidelines. Moreover, the current legal registration of the GSPEC and VDF Committees do not allow them to engage in financial intermediation. JTELP should sensitize the communities, FNGOS and DPMUs about the VDF guidelines.
6. In 2018-19, the GSPEC audit was planned for the second quarter of 2018-19; yet, the selection of auditors is not completed. This activity is urgent given the mixed quality of GSPEC book-keeping and the findings of the social audit regarding delayed payment to labourers, fake payment and misappropriated funds[2].

Subcomponent 2.3 Productivity enhancement and crop diversification

1. Rated as moderately unsatisfactory (score=3). System of Rice Intensification (SRI) has been promoted throughout the project area, including the bundled "Don 1 and 2 Lands" without having any control over water management, and by recommending only 2-3 rice varieties (IR 42, IR 44, Sahbhagi dhan and Vineet/Naveen) across the state. In most places the transplanting was noted to have been delayed this year due to late onset of monsoon. However, wherever it was done on time, the establishment was good. Although the project calls these demonstrations SRI, they are in reality application of transplanted rice and row sowing with lower seed density.
2. The project established 39 Farmer Service Centers (FSC), out of total 60 FSC. Up to date, 24 FSC are equipped. The FSCs visited by the mission were not yet fully functional. Each FSC is set to cover the Gram Panchayat and a management committee was set up for the FSC. The rates for the rental of the tools and equipment were fixed by the Gram Sabha, but are too low to financially sustain the FSC. The set of equipment and number of tools (seed drum, line marker, conoweeder, dry weeder, rice thresher) were decided by the project. Discussions with the community revealed that they are planning to use the FSC as a meeting venue, and they have other needs such as for mechanized milling of rice and power tillers. Although starting timidly with inadequate equipment, the FSCs have the potential to grow into input supply, machinery and aggregation/ processing centers.

Component 3. Livelihoods Support

1. Rated as moderately unsatisfactory (score=3).

Subcomponent 3.1 Support to IGAs

1. Rated as moderately unsatisfactory (score=3). The mission observed that JTELP brought two main changes to the IGA implementation approach : the cost of each IGA was reduced by up to 50% (thanks to reduction in the cost of sheds); improved veterinary care through training of Pashu Mitra and collaboration with veterinary doctors at block level. As a result, the mortality of livestock was reduced from 50% last year to approx. 15-20% among adult goats (but still 100% death rate is reported during transportation) for new batch of animals procured this year, and 30-50% among kids born to older animals. Only 10% of the dead animals were replaced. The animals procured in 2018-19 are for the most part untagged and uninsured.
2. The mission observed the following :
 - The approach for determining the livestock type per village is driven by the project management.
 - Some of the beneficiaries have neither previous experience nor interest of keeping livestock.

- Lack of inputs (eg vaccine, feeding, transportation, and management etc) lead to sub-optimal fertility rates (goat and pig), weight gain (pigs distributed in 2017-18 and their progeny are emaciated). As a result, the beneficiaries are unlikely to achieve the targeted income from these IGAs.
- The project continues to distribute animals which creates a gap between delivery of the sheds and populating them. At a total cost varying between 40,000 to 56,000 Rs/ beneficiary with 95% Government contribution, this operation is not scalable.
- The pashu mitra who were trained were 90% men, as it was easier for them to attend training in Ranchi. Experience in India shows that selection of women as Pashu Mitra is more effective and sustainable, and training can be organized at district or block level.

• **Subcomponent 3.2 Integrated Productions and Marketing Support**

1. Rated as unsatisfactory (score=2). JTELP established vegetable clusters (including tomato, brinjal, chillies, and gourd), mango and papaya as orchards of fruit crops, and nutrition gardens. While the cultivation/plantations for all the crops were completed, care for all crops was lacking in most places.
2. The papaya orchard plantation has been completed at one site in five acres and the second site is ready for transplantation. The planted orchard has already started flowering, though there was a flower drop and viral curling of leaves in some plants. The mango orchard likewise has been established at five sites, however except at one site the orchards were un-kept (full of weeds, taller than the plants) and in one place the shoots coming from the stock plant were common in the plantation.
3. Tomato, Brinjal and Chillies were noted to have been transplanted in a number of villages and their growth is mixed. In a number of sites, the mission observed damping off, blight, leaf curling, fruit rot, and water logging in tomato; leaf curling in chillies, and damping off, stem borer infestation and excess soil moisture in Brinjal. These diseases point to the low quality of the seeds the project provided to the farmers. Farmers expressed two preferences : (i) cultivation of gourd, chilli and okra in kharif as they are more resistant to pests and high rainfall during the season and have a good market; (ii) growing wider range vegetables in Rabi season. Farmers also expressed that they would like to choose the varieties to plant in Rabi season.
4. Nutrition gardens (NG) were in a bad state, and for the very few where the plants were standing, they had fewer varieties than the 10 suggested ones. The mission also observed that in certain cases, the NG were far from the homestead; the women were not always aware about the benefits of the crops grown.

Subcomponent 3.4 Innovative Interventions

32. Rated as moderately satisfactory (score=4). There is a target of establishing 20 model biogas units (2m³) in the project villages by using piggery waste; however, till now, none of them are established. In one village, the household selected has cattle and buffaloes and no pigs. This is not in line with the rationale of this activity as it addresses the treatment of effluent from pig rearing and breeding units.

[1] MVVN reached more 100,000 households/ year in 6 districts (including 3 tribal districts) with one doctor at SPMU; 1 resource person in the district and 2600 village organizations of SHGs.

[2] The social audit identified approx. 12 lakhs of misappropriated funds; fake payment of approx. 4 lakhs INR; and delayed wage payment of approx. 3.4 lakhs INR.

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus		
Effectiveness	Rating: 3	Previous rating: 3

Justification of rating

Likelihood of achieving the project development objectives. Rated as moderately unsatisfactory. The project outreach is reported as 148,257 HH of which 5881 PVTG households and 102,321 tribal HH. This represents 68% of the total outreach of the project (now 215,000 HH). However the logframe analysis by outcome presented herebelow points to limited achievements of results and this 3 years from project completion

Log-Frame Analysis & Main Issues of Effectiveness

1. **Outcome 1:** 122,400 tribal households (HH) from highland areas benefit from increased food production, greater participation and returns from rainfed farming. The number of farmers who have adopted in-situ water harvesting is nil as this is not an activity that was promoted by the project to date. Farmers adopting improved technology/ package of practices is reported as 25,424 (20% of the target). Farmers report doubling of rice yields with improved yield at 5T/Ha.
2. **Outcome 2:** 26,640 HH in lowlands benefit from improved village irrigation facilities. The number of HH who adopted irrigated agriculture and improved farming practices is 6,374 HH (24% of the target). For farmers who have ponds, they are increasingly using the pond for fishery production and this covers both the kharif and rabi seasons.
3. **Outcome 3:** 42,650 HH benefit from market linked commercial production. Total number of beneficiaries to date are approx. 13,000 persons. Income from vegetable cultivation can reach up to 20,000 INR/season/household but average is around 8985 INR/season; from goat, up to 4000 Rs/year/household. This represents 10-25% of targeted incomes. As indicated under component 3, there is still room to improve the training of farmers and the package of practice to ensure higher returns.
4. **Objective:** Empower and enable 136,000 HH including 10,000 PVTG HH to take up livelihood opportunities based on sustainable and equitable use of natural resources in 164 GP in 30 blocks of 14 TSP districts. The no of HH reporting income increase is 64% as per annual outcome survey 2017. There is no separate reporting on PVTG. Women member of SHG report improvement through wage employment in the village and IGAs. A third of GSPECs can be considered functioning and they correspond to the villages where the cluster activities are on-going.

Development Focus		
Targeting and Outreach	Rating: 4	Previous rating: 4

Justification of rating

rated moderately satisfactory (score=4). Evidence from field visits shows that the project has been sensitive to poverty targeting, enabling the poorer households (BPL, landless, women headed HHs, and households with person of disability) to benefit from at least one of the interventions of the project, either SHG, SRI demonstration, livestock IGA or vegetable cultivation.

Main issues

- While there is reasonable saturation and inclusion of the poor, the project must continue to track the performance of these poor HHs in terms of their benefits (such as income) from project interventions.
- The higher value activities such as vegetable cluster and plantation show bias towards less poor households. The project may support farmers up to 0.25 acres.
- With the saturation of all villages in a GP as recommended by the MTR, non ST communities are questioning their participation and benefit from JTELP. This again underscores the need for convergence with Government schemes and to use IFAD funds accordingly.

Gender equality & women's participation	Rating: 4	Previous rating: 4
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Justification of rating

Rated moderately satisfactory. Women represent 51.12% beneficiaries, as compared to men (48.88%). Gender focus in terms of IGAs too has been encouraging with nearly 60% beneficiaries under IGA (poultry, goat and vegetables) being women, mostly from vulnerable households; under nutrition garden, over 90% beneficiaries are women. Organising the

women into SHGs facilitated in addressing gender inequalities such as (a) access to knowledge, information and technical skills through periodic trainings; (b) access to finance / credits for income through provision of revolving fund to the SHGs; (c) supporting improved living conditions through access to electricity; (d) access to livelihoods and IGAs through livestock and vegetable cultivation.

Main issues

The project needs to follow up and monitor four critical areas of gender participation and inclusion, namely, (i) improving/ensuring larger women participation in Gram Sabha for decision making processes; (ii) inclusion of women in key leadership roles in GSPEC/VDF/Social Audit Committees, etc. and ensure their effective participation in discussions and decision-making; (iii) improved access to extension services for land/livestock/agriculture productivity; and (iv) special attention to women from PVTGs for empowerment and capacity building including for access to social and economic benefits/entitlements. Also, to the extent possible, encourage inclusion of young women in YGs based on tribe-specific norms and socio-cultural practices/acceptance.

Agricultural Productivity	Rating: 3	Previous rating: 3
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Justification of rating

Rated moderately unsatisfactory. Given the level of implementation of the demonstrations and IGA activities, the productivity is not uniform across farmers and is generally low.

Main issues

The lower agricultural productivity is due to poor quality seeds, inadequate land preparation and insufficient pest monitoring and control. The yields reported for the SRI demonstrations need to be re-examined in view of the partial application of the SRI package, and comparable yields in the State. Similarly for the livestock, the high mortality rates are due to the design of the activity, and these rates should be compared with state average.

Nutrition	Rating: 2
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Justification of rating

Rated as unsatisfactory. The promotion of NG is commendable : it was introduced by the Welfare Dept and JTELP and it was not foreseen at design. However, it is not likely to yield the desired results this kharif due to poor establishment. Other project activities are contributing to diet diversification such as livestock and vegetable IGAs.

Main issues

The promotion of NG to diversify the diets of the tribal communities and include more nutritious vegetables is commendable. Yet, basic technical practices and location of the NG need to be complied with and the activity should be combined with nutrition education. The mission reiterates the TPRM recommendation to seek support from MVVN who has implemented similar activity very successfully and at large scale, in tribal communities.

Adaptation to Climate Change	Rating: 4	Previous rating: 4
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Justification of rating

Rated moderately satisfactory JTELP is not a climate change responsive project although its NRM and production improvement activities indirectly contribute to improve household adaptive capacity to climate change. As a result of monsoon variability which affects the project planning of agricultural activities, JTELP should now build this into the package of practices it implements for staple and cash crops and NG.

Main issues

According to the State action plan for climate change (Department of Environment and Forestry, 2013), the districts of Pakur, Simdega, Lohardaga and Latehar were identified as highly vulnerable to climate change. Overall, JTELP in these districts is promoting irrigation, drought and flood resistant rice varieties but without adequate package of practices. JTELP with support from the TSA agriculture, can start training the farmers on the use of the weather forecasts issued by India Meteorological Department (IMD) and introduce package of practices, based on the contingency plans formulated by the National Initiative for Climate Resilient Agriculture (NICRA) for different rainfall regimes.

b. Sustainability and Scaling up

Institutions and Policy Engagement	Rating: 3	Previous rating: 4
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Justification of rating

Rated as moderately unsatisfactory. JTDS, the society implementing JTELP, is becoming a major implementer of the livelihood activities of the Welfare Dept: the SCA to TSP and Art 275. It is also now mandated by the Welfare Dept to ensure that all ST and PVTG households obtain their entitlements. JTDS should strive to improve the quality and results of the activities it implements.

Main issues

- The grassroots organizations established by the project, are being linked to Government institutions to pursue their support and strengthening. The SHGs are being handed over to JSLPS which will continue to provide capacity building on livelihoods and financial inclusion through provision of additional seed capital and bank linkages. The YGs will be further strengthened through linkages with NYKS. The GSPEC need to be linked more to the GP and the block/ district administration. The FSCs are likely to grow into business entities. JTELP should continue strengthening the governance, accountability and business skills of these entities, in collaboration with partner Government organizations.
- *JTELP is yet to demonstrate effective interventions for the PVTGs enabling them to substantially benefit from the project and that could be subsequently adopted by the Government for scaling-up.*

Partnership-building

Rating: 3

Justification of rating

Rated as moderately unsatisfactory. The partnerships are built around MoU, standard operating procedures or exchange of letters. However, none of these partnerships is working optimally.

Main issues

- JTELP has partnerships with : 1) MGNREGA for NRM; 2) JREDA for innovations in the use of renewable energy for both domestic and productive uses; 3) JSLPS for hand over and capacity building of SHGs as well as knowledge sharing for strengthening livelihoods and IGAs; and 4) NYKS for support to YG. There is no systematic follow up and no substantive discussions between JTELP and its partners on factors hampering the implementation of the activities in the field.
- The JTELP management should develop institutional mechanisms to nurture and develop the partnerships : regular meetings, designation of focal persons, reviving the whatsapp group, making partnership and convergence a standard agenda point in the monthly meetings of SPMU and DPMU; considering effectiveness of convergence as an evaluation criteria for the project management at state and district levels.

Human and Social Capital and Empowerment

Rating: 4

Previous rating: 3

Justification of rating

Rated as moderately satisfactory. The project approaches of promoting community institutions (GSPEC, SHGs & YGs) and community mobilisation (through capacity building trainings and exposure visits) are contributing to human and social capital development and empowerment. Organising the women from different social and economic background into SHGs and their regular meetings and saving culture ensure improved social bonding which is part of social capital. However, greater attentions are required to support the PVTGs as well as many of the poorer households to enable them harvest the human, social capital and empowerment through the project interventions.

Main issues

No issues.

Quality of Beneficiary Participation

Rating: 4

Previous rating: 4

Justification of rating

Rated as moderately satisfactory. The project implementation is built upon several approaches to mobilize and ensure community participation, such as: (a) saving mobilization for SHGs and YGs; (b) creation of community and individual assets via EPA, VDF, IGA supports, RF for SHGs; (c) creation of opportunities for wage labour with prevailing wage rate and efficient payment system; (d) seed capital for social and farm/off-farm enterprises; (e) farmers service centres to support in creating agricultural assets and enterprises; (f) mechanism and record keeping to ensure and monitor regular SHGs meetings and savings; (g) financial prudence and transparency through cheque transfer; (h) community

procurement processes; and (i) ensuring beneficiary/community contribution of 5-30% for each activity funded by the project.

Main issues

The main concern is the top down approach adopted by the project management in determining the IGAs to be promoted in the various communities.

Responsiveness of Service Providers	Rating: 3	Previous rating: 3
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Justification of rating

Rated as moderately unsatisfactory. The main service providers assessed are the FNGOs. Performance issues were noted in terms of: residence of FNGO staff out of project area; posts remaining vacant for extended periods of time; irregular submission of progress reports and financial reports; limited subject matter knowledge in integrated NRM and livelihoods; variable involvement of NGO management in project implementation. No action is taken against poor performing NGOs. The mission also noted high turn-over in a number of FNGOs and use of multiple bank accounts which do not help in tracing payments especially for staff salaries. The mission will be providing the list to the SPMU to review the matter in depth.

Main issues

The MTR suggested that FNGOs focus on their domain knowledge in community mobilization, capacity building of grassroots institutions, monitoring of CRP and facilitating their training, and convergence of GS-PEC and YG with Government schemes. JTELP did not revise the terms of reference accordingly; neither provided the NGOs with additional human resources to deal with the IGA and cluster activities, and the increased number of villages in certain blocks. The mission is of the opinion that the current scope of work and staffing of the FNGOs should be modified in line with the project higher focus on livelihoods and enterprise management and the fact that most of the social mobilization is now done.

Environment and Natural Resource Management	Rating: 3	Previous rating: 4
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Justification of rating

Rated as moderately unsatisfactory (score=3). As indicated above, NRM is only focused on building water infrastructure. This is good but not sufficient given soil erosion constraints, scarcity of fodder and water for livestock particularly during the dry season.

Main issues

No issues as these have been addressed already above.

Exit Strategy	Rating: 4	Previous rating: 4
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Justification of rating

Rated as moderately satisfactory (score=4). The JTELP exit strategy relies on robust capacity building and operation of all community institutions supported by the project, as well as strong linkages with Government organizations and schemes.

Main issues

- As indicated above, the capacity building approach should be revised to yield more positive results in terms of increased competency and accountability of the leaders managing the grassroots organizations and uniform improvement in book-keeping. Moreover, JTELP should more actively facilitate linkages of the grassroots organizations with Government organizations and schemes.
- ITDAs have been established in all TSP districts. With nearing completion of JTELP, Welfare Department suggested posting livelihood officers in ITDAs at district level.

Potential for Scaling-up	Rating: 3	Previous rating: 4
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Justification of rating

Rated as moderately unsatisfactory. Under the guidance of the Welfare Dept, JTELP introduced innovative interventions

in form of the pig and goat breeding centres, nutrition gardens as well as FSCs; and is set to scale the methodology for graduating out of poverty in PVTG communities which was piloted by the Welfare Dept with the support of Bandhan Konnagar and JPAL. the implementation of these innovations in the field point to the need to manage the technical and methodological aspects as well as the costs, prior to considering further replication.

Main issues

No issues as they were already raised in the sections above.

c. Project Management

Quality of Project Management	Rating: 3	Previous rating: 3
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Justification of rating

Rated moderately unsatisfactory. The project management suffers from chronic weaknesses in planning and organizing project activities; managing project effectiveness and achievement of objectives; mobilizing technical expertise; and building partnerships. Project management has only implemented 35% of MTR recommendations, and failed to redress for the last 3 years the weak areas of performance. Recommendations are in annex 1.

Main issues

- Project management is task based and top down. Quantitative targets drive implementation. Approach is to transfer assets to households without necessarily validating the choice of assets nor ensuring adequate training and support services. The mission reviewed the minutes of the SPMU/ DPMU meetings for the last 3 months which capture the district by district feedback and instructions to reach the targets within short time span. The minutes do not capture any discussion of implementation constraints.
- As a result of the above, there is no learning from others. The management of JTELP was exposed to successful IGA implementation in Maharashtra and Rajasthan, but the capitalization of this knowledge remained limited. The project also had the opportunity to exchange with JOHAR on training curriculum, approaches, but these were not capitalized upon.
- There is still a high turn-over among project staff : last year, 14 positions were vacant and this year 11 positions are vacant (out of which 3 were also vacant last year). The turn over is explained by the low salary scale and limited job satisfaction.
- Current rates of daily subsistence allowances have become inadequate in the wake of GST and should be revised. Although an issue facing the project for some time, this was not brought to the attention of the BOD in its last meeting.
- The mission notes that BOD withheld the decision on the increase in the ceiling of medical claims. It is to be noted however that JSLPS implements a uniform policy of medical claims for its employees. Implementation of a similar scheme in JTELP should be considered.

Knowledge Management	Rating: 3	Previous rating: 4
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Justification of rating

Rated as moderately unsatisfactory. The project budgeted for KM activities that included semi-annual/quarterly learning and sharing events at Gram Panchayat and district levels, as well as state level, The state review of the project is task based and top down and does not promote learning, but is held very regularly. The rate of implementation of the events at Gram Panchayat and district is irregular. JTELP produced a coffee book about its activities and the information about project objectives, expected results and activities needs to be shared more widely among communities.

Main issues

- There is ample progress data in the MIS system on outputs and this points to stories and case studies accompanying these numbers, that should be captured, synthesized, documented, and shared with implementing partners. Moreover, during the field visits, the mission found some successful/model farmers, groups (SHGs and YGs), and GSPECs in operation. This provides very good experience to enhance farmer-to-farmer, and group-to-group learning. This would also encourage sharing of successful indigenous knowledge and practices within the communities, consequently contributing to the efforts towards increased agricultural productivity, reduced livestock mortality, and greater social and economic cohesion.
- JTELP conducts many training events of field staff and community organizations; however, evidence from the field shows that application of knowledge acquired from the trainings, as well as transfer of said knowledge to other group and community members, remains quite limited. This calls for revisiting the content and approach of the training, using local language to extent possible, and organizing training at district and block level, as applicable.
- Group meetings in the community should be used more intentionally and systematically to enhance efficiency of groups and the impact of the various social and economic activities they are involved in. For example the trained Pashu Mitra can discuss animal husbandry with the SHGs during their weekly meetings.

- There needs to be a clear link between the existing knowledge management strategy and the activities implemented so far, and how coherent these are in enhancing the identification, capturing, packaging, and dissemination of lessons learned. A detailed review of the KM strategy will be included in the Technical Annex.

Value for Money

Rating: 3

Justification of rating

Rated as moderately unsatisfactory. The economic and financial analysis, updated at MTR in 2017, provided an economic internal rate of return of 26% at a 12% discount rate, in the base scenario. The analysis underscored that the project is particularly sensitive to increase in costs and decline in benefits, which is the situation the project is currently facing with high cost of interventions, especially livestock, and limited benefits accruing to a small number of producers.

Main issues

The project continues to adopt approaches that are costly with limited outcomes. A case in point is the total cost for the livestock based IGAs which varies from 40,000 to 56,000 Rs/ beneficiary with 95% Government contribution. This cost is 10 times higher than the cost envisaged at MTR as it was expected the project would discontinue such activities and focus more on provision of services and training to the producers rather than direct asset transfer. The cost currently incurred by JTELP is slightly higher than similar interventions funded under the World Bank supported JOHAR project where the nodal agency is the Rural Development Dept. The incomes from the livestock based IGAs, reported by JTELP beneficiaries, stand at 10% of targeted incomes in the project. This is due to high mortality rates due to limited paraveterinary services and advisory on feeding and husbandry practices. The mission is of the opinion that the situation can be reversed provided JTELP hires a qualified technical support agency to guide the livestock and agriculture based activities, as proposed above.

Coherence between AWPB and Implementation

Rating: 4

Previous rating: 3

Justification of rating

Rated as moderately satisfactory. The rate of achievement of AWPB 2017-18 is 54% in terms of physical progress and 70% in terms of financial progress. For AWPB 2018-19, as of 31 July 2018, the rate of physical progress is 13% and the rate of financial progress is 5%. JTELP submitted its AWPB 2018-19 on 6th March 2018 and revised it based on feedback from IFAD as well as GOJ. The GOJ approved AWPB was submitted to IFAD for no objection in April 2018 and IFAD provided no objection in August 2018, due to oversight.

AWPB Inputs and Outputs Review and Implementation Progress

- Post MTR, the AWPB should be seen as a tool to manage project performance and achievement of results. Currently the narrative does not reflect the progress achieved to date and what remains to be done to achieve project output and outcome targets, and that would justify maintaining or changing project implementation approach. For example, the monitoring of 2017-18, demonstrated the poor results of the vegetable clusters during kharif and yet JTELP doubled the coverage of this activity (in terms of area and household).
- Continued mismatch between capacity building of beneficiaries and the scale of IGA activities, under component 3; while the project is on track with achieving the number of IGAs, it lags behind on training : 21% only of the annual target in 2017-18 and 3% to date.
- Synchronization of activities with the agricultural season : as seen in the field, the crop related activities started late due to delay in the onset of monsoons. This should have led to a revision of targets and package of practices to adapt to the new circumstances.

Performance of M&E System

Rating: 3

Previous rating: 4

Justification of rating

Rated as moderately unsatisfactory. The project has now a fairly robust M&E system with functional MIS, both online and excel-based, tested with support from IFAD financed Integrated Livelihood Support Project (ILSP). As per workplan 2017-18, JTELP trained DPMU and NGO staff in the use of the MIS for data collection and data entry online. The Welfare Dept reviews the performance of the project on monthly basis which is highly commendable. The following reports were submitted on time : the Annual RIMS Report which contains the Core Indicators and IP indicators as mandated by IFAD; the AOS 2017 ; the Annual Progress Report. The rating, lower than in previous missions, is due to the non-reliability of the M&E data collected at field level and is not subsequently validated creating divergence between actual and reported performance.

M&E System Review

- Based on requirements of GOJ and IFAD, data are collected on a daily (on nutrition garden, vegetable cluster (kharif, low cost shed for livestock clusters), weekly (CBOs, land and water, SRI, livestock intensifications, and fruit

trees clusters) and monthly basis (collation of daily/weekly data). Data are reviewed on monthly basis at DPMUs and quarterly basis at SPMU.

- M&E data generated from the field is not verified and the mission noted over-reporting of activities. This is explained by limited staff in the field, limited supervision, and pressure to report on a very frequent basis, as indicated above.
- The M&E should now be geared towards reporting on results and not just activities/ outputs. For this, the AOS questionnaire needs re-visit to better capture outcome, replication and scaling-up data from the fields with additional indicators on IP parameters. The mission will assist the project in revising the AOS questionnaire.
- Ideally, AOS should be conducted through outsourcing of third party. However, with the limited budget as per AWPB 2018-19 for AOS, the project may continue to do the AOS in-house.
- Given the increasing M&E functions and reporting requirements on new indicators following demands by the GOJ, it is recommended that the SPMU hires an assignment based MIS consultant with competencies in IT/software design. The MIS consultant can customise the MIS software as required, as also provide handholding support to the DPMUs on MIS and data analysis, besides beginning to consolidate results post-MTR.

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

Rating: 4

Justification of rating

Rated as moderately satisfactory. The project predates SECAP. It was classified as category B project and no components required a dedicated environmental and social analysis.

SECAP Review

No issues to raise.

d. Financial Management & Execution

Disbursement by financier

Type	Name	Current Amount	Disbursed Amount	Actual Rate
Domestic Financing breakdown	Beneficiaries	\$925,000		
	National Government	\$7,928,000		
	Other Domestic	\$55,738,000		

Acceptable Disbursement Rate

Rating: 3

Previous rating: 2

Justification of rating

The project is in its fifth year of implementation and the loan disbursed till date is only 34.57% of the total allocation of SDR 33.55 million. The disbursement also includes the initial allocation of SDR 1.94 million without which the disbursement is 28.78%. WAs have been submitted and processed for the period up to June 2018. The amount disbursed under category IV which is Funds to FNGOs, TSAs, SHG, GS-PEC, PG and LC is about 99%. The MTR had proposed reallocation of funds and recommended that JTELP through GoJ send a proposal to DEA regarding the re-allocation of IFAD loan proceeds. This needs to be done immediately as the disbursement under category IV has reached about 99% of the allocated amount.

Main issues

The mission in 2016 had pointed out that the project had claimed taxes from IFAD which was not permitted and recommended reversal of the tax claims and to stop claiming taxes in future. In 2017 the mission was informed that the tax amount had been reversed and taxes were not being claimed. The Mission in its SOE review observed that during the current financial year, taxes have not been segregated and the same has been claimed from IFAD and due to introduction of GST during the year, almost all goods and services are taxed at various rates ranging from 5% to 28%. The taxes claimed should be identified and reversed from the next WA.

Agreed Action	Responsibility	Agreed Date
Financial Management & Execution		
Amendment of schedule 2 of the loan agreement. Initiate process of reallocation of funds	SPD/FAM	09/2018
Taxes Identify and reverse the taxes claimed from IFAD	FAM	10/2018

Fiduciary Aspects

Quality of Financial Management

Rating: 2

Previous rating: 3

Justification of rating

The mission reiterates many of the findings of the previous missions and has not observed an improvement over past years.

Main issues

Two posts of the Finance & Admin Officer (FAO) and four posts of the accountants are vacant in the districts. The posts need to be filled up immediately. The officers taking up additional responsibilities of the vacant posts are not being compensated. The project uses Tally software for accounting. The licence of the software which was due for renewal in April 2018, has not been renewed thereby data of all the districts cannot be synchronized using the web-baseddisbur application. Further, the accounting software has not been updated for additional accounting heads to match the activities planned under the AWPB causing reporting under incorrect accounting heads and mismatch between physical and financial achievement.

During the course of SOE review, the mission noted that some cheques issued to the SHGs and GSPECs have not been cleared by the bank. These amounts have been reversed and credited to Miscellaneous Income/ receipts account and not to the same accounting head which was debited at the time of payment. To the extent of such reversals and non- issue of renewed cheques, the amount claimed under the WA is in excess. Renewed cheques should either be issued forthwith or such claims reversed. The Mission also noted a few cases of mismatch between the claims submitted through the WA 21 and the tally accounts. In one case an amount paid (Rs.637,845) and recorded in July 2018 has been claimed in the WA up to June 2018. The FAM should review all the claims with the books of accounts and reverse any excess amount claimed.

The advances to GSPECs amounted to Rs 77.93 million as at March 31, 2018. It was noted that some advances had not been settled for the entire year (including advances for EPAs). Advances which had balance of Rs 36.87 million at the beginning the year 2017-18 were not fully settled during the year and had a balance of Rs 12.25 million at the end of the year. At the SPMU also the advance to JREDA has not been settled for more than a year and additional advance has been provided during the year. These advances need to be settled promptly.

The project faces a risk of lack of internal control systems. The project does not have an internal audit system as has been recommended in the earlier missions. The FAM at the SPMU does not review the records of the DPMUs nor is there a system of regular visits to the DPMUs. Discrepancies, if any, can go unnoticed unless checked by the auditor. The auditor in his observations has noted that (i) the terms and conditions of the FNGOs have not been complied with in respect of submission of bills for reimbursement of expenses (ii) accounts of FNGOs do not match with the DPMU and need to be reconciled (iii) payment vouchers are not authenticated by designated persons (the mission found that the vouchers were authorized) (iv) delay in settlement of advances (v) non filing of IT return by JTDS

The books of accounts of the GSPECs were reviewed in a few villages. The quality of the books depended on the quality of the Community Facilitator (CF). In some cases, books were updated only up to March 2018. It was noticed that cash payments (cash receipts were not available) were made to supplier of material for the construction activities, though the same supplier was also paid by cheque in a few cases. In cases of procurement of FSC equipment, though the project has shown it as community procurement, it is actually centrally procured at the SPMU and only payment is routed through the GSPEC. Further, if we consider the cost of transportation of the various equipment, procuring it centrally is not justified. The Social Audit Unit of the Dept of Rural Development, Govt of Jharkhand conducted a Social Audit of the project in 2017. The findings, among others, indicate (i) 24 cases of cash withdrawal without budget head/record/non-head-no proper records/irregularities (ii) fake payments of Rs 419,123 and (iii) misappropriated amount to be recovered Rs 12,53,666/-.

Agreed Action	Responsibility	Agreed Date
Financial Management & Execution		
Submission of original vouchers The Welfare Dept and the Tribal Development Commissioner both confirmed that the original vouchers are not required by the Govt for claiming reimbursement. the project is therefore required to submit the utilization certificate but not all the original bills and vouchers of all the project expenditure.	FAM/SPD	09/2018
Financial management software Renew licence of Tally software and create new account heads to reflect new activities in work plan and budget.	FAM	09/2018
Cheques Settle all cheques which have not been cleared by issuing fresh cheques or reverse the claims made against the same	FAO/FAM	09/2018
Internal control Finalize the hiring of the internal audit and improve the internal control systems. Appointment of a CA firm for internal audit is stipulated by the Subsidiary Agreement.	SPD/FAM	10/2018
Qualification of financial teams in districts. Reduce qualification/ experience requirement of FAO and Accountant to match the salary scale.	SPD/ Secretary, Welfare Dept	10/2018
Social audit findings Take action on the findings of the social audit report and correct the irregularities such as recovery of fake payments and misappropriated amount.	SPD/FAO/FAM	10/2018
Submission of claims The amount of Rs. 6,37,845/- not to be included in Q2 WA as already claimed in Q1 WA.	FAM	10/2018
Advances Settle advances to GSPEC for previous year work and advances to JREDA at SPMU Level	FAM/FAO/Manager Convergence	12/2018
Partial cancellation of the loan An amount of 10 million USD can be cancelled as the project is not likely to utilize full loan amount given exchange rate gains and lower number of villages than previously estimated at MTR.	Welfare Dept/DEA/IFAD	03/2019

Quality and Timeliness of Audit

Rating: 4

Previous rating: 4

Justification of rating

The audit for the year 2016-17 was completed within the prescribed period of six months from the end of the year. The auditor presented an unqualified report. The audit report was in conformity with IFAD's requirements with a separate Management Letter.

Main issues

The auditor for FY 2017-18, should validate the management's replies to the earlier year's observations. During the year 2017-18, audit has been completed in the districts and the SPMU is yet to be audited. During the mission it was found that two trainees from the auditor's office visited all the DPMUs for only a couple of days. It was noticed that none of the vouchers were checked by the auditor. This has a serious implication on the quality of audit, as the project does not have any internal audit system. The mission reviewed the audit plan for the year 2017-18 according to which all the 14 districts were to be covered in 20 days. The proposal and ToR of the auditor needs to be checked with the man-days allocated for the audit.

Agreed Action	Responsibility	Agreed Date
Financial Management & Execution		
Audit of FY 2017/18 The auditor to validate the replies of the management to the audit observations of the earlier year and to conduct a full audit of all the DPMUs and document the extent of checking. The financial statements prepared on IPSAS cash basis should also contain Notes to the Accounts as an integral part of the financial statements which should describe the accounting policy adopted.	FAM/external auditor	09/2018
Loan covenant Comply with the loan covenants by submitting the required financial reports within the stipulated time	FAM	10/2018

Counterparts Funds

Rating: 4

Previous rating: 3

Justification of rating

During the year 2017-18, the GoJ has disbursed an amount of Rs. 390 million in September, 2017 (comprising IFAD share Rs 350 million and GoJ share Rs 40 million) and Rs. 100 million in February 2018 (comprising IFAD share Rs 80 million and GoJ share Rs 20 million). Thus, the total amount released was Rs 490 million against the approved budget of Rs 737.90 million (66%- comprising IFAD share INR 647.30 million and GoJ share INR 90.60 million). During the year 2018-19, there is an improvement and 52 Crore INR were transferred to the project on 5th September, representing 72% of share of GoJ and IFAD in the budget 2018-19. The GoJ has released a sum of Rs. 102 million in January 2018 towards SCA to TSP contribution to the project.

Main issues

The Mission was informed that the project had to submit all original bills and vouchers to the Treasury for claiming advance from the GoJ. According to the design document and the subsidiary agreement between JTDS and the GoJ, the amount provided by the GoJ is by way of Grant-in-aid and not an advance. Thus, the project is required to submit the utilization certificate but not all the original bills and vouchers of all the project expenditure.

Compliance with Loan Covenants

Rating: 3

Previous rating: 3

Justification of rating

Rated moderately unsatisfactory (score=3). The project has generally complied with the loan covenants but has not complied with Clause 9.02 of the General Conditions requiring the project to submit financial statements within the end of four months from the end of the financial year. The GoJ has entered into an MOU with JTDS for implementation of the project. In accordance with the MOU (subsidiary agreement), the GoJ is required to release the first instalment of the budget within three months of the start of the financial year. During the year 2017-18, the funds were released in September 2018 and February 2018 and during the year 2018-19, funds were released in early September 2018. In terms of the MOU, the project is required to engage a CA firm through competitive process as Internal Auditor and have the audit done quarterly and provide reports thereon. The project is yet to comply with this provision.

Procurement

Procurement

Rating: 2

Previous rating: 3

Justification of rating

Rated unsatisfactory. The agreed actions of November 2016 mission reiterated during 2017 MTR are yet to be completed. The implementation of the approved procurement plan is affected by inordinate delays, poor planning. The procurement plan is not monitored and updated during the year. Evaluation of bids/proposals, documentation and preparation of contract need substantial improvement. Contract management is not undertaken.

Procurement Review

- The project is facing high level of risks in procurement function in relation to proper planning, soliciting bids/proposals, evaluating bids/proposals and administering the contracts. The project failed to take any corrective steps to mitigate the risks identified by the previous missions.
- Detailed Technical evaluation reports are not undertaken.
- Majority of the procurement planned for 2017-18 and 2018-19 have not been undertaken.
- The finalised procurement have many deficiencies in contract management. For the procurement of equipment for FSC, the SPMU is stated to have sourced quotations from three suppliers and directed the DPMU to inform the GSPEC to pay the suppliers directly and obtain the goods. At best, this could be considered as a community payment rather than procurement through community participation. By splitting the payment and indicating it as procurement through community participation, this was not submitted for IFAD's prior review. This practice was followed for purchase of animals and poultry. Inferior quality of vegetable seeds procured has resulted in crop diseases and loss of entire crop to the farmers. SPMU did not enter into a rate contract agreement with any of the suppliers.
- Residential training for Pashu Mitra was awarded to Birsa Agricultural University on least cost rather than on evaluation of curriculum content and requirement. The proposals received from all the agencies are not available on file.
- PMU awarded the contract for 20 units of bio digesters to Punjab Agricultural University and released 50% advance but none has been constructed so far and the contract lapsed on 30th August 2018.
- Other contracts such as supply of solar lantern, improved cook stoves are yet to be delivered.
- The inordinate delay in opening of bids for GSPEC Audit and technical evaluation has resulted in the expiry of the bid validity period of 90 days and this has to now be re-advertised.
- Despite frequent change of staff and performance below 60% in the evaluation for release of management cost to FNGOs, the PMU has not taken any punitive action (notice for suspension and on non-improvement, termination of contract) against the poor performing FNGOs.
- For the engagement of the salary survey agency, there was only one agency qualified in the preliminary examination and no detailed technical evaluation of the proposal was done and the agency was awarded the contract. The data related to comparators and the raw data were not submitted to the project.
- In spite of participating in the procurement training workshops of IFAD by APD and Finance Manager, the understanding of public procurement principles and compliance to IFAD Procurement Guidelines is very weak.

F. Agreed Actions

Agreed Action	Responsibility	Agreed Date
Financial Management & Execution		
Submission of original vouchers The Welfare Dept and the Tribal Development Commissioner both confirmed that the original vouchers are not required by the Govt for claiming reimbursement. the project is therefore required to submit the utilization certificate but not all the original bills and vouchers of all the project expenditure.	FAM/SPD	09/2018
Financial management software Renew licence of Tally software and create new account heads to reflect new activities in work plan and budget.	FAM	09/2018
Amendment of schedule 2 of the loan agreement. Initiate process of reallocation of funds	SPD/FAM	09/2018
Cheques Settle all cheques which have not been cleared by issuing fresh cheques or reverse the claims made against the same	FAO/FAM	09/2018

Audit of FY 2017/18 The auditor to validate the replies of the management to the audit observations of the earlier year and to conduct a full audit of all the DPMUs and document the extent of checking. The financial statements prepared on IPSAS cash basis should also contain Notes to the Accounts as an integral part of the financial statements which should describe the accounting policy adopted.	FAM/external auditor	09/2018
Internal control Finalize the hiring of the internal audit and improve the internal control systems. Appointment of a CA firm for internal audit is stipulated by the Subsidiary Agreement.	SPD/FAM	10/2018
Loan covenant Comply with the loan covenants by submitting the required financial reports within the stipulated time	FAM	10/2018
Taxes Identify and reverse the taxes claimed from IFAD	FAM	10/2018
Qualification of financial teams in districts. Reduce qualification/ experience requirement of FAO and Accountant to match the salary scale.	SPD/ Secretary, Welfare Dept	10/2018
Social audit findings Take action on the findings of the social audit report and correct the irregularities such as recovery of fake payments and misappropriated amount.	SPD/FAO/FAM	10/2018
Submission of claims The amount of Rs. 6,37,845/- not to be included in Q2 WA as already claimed in Q1 WA.	FAM	10/2018
Advances Settle advances to GSPEC for previous year work and advances to JREDA at SPMU Level	FAM/FAO/Manager Convergence	12/2018
Partial cancellation of the loan An amount of 10 million USD can be cancelled as the project is not likely to utilize full loan amount given exchange rate gains and lower number of villages than previously estimated at MTR.	Welfare Dept/DEA/IFAD	03/2019

Jharkhand Tribal Empowerment and Livelihoods Project

Logical Framework

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
Outreach	1.b Estimated corresponding total number of households members							GRIPS			
	Household members			726 000	86 256	178 887	24.6				
	1.a Corresponding number of households reached							RIMS	Annual		
	Households			136 000	48 512	171 459	126.1				
	Non-women-headed households										
	Women-headed households			9 000							
	1 Persons receiving services promoted or supported by the project							RIMS	Annual		
	Indigenous people				76 718	76 718					
	Males				18 556	54 303					
	Not Young										
	Total number of persons receiving services										
	Non-Indigenous people				9 538	9 538					
	Young										
	Females				67 700	136 368					
	Groups receiving project services							RIMS	Annual		
No. of groups			5 828	5 914	15 932	273.4					

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	Number of smallholder household members supported in coping with the effects of climate change (men/women)							RIMS	Annual		
	No. of household members				15 930	24 421					
Goal Improve living conditions of the Tribal communities and in particular, particularly vulnerable tribal groups (PTGs) in the Tribal Scheduled Area districts in Jharkhand.	At least 75% of households with improvement in household asset ownership index							RIMS+ impact surveys at baseline, mid-terms and completion			Relative stability in the price of food and in general economic conditions are conducive to poverty reduction
	% HHs improved household asset			75	15	15	20				
	Reduction in the prevalence of child malnutrition by gender							RIMS+ impact surveys at baseline, mid-terms and completion			
	% reduction child malnutrition										
	At least 75% of households that have improved food security and incomes							RIMS+ impact surveys at baseline, mid-terms and completion			
	Households			75	68	68	90.7				
	Reduction in IMR from 67 and increases in % of child immunization from 34%							RIMS+ impact surveys at baseline, mid-terms and completion			
	% increase child immunization			34							

Results Hierarchy	Indicators							Means of verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility
Objective Empower and enable 136,000 tribal households including 10,000 PTGs households to take up livelihood opportunities based on sustainable and equitable use of natural resources in 164 village Panchayats falling in 30 Blocks of 14 TSP districts	122,400 households report income increases from rainfed agriculture from INR 483 to INR 2035							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations		
	Households			122 400						
	136,000 households report increases in total incomes							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations		
	Households			136 000	65 933	65 933	48.5			
	Average household food production increases from 644 kg to 813 kg/year							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations		
	Kg increase average production per year			813						
	84,000 women SHGs report improvement in decision making, assets, mobility etc.							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations		
	Males			84 000	64 332	64 332	76.6			

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	4,920 youth groups report benefits from the projects							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations			
	No. of youth groups			4 920	5 572	5 572	113.3				
	10,000 PTG households report increases in incomes from livelihood activities averaging INR 13,749							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations			
	Households			10 000							
	164 gram sabha PECs report effective functioning							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations			
	No. of gram sabha			164	10	1 254	764.6				

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
Outcome 122,400 tribal households from highland benefit from increased food production, greater participation and returns from improved rainfed farming practices	122,400 highland and upland farmers adopt improved technology and in situ water-harvesting measures							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			Weather patterns do not change to the extent that seriously affects farming; Prices do not fall to the extent that makes local production uneconomic; Markets for vegetables and other produce are not affected by external completion
	No. of farmers			122 400	18 000	25 424	20.8				
	income increase from INR 483 to INR 2075 household / year							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	INR currency increase income per year			2 075							
	average yield increases from 1,624 kg/ha to 2,070 kg/ha							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	KG average yield increases			2 070							
	average cropping intensity increase of 75% to 105%							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	% average cropping increase			105							

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices							RIMS	Annual		
	Males										
	Young										
	Females										
	Households										
	Total number of household members										
	Non-Indigenous people				936	936					
	Women-headed households										
	Not Young										
	Households				20 470	20 470					
	Indigenous people				19 534	19 534					
	Non-women-headed households										
	1.2.4 Households reporting an increase in production							RIMS	Annual		
	Young										
	Indigenous people				5 044	5 044					
	Non-Indigenous people				535	535					
	Total number of household members										
	Males										

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	Households										
	Females										
	Households				5 579	5 579					
	Not Young										
	Women-headed households										
	Non-women-headed households										
Output Increased community awareness, strengthened Gram sabha PECs, women's groups, youth's groups and PTGs households	5000 new women SHGs formed, trained and capacitated and 328 youth groups organised, trained and capacitated							Project progress reports			Communities are interested and willing to take active participation in the project interventions
	No. of youth groups			328	73	639	194.8				
	No. of new women SHGs groups			5 000		5 280	105.6				
	1000 community facilitators and 328 CRPs trained							Project progress reports			
	No. of CRPs trained			328	1 326	1 326	404.3				
	No. of community facilitators trained			1 000	150	150	15				
	Exposure visit organised for 164 Panchayat groups							Project progress reports			
	No. of Panchayat groups			164	18	158	96.3				
	For PTG villages 68 CRPs, VHWs and VAHWs and 55 TBAs trained							Project progress reports			
	No. of TBAs trained			55							
	No. of CRPs, VHWs and VAHWs trained			68	1 649	1 649	2 425				

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	10,126 solar lanterns and medicated mosquito nets distributed to PTG households							Project progress reports			
	No. of solar lanterns and medicated mosquito nets			10 126	0	3 500	34.6				
	People trained in community management topics							RIMS	Annual		
	Women trained in other				7 781	29 726					
	Men trained in other				4 990	11 176					
	Community groups formed/strengthened							RIMS	Annual		
	No. of community groups			1 300	178	5 924	455.7				
	Community groups with women in leadership positions							RIMS	Annual		
	No. of community groups			5 828	45	5 555	95.3				
	People in community groups formed/strengthened							RIMS	Annual		
	Females				9 972	73 244					
	Males				970	14 894					
	Community workers/volunteers trained							RIMS	Annual		
	Males				879	1 825					
	Females				447	927					
	1.1.3 Rural producers accessing production inputs and/or technological packages							RIMS	Annual		
	Non-Indigenous people				936	936					
	Females				11 467	11 467					
	Young										
	Males				9 003	9 003					

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	Indigenous people				19 534	19 534					
	Not Young										
	1.1.4 Persons trained in production practices and/or technologies							RIMS	Annual		
	Young people trained in fishery										
	Total persons trained in livestock				1 560	1 560					
	Men trained in livestock										
	Total persons trained in fishery				60	60					
	Women trained in livestock				897	897					
	Total persons trained in crop				14 856	14 856					
	Men trained in forestry										
	Total persons trained in forestry										
	Women trained in forestry										
	Indigenous people trained in crop										
	Men trained in crop										
	Not young people trained in crop										

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	Non indigenous people trained in forestry										
	Young people trained in crop										
	Women trained in fishery										
	Not young people trained in fishery										
	Non indigenous people trained in fishery										
	Indigenous people trained in livestock										
	Non indigenous people trained in crop										
	Non indigenous people trained in livestock										
	Women trained in crop				10 580	10 580					
	Not young people trained in livestock										
	Men trained in fishery										
	Young people trained in livestock										
	Indigenous people trained in fishery										

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	Young people trained in forestry										
	Indigenous people trained in forestry										
	Not young people trained in forestry										
Outcome 26,640 households in lowland benefit from improved village irrigation facilities	26,640 lowland households adopt irrigated agriculture and improved farming practices each with average area of 0.2 ha							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			As above plus Irrigation systems are not damaged by erosion and these are under good maintenance by the beneficiaries
	Households			26 640	6 374	6 374	23.9				
	Farmers report increased farm yields ranging between 25% and 40% and increases in cropping intensity from 84% to 123% and income increases from INR 13,955 to INR 36,091							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	% increase farm yields			40							
	INR currency increase income			36 091							
	% increase in cropping intensity			123							
	1.2.3 Households reporting reduced water shortage vis-à-vis production needs							RIMS	Annual		
	Young										
	Males										
	Women-headed households										
	Non-women-headed households										

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	Households										
	Females										
	Non-Indigenous people										
	Total household members										
	Households				12 181	12 181					
	Not Young										
	Indigenous people										
Output Land and water resources conserved and used sustainably for the benefit of tribal communities	164 CRPs trained in INRM and exposure visits for 164 PECs							Project progress reports			Adequate funds are available for the implementation of land-based activities under MGNREGS; completed works are under proper maintenance by beneficiaries; effective functioning of GS-PECs and FSCs
	No. of CRPs trained			164	150	150	91.5				
	1350 new and old villages covered under INRM							Project progress reports			
	No. of villages			1 350	1 244	1 244	92.1				
	VDF provided to 1,000 villages							Project progress reports			
	No. of villages			1 000	244	1 244	124.4				
	1,330 village irrigation infrastructure is constructed							Project progress reports			
	No. of villages			1 330	123	1 202	90.4				
	164 farmer service centres designed and constructed							Project progress reports			
	No. of farmer service centres			164	21	21	12.8				
	17,200 crop demonstrations conducted							Project progress reports			
	No. of demonstration conducted			17 200							
	Groups managing social infrastructure formed/strengthened							RIMS	Annual		

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	No. of groups				10	2 717					
	Rainwater harvesting systems constructed / rehabilitated							RIMS	Annual		
	No. of rainwater systems				101	1 452					
	Other productive infrastructure constructed / rehabilitated							RIMS	Annual		
	No. of infrastructure				29	566					
	People trained in NRM watershed management							RIMS	Annual		
	Males				1 221	2 167					
	Females				332	812					
	1.1.4 Persons trained in production practices and/or technologies							RIMS	Annual	PMU	
	Men trained in crop				5 644	11 620					
	Women trained in crop				10 573	12 593					
	Men trained in livestock				506	1 296					
	Women trained in livestock				894	2 802					
	1.1.7 Persons in rural areas trained in financial literacy and/or use of financial products and services							RIMS	Annual	PMU	
	Persons in rural areas trained in FL and/or use of FProd and Services (total)			1 230							
	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated							RIMS	Annual		
	Hectares of land				638	2 589					

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
Outcome 42,650 households benefit from market-linked, commercial production and livelihoods activities	25,150 households benefit from cluster-based commercial production of vegetables, mango, tasar cocoons, lac and goat and reporting net incomes of INR 11,000 and 31,000 a year							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			As above plus Quality seeds and other inputs available on schedule and as per crop calendar; Cluster and collective cooperation continues without hindrances; Good communication exists
	Households			25 150							
	Income from vegetable cultivation from INR 21,693 to INR 35,063 per year per household							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	INR currency increase income			35 063							
	Income from mango cultivation at INR 85,769 per household per year from 2.3 ton of mango							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	INR currency income			85 769							
	Income from Tasar cocoon production at INR 21,688 per household per year (from sale of 12,500 cocoon per hh)							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	INR currency income			21 688							

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	Income from lac production at INR 10,966 per household per year (55 kg of lac per hh)							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	INR currency income			10 966							
	Income from goat keeping at INR 41,125 per household/year from sale of 22 goats							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	INR currency income			41 125							
	17,500 households benefit household-based income generating activities and getting an average net income of INR 13,749 a year							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	Households			17 500							
	INR currency income			13 749							
	2.2.2 Supported rural enterprises reporting an increase in profit							RIMS	Annual		
	Percentage										
	Farm										
	Non-farm										
	Number of enterprises										

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
Output Improved food security and increased incomes from use of natural resources and off-farm employment	5,000 hh supported in setting up of backyard poultry units, 1000 hh in pig-rearing units; 5500 hh in goat-rearing units 6000 hh in rural artisan;							Project progress report			Communities are willing to form into clusters and adopt the better farming technology; adequate quality seeds and other inputs available on time; market-linkages established for all produce; availability of TSA services for mentoring
	No. of HHs in rural artisan			6 000							
	No. of HHs supporting poultry units			5 000	914	1 874	37.5				
	No. of HHs goat-rearing units			5 500	878	1 770	32.2				
	No. of HHs supporting pig-rearing units			1 000	679	1 203	120.3				
	14 vegetable growers clusters, 7 tasar clusters, 14 mango clusters, 60 goat clusters and 110 lac clusters supported							Project progress report			
	No. of goat clusters			60	9	9	15				
	No. of supported vegetable growers clusters			14	90	90	642.9				
	No. of mango clusters			14	11	11	78.6				
	No. of lac clusters			110							
	No. of Tasar clusters			7							
	420 rural youth received long-term vocational training							Project progress report			
	No. of rural youth			420							
	Under innovative interventions 200 ha covered under community forestry, ten PTG villages selected for habitat improvement and 10 clusters for lac rearing on Semialata							Project progress report			
	Hectares of land			200							
	No. of clusters			10							

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2017)	Cumulative Result (2017)	Cumulative Result % (2017)	Source	Frequency	Responsibility	
	No. of PTGs villages selected for habitat improvement			10							
	People receiving vocational training							RIMS	Annual		
	Males										
	Females										
	Fish ponds constructed/rehabilitated							RIMS	Annual		
	No. of fish ponds			1 384	287	1 451	104.8				
	2.1.2 Persons trained in income-generating activities or business management							RIMS	Annual	PMU	
	Females					781					
	Males			17 500	2 470	4 935	28.2				

India

Jharkhand Tribal Empowerment and Livelihoods Project

Supervision Report

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

Mission Dates: 26 August - 3 October 2018

Document Date: 21/12/2018

Project No. 1100001649

Report No. 4956-IN

Asia and the Pacific Division
Programme Management Department

Appendix 2: Financial: Actual financial performance by financier; by component and disbursement by category

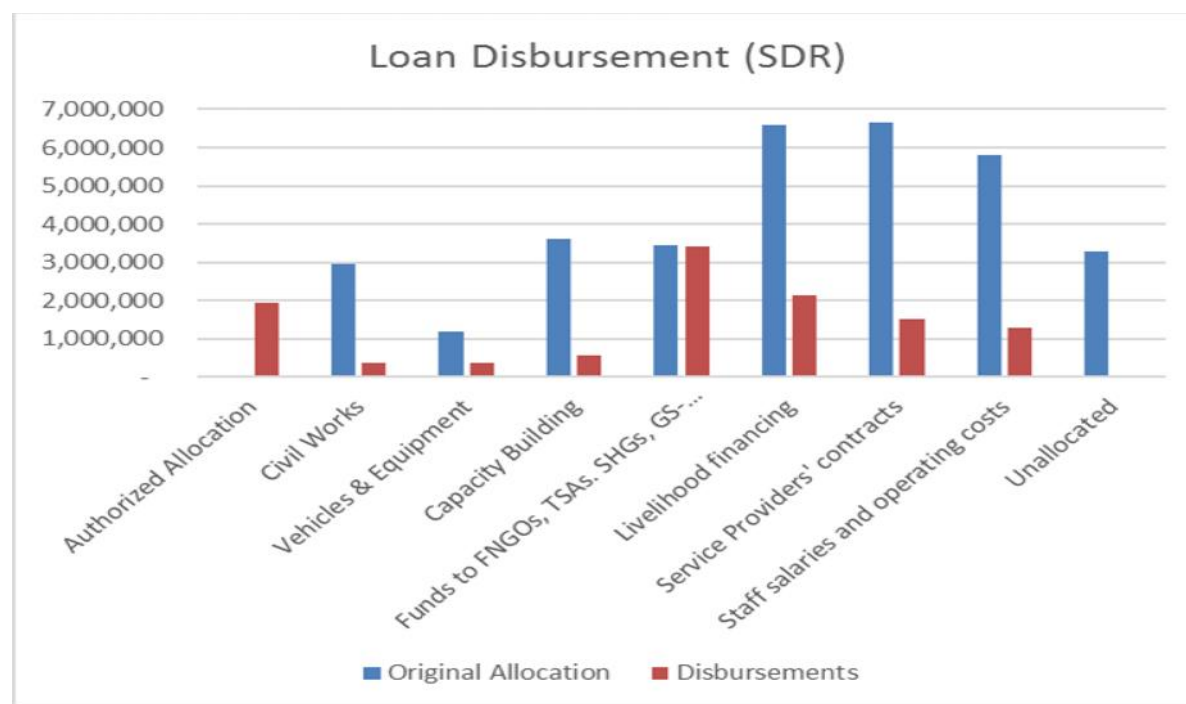
Table 2A: Financial performance by financier		(amount in USD'000)	
Financier	Approval	Disbursements (upto 31-08-18)	% disbursed
IFAD Loan	51,001	16,499.93	32.35%
Government	7,927	4,376.62	55.21%
SCA to TSP/ Article 275	11,556	5,982.46	51.77%
NREGA	44,182	14,720.62	33.32%
Beneficiary Contribution	925	210.38	22.74%
Total	115,591	41,790.00	36.15%

Table 2B: Financial performance by financier by component upto 31-07-2018

(Amount in USD'000)

[illegible]

Table 2C: IFAD Loan Disbursements (SDR as at 31-08-2018)						
	Categories	Original Allocation	Disbursements	WA pending	Balance	% disbursed
	Authorized Allocation		1,943,207	-	(1,943,207)	100%
I	Civil Works	2,950,000	364,716	-	2,585,284	12.36%
II	Vehicles & Equipment	1,200,000	363,362	-	836,638	30.28%
III	Capacity Building	3,600,000	581,208	-	3,018,792	16.14%
IV	Funds to FNGOs, TSAs, SHGs, GS-PECs, PGs and LCs	3,450,000	3,404,736	-	45,264	98.69%
V	Livelihood financing	6,600,000	2,133,147	-	4,466,853	32.32%
VI	Service Providers' contracts	6,650,000	1,523,848	-	5,126,152	22.92%
VII	Staff salaries and operating costs	5,800,000	1,283,874	-	4,516,126	22.14%
	Unallocated	3,300,000	-	-	3,300,000	-
	Total	33,550,000	11,598,097	-	21,951,903	34.57%



India

Jharkhand Tribal Empowerment and Livelihoods Project Supervision Report

Appendix 2: Physical progress measured against AWP&B

Mission Dates: 26 August - 3 October 2018
Document Date: 21/12/2018
Project No. 1100001649
Report No. 4956-IN

Asia and the Pacific Division
Programme Management Department

Appendix 2: Physical progress measured against AWP&B

Component, sub-component	Unit	2015/16		2016/17		2017/18		2018/19 till July 2018		Cumulative Actual	Appraisal Targets	% to Appraisal targets
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual			
Comp-1: Community Empowerment												
Promotion of SHG & Youth groups												
SHG formation	No. of SHG	5500	4839	661	471	0	0	0	0	5310	5500	97%
Seed capital to SHGs	# No. of SHG	2500	1700	5000	4004	1742	827	275	0	4999	5500	91%
Youth group formation	No. of YG	328	308	292	258	483	226	166	47	681	600	114%
Seed capital to youth groups	# No. of YG	168	168	328	319	436	236	150	0	555	600	93%
YG competition held	# No. of YG	168	112	0	0	0	0	0	0	112	328	34%
Kala jatha, street plays	#No.	1265	0	0	0	0	0	0	0	0	1265	0%
FNGO contracts	#No.	30	30	0	0	0	0	2	2	32	32	100%
Capacity building												
A. Training of SHGs & PECs												
SHG mobilization	# No. of Participants	1050	916	900	919	0	0	0	0	1835	2500	73%
TOT on SHG/PEC mobilization	# No. of Participants	2100	557	1350	1227	0	0	0	0	1784	300	595%
SHG/PEC leadership training	# No. of Participants	6000	4317	20277	22488	13543	13500	0	0	30000	30000	100%

Component, sub-component	Unit	2015/16		2016/17		2017/18		2018/19 till July 2018		Cumulative Actual	Appraisal Targets	% to Appraisal targets
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual			
SHG/YG: Book Keeping training	No. of Participants	30000	21986	5820	5017	7875	6960	800	250	21986	15000	147%
TOT on Micro Planning/IGA Business	# No. of Participants	3400	2667	4920	0	9600	348	0	0	2667	630	423%
Learning Aid Preparation	No.	1	0	158	0	0	0	0	0	0	8	0%
Learning Events	#No.	1350		30	0	0	0	0	0	0	1300	0%
B. Training of Staff/NGOs												
Exposure visits to other states/projects	pers_day	28	10	60	0	60	20	0	0	30	1650	2%
Overseas visits	pers_day	50	10	25	0	0	0	0	0	10	300	3%
Special Support to PTGs:												
A. Training												
Part time CRP	person	60		100	0	0	0	0	0	0	476	0%
Training of Village Health worker	No. of Participants	60	15	160	20	0	0	0	0	35	136	26%
Health camp	# No. of Participants	3000	1	800	266	0	0	0	0	267	408	65%
B. Support facilities												
Solar Lantern	No. of beneficiary HH	420	3000	5000	0	0	0	5000	3000	6000	10126	59%

Component, sub-component	Unit	2015/16		2016/17		2017/18		2018/19 till July 2018		Cumulative Actual	Appraisal Targets	% to Appraisal targets
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual			
Medicated mosquito nets	# No. of beneficiary HH	450	0	9000	0	900	0	0	0	0	10126	0%
Seed capital to PTG SHG	#No. of SHG	250	221	500	348	391	156	50		478	550	87%
Barbatti (Cow Pea) Cultivation	Person	0	0	0	0	0	0	4000	0	0		
Fruit Tree Plantation	Person	0	0	0	0	0	0	2000	500	500		
Comp2 : INRM – Community mobilization												
TSA												
Training												
State level INRM methodology harmonization/GSRMLP training	#No. of Training	425	375	200	190	40	40	40	0	605	1800	34%
Training of FNGO on GSRMLP	#No. of Training	240	240	240	225	120	120	120	0	465	1500	31%
Training/Workshop of PEC & CRP	No. of Training	1000	1157	990	930	900	350	960	0	2192	6000	37%
Part time CRP & Master CRP												
Payment to CRP	#No. of CRP	1260	1227	1535	1326	1864	1326	2000	1400	1400	1535	91%

Component, sub-component	Unit	2015/16		2016/17		2017/18		2018/19 till July 2018		Cumulative Actual	Appraisal Targets	% to Appraisal targets
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual			
A. Community Forestry												
Exposure visit	L.S.	1	0	15	0	0	0	0	0	0	5	0%
Guideline preparation	L.S.	1	0	1	0	0	0	0	0	0	1	0%
Preparation of management plan	village	10	0	0	0	0	0	0	0	0	50	0%
B. Lac rearing on semialata plantation												
Training (field level)	cluster	100	0	50	0	0	0	0	0	0	600	0%
Travel to field workers	per_year	10	0	0	0	0	0	0	0	0	40	0%
Bio Gas Digestor								20	0			
Solar Powered Pumps								15	0	0		
Comp4: Project management and KM and M&E												
Annual Audits												
Internal audit	No.	56	14	56	14	56	0	56	0	28	448	6%
Statutory audit	#No.	1	1	1	0	1	1	1	0	2	8	25%
National consultants	#No.	2	0	2	0	5	2	2	1	2	8	25%

Component, sub-component	Unit	2015/16		2016/17		2017/18		2018/19 till July 2018		Cumulative Actual	Appraisal Targets	% to Appraisal targets
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual			
State level training (3 day residential)	No.	1	1	1	1	0	0	1	0	2	8	25%
District/Regional level training (1 day Non-residential)	No.	3	3	3	3	3	3	3	0	9	300	3%
Survey & Studies												
Annual Outcome Survey	No.	1	1	1	1	1	1	1	0	3	7	43%
Annual Outcome Survey Training (2 day Non-residential)	No.	14	4	3	1	3	3	16	0	8	70	11%
KAPS survey training	No.	1	0	1	0	0	0	0	0	0	2	0%
Travel Allowance & Out-sourcing												
M&E Support	L.S.	1	0	1	1	1	1	1	0	2	7	29%
MIS Design	L.S.	1	0	1	0	1	1	1	0	1	1	100%
PME Consultant	L.S.	1	0	1	0	0	0	0	0	0	3	0%
Participatory M&E Consultant	L.S.	1	0	1	0	0	0	0	0	0	2	0%
Knowledge Management												
Documentation Consultant	L.S.	1	0	1	0	0	0	0	0	0	8	0%

Component, sub-component	Unit	2015/16		2016/17		2017/18		2018/19 till July 2018		Cumulative Actual	Appraisal Targets	% to Appraisal targets
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual			
Publication of Newsletter	#L.S.	2	0	4	0	4	0	4	0	0	16	0%
Study Reports	L.S.	1	0	1	0	1	0	1	0	0	16	0%
Website Maintenance	month	12	12	12	3	12	0	12		15	96	16%
IEC Materials	L.S.	1	1	5	1	1	1	1	1	2	16	13%
KM Trainings & Workshops	Year	1	0	2	1	1	0	1	0	1	7	14%
Documentation	L.S.	1	0	1	0	1	1	1	1	1	9	11%
Gender Sensitization												
Staff Workshop	L.S.	1	0	1	1	1	0	1	0	1	4	25%
Legal Literacy TOT	L.S.	1	0	1	0	1	0	0	0	0	2	0%

India

Jharkhand Tribal Empowerment and Livelihoods Project

Supervision Report

Appendix 3: Compliance with legal covenants: status of implementation

Mission Dates: 26 August - 3 October 2018
Document Date: 21/12/2018
Project No. 1100001649
Report No. 4956-IN

Asia and the Pacific Division
Programme Management Department

Appendix 3: Compliance with legal covenants: Status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status
B – Clause 6	The Borrower shall open and maintain a Designated Account in USD in a bank acceptable to the Fund	On Loan effectiveness (04-10-2013)	Complied
B – Clause 7	There shall be a Project Account denominated in local currency opened and operated by the SPMU in a bank mutually acceptable to JTDS and the Fund	On Loan effectiveness (04-10-2013)	Complied
B – Clause 8	There shall be 14 sub project accounts, one for each DPMU and shall be opened and maintained in a bank mutually acceptable to JTDS and the Fund	On Loan effectiveness (04-10-2013)	Complied
B – Clause 9	The Borrower shall cause the State to provide approx USD 7,900,000 to the Project as counterpart financing and approx USD 55,700,000 as parallel financing from SCA to TSP and MGNREGS	During the project period	Compliance has commenced
E- Clause 2 (a)	JTDS shall have been duly registered with the State Registrar of Societies	Prior to first withdrawal (June 2014)	Complied
E- Clause 2 (b)	The SPCC and the SPMU shall have been duly established	Prior to first withdrawal (June 2014)	Complied. However , the meeting of SPCC as required has not been held
E- Clause 2 (c)	A State Project Director (SPD) shall have been duly appointed	Prior to first withdrawal (June 2014)	Complied
E- Clause 2 (d)	The Designated Account shall have been duly opened by the Borrower	Prior to first withdrawal (June 2014)	Complied
E- Clause 2 (e)	The Project Account shall have been duly opened by the SPMU	Prior to first withdrawal (June 2014)	Complied
E- Clause 2 (f)	The Project Agreement in form and substance acceptable to the Fund shall have been duly concluded between the Fund and the State of Jharkhand	Prior to first withdrawal	Complied with

		(June 2014)	
II-C- Clause1	The JTDS shall prepare a draft PIM in consultation with the Fund to be approved by the Board of JTDS	Prior to first withdrawal (June 2014)	Complied
II-C Clause 2	The JTDS shall adopt the PIM substantially in the form mutually agreed with the Fund	Prior to first withdrawal (June 2014)	Complied
Section 4.02 of GCFADF	<i>Withdrawals</i>	Prior to first withdrawal (June 2014)	Complied with
	No Withdrawal shall be made from the Loan until the first AWPB has been approved by the Fund and all other conditions specified in the Financing Agreement have been fulfilled	AWPB to be submitted by 31 Jan, 2016	Complied with
Section 4.08 of GCFADF	<i>Eligible Expenditures</i>	During the project period	
	The financing shall be used exclusively to finance expenditure required for the project and covered by the relevant AWPB during the Project Implementation period in accordance with the Financing Agreement		Compliance has commenced
<i>Procurement</i>			
Section 7.05 of GCFADF	Procurement of goods , works and services financed by the Loan shall be subject to the provisions of the“ Guidelines for Procurement under Financial Assistance from the International Fund for Agricultural Development”(1982) in accordance with Part B and Part C of the Schedule	Throughout the project period	Ongoing compliance
Section 7.06 of GCFADF	<i>Use of Goods and Services</i>	Throughout the project period	Ongoing compliance
	All goods, services and buildings financed by the Project shall be used exclusively for the purpose of the Project		
Section 7.08 of GCFADF	<i>Insurance</i>	Throughout the project period	Only vehicle is insured.
	The Borrower shall insure all goods and buildings used in the Project against such risks as shall be consistent with sound commercial practice		
Section 7.11 of	<i>Key Project Personnel</i>	Throughout the project	Complied with

GCFADF	The Borrower/ Recipient shall appoint the Project Director and key project personnel in the manner specified in the Agreement or otherwise approved by the Fund. Efforts shall be made for their continuity and the Project shall insure the 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	period	
<i>Monitoring</i>			
8.02 of GCFADF	<p>The PCU shall establish ,as soon as practicable but in no event later than 90days after the Effective Date, and thereafter maintain an appropriate information management system in accordance with</p> <p>The Fund's" Guidelines for Project Monitoring and Evaluation" to enable it to continuously monitor the Programme in accordance with paragraph2 ofSchedule3A and Section8.02 (Monitoring of Project Implementation)of the General Conditions based on indicators agreed by the Borrower and the Fund</p>	By 04-01-14	MIS System has been set up but not fully operational
<i>Progress Reports</i>			
8.03 of GCFADF	The PCU shall submit to The Fund periodic progress reports on the Project in such form and substance as the Fund shall reasonably request.	By 30 th June and 31 st December every year	Complied with
<i>Mid-Term Review</i>			
8.03 of GCFADF	<p>The Borrower, through the Lead Programme Agency, the Fund</p> <p>And The Cooperating Institution, shall jointly carry out</p> <p>a Review of Programme implementation no later than thirty-six(36)months after the Effective Date(the Mid-Term Review")</p>		Complied with
<i>Financial Records</i>			
9.01 of GCFADF	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 Financial Closing Date and shall retain such accounts and records for at least 10 years thereafter.	Throughout the project period	Compliance commenced
<i>Financial Statements</i>			
9.02 of GCFADF	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	31 st July every year	Not complied

standards and procedures acceptable to the Fund and deliver such financial statements to the Fund within 4 months from the end of each Fiscal Year.

Audit Reports

Complied

9.03 of GCFADF

- (a) The Borrower shall each Fiscal Year have the accounts of the Project audited in accordance with the auditing standards acceptable to the Fund and its Guidelines on Project Audits by independent auditors acceptable to the Fund
- (b) Within 6 months of the end of each Fiscal Year furnish a certified copy of the audit report and reply to the Management Letter of the auditors within one month of receipt thereof

30-09-2016

India

Jharkhand Tribal Empowerment and Livelihoods Project Supervision Report

Appendix 4: Technical background analysis

Mission Dates: 26 August - 3 October 2018
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Project No. 1100001649
Report No. 4956-IN

Asia and the Pacific Division
Programme Management Department

Appendix 4

Technical Guidance Note on Operationalization of Social and Economic Development Activities for the PVTGs

Dr Vincent Darlong, Community organizations, M&E, social inclusion (gender, poverty and youth), September 2018

1. Introduction

- The operational strategy is divided into following sub-sections with the focus being on implementation.
- Part A: Context
- Part B: Orientation and Planning
 - Orientation
 - Planning and AWPB preparation
- Part C: Implementation of interventions
- Part D: Monitoring & Evaluation
- Part E: Operations and maintenance
- Part F: Reviews, Learning and Knowledge sharing

PART A: CONTEXT

2. Background and overview

1.1 Projects/documents to be referred

- JTELP Project Design Document & PIM under the Section on “Special Support to PVTGs”.
- Bandhan-J-PAL “Targeted Hardcore Poor Project” (THP).
- Social Development Needs Assessment of PVTGs and Strategy for Engagement.
- GSRMLP of PVTG villages.

1.2 Where this strategy will be implemented

- PVTGs villages / PVTGs dominated villages in Santhal Parganas

1.3 Key stake holders in the implementation

1.3.1 Community institutions

- GSPEC
- SHGs
- YG
- VDF Committee
- Social Audit Committee (when constituted)

1.3.2 Project entities

- JTDS SPMU
- DPMUs in Santhal Parganas
- NGOs in Santhal Parganas

1.3.3 PRI

- Panchayats with PVTGs

1.3.4 Government/private supported programme entities

- JSLPS
- MGNREGS
- Bandhan-J-PAL ([Abdul Latif Jameel Poverty Action Lab \(J-PAL\)](#))

1.3.5 Government administrative entities

- Block offices
- ITDA
- District administration
- Welfare Department

PART B: PLANNING& ORIENTATION

3. Orientation

3.1 Orientation programme for the project staff(SPMU, DPMU & NGOs)

- **Duration:** One day
- **Special guest :** Mr Soumik Banerjee, author of the study on PVTG strategy in JTELP
- **To be organised by:** SPMU (in consultation with DPMUs).
- **Purpose & Expected outcomes:**
 - For all the project staff to have clear understanding on PVTG programme of interventions (see Annex 1) and Targeted Hardcore Poor Project (THP) of Bandhan-J-PAL.
 - To have clear understanding of respective roles and responsibilities of each entities, viz. SPMU, DPMUs and FNGOs in the planning, implementation, monitoring and evaluation of PVTGs interventions.
 - Understanding PVTG community needs and available resources.
 - Combined analysis of problems and goals to be achieved.
 - Understanding PVTGs development framework and model of changes envisaged (based on project Logical Framework).
 - Understanding the key parameters or indicators for monitoring and reporting by each entity along with timeline for reporting.

3.2 District/Block level Orientation meeting of all stakeholders

- **Block level orientation meeting**

- To be organised by each DPMU;
- To inform all stakeholders / entities on the focused interventions on PVTGs.
- This could involve presentation by each DPMUs on proposed activities and strategies for implementation for PVTGs as per study report (could indicate priority areas for implementation).
- Solicit for convergence of MGNREGS and JSLPS, etc.
- Agree on quarterly or half-yearly **review and coordination committee meeting**.

4. Planning and AWPB preparation

4.1 Planning for identification of capacity building of following community institutions (also refer existing AWPB of JTELP)

- GSPEC
- SHG
- YG
- VDF Committee
- Social Audit Committee

4.2 Planning and Preparation of AWPB

- Refer the study report on PVTG (or summary at Annex 1), GSRLMP, Mapping Study on PVTGs Social Benefits & Entitlements (carried out by JTDS) and JTELP AWPB
- FNGOs and DPMUs to support the GSPEC to conduct Gram Sabha and identify priority action areas (from Annex 1 document); involve the Panchayat at all levels.
- Understand on-going works of THP (Bandhan & J-PAL), JSLPS and MGNREGS works in PVTGs areas, as well as any other government programmes; find out which department is implementation and officer/officials responsible for implementation (Each DPMU could undertake this exercise).
- Within the JTELP AWPB under each Component and Sub-component, integrate sub-sections for PVTGs as per priority action areas or activities identified by GSPEC; reflect this integration in the AWPB Narrative.
- For example, in the Narrative, Kharif crop under PVTGs will mention Millets, etc. and/or vegetable section will mention that seeds will be traditional varieties.

PART C. IMPLEMENTATION OF INTERVENTIONS

5. Pre-implementation activities

- SPMU to conduct a meeting of all DPMUs and FNGOs from Santhal Parganas to review the AWPB for clear understanding of activities planned for PVTGs and PVTG areas.
- Understand the priority activities and sequencing of implementations.
- Budget has been made available.

6. Implementation activities

- Ensure that all categories of CBOs have been formed and recorded.

- All capacity building programmes / trainings may be done in consultation with the communities in advance to enable maximum participation.
- Ensure that all social benefits / entitlements have been received by all eligible members of the PVTGs.; follow-up with officials where needed; flag the issues at the block level coordination meetings; record the minutes of the meetings for follow up.
- Social infrastructures (such as drinking water, toilets, community meeting platform) and village infrastructures (such as feeder roads, village footpaths, electricity / solar lights, etc) may be prioritised as per specific village needs.

7. Implementation arrangements

Table 1. Institutions and functions/key responsibilities

Level	Institutions	Key functions/responsibilities
State	Welfare Dept	Timely release of fund
District	Dy Commissioner Office	Chairing DPCC and facilitating effective convergence with line department
	ITDA	
Block	Block Development Officer	Chairing BPCC and facilitating effective convergence with line department
Panchayat	Gram Pradan/Mukhiya	Help in getting administrative sanction of the planned activities
Village	GSPEC	Implementation of the planned activities
	VDF	
	SHG	Monitoring of the implemented activities
	YG	Monitoring of the implemented activities

Table 2. Institutional arrangements for implementation activities and responsibilities

Activity (in sequence)	Responsibility			Review / Approval	
	Primary	Secondary	Assessment		
1. Motivation & awareness generation for the project	FNGO	DPMU	SPMU	SPMU	
2. Formation & capacity building of GSPEC, SHGs, YG, VDF Committee, Social Audit Committee	FNGO	DPMU	SPMU	SPMU	Assuming that bank a/c opening, basic trainings, release of seed capital, etc. completed
3. Staff orientation on PVTGs interventions	SPMU	DPMU + FNGO			
4. Block level orientation on PVTGs	DPMU	FNGO	SPMU		
5. Planning & preparation of AWPB	GSPEC & FNGO	DPMU	SPMU	SPMU	
6. Implementation of activities / interventions	GSPEC, SHGs, YG & FNGO	DPMU	SPMU		
7. Monitoring activities	GSPEC, FNGO + DPMU	DPMU	SPMU + IFAD	IFAD & GoJ	
8. Evaluation activities	SPMU	DPMU	IFAD	IFAD + GoJ	

Table 3. Component-wise activities and responsibilities

Component	Sub Component	Key Areas	Sub Sector	Key Activities	Who will do?				Remarks
					JTDS		FNGO	Through Convergence	
					SPMU	DPMU			
1. Community Empowerment	1.3 Special support to the PVTGs	Community Organisation	Community Institutions (GSPEC, SHGs, YGs & VDF Committee)	<ul style="list-style-type: none">Overall development of guidelines and strategies to enhance support to PVTGOverall monitoring and handholding support to FNGOProper functioning & management of CBOs.Proper Book Keeping for SHGs, YGs & GSPECs.Preparation of Social, Cultural & Sports and Economics action plans for YGs.	X				All PVTG GSPEC training should be attended also by Traditional Institutions & Gram Panchayat members from the village and VDF committee members. Besides typical group management and record keeping skills, the training may include in terms of equity, social benefits entitlements, empowerment, utility, sustainability, delivery of mainstream development programs, management of VDF, community assets, social auditing, PESA, FRA, etc.
					X	X			
						X	X		
						X	X		
						X	X		
		Habitat Improvement & Services	Water	<ul style="list-style-type: none">Training on basic management and repair of water pumps and management of natural springs		X	X	Water & Sanitation Department	DPMU to establish partnership with Water &

Component	Sub Component	Key Areas	Sub Sector	Key Activities	Who will do?				Remarks
					JTDS		FNGO	Through Convergence	
					SPMU	DPMU			
				<ul style="list-style-type: none">Drinking water (rehabilitation of existing wells / construction of new wells).Rooftop water harvesting.Installation of solar-power water pumps.Hand pumps					Sanitation Department to get all the water resources repaired and constructed
			Renewable Energy	<ul style="list-style-type: none">Maintenance and repairs of solar pumps and lights.Provision of domestic and street lights.Solar pumps installation and repairs	X	X	X	JREDA	SPMU to facilitate convergence at the state level and DMPU a the district level.
			Road	<ul style="list-style-type: none">Mapping of all the approach roads, all weather feeder roads, village footpath, village street ways, etc.Submission of all the requisite road and connectivity related issues through Gram Sabha and panchayats for its construction and repairs.Ensure development of village specific social systems for recurring repairs and maintenance through Shramdan/Community	X	X	X	Panchayat, local Peoples Representatives and administration	Constructive engagement with Panchayat, local Peoples Representatives and administration. Supervisory role for SPMU.

Component	Sub Component	Key Areas	Sub Sector	Key Activities	Who will do?				Remarks
					JTDS		FNGO	Through Convergence	
					SPMU	DPMU			
				Contribution					
			Sanitation &Health	<ul style="list-style-type: none">Organise periodic health, hygiene & sanitation management camps in partnership with local health units.Organise training for Traditional Birth Attendees where there is lack of PHCs nearby for Institutional DeliveriesFacilitate construction of low cost Toilets and awareness for its proper usage.		X	X		Gram Sabha to converge with Panchayat, WASH Departments, etc. FNGO to facilitate the process along with the DPMU.
		Natural Resource Improvement	Forest	<ul style="list-style-type: none">Development community systems and processes for the management of sacred groves/forest/community forests.Sensitization of communities on fire hazards, illegal felling and understanding on conservations of natural resources.Community should have effective systems of demarcation of the landscape between the	X	X	 <		

Component	Sub Component	Key Areas	Sub Sector	Key Activities	Who will do?				Remarks
					JTDS		FNGO	Through Convergence	
					SPMU	DPMU			
				<div>villages so as to avoid any forms of conflicts in terms of management and governance of the forest.</div> <ul style="list-style-type: none">Development community systems for sustainable harvesting of NTFPs from the forest/village commons.	X				
			Swidden Farming	<ul style="list-style-type: none">Sensitize and build capacities of farmers to adopt to <i>Swidden Farming</i>Farmer’s awareness on diversification in Swidden farming to enhance soil fertility.		X	X	Agriculture Department/ ATMA	Seek support from Agriculture Department/ATM A
			Soil & Water Conservation and Land Development	<ul style="list-style-type: none">Undertake soil and water conservation related activities.Convergence planning for land development activities with the line departments	X	X	X	Line department and MGNREGA	Line department and MGNREGA convergence. State level convergence with MGNREGA to be done by SPMU and DPMU at district level.
		Livelihood Improvement	Agriculture/Ho rticulture	<ul style="list-style-type: none">Training on polyhouse usage & Management to the farmers for	X	X	X	Agriculture Department/ ATMA	SPMU to come out with some training materials

Component	Sub Component	Key Areas	Sub Sector	Key Activities	Who will do?				Remarks
					JTDS		FNGO	Through Convergence	
					SPMU	DPMU			
				<div>homestead farming (nutrition garden, vegetables)</div> <ul style="list-style-type: none">• Training on the importance of community seed bank, its management and development of community systems and processes for its governance.• Promote and motivate farmers on the cultivation of Kharif crops (Paddy, finger millets, Kodo Millets, pigeon pea, etc. and Rabi Crops (Cereals, pulses, oilseeds, etc.)• Mapping of all the irrigation sources that come under their village, ensure repair and maintenances.• Submit plans for enhancing more irrigation facilities/sources.		X	X		on seed bank concepts and convergence with Agriculture department.
			Livestock	<ul style="list-style-type: none">• Facilitate community level meetings on Livestock shed management for animal		X	X	Animal Husbandry department	SPMU to facilitate convergence.

Component	Sub Component	Key Areas	Sub Sector	Key Activities	Who will do?				Remarks
					JTDS		FNGO	Through Convergence	
					SPMU	DPMU			
				health (use of IEC materials). <ul style="list-style-type: none">Develop community-based systems for vaccination through convergence with Animal Husbandry department.			X		SPMU to develop IEC materials on the livestock management.
			NTFPs	<ul style="list-style-type: none">Mapping of existing NTFPs in their respective areas/regions.Training on understanding the importance of value chain systems and value addition processes.Promotion of forest-based livelihoods – Mahua processing, lac, leaf plates, tamarind, etc.		X	X		Hire NTFP consultant by SPMU to design its intervention on value chain management pertaining to NTFP.
					X	X	X		
					X	X	X		
			Enterprise Development	<ul style="list-style-type: none">Identification of small enterprises beneficial for the communities/ groups/federations.Organise training on Enterprise Development & Management.	X	X	X		Some guidelines need to be developed.
					X	X	X		
		Rights and Entitlements	Social Benefits	<ul style="list-style-type: none">Development of series of IEC materials, training modules on rights and entitlements under	X	X	X		To take this forward SPMU must hire an

Component	Sub Component	Key Areas	Sub Sector	Key Activities	Who will do?				Remarks
					JTDS		FNGO	Through Convergence	
					SPMU	DPMU			
				<div>various government programmes – AAY CARDS, OLD AGE PENSIONS, Widow Pensions, Disability Pensions, Medical Insurances, Crop Insurance, Labour cards, critical illness, etc.</div> <div><div>• Development of Training modules/ IEC materials on government flagship programmes – MGNREA, FRA, ICDS, MID DAY MEAL, JSY, etc.</div><div>• Development of Training modules/IEC materials on various governance aspects – Panchayat Raj Act, PESA, CNT/SPT, 5th Schedule of the Constitution, RTI,</div><div>• Training on legal literacy - The Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act and other legal provisions</div></div>	<div>X</div> <div>X</div> <div>X</div>	<div>X</div> <div>X</div> <div>X</div>	<div>X</div> <div>X</div> <div>X</div>		agency to undertake Rights and entitlement related intervention and strengthen the team.
			FRA	<div>• Training to FNGOs,</div>	<div>X</div>	<div>X</div>	<div>X</div>	Convergence	SPMU shall

Part D: Monitoring & Evaluation

- Encourage periodic **Participatory/Community monitoring** & evaluation
- Encourage **Social Audit** of the activities periodically.

PART E: Operations & Maintenance

- Develop mechanism for operation and maintenance of community infrastructures developed.
- Part of capacity building exercise for GSPECs could be on operations and maintenance of infrastructures.

Part F: Reviews, Learning and Knowledge sharing

- Monthly review of progress by DPMU & FNGOs
- Quarterly review by SMPU along with DPMUs & FNGOs
- Annual Review by SPMU along with DPMU, FNGOs & Welfare Department.
- Exposure visits

Annex 1.

Key areas	Sub-sector	Key interventions/activities	Capacity building / training needs
Community Organisation	Institutions	<ul style="list-style-type: none"> • GSPEC • SHGs • Youth Groups • VDF Committee • Social Audit Committee 	<ul style="list-style-type: none"> • CBOs functioning & management. • Book keeping for SHGs • Preparation of Social, Cultural & Sports and Economic action plans for YGs.
Habitat improvement & services	Water	<ul style="list-style-type: none"> • Drinking water (rehabilitation of existing wells / construction of new wells). • Revival of natural springs. • Rooftop water harvesting. • Installation of solar-power water pumps. • Hand pumps 	<ul style="list-style-type: none"> • Basic management and repair of water pumps. • Management of natural springs.
	Renewable energy	<ul style="list-style-type: none"> • Provision of domestic lights • Street lights • Solar pumps 	<ul style="list-style-type: none"> • Maintenance and repairs of pumps.
	Road	<ul style="list-style-type: none"> • All weather feeder roads • Village footpaths • Community meeting place 	<ul style="list-style-type: none"> • Maintenance of village footpath through community voluntarism
	Sanitation&Health	<ul style="list-style-type: none"> • Low cost toilets • Access to health / periodic health camps • Traditional birth attendants • Mother and child health 	<ul style="list-style-type: none"> • Health and hygiene related awareness. • Training of traditional birth attendants
Natural Resource	Forest	<ul style="list-style-type: none"> • Revival of sacred groves / community forests & clear demarcation of boundaries including fire lines. • Improvement of NTFPs in the sacred groves/forests • Protection of any other village commons. 	<ul style="list-style-type: none"> • Management of sacred forest / community forests. • Sustainable harvesting of NTFPs.
	Swidden Farming	<ul style="list-style-type: none"> • Sustainable / modified swidden farming • Fallow management (protection 	<ul style="list-style-type: none"> • Modified swidden farming / crop diversification in

Improvement		from fire; plantation of nitrogen fixing species; NTFF) for at least 5 years to ensure a minimum of 5 years swidden cycle	<ul style="list-style-type: none"> • swidden farming
	Soil & Water Conservation and Land Development	<ul style="list-style-type: none"> • Soil and water conservation structures in the agricultural land. • Land development to improve agriculture / farming 	<ul style="list-style-type: none"> • Soil & water conservation activities. • Land development activities.
Livelihoods improvement	Agriculture / Horticulture	<ul style="list-style-type: none"> • Polyhouse / non-polyhouse homestead farming (nutrition garden, vegetables) • Kharif crop (Paddy, finger millet, kodo millet, pigeon pea, etc) • Rabi crop (Cereals, pulses, oilseeds, etc) • Irrigation facilities • Community seeds bank 	<ul style="list-style-type: none"> • Training on polyhouse • Community seeds bank management • Agriculture • Maintenance of irrigation infrastructures & water sharing mechanism
	Livestock	<ul style="list-style-type: none"> • Goat sheds • Poultry sheds (desi-varieties) • Cattle sheds • Community shepherding • Animal vaccination • PashuSakhi 	<ul style="list-style-type: none"> • Livestock shed management for animal's health & hygiene. • Identification & training of PashuSakhi
	NTFFs	<ul style="list-style-type: none"> • Mahua value additions • Forest gardens • Forest based livelihoods 	<ul style="list-style-type: none"> • Training on value additions
	Enterprise development	<ul style="list-style-type: none"> • Support / promote small business 	<ul style="list-style-type: none"> • Enterprise development & management training
Rights and entitlements	Social benefits	<ul style="list-style-type: none"> • Availability of citizen cards (Aadhar, Election, etc) • Availability of AAY cards and rations • Availability of ICDS & Mid-Day Meals (MDM) • Availability of Old Age Pension, Widow Pension, Disability Pension, PVTG Pension. • Availability of 100 days MGNREGS works 	<ul style="list-style-type: none"> • Awareness programmes on rights and entitlements. • Legal literacy on tribal rights including PESA, FRA, etc.
	FRA	<ul style="list-style-type: none"> • Land settlement under FRA particularly CFR 	<ul style="list-style-type: none"> • Training on FRA
Miscellaneous Activities - Trainings & Capacity building		<ul style="list-style-type: none"> • Skill development training for youth • Skill enhancement training for men and women • Youth training for sports and culture. • Enumeration of indebtedness. • Training on strengthening traditional governance system. • Training on grain and nutrition security. 	

Promotion of Youth Groups in JTELP

1. YGs in JTELP (reference PIM, pp. 182)

As per project design including PIM, YGs are to be promoted with specific objectives and functions as follows:

- Two YGs per Panchayat.
- YGs will **not** undertake savings and credit activity.
- Seed capital of Rs 40,000 to each YG in two instalments (1st instalment upon formation of YG; 2nd instalment after 2 years subject to social audit report by GSPEC).
- Key objectives and activities:
 - Promotion of sports, music and drama.
 - Social development activities like road cleaning, cleaning of water sources, etc.
 - Use seed capital for purchase of sports and music equipment.
 - Provide training to become Book writers for SHGs.
 - Take up voluntary works for community benefits.
 - Accounts to be audited by external auditors.
 - Introduce competition among YGs around the followings (for which Project will allocate Rs 2,500 per Panchayat every year for six years):
 - ✓ Cleanliness of villages;
 - ✓ Participation of all children under five years of age in Anganwadi;
 - ✓ 100% access to PDS;
 - ✓ Enrolment of children in School;
 - ✓ Widow pensions to all eligible persons;
 - ✓ Old age pension to all eligible persons;

•

2. Trends in YG formation and activities as observed in the fields during supervision mission.

- Most YGs are village-based, rather than Panchayat based.
- Average memberships are 15-17.
- Most memberships in YG are male; presence of girl/young women practically nil.
- Most YGs appear to primarily focus on small savings and limited credits; also came across a number of YGs undertaking some sports activities, mainly hockey and football.
- Conspicuous absence of credible cultural activities among most YGs.

3. Re-calibrating YG activities in line with the spirit of project design.

3.1 Re-casting YG activities around social, culture & sports, and economic activities

- In line with the spirit of the design, the activities of the YGs could be facilitated to re-calibrate around three integrated areas, namely, social activities, cultural & sport activities, and economic activities (the economic activities being the areas of interest of most YGs interacted with in the fields).
- Accordingly, YGs may be encouraged to prepare their activity plans around the followings. Some examples of possible options/activities are given, but many more activities may be identified as per local-specific context:
 - **Social activities:** Promoting youth voluntarism for various social development activities such as,
 - ✓ Cleaning village roads and footpaths;
 - ✓ Cleaning of village water sources;
 - ✓ Wastes disposals of biodegradable and non-biodegradables;
 - ✓ Enumeration/mapping of eligible persons for social entitlements (widow pensions, old age pensions, disability pensions, etc.);
 - ✓ Enumeration of children (under five years) attending or not attending Anganwadi;
 - ✓ Enumeration of school drop outs;
 - ✓ Voluntarism to support extremely poor households / households with differently challenged persons, etc. for repair of houses/dwelling place following calamities, etc.
 - ✓ Follow-up on delayed payment / unfair payment for works done under government programmes such as MGNREGS;
 - **Culture & sports activities:**
 - ✓ Organising cultural activities such as traditional songs and dances;
 - ✓ Promoting and learning traditional songs, dances and music, and musical instruments;
 - ✓ Promoting story telling activities / events by the village elders / knowledgeable men and women;
 - ✓ Communicating through drama enactments and street plays on social challenges, JTELP project activities, government programmes, problems of alcoholism, etc.;
 - ✓ Organising sports and dance competition for children, young kishories, etc.
 - **Economic activities:** [not main activities as per project design but the youth are interested in economic activities]

- ✓ Some small savings on regular basis;
- ✓ Some small borrowings/credits from seed capital for gainful activities;
- ✓ Small group businesses such as running of grocery and stationary shops (particularly in remote villages where there are no shops, etc);
- ✓ Small agro-businesses that could also benefit the village farmers/communities;
- ✓ Get training to be a Book writer of SHGs / CRPs in community development / managing the Farmers Service Centre on business model, etc.

3.2 Exploring other opportunities for youths

- Linking with skill development programme/mission of the government for educated youth for gainful employment;
- Providing training to become 'new age farmers' for those interested in farming or livestock rearing;
- Guided activities as per NYKS programmes and strategies (since the YGs are now linked to NYKS).

4. Ways forward

- Follow-up with NYKS.
- While preparing the Action Plans, the YGs should carefully review and identify only such activities that they will be able to perform or undertake and also benefit from it as a community.

Technical note on Livestock¹

Dr. Helen Leitch, FAO Senior Livestock Specialist, September 2018

Ms Babita Bohra, Consultant, September 2018

A. OVERVIEW PROGRESS and PRIORITY RECOMMENDED ACTIONS

The annual progress report of JTELP indicates failure to deliver meaningful impact in terms of increased income and is silent on contribution of livestock to HH food security. Income has increased 1 and 3% of target for goat and pig with only 37% of beneficiaries reporting any increase in income. This is based on the 3548 of the 10,700 target beneficiaries with income data (table 1). Poultry were included in project with the objective of improving household food security, however, there is no indicator to assess impact. Noteworthy is that income targets are very low based on the project investment and when expressed against JOHAR income targets, JTELP is achieving 27, 0.4 and 2% for poultry goat and pig. There are many reasons for the extremely low performance of the project; reaffirmed again by team visits to 10 villages in 5 blocks and 3 districts (Kunti, Latehar, Gumla). Although effort was made to reduce cost of shelters by 50% of original cost², this only started recently after most of the 7492 shelters were constructed. None of the other MTR recommendations have been implemented. Very few beneficiaries have been trained (1560 or 20% of target) and training was inadequate, some receiving 1 day only. The technical staff hired at DPMU and NGO are engineers without any knowledge of livestock. Indeed, the project design suffers from several fundamental problems such as complete lack of any livestock expertise to implement the project, top down approach to livestock development based on livestock distribution, absence of skills development, beneficiary commitment and general lack of input and services support. These factors are contributing to exceptionally high mortality rates averaging 36% and sometimes as high as 100% in 2017 (the mortality rates are now declining slowly but remain high still). Project reached 35% of the targeted beneficiaries to date. Critical actions are implemented immediately in order to ensure the effectiveness and efficiency of this activity :

1. Contract TSA – It is proposed to opt to hire HEIFER International on a sole source contract , justified on the basis they are the only organization working in Jharkhand offering capacity building on goats, pigs and poultry. This agency has also been hired by JOHAR and JTELP can request reference about their performance from JOHAR.
2. Farmer skills development – TSA to deliver skills based training based on farmer field school approach by accredited Mastertrainer.
3. Pashu sakhi mobilized and trained – TSA to mobilize, train and equip pashu sakhi (majority women) to support grassroots level inputs and services.
4. Provide vaccine for priority diseases – PPR goats, CSF pigs, ND poultry, collaborate with JOHAR to order sufficient vaccine. Follow treatment schedule developed by JOHAR.
5. NGOs need to replace engineers with livestock specialists. DPMU should include livestock specialist (staff hired through TSA). TSA to provide skills and knowledge training to NGOs and DPMU on Good Animal Husbandry Practices.
6. Partner with JOHAR – key opportunities are several

¹ Informed by field visits conducted by team to 5 districts: Singhbhum, Saraikela, Gumla, Latehar, Ranchi

² poultry - previously 42000 Rs now 21000 Rs/ pig - previously 49000 Rs now 24000 Rs/goat- previously 44000 Rs now 23000 Rs

- a. Mastertrainers to train pashu sakhi enabled by the TSA (but only 1 TSA Heifer is in position to undertake this);
- b. Accreditation of trainers through JOHAR work with India skills development council – this is 1 week test covering 1000 skills related questions;
- c. Training materials for farmer field school;
- d. Bulk purchase of quality vaccine especially PPR, CSF;
- e. Adopt the JOHAR KEGG model for Back Yard Poultry and contract KEGG for vaccinated chicks on a pay for service/inputs sustainable model with dramatically reduced mortality;
- f. In 8 common blocks³ where both JTELP and JOHAR are working, connect JTELP to services and inputs of JOHAR including Livestock Resource Centers being built. These common blocks are: Dumka (Kathikund-Goat), E Signh (Potka), Gumla (Bharno-BYP), Latehar (Barwadih-Goat, Latehar-Goat), Ranchi (Bundu-BYP), Simdega (Bano-Pig, Kalebira- Pig);
- g. Ongoing knowledge sharing and organization of joint knowledge events between the two projects.

Other immediate actions

1. Stop free distribution of livestock and move forward with sustainable approach ONLY AFTER FARMERS HAVE TRAINING & PASHU SAKHI trained by Accredited MASTERTRAINER is in place to support services and inputs.
2. Backyard Polutry (BYP) – partner with KEGG to supply day old chicks that would be PURCHASED by preselected poultry beneficiaries assessed with suitable capacity who could become mother units.
3. GOAT – based on demand and experience with goat, provide purebred black bengal bucks 2 per group (1 buck for every 20-25 does) according to a carefully facilitated approach enabled by TSA. Beneficiaries would need to contribute 20% of cost of buck. Provide basic business model for buck maintenance and sale of services
4. Pig – based on demand and experience with pig, provide purebred TND boars, 1 for every 3 households who already have pigs.
5. Pig breeding Center – provide 2 sows and 1 boar with beneficiary contribution. Basic business plan is needed to show operation, revenue from sale of breeding animals (most now sold to market for meat), maintenance and sustainability.
6. Goat breeding groups – provide 5 does and 1 buck with beneficiary contribution. Assumes already have desai goat that will be upgraded. Basic business plan is needed to show operation, revenue from sale of breeding animals (most now sold to market for meat), maintenance and sustainability.
7. Explore alternative higher value uses for non-populated goat, pig and poultry sheds – because currently <50% are populated.

Table 1. JTELP progress to date

Activity	Target	Shed Constructed	Birds/Animals Procured	No. of Shed Populated	% shed populated	HH with income data	Income/ HH Rs	% income achieved of target	% of Mortality	% income achieved based on JOHAR targets
Poultry	4000	3236	64387	1288	40%	1288	3727	NA	38	27%
Goat	5000	2854	9147	1525	53%	1525	360	1%	20	0.4%
Pig	1700	1402	4408	735	52%	735	1324	3%	37	2%
Total	10700	7492	77942	3547	47%	3548	1782		36	

B. INVESTMENT COSTS and FINANCING COMPARISONS TO JOHAR

Investment costs are very high and models are not scaleable nor sustainable – Majority of models were costing INR 98,000, 68,000 and 42,000 for pig, goat and poultry; but with recent reduction of shelter costs by nearly 50%, the investments reduced accordingly but they continue to exceed the cost of JOHAR livestock models of INR 55000, 42000 and 13000 for pigs, goats and poultry. Moreover, the JTELP livestock model is not comprehensive eg does not consider feed, health, marketing inputs. The return on investment for JOHAR is also dramatically higher – with farmers earning annual incomes of > 65,000 Rs, 100,000 Rs and 14,000 Rs by year 2 to 4 (in the case of goat which assumes beneficiary has 2 desi does and herd increases to 10 does by year 4). JTELP beneficiaries make no contribution, whereas under JOHAR beneficiaries contribute 25 to 100% of costs (Table 2). The JOHAR approach focuses on low cost models resulting in primary or secondary income sources that poor beneficiaries can access and manage, and which are scaleable (eg reach larger number of beneficiaries) beyond the project.

Table 2. Investment and financing comparison JOHAR.

Subsector	No of HH	Unit Size	Initial Investment in JOHAR	Financing/ beneficiary contribution in JOHAR	Projected Income Per HH annually in JOHAR
Pig and poultry model – general aspects	Producer groups 25-50 members organized contribute sharecapital of 1000 Rs. Very well trained & equipped Pashu sakhi (100% women) are key services and input delivery agents selected by the PG. Beneficiaries pay for their services (vaccination, mineral mix, deworming, castration etc) at full cost. Pashu Sakhi also play key role in aggregation of market animals for which they receive a small commission. Pashu sakhi trained by Mastertrainer, have key role in farmer training and advisory. Livestock service center supports roughly 1000 HH and supports coldchain, bulk feed, mineral mix, training location, demos et fodder trees etc, and aggregation point for market animals				
Pig Rearing	5000	2+1	55,000	Shed 18,000 Rs beneficiary pays 50 %, 1 TND boar for 10 HH @ 8000 Rs beneficiary pays	65,478

				25%, all vaccination, feed supplements, castration, are at cost paid to Pashu Sakhi, but Livestock Service Center supports 20 Producer Grups, 1000 HH and negotiates volume orders/discounts	
Goat Rearing	12000	10+1	42,000	Shed 15,000 Rs beneficiary pays 50%, 1 black bengal buck for 10 HH @ 10,000Rs beneficiary pays 20%, all vaccination, feed supplements, castration, are at cost paid to Pashu Sakhi, but Livestock Service Center supports 20 PG, 1000 HH and negotiates volume orders/discounts	100,331
Poultry- Back Yard Poultry	30192	125 Chicks (in 3-4 batches)	13,000	Batches of 500 day old vaccinated chicks provided to mother unit who raises to 1 mth supplied by KEGG at 35Rs per of which mother unit pays 75% and sells to beneficiary at 50Rs who pays 25% initially then full cost. Low cost shed cost 10,000 Rs of which beneficiary pays 25%, do for 3 batches then beneficiary pays full cost. Inputs and services are at full cost on chargeable basis by pashu	14,371

				sakhi	
Total	50992				

C. OBSERVATIONS FROM FIELD VISITS AND IMPLICATION ON PROJECT

JTELPs top- down livestock giveaway approach contributes to high mortality rates and lack of sustainability– Selection and targeting of livestock beneficiaries is also critical and changes to the cluster - based approach warranted; majority (>80 %) should be female and fundamentally, beneficiaries need sufficient past experience with livestock, the labor and resource base to have a profitable sustainable enterprise, and potential to access capital for managing and expanding their enterprise.

Table 3. Suggested beneficiary & PASHU sakhi selection criteria (while likely now too late for JTELP as it moved ahead as a top down construction and give away now with over 7,500 of the 10,000 targeted beneficiaries with sheds)

In JOHAR, the primary criteria for the particular subsectors are the member should have hands on experience with the particular type of livestock. Apart from the fundamental to be the SHG members, the other requirements are

- The members should be excited about the activity and have willingness to join the PG first.
- Should be physically capable enough to handle the animals.
- Should have time and interest to invest in the animals for grazing and taking care.
- There should be consensus in the family for adopting the new activity.
- The livestock activity should not put extra pressure on old or school going children in the family.
- To adopt a subsector as primary or secondary, the member should have a minimum cultivable land to supply the forages. Especially in case of pigs special cultivation of fodder is required to increase the productivity.
- The member should be ready to adopt all the interventions of the project.
- The Pashusakhi and CLM will be selected from the families of existing PG of the same villages or other villages.
- The Pashusakhi must be educated to read write and understand and the CLM must be intermediate with paravet experience.

Livestock assets currently with beneficiaries to characterize their prior experience

- **Goat Rearing**- The primary stock will be atleast 2 (two) female goats with the farmer. The more will be the better.
- **Pig Rearing**- The pig farmers should have at least 2 sows of T&D breed. If he owns a deshi breed it must be replaced by the T&D breed only.
- **Poultry**- In case of Back Yard Poultry, the Kuroiler. The primary stock will be supplied from the JOHAR for the first cycle and after that the same working capital will be rotated.

While the above certainly contributes to high losses, several diseases are endemic and preventative measures through vaccination for several major infectious diseases and for others improved management practices. Table 4 provides a summary. JOHAR moves ahead with a strategic prevention program through vaccination for PPR, Goat Pox, ET, ND, and CSF through bulk purchase contracts for quality vaccine and delivery through pashu sakhi with Livestock Service Centers maintaining the cold chain. Pashu sakhi will also offer parasitic control. Improved management skills through farmer field schools will reduce risk of other diseases listed in table 4. Improved

feeding and nutrition is fundamental to vaccine effectiveness and so also a focus of JOHAR. Fertility is also a health issue often compromised by nutrition in particular mineral deficiencies. Annex 1 focuses on Feeding and Nutrition of the Livestock.

Table 4: Major disease affecting the livestock in Jharkhand. Those in bold vaccine available and provided to JOHAR beneficiaries. Other diseases are management related and skills improved through farmer training

Subsector	Major Diseases	Mortality	Morbidity	Production Losses
Goat	PPR	High	High	High
	Goat Pox	High	High	High
	Enterotoxaemia	High	High	High
	Pneumonia (Kids)	High	High	High
	Endo Parasites	Low	High	High
	Coccidiosis (Kids)	Low	Medium	Medium
Pigs	Swine Fever	High	High	High
	Diarrhea	Low	High	High
	Pneumonia	Medium	Medium	Medium
	Endo parasites	Low	Medium	Medium
Poultry	Ranikhet	High	High	High
	Gumboro	High	High	High
	Nutritional Deficiency	Low	High	High
	Endoparasites	Low	Low	Low

Exposure visits JOHAR and other projects in Jharkhand – Although IFAD took the decision to take JTELP staff to Rajasthan and Maharashtra, very different state and production systems and while demonstrating need for vaccination etc, JTELP staff have not adopted anything as a result of these visits other than lower cost goat shed (which need further enhancement based on Jharkhand climate). Beyond JOHAR there are many other working models in Jharkhand and in some cases the same district and block the project is working. While some of the NGOs met during field trip are earnestly trying to help farmers, other NGOs are going to need considerable handholding to enable them to make a contribution to the livestock activity. Field visit recommended to NGOs as follows potential for exposure visit.

Table 5: Opportunities for exposure visits in Jharkhand - Organizations engaged in livestock activities in Jharkhand

Organization	Livestock Activity	Scale of Operations	Location
JOHAR/ JSLPS with TSA from Heifer International/ KEGG, PRADAN	Goat, Pig, Backyard Poultry, Broilers, Layers, Pig breeding Villages, Goat breeding villages.	>50,000 families Implementation of field level services and input delivery	16 districts and 43 blocks
PRADAN	Broilers,	4500 families	9 Districts of Jharkhand
	Goat Rearing	1200 Families	Gumla
KEGG	Kuroilers	80-100 Mother	Palamu, latehar, Garhwa, Ranchi,

Organization	Livestock Activity	Scale of Operations	Location
		units	Koderma
Tata Trust (CInI)	Pig Rearing	400 Families	Hazaribag, Khunti

JTELP has no technical support for livestock at any level of the project – while this a fundamental project flaw, contracting TSA HEIFER to provide high level training of Pashu Sakhi (need to focus on women, not men) as the frontline beneficiary advisory services and input providers is critical. Currently men are selected as pashu mitras and also not adequately trained. Considerable lessons learned from other project show relying on men will not be sustainable, all the more so, since they are also not the primary livestock rearers. The TSA can also offer some training/orientation to NGOs and DPMU, and advise NGO engineers (who focused on shed construction) to be replaced by livestock specialists. Exposure visits will enhance the training (see table 5). By comparison JOHAR moved ahead with strong technical capacity building support at several levels as outlined in Table 6.

The JTELP hired the services of livestock advisor from Birsa Agricultural University. The mission is of the opinion that the advisor will benefit from reorientation to practical skills and it is suggested that he participate in MASTERTRAINERS training by the TSA and join some of the Farmer Field Schools organized by the TSA. His approach from handing out guidelines to non-livestock staff and farmers (many who cannot even read), is not appropriate. Further advise and recommendations need to be practical and sustainable and this would be better assured through a technical support agency.

Table 6. JOHAR Project implementing staff

Level	No of HH	Monitoring & Reviewing staff	Implementing staff
Project Staff			
State Level	34000	High Level Monitoring Committee with as recommended for JOHAR	State level Livestock Coordinator and Livestock Manager
District Level	3000-5000	District Level Review committee for JOHAR	District Project Coordinator - (1) (Livestock)
Block Level	1000-2000	Block Level Review Committee for JOHAR	Block Mgr (JOHAR)- (supports all activities eg agri, NTFP, fisheries, livestock)
Cluster	250-300	Review by Block level staff	Field Technical Consultant (1)
FPO/PC level Staff			
Cluster	250-300	Cluster committee or FPO/PC Board members	Cluster Livestock Manager (1)
Village Level/Hamlet Level	50-100	PG Committee	PashuSakhis (1)

Project is further supported by 3 TSA: Heifer/AssetW for all capacity building activities, PRADAN (Commercial broiler and layer), KEGG (supply of day old chicks supporting the back yard poultry component and provision of training to establish mother units.

SCOPE for LESSONS LEARNED & Development of Cases - Further, there needs to be a feedback loop to modify based on lessons learned. Disappointingly, JTELP continues to do the same same, while mortality rates are extremely high, beneficiaries complaining they are given livestock they don't want and cannot manage and income generation based on M&E less than 2% of target. Despite this, field visit met 2-3 women and groups who had emerged as entrepreneurs, making money and appeared to be sustainable. These are important cases from which to learn from.

D. Further RECOMMENDATIONS

While the fundamentals of livestock development are well known and majority of recommendations made during MTR are still relevant, however due to time and project capacity, may no longer be possible. Table 7 lists the recommendations that should be pursued as a priority.

Table 7. Recommended followup actions MTR (none of these were implemented except for reduced cost of sheds)

What	Who	By when
Consultant contract to develop training module on behaviour change communications to assure livestock contribution to HH nutrition and food security . Useful because Poultry was undertaken for Food and nutritional security	SPMU	Immediate
Collaboration and joint planning with JOHAR/JSLPS including adopting MIS, SOPs, participation in TOT, training materials, MOU for vaccine supply, joint marketing plan/connection to higher value buyers (especially for pigs)	SPMU	Immediate
MOU for JOHAR/JSLPS to execute livestock activities in 8 common blocks	SPMU	Immediate
Specialized Livestock NGO contracted to build capacity of FNGOs and to support implementation of all field level activities.	SPMU	Immediate on single source basis
Project implementation plan (final agreed version) for livestock including M&E and performance indicators. Certain activities need move ahead ASAP including:	SPMU	Immediate
Work plan for next 18 mths and 24 mths for breeding inputs	SPMU	Immediate with support from TSA
Plan for selecting and training beneficiaries	SPMU	Immediate with support from TSA
Plan for selecting, training and equipping pashu sakhi/youth and paravets	SPMU	Immediate with support from TSA
Cease using asbestos in livestock sheds	SPMU	Immediate with support from TSA
Feed enterprises (mills, mineral mix, nurseries) and resources (saplings to beneficiaries)	SPMU	Immediate with support from TSA
Plan for breeding stock selection and availability	SPMU	Immediate with support from TSA
Contract with high quality chick supplier similar to JOHAR	SPMU	Immediate with support from TSA
Identification and training of poultry mother unit	SPMU	Immediate with support from TSA

Convergence to make available biogas units	SPMU	Immediate and as per agreement with PAU for beneficiary selection
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Table 8: Summary of per unit productivity potential improvements by addressing constraints in livestock

Production area	Constraints	Impact on production	Interventions Options
Animal Health	Endemic diseases causing high mortality and morbidity. Lack of delivery network and empowered community workers/pashu sakhi, paravets and inadequate number of veterinarians and orientation. Lack of quality timely vaccines and drugs and coldchain. Poor housing, feeding, breeding predisposing animals to increase disease.	>30 - 80%	Building skills of farmers and delivery network. Treatment schedules, cold chain, MOU for supply of quality vaccines. Development of skilled delivery network.
Feeding and Nutrition	Grazing and waste dependent. No strategic supplementation. Dependence on 'free project feed' but no strategy after this runs out. No soil testing and risk of deficiency. Inadequate skills and knowledge of farmers and delivery agents/advisors. No balanced feed supplement, only imported from outside state for poultry/ dairy.	> 25 to 40%	Optimize use of locally available resources and build skills of farmers and delivery agents to support ration balancing and strategic supplementation. Plant low cost hardy fodder trees and succulents like spineless cactus to reduce water need. Feeding plan for weight gain in growers, strategic supplementation at pregnancy in sows and does, mineral supplementation for all age groups. Fodder storage for drought prone periods.
Breeding	Limited high quality animals/poultry. Indiscriminate breeding causing inbreeding depression in pigs and goats. Absence of breed improvement and associated productivity. Unclear state breeding policy for small ruminants, pigs and poultry. Breeding ratios recommended by the project are not scaleable nor sustainable, potentially lead	>50%	Establish breeding villages, market for high quality bucks, boars, and chicks. Upgrade desai with upgraded/crossbred bucks and boars. MOU for supply of quality chicks. Purchase of animals from open market potentially risks disease and genetic erosion.

	to inbreeding risks (in case of pigs), and there are insufficient quality animals available to implement project		
Housing and general management	Inadequate shelter crowding, predation. High cost housing supplied by project not scaleable nor sustainable and risk disease problems. Inadequate housing planned for piglets, goat kids. Limited water causing stress and reducing productivity	>15 to 30%	Low cost shelters based on readily available local materials. Identify lead farmer in villages and establish demo that can be implemented by other beneficiaries with limited subsidy. For pigs they need more sturdy structure, but the type of housing used in human dwellings which is 'concrete like' should potentially replace need for more expensive concrete. Access to water is needed and better integration within the project to achieve this is needed.
Marketing	Lack of awareness of market prices, weight of animals, and market timing. Sales based on urgency, and if no urgency, animals kept for up to 2 years longer than optimal sale weight/condition. Lack of volume selling due to general near subsistence level production.	> 20 to 50% reduced prices	Skills development and awareness of farmers. Facilitate volume purchase by traders. Production cycle geared to market timing for maximum prices during festivals /wedding season. Skills development and equip community service delivery agents with spring scale to weigh animals.
Financial Services	No Credit and insurance support	>30% reduced profit	Credit linkage, community insurance

Annex I : Guidance on Feed and Fodder

Background

Livestock is an integral part of agriculture in Jharkhand and provides egg, meat, milk, manure and cash income to the rural poor communities. It acts as insurance to the communities during the crises and crop failure. To get good meat, milk and egg production from livestock they must be given good feed containing necessary nutrients. If livestock are not fed properly and allowed to eat whatever they can find they will not grow properly, will produce little meat, milk, eggs and have breeding problems. This note describes the current feeding systems and potential solutions for JTELP.

Mission Observations:

- The approach for determining the livestock type per village is very much top down driven by the project management.
- Some of the beneficiaries have neither previous experience nor interest of keeping livestock. The mission observed that such beneficiaries would sell the entire livestock provided by the project and replace it by an activity of their choice.
- Lack of inputs (eg vaccine, feeding, transportation, and management etc.) lead to sub-optimal fertility rates (goat and pig), weight gain (pigs distributed in 2017-18 and their progeny are emaciated). As a result, the beneficiaries are unlikely to achieve the targeted income from these IGAs.
- The project continues to distribute animals which create a gap between delivery of the sheds and populating them. At a total cost varying between 40,000 to 56,000Rs/ beneficiary with 95% Government contribution, this operation is not scalable.
- The pashu mitra who were trained were 90% men, as explained it was easier for them to attend training in Ranchi. Experience in India shows that selection of women as PashuMitra/pashusakhi is more effective and sustainable, and training can be organized at district or block level.

Overall package of practices is missing in the livestock component while implementing the activities. This technical note mainly reveals current feeding practices and potential solutions for livestock feeding through locally available resources.

Fodder is in deficit throughout the year in the region in all three forms green, dry and concentrate, with severe scarcity during summer season. Green fodders normally include field grown forages, collected weeds, lopped shrubs & trees and food crop biomass if harvesting

is done prematurely. Dry fodder includes basically same sources except that they are fed in dry form and food crop residues after separating the grains. Concentrates are protein rich oil cakes, market feed etc.. Feeding is a main constraint for animal production in these scarcity conditions which prevail in JTELP project area.

The project is mainly focussing on three species of the livestock eg. pigs, goats and poultry in 14 tribal sub-plan districts of Jharkhand.

Current livestock feeding system in the project region

There are three types of livestock feeding management systems 1. Intensive (complete stall feeding) 2. Semi-intensive (stall feeding+grazing) 3. Extensive (complete grazing). It was observed that in the project regions currently, farmers are following the extensive system (complete grazing) of livestock management. Livestock keepers are leaving their animals to roam around for grazing and to full fill their feed requirement. Due to poor feed/fodder quality the animals are not returning the best to the farmers. In addition to this, over grazing is also not sustainable or recommended in the long term as it can lead to other consequences (soil erosion, soil fertility loss, vegetation loss etc.). It was also reported during the lean period, when there is no green grass in the fields, there is no source of feeding for the livestock. Moreover, there is a scarcity of fodder (green, dry and concentrate) in the project regions all over the year and it is more severe during the summers.

Current feeding systems in Jharkhand tribal areas

Type of livestock system	Managed/ operated by	Type of feed	Type of livestock
Mainly Grassland based (major part of the fodder comes from the natural resources)	Extensive (complete grazing) No stall feeding (except high cost dairy animals i.e. semi-intensive)	Naturally grown grasses, natural pastures, fodder shrubs & trees, crop residues	All livestock species

Alternative options of feed and fodder production in the project region

Alternative feeding practices are proposed taking into consideration balanced feed, high in nutrients and provides everything that the body needs for livestock growth.

1. Inclusion of fodder trees

Under the dry conditions when there is severe shortage of fodder trees, can be promising option to fulfill the need of livestock feeding. They can be grown in the community land in the project region and the mission found that the communities have ample land for cultivation. Moreover, farmers can grow trees on the bund and borders of the agriculture fields (agroforestry). Trees not only provide fodder for the scarcity period, but also help in reducing soil erosion, maintain soil fertility and maintain water table.

Important fodder trees for the region (Community land/ agroforestry system/ around the animal shed)

Fodder trees	Description	Tree-crop	Livestock species
Drum stick (<i>Moringa oleifera</i>)	<p>Can be propagated from seed or cuttings.</p> <p>-Direct seeding is possible because the germination rate is high.</p> <p>--Cuttings of 1 m length and at least 4 cm diameter can be used for vegetative propagation.</p> <p>-No anti nutritional factor.</p> <p>-Green fodder yield 100-120 tons/hectare/year.</p> <p>-Crude protein 20-22 %.</p> <p>-Good source of Calcium, Phosphorus, Iron, Zinc</p>	<ul style="list-style-type: none"> • Moringa trees can also be cultivated in alleys, as natural fences and associated with other crops. • The distance between Moringa rows in agroforestry cultivation is usually between 2-4m. • Shade tolerant leafy <i>vegetables</i>, legumes and herbs, like cowpea or cabbage can be grown very well. 	<ul style="list-style-type: none"> • Can be fed to Goats, pigs, poultry and other livestock species • For feeding one goat for one year 1kg moringa fresh leaves per day ; it require approximately 45 trees. • Approximately 30 moringa trees, 10 leucaena trees, and a small quantity of other leaves are needed to support each pig. The optimum diet in this system is about 70% moringa, 10% leucaena, and 20% other leaves. It is not recommended to feed >10% Leucaena leaves
Subabul(<i>Leucaena leucocephala</i>)	<p>-Propagation through seeds and seedlings</p> <p>-Direct seed sowing is done in rows.</p> <p>-The lopped subabul hedges provide lush green nutritious</p>	<ul style="list-style-type: none"> • The subabul grown for intercropping is planted in trench lines 3-4 m apart. • The pits for forest plantation are at 3x 10m or any 	

	<p>fodder throughout the year.</p> <ul style="list-style-type: none"> - Lopping/pruning of Subabul is essential factor to grow agricultural crops as intercrop. - Otherwise it reduces crop yields considerably by casting shade effect due to the fast growth. - The leaves of the trees provide good feed for animals all through the year 	<p>convenient spacing.</p> <ul style="list-style-type: none"> • Thus any suitable crop like maize, any cereal, oil, or bushy or non-bushy annuals or perennial crop can be grown in between the space. 	<p>to pigs.</p> <ul style="list-style-type: none"> • Can be fed to Other ruminants (cattle and buffaloes)
Calliandra (<i>Calliandra dracalothyrus</i>)	<p>-Propagation through seeds is better as compare to cuttings.</p> <p>-Calliandra is an almost evergreen, thornless small legume tree, usually about 5-6 m high, but it can reach a height of 12 m.</p> <p>-Plant to plant distance should be 0.5m to 0.5m.</p> <p>-Excellent fodder for livestock</p>	<ul style="list-style-type: none"> • Calliandra is often used as a companion legume in alley cropping systems. • It must be pruned regularly so that it does not over-shade other crops 	<ul style="list-style-type: none"> • Goats • Other ruminants (cattle and buffaloes) • A small amount can be fed to poultry with concentrate feed (not more than 10%). • If one goat is fed 1kg fresh calliandra leaves per day for one year it requires 75 trees (50cm spacing)

Other fodder trees can be *glycericidia*, *Neem*, *Sesbania grandiflora*, *Sesbania sesban*, *Acacia sp*, *Melia dubia*. The leaves of the trees provide good and quality fodder for animals all through the year as tree leaves are rich in Crude proteins and minerals. For detailed information about the fodder trees and grasses contact IGFRI, Jhansi

(<http://www.igfri.res.in/CMS/News/15.06.15.%20Seed%20stock%20at%20IGFRI%20and%20its%20RRSs.pdf>) or local KVKs.

2. Fodder grass

	Cultivation
<p>Napier grass (<i>Pennisetum purpureum</i>) Local names Pus</p> <p>a giant napier grass, Elephant grass is a high yielding fodder crop with good palatability, highly nutritious especially when young, dark green leaves and less than 1 metre tall are feed to the animals. It is also used as a soil stabilizer in soil conservation methods and can be intercropped with various forage legumes</p>	<p>Napier grass requires warm and moist climate, clay to clay loam soil for good growth though it can be grown widely all over the country unlike other fodder crops. It grows throughout the year. The crop is sown from end of February to end of August in the northern India. For best results it should be sown early. For more information about the cultivation and panting material farmers can contact to Agriculture experts in any Krishi Vigyan Kendra or to specialized institutions like IGFRI., Jhansi.</p> <p>After 3 months of plantation the crops get ready to harvest and there after every 5–60 Days.</p> <p>To obtain satisfactory results, this grass should not be fed alone but with legumes, concentrate or oil cakes. It contains 8-12% crude protein and 26-28% crude fibre. The total digestible nutrient ranges from 55-58%.</p>

3. Azolla cultivation

Azolla is a green fern which can be grown as a green fodder for livestock (goats, poultry and pigs). Azolla is rich in protein, almost 20-25% Crude Protein on dry weight basis. It is also found to contain essential minerals like Iron, calcium, magnesium, phosphorus, copper, manganese etc. Azolla requires sufficient water and shade for growing may not be a solution for dry areas or for summers with high temperature.

Method of cultivation

1. Select a land to establish a pond for growing azolla under the tree as it doesn't need too much sunlight. So select shade area.
2. Dig out the soil for pond and level the soil after that spread the plastic sheet around the ground to prevent water loss. Make sure the pond is at least 20 CM Deep.
3. A small animal holder can have pit size 6 × 4 feet which can produce about one kg of supplemental feed (azolla) per day.

4. Add some soil uniformly on the plastic sheet in the pond. For 6x4 feet size pond add 10-15 kg soil.
5. Azolla needs Phosphorus to grow well you can use Super Phosphate along with cow dung slurry (5kg cow dung 4-5 days old). Cow dung increases the available nutrients.
6. Next, fill the pond with water to a level of about 10 cm this will allow the Azolla Plant to float freely then leave the pond for 2 to 3 days so the ingredients can settle.
7. After 2-3 days add Azolla culture (1-1.5 kg fresh Azolla culture) in the pond by gently rubbing Azolla in hands. It helps break Azolla into smaller pieces for faster multiplication.
8. After two-week start harvesting. From pond of 6x4 feet size, you can harvest 1kg Azolla each day (mixture should be 1:1 ratio (1kg azolla + 1 kg feed)).

Maintenance

1. Add once in 5 days mixture of Super Phosphate, and cow dung.
2. Replace 25 to 30% old water with fresh water, once in 10 days; it helps to prevent nitrogen build up in the pond.
3. Replace complete water and soil, at least once in six months and then add Fresh Azolla seeds.
4. Maintain the water level of at least 10 cm, so Azolla root doesn't grow in the soil by keeping the roots floating it becomes easy to harvest.

Harvesting and feeding

1. Harvest floating Azolla and wash properly to remove dirt and cow dung smell.
2. Azolla can be fed to livestock either in a fresh or dried form. It can be given directly or mixed with concentrates to poultry, goats, pigs and other livestock species. It takes a few days for the animals to get used to the taste of Azolla, therefore it is better to feed it with the concentrates in the initial stages.
3. Project can facilitate in measuring the amount of Azolla for different livestock species.

How much to feed?

Livestock species (adult)	amount
Goat	300-500g
Pig	1.5-2.0kg
Layers/broiler	20-30g

4. Home grown feed

Farmers can prepare high value feed for their animals by using ingredients like maize/finger millet/ broken rice+ wheat bran/rice bran + ground nut cake+ soyabean cake+common salt and a pinch mineral mixture.

Feeding suggestions

In order to get the most out of livestock you must always give animals enough good feed and clean water. Good feed is high in nutrients and provides everything that the body needs in order for the animal to grow and reproduce.

Species	Feeding tips	Type of feed/fodder
Goat	<ul style="list-style-type: none">• The aim in goat feeding is to feed as much forage as possible and satisfy the largest part of requirements.• The quantity and quality of roughage available will determine the amount and type of supplement to be fed.• The higher the quality of the roughage, the higher the intake and performance with goats on all roughage diets.• Small amounts of nitrogen (soybean meal) and energy (grains) increase both the roughage and the total digestible energy intake.	Fodder grasses, shrub/tree leaves and grains.
Pig	<ul style="list-style-type: none">• They will eat grass and all types of plants• Pig's will grow and get fat more quickly if they are fed concentrate feed.• Grain which has been well ground into meal is a good feed.• Waste vegetables and household scraps can also be given to pigs. Household scraps, especially those containing meat, must be well boiled (pig swill) before being given to the pig.• The pig must always be able to drink fresh clean water. A sow with young will need 20 - 30 litres of water a day.	<p>The pig is omnivorous and can eat meat and plants.</p> <p>They can also use bulky feeds containing a lot of roughage.</p> <p>Pigs must have plenty of clean, fresh water every day.</p>

	<ul style="list-style-type: none"> • Pigs can be kept in a sty when they will need to be fed twice a day with one feed in the morning and one in the evening. Pigs in the field can be offered meal once a day or given extra feed, e.g. vegetable waste or swill, when it is available. • Lack of interest in feed is a sign of ill health and you will need to look at the animal to determine the cause of health problems 	
Poultry	<ul style="list-style-type: none"> • It is not a good practice to allow chickens, to freely wander around the community to feed and drink whatever they can find. • Providing shelter, food and clean water to these birds will result in more meat and eggs. • Poultry require carbohydrates, proteins, fats, minerals and vitamins in their feed . • At different times of their life birds will require rations that contain different amounts of carbohydrates, proteins, fats, minerals and vitamins: From hatching (1 day old) to 3 months of age, birds will need feed which contains large amountsof protein for body growth. • When birds are laying eggs minerals are important in producing good eggs. Birds kept for meat will need a lot of protein in their feed. 	<p>Birds can be given corn, rice, maize, barley, oats, sorghum, finger and bulrush millet, or bran from rice or other grains. Cake from the processing of groundnuts, cottonseed or dates can also provide carbohydrate and— protein.</p> <p>Soya bean meal also contains proteins. Vitamins may be supplied by adding green plants to the feed or by adding commercially produced— vitamins.</p> <p>Birds need clean fresh water at all times. Every 4 chickens will need 1 litre of water every day and this will double as the weather becomes hotter.</p>

Other recommendations

1. Pasture fields can be fenced or hedged to make protected enclosures to avoid overgrazing and its consequences.
2. Follow rotational grazing which will allow the field to grow grasses again and will help in soil protection.
3. Silage making and hay making can be options for storing quality fodder for lean period.
4. Fodder should be properly chopped to avoid wastage.
5. Clean and sufficient water is required for overall performance of the animals.

Technical note on Agriculture

Dr V P Singh, Agronomist

After visiting and surveying the status of actual implementation in the field in ten districts from 20 August- 1 Sept, 2018 (two blocks in each district and a couple of villages in each block) as well as having detail interaction with the community in each village and discussion with the project staff in the field and Jharkhand Tribal Development Society (JTDS), or JTELP Project office in Ranchi (1-6 Sept. 2018), following are brief Technical Notes for this project. The districts visited are: Khunti, East Singhbhum, Latehar, Simdega, Lohardaga, Jamtara, Dumka, Pakur, Godda, and Sahib Ganj.

The areas in consideration of the technical notes include: Systems of Rice Intensification (SRI), Vegetable Clusters (VCs), Nutrition Gardens (NGs; vegetables and fruit trees), community level fruit orchards (mango and papaya), Cowpea (locally called Barbatti) cultivation, and management of Natural Resources (land, soil, water, biodiversity and composting). There are some side observations made on piggery, poultry, goatry, fish culture, and on maize and ground nut in two districts. The Barbatti is actually a cow pea species (*Vigna Unguiculata subspecies sesquipedalis*), also known as yard long bean, Chinese long bean, bodi, snake bean, asparagus bean and pole bean. These notes are applicable to all the districts within each specific area, such as the SRI, NCs, etc.

A. General notes:

1. **Systems analysis:** The agricultural intervention plans should be prepared through the farming systems analysis, which include systems resources mapping, cropping and farming systems, crop calendars, hunger periods, main problem diagnosis and potential solutions, farmers' knowledge and skill needs for the new suggestions, etc. This is such a key activity that determines the success or failure of the intervention, and need to be carried out in the project.
2. **Participatory planning:** This project apparently had no participatory planning with the community. The community was also not explained what was in totality in the project. The community was simply told in portions that do SRI, Vegetable clusters, etc. and given provisions (mostly seeds) and some livestock, including the sheds, etc. So, the beneficiaries implemented the way they could. Choice of land parcels, soil quality etc. were missing in all cases, and so was the package of practices and their demonstration. The community should not be treated as a source of information, or the implementer of the instructions. It is important that the planning for crops, livestock, nutrition gardens, whatever may be the case, be done with the community in a participatory manner. The. Their resource base, knowledge and skills, choices & preferences, social structure and customs, etc. should be factored in in developing the plans.
3. **Planning for the entire year cycle along with contingent alternatives:** In rainfed areas, though the seasons (Kharif and Rabi) are distinct, the climatic conditions in kharif season have strong influence on decisions and choices of crop plans / interventions in Rabi season. The availability and adequacy of irrigation water also plays an important role in Rabi plans and that should be factored in in the plans. Similarly the early weather patterns in Kharif season dictate what crop plans could be implemented in the season. In both the cases it is imperative that the planning is done for the entire year with contingent alternatives for both the seasons, and depending on the ensuing weather patterns the Kharif plans be revised and adjusted by mid-July and the Rabi plans by mid to late September. The yearly crop plans should include alternative (contingent) plans for both seasons. For example, if rice cannot be grown for the reasons of delayed monsoon, or any other factor,

can finger millet, mung bean, urad bean be cultivated instead. Likewise, if rice fails at the end of the Kharif season for the lack of water and Rabi season is unsure for the same reason, can a high value drought tolerant short duration crop, such as toria (lahi or black mustard) linseed be grown. Also taken into consideration is the availability of other provisions, such as seed and other inputs, marketability of the produce, technical knowledge of the growers, etc. for the implementation of the chosen crop plans. The yearly planning also refers to the crop rotations and sequences, discussed in other section of the note.

4. **Land suitability based crop planning:** It is extremely important to make crop plans according to the land suitability of the area. For example, lowland rice should be avoided in Don 3 lands. Such lands and Don 2 are more suited for the finger millets, legumes and other upland crops than rice. It was noted that vegetable clusters in most of the districts, especially in East except in Dumka district were located in worst lands (mostly barren, banjar lands) with very little soil mass. These aspects are discussed in detail in the respective sections.

5. **Limiting the application of irrigated technologies in rainfed areas:** Since a majority of Jharkhand agriculture is generally a rain-fed agriculture, especially the Kharif season rice (having spells of drought, flood, or in some cases both), irrigated technologies, which though are high input responsive but require maintaining sufficient soil moisture (primarily through irrigation and strict water management regime), should not be attempted / prescribed in rainfed situations.

Having said the above, there are excellent rainfed technologies, both traditional and improved, that could be as productive as the irrigated ones, and they should be carefully selected, modified and applied. A traditional systems of rice cultivation, known as Beushening, biashi, baug, bidhaini, etc., practiced in millions of ha in Chhatis Garh, Orissa, Jharkhand, Bihar, and other places, is highly suitable for the JTELP covered areas. This system has high resilience in all kind of weather conditions, and though yield may come down, but there has been rarely any total failure. Improvement in biashi could include line sowing in dry, or wet soil by using “Lithao”, and a drum seeder, respectively. Local farmers are familiar with this system. However, they were apparently discouraged in favour of SRI.

6. **Line / row planting:** All crops, backyard, or field should be planted in rows by maintaining prescribed row and plant spacing for the specific crops. This practice eases the inter-culture operations, weed and pest management, harvesting, inter cropping, relay cropping, etc. It is a common miss- conception that row planting, or furrow planting is expensive. Contrarily, the year round farming systems economic analysis convincingly shows that though it requires some cost, but the gains are many fold that of the cost. In addition, there are simple low cost seeding tools, both for the wet and dry planting, such as the drum-seeder for wet as well as dry rice seeding, and use of “Lithao”, a wooden tool that can be made in less than Rs. 100 for dry sowing of any crop.
7. **Increasing field bund height:** It was observed that most of the rice field bunds were of less than 15 cm height in Don lands, and still shorter in Tanr lands, which can retain only limited amount of rain water. Therefore, it is suggested to increase bund height of the lowland rice fields where transplanting is being practiced, and manage the field water through spill ways according to the crop height. A 30 cm bund height of one ha area will have 0.3 ha meters of water in the field which is more than sufficient for two ha of rice cultivation. The water retention in the field will also add to having soil moisture for longer period and an increased profile recharge. Growing rainfed rice with higher field bunds is common in Madhya Pradesh and Chhatis Garh, locally known as ‘Haveli system’ of rice cultivation.
8. **Summer ploughing and sowing before rains:** Summer ploughing is common and the clean fields could be visible across the landscape. In this process a lot of weeds are incorporated in

the soil and their decomposition produces substantial amount of nitrate, which could be leached during the first rains if there are no crops in the field. Therefore, it will be useful if the crops (rice, finger millets, or any other) are seeded before the rains so they germinate and capture the nitrate for use.

9. **Plant protection and pest management:**

- **Soil solarisation:** Soil solarisation has been found to be an effective method of controlling many of the soil borne pathogens / diseases and insect-pests. This will be highly useful for JTELP areas against some of the vegetable problems, where high incidence of wilt in tomato and eggplant, curly leaf in chilli and tomato, stem and fruit borer in eggplant, and fruit rot in tomato was a common site across all the districts.

Soil solarisation involves fine soil preparation (like achieved through repeated ploughing) during summer having long sunny day and hot weather, raising the soil to make the soil bed (ridge) of about a meter width and covering the bed with plastics. The heat generated inside the plastic cover would kill many of the pathogens in about two week time and would reduce the use of pesticides. After that the crops can be planted and maintained as usually practiced.

- **Use of resistant varieties, high quality seeds, bio-control agents and organic pesticides:** Plant protection, especially in vegetables as well as other crops can be insured to a large extent through the use of pest- tolerant / resistant varieties of the chosen crops and the certified seeds of high quality from well-known and established agencies, bio control agents (especially against soil borne fusarium wilt), and if at all needed through the use organic pesticides. There are many agencies in the country providing such inputs and services. Some of them include Pant Nagar Seeds, Seeds from the National Seed Corporation, Gujarat Narmada Fertilizer Corporation for Neem based pesticides, etc.

- **Nursery prophylactic:** It has been known for quite some time that many of the diseases and pests are carried from the nursery to the main field and their control in the nursery is easier, more cost effective and less environmentally hazardous. It is therefore suggested that a prophylactic treatment against known pests for the crop and prevalent in the area be given in the nursery, preferably through the organic pesticide preparations. The prophylaxis may include certain diseases and insect-pests.

Note: The use of the above mentioned practices in conjunction has been found very effective in pest management and in the reduction of cost and environmental deterioration due to pesticide use.

10. **Crop rotation and break crops:** Rotating crops in the same piece of land, say legumes after cereals, has always been beneficial from soil fertility and pest pressures build up point of view. Many a times they serve as break crops for the pest cycle. The other break crop and highly useful for soil fertility build up is the growing of Sesbania (aculeata or rostrata) and marigold. Both these crops are known to be effective in controlling nematodes and should prove useful, especially in vegetable farming. Crop rotation has also been indirectly discussed in the yearly planning section of this note.

11. **Legume – cereal mixes:** Whenever legumes and cereals are mixed planted, they should have appropriate spacing. Wherever they are planted on the slopes the legumes should be planted on the upslope and the cereals the down slope, so that the nitrogen fixed by the legumes could be trapped by the cereals and be saved from runoff and leaching. It is also

advisable that the cereals be planted ahead of the legumes so that the cereal roots are well established before the nitrogen fixation by the legumes takes place.

12. **Natural Resources management:** The natural resources management generally encompasses land, soil, water and biodiversity. The land and water resources component in this project has mainly focused on creating water resources, such as the construction of runoff collection ponds and digging of shallow and deep wells. The other important aspects in project sites, which were overlooked and need attention are: the restoration of degraded land and soil (including arresting degradation processes) as well as the conservation and use of the native land races of crops. Extensive land degradation and poor soil quality (shallow /thin soil depth, coarse texture and low levels of fertility were extensively noted as well as reported by the communities throughout the state). These aspects in some places, such as the high lands in Santhal Pargana were at critical stage.

In addition to the development of water resources, the focus should also be on the water delivery, efficient irrigation systems, such as the drip irrigation and other water management aspects, so that the water could be considered as a input to agriculture and as a resource in general. Minimizing the use of highly slopping lands for field crops, wood, stone, bio-bunding (with economical tree species), incorporating leguminous crops in the system, composting & use in agri-fields, etc. for the improvement of land and soil fertility. The vermi-composting was seen only in one beneficiary case and that too was done recently. The beneficiary has no livestock of his own and thus, depended on the manure collection from other households. This was another classical case of failure, though told to have been extensively applied in the project. It is recommended that the bio-composting or vermi-composting should be encouraged and properly supported through technical and knowledge inputs. In this respect, green muring using sesbania, azolla, and crotalaria species should also be considered.

13. **Use of hydrogel:** Use of hydrogel has been proven to store moisture in the soil and extend its availability for longer duration. Studies indicate that this is economical and useful in moisture deficit areas, especially for vegetable cultivation in Rabi season. There are many agencies selling this product, those ones authorized by the Indian Agriculture Research Institute (IRRI) are reported to be better.
14. **Use of nano-gel, nano-zinc and nano-iron:** As the hydrogel, there are nano forms of zinc and iron fertilizers which reduce the quantity of application several folds and give same yield levels. They have been tried in many crops and are made and are available in the country. In areas needing zinc and iron application, these nano products may be tried on pilot basis.
15. **Other important aspects:** In addition to the descriptions above and in the following text, some of the important aspects which are universally applicable are the complete package of practices, demonstration of those practices, beneficiaries training and hand holding, capacity building of the project staff, regular monitoring of the project /intervention sites on regular basis by the project staff, and anticipating ensuing problems and offering of their solutions.

B. Commodity / enterprise wise Specific Notes:

1. Systems of Rice Intensification (SRI): The 'SRI' practice this year can be characterized as: line transplanting, delayed transplanting of older seedlings (30 or more days old), transplanting 3-4 seedlings per hill, use of DRR 42, DRR 44, Naveen and Sahbhagi Dhan rice varieties, and passing of cono-weeder between rows. The cono weeder in most cases was used only 2-3 days before the field visit, apparently just to show that it was being used. In one block of a district there were sixty cono-weeders in stock at the Farmers Service Center, but no transplanted rice (SRI), and in another block of the same district there was transplanted rice, but no available cono weeder.

The delayed transplanting (as late as 16 August and some cases end August) was attributed to the late onset of rainfall (starting mostly in the last week of July) and delayed land preparation and

sowing of nursery. In essence of true sense the practice was just transplanted rice, modified SRI, and not SRI.

It is heartening that the 'modified SRI' was being demonstrated in all the districts and it was weaning away farmers from random transplanting. Row transplanting has many advantages and should be promoted. However, the practice should be promoted only in water sufficient areas, where early nursery establishment can be done and timely transplanting (within the third week of July) could take place. Also the practice should be tried with a range of rice varieties and the results be compared with the traditional systems. If timely nursery establishment and transplanting cannot be assured due to delayed rainfall or other factors, traditional system of rice cultivation, such as the Beushening (biashi) be encouraged. Farmers should not be kept waiting beyond two weeks of delay in rainfall and should be assisted to go for alternative systems.

Beushening system begins as dry direct seeded rice and culminates as transplanted rice. In this system rice is direct seeded in dry soil conditions, usually just after the first rain showers and the crop is allowed to grow for a month. At this time rain water to a depth of 15-20 cm is stored in the field and the standing crop lightly cross ploughed using a desi plough to loosen the weed and rice roots. If the rice plants become too tall for the want of accumulating water, the crop is lightly grazed or mechanically de-topped before ploughing. The field is walked through to remove the weeds and to push the uprooted rice seedlings in the soil. *This process of ploughing and walking through the field to pick weeds, etc. is called "chalai"*. Thereafter the crop continues to grow as transplanted rice till maturity. Irrespective of rainfall regime, the system gives yields and never results in total crop failure. The system is practiced in millions of ha of rice lands in Chhatis Garh, Odisha, Jharkhand, Bihar and other places. Improvement in biashi could include line sowing in dry, or wet soil by using Lithao, and a drum seeder, respectively. Farmers in Jharkhand are familiar with this, but were discouraged in favour of SRI.

Note: for more details on Beushening practice, please refer to Singh RK, Singh VP, Singh CV. 1994. Agronomic assessment of "beushening" in rainfed lowland rice cultivation in Bihar, India. Agri. Ecosystems and Environment. 51(1994):271-280.

2. Vegetable Clusters: The vegetable clusters this year across districts had tomato, eggplant, chilli and some gourds (bitter gourd, bottle gourd, etc. on limited cases). Except in one district (probably Dumka) there were no clusters, the vegetable growing was scattered and in all cases the plants were suffering from diseases and insect pests. "Vegetable clusters" in many cases were on the worst type of lands and poorest soils. A few of them were transplanted one day before our visit (1st Sept), just to indicate that the program directives have been complied with. Vegetable seedlings were transplanted on flat plots, a couple had water logging and washed away along with the soil. Tomato, chilli as well as eggplant were suffering from curly leaf, wilt, stem and fruit borer and fruit rot, apparently owing to the poor quality seed and insufficient pest and water management. The package of practices and their demonstration was missing / lacking in all cases. In short, this type of vegetable growing was a worst case scenario to say the least.

Farmers were not much interested in growing vegetables during the kharif season as they were busy in rice and finger millet cropping, and their main interest was on growing chillies, not so much on tomato and eggplants. However, all of the beneficiaries complied with as they were given seeds to plant, though not enough quantity in all cases. Farmer's reluctance of vegetable farming in kharif season should be verified and be factored in the Kharif and Rabi vegetable cluster plans. Their choice of vegetable crops during these two and the spring (Zaid) season along with the marketability of the chosen crops should be considered and appropriate and adequate provisions be provided, and the package of practices demonstrated during the respective seasons. Likewise, the plant health and

pest management aspects should factor in the plans as is discussed under the section A 9 of this note.

3. Nutrition Garden (NG): The nutrition gardens had two major components, viz a viz vegetables and fruits for household nutrition. These interventions are to be applied in each household of all the districts in the project.

- **Vegetables:** As was the case for the Vegetable clusters, nutrition gardens were in no better position. Each beneficiary was supposed to grow ten different vegetable types, including amaranth, spinach, radish, brinjal (eggplant), okra, chilli, tomato, bitter gourd, ole (elephant foot) in the backyard depending on the available area. However, all the ten species were not seen in any case during the field visit. Most of the nutri-gardens had eggplant, okra, chilli and tomato, and in almost all cases these crops were suffering from diseases and insect pests.

Some farmers also complained about insufficient supply of seeds and the package of practices were missing everywhere. Because of this lack, in one case the beneficiary was preparing the nursery for the crops, such as Okra which do not need nursery, and in many cases the nutri-gardens (NG) were established under thick tree canopy having no sunlight on the ground. Farmers were also not much interested in growing nutrition gardens ' vegetables during the kharif season as they were busy in other field operations. However, all of the beneficiaries complied with as they were given seeds to plant. There was another interesting observation about NGs, especially in and around areas, such as Ranchi, where farmers are professional vegetable growers in large scale, these farmers did not want to go into NGs, and rightly so. It will be futile to persuade such farmers for NGs.

Farmer's concerns about NG in general should be examined for both the seasons, and appropriate and adequate provisions be provided along with the package of practices (PoPs) demonstrated during the respective seasons. Likewise, the plant health and pest management aspects should factor in the plan as is discussed under the section A 9 of this note.

- **Fruits:** As the vegetables in the NGs, fruits tree planting is also promoted by the project. The fruits include: jack fruit, bael, custard apple, guava, papaya, and moringa (though not a fruit tree). The same story as for the vegetable clusters (VCs) and NGs repeated for the fruits for nutrition. Seedlings were provided to the beneficiaries without any back up on the selection of sites and PoPs. As a result some beneficiaries even planted two different fruit types in the same pit and the fruit trees were poorly taken care of. They were also planted very close to each other, e.g. in some cases jack fruit and guava only a meter apart.

It is absolutely necessary to emphasize that the fruit tree growing for the nutrition be properly supported by the project in terms of the fruit tree varieties, planting and care (pitting, potting, fertilization, watering, etc.) method. In case of grafted tree seedlings, the beneficiaries be advised to remove the shoots coming out of the stock (the root stock on which the graft is made) and allow to grow only those shoots that come out of the scion (the upper grafted branch, bud, etc.).

4. Fruit orchards: The fruit orchards were established for mango and papaya using high yielding varieties of these two crops (Red lady and red queen for papaya and Amarpali for mango). An area of five acres was seen for papaya in one district and for mango in three districts during the visit. The second site for papaya has been prepared, including the digging and pitting, but could not be planted for the lack of seedlings. Likewise, it was told that other sites are also prepared for mango. In one district, there were about four or five beneficiaries involved in an area of five acres for mango

plantation, whereas for papaya it was a four member single family and one of its neighbor. Apparently, the choice of beneficiary was lacking the use of selection criteria.

The plantation care (tree care, growth) and inter space management was lacking at all the sites, except for papaya. Weeds were taller than the mango trees (in one place out of five acres only two tree rings were clear of weeds), formation of tree rings were absent in most cases and beneficiaries were not advised to remove the shoots from the root stock (the project staff also did not know about it). In one case, the beneficiary could not maintain even two meter damaged fence, and intercropping with vegetables (though expected) was not seen anywhere. Again the package of practices was missing (except in papaya case). It is therefore, recommended that a complete package of practices, both for papaya and mango and any other type of fruit orchard be provided and the beneficiaries trained in its application. Also there should be a periodic site visit and monitoring of the orchards by the project staff to provide solutions to any emerging problems.

5. Cowpea cultivation: The cowpea, or “barbati” cultivation was common in Santhal Pargana districts. The system is similar to the slash and burn system in north eastern India, except that in Santhal Pargana there is only the slashing of the vegetation without burning of the biomass. Here, farmers grow barbati in the upper reaches of the land, which is rocky, undulating and with very shallow soil, if at all. They slash the vegetation from about a meter height and leave the slashed upper portion at the site. Barbati seeds are either dibbled using an end sharpened wooden stick, or broad cast. Barbati plants climb over the dry biomass and start bearing the pods. Pods are harvested by hand picking, peeled through manually, and dried before sending to the market. The project provides Rs.3000 per beneficiary for slashing the vegetation and another Rs.3000 for the seed.

There was no way of estimating for how much area these amounts were provided as neither the project staff nor the beneficiaries had estimated it. However, the seed rate used was apparently much higher than recommended as was observed from the high density of unequally distributed germinating seedlings. A sample count showed about 30- 50 plants per sq. meter area in few places. A close examination of the seeds used by the beneficiaries also indicated poor quality of seeds used, almost more than 60% of seed was weevil infested, and farmers reported heavy infestation by aphids in previous years.

Recognizing the fact that the Barbati is grown in difficult terrain and poor soil conditions, the planting could be done in rows and by maintaining proper spacing. Although this may add to a bit of labor cost, the benefits will be tremendous for crop care and harvesting. Similarly, efforts should be made to provide the beneficiaries with high quality seed; the seed replacement has its own advantages in terms of pest pressure and quality of the produce. The Indian Institute of Pulse Research, Kanpur, Uttar Pradesh may be contacted for the seed support, and the seed can also be accessed from other places (Uttarakhand, Himachal Pradesh and J&K), which grow Barbati. Also the aphid control through the use organic pesticides, such as the Neem based pesticides could assist in controlling the pest, especially if used as a prophylactic in Barbati growing.

C. Some other important aspects: While the technical and commodity, or enterprise based analysis and recommendations are made within the purview of the JTELP as above, some other aspects also need attention. Production systems include the extensive growing of mono culture maize, and ground nut, and mixed cropping of pigeon pea with finger millets in some districts of Jharkhand. These crops also need technical support in terms of better varieties, pest management, harvesting and post-harvest processing support.

Another aspect is that while the project is providing support to a large number of beneficiaries, the project cannot afford to reach each and every farmer at the same level and in the same time frame. Therefore, it is essential to develop mechanisms and support system for scaling up at large scale.

One such mechanism could be that each current beneficiary be encouraged to support at least one of their relatives, friends (in another place not included in the project support) for the similar intervention (full or partial support) as is enjoyed by the current beneficiary. Three communities through intensive interaction with them showed their willingness and commitment to participate in this initiative, and this should be explored further.

Likewise, aggregation and sale of the farm produce and bulk purchase and distribution of the inputs through FSC, SHGs or Youth Groups should also be explored in the project.

The district level planning for Saraikela, Gumla, Dumka and Ranchi is in the offing and that should be tried out as pilot cases. The results of this exercise can be used to scale up similar approaches in other districts of the project.

Technical note on Knowledge Management and Learning

Ms Ann Turinayo, Governing Bodies Officer, IFAD, September 2018

A. Revise and update the KM Strategy

There is need to review, revise and update the JTELP KM strategy to make it more implementable, and going forward, ensure that KM action plans are clearly linked to the strategy in enhancing the project's pursuit of its development goal.

The KM strategy objective and focus should be updated, and monitorable indicators included. Some key strategic actions for the remaining period of project implementation should be highlighted. There must be clarity on what will be done at individual and community beneficiary level, as well as at FNGO, DPMU, and SPMU level to enhance identification of innovative ideas and practices, knowledge, experiences, and lessons learned; document indigenous practices that work well; capture, and appropriately package all these for the different target audiences, and share extensively. The goal of the KM strategy should be to contribute to the attainment of the project goal and objective, through the identification, capture, packaging, and sharing of key lessons, experiences, and knowledge to improve implementation results.

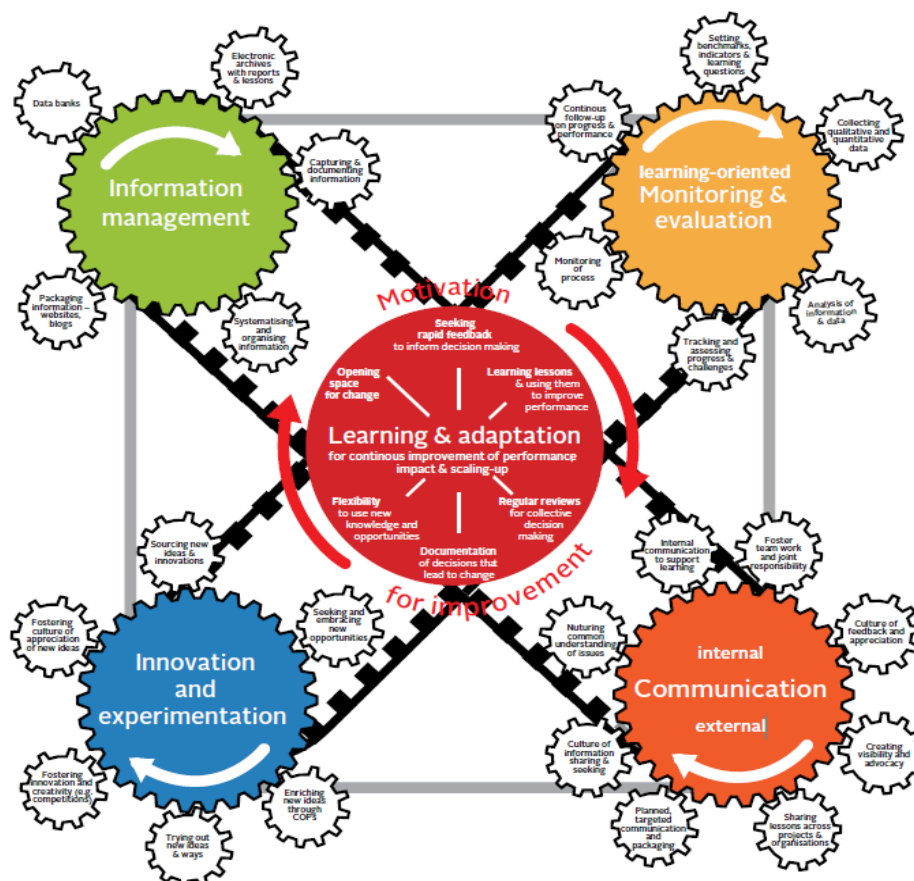
Objective: The KM strategy should provide direction on how to ensure easy access to existing knowledge by those that need it; identify and capture knowledge arising from implementation of the various project activities (per component for ease of follow up); package the knowledge appropriately for easy access and usage by project audiences at different levels; and disseminate the packaged knowledge, lessons, and practices.

In reviewing the design and implementation of the knowledge management strategy of JTELP, consider the following:

1. What is the project goal and objectives?
2. What is the goal and objective of KM in project implementation?
3. How does the Project team ensure attainment of the KM goal? – By integrating KM, M&E, Innovation and learning in the project components. KM should not operate in a vacuum or as a stand-alone activity. Ideally, KM should be integrated in the project implementation, and should work hand in hand with M&E, data and information management, project communication (internal and external), and innovation – as shown in the illustration figure below).

Fig – Illustration of an integrated KM system (adapted from a booklet on: Integrating Knowledge Management and Learning in IFAD-supported Projects – Experiences from Uganda)

The Integrated Knowledge Management and Learning System



B. How to integrate KM, M&E, Innovation and learning in the Project Components?

Consider the following aspects as elaborated in the sections below:

- Knowledge needs identification
- Knowledge planning
- Knowledge management activities to promote learning and innovation (specific attention could be paid to local knowledge/ heritage, but this can also be widened to other aspect)
- Relevant tools: M&E system as a source of key data in documentation of lessons learned; writing case studies (separate guide on writing good case studies provided); utilising social media tools (whatsapp groups, twitter, facebook) for sharing of lessons learned; field flash reports to update each other on ongoing field activities and keep track of progress; catch-up meetings (short and effective)
- Training in KM, documentation, and capitalisation of experiences

Knowledge needs identification

The KM strategy envisaged the building up of communities of practice/networks and tools for knowledge sharing. In updating the strategy, it would be important to clearly identify existing communities of practice and networks; the knowledge needs within the project at various levels. This will help in ensuring that the right knowledge is easily made accessible to those that need it. For example, identify the knowledge needs, knowledge sources that would address the identified needs, and how this knowledge is generated, captured, packaged and shared to enhance learning and improved performance at:

- I. individual level
- II. group level
- III. community level (panchayat and village)
- IV. FNGO and DPMU level
- V. SPMU level
- VI. Overall state level

Particular attention should be paid to the aspects of local heritage and indigenous knowledge of the beneficiary communities that need to be preserved and augmented by the project-promoted practices.

Knowledge planning

Project component	Target group	Knowledge Needs	Knowledge Sources (where can this knowledge be found)	How knowledge is captured, packaged and shared	Impact of shared knowledge
Community empowerment	Individual beneficiaries				
	Group level (SHG, YG,)				
	CRPs, GS-PECs				
	DPMU, FNGOs				
	SPMU				
	Other partners				
Integrated NRM	Individual beneficiaries				
	Group level (SHG, YG,)				
	CRPs, GS-PECs				
	DPMU, FNGOs				
	SPMU				
	Other partners				
Livelihood Support	Individual beneficiaries				
	Group level (SHG, YG,)				
	CRPs, GS-PECs				
	DPMU, FNGOs				
	SPMU				
	Other partners				

Knowledge Management activities [to promote local heritage]

Promoting local heritage and successful indigenous practices and knowledge is an aspect of JTELP worth considering, given that Jharkhand has over 32 tribal communities, 9 of them who are particularly vulnerable groups. Some of the knowledge and good practices of these communities are worth preserving and enhancing not only because they are part of their heritage but because they are successful and could be easily scaled up. Thus, regularly capturing indigenous knowledge and practices – social, economic, land-use, and agriculture is important.

Indigenous knowledge/local practices	How knowledge is captured, packaged and shared	Benefits of merging local knowledge with emerging best practices promoted by the project (for each project component)

Knowledge and innovations emerging from the implementation of Project components

Capture these in all the quarterly and annual reports as appropriate. These should be backed up by data from the M&E system, the field flash reports, and other project implementation data and information per component.

C. Next steps – other actions post supervision mission

Arising from the supervision mission observations, the following recommendations are proposed for follow-up in the coming period:

Actions	Responsibility	Deadline	Status
Identify a focal person for KM and learning	Project Coordinator	October 2018	
Enhance field-to-SPMU sharing of updates through "field flash reports" shared in real-time through the existing whatsapp group, based on a format agreed with the M&E officer	M&E Officer in close collaboration with the DPMUs and FNGOs	immediate	
Identify exemplary farmers and groups and organize farmer to farmer and community to community learning events..	SPMU staff with DPMU and FNGOs	immediate	
Conduct the training on documentation and case study writing (as recommended at the MTR) and empower staff to develop useful beneficiary profiles (showing the before and after)	SPMU, DPMU	February 2019	
Ensure that all communications materials and project progress reports are dated.	Project Coordinator and KM focal point	immediate	

D. Knowledge Management tools

Field Flash Reports – format

To capture project generated knowledge to be synthesized and packaged into appropriate knowledge products that inform project planning, monitoring, and provide relevant feedback to

government policies and programs. This simple proposed form can be used by both SPMU and DPMU staff. This should be preceded by photographs taken in real time from the field and shared through the Whatsapp project forum. The information can then be used to identify which case studies to formally document for sharing, as per the guideline/ template provided in the next section.

Date:

Name of Block, village, and panchayat:

Photo gallery (these should first be sent through whatsapp – include only two here):

Name and type of beneficiary (SHG, YG, GSPEC...)	Activity (meeting, training, spot-check visit)	Activity visited (livestock? Specify pig, poultry, goat...; IGA? Specify	Observations – what is working well? What can be improved?	Proposed action point for follow-up and when this will be done
Example: ...SHG group	Weekly meeting	NA	Cash and register books are filled. However, there is need to ensure records are in ink and not in pencil	SHG will ensure that all records going forward are written in ink

Summary:

Indicate others involved in the field visit

FNGO staff:(name)(sign) (date)

CRP:(name)(sign) (date)

CF :(name)(sign) (date)

India

Jharkhand Tribal Empowerment and Livelihoods Project

Supervision Report

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

Mission Dates: 26 August - 3 October 2018
Document Date: 21/12/2018
Project No. 1100001649
Report No. 4956-IN

Asia and the Pacific Division
Programme Management Department

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

COUNTRY OF ASSIGNMENT/LOCATION: India

MISSION NAME: Supervision mission of Jharkhand Tribal Empowerment and Livelihoods Project (JTLP) [Loan No: I-879-IN]

MISSION START AND END DATES: 27 August to 7 September, 2018

REPORT TO: Ms Rasha Omar, CPM (India), APR/PMD.
(name, title, Division/Department)

MISSION COMPOSITION:
(Team members full name and specialization)

- 1 **Ms. Rasha Omar**, Country Programme Manager, IFAD, Mission Leader, Project management and convergence. **Dates : 26 August to 7 September.**
- 2 **Mr. Vincent Darlong**, IFAD Consultant, Community organizations, M&E, social inclusion (gender, poverty and youth). **Dates : 26 August to 8 September.**
- 3 **Ms Helen Leitch**, FAO Consultant, Livestock Development. **Dates: 26 August to 7 September.**
- 4 **Ms Babita Bohra**, IFAD Consultant, support on livestock (fodder), on project management, and on renewable energy. **Dates : 26 August to 7 September.**
- 5 **Mr. Dinabandhu Karmakar**, IFAD Consultant, NRM. **Dates : 28 August to 8 September.**
- 6 **Dr V. P. Singh**, IFAD Consultant, Agronomist. **Dates : 20 August to 5 September.**
- 7 **Ms. Ann Turinayo**, Knowledge management, IFAD HQ. **Dates : 26 August to 6 September.**
- 8 **Mr. Sriram Sankarasubramaniam**, Associate Country Programme Officer, IFAD, Procurement. Dates to be confirmed.
- 9 **Mr. Pratul Dube**, IFAD Consultant, Financial Management. Dates to be confirmed.

BACKGROUND:

1. **Project factsheet:**

Project Title	Jharkhand Tribal Empowerment and Livelihoods Project (JTLP)
Loan No.	I-879-IN
Lead Programme Agency	ST Welfare Department, Government of Jharkhand.
Implementing agency	Jharkhand Tribal Development Society (established by Govt of Jharkhand)
Country	India
State	Jharkhand
Districts	14 (West Singhbhum, East Singhbhum, Saraikela Kharsawan, Latehar, Khunti, Lohardaga, Gumla, Simdega, Ranchi, Dumka, Godda, Sahibganj, Pakur & Jamtara)
Region/Division	4 (Kolhan, Palamu, Chotanagpur & Santhal Pargana)
Blocks	30
Panchayats (at design)	164
Villages (at design)	1,330
Households (targets post MTR)	243,000 (of which 10,000 HHs from PVTG) in approx. 2039 villages
Total Project Cost	USD 115.59 million (INR 650.0 crore approximately)
Total IFAD Loan	USD 51.00 million
Date of loan effectiveness	4 th Oct 2013
Number & dates of supervisions	3 SM/JRM (8-16 Dec 2014; 29 Nov – 12 Dec 2015; and 25 July – 6 Aug 2016)
Date of project MTR	16-28 August, 2017
Project duration	8 years
Date of project completion	31 December 2021

2. **Target Groups and Project Area:** The MTR recommended that JTELP extends to all villages within a GP covered by JTDP or JTELP, which would result in the project working with approximately 243,000 households in about 2039 villages of 30 Blocks (sub-districts) in the 14 Tribal Sub-Plan districts, targeting STs, PTGs, women-headed families, rural youth and BPL families. The districts are Ranchi, Khunti, Gumla, Simdega and Lohardaga districts in Ranchi Division, West Singhbhum, East Singhbhum and Saraikela-Kharsawan districts in Kolhan Division, Latehar district in Palamau Division and Godda, Dumka, Pakur, Sahebganj and Jamtara districts in Santhal Pargana Division. All these are TSP districts. Within these districts the blocks (sub-districts) that have rural tribal population of more than 50% and population below poverty line (BPL) of at least 50% will be selected.

3. **Objective and Strategy:** The overall goal of JTELP is to improve the living conditions of tribal people in general and PTGs in particular. This is sought to be achieved by "organising and enabling the communities to adopt sustainable and productive natural resource management regimes, adopt market-oriented production systems and learn the skills and gain the experience of planning and implementing development plans relevant to their villages".

4. **Components:** JTELP has four components, namely (i) Community Empowerment; (ii) Integrated Natural Resource Management; (iii) Livelihoods Support; and (iv) Project Management. The project outcome and output indicators are shown in Logframe (attached).

Component	Sub-component
1. Community empowerment	(i) Promotion of SHGs & Youth Groups (ii) Capacity building (iii) Special support to PTGs
2. Integrated Natural Resource Management	(i) Community mobilization (ii) Land and water resource development (iii) Productivity enhancement and crop diversification
3. Livelihood support	(i) Support for IGAs to PTGs (ii) Market-oriented production activities (iii) Vocational training & placement for rural youth (iv) Innovative interventions (community forestry, lac brood rearing, habitat planning for PTG)
4. Project management	(i) Establishment of PMU at Ranchi (ii) Establishment of DPMU (14 nos) (iii) Cross cutting issues: M&E, Gender & KM (iv) Fiduciary aspects

5. **Convergence:** Convergence with ongoing government programmes would be a key development strategy of JTELP for mobilising financial resources. The programmes that are to be drawn upon are Central Subventions under Article 275(1), SCA to TSP, MGNREGS and other schemes of the Government of India for Particularly Vulnerable Tribal Groups (PTGs). Other programmes relevant for the JTELP are the Rashtriya Krishi Vikas Yojana (RKVY), National Horticulture Mission (NHM) and special schemes under Minor Irrigation. NRLM is slated to be implemented in phases over the next three Five Year Plans and facilities and support available under NRLM will be appropriately integrated with JTELP.

6. **Project Costs and Financing:** The project cost was recalculated post MTR and the budget required for the period from 2018/19 to completion of the project is 6.26 billion INR broken down as follows: GoJ with 302,67 million INR; TSP with 1.65 billion INR; MGNREGS with 2.15 billion INR; IFAD with 2.06 billion INR, and beneficiaries with 107,8 million INR. .

7. **Milestones of the Project for achievements/outputs:**

	Parameter	Target	As per annual progress report 2017/18
1.	No. of districts	14	
2.	No. of Blocks	30	
3.	No. of Panchayats	164	
4.	No. of villages	1,330	
5.	No. of households	136,000 (of which 10,000 HHs from PVTG) Revised at MTR to 243,000 HH (of which 10,000 PVTG)	
6.	No. of SHGs	7,000	
7.	No. of Youth Groups	328	
8.	No. of HHs benefiting from IGA	43,070	
9.	No. of HHs benefiting from semialata lac production	1,000	
10.	No. of PVTG village/habitats developed	10	
11.	No. of villages given Community Forest Rights title	50	

MISSION OBJECTIVES AND OUTPUTS:

7. **Mission objectives.**

- a) To perform the regular supervisory, accountability and fiduciary responsibilities in line with IFAD's direct supervision and implementation support policies.
- b) To review progress in the implementation of the recommendations of the MTR of 2017.
- c) To provide support to the project team in identifying and resolving any bottleneck or emerging issues in the areas of convergence, cluster development, PVTG social and economic empowerment, M&E, fiduciary functions and project management.
- d) To review the performance of the NGO partners of the project, the DPMU and SPMU staff, as part of the assessment of project management.
- e) To review and updates PIM, project logframe and other project guidelines.

8. **Mission outputs.** The Mission will have the following outputs:

Output 1: Upon completion of the supervision mission, each member of the supervision team shall provide respective contributions to the mission leader to prepare the *Aide Memoire* as per the template provided.

Output 2: Mission aide memoire prepared and findings shared with the SPMU and DPMUs with clear understanding of changes/modifications proposed; the Aide Memoire presented and discussed with the Secretary, Welfare Department, Govt of Jharkhand with participation of JTELP team during the wrap up meeting at the end of the mission; recommended action points as per the recommendations of the mission are discussed and agreed for actions.

Output 3: Mission members submit their respective full contributions to the mission leader in the form of Technical Paper/WP for the Main Report of the Mission in IFAD template.

Output 4: The Mission shares the Aide Mémoire with the Government of India (DEA) on its findings and recommendations and seeks endorsement of these.

Output 5: Final report of mission provided to DEA, Govt of Jharkhand and the Project after due processes of review/QA.

INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES

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

Mr. Rasha Omar, Team Leader

9. In addition to leading the mission, she will review the programme management and the convergence aspects of the project. In particular she will :

- Review the performance of the NGOs against the contract provision, ToR, annual work plan and budget, progress reports, DPMU and SPMU assessment, and field visits.
- Review the performance of the core programme and technical staff of the DPMU and SMU against their ToRs, annual work plan and budget, self-assessment and supervisor assessment. Take stock of vacant positions and the timeline for filling these positions,. Assess the impact of these vacancies on project performance.
- Review the analysis and recommendations of the salary survey report.
- Review the coherence between the AWPB and implementation for 2017/18 and for 2018/19.
- Assess the effectiveness of the implementation of the MTR recommendations.
- Review the planning, organization, team building, supervision, monitoring and feedback, undertaken by PMU and DPMU.
- Review the frequency of conduct and performance of the three tier project coordination mechanism as part of overall project management mechanism: (i) Project Steering Committee at the State level chaired by the Chief Secretary; (ii) District Project Coordination Committees chaired by the respective Deputy Commissioners; and (iii) Block Coordination Committees chaired by the respective Block Development Officers; provide recommendations for strengthening the system or mechanism to benefit the project management performance.
- Review the periodicity of the BOD meetings of JTDS, and status of implementation of agreed actions.
- Review the progress in convergence of the project with other programs of the Welfare Dept, as well as MGNREGS and SRLM programmes of the Rural Development Dept. Coordination with JSLPS and JOHAR will be assessed.

- Based on the team's analysis and discussions with project stakeholders at community, district and state levels, assess the likelihood of the project to achieve its objectives and to utilize the available loan resources.
- Based on findings, develop a capacity building plan for JTDS and JTELP.
- Formulate a sustainability plan and an exit strategy for the project, based on the likelihood of project sustainability.
- Prepare the aide memoire and Main Report of the supervision mission in coordination with the mission leader as per IFAD's template.
- Lead the presentation of the Aide Mémoire to the PMU, State Government and DEA.

Mr Vincent Darlong, Community organizations, M&E, social inclusion (gender, poverty and youth)

10. He will be responsible for :

- ♦ Assess the effectiveness of poverty targeting strategy and gender mainstreaming in the project.
- ♦ Assess the representation of ST and PVTG in the tribal groups particularly after MTR recommendation to extend project activities to all villages within GP.
- ♦ Assess the performance, social cohesion, representation and likelihood of sustainability of the community organizations particularly, GSPEC, SHG, YG.
- ♦ Assess the extent the new organizations promoted by the project such as GSPEC, SHG, YG, are connected with the traditional institutions of the ST and PVTG communities.
- ♦ Assess the coherence between AWPB and implementation of activities listed under component 1 in FY 2017/18 and in FY 2018/19.
- ♦ Assess the effectiveness of the capacity building and training courses conducted in terms of beneficiary's perception of their relevance, usefulness and application of skills/knowledge/behaviour acquired.
- ♦ Review the social audit report prepared in 2017 and incorporation of findings in project implementation guidelines. Assess the relevance of maintaining social audit and indicate the frequency.
- ♦ Review the PVTG study commissioned in 2017 as well as the proposal for the Targeting Hard Core Poor and provide technical guidance on operationalizing the activities proposed.
- ♦ Review the project logframe, its alignment with the project rationale and theory of change, and alignment of the M&E with the project logframe. Review JTELP preparation for the annual RIMS report (reporting on all logframe and core indicators) and the Annual Outcome Survey for 2018. Recommend the revision of the AOS sample and the questionnaire so as to make it more consistent with project targeting and with project results respectively.
- ♦ Review the data flow, consolidation, analysis and reporting; identify bottlenecks in effective operation of M&E and MIS and make recommendations to overcome these.
- ♦ Contribute to the aide mémoire of the mission.
- ♦ Contribute a technical guidance note on social and economic empowerment of the PVTG to guide JTELP in the implementation of the recommendations of the PVTG study and in implementation of the Targeting Hard Core Poor project.

Ms. Helen Leitch, Livestock Development

11. She will address the followings:

- ♦ Assess the planning and implementation of the livestock related activities (pig, goat, poultry for rearing and breeding purposes) in cluster and non cluster villages, as per AWPB 2017/18 and 2018/19.
- ♦ Assess the implementation of MTR recommendations with regards the implementation of livestock activities.
- ♦ Assess the effectiveness of the corrective measures implemented by JTELP with regards procurement of animals, feeding practices, shed constriction, training of rearers, training of pashu sakhi and paravets, management of the breeding centers. Assess the change in the costs of these interventions and draw the costs for activities financed from IFAD loan and from the SC to ST allocation at article 275.
- ♦ Assess the effectiveness of disease prevention and surveillance measures and that all hygiene measures have been taken to prevent transmission of diseases from animals to humans. Verify the incidence of such diseases in the villages visited.
- ♦ Assess the fertility and mortality of the various livestock production and compare with the state and national average as well as with results achieved in JSLPS/ JOHAR for similar activities. The idea is to promote a harmonized model for livestock development at state level and to identify areas for further innovation.
- ♦ Based on a brief analysis of costs and benefits of the various livestock activities, assess the strengths and weaknesses of the JTELP livestock models promoted and make recommendations to improve their effectiveness, in cluster and non-cluster villages.

- ◆ Assess the effectiveness of the poverty targeting and gender mainstreaming of these activities as well as benefit to ST and PVTG populations.
- ◆ Make recommendations to increase the effectiveness, efficiency and number of beneficiaries from livestock activities to reach the project target.
- ◆ Contribute to the aide mémoire of the mission.
- ◆ Contribute a technical guidance note on livestock development.

Mr. Babita Bohra, support on livestock (fodder), on project management, and on renewable energy

12. She will be working in close collaboration with Rasha Omar and Helen Leitch and will address the following :

- ◆ Participate in the assessment of the NGO performance. This will entail preparing an assessment framework based on ToR and contract provision and data compilation from the NGO reports and JTELP assessment reports. NGO and JTELP adherence to contract provision will be assessed.
- ◆ Assess current livestock feeding practices and propose alternatives based on traditional knowledge of the population, available species and best practices in feed management and agroforestry.
- ◆ Review the plans for the construction of biogas units to utilize the organic matter from the livestock units. Review the roll-out plan, community awareness, synchronization of the training with the construction of the units, envisaged plans for the management and maintenance of the biogas units.
- ◆ Review the project promotion of solar energy devices (solar lanterns and solar pumps) and assess beneficiary satisfaction with their use, constraints met and recommend ways to overcome these constraints.
- ◆ Contribute to the aide mémoire.
- ◆ Contribute a technical guidance on NGO performance assessment.

Mr. Dinabandhu Karmakar, NRM

13. He will address the following:

- ◆ Review of the implementation of the GSRMLP and whether all villages covered by the project now have their GSRMLP.
- ◆ Review the content of the GSRMLP and assess the quality of consultation with the communities during the exercise and level of knowledge and awareness about the purpose of the plan. Assess how the GSPEC and GP bodies are using the GSRMLP to plan and implement their NRM and livelihood activities.
- ◆ Review the progress in the implementation of the GSRMLP and whether implementation is taking place in integrated or piece meal fashion.
- ◆ Review the arrangements for the implementation, monitoring, financing of the GSRMLP plans.
- ◆ Assess the constraints and successes in the implementation of the GSRMLP and provide a case study on one successful model and on one case of weak implementation.
- ◆ Review the effectiveness of the training on GSRMLP and on the various NRM related activities.
- ◆ Review the effectiveness of the pond and well constructions and the effectiveness of the operation and management arrangements. Assess the water sharing arrangements and their equitable basis. Assess reduction in water shortage as experienced by producers and increase in crop intensity.
- ◆ Assess the quality of the soil and water conservation works, afforestation, etc.. and make recommendations to improve their quality as appropriate.
- ◆ Assess the implementation of GSRMLP in cluster and non cluster villages. It is expected that in cluster villages GSRMLP would have better implementation to boost the production base for the intensification of livelihood activities.
- ◆ Contribute to the aide mémoire.
- ◆ Draft a technical note on the implementation of GSRMLP in cluster and non-cluster villages.

Dr V. P. Singh, Agronomist

14. He will address the following issues :

- ◆ Assess the agricultural clusters covering rice, vegetables, mango, papaya, etc... as well as nutrition gardens. Review the package of practices recommended, the farmer training, the extension system in place, the technical knowledge and competency of the FNGO/DPMU/SPMU staff involved in this activity.
- ◆ Assess the farmers' knowledge and practices, the practices that have been widely adopted and those less adopted and the reasons for high or low adoption.

- ◆ Assess the costs of the package of practices promoted and compare with the situation without project to determine whether there are savings or increase in costs and in case of increase how such costs are financed by the farmers.
- ◆ Assess the yield, production, marketability of the agricultural products promoted by the project.
- ◆ Carry out a quick cost/ benefit analysis and advise on production/ marketing gains to the producers from the project interventions.
- ◆ Compare yields achieved with the average at block and district levels as well as other Gvt schemes as appropriate.
- ◆ Assess the implementation of the pulses based production systems promoted under ICRISAT grant which is now completed and whether activities are continuing.
- ◆ Assess the operation of the service centers and their outreach to the communities, as well as the volume of their business. Assess beneficiary satisfaction with these centers.
- ◆ Review poverty targeting, gender mainstreaming and representation of ST and PVTG communities in these activities.
- ◆ Review the effectiveness and likelihood of sustainability of the extension system in place.
- ◆ Draw up recommendations for improving the effectiveness, efficiency and sustainability of the agricultural clusters.
- ◆ Contribute to the aide mémoire.
- ◆ Draft a technical note on the implementation of agricultural clusters.

Ms Ann Turinayo, Knowledge Management

15. She will address the following issues :

- ◆ Review the design and implementation of the knowledge management strategy of JTELP.
- ◆ Assess how project generated knowledge is captured, documented and used for project planning, monitoring, development of knowledge products, and informing Government policies and programs.
- ◆ Assess the approach used for knowledge management at community level and how it builds on indigenous knowledge.
- ◆ Review the knowledge products developed by JTELP and recommend actions accordingly.
- ◆ In cooperation with Vincent Darlong, explore how knowledge management activities can also promote local heritage.
- ◆ Develop a proposal for knowledge sharing linkages between JTELP and other IFAD-supported projects in India.
- ◆ Contribute to the aide mémoire.
- ◆ Draft a technical note on knowledge management in JTELP.

Mr. S. Sriram, IFAD ICO (Procurement Specialist)

He will address all matters relating to project procurement and provide suitable recommendations as appropriate. His key tasks will be:

- Review procurement of plan and extent and quality of compliances on processes and procedures.
- Review the completeness of assets registers of the project maintained at PMU, DPMU and community levels.
- Review contract management in the project with different service providers and quality and timeliness of implementation of contract management provisions.
- Review community procurement strategy of the project and assess the quality and effectiveness of implementation.
- Review the filing and archiving methodologies adopted by the project and provide suitable support to improve the practices followed in the project.
- Assess the capacity needs of the staff in procurement and suggest ways of improving knowledge and skill gaps on procurement related matters.
- Contribute to the aide memoire.
- Any other matter may be assigned by the mission leader.

Mr. Pratul Dube, Financial Management

During the supervision missions to JTELP you will perform the following tasks:

- Use IFAD FMAQ as the basis to review the relevant information to Review actions taken to address recommendations at design.
- Perform a Financial Management Performance Assessment, on the basis of the questionnaire as per FMD guidelines. Re-assess the strengths and weaknesses of financial management systems and suggest mitigation actions.

- Review sample Withdrawal Applications and Statements of Expenditure (at least 30%) if applicable to verify adequacy, completeness and validity of claims, using the checklist provided. Note down any ineligible expenditures.
- Review bank account reconciliations and the status of advances given to implementing partners (if any).
- Review and analyze the project financial performance (annual and cumulative) and
- Conduct an assessment of the reliability and adequacy of the accounting software and the accounting records.
- Review the adequacy of Internal controls in place in the PMU including the level of segregation of duties, authorization levels, financial procedures manual/ and periodic account reconciliations.
- Assess compliance with the finance & administration manuals as regards internal controls, including DSA, fuel management and imprest follow-up; and possible weaknesses and propose remedial actions and improvement to the manuals;
- Review the most recent Financial Progress Reports. - have periodic progress reports been submitted within the prescribed time limit? Is content as agreed?
- Review the fixed asset register if applicable.
- Review the Internal audit arrangements.
- Undertake ad-hoc tasks as assigned through email by the Director, Senior Finance Officer, and Finance Officer before the mission.

Reporting/outputs :

- Prepare the Financial management risk assessment including an Summary of project fiduciary risk (Financial Management Performance Assessment at Supervision and Summary of Project Fiduciary Risk Assessment at Supervision) as per IFAD's guidelines.
- In line with the Supervision Guidelines and FMD guidelines, provide inputs to the Aide-Memoire as follows:
- Input to Main body of the Aide-Memoire and the Supervision report: - Section E. Fiduciary Aspects covering: (a) Financial management; (b). Disbursement; (c). Counterpart funds; (d). Loan covenants; (6). External Audit ; and the summary Risk Analysis table specifying, as relevant, the agreed actions, responsibilities and dates in respect of fiduciary mitigation actions.
- Input to Main body of the Aide-Memoire and the Supervision report including the following under section iv. "Financial Management and Execution": i) Disbursement Rate, ii) Quality of financial management, iii) Quality and timeliness of audit including follow up on the finding of the audit review exercise performed by FMD) and iv) Counterpart funds. Assign ratings and record the agreed actions, responsibilities and dates under each section.
- Appendix 1: Financial: Actual financial performance by Financier; Disbursements by Category and by component: Tables 1A, 1B and 1C.
- Appendix 3: Compliance with Loan Covenants: Status of implementation: Assessment of loan covenants in relation to fiduciary aspects.
- SOE – review log showing the expenditures items reviewed during the SOE review and indicating clearly if ineligible expenditures were identified.

DOCUMENTATION

The following documentation will be made available by 24th August, to the supervision team:

- a) Detailed Action Taken Report on the MTR recommendations.
- b) Following study reports and project documents prepared for MTR:
 - (i) AWPB and Procurement Plan FY 2017/18 and AWPB 2018/19
 - (ii) Social Audit Study Report
 - (iii) PVTG Study Report
 - (iv) Annual progress report 2017/18 of the project
 - (v) Annual RIMS report 2017
 - (vi) Annual Outcome Survey report 2017
 - (vii) Knowledge management strategy
 - (viii) Gender strategy
 - (ix) Poverty targeting strategy
 - (x) PIM (in case any changes were made to the document since MTR)
 - (xi) Standard Operating Procedures for the implementation of the livestock and agricultural clusters
 - (xii) Physical and financial progress report for FY 2018/19 up to 31 July 2018
 - (xiii) For all NGOs : contracts ; list of staff; quarterly plans FY 2017/18 and 2018/19; monthly/ quarterly progress reports FY 2017/18 and 2018/19; evaluation reports established by the DPMU and SPMU.
 - (xiv) For DPMUs : list of staff , ToRs of each staff, their self-evaluation, and management evaluation for FY 2018/19.
 - (xv) For SPMU staff : list of staff , ToRs of each staff, their self-evaluation, and management evaluation for FY 2018/19.

(xvi) List of vacant positions and duration of vacancy, and interim allocation of charges.

MISSION SCHEDULE:

SI No	Date	Day	Particulars / Activities
1	26 Aug		Mission arrives in Ranchi
2	27 Aug		Forenoon : presentation by the project Afternoon : Travel to field sites (4 teams, one team per division)
3	28 Aug to 1 st September		Field visits Field visits to be planned in such a way as to allow each team to visit 2 villages/ day ; interact with DPMU and NGO, as well as block/ district administration. The 2 villages would be one cluster village and another non cluster village.
4	2 September		Mission de-briefing in hotel Aide mémoire drafting responsibilities
5	3 and 4 September		Additional meetings with Government officials, PMU, etc... Drafting of the aide mémoire
6	5 September		Share the Aide Mémoire with JTELP
7	6 September		Work on technical guidance notes with PMU team
8	7 September		State level wrap up meeting : presentation of the aide mémoire to Welfare Dept Courtesy call to Chief Secretary Departure of the mission from Ranchi in the evening
11	14 September		Planned wrap-up meeting with DEA in New Delhi ¹

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

Name:Signature.....

Date:.....

Clearance by CFS if TORs include financial management responsibilities:

Name:Signature.....

Date:.....

IMPORTANT NOTE:

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

¹ A request would be made to DEA, Ministry of Finance to have the wrap-up meeting any day between 8-10 Aug 2016. The dates are confirmed to ICO as per convenience of DEA, and therefore, conclusion of the DEA wrap-up meeting will be treated as the end date for the supervision mission.