

India

**Livelihoods and Access to Markets Project
Supervision Report**

Main report and appendices

Mission Dates: 10 Nov - 19 Dec 2017

Document Date: 30/01/2018

Project No. 1100001715

Report No. 4684-IN

Asia and the Pacific Division
Programme Management Department

Abbreviations and Acronyms

AHVOs	Animal Husbandry and Veterinary Officers
AOS	Annual Outcome Survey
APEDA	Agricultural and Processed Food Export Development Authority
APD	Additional Project Director
AWPB	Annual Work plan and Budget
BDU	Basin Development Unit
BIRD	Bankers Institute of Rural Development
BRS	Bank reconciliation statement
CEO	Chief Executive Officer
CIP	International Potato Centre
DPM	District Project Manager
DPMU	District Project Management Unit
EFC	Enterprise Facilitation Centre
ERP	Enterprise Resource Person
EoI	Expression of Interest
FIG	Farmer Interest Group
FSD	Financial Services Division
GoM	Government of Meghalaya
IBDLP	Integrated Basin Development and Livelihoods Programme
ICAR	Indian Council of Agriculture Research
IVCS	Integrated Village Cooperative Societies
LDC	Livestock Development Centres
JCOs	Junior Cooperative Officers
KM	Knowledge Management
MBDA	Meghalaya Basin Development Authority
MBMA	Meghalaya Basin Management Agency
MCAB	Meghalaya Cooperative Apex Bank
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MI	Marketing Initiatives
MIDC	Meghalaya Industrial Development Corporation
MIE	Meghalaya Institute of Entrepreneurship
MINRM	Meghalaya Institute of Natural Resource Management
MOA	Memorandum of Agreement
MoU	Memorandum of Understanding
MWWDA	Meghalaya Wasteland and watershed Development Agency
NESAC	North eastern space application centre
NIC	National Informatics Centre
NIRD	National Institute of Rural Development
NOC	No objection certificate
NRM	Natural Resource Management
OSD	Officer on Special Duty
PACs	Primary Cooperative Societies
PD	Project Director
PG	Producer Group
PP	Procurement Plan

PRA	Participatory Rural Appraisal
RFQ	Request for quotation
SAHVOs	Senior Animal Husbandry and Livestock Officers
SCSTE	State Council for Science and Technology and Environment
SECAP	Social, Environmental and Climate Assessment Procedures
SFAC	Small Farmer Agriculture Consortium
SPMU	State Project Management Unit
SRES	State Rural Employment Society
TDS	Tax deducted at source
USD	United States Dollars
VDF	Village Development Fund
VEC	Village Employment Council
VLF	Village level Facilitators
VLRPs	Village level resource persons
WA	Withdrawal application

A. Project Overview

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

Approval Date	08/04/2014	Last audit receipt	27/03/2017
Signing Date	19/11/2014	Date of Last SIS Mission	19/12/2017
Entry into Force Date	09/12/2014	Number of SIS Missions	3
Available for Disbursement Date	22/05/2015	Number of extensions	0
First Disbursement Date	27/05/2015	Effectiveness lag	8 months
MTR Date	not available yet		
Completion Date	31/12/2022		
Financial Closure	30/06/2023		

Project total financing

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

Project total financing	\$169,904,756
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Current Mission

Mission Dates: 10 Nov - 19 Dec 2017

Days in the field:

Mission composition: Shreekantha Shetty, Mission Leader (Enterprise Development, Food Security, Knowledge Services and M&E); N. Srinivasan (Grassroots institution building and Rural finance); Ricardo Hernandez (Agri Food Economist – CIAT); Venkatesh Tagat, (Natural Resource Management); Mr Sanjay Kumar Gupta (Value Chains and Market Access) and Pratul Dube (Financial Management and Procurement). Meera Mishra, Country Coordinator, IFAD-ICO and Sankarasubramaniam Sriram (Procurement Specialist- IFAD-ICO) joined the Mission during 19-24 November 2017. The mission received valuable inputs from LAMP team.

Field sites visited:

B. Overall Assessment

Key SIS Indicator #1	∅ Rating	Key SIS Indicator #2	∅ Rating
Likelihood of Achieving the Development Objective	3	Assessment of the Overall Implementation Performance	3
Effectiveness and Developmental Focus	4	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	2	Coherence between AWPB and Implementation	2
Nutrition	4	Performance of M&E System	4
Adaptation to Climate Change	4	Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)	4

Sustainability and Scaling-up	4	Financial Management and Execution	3
Institutions and Policy Engagement	4	Acceptable Disbursement Rate	1
Partnership-building	3	Quality of Financial Management	2
Human and Social Capital and Empowerment	3	Quality and Timeliness of Audit	3
Quality of Beneficiary Participation	4	Counterparts Funds	4
Responsiveness of Service Providers	3	Compliance with Loan Covenants	4
Environment and Natural Resource Management	4	Procurement	2
Exit Strategy	3		
Potential for Scaling-up	4		

C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

Meghalaya Basin Management Agency (MBMA) is the lead agency for implementing the Meghalaya Livelihoods and Access to Markets Project (LAMP). The total outlay of the project is estimated at USD 169.9 million funded by an IFAD loan of SDR 32.4 million (USD 50 million), Government of Meghalaya (GoM) contribution of USD 49.7 million, bank credit of USD 29.3 million, convergence of USD 28.2 million and beneficiary contribution of 12.7 million. The project objective is to improve family incomes and the quality of life of rural households in the state through expanded and sustainable livelihood opportunities adapted to the hill environment and to the effects of climate change. Key focus areas are natural resources and food security, livelihoods support and knowledge services. LAMP is part of the Integrated Basin Development and Livelihoods Programme (IBDLP) of GoM and coordinated by the Meghalaya Basin Development Authority (MBDA). The project became effective on 9 December 2014 and the project completion date is scheduled for 31 December 2022.

This is the third Supervision Mission (SM) for LAMP which follows on from an implementation support mission in May 2017. The mission started its work with presentation and discussion on physical and financial progress by component and the action taken report with LAMP team led by Mr Sushilesh Sahai, Additional Project Director. The mission visited all the eleven project districts, held discussions with stakeholders and staff. This report contains the findings and recommendations of the Mission. Overall findings were presented in a wrap up meeting chaired by Mr Y. Tsering, Chief Secretary on 23 November 2017 and detailed discussion on recommendation were held with the project team on 24 November 2017. Mr Anwar Shaikh, Director (IER), Department of Economic Affairs, Ministry of Finance for DEA, endorsed the mission recommendations via email dated 19 December 2017.

Key Mission Agreements and Conclusions

The mission emphasised on three aspects that have been identified as the major challenges that constrain acceleration in project implementation. They are: (i) poor quality financial management; (ii) complicated project management structure with overlapping functions; and (iii) poor quality procurement processes. There has been agreement on establishing a small committee of senior officials to review the project management structure and work out a system of delegation of full powers to the Project Director (PD) /Additional Project Director (APD) to approve the budget for the implementation based on Annual Work Plan and Budget approved by the Governing Council. There has been agreement to strengthen the financial management system by implementing the computerised accounting system using the installed Tally and to review the discrepancies identified in the withdrawal applications. In addition, there has been consensus to enter into structured Memorandum of Understandings (MoUs) covering scope of work, total cost, payment conditions, procurement protocols to be followed if any and reporting requirements, with various government agencies being used as implementing agencies and to comply with IFAD procurement guidelines.

D. Overview and Project Progress

Component 1: Natural Resources and Food Security

Sub-Component 1.1: Capacity development and natural resource planning (Rating – Moderately unsatisfactory =3). The project has prepared NRM plans for 272 villages and it is expected to complete NRM planning in 325 villages by March 2017. This achievement is against the target of 1,000 villages by March 2018. Funds for NRM plan implementation in 325 villages have been transferred to MWWDA. Field level implementation is yet to start.

The project has identified village leaders from the Village Employment Councils (VEC) of 272 villages for training in preparation of integrated natural resource management plans and identification of priority activities. The progress has been slow in conducting PRA exercise as only 272 VECs in PRA and four batches (107 persons) of village facilitators in preparation of NRM plans have been trained.

The target for preparation of NRM plans was 325 villages by March 2017 and another 675 villages by March 2018. The task of preparing NRM plans was handed over to the EFCs this year and NRM plans for 272 villages have been prepared against the target of 1,000 villages (out of 1350 villages) during the first three years.

The NRM plans prepared by most of the village communities in these 272 villages are ambitious, would require higher order funding through convergence. This occurred despite preparation and circulation of model low cost soil and water conservation interventions with cost estimates to facilitate NRM plan preparation. NRM plans have been prepared by EFCs but the project has engaged the MWWDA to release funds for implementing the NRM plans in 325 villages. Once the funds are released by MWWDA, it is necessary to facilitate the VECs to prepare a basic implementation plan of low cost NRM interventions within the budget of Rs 3.20 lakh project funding (covering both investment and operating costs) and a minimum of 20% community contribution. The guidelines for opening the bank accounts require each VEC to open two accounts for LAMP activities. This will result in multiplicity of bank accounts as all VECs have a MGNREGS account and some of the villages have another account related to MBDA activities outside LAMP. There is a need to rationalize this.

Sub-Component 1.2: Land, water resources and food crop development (Rating –Unsatisfactory =2). The project is yet to start implementation of NRM related activities although 272 NRM plans have been prepared and Rs. 10.40 crores has been released to MWWDA for further release to VECs. The project is yet to start any activity under food crop development and support to Lead Farmers.

The project intent was to empower the VEC by providing Village Development Fund (VDF) to start low cost NRM works and thereafter graduate to high investment NRM works largely using convergence funds. The project released funds to MWWDA for onward release to VECs which is an additional layer in the delivery of intervention. It is necessary to release funds directly to VECs through BDUs/DPMUs for NRM activities.

The project will have to train two lead farmers (selected by VECs) in identified villages. The training for lead farmers could cover improved methods of paddy cultivation, use of bio-inputs for crop production, improving soil fertility through green manure and introduction of oilseeds and pulses after harvest of paddy.

The project has allocated a social development fund of about Rs 37,000 per village for which planning is yet to be undertaken.

Component 2: Livelihoods Support

Sub-Component 2.1: Support to Enterprise Development (Rating: Moderately Unsatisfactory = 3). The project has established 40 EFCs against 39 planned originally in the project document. Registrations have been 20% of the target, trainings 46% of the target and bank linkage 8% of the target.

The original project target was to establish 39 EFCs in 39 blocks of the state. Subsequently, new blocks were carved out of these 39 blocks and currently the state has 46 blocks. The project has established 40 EFCs and has plans to establish remaining 6 EFCs to cover all blocks of the state. EFC establishment and member registration had started prior to the project becoming effective. Each EFC has an Assistant Manager, two Enterprise Resource Persons (ERPs) and Multi-tasking Associates. On an average, there are three staff in each EFC. The project in total has registered 45,855 potential entrepreneurs (partners) prior to the project becoming effective and subsequently 14,995 partners have been registered. Initially there was high level enthusiasm to register with the EFCs with the expectation that EFCs will provide subsidy for starting enterprise. The project support was available only for training, exposure and linking up with banks for accessing loans and there was no provision for providing subsidy. This has resulted in considerable reduction in the interest levels of the community to register with EFCs. The EFCs trained 27,781 partners (46% of those registered) against the target of training 60,000 partners and facilitated 1,308 partners to obtain loans from banks (8% of those registered) against the target of 15,795 partners.

There are several issues related to enterprise development making it difficult for EFCs to operate as an effective service provider to the community. They are: (i) inadequate coordination between the project components related to natural resource management, financial services, integrated production and management and enterprise development; (ii) inability to provide technical support to partners due to non-availability of technical staff in the fields of agriculture, horticulture and livestock; (iii) lack of a clear vision for EFCs to evolve as enterprise development facilitators; (iv) no involvement of EFCs in supporting livelihood activities that are critical for expansion of household level investment; and (v) inadequate capacity to emerge as a business entity catering to the needs of the community. The project over the last 15 months has been reviewing the role of EFCs in the changing context of project implementation and facilitate its transformation into a Livelihood Incubation Kendra (LINK)/ enterprise incubator. However, firm plans are yet to be drawn up.

Sub-Component 2.2: Integrated Production and Marketing: (Rating: Moderately Satisfactory = 4).

The project has trained 13,279 farmers in various topics: 5,023 in 2016-17 and 8,256 in 2017-18 through 317 programs against the target of 12,000 by the end of third project year. 970 Lead Farmers have been trained against a target of 1080 by the end of third year. Implementation support to farmers started in 34 clusters against a target of 20 by the third year.

The trainings provided cover production, processing and marketing aspects. Exposure visits and commodity specific consultative meetings were also conducted as part of capacity building efforts. 56 of these programs were organised through convergence with reputed organisations such as Spice Board of India, APEDA, India Chamber of Commerce and others. The project organized three buyer-seller meets and 46 exposure visits. Out of 18 Lead Farmers identified, 2 have already established black pepper nurseries with project support of Rs. 30,000 per nursery and Rs 15,000 per nursery from the Lead Farmer.

The project initiated four trial marketing efforts to explore long-term market linkages against a target of 20 trial marketing efforts by the third year. Market linkages for ginger were established with Organic Majuli, a social enterprise promoting organic products based in Guwahati. In total, eight tons of ginger and vegetables were sold to this company. Eight tons of pineapple were sold to Nongstoin and Guwahati based wholesalers. The project supported an existing cooperative society at Mawphrew in Ribhoi district for wholesaling and retailing of pineapple, ginger, banana, turmeric and bay leaf, etc.

In order to facilitate marketing of rural products, the governing council of MBDA has approved setting up Points of Sales at Shillong, Nongphoh and Tura and at Delhi/Kolkata using existing network of GoM infrastructure in these city markets, and approved a budget of Rs 30 lakhs. The budget of Rs 30 lakhs is a bridge fund for making immediate payments to farmers for procuring turmeric, black pepper, long pepper and dry ginger etc., required for B2B marketing. The project needs to support the farmers in the value chain clusters already formed by establishing producer groups to address production constraints.

Sub-Component 2.3: Livestock Development (Rating: Unsatisfactory = 2). The project has achieved only 12.5% of the overall target of setting up 120 Livestock Development Centre (LDCs) whereas the achievement against the target for the first three years is 19%. As agreed in the last SM, project is likely to set up 100 LDCs by March 2018. The project is yet to start implementation of activities related to pig breeding centres and goat.

Meghalaya Institute of Entrepreneurship (MIE) implements this sub-component. The project has established 15 LDCs against the total target of 120 LDCs. The target for establishment of LDCs by the end of third year is 77. In addition to this, the project is also expected to establish 600 pig breeding units, mainly providing 600 boars to Village Level Resource Persons (VLRPs) to offer paid natural breeding services. The project has identified 40 locations across project districts to establish LDCs. Overall 1,305 pig farmers, 375 poultry farmers, 39 cattle farmers were trained. In 2017-18, the project has trained 348 pig farmers, 114 poultry farmers. 47 SAHVOs & AHVOs and 21 VLRPs were also trained. Progressive livestock farmers were selected and trained as VLRPs. 279 farmers were sent on an exposure visit to Assam. The project has issued guidelines for charging service fees by the LDCs. Each LDC caters to a minimum of 360 households rearing pigs and other livestock from 6 to 20 surrounding villagers.

MIE now plans to set up two types of LDCs, Community LDCs and Department LDCs to be set up across the entire state. This change in the plan and also time taken to convince the Livestock and Veterinary Department about Community LDCs and service charge payment, resulted in undue delay to start establishment of LDCs under the project.

Sub-Component 2.4: Access to Markets and Community Infrastructure

Sub-Component 2.4.1: Access to markets (Rating: Unsatisfactory = 2). Despite considerable ground work by the project, not even one proposal for market development has been taken up for implementation against an overall target of 55 markets during the entire project period and a target of 10 markets by the third year.

In order to make the process of market selection demand driven, project had invited expression of interest (EOIs) from markets to take up reforms and infrastructure improvement. EOIs from 12 markets have been received so far and community dialogues have been conducted in 19 markets to finalise the entry point activities. Most of these entry point activities are common across markets and mainly include toilets, drinking water, drainage, footpath, slaughter house, waste management, and parking area and approach road improvement.

The project introduced a new step of conducting feasibility study into implementation of this activity and has engaged SCSTE to conduct feasibility studies. Introduction of this step of conducting a study costing Rs 5 lakhs to assess feasibility of Rs 10 lakhs investment is unwarranted.

Sub-Component 2.4.2: Communication Infrastructure (Rating: Moderately Satisfactory = 4). The total project target for construction of rural roads is 250 kms, 20 low cost bridges and 10 rope ways. The target for completion by 3rd project year is 25 km of rural roads and 5 low-cost bridges. BDUs were allocated funds for construction of 21 km of rural roads and 1 low cost bridge. BDUs/DPMUs have completed 11 km of rural roads during the last year, and another 10 kms are under various stages of construction using plastic cell technology. The project is likely to complete another 100 km by March 2018. The project received a proposal for constructing a bridge from West Khasi Hills district and the estimated cost was in excess of Rs 46.00 lakhs which is much beyond the budget allocation in the project.

In order to speed up the work, the project signed a MoU with SRES on 7th August 2017, to construct the remaining 229 km of rural roads using plastic cell technology. In October 2017, project transferred Rs 21 crores as per MoU terms towards the construction of 100 kms of road and the balance 9 crores to be released after verification by Meghalaya Infrastructure Development and Finance Corporation (MIDFC). As per MoU terms, 100 kms of road construction was to be completed by end October 2017 and the remaining by March 2018. SRES plans to transfer funds to Block Development Offices by end November to start the construction work through local VECs. Once this work is completed, the project will release funds for the remaining 129 kms of road construction.

Sub-Component 2.5: Rural Finance (Rating: Moderately Satisfactory = 4). The project has mobilized 138 IVCSs out of the total target of 300 IVCSs. Of these, 40 IVCSs have been registered. It is expected that 120 IVCSs as planned will be established by March 2018.

Steps to make the new IVCS fully operational should be taken up urgently. Supply of books and registers, training of secretaries in operations and book maintenance, release of corpus funds to IVCS that have mobilised a reasonable amount of share capital, establishing linkages with Meghalaya Cooperative Apex Bank (MCAB), preparation of operations and accounting manuals are some of the aspects needing attention. MCAB being the apex bank of primary cooperatives should be brought in to support in training and financial linkages more intensively. Continued handholding by an external resource institution such as BIRD is necessary. Action on transforming some societies formed earlier under the IVCS label has not been taken up, though some studies have been carried out. Financial Services Division (FSD) has not been able to get the required staff for attending to IVCS related tasks and also improving credit linkage with banks.

Component 3: Knowledge Services

Information on Natural Resources and Governance (Rating: Moderately Unsatisfactory = 3). The project has signed an MOA with the North-Eastern Space Application Centre (NESAC) to prepare village resource maps. The project has released Rs 5.00 million to NESAC to undertake this activity. The village resource maps are being generated and these will be supplied to the villages to facilitate the community in natural resource management. NESAC is expected to develop resource maps for 1,350 villages covering 20 themes. However no plans are yet made on delivery deadline and use of maps.

The project has started activities related to technology testing and action research. The project has identified in total 13 technology testing and action research sub-projects. Of these, 11 proposals have been submitted by the SCSTE two proposals from MINRM. These action research projects are quite interesting pilots to try local adaptation of technologies already tested elsewhere in the country.

Knowledge Management and lesson learning (Rating: Satisfactory = 5). The project has undertaken substantial work with regard to knowledge management and lesson learning. The project has started issuing weekly updates on the progress of various initiatives as against the bi-monthly newsletter system prevalent during the previous years. This has increased the readership and feedback from the project staff. The knowledge database being updated with publications and reports. The project has prepared video tutorials related to candle making (3 videos covering different types of candles) and one video for value added fish products. These videos have been disseminated to all project staff to disseminate the same to the community. Based on the request of the community, the project has engaged an agency for preparing 21 videos covering various livelihood activities. The project has also created an e-story card (one page) containing experience, challenges and lessons from the journey of successful entrepreneurs in the project area.

Agreed Action	Responsibility	Agreed Date
Issuance of guidelines for accessing project support		
Guidelines should be issued on eligibility criteria and the benchmarks to be achieved by the IVCS to qualify for corpus contribution and salary of secretaries during the first year; the process of release of funds to the IVCS should be smooth and hassle free.	Finance and FSD	12/2017
Capacity building in savings and credit		
The IVCS should be able to transact with members immediately after registration. To enable this, the Secretary and one member of the Managing Committee should be trained in the basics of cash handling, accounting, etc., using MCAB faculty. Train FSD staff and JCOs on basic accounting and operations so that they can visit the IVCSs to offer handholding in the initial three months period. All training should follow the guidelines issued based on Vaidyanathan Committee report.	FSD and MCAB	12/2017
Plan for acceleration		
Prepare a plan for mobilization of remaining 200 IVCSs	FSD	12/2017

Supply of Books of accounts and registers to IVCS

Registers to record member share collection, cash transactions, forms for member transactions and share scrip forms and also books of accounts and other requirements such as passbooks, loan applications, documentation for loans, etc., for managing savings and credit operations are to be supplied immediately to facilitate commencement of operations and complete member enrolment. The formats of books of accounts should follow the guidelines of Vaidyanathan Committee report.

FSD 12/2017

Engagement of NGOs

The engagement of NGOs to support EFCs is expected to end on 31 Dec 2017. It is suggested not to extend their contract beyond 31 Dec 2017. Payment for these NGOs to be settled prior to 31 Dec 2017. As plans are being made for EFCs to establish social enterprise and provide micro-venture capital there is no need for the project to engage NGOs for this activity. Any engagement of NGOs for skilling and employability will not be funded from LAMP sources.

APD and OSD-
Enterprise
Development 12/2017

NRM convergence plan

Once the VECs start implementing low cost activities using first instalment of VDF, BDUs/DPMUs or MWWDA (as decided by MBMA) will have to facilitate the VECs to prepare a convergence NRM plan with project support of Rs 2.0 Lakhs and remaining from MGNREGS. This plan should be integrated into the MGNREGS perspective plan and thereafter second instalment of VDF will have to be released.

OSD Ecosystems
Services 12/2017

NRM implementation with MWWDA

MWWDA to be requested to release first instalment of VDF to VECs and upon release, the VECs will have to be facilitated to prepare an implementation plan covering, low cost soil and water conservation activities such as check dams, community nursery, afforestation of catchment, protection of water sources, pipes, maintenance of existing soil and water conservation structure, maintenance of assets, honorarium of village facilitator, etc., within an overall budget of Rs 3.2 Lakh from the project and a contribution of at least 20% from the community. These plans will have to be approved by the VECs.

OSD Ecosystems
Services 12/2017

Converge with EFCs

Integrated production and marketing activities to converge with EFCs to introduce a system of providing matching grant to Producer Groups (PG)/ Farmer Interest Groups (FIG) and Lead Farmers and set up a system of recovering project support into EFCs to redeploy the same for the benefit of other members of the community.

OSD -MI, OSD -
Enterprise
Development 12/2017

Guidelines on VEC bank account

Revise the social agreement and issue guidelines on opening bank accounts. Allow opening of only one account for NRM plan implementation using MBDA and LAMP funds. Train the VECs to maintain separate ledgers for recording funds received from different sources and their utilization.

OSD, Ecosystems Services 12/2017

Establishment of a committee for capacity building

A small committee comprising MCAB, Registrar of Cooperative Societies (RCS) and LAMP officials should be set up to focus on training, supply of books and on-the-job handholding of IVCS – with the aim of commencing transactions. In consultation with MCAB, guidelines on savings products and interest rates, lending policy and procedures including loan products and loan interest rates, and regulatory guidelines covering liquidity requirements, lending to board members, etc., should be issued to IVCS for adoption.

FSD 12/2017

Dialogue with market stakeholders

Prepare a plan to conduct dialogue with the markets that are yet to submit EOI and facilitate them to participate in market development activity

OSD-MSD and BDUs 01/2018

Review of MOU

Review the MoU signed with SCSTE and conduct only a feasibility study on pilot basis for comprehensive development of one market.

OSD-MSD 01/2018

Facilitation for market development

Market owners of shortlisted markets will have to be facilitated through engagement of an engineer through BDU to prepare detailed plans and cost estimates. Market committee in consultation with the market owner will have to prepare a maintenance plan. The copies of these to be submitted to MBMA.

OSD-MSD and BDUs 01/2018

MOUs with shortlisted markets

Conduct a tripartite consultation comprising the market owners, market committee and the project to sign a tripartite MOU for each market. Major areas to be covered include: (i) market reform requirements and the deadlines for implementation; (ii) role of the market owners; (iii) role of market committee; (iv) costs and financing plan; (v) tentative project contribution; (vi) procurement processes for construction; (vii) bank account opening - open separate banks accounts for private markets and not for ADCs/Municipality; and (vii) fund flow, account settlement and reporting requirements. Enter into MOUs for the shortlisted markets.

OSD-MSD and BDUs 01/2018

Land use planning support

Prepare a land use map for each village and finalize the same after validation by the community. Prepare land suitability maps for growing various crops based on slope, altitude and soil texture.

OSD-NRM 01/2018

Issuance of clarification regarding IVCS legal framework

RCS should be requested to clarify to MCAB that IVCS are Primary Agriculture Cooperative Societies as defined under Meghalaya Cooperative Societies Act and that MCAB should provide all support to IVCS on par with the PACS.

RCS and FSD 01/2018

Annual movie-night event

Conduct annual community movie-night at the EFC to disseminate knowledge on their livelihood activities with stories of successful entrepreneurs from various sectors. This can be coupled with entertainment and other activities of interest to the community.

Sr Manager KM 01/2018

Support services with EFCs

EFCs to facilitate provision of support services in collaboration with the Integrated Production and Marketing Division by identifying Lead Farmers and providing them with support for establishing support services such as nurseries, pest free ginger seed production clusters, pig breeding units, stall fed goat rearing units, small poultry hatchery, improved commercial crop production plots, etc. A system of EFC providing matching grant with a system for recovering the matching grant can be put in place. Issue guidelines comprising various support services in agriculture, horticulture and livestock sectors for supporting Lead Farmers.

APD/ Enterprise Development
OSD-Enterprise Development 01/2018

Support to PG/FIGs

Identify vibrant PGs/FIGs, facilitate micro-plan preparation and release funds

OSD - MI 01/2018

EFC Advisory Group establishment

Establish a small Advisory Group for each EFC comprising the lead farmers from the operational area of each EFC to act as a link between the community and the project.

OSD-Enterprise Development with other OSDs 01/2018

Nursery promotion

Fast track identification, technical training of Lead Farmers in nursery development (black pepper, areca nut, cardamom and cashew). Procure high quality mother plants and supply to the Lead Farmers.

OSD - MI 01/2018

Buyer seller meet, Exhibitions and Trade fairs

Organize Buyer-Seller meets at the district as well as state level linked with the major festivals and extend invitation to major buyers from around the country. Facilitate the PG/FIGs to participate in exhibitions and trade fairs in the country. The project also needs to explore tying up with large buyers such as Sresta Organics, Patanjali and Dabur.

OSD - MI 01/2018

Issue revised guidelines for market development		
Issue a guideline covering implementation steps for market development. This should include: (i) dialogue with the market owners and market committee covering the reform agenda and investment availability from the project; (ii) submission of EOI from the market owners; (iii) Signing of a tripartite MoU between the project, market owners and market committee; (iv) BDUs to engage services of an engineer for preparing cost estimates and supervision work; (v) release of funds to the market owner through BDUs for implementation of agreed infrastructure development and funds to the market committee for maintenance.	OSD-MSD	01/2018
Review of MOU		
Review the MoU signed with SCSTE and conduct only a feasibility study on pilot basis for comprehensive development of one market.	OSD-MSD	01/2018
Disease free ginger seed production		
Identify disease free ginger clusters and develop these clusters as ginger seed production cluster by supplying disease free seed and treatment protocol. Use the PG/FIG support guideline for this support	OSD - MI	01/2018
Support services by Department LDC		
The project will have to ensure that the Department LDC provides support services to the Community LDC by helping them in procuring medicines in bulk and selling, vaccines and other inputs such as protein concentrate and mineral mixtures to Community LDCs. An additional allocation for initial procurement of vaccines, medicines and other inputs not supplied by the government needs to be provided.	DDG-MIE	01/2018
EFC restructuring		
Restructure human resource at the EFC level to ensure that the EFC team coordinates all activities related to NRM and Livelihoods (Enterprise promotion and Integrated Production and Marketing and Financial Services) activities to become one stop shop at the block level for all MBDA and project interventions. Complete recruitment for all vacant positions by engaging persons with agriculture, horticulture and livestock background to EFCs by reducing the qualification requirements if necessary.	APD/ OSD-Enterprise Development	02/2018
Technical video preparation		
Prepare technical videos on major diseases, vaccination schedules, management protocols and prophylactic and first aid measures required to address major livestock and crop diseases.	Sr Manager KM	02/2018

Organic certification

Identify clusters interested in starting organic production and facilitate them to obtain required certification in collaboration with other line departments. Identify market players who offer integrated support in organic production and certification, farm management and buy back and establish market linkages with these market players.

OSD - MI

03/2018

Implementation of market development plan

The plans submitted by the market owners of shortlisted markets to be reviewed and approved by the APD. Upon approval, the market owner to advertise and engage a contractor for construction and funds to be released by the project in two/three instalments based on submission of utilization certificate by the market owners.

OSD-MSD and
BDUs

03/2018

Identification of labour saving innovations

Identify labour saving innovations from other parts of the country relevant to project promoted value chains and disseminate the knowledge to EFCs and community in the form of videos and brochures.

Sr Manager KM

03/2018

Finalize road construction plans for 100Kms

Organize meeting with SRES to start planning and implementation of road construction works and complete construction of 100 Kms.

OSD-MSD

03/2018

Identification of potential locations

Plan for identifying potential locations for constructing low cost bridges and ropeways. Entrust this task to SRES.

OSD-MSD BDOs

03/2018

Implementation of Livestock plans

The project should form producer groups (Farmer Interest Groups) of various livestock producers and support them bank/IVCS finance, convergence funding and matching grant assistance. EFCs need to be the focal point for this activity. A system of recovering the matching grant may be put in place.

DDG-MIE

03/2018

Staff for FSD

Staff are needed in the field for formation of IVCS, monitoring of their progress and handholding the initial phase of operations as also liaising with banks for loans to eligible entrepreneurs. FSD need to explore the possibility of using EFCs for liaising with banks.

HR/FSD

03/2018

Social enterprise plan development

A plan of action to be prepared to start a social enterprise within some of the potential EFCs such as establishment of Input centres (quality seed, pesticide, labour saving, drudgery reducing machinery and equipment, etc.) and machinery hiring centres. Start this activity in at least 5 EFCs by providing funds (Rs 250,000 per EFC) allocated under social development fund of NRM component.

OSD-Enterprise
Development with
other OSDs

03/2018

Implement 100 LDCs

The project needs to set up additional 100 LDCs. Streamline and simplify account keeping systems related to service charge. The potential for establishing LDCs within the project blocks is only 57 and project intends to expand it to all the blocks in the state. The project needs to send a proposal to IFAD detailing the proposed expansion and seek no objection.

DDG-MIE

03/2018

Producer Group promotion

Develop guideline to support PG/FIG Groups in the commodity clusters through a micro-plan for increasing production using quality planting material, soil fertility analysis, treatment for major pests and diseases and support for replanting. A matching grant of Rs 2.00 lakhs per PG/FIG to support these micro-plans can be considered with a system of EFCs recovering project support for redeployment.

OSD - MI

03/2018

Reformation of old IVCS

IVCS formed by the Cooperation Department two years ago without preparatory work should be put through the formation processes adopted for the new IVCS, after ascertaining the willingness of those societies for undergoing the process.

FSD

03/2018

Lead Farmer support for crop development

With the support of VECs, identify lead farmers from all project villages and provide training in crop, pulses, oil, seed and vegetable production and provide a kit containing seeds and low cost tools to establish a model crop plot.

OSD-Ecosystems
Services

03/2018

Livestock support service activities

The project needs to implement livestock activities by issuing guidelines and preparing plans for implementation of pig breeding, goat breeding and poultry rearing units. This needs to be implemented in collaboration with EFCs by identifying, training and providing matching grant to Lead Farmers with a system of recovery through EFCs.

DDG-MIE and
OSD-Enterprise
Development

03/2018

Plan for remaining 129 Km of road construction

Plan and complete construction of remaining 129 kms of roads.

OSD-MSD BDOs

12/2018

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus

Effectiveness

Rating: 3

Previous rating: 4

Justification of rating

The project has reached 29,479 households (102,284 persons) against a target of 143,000 households. The achievement against physical progress expected during the first three years is only about 20% and the financial progress is 7% of the total IFAD allocation. The project has started mobilization activities in respect of all sub-components and fund release has taken place for implementing NRM and road construction related activities. The outcomes from these activities will become apparent once field level implementation is completed.

Log-Frame Analysis & Main Issues of Effectiveness

This project has almost completed three full years of implementation. The project implementation progress has been limited during the first two years. Implementation started in right earnest during this financial year and the implementation challenges have become evident. The project has prepared Natural Resources Management (NRM) plans for 272 villages out of 1,350 villages. Funding has been released to Meghalaya Wasteland and Watershed Development Agency (MWWDA) for field level implementation which is yet to begin. The project has established Enterprise Facilitation Centres (EFCs) in 40 blocks out of 46 blocks in the state, almost all in the first year of the project. These EFCs have registered 60,850 persons, trained 27,781 persons and bank linked 1,308 persons respectively. There has been considerable reduction in the interest levels of the community to access services of the EFCs as there is no concrete support to the community other than providing information and training. Integrated production and marketing activities have established 34 value chain clusters, and trained 970 Lead Farmers and 8,923 farmers in production, processing and marketing and conducted 4 trial marketing efforts. However, efforts to address production related constraints and efforts to move up in the value chain remain limited. The project is yet to implement market improvement activities, though considerable mobilization work has been conducted. The project has also constructed 11 kms of rural roads and is planning to complete construction of 121 km of rural roads by March 2018 and Rs 21.00 crores has been released to State Rural Employment Society (SRES) for constructing 100 kms of road. The project has also mobilized 138 Integrated Village Cooperative Societies (IVCSs) and registration has been completed in respect of 40 IVCSs. The project has established 15 Livestock Development Centres (LDCs) and 92 pig breeding units and trained 21 Village level facilitators (VLF).

Financial management, procurement and project management remain the weakest links. The project does not have an acceptable financial management system; and IFAD procurement guidelines for engaging various agencies on a single source basis have not been followed. In addition, the project management system remains complicated with complex institutional structure, multiple levels of management with part-time functionaries at the top management, with overlapping functions.

Development Focus

Targeting and Outreach

Rating: 4

Justification of rating

The project has started NRM activities in 272 villages and integrated production and marketing activities in about 400 villages whereas the activities related to EFCs have started in 40 blocks. The overall outreach of the project 29,479 households covering 102,284 population. The project promoted EFCs have registered 60,850 partners as at September 2017. Outreach continues to be below expectation on account of slow acceleration in project activities and also task based approval and implementation process

Main issues

LAMP is part of IBDLP which covers the entire state. On account of IBDLP's universal coverage, there was no necessity to implement a targeting approach to project implementation. This being an enterprise and value chain led project, the selection of villages and clusters was based on the potential for cultivation of marketable crops. The natural resources management and market access related activities benefit all the households in the project villages. Enterprise facilitation is geared towards interested entrepreneurs in the block. There is a need for acceleration of project activities to cover all project villages.

Agreed Action	Responsibility	Agreed Date
Accelerated implementation plan		
The project needs to develop an accelerated implementation plan to ensure that activities start in all the villages within the next two years so that adequate time remains for implementation of activities before the project completion.	APD	12/2017

Gender equality & women's participation

Rating: 4

Justification of rating

The project has conducted a gender orientation programme to disseminate the provisions of this Act to 115 IBDLP personnel. A three day training programme has been conducted by the Financial Services Division to train the Village Level Facilitators and gender aspects were mainstreamed into this training. The tasks related to improving women's participation in project activities has been mainstreamed into the functions of EFCs at the block level.

Main issues

The AOS for 2016 indicates that about 24% of the households are women headed. The project had prepared a gender strategy and Gender Action Plan during 2016 including the facilitator manuals. An Internal Complaints Committee (ICC) under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, has been set up in 2016 The gender disaggregated data on women's participation in training related to production, processing and marketing is 38%. This apart, anecdotal evidences indicates that the participation of women in IVCS meetings, participatory rural appraisals and also in NRM plan preparation efforts have been fairly satisfactory.

Agricultural Productivity

Rating: 2

Previous rating: 4

Justification of rating

The project is yet to start taking steps related to improving productivity of food crops. The project, as part of integrated production and marketing, has started the process of establishing nurseries for spice and horticultural crops which will have impact on productivity.

Main issues

The project can increase food production by using improved crop husbandry methods and inputs. Paddy yields can be increased through improved seeds and seed treatment. There is a need to introduce oilseeds and pulses as second crop after paddy; soil fertility management through better composting and vermicomposting, as well as green manure crops. Soil chemical amendments, such as use of lime in acidic soils, can also be introduced for increasing productivity.

International Potato Centre (Centro Internacional de la Papa, or **CIP**) started Food resilience through root and tuber crops in Upland and coastal communities of Asia-Pacific initiative in Meghalaya in collaboration with LAMP. CIP has completed a scoping study in April 2016 and the project has accepted the study report. An action framework for crop wise activities has been drawn up and is awaiting approval, as it involves handholding with a few identified experts. The mission met with the visiting members from CIP and three focus areas were identified in addition to the silage training being undertaken. They include: (i) shift from promotion of potato production to seed potato production taking advantage of agro-climatic conditions of Meghalaya coupled with inability to compete with the plains of India in potato production; (ii) introduce methods of increasing soil fertility to increase production; and (iii) introduce bio-inputs for seed treatment and pests that attack potato during pre and post-harvest stage.

Agreed Action	Responsibility	Agreed Date
Action plan preparation		
Develop an action plan with CIP to focus on potato seed production, soil fertility management and bio-inputs for pest management.	OSD-MI	12/2017
Design training programs for increasing soil fertility / improvement		
Identify suitable methods of improving soil fertility and design a training for lead farmers and village facilitators on these aspects. These programs can be conducted at block level by EFC in collaboration with the local agriculture department.	OSD- Eco system Services	03/2018
Identify new varieties for introduction		
Collaborate with the state agriculture department and local ICAR research station to identify suitable crops and varieties that can be introduced based on the research and demonstration results.	OSD- Eco system Services	03/2018

Nutrition

Rating: 4

Justification of rating

As per the AOS of 2017, availability of food has improved to 19% of the households whereas it has remained constant for 73% and worsened for 8% of the households. The situation in respect of the control group is slightly lower with 17% of the households reporting improvement while the food availability worsened for 9% of the control households.

Main issues

The situation in respect of quality of food consumed also remains the same. This is not a nutrition focused project but an enterprise, production and marketing focussed project. The community level interventions are based on the priorities identified by the community. However, the project interventions are expected to increase the income levels of the community and as result nutrition levels are expected to improve. In the absence of a clearly defined pathway for promotion of nutrition sensitive agriculture, there is a need to integrate this activity into the natural resource management plan preparation by the community.

Agreed Action	Responsibility	Agreed Date
Support to nutrition sensitive agriculture		
Facilitate the community to consider the need to take up nutrition sensitive agriculture as part of the natural resource management plan to be implemented with IFAD funding	OSD- Eco system Services	03/2018

Adaptation to Climate Change

Rating: 4

Justification of rating

The planning process has started with coverage of 272 villages being 20% of the overall target of 1,350 villages.

Main issues

Based on the components of project design, it is assumed that the environmental impacts will be negligible. There is a focus on village level participatory planning for generating natural resources management plans. The emphasis on improving soil fertility management, low cost soil and water conservation measures and increased access to drinking water / irrigation by protecting water resources helps in overall natural resources management by the village communities.

Agreed Action	Responsibility	Agreed Date
Mapping of contaminated water sources		
Prepare a map showing drinking water sources contaminated due to mining activity in project villages and implement measures to improve the quality using low cost techniques.	OSD- Eco system Services	06/2018

b. Sustainability and Scaling up

Institutions and Policy Engagement

Rating: 4

Justification of rating

The project promoted IVCSs are the main institutions being promoted at the cluster level. 138 IVCSs have been mobilized and 40 have been registered. Cooperation Department which is the nodal agency is actively participating in promotion of these IVCSs. The project has been successful in policy level engagement with GoM to develop policies related to IVCS promotion and their capacity building.

Main issues

The project is promoting IVCSs as rural people's organization. These are member owned and managed. Members contribute to the capital of the IVCSs and savings of members will be mobilized for providing loans to members. The project has made progress in terms of mobilizing 138 IVCSs and 40 have been registered. The project provides support for capacity building, and initial establishment cost and staff costs to offset the viability gap during the initial years. It is expected that these measures coupled with increased volumes of savings and credit, will make these organizations profitable.

The project engaged in policy dialogue related to two major areas. They include: (i) rural finance; and (ii) market development. In respect of rural finance, the project successfully convinced the government to promote IVCSs as sustainable member owned savings and credit institutions which involved dialogues between the Cooperation Department, the project and the MACB. This has led to approval of the byelaws of the IVCSs and active involvement of all stakeholders in its promotion. The efforts required to reform the markets have been slow and fragmented. There has been limited efforts to identify the reform process required and to undertake policy dialogue with the market owners and market committees.

Partnership-building

Rating: 3

Justification of rating

The project has built partnership with the Cooperation Department and the Meghalaya Apex Cooperative Bank for rural finance related activities. Efforts have just begun to collaborate with other state level agencies such as the MWWDS, SCSTE and SRES. The project is yet to start engagement with the private sector.

Main issues

The project will have to take steps to build partnerships with the private sector market players which are elaborated under the value chain related activities.

Human and Social Capital and Empowerment

Rating: 3

Previous rating: 4

Justification of rating

During the last year there has been reduction in the number of registrations and signs of waning interest in the EFCs' human capital development efforts. The project has also undertaken several mobilization processes to build social capital. The most important amongst these efforts are mobilization of IVCSs with share capital contribution by the members; in total 40 IVCSs have been registered and 98 IVCSs are at different stages of mobilization. The project has also mobilized the community as part of NRM plan preparation. These plans will be implemented with support from convergence, beneficiary contribution and project support. There is significant delay in all these plans.

Main issues

No issues

Quality of Beneficiary Participation

Rating: 4

Previous rating: 5

Justification of rating

The participation of the beneficiaries in all the preparatory tasks related to NRM plan preparation has been satisfactory but there has been considerable delay in release of funds for NRM plan implementation. The participation of the beneficiaries in the registration process started by the EFCs has been highly satisfactory during the initial years but the participation levels declined with the realization that there is no concrete support forthcoming from the EFCs for enterprise promotion. Beneficiary participation remains high in respect of IVCS related activities, market improvement and road construction activities.

Main issues

No issues

Responsiveness of Service Providers

Rating: 3

Previous rating: 4

Justification of rating

The project engaged public sector institutions such as Bankers' Institute of Rural Development (BIRD), Wasteland and Watershed Development Board (WWDB) and State Rural Employment Society (SRES). The activities of BIRD with regard to Training of Trainers took a long time to get started though it is now proceeding satisfactorily. The project has recently released funds to WWDB to implement NRM activities and to SRES to implement road construction activities but they are yet to start the implementation. At the time of the mission plans were still being made by these two service providers to start implementation of the activities.

Main issues

No issues

Environment and Natural Resource Management

Rating: 4

Justification of rating

The project plans to implement natural resource management activities covering soil and water conservation works, afforestation, and water related interventions including source protection. These interventions when implemented will have positive impact on environment. The project has prepared NRM plans for 272 villages and preparatory work is expected to commence in the remaining villages. These NRM plans drive the community towards sustainable use of land and water resources. This apart the planning and implementation processes builds capacity of the community to implement the activities and maintain them. These interventions are sustainable and can be scaled up with limited effort.

Main issues

No issues

Exit Strategy

Rating: 3

Previous rating: 5

Justification of rating

The exit strategy of the project hinges on building self-standing IVCS, reformed markets that balance the interests of all stakeholders, strong value chains with several players that can operate without any external support and village communities continuing to engage in NRM activities with a long term vision. The project has started taking steps in that direction and results re yet to become evident.

Main issues

No issues

Potential for Scaling-up

Rating: 4

Previous rating: 5

Justification of rating

The project concepts such as the IVCS model for village banking, cluster level integrated production and marketing strategies for major commodities, market development models are applicable to the villages outside the project area and also to other states in the northeast offering potential for scaling up. However, there is a need to demonstrate the effectiveness of these models for replication in several states in the North East, which have similar problems in financial services and market access in rural areas. However, the plans for scaling up within the project area are delayed due to slow pace of implementation progress.

Main issues

No issues

c. Project Management**Quality of Project Management**

Rating: 3

Previous rating: 4

Justification of rating

The quality of project management is indelibly linked to the project's achievements and the consistent low achievement is an indicator of the weaknesses in the project management system. The project will complete three years of implementation in December 2017 but the financial progress has been only 7% of the amount allocated by IFAD. The activities related to natural resource management, and market development are yet to start.

Main issues

MBMA is entrusted with the project management responsibilities of LAMP under the overall coordination and policy guidance of the MBDA's governing board. This was designed with the noble intention of ensuring convergence of all NRM and enterprise development activities to maximize benefits to the community and to reduce the normal bureaucratic delivery mechanism of the line departments. The design assumed that the MBDA would only provide policy guidance to IBDLP in general and LAMP in particular. However, during the course of implementation of LAMP, MBDA created a management structure separate from that of MBMA and brought in institutions under it such as the Meghalaya Institute for MINRM, MIE and MIG with overlapping roles and responsibilities for project implementation. MINRM reports to two Deputy CEOs, MIE reports directly to CEO and other Divisions report to APD/Deputy CEO of LAMP. The institutional structure has grown complex with non-linear reporting lines and overlapping functions. The offices of LAMP divisions are in different locations and headed by part time staff. All these factors have contributed to the inability of the project management authority to develop coherent implementation plans and processes.

The main issues impacting project implementation include: (i) complex management structure with four institutions involved in conceptual and approval level functions of project interventions; (ii) overlapping functions of top level functionaries – CEO and Executive Directors of MBMA in multiple institutions with one institution approving the budget and other institution implementing activity leading to the inability of these functionaries to undertake oversight functions; (iii) duplication of functions – an intervention approved by a functionary in one institution again approved by the same functionary in another institution; (iv) non-linear management structure – Deputy CEO of MBMA reports to Executive Director and CEO of MBMA whereas MIE which gets funds from MBMA reports to CEO; (v) multi-layered top management at the conceptual and approval level; (vi) part time functionaries – all heads of division are part time functionaries some are government staff providing part time input to the project and some are Consultants providing part time input; (vii) inadequate delegation of powers – multi-level task based approvals for fund releases required after approval of annual work plan and budget; and (viii) institutions and staff located in different locations with inability to build systems and processes for holistic implementation modality.

The project financing agreement between the GoM and IFAD has specified that the full time Executive Director to MBDA will be the Project Director reporting to CEO of MBDA and a fulltime Additional Project Director will be appointed to implement LAMP. In reality this project, neither has a full time Project Director nor a full time Additional Project Director. Both MBDA and MBMA do not have clear cut management processes that delineate administrative sanction, financial sanction and financial release powers of the management. As a result, all sanctions are sought from the CEO or the Executive Director after getting approval from the Governing Board on a task by task basis.

The project had appointed Consultants for M&E, Procurement and Finance as OSD's with a view to build capacity of the local staff and reduce their inputs. This effort has not yielded expected results. They have become regular staff with fixed inputs every month and have become another layer in processing approvals. It is appropriate to empower the current set of Managers and seek consultancy support on identified tasks and not on a regular time input basis.

Agreed Action	Responsibility	Agreed Date
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Codification of administrative and financial sanction powers

The administrative sanction and financial release procedures with roles and responsibility of each functionary at the state and district level and the delegation of financial powers need to be codified to ensure that the project implementation does not follow a multi-layered approval and fund release processes.

Governing Board of MBDA 01/2018 /MBMA

Appointment of technical staff

All new professional staff engagement for EFCs, BDUs and State level except for financial management need to have agriculture, horticulture and livestock background.

Governing Board of MBDA 01/2018 /MBMA

Harmonization of Project Management structure

The direct project implementation entities (Institutes and Divisions) need to be harmonized by bringing them all under one roof and one line of control with full time professionals heading each Division. It is suggested that GoM constitute a two member committee comprising senior officials from the Department of Planning to be facilitated by an external facilitator to revamp the composition of governing board, management structure, reporting lines, and approval and implementation processes. If required, IFAD may be requested to provide the external facilitator for this purpose.

Governing Board of MBDA 01/2018

Knowledge Management

Rating: 3

Previous rating: 5

Justification of rating

The project has undertaken substantial work with regard to knowledge management and lesson learning. The details are provided in the overview and project progress section.

Main issues

This project has a separate knowledge services component. The issues and recommendations related to knowledge management are provided in the overview and project progress section.

Value for Money

Rating: 3

Justification of rating

The project's activities are largely within the cost estimates made during project design. The activities under civil works including NRM activities follow the government approved schedule of rates.

Main issues

The project has made expenditure largely on training and engagement of staff. With the exception of engagement of Consultants, the other activities of the project have been largely within the costs indicated in the cost tables and also the budgeted amount in the annual work plan.

Coherence between AWPB and

Rating: 2

Previous rating: 3

Implementation

Justification of rating

The actual performance has been 10% during the year 2016-17 and 9% for the seven month period (up to October 2017) of 2017-18. The performance of 10% and 9% in 2016-17 and 2017-18 is also due to the expenditure on project management (129% in 2016-17 and 49% in 2017-18) without which the actual performance is only 2% and 6% respectively. The DPMUs are not provided with the AWPBs to plan their activities over the next quarter. Instead all activities are directed from the SPMU which delays the whole process of project implementation.

AWPB Inputs and Outputs Review and Implementation Progress

The project also does not have a system of bottom up planning for activity implementation. Annual work plan and budgets are not prepared at the district level and consolidated at the state level to provide sanction and approval. Task based approval as planned by the MBMA and its associate agencies are provided to the districts for implementation. The activities under normative model of AWPB preparation include: (i) provision of an indicative budget to districts during November/December each year for preparation of district level AWPB for the next financial year; (ii) review and consolidation of district AWPBs and inclusion of state level AWPB to prepare project level AWPB; (iii) approval from the state government for incorporation into the state budget and also approval from IFAD; and (iv) release of quarterly budgets to implementing agencies for implementation based on approved AWPB without resorting to task based approvals once again.

Agreed Action	Responsibility	Agreed Date
AWPB revision		
The recommendation made in ISM of May 2017 for revision of the AWPB to reflect the higher targets for formation and the consequent actions has not been complied with. This may be done immediately to ensure budget approval is in place.	APD	01/2018
AWPB preparation and implementation		
Do away with task based activity approval system. Introduce bottom up planning with district level AWPBs and state level AWPB consolidated into project AWPB. Quarterly release of funds for implementing activities approved under AWPB.	PD/APD	01/2018

Performance of M&E System

Rating: 4

Justification of rating

The project has put in place a system of quarterly collection of data related to outputs from each district unit. The data collected are consolidated and submitted to the project management on a quarterly basis. The project M&E staff have also visited ILSP in Uttarakhand and HVAP in Nepal with a view to understand the M&E system of these projects and to develop an on-line M&E system. The project has developed an off-line M&E module and has engaged NIC to digitize this module. The project has conducted Annual Outcome Survey (AOS) for 2016 and a report has been submitted to the project management and IFAD during April 2017. AOS for 2017 has been launched and data collection work is progressing. This report is expected to be submitted by February 2018.

M&E System Review

The project has put in place a system of submitting consolidated tables containing data on outputs collected from the districts. However, there is no system of providing an analysis of the data that identifies the better and poor performers and an analysis of deviations for the management team to design corrective measures for improving performance of poor performers. The project is in the

process of digitising the data collection formats but these formats need to be synchronized with the Log frame indicators and related Operational Results Management System (ORMS) reporting formats. A copy of the revised log frame indicators and also ORMS format was provided and the M&E team was facilitated to prepare a revised log frame and reporting formats in compliance to ORMS requirements.

Agreed Action	Responsibility	Agreed Date
Revision of reporting formats		
The project needs to switch to revised reporting based on the revised ORMS reporting formats. In order to switch to this, the project needs to synchronise the data collection formats that will be digitised with that of ORMS reporting requirements	M&E Manager	02/2018
Preparation of an analytical report		
Prepare and submit to the project management a two page analytical report on a quarterly basis using the quarterly data collected on project outputs and financial achievements analysing the performance by sub-component and district clearly indicating the districts and sub-components that are performing better than the average and those performing below average.	M&E Manager	02/2018
AOS improvement		
Improve / revise the AOS survey format to collect data related to some of the outcome level indicators in the log frame while conducting AOS for 2018.	M&E Manager	10/2018

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

Rating: 4

Justification of rating

The project was approved before the guidelines for SECAP were finalized. Based on these guidelines, the project falls under the Moderate risk (B) category. Most of the project components that have been planned for implementation do not have negative impact on the environment. These are: (i) preparation of NRM maps; (ii) identification of key soil and water management practices; (iii) community afforestation; and (iv) protection water sources.

SECAP Review

Not relevant.

d. Financial Management & Execution

Disbursement by financier

Type	Name	Current Amount	Disbursed Amount	Actual Rate

Type	Name	Current Amount	Disbursed Amount	Actual Rate
breakdown	Other Domestic	\$28,175,482		
	National Government	\$49,664,797		
	Domestic Financing Institutions	\$29,319,395		
	Beneficiaries	\$12,682,458		

Acceptable Disbursement Rate

Rating: 1

Previous rating: 2

Justification of rating

The disbursement by IFAD is 4.72% of the total project allocation. It is expected that by end of project year 3, at least 42% of the total project allocation should have been disbursed but the actual expenditure is 3.77%. The low disbursement is on account of the low level of field level activities which is also evident from the low achievement against the approved AWPBs. The project has submitted seven Withdrawal Applications (WA) till date of which only the WA for the quarter July-Sep 2017 is to be processed by IFAD and the others have been adjusted against the initial advance released by IFAD.

Main issues

The actual expenditure in the first WA for the period up to March 2016 was Rs 14.985 crores (amount claimed from IFAD was Rs 8.285 crores) whereas according to the audited accounts the total expenditure was Rs 11.68 crores (IFAD share was Rs. 6.665 crores). Thus, there was excess expenditure shown in the WA to the extent of Rs.3.3 crores and as a result, IFAD released an excess amount of Rs.1.815 crores. The last WA for the quarter July-Sep 2017 which is yet to be processed by IFAD contains expenditure pertaining to the years 2014-15, 2015-16 and 2016-17 amounting to Rs. 6.88 crores which is reimbursed to MIE for expenditure incurred during those years. A review of this statement of expenditure indicates that: (i) the accounts of MIE (which is an independent society) was not audited for the year 2016-17; (ii) the OSD-Finance of LAMP has audited the accounts of MIE for the years 2014-15 and 2015-16 which is a clear case of conflict of interest and the audit not being independently conducted as the OSD-Finance has prepared and signed the withdrawal application which includes expenditure of MIE which is audited by her (iii) only expense sheets are maintained for expenses and no accounting system exists in MIE; (iv) Payment of Rs 673,799 made to MIDC was actually an expenditure funded by UNESCAP but the same has been claimed once again under LAMP which is clearly a case of claiming from two sources for the same expenditure; (v) the sanction order of most of the expenditure of MIE claimed under WA 7 indicates that these are debit to the Grants in Aid (SCA) for the years 2011-12, 2012-13 and 2013-14 presumably claimed from the Govt of India under the Special Central Assistance scheme which has been reimbursed again by LAMP – another instance of double claiming from two sources; (vi) TDS has not been deducted from payments as per statutory requirements which is a serious offence under the Income tax Act and default of these provisions makes the person who is supposed to deduct tax liable to penalty and prosecution; and (vii) an expenditure of Rs 8,79,699 for a training programme conducted prior to project effectiveness has been claimed in the WA 7.

The project included only the expenditure incurred by the SPMU and salaries of DPMUs in the WA 7 for the period July-Sept 2017. It does not include other project expenditure by the DPMUs and the

other project partners. To that extent the WA submitted is incomplete in so far as it does not contain the entire expenditure during the period.

Agreed Action	Responsibility	Agreed Date
Audit of MIE		
MIE needs to get its accounts for 2016-17 audited by an independent auditor having no conflict of interest.	DDG-MIE	12/2017
Adjustment of excess claimed amount		
The excess amount claimed from IFAD under WA 1 should be refunded by adjusting it in the next WA.	Manager – Finance /APD	12/2017
MIE expenditure under WA7		
WA 7 will be rejected by IFAD and the project to rework and resubmit after excluding all double claim expenditure and expenditure incurred prior to project effectiveness with a certification that the amounts claimed under LAMP have not been claimed from any other source. Excess funds released to MIE to be refunded to LAMP.	Manager Finance / APD	12/2017
WA preparation		
All WAs should include the entire expenditure of the project for the period. Partial claims should not be made and expenditure of prior periods should not be claimed in the WA of subsequent periods. Claims made should be classified under the appropriate category of expenditure as per the financing agreement	Manager Finance / APD	01/2018

Fiduciary Aspects

Quality of Financial Management

Rating: 2

Justification of rating

No proper books of accounts are being maintained at the SPMU and the BDU/DPMUs, and consequently the project, do not have a double entry accounting system in place. Half of the agreed actions of the previous ISM have not been implemented. Internal audit function has not been put in place.

Main issues

The project has a part time OSD-Finance (Chartered Accountant) heading the finance team, with a finance manager, a program associate and a compliance officer (Company Secretary) at the SPMU and an administrative associate at each of the BDUs/DPMUs handling the accounts function of the project. The administrative associates are required to maintain accounts of the respective BDU/DPMU. At the SPMU, the programme associate maintains an excel sheet which records only the expenditure of the project with no record of receipts or balancing the statements monthly. The compliance officer enters the receipts into the expense sheet to arrive at bank balance. The withdrawal applications are prepared from these expense sheets. The finance manager is responsible for preparation of the financial statements of the project besides making notes for approval of expenditure in the note sheet.

The compliance officer, who is a Company Secretary, prepares a monthly bank reconciliation statement and is responsible for complying with the TDS (tax deduction at source) provisions of the Income tax Act. The Consultant OSD-Finance is overall in charge of the finance and accounts team of

the project. In accordance with the scope of work listed in the terms of reference, the OSD-Finance is required to do procurement, institutionalize and roll out accounting software (Tally) across the project including all district units, review the general ledger transactions to ensure accuracy, bank reconciliations, consolidation of reporting from the DPMUs, put in place an internal audit mechanism besides a lot of other activities listed in the terms of reference. Of these items of work listed above, procurement is taken care of by another consultant; tally is not yet operationalized and ledger accounts are not being maintained; bank reconciliation at the DPMUs are not being carried out and at the SPMU it is being done by the compliance officer; DPMUs do not have any monthly reporting system (except for salaries) and hence there is no consolidation at the SPMU level ; and internal audit has not yet been introduced. The accounts are reported to be on accrual basis. However, the claims of MIE for the last three years submitted during the current financial year indicate that the expenditure for the last three years has not been accounted on accrual basis.

Bank reconciliation statements (BRS) are prepared only at the SPMU which does not consider the transactions in the Multi Option Deposit account and hence the bank balance, as provided in the BRS, does not match with the bank statements. Further the BRS has listed some stale cheques which need to be reversed. The purchase order for Tally was placed in February 2016 and the staff were trained for 2 days by the vendor in Feb 2016 whereas the invoice of the vendor was received in April 2017. So far Tally has not been operationalized. The present system of having a part time OSD-Finance is not at all effective in handling the accounts section of the project.

Most of the DPMUs just maintain a cash book which records cheques issued and cheques received from the SPMU. No ledgers have been maintained and bank reconciliation is not carried out since the beginning of this year. In one of the districts, accounts were maintained in Tally but the SPMU had not provided any guidance in respect of the account heads (groupings of accounts) to the DPMU. Consequently, advances given were grouped under loans (liabilities) instead of advances (assets). The accounts staff at the DPMUs have not been provided with the approved AWPB so no comparison can be made of the actual expenditure with the budget. For each item of expenditure, the approval is provided by the SPMU for which funds are sanctioned and released. The payment from the DPMU particularly for training and other village level activities is made to the DPM who in turn withdraws money and incurs the expenditure. On completion of the activity, the DPM provides a statement of expenditure with supporting vouchers to the accountant. The practice followed is not financially prudent. The accountants should incur expenditure and where possible issue cheques directly to the vendor or maintain petty cash for incurring cash expenses and record individual transactions in the books of accounts rather than issuing one cheque to the DPM for him/her to incur all the expenditure. The DPMUs as in the case of MIE also do not comply with TDS provisions where applicable.

Agreed Action	Responsibility	Agreed Date
BRS finalization		
Bank reconciliations statements to be prepared at the end of every month through the software, verified, signed and filed at both state and district levels.	Manager Finance / APD	12/2017
Books of accounts		
Proper books of accounts using double entry accounting system need to be maintained until Tally is made operational.	Manager Finance / APD	12/2017
Tally operationalization		
Prepare uniform chart of accounts to be grouped under the project components, operationalize tally immediately, cost centre facility to be used for segregating the expenditure by category, feed budgets into the software, train all accountants in the use of the software and its features with adequate and timely support from the SPMU to enable generation of financial reports. DPMUs to submit monthly financial reports along with back up of Tally data to the SPMU.	Manager Finance / APD	12/2017

Compliance with Loan Covenants

Rating: 4

Previous rating: 3

Justification of rating

Three covenants have not been complied with. They are (i) Full time Executive Director of MBMA not appointed as PD; (ii) The audit report has not been submitted within the stipulated time; and (iii) AWPB and procurement plan not submitted within the stipulated time.

Main issues

No issues

Procurement**Procurement**

Rating: 2

Previous rating: 3

Justification of rating

Significant delays are observed in execution of the procurement plans undermining the efficiency and effectiveness of the project implementation. Procurement Plan (PP) for 2017-18 was submitted late without details and further revised about 4 times internally without obtaining IFAD approval for the revisions/changes. Prior review of procurement actions was not submitted to IFAD for no objection. Contracts do not comply with standard templates and contract monitoring is very weak. The procurement manual is yet to be prepared and submitted to IFAD for approval. Single source procurement contracts were not submitted to IFAD for no objection. Recommendations related to procurement in the last Fiduciary ISM in June 2017 were not acted upon.

Procurement Review

Procurement documents, approvals and copies of the contracts/purchase orders are maintained and available for review. LAMP engaged several government agencies for implementation as service provider on single source basis. All these engagement do not follow the direct contracting processes requiring IFAD prior review requirements. The contracts include WWDS, MIE, SRES, SCSTE, NIC and NESAC. Moreover the single source contracts are not for small amounts' for example, in case of road rehabilitation, the total cost is 2 million USD with absence of a properly established contract.

Procurement of vehicles (5 pickup and 1 SUV) was initiated as local shopping. The quantity exceeds the AWPB and PP quantities. The technical specifications lead to a particular model/manufacturer. This should have been submitted to IFAD for prior review as the estimated cost is above USD 100,000. Procurement of motor bikes and scooters for EFC proposed by the project is neither in the cost tables, nor in the AWPB and PP. Technical specification were very basic. The project has put on hold the procurement. This has to be cancelled. This can only be initiated after including the same in AWPB and PP which is then approved by the Governing Council and IFAD.

In respect of GPS and Water tracer, published RFQ was adopted. For water tracer, only one bid was received and was evaluated and awarded. Even after 45 days, the water tracers are yet to be delivered. Printing of booklets and IEC materials are executed on an ad-hoc manner without resorting to long term contract. Project units send requisitions to the procurement unit a week before the actual need. Procurement under local shopping, is transparent and competitive though preparation of technical specifications has to be improved. Similar procurements are not grouped together and competitive bidding is not undertaken. The quantities are split among various RFQs.

Agreed Action	Responsibility	Agreed Date
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Reorganising the Procurement Unit

The procurement unit should be headed by a full time procurement professional. Procurement Unit to prepare quarterly plan and the units should confirm the proposed plan. All procurement should be routed through the Procurement Unit well in advance for deploying effective procurement methods, preparing bid documents, and for monitoring and execution. Procurement staff should be handling procurement actions full time, without other responsibilities for other projects/activities.

APD

12/2017

Finalization of procurement manual

The procurement manual incorporating the processes for planning, monitoring, standard bidding documents and contracts to be finalised and sent to IFAD for comments and approval.

APD

12/2017

Ex-post facto approval

Project should obtain ex-post facto approval from IFAD by submitting a revised contract as per the standard template containing amongst other things, the proposals, action plan, deliverables, total budget approved and terms and conditions for release and procurement procedures to be followed in respect of all contracts with MIE, MINRM, MWWDA, SRES, MESAC and SCSTE. After IFAD's approval, revise the contracts accordingly.

APD/Manager
Admin and
Procurement

12/2017

Contract management

Currently the consultancy contracts are not monitored properly for the deliverables, end date and contract amendments are initiated after the expiry of the original contract period. Contracts should follow the standard templates. Contract management forms for all procurement should be prepared, updated and monitored. The hiring units should diligently review the deliverables and expiry of contract dates and initiate extension/amendment before the expiry of the original contract.

APD/Manager
Admin and
Procurement

01/2018

Procurement plan

Procurement Plan should be prepared with details and no modifications/revisions to be undertaken without IFAD prior approval. In case of urgent, unforeseen procurement, details to be sent to IFAD via email for approval and incorporated in the bi-annual review. Procurement Plan should be made as a rolling plan. Procurement Unit to prepare quarterly plan and the units should confirm the proposed plan. All procurement should be routed through the Procurement Unit for better monitoring and execution. Any procurement undertaken without incorporating in the PP or not in compliance to prior review requirements will not be treated as eligible expenditure under IFAD financing.

APD/Manager
Admin and
Procurement

01/2018

F. Relevance

G. Agreed Actions

Agreed Action	Responsibility	Agreed Date
Finalization of procurement manual		
The procurement manual incorporating the processes for planning, monitoring, standard bidding documents and contracts to be finalised and sent to IFAD for comments and approval.	APD	12/2017
Ex-post facto approval		
Project should obtain ex-post facto approval from IFAD by submitting a revised contract as per the standard template containing amongst other things, the proposals, action plan, deliverables, total budget approved and terms and conditions for release and procurement procedures to be followed in respect of all contracts with MIE, MINRM, MWWDA, SRES, MESAC and SCSTE. After IFAD's approval, revise the contracts accordingly.	APD/Manager Admin and Procurement	12/2017
Guidelines on VEC bank account		
Revise the social agreement and issue guidelines on opening bank accounts. Allow opening of only one account for NRM plan implementation using MBDA and LAMP funds. Train the VECs to maintain separate ledgers for recording funds received from different sources and their utilization.	OSD, Ecosystems Services	12/2017
Converge with EFCs		
Integrated production and marketing activities to converge with EFCs to introduce a system of providing matching grant to Producer Groups (PG)/ Farmer Interest Groups (FIG) and Lead Farmers and set up a system of recovering project support into EFCs to redeploy the same for the benefit of other members of the community.	OSD -MI, OSD - Enterprise Development	12/2017
Adjustment of excess claimed amount		
The excess amount claimed from IFAD under WA 1 should be refunded by adjusting it in the next WA.	Manager –Finance /APD	12/2017
BRS finalization		
Bank reconciliations statements to be prepared at the end of every month through the software, verified, signed and filed at both state and district levels.	Manager Finance / APD	12/2017
Books of accounts		
Proper books of accounts using double entry accounting system need to be maintained until Tally is made operational.	Manager Finance / APD	12/2017

Engagement of NGOs

The engagement of NGOs to support EFCs is expected to end on 31 Dec 2017. It is suggested not to extend their contract beyond 31 Dec 2017. Payment for these NGOs to be settled prior to 31 Dec 2017. As plans are being made for EFCs to establish social enterprise and provide micro-venture capital there is no need for the project to engage NGOs for this activity. Any engagement of NGOs for skilling and employability will not be funded from LAMP sources.

APD and OSD-
Enterprise
Development 12/2017

Establishment of a committee for capacity building

A small committee comprising MCAB, Registrar of Cooperative Societies (RCS) and LAMP officials should be set up to focus on training, supply of books and on-the-job handholding of IVCS – with the aim of commencing transactions. In consultation with MCAB, guidelines on savings products and interest rates, lending policy and procedures including loan products and loan interest rates, and regulatory guidelines covering liquidity requirements, lending to board members, etc., should be issued to IVCS for adoption.

FSD 12/2017

MIE expenditure under WA7

WA 7 will be rejected by IFAD and the project to rework and resubmit after excluding all double claim expenditure and expenditure incurred prior to project effectiveness with a certification that the amounts claimed under LAMP have not been claimed from any other source. Excess funds released to MIE to be refunded to LAMP.

Manager Finance /
APD 12/2017

Accelerated implementation plan

The project needs to develop an accelerated implementation plan to ensure that activities start in all the villages within the next two years so that adequate time remains for implementation of activities before the project completion.

APD 12/2017

Tally operationalization

Prepare uniform chart of accounts to be grouped under the project components, operationalize tally immediately, cost centre facility to be used for segregating the expenditure by category, feed budgets into the software, train all accountants in the use of the software and its features with adequate and timely support from the SPMU to enable generation of financial reports. DPMUs to submit monthly financial reports along with back up of Tally data to the SPMU.

Manager Finance /
APD 12/2017

Reorganising the Procurement Unit

The procurement unit should be headed by a full time procurement professional. Procurement Unit to prepare quarterly plan and the units should confirm the proposed plan. All procurement should be routed through the Procurement Unit well in advance for deploying effective procurement methods, preparing bid documents, and for monitoring and execution. Procurement staff should be handling procurement actions full time, without other responsibilities for other projects/activities.

APD 12/2017

Issuance of guidelines for accessing project support

Guidelines should be issued on eligibility criteria and the benchmarks to be achieved by the IVCS to qualify for corpus contribution and salary of secretaries during the first year; the process of release of funds to the IVCS should be smooth and hassle free.

Finance and FSD 12/2017

Action plan preparation

Develop an action plan with CIP to focus on potato seed production, soil fertility management and bio-inputs for pest management.

OSD-MI 12/2017

NRM convergence plan

Once the VECs start implementing low cost activities using first instalment of VDF, BDUs/DPMUs or MWWDA (as decided by MBMA) will have to facilitate the VECs to prepare a convergence NRM plan with project support of Rs 2.0 Lakhs and remaining from MGNREGS. This plan should be integrated into the MGNREGS perspective plan and thereafter second instalment of VDF will have to be released.

OSD Ecosystems Services 12/2017

Report consolidation

SPMU to consolidate all the financial reports at the SPMU and synchronize data for generation of monthly progress report.

Manager Finance / APD 12/2017

Audit of MIE

MIE needs to get its accounts for 2016-17 audited by an independent auditor having no conflict of interest.

DDG-MIE 12/2017

Capacity building in savings and credit

The IVCS should be able to transact with members immediately after registration. To enable this, the Secretary and one member of the Managing Committee should be trained in the basics of cash handling, accounting, etc., using MCAB faculty. Train FSD staff and JCOs on basic accounting and operations so that they can visit the IVCSs to offer handholding in the initial three months period. All training should follow the guidelines issued based on Vaidyanathan Committee report.

FSD and MCAB 12/2017

Plan for acceleration

Prepare a plan for mobilization of remaining 200 IVCSs

FSD 12/2017

Supply of Books of accounts and registers to IVCS

Registers to record member share collection, cash transactions, forms for member transactions and share scrip forms and also books of accounts and other requirements such as passbooks, loan applications, documentation for loans, etc., for managing savings and credit operations are to be supplied immediately to facilitate commencement of operations and complete member enrolment. The formats of books of accounts should follow the guidelines of Vaidyanathan Committee report.

FSD

12/2017

NRM implementation with MWWDA

MWWDA to be requested to release first instalment of VDF to VECs and upon release, the VECs will have to be facilitated to prepare an implementation plan covering, low cost soil and water conservation activities such as check dams, community nursery, afforestation of catchment, protection of water sources, pipes, maintenance of existing soil and water conservation structure, maintenance of assets, honorarium of village facilitator, etc., within an overall budget of Rs 3.2 Lakh from the project and a contribution of at least 20% from the community. These plans will have to be approved by the VECs.

OSD Ecosystems
Services

12/2017

Dialogue with market stakeholders

Prepare a plan to conduct dialogue with the markets that are yet to submit EOI and facilitate them to participate in market development activity

OSD-MSD and
BDUs

01/2018

Review of MOU

Review the MoU signed with SCSTE and conduct only a feasibility study on pilot basis for comprehensive development of one market.

OSD-MSD

01/2018

Facilitation for market development

Market owners of shortlisted markets will have to be facilitated through engagement of an engineer through BDU to prepare detailed plans and cost estimates. Market committee in consultation with the market owner will have to prepare a maintenance plan. The copies of these to be submitted to MBMA.

OSD-MSD and
BDUs

01/2018

Codification of administrative and financial sanction powers

The administrative sanction and financial release procedures with roles and responsibility of each functionary at the state and district level and the delegation of financial powers need to be codified to ensure that the project implementation does not follow a multi-layered approval and fund release processes.

Governing Board
of MBDA /MBMA

01/2018

MOUs with shortlisted markets

Conduct a tripartite consultation comprising the market owners, market committee and the project to sign a tripartite MOU for each market. Major areas to be covered include: (i) market reform requirements and the deadlines for implementation; (ii) role of the market owners; (iii) role of market committee; (iv) costs and financing plan; (v) tentative project contribution; (vi) procurement processes for construction; (vii) bank account opening - open separate banks accounts for private markets and not for ADCs/Municipality; and (viii) fund flow, account settlement and reporting requirements. Enter into MOUs for the shortlisted markets.

OSD-MSD and
BDUs

01/2018

Appointment of technical staff

All new professional staff engagement for EFCs, BDUs and State level except for financial management need to have agriculture, horticulture and livestock background.

Governing Board
of MBDA /MBMA

01/2018

Land use planning support

Prepare a land use map for each village and finalize the same after validation by the community. Prepare land suitability maps for growing various crops based on slope, altitude and soil texture.

OSD-NRM

01/2018

Harmonization of Project Management structure

The direct project implementation entities (Institutes and Divisions) need to be harmonized by bringing them all under one roof and one line of control with full time professionals heading each Division. It is suggested that GoM constitute a two member committee comprising senior officials from the Department of Planning to be facilitated by an external facilitator to revamp the composition of governing board, management structure, reporting lines, and approval and implementation processes. If required, IFAD may be requested to provide the external facilitator for this purpose.

Governing Board
of MBDA

01/2018

AWPB preparation and implementation

Do away with task based activity approval system. Introduce bottom up planning with district level AWPBs and state level AWPB consolidated into project AWPB. Quarterly release of funds for implementing activities approved under AWPB.

PD/APD

01/2018

Issuance of clarification regarding IVCS legal framework

RCS should be requested to clarify to MCAB that IVCS are Primary Agriculture Cooperative Societies as defined under Meghalaya Cooperative Societies Act and that MCAB should provide all support to IVCS on par with the PACS.

RCS and FSD

01/2018

Annual movie-night event

Conduct annual community movie-night at the EFC to disseminate knowledge on their livelihood activities with stories of successful entrepreneurs from various sectors. This can be coupled with entertainment and other activities of interest to the community.

Sr Manager KM 01/2018

AWPB revision

The recommendation made in ISM of May 2017 for revision of the AWPB to reflect the higher targets for formation and the consequent actions has not been complied with. This may be done immediately to ensure budget approval is in place.

APD 01/2018

WA preparation

All WAs should include the entire expenditure of the project for the period. Partial claims should not be made and expenditure of prior periods should not be claimed in the WA of subsequent periods. Claims made should be classified under the appropriate category of expenditure as per the financing agreement

Manager Finance /
APD 01/2018

Quarterly report

Devise quarterly reporting formats for financial reports from the DPMUs and implement the same.

Manager Finance /
APD 01/2018

Compliance to TDS provisions

TDS provisions to be complied while making payments against all contracts, professional fees, rent and salaries where applicable.

Manager Finance /
APD 01/2018

Procurement plan

Procurement Plan should be prepared with details and no modifications/revisions to be undertaken without IFAD prior approval. In case of urgent, unforeseen procurement, details to be sent to IFAD via email for approval and incorporated in the bi-annual review. Procurement Plan should be made as a rolling plan. Procurement Unit to prepare quarterly plan and the units should confirm the proposed plan. All procurement should be routed through the Procurement Unit for better monitoring and execution. Any procurement undertaken without incorporating in the PP or not in compliance to prior review requirements will not be treated as eligible expenditure under IFAD financing.

APD/Manager
Admin and
Procurement 01/2018

Contract management

Currently the consultancy contracts are not monitored properly for the deliverables, end date and contract amendments are initiated after the expiry of the original contract period. Contracts should follow the standard templates. Contract management forms for all procurement should be prepared, updated and monitored. The hiring units should diligently review the deliverables and expiry of contract dates and initiate extension/amendment before the expiry of the original contract.

APD/Manager
Admin and
Procurement 01/2018

Support services with EFCs

EFCs to facilitate provision of support services in collaboration with the Integrated Production and Marketing Division by identifying Lead Farmers and providing them with support for establishing support services such as nurseries, pest free ginger seed production clusters, pig breeding units, stall fed goat rearing units, small poultry hatchery, improved commercial crop production plots, etc. A system of EFC providing matching grant with a system for recovering the matching grant can be put in place. Issue guidelines comprising various support services in agriculture, horticulture and livestock sectors for supporting Lead Farmers.

APD/ Enterprise
Development
OSD-Enterprise
Development 01/2018

Support to PG/FIGs

Identify vibrant PGs/FIGs, facilitate micro-plan preparation and release funds

OSD - MI 01/2018

EFC Advisory Group establishment

Establish a small Advisory Group for each EFC comprising the lead farmers from the operational area of each EFC to act as a link between the community and the project.

OSD-Enterprise
Development with
other OSDs 01/2018

Nursery promotion

Fast track identification, technical training of Lead Farmers in nursery development (black pepper, areca nut, cardamom and cashew). Procure high quality mother plants and supply to the Lead Farmers.

OSD - MI 01/2018

Buyer seller meet, Exhibitions and Trade fairs

Organize Buyer-Seller meets at the district as well as state level linked with the major festivals and extend invitation to major buyers from around the country. Facilitate the PG/FIGs to participate in exhibitions and trade fairs in the country. The project also needs to explore tying up with large buyers such as Sresta Organics, Patanjali and Dabur.

OSD - MI 01/2018

Issue revised guidelines for market development

Issue a guideline covering implementation steps for market development. This should include: (i) dialogue with the market owners and market committee covering the reform agenda and investment availability from the project; (ii) submission of EOI from the market owners; (iii) Signing of a tripartite MoU between the project, market owners and market committee; (iv) BDUs to engage services of an engineer for preparing cost estimates and supervision work; (v) release of funds to the market owner through BDUs for implementation of agreed infrastructure development and funds to the market committee for maintenance.

OSD-MSD 01/2018

Review of MOU

Review the MoU signed with SCSTE and conduct only a feasibility study on pilot basis for comprehensive development of one market.

OSD-MSD 01/2018

Disease free ginger seed production

Identify disease free ginger clusters and develop these clusters as ginger seed production cluster by supplying disease free seed and treatment protocol. Use the PG/FIG support guideline for this support

OSD - MI

01/2018

Support services by Department LDC

The project will have to ensure that the Department LDC provides support services to the Community LDC by helping them in procuring medicines in bulk and selling, vaccines and other inputs such as protein concentrate and mineral mixtures to Community LDCs. An additional allocation for initial procurement of vaccines, medicines and other inputs not supplied by the government needs to be provided.

DDG-MIE

01/2018

Revision of reporting formats

The project needs to switch to revised reporting based on the revised ORMS reporting formats. In order to switch to this, the project needs to synchronise the data collection formats that will be digitised with that of ORMS reporting requirements

M&E Manager

02/2018

EFC restructuring

Restructure human resource at the EFC level to ensure that the EFC team coordinates all activities related to NRM and Livelihoods (Enterprise promotion and Integrated Production and Marketing and Financial Services) activities to become one stop shop at the block level for all MBDA and project interventions. Complete recruitment for all vacant positions by engaging persons with agriculture, horticulture and livestock background to EFCs by reducing the qualification requirements if necessary.

APD/ OSD-
Enterprise
Development

02/2018

Technical video preparation

Prepare technical videos on major diseases, vaccination schedules, management protocols and prophylactic and first aid measures required to address major livestock and crop diseases.

Sr Manager KM

02/2018

Preparation of an analytical report

Prepare and submit to the project management a two page analytical report on a quarterly basis using the quarterly data collected on project outputs and financial achievements analysing the performance by sub-component and district clearly indicating the districts and sub-components that are performing better than the average and those performing below average.

M&E Manager

02/2018

Lead Farmer support for crop development

With the support of VECs, identify lead farmers from all project villages and provide training in crop, pulses, oil, seed and vegetable production and provide a kit containing seeds and low cost tools to establish a model crop plot.

OSD-Ecosystems
Services

03/2018

Livestock support service activities

The project needs to implement livestock activities by issuing guidelines and preparing plans for implementation of pig breeding, goat breeding and poultry rearing units. This needs to be implemented in collaboration with EFCs by identifying, training and providing matching grant to Lead Farmers with a system of recovery through EFCs.

DDG-MIE and
OSD-Enterprise
Development 03/2018

Social enterprise plan development

A plan of action to be prepared to start a social enterprise within some of the potential EFCs such as establishment of Input centres (quality seed, pesticide, labour saving, drudgery reducing machinery and equipment, etc.) and machinery hiring centres. Start this activity in at least 5 EFCs by providing funds (Rs 250,000 per EFC) allocated under social development fund of NRM component.

OSD-Enterprise
Development with
other OSDs 03/2018

Producer Group promotion

Develop guideline to support PG/FIG Groups in the commodity clusters through a micro-plan for increasing production using quality planting material, soil fertility analysis, treatment for major pests and diseases and support for replanting. A matching grant of Rs 2.00 lakhs per PG/FIG to support these micro-plans can be considered with a system of EFCs recovering project support for redeployment.

OSD - MI 03/2018

Design training programs for increasing soil fertility / improvement

Identify suitable methods of improving soil fertility and design a training for lead farmers and village facilitators on these aspects. These programs can be conducted at block level by EFC in collaboration with the local agriculture department.

OSD- Eco system
Services 03/2018

Implement 100 LDCs

The project needs to set up additional 100 LDCs. Streamline and simplify account keeping systems related to service charge. The potential for establishing LDCs within the project blocks is only 57 and project intends to expand it to all the blocks in the state. The project needs to send a proposal to IFAD detailing the proposed expansion and seek no objection.

DDG-MIE 03/2018

Identification of potential locations

Plan for identifying potential locations for constructing low cost bridges and ropeways. Entrust this task to SRES.

OSD-MSD BDOs 03/2018

Implementation of Livestock plans

The project should form producer groups (Farmer Interest Groups) of various livestock producers and support them bank/IVCS finance, convergence funding and matching grant assistance. EFCs need to be the focal point for this activity. A system of recovering the matching grant may be put in place.

DDG-MIE 03/2018

Identify new varieties for introduction

Collaborate with the state agriculture department and local ICAR research station to identify suitable crops and varieties that can be introduced based on the research and demonstration results.

OSD- Eco system Services 03/2018

Reformation of old IVCS

IVCS formed by the Cooperation Department two years ago without preparatory work should be put through the formation processes adopted for the new IVCS, after ascertaining the willingness of those societies for undergoing the process.

FSD 03/2018

Identification of labour saving innovations

Identify labour saving innovations from other parts of the country relevant to project promoted value chains and disseminate the knowledge to EFCs and community in the form of videos and brochures.

Sr Manager KM 03/2018

Organic certification

Identify clusters interested in starting organic production and facilitate them to obtain required certification in collaboration with other line departments. Identify market players who offer integrated support in organic production and certification, farm management and buy back and establish market linkages with these market players.

OSD - MI 03/2018

Staff for FSD

Staff are needed in the field for formation of IVCS, monitoring of their progress and handholding the initial phase of operations as also liaising with banks for loans to eligible entrepreneurs. FSD need to explore the possibility of using EFCs for liaising with banks.

HR/FSD 03/2018

Implementation of market development plan

The plans submitted by the market owners of shortlisted markets to be reviewed and approved by the APD. Upon approval, the market owner to advertise and engage a contractor for construction and funds to be released by the project in two/three instalments based on submission of utilization certificate by the market owners.

OSD-MSD and BDUs 03/2018

Finalize road construction plans for 100Kms

Organize meeting with SRES to start planning and implementation of road construction works and complete construction of 100 Kms.

OSD-MSD 03/2018

Support to nutrition sensitive agriculture

Facilitate the community to consider the need to take up nutrition sensitive agriculture as part of the natural resource management plan to be implemented with IFAD funding

OSD- Eco system Services 03/2018

Mapping of contaminated water sources

Prepare a map showing drinking water sources contaminated due to mining activity in project villages and implement measures to improve the quality using low cost techniques.

OSD- Eco system Services 06/2018

Audit

Prepare the PFS in accordance with IFAD Guidelines on Project Audit and submit the same within stipulated time.

Manager –Finance /APD 09/2018

AOS improvement

Improve / revise the AOS survey format to collect data related to some of the outcome level indicators in the log frame while conducting AOS for 2018.

M&E Manager 10/2018

Plan for remaining 129 Km of road construction

Plan and complete construction of remaining 129 kms of roads.

OSD-MSD BDOs 12/2018

H. Logframe

Results Hierarchy	Indicators						Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	
	1.b Estimated corresponding total number of households members									
	Household members			1000000						
	1.a Corresponding number of households reached									
	Non-women-headed households			191070	2947	2947	1.5%	RIMS	Annual	
	Women-headed households									
Outreach	1 Persons receiving services promoted or supported by the project									
	Indigenous people									
	Males									
	Not Young									
	Non-Indigenous people									
	Young									

Results Hierarchy	Name	Indicators						Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
Goal Higher family incomes & better quality of life in rural Meghalaya	Females										
	Poor smallholder household members supported in coping with the effects of climate change										
	Males										
	Females							RIMS	Annual		
	Total household members			143000							
	Increase in household asset index							RIMS+ baseline and impact assessment surveys			Relative stability in general economic conditions are conducive to poverty reduction
	% of HH asset index							RIMS+ baseline and impact assessment surveys			
% reduction in child malnutrition							RIMS+ baseline and impact assessment surveys				
% reduction child malnutrition											
Objective Expanded and	At least 50,000 households adopt new livelihood opportunities linked to markets							Thematic studies			Rural people respond to

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
sustainable livelihood opportunities adapted to the hill environment and to the effects of climate change	Households			50000				Annual Outcome survey Project progress reports			opportunities for improved livelihoods - Political stability and security situation allow communities access to economic opportunities and natural resources
	20,000 households report reduced time to collect domestic water							Thematic studies Annual Outcome survey Project progress reports			
	Households			20000				Thematic studies Annual Outcome survey Project progress reports			
	210 IVCS are financially sustainable and have loan recovery rates of at least 95%							Thematic studies Annual Outcome survey Project progress reports			
	No. of IVCS financially sustainable			210				Thematic studies Annual Outcome survey Project progress reports			
Outcome Improved	50,000 farmers report increased cereal production							Thematic studies			Changes in weather patterns

Results Hierarchy	Name	Indicators						Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
Output Capacity development & natural resource planning	Young										
	Males										
	Females										
	Not Young										
	Non-women-headed households										
	Non-Indigenous people										
	Women-headed households										
	1350 NRMPs prepared, approved and implemented							MIS/project progress reports			
	No. of NRMPs			1350							
	Agricultural/Livestock production groups formed/strengthened							RIMS	Annual		
No. of Agricultural Groups formed			54								
People in agricultural/livestock production groups							RIMS	Annual			

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
	Females			31600							
	Males			31600							
	Households covered by new or improved climate information services										
	Households			1430				RIMS	Annual		
	1.1.3 Rural producers accessing production inputs and/or technological packages										
	Non-Indigenous people										
	Females										
	Young							RIMS	Annual		
	Males										
	Indigenous people										
	Not Young										
Output	Water-related interventions in 1000 villages										
Land, water resource and food crop	No. of villages			1000				MIS/project progress reports			Adequate funds are available for the implementation of

Results Hierarchy	Indicators						Means of verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency		Responsibility
development	Land use management plans implemented in 500 villages, and area covered										activities from convergence
	No. of villages with land use management plans implemented			500				MIS/project progress reports			
	50,000 farmers involved in food crop interventions										
	No. of farmers			50000				MIS/project progress reports			
	Land under improved management practices										
	Hectares of land			200000				RIMS	Annual		
	People trained in NRM										
	Males			5300	69	69	1.3%	RIMS	Annual		
	Females			5000	33	33	0.7%				
	Rainwater harvesting systems constructed/rehabilitated										
	No. of rainwater systems			1000				RIMS	Annual		
	People accessing facilitated advisory services										
								RIMS	Annual		

Results Hierarchy	Name	Indicators						Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
Outcome Expansion of clusters producing commodities for the market	Indigenous people										
	Males										
	15,000 farmers report increased sales							Annual outcome surveys			
	No. of farmers			15000				Thematic studies of costs & returns			
	50% increase in the total production/sales							Annual outcome surveys			Households have adequate labour for the expansion of enterprise and good returns in sub-sector
	% of increase in production and sales			50				Thematic studies of costs & returns			
	Increased sale prices of 15%							Annual outcome surveys			
% sale prices increased			15				Thematic studies of costs & returns				
2.2.5 Rural producers' organizations reporting an increase in sales							RIMS	Annual			

Results Hierarchy	Name	Indicators						Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
Output Integrated production and marketing support	Number of rural POs - livestock										
	Number of rural POs - fisheries										
	Rural POs with women in leadership position										
	Number of rural POs										
	Number of rural POs - crop										
	Percentage of rural POs										
	Number of rural POs - forestry										
	54 village clusters implement commodity-based production and marketing plans							MIS/project progress reports			Viable value chain development opportunities exist
	No. of villages				54						
	1350 Lead Farmers trained by commodity							MIS/project progress reports			
No. of LF trained				1350							

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
	20,000 households participating in cluster based production							MIS/project progress reports			
	Households			20000							
	2.1.4 Supported rural producers that are members of a rural producers' organization										
	Non-Indigenous people										
	Women in leadership position										
	Young							RIMS	Annual		
	Females										
	Indigenous people										
	Males										
	Not Young										
Outcome	32,500 households report adoption of improved methods, increased sales, value of sales and increased number of animals										
Improved livestock production	Households			32500				Annual Outcome Survey			Vaccines are available to control infectious diseases

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
Output Livestock development	120 livestock clusters covering 720 villages							MIS/project progress reports			Sufficient number of CLP and VRLP can be recruited and trained
	No. of villages covered by livestock clusters			720							
	120 CLF and 720 VLRP trained & providing services							MIS/project progress reports			
	No. of VLRP trained			720							
	No. of CLF trained			120							
	43,200 households trained and participating							MIS/project progress reports			
	Households			43200							
	Households receiving facilitated animals health services							RIMS Annual			
	Households			43200							
Outcome Improved access to rural markets	Sales in 41 markets increase by 30%+							Thematic studies of markets			Resources for maintenance of markets available
	No. of markets			41							
	30% reduction in transportation cost of crops and inputs on improved roads							Thematic studies of			

Results Hierarchy	Name	Indicators					Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	
	% reduction of transportation cost			30				markets		
	2.2.6 Households reporting improved physical access to markets, processing and storage facilities									
	Non-Indigenous people									
	Size of households									
	Males									
	Non-Indigenous people									
	Young									
	Not Young									
	Women-headed households									
	Young									
	Young									

Results Hierarchy	Name	Indicators						Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
Output Market development	Women-headed households										
	Non-Indigenous people										
	Males										
	Non-women-headed households										
	Households reporting improved physical access to markets										
	250 kms of village roads, 20 bridges and 10 ropeways built							MIS/project progress reports			
	Km of road			250							
	No. of households with access to village roads built under the project							MIS/project progress reports			Traditional leadership allows market development
	Households										
	2.1.5 Roads constructed, rehabilitated or upgraded							RIMS	Annual		
Length of roads											
2.1.6 Market, processing or storage facilities constructed or rehabilitated							RIMS	Annual			

Results Hierarchy	Name	Indicators					Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	
	Storage facilities constructed/rehabilitated									
	Market facilities constructed/rehabilitated									
	Processing facilities constructed/rehabilitated									
	Market facilities constructed/rehabilitated									
	No. of markets			55	0	0	0.0%	RIMS	Annual	
	People trained in business/entrepreneurship									
	Males			30000	428	428	1.4%	RIMS	Annual	
	Females			30000	237	237	0.8%			
	Marketing groups formed/strengthened									
	No. of marketing groups			55	38	38	69.1%	RIMS	Annual	
	Marketing groups with women in leadership positions									
	No. of marketing groups			55				RIMS	Annual	

Results Hierarchy	Name	Indicators						Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
	People in marketing groups formed/strengthened										
	Females			250	76	76	30.4%	RIMS	Annual		
	Males			300	179	179	59.7%				
	People trained in post-production, processing and marketing										
	Females			16740	2	2	0.0%	RIMS	Annual		
	Males			16740	34	34	0.2%				
	Staff of service providers trained										
	Males			877	814	814	92.8%	RIMS	Annual		
	Females			800	851	851	106.4%				
	IVCS have 90,000 savers and 60,000 borrowers										
Outcome	Increased use of financial services by rural households										
	No. of savers			90000				IVCS MIS system			Support from the Department of Cooperatives and quality handholding from MCAB
	No. of borrowers			60000							
	1.2.5 Households reporting using rural financial services							RIMS	Annual		

Results Hierarchy	Name	Indicators					Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	
	Households									
	Females									
	Non-Indigenous people									
	Young									
	Total number of household members									
	Not Young									
	Males									
	Women-headed households									
	Households									
	Non-women-headed households									
	Indigenous people									
Output	IVCS societies cover 1350 villages with 120,000 members							ICVS MIS		Support from the Department of

Results Hierarchy	Name	Indicators						Means of verification			Assumptions	
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility		
Rural finance	No. of villages			1350				system			Cooperatives and quality handholding from MCAB	
	No. of members			120000								
	1.1.5 Persons in rural areas accessing financial services											
	Men in rural areas accessing financial services - credit											
	Total persons accessing financial services - credit											
	Not young people in rural areas accessing financial services - credit											
	Total persons accessing financial services - savings											
Women in rural areas accessing financial services - savings												

Results Hierarchy	Name	Indicators					Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	
	Non indigenous people in rural areas accessing financial services - savings									
	Not young people in rural areas accessing financial services - savings									
	Women in rural areas accessing financial services - credit									
	Village/community plans formulated									
	No. of plans fomulated			1350	64	64	4.7%	RIMS	Annual	
	Enterprises accessing facilitated financial services									
	No. of enterprises			15795	407	407	2.6%	RIMS	Annual	
	Enterprises accessing facilitated non-financial services									
	No. of enterprises			47000	715	715	1.5%	RIMS	Annual	
	People in savings and credit groups formed							RIMS	Annual	

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
Output Communications Infrastructure	Females			60000							
	Males			60000							
	Savings/credit groups formed/strengthened										
	No. of savings and credit groups			300				RIMS	Annual		
	Savings/credit groups formed/strengthened with women in leadership positions										
	No. of groups			300				RIMS	Annual		
	250 kms of village roads, 20 bridges and 10 ropeways built										
	Length of roads			250				MIS/project progress reports			
	No. of households with access to village roads built under the project							MIS/project progress reports			Support from the Department of Cooperatives and quality handholding from MCAB
	Roads constructed/rehabilitated (km)										
Length of roads			250	0	0	0.0%	RIMS	Annual			
People trained in infrastructure management							RIMS	Annual			

Results Hierarchy	Name	Indicators						Means of verification			Assumptions
		Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
	Females			2050	0	0	0.0%				
	Males			2000	0	0	0.0%				
	Groups managing productive infrastructure formed/strengthened										
	No. of groups			1350	0	0	0.0%	RIMS	Annual		
	Groups managing productive infrastructure formed/strengthened with women in leadership position										
	No. of groups			1350	0	0	0.0%	RIMS	Annual		
Outcome	Number of producers benefiting from information services										
Information hub providing useful data	No. of producers							Project progress reports			Information services prove to be useful
Output	Number of knowledge products and events generated by project										
Lesson learning	No. of knowledge products							Progress Reports			Useful lessons available for dissemination
Output	Amount of information collected, collated and stored in the information hub										
Information hub	No. of information							MIS/project progress reports			Relevant information is available for collection by hub