

12 December 2018

Dear Ms Himani Pande,

**Subject :** India – Jharkand Tribal Empowerment and Livelihoods Project – IFAD loan 879-IN  
Supervision mission 26 August to 3 October 2018 – Management letter

I refer to the IFAD supervision mission to the Jharkand Tribal Empowerment and Livelihoods Project (JTELP) and confirm that IFAD endorses the agreement reached at the wrap up meeting held on 6th September 2018 under your chairmanship. We are pleased to inform you that Department of Economic Affairs reviewed the aide-mémoire in a meeting chaired by Mr Prashant Goyal, Joint Secretary, DEA on 3<sup>rd</sup> October 2018, whereby DEA emphasized more rigorous and quarterly joint monitoring of the project as well as ensuring that all fiduciary risks are addressed.

In IFAD's assessment, JTELP is unlikely to achieve the project objectives in its current form of implementation. The mission observed that although the project covered so far 68% of the targeted beneficiary households, the analysis by project outcome points to limited achievements of results in terms of adoption of improved package of practices in rainfed and irrigated areas, and in terms of income increase, which all stand below 30% of the target and this 3 years from project completion. The reason for this is the inadequate technical content of the activities implemented and limited nurturing of partnerships for convergence. Moreover, the project currently presents high fiduciary risks given weak management, weak internal controls and poor implementation of procurement.

IFAD appreciates the swift and decisive action taken by the Welfare Department and the Project Management, following the supervision mission, to address non-performance of key management staff and initiating the recruitment of new staff with required expertise to improve technical and managerial capacities in the State and District Project Management Units. Based on the current status of implementation of the recommendations of the 2018 supervision mission which were shared by the project with DEA and IFAD on 22<sup>nd</sup> November 2018, it is imperative that all measures are taken to redress the performance of the project by the end of this financial year, with special emphasis on quality of implementation, cost effectiveness and reduction of the fiduciary risks.

We would appreciate your support in ensuring that JTELP management expedites the implementation of the following recommendations :

- Filling all the vacant positions at the earliest both in the State PMU as well as the District PMUs, and ensuring that qualified candidates are appointed.

Ms Himani Pande, IAS  
Secretary  
Welfare Department  
Government of Jharkand

- Finalizing the contracting of the technical support agencies for agriculture and livestock development. This should provide the project with required technical expertise and ensure that the activities implemented by JTELP are impactful and cost effective.
- Submission of the request to re-allocate the loan proceeds across categories as category IV is already 99% disbursed.
- Full implementation of recommendations related to financial management and procurement by 31 December 2018. These include : (i) the calculation of taxes related to application of GST claimed from the IFAD loan and adjustment of the amount in the next withdrawal application; (ii) taking corrective measures with regards the findings of the social audit (2017) of the Gram Sabha Project Executive Committees, on fake payments of 419,123 INR and misappropriated amounts of 16,72,789 INR; (iii) ensuring the auditor validates the replies of the management to their previous observations, and to audit all District Project Management Units (DPMU) and document the extent of checking; (iv) revising the Project Implementation Manual to clarify that the bid opening committee would be composed of project staff only to ensure bids are opened on the day of the bid submission deadline; (v) hiring a procurement specialist on consultancy basis.

In view of the continued low disbursement of the IFAD loan which currently stands at 34.57%, we urge the State Government to proceed to cancel a portion of the loan that corresponds to exchange rate gains as well as to savings related to coverage of a lower number of villages than estimated at mid-term review. The estimated amount to be cancelled is 70 Crore INR.

As per DEA request, IFAD will submit a quarterly update on JTELP performance. We also plan to continue the technical support provided to JTELP on agricultural aspects , and plan to review project progress on monthly basis. We reiterate here the imperative for the project to show positive results by the end of the current financial year and we rely on your collaboration and leadership to ensure this is achieved.

I thank you in advance for your kind attention and cooperation.

Yours sincerely,



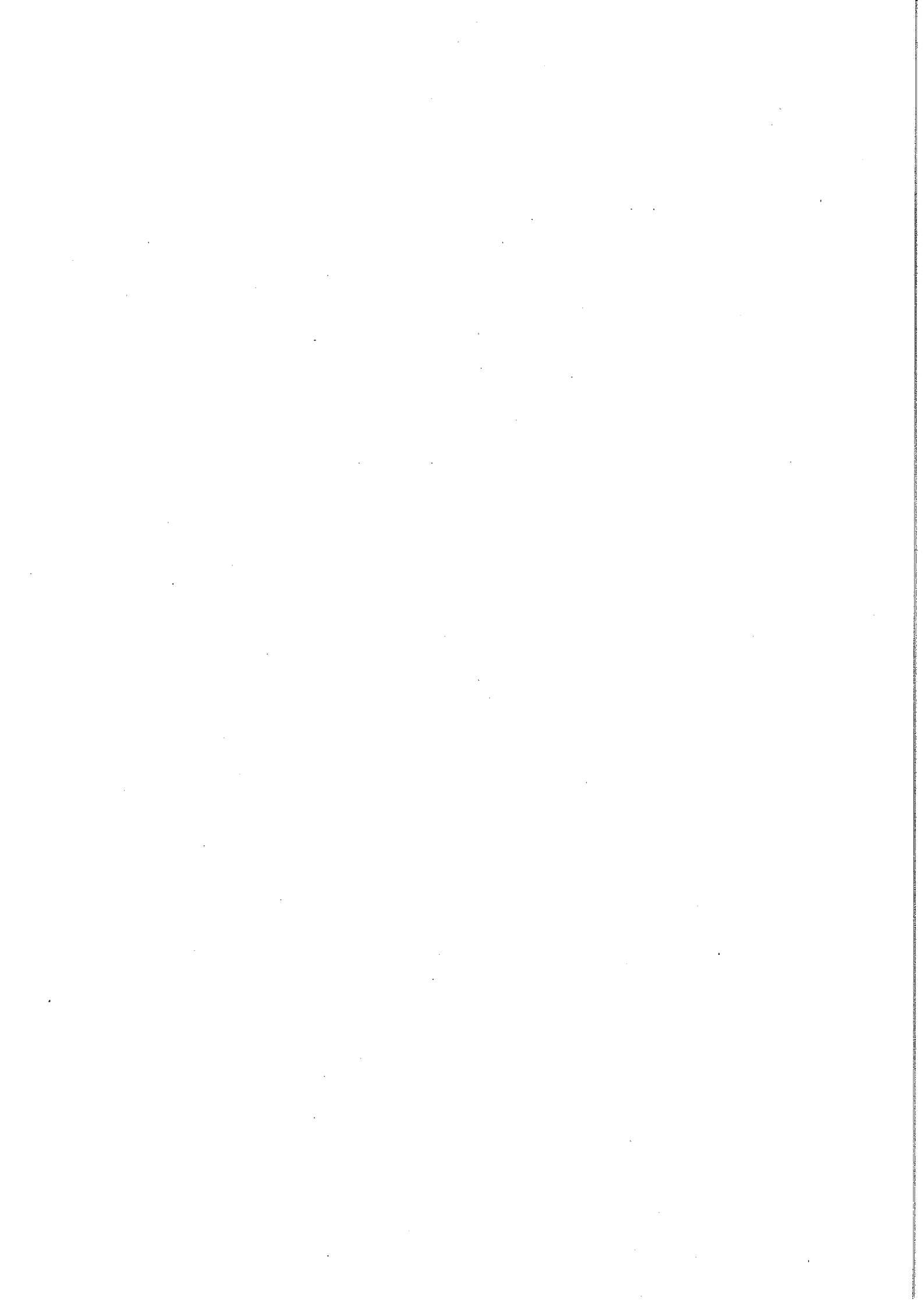
Mr. Nigel Brett  
Director  
Asia and Pacific Division

*Copies for information :*

Mr Prashant Goyal  
Joint Secretary (UN and MI)  
Department of Economic Affairs  
Ministry of Finance  
India

Mr Vishal Pratap Singh  
Deputy Secretary  
Department of Economic Affairs  
Ministry of Finance  
India

Mr. B. Baski  
State Programme Director  
Jharkand Tribal Empowerment  
and Livelihoods Project  
Jharkand Tribal Development Society  
State Government of Jharkand  
Ranchi





Investing in rural people

## Aide memoire

### **Republic of India**

Jharkhand Tribal Empowerment and Livelihoods Project  
(JTELP : Loan no 879-IN)  
Supervision mission: 27 August to 3 October 2018

### **A. Mission Objectives and Key Conclusions<sup>1</sup>**

#### **Background and main objective of the mission**

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

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

#### **Key mission agreements and Conclusions**

3. JTELP was rated as not likely to achieve its objectives since 2015 and according to the 2018 supervision mission, the situation remains unchanged. At mid-term review (MTR) in 2017, and despite JTELP slow progress towards achieving its objectives, the State Government of Jharkhand and IFAD opted to continue the project for the following reasons: (i) the community institutions are in place in all the villages and are functioning; the modalities of convergence have been worked out with MGNREGS and NRLM and this is on-going, and convergence modalities are being pursued with NYKS; (ii) the interest of Welfare Department and IFAD to pilot an integrated approach to PVTG development and to capitalize on youth groups; (iii) the course correction required to improve the performance of the IGA intensification. Post-MTR, it was agreed the project implementation will shift from a supply driven approach that prevailed so far with limited outcomes to a "end to end approach" to achieve the following outcomes: 1) GS-PEC

<sup>1</sup> The mission was composed of the following mission members from IFAD: Ms R. Omar, Country Director (team leader); Mr S. Sankarasubramaniam, Associate Country Programme Officer (procurement); Ms A. Turinayo, Governing Bodies of IFAD (knowledge management); Mr V. Darlong, Consultant in Community organizations, M&E, social inclusion; Dr V. P. Singh, Consultant in Agronomy; Ms H. Leitch, Consultant in Livestock Development; Ms B. Bohra, Consultant for support on Livestock (fodder), Project management, and Renewable energy. The following members from the Welfare Dept accompanied the mission: Mr Ashish. From the JTELP SPMU: Mr B. Baski, State Project Director; Mr. M. Sinha, Additional Project Director; Mr. Kundu Debajyoti, M&E-Manager; Ms. R. Topno, C&IG Manager; Mr Ramesh Prasad, Livelihood Manager; Mr Komal, NRM Manager ad interim; Mr Anjan Verma; Mr Chandeswaran, Accountant. The mission also included the DPMs and representatives of 14 districts.

are able to mobilize on average INR 3 to 5 lakhs a year in convergence, ensure social equity of the allocation of investments among hamlets and ST/other groups and expand coverage of entitlements among tribal households; 2) the youth groups improve the social status and employability of youth and enable the celebration of cultural identity and traditions; 3) the model for development of PVTG communities is tested; and 4) livelihood services are improved. One year after MTR, 142 out of 40 MTR recommendations were implemented, i.e., 35%; the most important recommendations for project results and impacts have not been implemented i.e., the discontinuation of livestock intensification activities given their high cost, end to end approach integrating NRM and livelihood development in 4 blocks with qualified NGO, and implementation of a more integrated approach to poverty reduction in PVTG communities.

4. In 2017-18, the JTELP commissioned social audit of GSPEC from the Social Audit Unit of the Dept of Rural Development, Jharkand. Findings of the GSPEC point to issues of : high mortality of livestock in IGAs of poultry/goat/pig; non uniform remuneration of women and men labour and lower wage rates than MGNREGA; inadequate record keeping by community organizations; insufficient convergence with Government schemes; the FNGO control over GSPEC rather than support community organizations to make decisions; the responsibility of the project front line teams (FNGO and DPMU) as well as GSPEC to bring more accountability in project implementation. The project has taken measures to reduce mortality in the livestock IGA, but the rest of the social audit recommendations are yet to be implemented.

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

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

---

<sup>2</sup> This assumes that all recommendations related to financial management have been complied with.

uniform ceiling of medical claim, in line with good practise in other Societies (such as Jharkand Sustainable Livelihoods Promotion Society). The project management will consult with Welfare Dept to plan the process for the revision of salaries based on performance.

## **B. Overview and Project Progress**

### **Component 1. – Community Empowerment**

6. *Overall performance under this component is rated as moderately unsatisfactory (score=3).* The project is likely to meet the output targets for this component. The performance of the SHG and YG and the quantum of investments in the PVTG villages require due consideration.

#### **Sub-component 1.1. Promotion of SHG and YG**

7. **SHGs.** Rated moderately satisfactory (score=4). Formation of groups reached 96% of the targets, of which, 96% groups have bank accounts and 61% groups have been handed over to JSLPS. Many women not included in the project SHGs are being covered by Jharkand Sustainable Livelihoods Promotion Society (JSLPS) in the SHGs they are forming. In terms of financial performance, only 60% of saving is used as inter-loaning, of which nearly 35% have been repaid. Field observations showed that while the SHGs are saving and meeting regularly (even post hand over to JSLPS), the number of loans and the loan amount taken remain small (100 to 2000 Rs). The modalities of continued engagement, if any, with SHGs post-handing over to JSLPS, need clarification. With regards MTR recommendation of forming new SHGs to saturate the GP, the project informed this is not required given the expansion of JSLPS. The mission endorses this and maintains the SHG output at 5,500 with 66,000 women members.

8. **YGs.** Rated moderately satisfactory (score=4). At MTR, the targets (number of groups) were revised to 800 in place of 600 YGs at baseline. To-date, 695 (nearly 87%) have been formed, of which, 573 YGs have bank account, and 351 YGs (nearly 50% groups) have been registered under NYKS and limited support provided by NYKS to date (vocational training in East Singbhum district). Although, not envisaged to be economic entities; the YGs have members' saving and conduct inter-loaning. About 26% of saving amount has been used for inter-loaning with 63% of loan already being repaid. The YGs require further mobilisation for orientation towards preparing activity plans around three integrated areas, namely, (a) social action plans; (b) cultural and sports action plan; and (c) economic action plan. Simultaneously, both the DPMUs and FNGOs too require appropriate orientation to enable them guide the YGs more effectively. The agreement with UNV to provide technical expertise in form of youth development officers was not finalized due to legal and administrative issues that prevented UNV from entering into this agreement. An exchange of letter exists for collaboration with NYKS and it is suggested that this be elevated to a partnership agreement whereby JTELP can contribute financially to the activities NYKS will implement in favour of the YG.

9. The project formed Kishori (adolescent) Groups in 2017-18 and the mission concurs with the project recommendation that the approach to these groups should be different and emphasize vocational training, school education, and social activities supported by GSPEC. No seed capital should be provided to these groups.

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

10. Rated moderately unsatisfactory (score=3). Although, the number of trainings conducted during 2017-18 as per AWPB and corresponding achievements look reasonably satisfactory for CRP/GSPEC and FNGO staff, the training of JTDS staff is insufficient and the training effectiveness particularly for the CRPs, needs further improvement. Similarly, record keeping and book keeping in the GSPEC needs improvement despite frequent training on the topic. Recently formed GSPECs should be oriented to the JTELP objectives and activities, and require further handholding to manage the activities. Both FNGOs and DPMUs too require further training for uniform understanding of various project processes including

mentoring of YGs and handholding support to SHGs post-merger with JSLPS. Villages with vacant CRPs, should promptly be filled on priority basis along with provision of adequate training.

11. Capacity building approach of JTELP should be modified. The training should be modular with focus on one topic followed by practical application, then a new module/ topic is introduced when the previous one is mastered well. The training should be done in small groups. This new approach calls for larger number of training delivered at local level and for experienced master trainers. These master trainers can be hired from the pool of qualified personnel of other Departments especially Rural Development and Panchayat Raj Dept. The approach to exposure visits should also be modified as these visits are overburdened with many themes to cover in one day. Instead, one theme should be determined per exposure visit.

### **Subcomponent 1.3. Special support to the PVTGs**

12. Rated moderately unsatisfactory (score=3). The mission itinerary only included 2 PVTG villages and the observations in this section are derived from the field visits and the study on the "Social Development Needs Assessment and Strategy for Engagement with PVTG communities". Field observations indicated that the PVTGs remained the least attended groups, with most JTELP interventions being sporadic and many communities displaying minimal ownership due to limited awareness about the project. The priority areas identified in the above study, included: (a) habitat planning and implementation; (b) strengthening access to social benefits (ICDS, food rations, midday meals, widow and old age pensions, etc); (c) developing critical infrastructures in PVTG villages (drinking water, water harvesting, repair/maintenance of wells using VDF, etc); (d) access to health and education; and (e) improving access to renewable energy.

13. The AWPB 2018-19 was the first substantive and integrated work plan for PVTG covering energy requirement, access to potable water and livelihood activity (plantation, cowpea and Targeting Hardcore Poor project). The rate of implementation is nil except for the fruit tree and Barbati cultivation and elephant foot yam as well as fruit trees plantations of guava, custard apple, jack fruit and wood apple. The project provided Barbati cultivators, an assistance in cash, of Rs 3000 for clearing the land and Rs 3000 for the seed; those farmers using own seed, received also the funds for the seeds. Since in most places Barbati has already been sown (dibbled as well as simply broadcasted), the mission inspected the seed quality at one place and the seed was infected with weevils. Farmers also reported heavy aphid infestation in the past and project is not including pest control as part of Barbati intervention.

14. Recommendations for component 1 and the status of their implementation as of November 2018 are listed in annex.

## **Component 2. Integrated Natural Resources Management**

15. Rated as moderately unsatisfactory (score=3). Cumulatively, the project is on track to achieve the formation of GSPEC in all villages and release of village development funds. However, it achieved approx. 30% of the outputs related to land under irrigation (target 7,500 Ha in Kharif and 1,800 Ha in Rabi) and 20% of number of farmers adopting improved technology and in situ water harvesting (target 122,400 households).

### **Subcomponent 2.1. Community Mobilization**

16. Rated as moderately unsatisfactory (score=3). Key objective of community mobilisation is to develop the institutional capacity of communities at village level (such as GSPEC, VDF committee & Social Audit Committee) to make participatory planning, implementation, monitoring, auditing, and manage project fund such as VDF transparently. Based on AWPB 2017-18 and 2018-19 (till 31 July 2018), the project reported having conducted rapport building exercises, exposure visits, tola sabha during GSRLMP preparation, training on GSRLMP and INRM, and periodic GSPEC meetings. However, robust evidence remains limited of empowered community mobilisation through regular Gram Sabha meeting with strong participation of women, constitution of social audit committee and effective social



auditing of project implementation through participatory monitoring, effective use of GSRLMP for village development planning including access to MGNREGS, development of skilled and empowered CRPs. The 1202 GSPEC, who have a GSRMLP, did not develop annual plans with budgets commensurate with the labour availability in the village or with the budget of 4 lakhs INR specified in the annual work plan, and instead GS-PEC shares the full schemes of the GSRMLP with the block administration and the schemes are sanctioned in a piece meal fashion for MGNREGS' support (discrete number of ponds, sheds, land levelling). The livestock for the sheds constructed by MGNREGS should be budgeted in 2018-19.

17. The recruitment of technical support agencies (TSA), for agriculture and for livestock as per AWPB 2018-19, is still pending. The terms of reference and RFP for the technical agency on livestock took more than a year to discuss between JTELP and IFAD, for the following reasons : scope of work with TSA having a capacity building and technical advisory role rather than implementation role as proposed by JTELP; detailed and up to date information about the outputs of the assignment to be completed by JTELP; composition of the TSA team which was discussed in several rounds; the method of selection of the TSA from fixed budget selection as initially proposed by IFAD to QCBS to attract competent entities. JTELP is yet to finalize the RFP. The supervision mission is now recommending single source of the technical agency supporting the World Bank funded JOHAR project on livestock matters to align with best practices in the domain.

18. With regards the technical agency for agriculture, the RFP and TOR are not ready. The project proposed to recruit one TSA employing one team leader, market linkage specialist and 14 agriculturalists rather than to request the NGOs to recruit one agriculturalist each. This proposal was modified by IFAD given the larger scope of the agricultural activities in the project, and the modification include the selection of 3-4 agencies that would cover 3-5 districts each and that would train all NRMO on adapted agricultural package of practices, train the more competent community resource persons on agriculture matters and selected package of practices, facilitate the convergence with the block level agriculture officer and district KVK, monitor the agricultural activities implemented by NRMO and CRP. The selection was proposed on single source basis, based on agencies performing satisfactorily<sup>3</sup>. Based on the field observations and the need to improve technical aspects of implementation, JTELP should request FNGOs to hire agriculturalists.

19. JTELP also planned to hire TSA in nutrition (not part of AWPB) but did not clarify the staff composition of this TSA. IFAD suggested instead, that JTELP could call on the expertise of Mahila Vitta Evam Vikas Nigam (MVVN)<sup>4</sup> in Madhya Pradesh, to implement nutrition gardens and nutrition education, as they did it with one specialist and capitalized on the village organizations of SHGs. This is yet to happen.

### **Subcomponent 2.2 Land and Water Resource Development**

20. Rated as moderately unsatisfactory (score=3). The land and water resources management component has mainly focused on creating ponds and wells. Although these were intended for collective use, they have been privatized by landowners who use them for irrigation and for aquaculture (in case of ponds). The mission endorses the BOD recommendation to allocate these structures to interested SHG to use them for productive activities. The VDF guidelines also make provisions for the owners of the ponds, initially financed for collective use, to pay a fee to the VDF.

21. The other major aspects in project sites, which were overlooked and need attention, are: the restoration of degraded land and soil. Extensive land degradation and poor soil quality (shallow /thin soil depth, coarse texture and low levels of fertility) were extensively noted as well as reported by the

<sup>3</sup> Potential agencies to consider are Ram Krishna Mission Ashram, Birsa Agri University and other organizations which have delivered satisfactory results to JTELP.

<sup>4</sup> MVVN reached more 100,000 households/ year in 6 districts (including 3 tribal districts) with one doctor at SPMU; 1 resource person in the district and 2600 village organizations of SHGs.

communities throughout the state. These aspects in some places, such as in the highlands of Santhal Pargana, were at critical stage. Soil conservation is neglected as related activities proposed in the GSRMLP are not systematically followed up by JTELP management and FNGOs; they are left to the GSPEC to follow up with MGNREGS and are implemented on piece meal basis.

22. The project achieved the full convergence target of 50 Crore INR with MGNREGS for soil and conservation works in 2017-18. In 2018-19, and based on discussions in the field, the status of convergence with MGNREGS is not clear. Issues still persist in terms of organization of MGNREGS works at village level, measurement of the works and delayed payment of the wages. The Whatsapp group to share experiences and issues in JTELP convergence with MGNREGS is inactive ; and there is no follow up from JTELP to the agreements reached with MGNREGS last year, with regards populating the livestock sheds, expanding the mango plantations; the full training package proposed by MGNREGS has not yet taken place .

23. The project plans to develop fallow lands under SCA to TSP financing in 2018-19. The mission recommends that this activity be coordinated with MGNREGS who is developing an integrated approach on such lands by combining soil and water conservation with cultivation of these lands in plantation crops, grasslands or agroforestry.

24. JTELP developed the guidelines for increasing and using the capital of the VDF. However, JTELP has not yet authorized the VDF Committees to use the fund. The mission met one GSPEC who is planning to use the VDF as a revolving fund to provide credit for agriculture to individual producers: this contravenes the guidelines. Moreover, the current legal registration of the GSPEC and VDF Committees do not allow them to engage in financial intermediation. JTELP should sensitize the communities, FNGOS and DPMUs about the VDF guidelines.

25. In 2018-19, the GSPEC audit was planned for the second quarter of 2018-19; yet, the selection of auditors is not completed. This activity is urgent given the mixed quality of GSPEC book-keeping and the findings of the social audit regarding delayed payment to labourers, fake payment and misappropriated funds<sup>5</sup>.

### **Subcomponent 2.3 Productivity enhancement and crop diversification**

26. Rated as moderately unsatisfactory (score=3). SRI has been promoted throughout the project area, including the banded "Don 1 and 2 Lands" without having any control over water management, and by recommending only 2-3 rice varieties (IR 42, IR 44, Sahbhagi dhan and Vineet/Naveen) across the state. In most places, the transplanting was noted to have been delayed this year due to late onset of monsoon. However, wherever it was done on time, the establishment was good. Although the project calls these demonstrations SRI, they are in reality application of transplanted rice and row sowing with lower seed density.

27. The loss of crops' traditional genepool (much suited crop varieties /land races to the local conditions) of rice, maize, finger millets and some vegetables, were extensively reported by the communities throughout the project area.

28. The project established 39 Farmer Service Centers (FSC), out of total 60 FSC. Up to date, 24 FSC are equipped. The FSCs visited by the mission were not yet fully functional.

29. Each FSC is set to cover the Gram Panchayat. A management committee was set up for the FSC and rates for the rental of the tools and equipment were fixed by the Gram Sabha, but are too low to financially sustain the FSC. The set of equipment and number of tools (seed drum, line marker, conoweeder, dry weeder, rice thresher) were decided by the project based on assumption of "SRI" adoption and that manual equipment is adequate. Discussions with the community revealed that they are

---

<sup>5</sup> The social audit identified approx. 12 lakhs of misappropriated funds; fake payment of approx. 4 lakhs INR; and delayed wage payment of approx. 3.4 lakhs INR.

planning to use the FSC as a meeting venue, and they have other needs such as for mechanized milling of rice and power tillers. Although starting timidly with inadequate equipment, the FSCs have the potential to grow into input supply, machinery and aggregation/ processing centers.

30. The recommendations for component 2 and their status of implementation as of November 2018 are in annex 1.

### **Component 3. Livelihoods Support**

31. Rated as moderately unsatisfactory (score=3). This activity covers 30% of JTELP villages. It continues to be managed in a top down fashion with assets transferred to the community with only 5% contribution from the community, mostly in labour. Extension and advisory services remain under-developed.

#### **Subcomponent 3.1 Support to IGAs**

32. Rated as moderately unsatisfactory (score=3). The mission observed that JTELP brought two main changes to the IGA implementation approach : the cost of each IGA was reduced by up to 50% (thanks to reduction in the cost of sheds); improved veterinary care through training of Pashu Mitra and collaboration with veterinary doctors at block level. As a result, the mortality of livestock was reduced from 50% last year to approx. 15-20% among adult goats (during transport or within a few months from procurement) for new batch of animals procured this year, and 30-50% among kids born to older animals. Only 10% of the dead animals were replaced. The animals procured in 2018-19 are for the most part untagged and uninsured.

33. The mission observed the following :

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

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

34. Rated as unsatisfactory (score=2). JTELP established vegetable clusters (including tomato, brinjal, chillies, and gourd), mango and papaya as orchards of fruit crops, and nutrition gardens. While the cultivation/plantations for all the crops were completed, care for all crops was lacking in most places.

35. The papaya orchard plantation has been completed at one site in five acres and the second site is ready for transplantation. The planted orchard has already started flowering, though there was a flower drop and viral curling of leaves in some plants. The mango orchard likewise has been established at five sites, however except at one site the orchards were un-kept (full of weeds, taller than the plants) and in one place the shoots coming from the stock plant were common in the plantation.

36. Tomato, Brinjal and Chillies were noted to have been transplanted in a number of villages and their growth is mixed. In a number of sites, the mission observed damping off, blight, leaf curling, fruit rot, and water logging in tomato; leaf curling in chillies, and damping off, stem borer infestation and excess soil moisture in Brinjal. These diseases point to the low quality of the seeds the project provided to the farmers. In few cases, these crops were planted only two days before the visit of the mission, and in a totally hardened, stony land with practically no soil, per se. Farmers expressed two preferences : (i) cultivation of gourd, chilli and okra in kharif as they are more resistant to pests and high rainfall during the season and have a good market; (ii) growing wider range vegetables in rabi season. Farmers also expressed that they would like to choose the varieties to plant in rabi season.

37. Nutrition gardens (NG) were in a bad state, and for the very few where the plants were standing, they had fewer varieties than the 10 suggested ones. The mission also observed that in certain cases, the NG were far from the homestead. The women were not always aware about the value of the crops grown and the benefits of including them in their diet.

#### **Subcomponent 3.4 Innovative Interventions**

38. Rated as moderately satisfactory (score=4). There is a target of establishing 20 model biogas units (2m<sup>3</sup>) in the project villages by using piggery waste; however, till now, none of them are established. In one village, the household selected has cattle and buffaloes and no pigs. This is not in line with the rationale of this activity as it addresses the treatment of effluent from pig rearing and breeding units.

39. The recommendations for this component and their status of implementation as of November 2018 are in annex 1.

### **C. Project implementation**

#### **i. Effectiveness and Development Focus**

##### **a) Development Effectiveness**

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

41. **Outcome 1:** *122,400 tribal households (HH) from highland areas benefit from increased food production, greater participation and returns from rainfed farming.* The number of farmers who have adopted in-situ water harvesting is nil as this is not an activity that was promoted by the project to date. Farmers adopting improved technology/ package of practices is reported as 25,424 (20% of the target). Farmers report doubling of rice yields with improved yield at 5T/Ha.

42. **Outcome 2:** *26,640 HH in lowlands benefit from improved village irrigation facilities.* The number of HH who adopted irrigated agriculture and improved farming practices is 6,374 HH (24% of the target). For farmers who have ponds, they are increasingly using the pond for fishery production and this covers both the kharif and rabi seasons.

43. **Outcome 3:** *42,650 HH benefit from market linked commercial production.* Total number of beneficiaries to date are approx. 13,000 persons. Income from vegetable cultivation can reach up to 20,000 INR/season/household; from goat, up to 4000 Rs/year/household. As indicated under component 3, there is still room to improve the training of farmers and the package of practice to ensure higher returns.

44. **Objective:** *Empower and enable 136,000 HH including 10,000 PVTG HH to take up livelihood opportunities based on sustainable and equitable use of natural resources in 164 GP in 30 blocks of 14 TSP districts.* The number of HH reporting income increase is 64% as per annual outcome survey 2017. There is no separate reporting on PVTG. Women member of SHG report improvement through wage employment in the village and IGAs. A third of GSPECs can be considered functioning and they correspond to the villages

where the cluster activities are on-going.

## **b) Development Effectiveness**

### **Targeting and Outreach**

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

46. **Main issues:** While there is reasonable saturation and inclusion of the poor, the project must continue to track the performance of these poor HHs in terms of their benefits (such as income) from project interventions.

- The higher value activities such as vegetable cluster and plantation show bias towards less poor households. The project may support farmers up to 0.25 acres.
- With the saturation of all villages in a GP as recommended by the MTR, non ST communities are questioning their participation and benefit from JTELP. This again underscores the need for convergence with Government schemes and to use IFAD funds for the purpose.

### **Gender equality & women's participation**

47. Rated moderately satisfactory (score=4). Gender focus in terms of percentage of women and men as project beneficiaries showed women constituting higher (51.12%) as compared to men (constituting 48.88%). Gender focus in terms of IGAs too has been encouraging with nearly 60% beneficiaries under IGA (poultry, goat and vegetables) being women, mostly from vulnerable households; under nutrition garden, over 90% beneficiaries are women. Organising the women into SHGs, as per project objectives, had further facilitated in addressing gender inequalities in several ways such as (a) access to knowledge, information and technical skills through periodic trainings; (b) access to finance / credit for IGAs through provision of revolving fund to the SHGs; (c) supporting improved living conditions through access to electricity, health care and attended birth; (d) access to livelihoods and IGAs through livestock and vegetable cultivation.

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

### **Agricultural Productivity**

49. Rated moderately unsatisfactory (score=3). Given the level of implementation of the demonstrations and IGA activities, the productivity is not uniform across farmers and is generally low.

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

### **Nutrition**

51. Rated as unsatisfactory (score=2). This activity is commendable introduction by Welfare Dept and JTELP and it was not foreseen at design. However, it is not likely to yield the desired results this kharif

due to poor establishment. Other project activities are contributing to diet diversification such as livestock and vegetable IGAs.

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

#### **Adaptation to Climate Change**

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

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

#### **ii. Sustainability and Scaling-up**

#### **Institutions and Policy Engagement (if relevant)**

55. Rated as moderately unsatisfactory (score=3). JTDS, the society implementing JTELP, is becoming a major implementer of the livelihood activities of the Welfare Dept: the SCA to TSP and Art 275. It is also now mandated by the Welfare Dept to ensure that all ST and PVTG households obtain their entitlements. JTDS should strive to improve the quality and results of the activities it implements.

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

#### **Partnership-building**

57. Rated as moderately unsatisfactory (score=3). The partnerships are built around MoU, standard operating procedures or exchange of letters. However, none of these partnerships is working optimally.

58. **Main issues:** JTELP has partnerships with : 1) MGNREGA for NRM; 2) JREDA for innovations in the use of renewable energy for both domestic and productive uses; 3) JSLPS for hand over and capacity building of SHGs as well as knowledge sharing for strengthening livelihoods and IGAs; and 4) NYKS for support to YG. There is no systematic follow up and no substantive discussions between JTELP and its partners on factors hampering the implementation of the activities in the field. The JTELP management should develop institutional mechanisms to nurture and develop the partnerships : regular meetings, designation of focal persons, reviving the whatsapp group, making partnership and convergence a

standard agenda point in the monthly meetings of SPMU and DPMU; considering effectiveness of convergence as an evaluation criteria for the project management at state and district levels.

#### **Human and Social Capital and Empowerment**

59. Rated as moderately satisfactory (score=4). The project approaches of promoting community institutions (GSPEC, SHGs & YGs) and community mobilisation (through capacity building trainings and exposure visits) are contributing to human and social capital development and empowerment. Organising the women from different social and economic background into SHGs and their regular meetings and saving culture ensure improved social bonding which is part of social capital. Inclusion of men and women in the GSPEC and conduct of Gram Sabha meeting with participation both men and women contribute to enhancing human and social capital of the communities. Awareness generated through trainings and participation in the project along with provision of VDF and seed capital ensure social, economic and financial empowerment of the communities. Community assets created such as EPA pond, irrigation wells, FSC, etc. and the sharing mechanism of resources (such as water for irrigation) will also contribute to social capital and empowerment of the participating communities. However, greater attentions are required to support the PVTGs as well as many of the poorer households to enable them harvest the human, social capital and empowerment through the project interventions.

#### **Quality of beneficiary participation**

60. Rated as moderately satisfactory (score=4). The project implementation is built upon several approaches to mobilize and ensure community participation, such as: (a) saving mobilization for SHGs and YGs; (b) creation of community and individual assets via EPA, VDF, IGA supports, RF for SHGs; (c) creation of opportunities for wage labour with prevailing wage rate and efficient payment system; (d) seed capital for social and farm/off-farm enterprises; (e) farmers service centres to support in creating agricultural assets and enterprises; (f) mechanism and record keeping to ensure and monitor regular SHGs meetings and savings; (g) financial prudence and transparency through cheque transfer; (h) community procurement processes; and (i) ensuring beneficiary/community contribution of 5-30% for each activity funded by the project.

#### **Responsiveness of service providers**

61. Rated as moderately unsatisfactory (score=3). The main service providers assessed are the FNGOs. Performance issues were noted in terms of: residence of FNGO staff out of project area; posts remaining vacant for extended periods of time; irregular submission of progress reports; delayed submission of financial reports in certain cases; non alignment of team competency with project activities especially livelihood activities; limited subject matter knowledge in integrated NRM and livelihoods; variable involvement of NGO management in project implementation. No action is taken against poor performing NGOs. The mission also noted high staff turn-over in a number of FNGOs and use of multiple bank accounts which do not help in tracing payments especially for staff salaries. The mission will be providing the list to the SPMU to review the matter in depth.

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

#### **Environment and natural resource management**

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

### Exit Strategy

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

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

### Potential for Scaling-Up

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

### iii. Project Management

#### Quality of Project Management

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

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

#### Knowledge Management (KM)

69. Rated as moderately unsatisfactory (score=3). The project budgeted for KM activities that included semi-annual/quarterly learning and sharing events at Gram Panchayat and district levels, as well as state level, but implementation remains limited. The state review of the project is task based and top down and does not promote learning, but is held very regularly. The rate of implementation of the events at Gram Panchayat and district is irregular. JTELP produced a coffee book about its activities and the information



about project objectives, expected results and activities needs to be shared more widely among communities.

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

#### Value for Money

71. Rated as moderately unsatisfactory (score=3). The value for money of project investments in capacity building and livelihoods is currently low given limited knowledge acquisition and transfer to peers, relatively high mortality of livestock and loss of crops. Value for money is adequate for the water infrastructure developed by the project.

#### Coherence between AWPB and implementation

72. Rated as moderately satisfactory (score=4). The rate of achievement of AWPB 2017-18 is 54% in terms of physical progress and 70% in terms of financial progress. For AWPB 2018-19, as of 31 July 2018, the rate of physical progress is 13% and the rate of financial progress is 5%. JTELP submitted its AWPB 2018-19 on 6<sup>th</sup> March 2018 and revised it based on feedback from IFAD as well as GOJ. The GOJ approved AWPB was submitted to IFAD for no objection in April 2018 and IFAD provided no objection in August 2018, due to oversight.

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

#### Performance of M&E System

73. Rated as moderately satisfactory (score=4). The project has now developed a fairly robust M&E system with functional MIS, both online and excel-based, tested with support from ILSP, Uttarakhand. During 2017-18, as per work plan, the project has trained DPMU and NGO staffs in the use of the MIS for data collection in the excel MIS and data entry in the online MIS. Based on reporting requirements to Government and IFAD, data are collected on a daily (on nutrition garden, vegetable cluster (kharif), and

low cost shed for livestock clusters), weekly (CBOs, land and water, SRI, livestock intensifications, and fruit trees clusters) and monthly basis (collation of daily/weekly data). Data are reviewed on monthly basis at DPMUs and quarterly basis at SPMU. The Welfare Dept reviews the performance of the project on monthly basis. The project Annual RIMS Report has been submitted to IFAD on time which contains among others the Core Indicators and IP indicators as mandated by IFAD. The AOS 2017 has also been submitted to IFAD on time. Additionally, the project has prepared other M&E related tasks such as Annual Progress Report, Half-yearly report, data required for TPRM, and periodic reviews by Govt of Jharkhand. The recommendations are in annex 1.

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

#### **Requirements of SECAP<sup>6</sup>**

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

#### **iv. Financial Management and Execution**

##### **Disbursement Rate**

75. The project is in its fifth year of implementation and the loan disbursed till date is only 34.57% of the total allocation of SDR 33.55 million. The disbursement also includes the initial allocation of SDR 1.94 million without which the disbursement is 28.78%. WAs have been submitted and processed for the period up to June 2018. The amount disbursed under category IV which is Funds to FNGOs, TSAs, SHG, GS-PEC, PG and LC is about 99%. The MTR had proposed reallocation of funds and recommended that JTELP through GoJ send a proposal to DEA regarding the re-allocation of IFAD loan proceeds. This needs to be done immediately as the disbursement under category IV has reached about 99% of the allocated amount. The disbursement situation of the project is presented in annex 2.

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

#### **Fiduciary Aspects**

##### **Quality of financial management**

77. Rated as unsatisfactory (score=2). The mission reiterates many of the findings of the previous missions and has not observed an improvement over past years. Two posts of the Finance & Admin Officer (FAO) and four posts of the accountants are vacant in the districts. The posts need to be filled up immediately. The officers taking up additional responsibilities of the vacant posts are not being

<sup>6</sup> Social, Environmental and Climate Assessment Procedures (SECAP)

compensated. The project uses Tally software for accounting. The licence of the software which was due for renewal in April 2018, has not been renewed thereby data of all the districts cannot be synchronized using the web-based application. Further, the accounting software has not been updated for additional accounting heads to match the activities planned under the AWPB causing reporting under incorrect accounting heads and mismatch between physical and financial achievement.

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

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

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

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

82. The recommendations and their status of implementation as of November 2018 are listed in annex 1.

#### **Quality and timeliness of audit**

83. Rated as moderately satisfactory (score=4). The audit for the year 2016-17 was completed within the prescribed period of six months from the end of the year. The auditor presented an unqualified report. The audit report was in conformity with IFAD's requirements with a separate Management Letter. The auditor for FY 2017-18, should validate the management's replies to the earlier year's observations. During the year 2017-18, audit has been completed in the districts and the SPMU is yet to be audited. During the mission it was found that two trainees from the auditor's office visited all the DPMUs for only a couple of days. It was noticed that none of the vouchers were checked by the auditor. This has a serious implication on the quality of audit, as the project does not have any internal audit system. The mission reviewed the audit plan for the year 2017-18 according to which all the 14 districts were to be covered in

20 days. The proposal and ToR of the auditor needs to be checked with the man-days allocated for the audit.

#### **Counterpart funds**

84. Rated as moderately satisfactory (score=4). During the year 2017-18, the GoJ has disbursed an amount of Rs. 390 million in September, 2017 (comprising IFAD share Rs 350 million and GoJ share Rs 40 million) and Rs. 100 million in February 2018 (comprising IFAD share Rs 80 million and GoJ share Rs 20 million). Thus, the total amount released was Rs 490 million against the approved budget of Rs 737.90 million (66%- comprising IFAD share INR 647.30 million and GoJ share INR 90.60 million). During the year 2018-19, there is an improvement and 52 Crore INR were transferred to the project on 5<sup>th</sup> September, representing 72% of share of GoJ and IFAD in the budget 2018-19. The GoJ has released a sum of Rs. 102 million in January 2018 towards SCA to TSP contribution to the project.

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

#### **Compliance with loan covenants**

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

#### **Procurement Review**

87. Rated unsatisfactory (score=2). The agreed actions of November 2016 mission reiterated during 2017 MTR are yet to be completed. The implementation of the approved procurement plan is affected by inordinate delays, poor planning. The procurement plan is not monitored and updated during the year. Evaluation of bids/proposals, documentation and preparation of contract need substantial improvement. Contract management is not undertaken.

88. Main issues: The project is facing high level of risks in procurement function in relation to proper planning, soliciting bids/proposals, evaluating bids/proposals and administering the contracts. The project failed to take any corrective steps to mitigate the risks identified by the previous missions. Detailed Technical evaluation reports are not undertaken. Majority of the procurement planned for 2017-18 and 2018-19 have not been undertaken. The finalised procurement have many deficiencies in contract management. For the procurement of equipment for FSC, the SPMU is stated to have sourced quotations from three suppliers and directed the DPMU to inform the GSPEC to pay the suppliers directly and obtain the goods. At best, this could be considered as a community payment rather than procurement through community participation. By splitting the payment and indicating it as procurement through community participation, this was not submitted for IFAD's prior review. This practice was followed for purchase of animals and poultry. Inferior quality of vegetable seeds procured has resulted in crop diseases and loss of entire crop to the farmers. SPMU did not enter into a rate contract agreement with any of the suppliers. Residential training for Pashu Mitra was awarded to Birsa Agricultural University on least cost rather than on evaluation of curriculum content and requirement. The proposals received from all the agencies are not available on file. PMU awarded the contract for 20 units of bio digesters to Punjab Agricultural

University and released 50% advance but none has been constructed so far and the contract lapsed on 30th August 2018. Other contracts such as supply of solar lantern, improved cook stoves are yet to be delivered. The inordinate delay in opening of bids for GSPEC Audit and technical evaluation has resulted in the expiry of the bid validity period of 90 days and this has to now be re-advertised. Despite frequent change of staff and performance below 60% in the evaluation for release of management cost to FNGOs, the PMU has not taken any punitive action (notice for suspension and on non-improvement, termination of contract) against the poor performing FNGOs. For the engagement of the salary survey agency, there was only one agency qualified in the preliminary examination and no detailed technical evaluation of the proposal was done and the agency was awarded the contract. The data related to comparators and the raw data were not submitted to the project. In spite of participating in the procurement training workshops of IFAD by APD and Finance Manager, the understanding of public procurement principles and compliance to IFAD Procurement Guidelines is very weak.

**Annex 1 - Recommendations of the 2018 supervision mission and Implementation Status as of November 2018**

**Component 1 – Community Empowerment**

No	Actions	Responsibility	Deadline	Status
1	<b>SHGs:</b> Develop and implement simple strategy of engagement with SHGs post-handing over to JSLPS via IGAs (livestock & vegetable cultivation) and nutrition gardens, etc. The hand over is to be completed by December 2018. All SHG bank accounts to be opened by then.	Manager (CI & Gender), DPMs & SPD	31 December 2018	Out of 5222 SHG, 3200 SHG have been already handed over to JSLPS and preparation of implementation strategy plan post hand over is in progress.
2	<b>SHGs.</b> Livelihood plans for SHG members (individual) by JSLPS CRP but implemented by JTELP	DPMU/FNGO/ JSLPS	31 March 2018	We have identified the common villages where JSLPS Livelihood CRPs are working in the JTELP area. For future course of action discussion is going on with JSLPS.
3	<b>YGs:</b> Train the YGs (as well as FNGOs and DPMUs) to enable them prepare their own development agenda incorporating: (a) social action plan; (b) culture & sports action plan; and (c) economic improvement action plan. Seek support from NYKS and consultant specialized in youth development. For Kishori groups, explore collaboration with ICDS and Health and Welfare Dept for their training and awareness raising.	Manager (CI & Gender), DPMs & SPD	31 Mar 2019	Detailed discussion done with State Coordinator NYKS in Ranchi and they have agreed to help in training in district level. Collaboration with rest of the Dept./ organization will be completed within the timeline
4	<b>GSPECs &amp; CRPs.</b> As per AWPB 2018-19, prioritise training of GSPECs and CRPs to enhance their social and technical skills. Include experience sharing and cross learning among GSPECs on quarterly basis.	Manager (CI & Gender), DPMs & FNGO	31 Mar 2019	Training module, guideline & schedule have been finalized and trainings are going on in District and Block level.
5	<b>GSPECs operational costs.</b> Allocate 1000 Rs/ GSPEC to cover operational costs. This will be on a tapering basis over remaining project period, and alternative sources of funds will be explored (interest rate, membership fee, etc). AWPB 2018-19 to be revised accordingly.	SPD/ FAM/ DPMs	31 December 2018	Process initiated and will be completed within time line.
6	<b>PVTGs.</b> Obtain Govt approval for the THP and if needed, finance the GoJ share from the IFAD loan.	SPD/ Welfare Dept	30 Sep 2018	Govt. approval is awaited
7	<b>PVTGs entitlements.</b> Converge with relevant Departments to ensure PVTG in project area access their entitlements as per survey conducted in PVTG area of Santhal Parganas, as part of implementation strategy of PVTGs social and economic development.	SPD/ CI&G Manager/ DPMs	31 March 2019	Base line survey with around 6000 PVTG hh has been completed to assess the entitlement status and a workshop has been planned with relevant departments for operationalization of the same.
8	<b>FNGOs.</b> Revise operating costs of FNGOs performing satisfactorily based on recommendation of the DPMU and verification of SPMU; increase number of staff of FNGOs where number of villages are increasing substantially; management cost to be fixed and to be released based on review of project by FNGO management person with DPMUs twice a month and recommendation of DPMU. Punitive action to be taken against non performing NGOs.	SPD/FAM/DP M with inputs from APD and Managers	31 December 2018	Work is going on and will be completed as per the time line

**Components 2 - Integrated Natural Resources Management and Component 3 - Livelihoods Support**

No	Actions	Responsibility	Deadline	Status
9	<b>GSPEC</b> Constitute Village Social Audit Committee and empower them to conduct community-based social auditing of project implementation.	Manager (CI & Gender), Manager (M&E), DPMs & SPD	31 Mar 2019	A workshop has been planned on 16th and 17th November with all the stakeholders and job will be completed as per the time line.
10	<b>VDF</b> : promote the guidelines among the communities, and authorize use of the VDF. In the initial stage, the plans for VDF use will be validated by DPM and CI&G Manager.	CI&G Manager with DPMUs and FNGOs	31 December 2018	Draft guideline prepared and will be finalized within the time line.
11	<b>Technical Support Agencies.</b> Finalize the recruitment of the TSA for agriculture and for livestock.	APD and FAM	31 December 2018	Initial Discussion with the identified agencies completed and they have been told to submit their proposal for the same
12	<b>Technical expertise in SPMU, DPMUs and FNGOs.</b> – Revise staffing requirements to position technical and agricultural specialists in FNGOs, district and SPMU.	SPD/ Welfare Dept	31 December 2018	Discussion with the FNGO was held and it was agreed that from FY 2019-20 in place of JE and CIGO, Agriculture and Livestock specialist will be engaged under FNGO.
13	<b>Implementation of IGA activities.</b> The mission will provide a technical guidance note on agricultural and livestock aspects, to be implemented by TSA agriculture and livestock with JTELP.  For agriculture, the note will include : sourcing of quality seeds and planting material; package of practices for staple crops and cash crops; selection of farmers; selection of crops; staff and farmers' training; roles of SPMU/ DPMU/ FNGOs/ community organizations and timeline for the implementation of all activities. .  For livestock, the note will include : the need for refresher training for pashu mitra, beneficiary training, schedule of vaccination, shed management, rearing practices, and feeding practices, waste management. Special guidelines will be provided for the pig/ goat breeding centres.	IFAD	14 September 2018	Work is going on as per the advice of the Dr. V. P. Singh, IFAD consultant who is helping JTDS to plan & implement crop/vegetable cultivation as per the local condition.  In Livestock initial discussion held with the technical agency to provide support as per the IFAD advice.
14	<b>Convergence with MGNREGS.</b> Explore the designation of ITDA as implementing agency for MGNREGS, as this would greatly facilitate JTELP convergence with MGNREGS and more integrated implementation of land and water development planned in GSRMLP.	Welfare Dept/ MGNREGS/ SPD/ Manager Convergence	30 September 2018	Has been discussed with the secretary, DWO during the debriefing meeting and closed
15	<b>FSC</b> : release project support of 5000 Rs/ month to FSC following the hiring of qualified manager and development of business plan for running the FSC on profitable basis including machinery hiring, input supply and produce aggregation/ processing. Support may be taken from Tejaswini Maharashtra in this regard.	Livelihoods Manager and M&E Manager	31 December 2018	Process initiated and will be completed within the time line.
16	<b>Biogas units.</b> Follow the guidelines specified in the contract for the selection of beneficiaries and in case of deviation, justify the reason. The selected HHs should have pigs and sufficient feed and water for the bio digester.	Livelihoods Manager	30 September 2018	Work Completed. Beneficiaries have been selected as per the guideline.

### Project Management, M&E, Exit Strategy

No	Actions	Responsibility	Deadline	Status
17	<b>Project results.</b> Revise the project results to align them with achievable targets.	SPD/ Welfare Dept/ IFAD	15 Sep 2018	Action completed and shared with IFAD
18	<b>Project management.</b> Quarterly review of JTELP management performance by Welfare Dept and IFAD with focus on progress towards objectives and implementation of the year's annual work plan and budget	Welfare Dept/ IFAD	31 January 2019	Going on in regular basis
19	<b>HR Management.</b> The positions of NRM-Manager and Livelihoods-Manager are vacant. The 2 positions will be upgraded, using current salary scale, to attract experienced candidates. To the extent possible, the NRM-Manager and the Livelihoods-Manager would have technical knowledge of agriculture and livestock.	SPD	31 December 2018	Concurrence has been received from IFAD for upgrade of the two positions with higher salary and after getting final approval from GoJ, paper advertisement will be put to fill up the vacancy.
20	<b>Revision of salary scale.</b> The Welfare Dept is in principle in agreement with the revision of the salary scale. The implementation of a new scale will be linked to performance. An external evaluation of staff performance is planned.	Welfare Dept	31 December 2018	Process initiated and will be completed within the time line
21	<b>Revision of DSA and Medical insurance.</b> DSA to be revised to take into account increased cost of accommodation (IFAD will share a template). A uniform ceiling of medical claim, in line with good practise from JSLPS, to be considered. A ceiling of 500 000 Rs is proposed.	SPD/ Welfare Dept	31 December 2018	Template from IFAD is awaited
22	<b>Project MIS.</b> Hire an assignment based MIS Consultant to support the development of project MIS.	Manager (PM&E) & SPD	31 December 2018	Process initiated and paper advertisement to hire the Individual MIS consultant has been published.
23	<b>Data collection and verification in the field.</b> Equip Community Facilitators with smart phones for real time data collection. The data will be verified by M&EO at district level then uploaded in the MIS. SPMU will carry out a sample verification of the data.	Manager (PM&E) & SPD	31 March 2019	Action Initiated and will be completed within the time line
24	<b>Frequency of data condition.</b> Develop the detailed M&E matrix for data collection and confirm the info required with Welfare Dept.	SPD/ M&E Manager	30 September 2018	Action completed



## Financial Management

No	Actions	Responsibility	Deadline	Status
25	<b>Amendment of schedule 2 of the loan agreement.</b> Initiate process of reallocation of funds	SPD/ FAM	30 Sep 2018	Action initiated. To be completed by 30th Nov
26	<b>Taxes.</b> Identify and reverse the taxes claimed from IFAD	FAM	31 Oct 2018	Action Initiated
27	<b>Submission of claims.</b> The amount of Rs. 6,37,845/- not to be included in Q2 WA as already claimed in Q1 WA.	FAM	31 Oct 2018	Will be adjusted in the upcoming withdrawal.
28	<b>Financial management software.</b> Renew licence of Tally software and create new account heads to reflect new activities in work plan and budget.	FAM	15 Sep 2018	Renew/updating of Tally software and Creation/addition of new accounts head have been completed.
29	<b>Cheques.</b> Settle all cheques which have not been cleared by issuing fresh cheques or reverse the claims made against the same	FAO/FAM	30 Sep 2018	Action Initiated. To be done by 30th of November 2018.
30	<b>Advances.</b> Settle advances to GSPEC for previous year work and advances to JREDA at SPMU Level	FAM/FAO/Manager Convergence	31 Dec 2018	Action Initiated and will be completed within the time line.
31	<b>Submission of original vouchers.</b> The Welfare Dept and the Tribal Development Commissioner both confirmed that the original vouchers are not required by the Govt for claiming reimbursement, the project is therefore required to submit the utilization certificate but not all the original bills and vouchers of all the project expenditure.	FAM/ SPD	10 September, 2018	Done
32	<b>Internal control.</b> Finalize the hiring of the Internal audit and improve the internal control systems. Appointment of a CA firm for internal audit is stipulated by the Subsidiary Agreement.	SPD/FAM	15 Oct 2018	Selection of firm completed..
33	<b>Partial cancellation of the loan.</b> An amount of 10 million USD can be cancelled as the project is not likely to utilize full loan amount given exchange rate gains and lower number of villages than previously estimated at MTR.	Welfare Dept/DEA/IFAD	31 March 2019	
34	<b>Social audit findings.</b> Take action on the findings of the social audit report and correct the irregularities such as recovery of fake payments and misappropriated amount.	SPD/FAM/FAO	31 Oct 2018	Action Initiated and punitive actions have been taken against few erring staffs and FNGO and the process will be completed by 30th November.
35	<b>Qualification of financial teams in districts.</b> Reduce qualification/ experience requirement of FAO and Accountant to match the salary scale.	SPD/ Secretary, Welfare Dept	31 Oct 2018	Internal committee for discussion and finalization has been constituted and action has been initiated
36	<b>Audit of FY 2017/18.</b> Get the auditor to validate the replies of the management to the audit observations of the earlier year ; and to conduct a proper audit of all the DPMUs and document the extent of checking.  The financial statements prepared on IPSAS cash basis should also contain Notes to the Accounts as an integral part of the financial statements which should describe the accounting policy adopted.	FAM/Auditor	30 <sup>th</sup> September 2018	Action Initiated
37	<b>Loan covenant.</b> Comply with the loan covenants by submitting the required financial reports within the stipulated time	FAM	30th October 2018	Completed and going on

## Procurement

No	Actions	Responsibility	Deadline	Status
38	<b>Bid opening committee.</b> This committee can be composed only of the project staff. The provisions in PIM would be changed accordingly. The evaluation committee remains as provided with PIM with participation of GVT and JTELP staff	SPD	31 Dec 2018	Action initiated
39	<b>Procurement specialist.</b> Hire a procurement specialist on consultancy basis.	SPD	31 Dec 2018	

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

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

Table 2B: Financial performance by financier by component upto 31-07-2018														(Amount in USD'000)				
Component	IFAD Loan			Government			SCA to TSP/ Article 275(1)			NREGA			Beneficiaries			Total		
	Approval	Actual	%	Approval	Actual	%	Approval	Actual	%	Approval	Actual	%	Approval	Actual	%	Approval	Actual	%
1	13,417	3,690.78	27.51%	1,881	245.55	12.99%	-	-	-	-	-	-	-	-	-	15,308	3,936.33	25.71%
	11,870	3,028.50	25.51%	1,829	245.56	13.43%	-	-	-	-	-	-	-	-	-	13,699	3,274.05	23.90%
	784	524.72	66.93%	-	-	-	-	-	-	-	-	-	-	-	-	784	524.72	66.93%
	763	137.55	18.03%	1	-	-	-	-	-	-	-	-	-	-	-	764	137.55	18.00%
	12,973	4,957.64	36.22%	857	81.77	9.54%	4,341	3,261.97	75.14%	44,162	14,720.62	33.32%	-	71.60	-	62,353	23,093.61	37.04%
2	1,679	1,312.38	78.16%	204	-	-	-	-	-	-	-	-	-	-	-	1,883	1,312.38	69.70%
	3,525	2,827.51	80.21%	-	-	-	-	2,798.68	-	44,182	14,720.62	33.32%	-	71.60	-	47,707	20,418.31	42.80%
	7,769	817.75	10.53%	653	81.77	12.52%	4,341	463.39	10.67%	-	-	-	-	-	-	12,763	1,362.91	10.66%
	12,473	3,223.69	25.85%	127	-	-	7,215	1,928.12	26.72%	-	68.71	-	925	138.78	15.00%	20,740	5,359.30	25.84%
	1,725	2,705.46	156.84%	-	-	-	1,006	1,637.65	162.79%	-	68.71	-	144	97.28	67.56%	2,875	4,509.09	156.84%
	9,151	497.96	5.44%	-	-	-	5,338	290.47	5.44%	-	-	-	763	41.50	5.44%	15,252	829.92	5.44%
	379	18.79	4.96%	-	-	-	-	-	-	-	-	-	-	-	-	379	18.79	4.96%
	1,218	1.50	0.12%	127	-	-	871	-	0.00%	-	-	-	18	-	0.00%	2,234	1.50	0.07%
	12,158	2,437.01	20.08%	5,052	692.91	13.72%	-	-	-	-	-	-	-	-	-	17,190	3,129.92	18.21%
	10,903	2,386.69	21.89%	5,032	692.91	13.77%	-	-	-	-	-	-	-	-	-	15,935	3,079.60	19.33%
	1,235	50.32	4.07%	20	-	0.00%	-	-	-	-	-	-	-	-	-	1,255	50.32	4.01%
	51,001	14,309.12	28.06%	7,927	1,020.24	12.87%	11,556	5,190.10	44.91%	44,162	14,769.93	33.47%	925	210.38	22.74%	115,591	35,519.16	30.75%

Note: 1 USD=65 INR

Table 2C: IFAD Loan Disbursements (SDR as at 31-08-2018)

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

