



India

Jharkhand Tribal Empowerment and Livelihoods Project

Project Completion Report

Main report and appendices

Mission Dates: 01 to 14 April 2022

Document Date: 30/06/2022

Project No. 1100001649

Report No. 6150-IN

Loan ID 1000004336

Asia and the Pacific Division
Programme Management Department

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than the project closing date.

Map of the Project Area

No map available

Please contact gis_team@ifad.org or request a map at:

[https://xdesk.ifad.org/sites/opr/Pages/Map request form.aspx](https://xdesk.ifad.org/sites/opr/Pages/Map_request_form.aspx)

Currency Equivalents

Currency Unit = Indian Rupee

US\$1.0 = 74

Weights and measures

1 Kilogram	=	1000 g
1 000 kg	=	2.204 lb.
1 kilometre (km)	=	0.62 mile
1 metre	=	1.09 yards
1 square metre	=	10.76 square feet
1 acre	=	0.405 hectare
1 hectare	=	2.47 acres

Abbreviations and Acronyms

Abbreviation	Definition
AOS	Annual Outcome Survey
APD	Additional Project Director
ASSET & W	Adharshila for Sustainable Socio-Economic Transformation & Welfare
ATMA	Agricultural Technology Management Agency
AWP&B	Annual Work Plan and Budget
BCR	Benefit-cost ratio
BPCC	Block Project Coordination Committee
BPL	Below Poverty Line
CF	Community Facilitators
CRP	Community Resource Person
DC	Deputy Commissioner
DEA	Department of Economic Affairs
DFAO	District Finance and Administration Officer
DPCC	District Project Coordination Committee
DPMU	District Project Management Unit
FAM	Finance and Administration Manager
FNGO	Facilitating NGO
FRA	Forests Rights Act of 2006
FSC	Farmer Service Centre
GOJ	Government of Jharkhand
GOI	Government of India
GS-PEC	Gram Sabha Project Execution Committee
GSRMLP	Gram Sabha Resource Management and Livelihood Plan
HH	Households
ICO	India Country Office of IFAD
IFAD	International Fund for Agricultural Development
IGA	Income Generating Activity
ILRI	International Livestock Research Institute
INR	Indian Rupee
INRM	Integrated Natural Resource Management
IRR	Internal Rate of Return
ISM	Implementation Support Mission
JREDA	Jharkhand Renewable Energy Development Agency Ltd
JSLPS	Jharkhand State Livelihood Promotion Society
JTDP	Jharkhand Tribal Development Programme
JTDS	Jharkhand Tribal Development Society
JTELP	Jharkhand Tribal Empowerment and Livelihood Project
KAP	Knowledge Attitude Practice Survey
KM	Knowledge Management
M&E	Monitoring and Evaluation
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MIS	Management Information System
MOU	Memorandum of Understanding
MTR	Mid-Term Review
NGO	Non-Governmental Organisation
NHM	National Horticulture Mission

NPV	Net Present Value
NRHM	National Rural Health Mission
NRLM	National Rural Livelihoods Mission
NRM	Natural Resource Management
NTFP	Non-timber Forest Produce
OBC	Other Backward Class
PESA	Panchayat (Extension to Scheduled Areas) Act
PIM	Project Implementation Manual
PMC	Project Management Committee
PVTGs	Particularly Vulnerable Tribal Groups
RFP	Request for Proposal
RIMS	Results and Impact Management System
RKVY	Rashtriya Krishi Vikas Yojana (National Agriculture Development Project)
SCA to TSP	Special Central Assistance to Tribal Sub-Plans
SCs	Scheduled Castes
SHG	Self-help Group
SOE	Statement of Expenditures
PRADAN	Professional Assistance for Development Action
SPD	State Project Director
SPMU	State Project Management Unit
SPSC	State Project Steering Committee
STs	Scheduled Tribes
THP	Targeting Hardcore Poor Programme
TSA	Technical Support Agency
TSP	Tribal Sub-Plan
VDF	Village Development Fund
USD	United States Dollar
WA	Withdrawal Applications
YG	Youth Group

Project at a glance

Region Asia and the Pacific Division	Project at Risk Status Potential problem
Country India	Environmental and Social Category Moderate
Project Name Jharkhand Tribal Empowerment and Livelihoods Project	Climate Risk Classification not available yet
Project ID 1100001649	
Project Sector Agricultural Development	
CPM Han Ulac Demirag	
Project Area 14 sub-plan districts of Jharkhand	

Key Dates

IFAD Approval	Signing	Entry into Force	Mid-Term Review	Original Completion	Actual Completion
21/09/2012	04/10/2013	04/10/2013	16/08/2017	31/12/2021	31/12/2021
		Original Financial Closure	Actual Financial Closure		
		30/06/2022	not available yet		
Date of Last SIS Mission	Number of SIS Missions	Number of extensions	Effectiveness lag		
17/11/2021	19	0	13 months		

IFAD Financing

as at the time of PCR submission

Loan	XDR Million	25.6 Million	% disbursed	87.6
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Actual Costs and Financing (USD '000)

as at the time of PCR submission

Component	IFAD	Cofinancing	Domestic	Total
	Actual	Actual	Actual	Actual
Policy & Inst. Support and Management	0		0	0
Developing More Dynamic Market Interme	0	0	0	0
Enterpr-led value chain initiative	0		0	0
Improving Market Environment	0		0	0
Nutrition Education	0			0
Total	0	0	0	0
Remarks				

Outreach

Direct Beneficiaries	
Number of HH members	Number of persons receiving services
Estimated total: 1 131 380	Total: 249 435
	Males: 114 988
	Females: 134 447
	Young: 49 304

	Not Young: 156 079
	Indigenous people: 200 537
	Non-Indigenous people: 48 072

Project Objectives

Access to natural resources

The overall project goal is to improve the living conditions of tribal communities, especially PTGs, across the tribal scheduled area districts of Jharkhand. The project development objective is to empower and enable 136,000 tribal households, including 10,000 PTG households, to take up livelihood options based on sustainable and equitable use of natural resources.

Country Partners

Executing Institution	not available yet
Implementing Institutions	not available yet

Project Completion Ratings Matrix

COUNTRY: India	
PROJECT NAME: Jharkhand Tribal Empowerment and Livelihoods Project	
PROJECT ID: 1100001649	
BOARD APPROVAL DATE: 21/09/2012	
ENTRY INTO FORCE: 04/10/2013	
PROJECT COMPLETION DATE: 31/12/2021	
LOAN CLOSING DATE: 30/06/2022	
IFAD LOAN AND GRANT (USD MILLION): \$51,001,000	
TOTAL PROJECT FINANCING: \$104,092,000	
IMPLEMENTING AGENCY: not available yet	
Criterion	PCR Rating
Project performance	
- Relevance	4
- Effectiveness	4
- Efficiency	3
- Sustainability	4
Rural poverty impact	4
- Households' incomes and assets	4
- Human and social capital	5
- Food security	4
- Agricultural productivity	5
- Institutions and policies	4
Additional evaluation criteria	
- Gender equality and women's empowerment	4
- Innovation	4
- Scaling up	4
- Environment and natural resource management	4
- Adaptation to climate change	4
- Targeting and outreach	5
- Access to markets	3
Partners performance	
- IFAD's performance	5
- Government performance	4
Overall project achievement	4

Executive Summary

Introduction; Jharkhand Tribal Empowerment and Livelihoods Project (JTELP) was approved by IFAD on 19 September 2012, became effective on 4 October 2013 and completed on 31 December 2021. Scheduled Tribe Welfare Department, Government of Jharkhand is the lead project agency and the project is executed by the Jharkhand Tribal Development Society (JTDS) established by the Government of Jharkhand. The entire planning and execution of activities in the field was done by the Gram Sabhas through an informal Project Execution Committee (GSPEC) set up in each village. These institutions were trained and mentored by 21 FNGOs supported by 2 TSAs. Additional two TSAs were engaged in 2019 to train the FNGOs on Agriculture and Livestock Interventions. The project startup was delayed by almost 2 years and the project was rated as a problem project till 2019. The project performance has improved over the past two years owing to change in management, better planning and execution of the agricultural interventions and hiring of qualified technical agencies to guide in implementation. It is also worth noting that STs are the poorest and most vulnerable social group in India, historically inhabiting remote self-governed villages in forests and forest fringes. Tribal development requires community mobilisation, which takes longer but then provides good results.

The project completion review mission for JTELP was carried out remotely by IFAD between 1st and 14th of April 2022. Results were provided by the endline study carried out in 2022 by a consulting firm (AFC India Limited) complying with IFAD guidelines. The mission's assessment on the performance of JTELP and recommendations were presented at a wrap up meeting on 10 May 2022 chaired by, Mr. Kamal Kishore Soan, the Secretary of Welfare Department. The recommendations proposed in the report were supported by the Government.

Goal and Objective; The overall goal of JTELP is to Improve living conditions of the Tribal communities and in particular, particularly vulnerable tribal groups (PTGs) in the Tribal Scheduled Area districts in Jharkhand. The development objective is to empower and enable 136,000 tribal households including 10,000 PTGs households to take up livelihood opportunities based on sustainable and equitable use of natural resources in 164 village Panchayats falling in 30 Blocks of 14 TSP districts. The project had four components (community empowerment, integrated natural resource management, livelihood support and project management) and ten sub components aimed at improved crop production, livestock production and water management and the initiatives to be embedded in community institutions for long term sustainability.

Project budget and financing; At design, the total project cost for eight years was estimated at USD 115.59 million financed through an IFAD loan of USD 51 million, GoJ contribution of USD 7.93 million, USD 11.56 from GoJ budget under Art 275(1), and SCA to TSP, USD 44.18 million through MGNREGS and USD 0.93 million as beneficiary contribution. At closure, IFAD loan after cancellation of USD 11.5 million in 2019 due to exchange gains, was reduced to USD 39.5 million and with no change in financing by other financiers.

Relevance; The project approach to poverty reduction focused on: the decentralization of the selection and implementation of development activities through the Gram Sabha mechanism; the convergence with national level programmes – especially MGNREGS, NRLM apart from Central Subventions under Article 275(1), SCA to TSP – thus increasing the quantum of investments in favour of tribal communities, collective and individual infrastructure and other economic assets for livelihood development. MTR mission found^[1] that in spite of JTELP's slow progress towards achieving its objectives the design was still valid, aligned with the needs of the communities and with the State Government strategy for tribal development.

Adequacy of design changes: At Mid term review, performance based changes were carried out which improved project performance. The major changes suggested were in expansion of the project to additional villages, improving human resources including hiring of technical staff at all levels, service based delivery of extension services, dropping of activities like vocational training, tussar and lac production, and changes of activities for PTGs.

Targeting and outreach; The targeting strategy adopted by the project was to select geographical areas with predominant tribal population, social inclusion of all poor and vulnerable households in the selected villages and high saturation in outreach so that households get benefitted from at least one of project interventions. At completion, JTELP worked with 211,016 households including 10,200 PTGs, achieving 98% of revised outreach target of 215,000 households in 1733 villages in 32 Blocks in the 14 Tribal Sub-Plan districts. With the saturation approach project covered 85%^[2] of the households in the villages. At completion, 74% of total households are STs (including PTGs), 6% SC and 20% belong to others category. About 50% of HHs were included in the last two years of the project when crop intensification and horticulture interventions were undertaken.

Outputs; While the three components had a number of outputs, the core outputs under Component 1 on Community Empowerment are a) 5500 SHGs, 800 youth groups formed, 1733 GS PECs be formed and strengthened and the achievement has been 96%, 101% and 100% respectively, b) Capacity building of Community Resource Persons (CRPs), Gram Sabha Project Execution Committees (GS-PECs) and staff of FNGOs and JTDS, achieved by 158%, under Component 2 on Integrated Natural Resource Management are a) Community Mobilization and VDF fund disbursement to JTELP GS-PECs, achieved by 146%, b) Village irrigation structures constructed in 1733 villages achieved fully, c) 17,220 crop demonstrations conducted (315% achievement), and under component 3 on Livelihood Support are a) 11,000 households supported for livestock, (97%) and b) 12,000 persons trained in IGAs (97%).

While the project has largely achieved the output targets on most of the activities, majority of them were carried out in the last two years, giving little time for consolidation of results; moreover, the livelihood related activities carried out pre MTR, did not yield adequate

Rural poverty impact:

Outcomes; For highland farmers, about 189,740 HHs (155% of target) adopted improved agricultural practices and improved their cropping intensity. Income increase per HH / year was reported as INR 77,115 against the target of INR 2,075; the average yield was reported as 2,219.7 kg/ha compared to target of 2,070 kg/ha. Cropping intensity increased to 194.5% vs target of 105%. For low land farmers about 22,958 HHs (86% target) benefited from improved village irrigation facilities in the lowlands. About 69% HH reported an

increase in farm yields against the target of 40%. Income increase reached INR. 37,949.65 versus the target of INR 36091 at design and the cropping intensity has increased to 116.6% as compared to the planned 123%. A total 25,889 (103% target) of the HH are beneficiaries of vegetable, orchard and livestock clusters and IGAs. Income reported is Rs 35461 vs Rs 35,063 planned. Income from livestock keeping increased to INR. 20,443 year/HH (136% target). 17,589 (100% target) households benefit from household-based income generating activities and get an average net income of INR 15,468 against the target 13,749 a year.

Goal level Impact As against the target of 75% households reporting increase in asset ownership index, the achievement is 73.4%. The child malnutrition measuring weight to age indicates that there has been an overall reduction of 2.2 percentage points in incidence of child malnutrition during endline (47.7%) as compared to baseline (49.9%). Against the target of at least 75% of households that have improved food security and incomes, the achievement is 99.8%. The child immunisation rates increased from 34% at baseline, to 75.5% at end line.

Gender equality and women's empowerment; Overall participation of women in project activities have been high. JTELP prioritised women in all the trainings. The project improved the decision making roles of women by enabling their participation in different committees and governance of GSPEC. The project undertook drudgery reduction measures by introducing women friendly farm equipment and tools, provision of drinking water facilities in the villages, provision of smokeless stoves and solar lanterns. Though there are adequate case studies to show case that women benefited in multiple ways from the project activities, the annual outcome surveys and also end line survey have not carried out any systematic assessment.

Adaptation to climate change; Though JTELP was not designed to address climate change through the localised weather-based crop planning farmers were facilitated to prepare and implement agriculture activities based on climate change aspects. JTELP enabled farmers to carry out analysis of resources at hand, development of weather and water balance-based crop planning and also trained farmers to understand the effects and consequences of climate change as well as potential solutions to overcome them.

Environment and natural resource management; At design JTELP was classified as category B and the activities of the project are focused on improving productivity of the arable land with extensive land and water management. Efforts on improving land soil quality and conservation of biodiversity have been limited.

Innovations and scaling up; a) Localised weather based crop planning is an innovation that has been scaled up in JTELP. Keeping in mind the varied agro climatic zone across state, each village was facilitated to plan and execute crop production round the year based on the resources available locally to maximize land and water utilization. The planning built on the traditional knowledge available with the community. At end line, Average area under cultivation doubled for most crops and yields tripled compared to base line. This innovation has potential to be adopted in whole state, b) The hard core poor graduation programme though well tested, is an innovation for PTG community who are dispersed and highly vulnerable. Looking at very encouraging results of this programme, GoJ and other development partners can scale up such programmes for PTGs.

Project Efficiency; The total allocation by all sources was USD 115.59 million of which only 92.22 million (80%) was utilised by the project till December 2021. IFAD loan was USD 51 million (XDR 33.550 million) which was revised to USD 39.50 million (XDR 25.550 million) in September 2021 due to inability of the project to utilise the allocated funds. The project has been able to utilise only USD 33.9 million of the IFAD loan until December 2021 which is about 67% of the original allocation and about 86.58% of the revised allocation. Considering the estimated expenditure till loan closure a sum of about USD 7 million will be cancelled at closing.

Project Management; There was a frequent change in the State Project Director (SPD), 3 project directors in the first 4 years period, which did not allow for in depth understanding of the project approach, resulting in prioritising discrete activities rather than building synergy among components. There has been considerable improvement in the project implementation since the replacement of non-performing staff in 2019, the recruitment of a new Additional Project Director (APD), and the two technical TSAs. In addition, IFAD hired an experienced agronomist consultant who worked with JTELP and modified the approach to crop development and designed a simple package of practices that the project can disseminate in target communities. As a result of all these measures, the project implementation improved both qualitatively and quantitatively. However, the coordination meetings with Government authorities were not regular.

Financial management; The Project had issues with funds disbursements as funds were not released in a timely manner by the GoJ. The project managed to meet its expenditure out of unutilized balances from earlier years. The staffing of finance department remained an issue throughout the project period. The project has completed and submitted its audited financial statements till March 2021. In the initial years, the project audit was delayed which has improved over the years. The auditor's appointment for the year 2021-22 till project closure needs to be approved by IFAD. The internal audit report, GSPEC audit report and the statutory audit reports have reported serious procurement lapses and financial impropriety but the project management did not take adequate steps to address the lapses. The project will need to submit the final WA, recover advances if any to any implementing partner, GS-PECs, handover assets and get the final audit done prior to loan closure on 30th June 2022. The internal audit and GS-PEC audit reports also need to be submitted to IFAD well before closure (preferably by April 2022)

Project IRR; The three indicators (i) economic internal rate of return (IRR), (ii) net present value (NPV), and (iii) benefit cost ratio (BCR) were estimated using incremental cash flows of benefit and cost streams over 20-year period. Overall Project IRR is estimated at 29.6 percent against an appraisal estimate of 17 percent. The estimated NPV for a 12 percent discount rate is INR 5.8 billion against an appraisal estimate of INR 919 million, with discount rate of 12 percent) and the Benefit cost ratio of 1.79 (appraisal 1.16).

Partners' performance; IFAD has fielded 8 Implementation Support Missions, 7 Supervision missions and a Mid Term Review mission, besides many IFAD country team visits to resolve implementation bottlenecks. Particularly on GSRLMP and agriculture related interventions, IFAD support through consultants were recognised by the Government as well as partners. GOJ has been ensuring adequate support to the project by posting senior administrative officers as Project Directors, though in the initial years frequent change of PDs disrupted implementation. The disbursement of funds to JTDS was delayed but the project had adequate unutilized funds of earlier years which helped the project to implement. Holding of SPSC meetings was not irregular. The project has had different set of partners for the project implementation, including Technical Support Agencies (TSAs), Facilitating Non-

Governmental Organizations (FNGOs) and convergence with (i) MGNREGS for land and water development activities; (ii) JSLPS for SHG development and livelihoods activities, and (iii) NYKS for youth related support and activities. Their performance was overall satisfactory.

Sustainability and exit strategy: Government of Jharkhand is now keen to upscale some of the JTELP interventions and approaches to all the TSP blocks of the state. Community ownership in the project interventions, activities and institutions, has been high. With majority of self help groups and youth groups likely to sustain beyond the project period, the social capital created in these groups is likely to be sustainable. GSPEC is an informal body established by the project for execution of the project activities. Department of Welfare, and JTDS will need to chalk out the future roles of GSPEC in the tribal area. The agricultural approaches promoted by the project are environmentally sustainable over long term, especially the integration of components, improved agronomic practices, such as crop rotations, and lesser dependence on external inputs. While the project supplied seeds, fertilisers etc., to farmers, since last year, the project has facilitated linkages with Government departments. All the suggested crop and livestock interventions in the project were simple, within farmers' resources, and did not require external support /resources and thus are technically sustainable. Currently exit strategy leans heavily on continued functioning of JTDS (Lead Project Agency) in the project villages implementing state government programmes under Welfare Department.

Lessons learnt; The key lessons learnt are a) Rainfed agriculture can be productive and profitable for small farmers, b) Youth groups need to have economic agenda other than social activities in order to be sustainable, c) Particularly vulnerable tribal groups require different mobilisation and intervention techniques, d) Projects need technically qualified manpower to ground large livelihood initiatives and interventions have to be consistent, e) Logframes need to have few clearly defined indicators for outcomes that measure the anticipated changes through project activities, f) Sustainable ecosystem needed for innovative products and interventions.

Conclusions and recommendations: While lagging behind in implementation till 2017, the turn around of the project since 2018 has helped it achieve most of the output targets but the outreach expansion and reaching households with at least one livelihood service happened in last two years leaving little time for consolidation. Crop intensification programme through which more than 89% of the households were supported saw unique achievements in terms of productivity and income increase. The project has contributed substantially to household and agriculture income though income from livestock has been sub optimal.

The recommendations are; a) Many of JTELP's livelihood interventions are two/ three years old with many interventions in the last year. Government of Jharkhand's funding to JTDS for handholding and monitoring will ensure sustainability. b) JTDS recognised the GS-PEC route as an effective channel for grassroots outreach and also for bringing changes in implementation of development programmes. Department of Welfare, Government of Jharkhand and JTDS will need to chalk out the future roles of GSPEC in the tribal areas followed by Government notification to that effect. c) Substantial results achieved under local weather based crop planning will need third party evaluation through a technically qualified institution. JTDS with the support of Department of Agriculture can scale up this initiative in all tribal blocks of Jharkhand. d) The final withdrawal application calculated after the final audit of financial statements needs to be submitted to IFAD latest by 20 June 2022 since any application received at IFAD beyond 30 June 2022 will not be disbursed. e) Government of Jharkhand is to provide its agreement for public disclosure of the PCR report, as per IFAD Policy.

[1] MTR Mission report, 2017. MTR conducted between August 16-28, 2017.

A. Introduction

1. Jharkhand Tribal Empowerment and Livelihoods Project (JTELP) was approved by the IFAD executive board on 19 September 2012, became effective on 4 October 2013 and completed on 31 December 2021. Scheduled Tribe Welfare Department, Government of Jharkhand is the Lead project agency, and the Project is executed by the Jharkhand Tribal Development Society (JTDS) established by the Government of Jharkhand (GoJ).
2. The overall project goal is to improve the living conditions of the Tribal communities, particularly vulnerable tribal groups (PVTGs) in the Tribal Scheduled Area districts in Jharkhand in 164 village Panchayats falling in 32 Blocks of 14 TSP districts. STs are the poorest and most vulnerable social group in India, historically inhabiting self-governed villages in forests and forest fringes. Their integration into the mainstream over the years is thus a distinct source of their vulnerability. That is why the implementation of tribal development becomes complex with higher gestation period. At the core of tribal development requires community mobilisation and strengthening of grassroots institutions for planning and execution which takes longer in case of indigneous people. Further, literacy level, use of several dialects and languages makes communication also a challenge.
3. This was further impacted by a delay in project start by almost two years. The project came into force in October 2013, however due to national and state election there was a delay in start-up activities further impacted due to lack of budget support from GoJ. Effective implementation started only in April 2015 post the start-up workshop and when the project staff, facilitating NGOs (FNGO) and Technical Support Agencies (TSA) were recruited and field activities began. The project used to be rated as a problem project by most of the Supervision Missions till 2019. Post 2015 uptill 2019 the project's majority effort went into mobilising the communities, forming and strengthening the grassroot community groups and the maturity attained by these groups thereafter, helped in fasttracking the implementation of the project activities. Further, the project performance also, improved over the past two years owing to a change in management, better planning and execution of the agricultural activities, and hiring of qualified technical agencies to guide in implementation. Though Covid pandemic slowed down the implementation, the project was successful in cushioning the impact of the lockdown on beneficiaries due to 1) maturity level attained by the community institutions formed under the project for planning and execution of activities in the field~ Gram Sabha Project Execution Committee (GSPEC) in each village 2) the presence of a trained cadre of village community workers by 21 FNGOS who understood the local context and had experience in working with IPs; 3) engagement of 2 TSAs for support under agriculture

and livestock related activities post MTR; 4) effective support provided to improve agricultural productivity in 2020 and 2021 leading to higher food security; 5) the linkages facilitated by the project with input suppliers and traders and effective coordination with GSPECs to ensure farmers' access to seeds and fertilisers as well as marketing of produce.

4. The Project Completion Review (PCR) mission for JTELP was carried out remotely between 01-14 April 2022 by IFAD^[1]. The broad objectives of the mission were to enhance the quality of the PCR prepared by a consulting firm (AFC India Limited^[2]) hired by JTELP and ensure its adherence to the IFAD Guidelines. Towards this endeavour, the mission has reviewed the PCR document, and assessed the presentation of data, its analysis, and overall conclusions with the synthesis of lessons learned. The mission took into account the findings of the end line survey, Annual Outcome Surveys, and other issues emerging from interactions with various stakeholders. The endline survey adopted a difference in difference approach wherein the project results were compared with the counterfactual sample to make the comparison. The project and control sample included 1500 odd households respectively. The mission has also made ratings of the various indicators of the project interventions in accordance with the PCR guidelines. The project organized a stakeholder's workshop on 28 March and obtained inputs for the PCR.
5. The PCR mission's preliminary assessment and recommendations were presented to the Project Director, SPMU and DPMUs on 14 April 2022. In addition, the mission presented the updated version at a wrap-up meeting with the Secretary, Welfare Department on 10 May 2022. As per IFAD Policy, it is expected the Government of Jharkhand to provide its agreement for public disclosure, accordingly at the wrap-up meeting, the Secretary of the Welfare Department and State Project Director endorsed the disclosure of the reviewed project completion report.
6. The mission's observations and recommendations were further discussed with Prasanna V. Salian (Deputy Secretary), Department of Economic Affairs on 20 May 2022. Ministry of Finance, Government of India concurred with the findings of the Validation mission and public disclosure of the document.
7. The mission expresses deep appreciation and thanks to the SPD and other senior staff of JTELP for their support and active participation throughout the mission.
8. ^[1] Ms Girija Srinivasan, Mission Leader; Community Institutions, Livelihood Mr. Kundan Singh, IFAD Consultant, Economist and M&E Specialist, Mr. Pratul Dube, Financial Management Specialist, Dr. V P Singh, Agriculture Specialist, all IFAD consultants, Mr. Frew Behabtu, Programme Officer, IFAD, Mr. Piyush Kanal, Country Programme Analyst, IFAD, Mr. Sankarasubramaniam Sriram, Country Operations Analyst, IFAD – Procurement,
9. ^[2] a deemed Government Company wholly owned by NABARD and EXIM Banks

B. Project Description

B.1. Project context

10. JTELP was designed when one of the key challenges for India was rural poverty, particularly amongst the tribal groups. It was estimated that all India poverty ratio^[1] was 21.9% in 2011-12, and amongst the social groups, the scheduled tribes (ST) exhibited the highest poverty ratio of 45.3% in rural areas. In Jharkhand, one of the newly formed states in India, the population as per 2011 census was 32.9 million, with 76% of it residing in rural areas. There are 32 Tribal groups and 8 particularly vulnerable tribal groups (PVTGs) living in the state. The poverty situation was worst for the tribal groups with 51.6% of the ST population in rural areas living below the poverty line (BPL^[2]) with the overall State poverty being 37%.
11. This was primarily attributed to ineffective implementation of pro-poor programmes, lack of participation of local communities in planning and implementation of social and economic development programmes, traditional social hierarchies that institutionalise exclusion and inequalities in physical assets and power.
12. On many development indicators as well the STs of the state fared poorly compared to national and state averages. Nationally and in Jharkhand, STs have suffered the most in terms of displacement due to river valley construction, mining and industrialization. A number of districts in the State were affected by social conflict, which, while mobilizing the discontent amongst tribal people, also prevented the delivery of government programmes and services to improve their quality of life.
13. The tribals were carrying out subsistence rainfed agriculture as their major occupation in all three types of topography (upland, mid-land and lowland). Despite agriculture being the main rural occupation, over half of the cultivable land in the state remained fallow. Lack of irrigation led to mono-cropping and due to traditional farming practices there was low agriculture productivity. The national cropping intensity as per agriculture census 2010-11^[3] worked out to 1.37, while that of Jharkhand was 1.15. Declining fertility of soils, increasing incidences of drought and seasonal shifts in rainfall patterns had their effect on the traditional cropping patterns and harvests. Though most households had few livestock, their productivity was low. In their relatively recent transition to settled farming, the tribal communities were yet to develop resource management systems suited to their farming systems. These constraints in agriculture further exacerbated by small land holding with 61% of the holdings averaging less than one hectare. Tribals lacked skills and had little access to technical services. Tribals depended on forest land for their livelihoods, but their legal access to forests, and also registration of forest land used by them have issues. Though the majority of tribal households owned some forest land, often market oriented production in these lands were negligible.
14. Government of Jharkhand (GoJ) in response to this contextual environment requested IFAD for formulation of the Jharkhand

Tribal Empowerment and Livelihoods Project (JTELP) to build upon the model of IFAD-supported Jharkhand Tribal Development Programme (JTDP). JTELP envisaged strengthening the community-based institutions, promoting improved natural resource management, enhancing agricultural productivity and up-scale proven market-oriented production models targeting Schedule Tribes and PVTGs.

15. [\[1\]https://pib.gov.in/newsite/erecontent.aspx?relid=97365#:~:text=For%202011%2D12%2C%20for%20rural,per%20month%20in%20urban%20areas](https://pib.gov.in/newsite/erecontent.aspx?relid=97365#:~:text=For%202011%2D12%2C%20for%20rural,per%20month%20in%20urban%20areas).
16. [\[2\]](#) For 2011-12, for rural areas the national poverty line using the Tendulkar methodology is estimated at Rs. 816 per capita per month and Rs. 1,000 per capita per month in urban areas
17. [\[3\]https://agricoop.nic.in/sites/default/files/air2010-11complete.pdf](https://agricoop.nic.in/sites/default/files/air2010-11complete.pdf)

B.2. Project objectives

18. The overall project goal is to “improve the living conditions of tribal people in general and PVTGs in particular”. This is sought to be achieved by organising and enabling communities to adopt sustainable and productive natural resource management regimes, adopt market-oriented production systems and learn the skills and gain the experience of planning and implementing development plans relevant to their villages.
19. **Project Components and outcomes:** The project components and activities were designed to mobilise and strengthen community-based institutions to empower village communities, especially women, introduce sustainable natural resource management systems, enhance food security and cash incomes by introducing improved farming practices with proven production technologies and livelihood initiatives aimed at the poorest and youth.
20. The project had four components and ten sub components aimed at improved crop production, livestock production and water management. The initiatives were to be embedded in community institutions for long term sustainability.

Components	Outcomes
<p>Component 1 - Community Empowerment: To reduce dependence on high cost consumption loans, improve women’s participation in local governance and enhance access to entitlements.</p> <p>The three sub-components are:</p> <p>(i) Promotion of 5,500 SHGs and 328 Youth Groups (YGs) and support to 1,500 existing SHGs; (ii) Capacity building of Community Resource Persons (CRPs), Gram Sabha Project Execution Committees (GS-PECs) and staff of FNGOs and JTDS; and (iii) Special support to PVTGs to access their entitlements. NRLM processes will be followed to form SHGs to facilitate their integration with NRLM.</p>	<p>5,500 groups functioning effectively.</p>
<p>Component 2 - Integrated Natural Resource Management: To improve productivity of rain-fed farming, the three sub-components will be:</p> <p>(i) Community Mobilization; (ii) Land and Water Resources Development; and (iii) Productivity Enhancement and Crop Diversification.</p> <p>Building on the SHG base, Gram Sabhas will be organized and GS-PECs formed to facilitate Gram Sabha Resource Management and Livelihood Plan (GSRMLP) preparation, get government approvals, manage funds and supervise plan implementation under MGNREGA. Productivity enhancement and crop diversification will also be taken up besides land and water resource development.</p>	<p>1) 122,400 tribal households from highland benefit from increased food production, greater participation and returns from improved rainfed farming practices.</p> <p>2) 26,640 households in lowland benefit from improved village irrigation facilities.</p>
<p>Component 3 – Livelihood Support: To enhance incomes and minimise distress migration and youth unemployment, the four sub-components are: (i) Support for Income Generating Activities to PVTGs and the poorest; (ii) Promoting market-linked production clusters for vegetable production, mango orchards, tasar silk rearing, lac rearing and goat rearing; (iii) Vocational training and placement in urban and rural trades; and (iv) Innovative interventions</p>	<p>25,150 households benefit from market-linked, commercial production and livelihoods activities</p>

Component 4 - Project Management: JTELP will be implemented by JTDS, a Society set up by GoJ. With a State Project Director (SPD) and a State Project Management Unit (SPMU) and a DPMU.	
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B.3. Implementation modalities

21. The Department of Economic Affairs (DEA) in the Ministry of Finance was the nodal agency at the GoI level to review and monitor project progress. At the state level, the nodal agency is the Welfare Department of Jharkhand. The project was managed by Jharkhand Tribal Development Society (JTDS) with the support from TSAs, FNGOs, District Administration, relevant line agencies, Panchayats and Gram Sabhas.
22. JTDS served as an autonomous agency for the implementation of JTELP. JTDS is outside the government line agency structure, registered under the Societies Registration Act, and has its own bye-laws and financial rules.
23. The project set up different committees at different levels. The State Project Steering Committee (SPSC) is chaired by the Chief Secretary, with the Secretary Welfare Department as its Member Secretary. The SPSC is to meet once every six months to review progress, provide overall guidance and policy support and facilitate inter-departmental coordination. Key line departments at the state level are included in the SPSC. At the District level, the project has established District Project Coordination Committees (DPCC), chaired by the Deputy Commissioner of the respective project districts and the District Project Manager (DPM) as its Member-Secretary. The DPCC meets quarterly to discuss the project implementation progress, constraints and remedies. At the Block level, Block Project Coordination Committee (BPCC) was established to meet bi-monthly to discuss approval and review of Land and Water Resource Development activities under GSRMLP with MGNREGS funding. At all levels though meetings were held, the frequency was not as it was planned in the design.
24. The entire planning and execution of activities in the field was done by the community institutions i.e. Gram Sabha Project Execution Committee (GSPEC) formed in each village and functioning under Gram Sabha. These institutions were trained and groomed by 21 FNGOs, who were mentored by 2 TSAs. Both FNGOs and TSAs together technically supported the grassroot institutions in preparing the GS-RMLPs through decentralized participatory planning process. The execution of selected schemes was also based on the mechanism of convergence. Additionally, two TSAs were roped in to technically train the FNGOs on Agriculture and Livestock Interventions.
25. At design, the total project cost for eight years was estimated at USD 115.59 million financed through an IFAD loan of USD 51 million, GoJ contribution of USD 7.93 million, USD 11.56 from GoJ budget under Art 275(1), and SCA to TSP, USD 44.18 million through MGNREGS and USD 0.93 million as beneficiary contribution. At closure IFAD loan after cancellation of USD 11.5 million was reduced to USD 39.5 and with no change in financing by other financiers. Convergence with MGNREGA in terms of financial resources and execution of selected schemes was adopted. Apart from MGNREGA, Central Subventions under Article 275 (1), SCA to TSP, and NRLM were also included as part of the convergence strategy.
26. Till the completion of the project, no changes were made in the modalities or institutional arrangement of the project.

B.4. Target groups

27. The project targeted tribals in particular the PVTGs, women-headed households, youth and BPL households within the selected areas. The design took into account the resources, livelihood sources and issues faced by tribals and PVTGs. The baseline also provided information on the socio economic characteristics of the target groups. Due to very small landholdings and very low productivity of the land, most households eked out a living by maintaining a diversified pattern of occupations; no single activity provided sufficient resources to entirely ensure their livelihood.
28. The targeting strategy adopted by the project was to select geographical areas with predominant tribal population, social inclusion of all poor and vulnerable households in the selected villages and high saturation in outreach, so that households get benefitted from at least one project intervention. In 14 Tribal Sub-Plan districts^[1], JTELP selected 32 Blocks, where tribal population is more than 50%, and within each Block, 5 Panchayats in a cluster having highest concentration of tribal communities were included. PVTG communities were particularly targeted in 3 out of 14 districts, namely Godda, Pakur and Sahibganj.
29. The project at design targeted 1,330 villages^[2] in 30 blocks, covering 136,000 households including 10,000 PVTGs. Post MTR coverage was expanded to 215,000^[3] HH across 1780 villages. At completion, JTELP worked with 211,016 families including 10,200 PVTGs, in 1733 villages of 32 Blocks in the 14 Tribal Sub-Plan districts. With the saturation approach, the project covered 85%^[4] of the households, thus covering other communities as well. At completion, 74% of total households are STs (including PVTGs), 6% SC and 20% belong to OBC and others category.
30. ^[1] The Tribal Sub-Plan (TSP) is a strategy for the rapid Socio-economic development of tribal people. It forms a part of annual Plan of a State/UT [https://pib.gov.in/newsite/PrintRelease.aspx?relid=78374#:~:text=The%20Tribal%20Sub%2DPlan%20\(TSP,Plan%20of%20a%20State%2FUT](https://pib.gov.in/newsite/PrintRelease.aspx?relid=78374#:~:text=The%20Tribal%20Sub%2DPlan%20(TSP,Plan%20of%20a%20State%2FUT)

31. [\[2\]](#) 1000 JTELP and 330 JTDP
32. [\[3\]](#) JTELP outreach was expanded to 1780 villages covering 215,000 HH, though the outreach target has not been updated in the logframe (still remains at 136,000 HH when the population universe is 215,000 HH): SM 2021
33. [\[4\]](#) As per 2011 census combine population in the targeted villages were 211056, estimated increase at the rate of 18% population as on December 2021 stands at around 249046

C. Assessment of project relevance

34. The project relevance is rated as moderately satisfactory. Score = 4. JTELP was designed when one of the key challenges for India was rural poverty, particularly amongst the tribal groups. Amongst the scheduled tribes (ST) it was 45.3% in rural areas. In Jharkhand, one of the newly formed states in India, the population as per 2011 census was 32.9 million, with 76% of it residing in rural areas. The project baseline survey, completed in 2015, indicated the following for ST and PVTG households: 47% of the HHs have annual income up to INR 36,000 which is below the poverty line; illiteracy was 43% for adult men and 63% for adult women; access to entitlements was sub-optimal as 28% of men and 18% of women in project area held job cards; 3% of men and 1% of women had a life insurance policy. The project approach to poverty reduction in tribal areas focused on: the decentralization of the selection, prioritization and implementation of development activities to communities through the Gram Sabha mechanism; the convergence with national level programmes – especially MGNREGS and NRLM – thus allowing the Welfare Department to increase the quantum of investments in favour of tribal communities, particularly collective and individual infrastructure and other economic assets for livelihood development.

C.1. Relevance vis-à-vis the external context

35. The JTELP design is upscaling some of the successful interventions in natural resources management, agriculture productivity enhancement and livelihoods promotion that have been implemented by IFAD funded JTDP, and which have demonstrated the feasibility of planning and implementation of these development initiatives by Gram Sabhas. JTELP design is in alignment with State Government priority and strategy for tribal development. Government of India lay special emphasis on development and welfare of Tribal communities and formed a dedicated ministry – Ministry of Tribal Affairs, providing more focused approach towards the integrated socio-economic development of the STs. The ministry covers all tribal groups across the country. It remains the nodal ministry for overall development & well-being of the STs [\[1\]](#). And at state level in Jharkhand, Department of Schedule Tribes [\[2\]](#) manages and coordinates the programmes for the development of the ST (including PVTGs)
36. The Scheduled Tribes in general and PVTGs in particular are the most disadvantaged and lag behind on development indicators, such as food and nutrition security, health and literacy as was found in the project surveys. The project baseline survey, completed in 2015, indicated that almost half (47 percent) of the households have total annual income up to INR 36,000, which is below the poverty line; illiteracy was 43% for adult men and 63% for adult women; access to entitlements was sub-optimal as 28% of men and 18% of women in project area held MGNREGS job cards. More than 95% of women and men considered they have no skills.
37. The livelihoods of Scheduled Tribes are dependent on natural resources, the rainfed agriculture and Non Timber Forest Produce. The farming practices of Scheduled Tribes require improvement since settled farming is relatively new to them. Moreover, the declining resource base drives the Scheduled Tribes to migrate in search of wage labour since the income from their own farming systems are found to be inadequate. The project design and components contribute in the improvement of the physical and financial assets of the tribal communities in addition to food security and quality of natural asset improvement.
38. Though several Government programmes have been initiated in the past, their impact on the livelihoods of the tribal communities has not been much for want of investments in capacity building. JTELP invests in capacity building of tribal communities and engaging them in planning and implementation of development activities. The project approach to poverty reduction focused on: the decentralization of the selection, prioritisation and implementation of development activities through the Gram Sabha mechanism; the convergence with national level programmes – especially MGNREGS, NRLM apart from Central Subventions under Article 275(1), SCA to TSP – thus increasing the quantum of investments in favour of tribal communities, collective and individual infrastructure and other economic assets for livelihood development. JTELP interventions are aimed at enabling Scheduled Tribes to make use of the opportunities for enhancing their livelihoods by enhancing farm productivity, scaling up market oriented farm production activities through adopting a cluster approach in order to achieve economies of scale and handholding for sustainable livelihoods.
39. MTR mission found [\[3\]](#) that in spite of JTELP's slow progress towards achieving its objectives, the design was still valid, aligned with the needs of the communities and with the State Government strategy for tribal development. However, it advised a shift from a supply driven approach that prevailed till then with limited outcomes to a "end to end approach". Forest land based interventions of lac, tussar etc., though relevant, were dropped.
40. [\[1\]](#) Schemes/Programmes launched by Ministry of Tribal Affairs for the welfare of Scheduled Tribes <https://pib.gov.in/newsite/PrintRelease.aspx?relid=180875>
41. [\[2\]](#) <https://www.jharkhand.gov.in/welfare>

42. [3] MTR Mission report, 2017. MTR conducted between August 16-28, 2017.

C.2. Internal Logic

43. The overall goal of JTELP was to improve the living conditions of tribal people in general and PVTG in particular. This was sought to be achieved by “organising and enabling the communities to adopt sustainable and productive natural resource management regimes, adopt market-oriented production systems and learn the skills and gain the experience of planning and implementing development plans relevant to their villages”. The targeting strategy adopted by the project was to select geographical areas with predominant tribal population, social inclusion of all poor and vulnerable households in the selected villages and high saturation in outreach so that households get benefitted from at least one of project interventions. The design took into account IFAD’s thrust areas in India as outlined in the country’s strategic opportunity paper (COSOP) which mentions tribal communities as priority JTELP design was robust and comprehensive, having long-term interventions envisaging the community to come out of abject poverty through need-based planning, Integrated Natural Resource Management (INRM) based agriculture interventions and market-oriented income generation activities.
44. The project design had a detailed problem analysis of tribal communities. The project components were appropriately designed and structured, which focused on the overall development of Tribal Population (general) and PVTGs in specific. The design focused on quality of life enhancement through increasing the livelihood activities, increasing the income of households, developing assets on one hand, and preserving the tribal culture, rituals, traditions, and governance on the other. The key assumptions made in the log frame were appropriate to the theory of change, though no one foresaw the disruption that was created by the COVID-19 Pandemic not only in the project area, but globally. There have been changes in the logframe indicators, including the retrofitting of IFAD core outcome indicators. The indicators selected mostly were appropriate; however few indicators combined three to four sub indicators, made measuring and reporting in logframe difficult. The logframe for JTELP was modified in 2017 and 2018 (to include core indicators), and again in 2019. The main changes in 2019 refer to : (i) adding an outcome specific to the effective functioning of community groups and tagging to this outcome, all the outputs related to community groups and to community cadre that were initially placed under outcome 1 related to upl, the farmer service centres, and farming; (ii) revising quantitative end targets of the project downward for the no. women with improved decision-making power, the number of Farmer Service Centre, the number of HH who benefit from improved market linkages and commercial production, the income derived from livestock rearing; (iii) removing certain indicators (like youth benefitting from long term vocational training, all indicators related to tasar/lac/forestry as these are not major activities in the project). The logframe of JTELP was update to include core indicators, to ensure there is no double counting and there is consistency in the figures.
45. The allocated budgets for the project period were realistic, however, there were instances of delays in the release of the sanctioned amount in the approved AWPB. Due to the pandemic, most projects have requested an extension, but JTLEP didn’t submit the request well in advance, though they were interested.

C.3. Adequacy of design changes

46. The project was languishing at MTR , firstly, due to a delayed start by two year because of national and state election, difficulties in budget allocation from GoJ. The effective implementation started after the start-up workshop in 2015, when the project staff, facilitating NGOs (FNGO) and Technical Support Agencies (TSA) were recruited and field activities began. Moreover, the initial years post effective implementation began in 2015 went into community mobilisation, forming grassroot communities which in case of tribal groups takes longer, though on-boarding of TSAs and FGOs having worked with IPs helped in achieving the desired results. Several performance based changes were made during MTR and also later in project implementation which are summarised below;

Aspect	Design changes
Institutional arrangement - Governance	MTR suggested to align SPSC with the monthly reviews carried out by the Chief Secretary to focus on project results and convergence. The BOD composition was modified to facilitate participation of representatives of MGNREGA and NRLM and enable more effective convergence with these programs for land and water development as well as financial inclusion and IGAs for poorer households.
Management	At MTR the PMU was expanded to include an HR manager at state level, youth development officers at regional level covering more than one district, and livelihood officers at district level. The Supervision Mission in 2018 authorised the management to recruit technical specialists at FNGO, district and PMU levels and selection of technical support agencies for livestock and agriculture.

Funding	<p>The resources from IFAD loan and SCA to TSP/ Art 275 were financing project activities under Component 3. Given that the loan and SCA to TSP resources are not released in a synchronized manner, MTR suggested to adopt parallel financing whereby SCA to TSP and IFAD funds would finance separate activities.</p> <p>On the basis of SM 2019 recommendation, partial cancellation of loan resources of USD 11.5 million arising from exchange rate gains. IFAD approved the partial cancellation in 2021.</p>
Outreach	MTR expanded coverage to all villages within participating Gram Panchayats; and the 2 blocks of Goerkela and Angada. This translated into increasing outreach by 450 villages to 1780 villages. The number of households increased to 215,000.
End to end approach	The land and water development and livelihood development were designed as separate activities. Experience of the first few years suggested this is not a viable option. MTR suggested a) integration of irrigation and high value crops, b) livestock husbandry and marketing, 3) insitu soil works with orchards.
PVTG support	The implementation of this sub-component changed from what was planned at design and three activities were added: 1) support to PVTG agriculture production systems namely Barbati cultivation (a cash crop) and fruit trees as well as set up of farmer service centres (FSC); 2) implementation of the Targeting Hardcore Poor Programme (THP), targeting 5000 destitute PVTG households; and 3) the distribution of improved cookstoves.
Livestock	Since GS-PECs were burdened with construction of sheds and procurement of livestock, with no provision made for veterinary support and marketing, MTR recommended cluster approach, investment in building the capacity of <i>Pashu Sakhi</i> for veterinary care and service delivery (feed, castration, etc)
Integrated Productions and Marketing Support	The project design had included goat rearing, vegetable cultivation, mango orchards, lac rearing and tasar sericulture under the sub-component "integrated production and marketing support". The 2016 Supervision Mission recommended dropping lac rearing and MTR recommended dropping the tasar sericulture. The project has been taking up mango orchard development and vegetable cultivation but no work has been done on systematic development of market linkages for vegetable cultivation leading to losses to farmers. MTR integrated vegetable activity with land and irrigation development.
Vocational training	MTR dropped the sub component on vocational training due to ineffective implementation
Innovation sub component	The innovation sub-component repurposed to include piloting of Renewable Energy Technologies for productive uses, such as solar pumps and biogas units etc.,. The design suggestions of (a) setting up community forests by providing Community Pattas; (b) lac rearing on <i>semialata</i> ; and (c) PVTG habitat planning were not taken up.

D. Assessment of project effectiveness

47. The project effectiveness is rated as moderately satisfactory. Score= 4. While the project has largely achieved the output targets on most of the activities, majority of them were carried out in the last two years after the MTR was carried out. livelihood related activities carried out pre MTR did not yield adequate Indeed, as explained in the relevance section, modifications proposed during and implemented after the MTR allowed the project to really step up execution and catch up with delays, but with only 2 years remaining, it gave little time for consolidation of results which is why the proposed rating is 4 even though most products were delivered.

D.1. Physical targets and output delivery

48. While the three components had a number of outputs, the core outputs under different components and achievement there

against are given below;

Output Indicators	Original targets	RevisedTargets	Achievement	Percentage
Componnet 1 – Community Empowerment				
SHGs formed and strengthened	5000	5500	5280	96%
Youth Groups formed and strengthened	328	800	812	101%
GS- PEC formed and strengthened (including 248 JTDP GS-PECs)	1589	1733	1733	100%
People trained in community management		40,902	64,934	158%
Componnet 2 - Integrated Natural Resource Management				
HH supported - inputs/technology		122,400	189,740	155%
VDF provided		1000*	1463	146%
Crop demonstrations	17,200	17,200	54,220	315%
Component 3 on Livelihood Support				
Livestock		11,000	10,689	97%
Training in IGA		12,000	11,693	97%

49. * targets not revised in logframe

50. Output 1; 122,400 HH provided with inputs and improved technologies

51. As against the target of 122,400 households, 177,000 households received improved variety seeds support, 133,023 HHs received fertiliser support and 189,700 HHs received training/handholding through krishi mitras and FNGO staff. Targets were exceeded thanks to an improved organization and delivery starting 2020. When seeds were provided till 2019, farmers were asked to procure fertiliser. In the years 2020 and 2021 when the seeds were arranged either through convergence or by farmers themselves, fertilisers were provided by the project (for up to 1 acre). Insecticides and pesticides were arranged by farmers themselves, mainly organic as they were trained by TSA. To ensure farmers get adequate inputs, JTELP facilitated linkages with ATMA and agriculture department from Kharif 2021. These initiatives were undertaken under crop intensification approach adopting weather based crop planning.

52. Output 2; Increased community awareness, strengthened Gram sabha PECs, women's groups, youth's groups and PVTGs households

53. Overall the targets have been achieved for most indicators, except SHGs where the achievement has been 96%.

54. **Self Help Groups;** SHGs are the basic building blocks for project entry into villages and women's participation in Gram Sabhas; many IGA interventions have been aimed at SHG women. As against the target of 5,500 new SHGs with 65,000 members, 5,280 SHGs have been formed by FNGOs (96% achievement) with 63,246 members (97% achievement). Apart from trainings on SHG management, leadership etc., the project provided seed capital support of INR 10,000 to each new SHG and Rs. 20,000 to PVTG SHG^[1] amounting to INR. 57.88 million. While 4,465 SHGs used the seed capital for interlending, 800 SHGs used for

group economic activities^[2]. Supervision missions^[3] pointed out low levels of inter-loaning and utilisation of seed capital due to: 1) the project funding of many activities on grant basis with limited contribution from beneficiaries; 2) lack of ideas for potential IGAs. As per design, all SHGs after three years of nurturing were handed over in batches to Jharkhand State Livelihood Promotion Society (JSLPS) by December 2020 for further nurturing, and federating them into higher structures. As of 31 March 2022, the data from JSLPS shows that 5,265 SHGs are functional with the average savings of INR. 32,682 per SHG, and average inter loaning has been INR. 168,655 per SHG.

55. **Youth Groups;** Mobilisation of Youth Group (YG) has been an important element of community institution development as a counter measure to the social conflict trying to lure the younger generation. As against the design target of 328 YGs and MTR target of 800 YGs, 812 have been formed (593 all male YG, 151 all girls and 68 mixed member) with 11,775 members^[4]. JTELP provided INR. 32.48 million as seed capital to all YGs (Rs.40,000 per YG), though seed capital utilization by YGs have not been uniformly robust as reflected by Supervision missions^[5]. While the original intention was that YG will utilise the funds in social and cultural activities, some YGs utilised the funds for economic activities as well, especially since 2017 with opportunities arising in agriculture interventions (see learning). YGs initiated savings and interlending with average per group saving at completion is INR. 12,879.
56. **Training of community facilitators (CFs), Community Resource Persons (CRPs) and GSPEC members;** The project engaged the services of 21 FNGOs to provide technical and managerial support to SHGs, Youth Groups and GS-PECs in addition to providing implementation support in planning, supervision during the entire project period. FNGOs recruited apart from others, 338 CFs, two each per panchayat and 2367^[6] part time community resource persons who were trained on a wide range of topics ranging from how to form SHGs, YGs, GSPECs, basic bookkeeping, and also NRM and agriculture aspects. Overall the trainings were found to be inadequate by different supervision missions^[7] with the observations that the annual targets for training were not met and the quality of trainings was also not up to the mark to strengthen the financial management in GSPECs. Trainings particularly in managing the functions (institution management, book-keeping, governance etc) of GSPEC were not adequate and the project couldn't meet the planned targets in 2018 and 2019 specifically. One of the contributing factors was the low level of basic level of education for basic literacy/numeracy of members in GSPEC, SHGs and YGs.
57. The 23,430 leaders (of self-help groups, youth groups and GSPECs) have been provided training on institution management, book keeping, leadership, governance etc.,. GSPEC members were provided training on the proper selection of the households for different activities, selection of appropriate agriculture inputs, agriculture equipment management and usage and on agriculture demonstrations. GSPEC members were provided exposure to other well functioning panchayats in JTDP areas and also PRADAN TSP operational areas to strengthen their skills and knowledge on how to plan and how to execute project activities at field level. GSPEC in PVTG areas were additionally exposed to government department functioning by visiting different government offices.
58. **Solar lanterns** were procured and distributed to 8,500 households in collaboration with JREDA. The supervision missions pointed out the absence of after sales service. The project in 2021 has trained 97 youth in repairing the solar lanterns. Since the Government initiated malaria eradication programme, JTELP did not distribute any mosquito nets in the PVTG villages.
59. **Training in production practices and technologies** The project conducted technical training to interested individuals in agriculture, livestock and fisheries. On forestry no training were conducted. There were limited trainings with indifferent results in the initial years due to lack of Technical persons at every level. Post MTR with technical staff recruited for agriculture/livestock at FNGOs and recruitment of TSAs – PRADAN for agriculture and ASSET&W for livestock, the trainings had better results. While Covid affected the on-site training in 2020 and 2021, the project provided training through electronic means/audio visuals and backed up with krishi mitra/pashu sakhi providing handholding for some households.
60. **Agriculture;** The trainings commenced in 2017 for vegetable production and nutrition Gardens wherein 10,580 persons were trained; however both the initiatives were integrated into crop intensification / agriculture initiatives post MTR. Since 2018, the project adopted local weather based agriculture planning system demonstrated by IFAD consultant. JTDS recruited the services of PRADAN, TSA, who developed detailed curriculum and systematically trained FNGO staff and krishi mitras who in turn conducted demonstrations and also trainings for individual farmers through cascading training methodology. Overall package of practices for 32 models of crops and horticulture were developed and 189,740 farmers (male 45%, female 55% and youth 22%) trained by the project.
61. **Livestock;** While in the initial two years this activity was earmarked for groups since MTR the activity and trainings focused on individuals. As against the target of 10,700, the project has reported 17,434 persons trained (some receiving repeat trainings) with male 17%, female 83% and youth 17%.
62. **Fisheries;** The fisheries related trainings have been conducted in coordination with fisheries department. Individuals and also groups owning their own ponds were provided in-depth technical training by the fisheries department. 252 persons were trained by the project (67% male, 33% female and 30% youth) whereas others were trained by the department; fingerlings were also arranged through the department.
63. **Output 3; Land and water resources conserved and used sustainably benefiting tribal communities.**
64. **Training on INRM;** In all 1,300 CRPs have been trained in MGNREGS related works (target of 164). Additionally GS PEC members, 3,007 males and 1,468 females, have been trained in NRM wathed management practices. GS PEC's have also been exposed to MGNREGS related interventions in other districts.
65. **Villages covered under INRM;** Gram Sabha Resource Management and Livelihood Plans (GSRMLP) were prepared by GSPEC with a main focus on the development of water resources for each and every land to maximise the production. The GSRMLP includes (i) in-situ rain water harvesting, such as 5% models, contour trench, 30X40 models, field bunds etc (ii)

discrete rainwater harvesting structure like ponds; (iii) large diameter wells and various land husbandry activities. INRM works have been carried out in all project villages to address erratic rainfalls due to climate change. In all, 11,059 rainwater harvesting systems have been constructed in the project villages. The project has also created 1384 ponds, 1303 shallow wells, 673 irrigation wells, which has brought 6,210 Ha of land under irrigations^[8]. The quality of irrigation wells is good and cost effective as compared to similar wells created in other Government schemes. The major sources of funding are from MGNREGA and SCA to TSP plan.

66. **Village Development Funds;** As against the target of 1,000 villages, VDF has been provided to 1,465 GSPECs. An amount of INR. 125,000 was transferred to each of 1,221 ST villages and an amount of INR. 250,000 to 244 PVTG dominated villages. VDF is to be used for common purposes and detailed guidelines have been issued in 2020. As per the data available as of March 2022, agri inputs of fertilizers, seeds, pesticides purchase and sales, barabatti cultivation, and paddy trading, are the major purposes VDF has been used. While 87 GSPECs have utilised VDF for inter loaning, this is likely to be wound up since VDF guidelines do not permit interloaning.
67. **Farmer service centres constructed;** In all 99 farmers service centres (FSC) have been established, 64 with IFAD funding and 35 in convergence with Government schemes with average investment per FSC of INR 1.25 lakhs. GSPECs are the owners of FSCs and the tools and equipments provided are related to package of practices under the crop intensification and so are well utilised. However, the rentals are low and may not cover the repair and replacement of equipments.
68. **Crop demonstrations conducted;**As against the target of 17,200 crop demonstrations, 54,220 have been conducted with 43,223 demonstrations being carried out between 2018 to 2021. The demonstrations covered 32 crop models. JTDS recruited the services of PRADAN, TSA, who developed detailed curriculum and trained FNGO staff and krishi mitras (CRP), who in turn conducted demonstrations as well as trainings for individual farmers.
69. **Output 4 Producers supported to develop IGAs in the farm and non farm sectors**
70. While physical targets have been nearly reached, the income generated vis a vis the investments made for livestock are poor. Moreover many IGAs have been initiated in 2021 leaving little time for consolidation.
71. **Livestock:** The design targets were 5,000 units of 10 birds layer (Back Yard Poultry)^[9], 1000 units of pig rearing units (5 Piglets and one boar), 5,500 units of goat rearing units (5 does and one buck), 6,000 artisans units, and training the participants. The artisan units were dropped. Project facilitated construction of sheds for housing poultry, pigs and goats, initial stocks to start with and input support. Though in terms of outreach the achievement is high with 3,994 households setting up poultry units, 1,700 households pig rearing units and 4,995 households involved goat rearing (point 16 appendix 4), till mid term the implementation was not effective with no extension support, inappropriate breed selection for piggery and poultry, high mortality rates and producers losing trust. Post MTR with on boarding of TSA, indepth training of FNGO staff and 254 Pashu sakhi/mitra (PS/M) and following a cluster approach of 100 households in 2 to 3 villages the effectiveness of the activity increased.
72. The TSA report^[10] as of November 2021 mention that 98% of the constructed sheds are populated and units are in different stages of production. However interactions by AFC, in the field and by IFAD PCR mission with the FNGOs and community show that while piggery and goatery are continued by majority of the assisted households, 40% to 60% of the poultry rearers in different locations have not restocked after the sale of birds. The average income for 10,683 HH from livestock production was INR. 4081 during the period of April 2019 to Dec 21 (30 months) which is too low considering the cost of investments and 75% of units being more than 2 years old.
73. The project developed 32 breeding centres (18 pigs and 14 goats) to supply piglets and kids of improved breeds, JTELP funded breeding centers with a high infrastructure cost. SM 2021 has pointed out that these centers run at suboptimal levels with low fertility and high mortality rates and income is far below the potential.
74. **Cluster based interventions;** The project design had included 60 goat rearing, 14 vegetable cultivation, 14 mango orchards, lac rearing and tasar sericulture in clusters; lac rearing and tasar sericulture were advised to be dropped by supervision Pre MTR, initiatives resulted largely in failures leading to these activities^[11] being integrated with crop intensification measures within households. Post MTR goatery was taken up as an individual activity.
75. **Vocational training;** The project has trained 1233 male and 346 female for Vocational training both for self employment as well as for placement through convergence; the MTR dropped the activity.
76. **Fisheries;** As against the target of 1384 fish ponds, the achievement is 8,750 with 7048 ponds getting constructed in 2019 with funding from MGNREGA and as per MIS reports 7,048 ponds are being used for fisheries by as many households.
77. **Training in IGAs;** As against the target of training 12,000 persons, 11,693 persons (97%) have been trained in business management/IGA training. Post-MTR project focused on training women. In year 2021, some promising IGA were implemented in the project area like Mushroom cultivation (1000 HHs), Apiculture (750 HHs), Apple Ber and Jack fruit (5500 HHs).
78. ^[1] A SHG is PVTG when more than 70% members in SHG are from PVTG.
79. ^[2] Annual progress report, 2020-2021, JTDS.
80. ^[3] Supervision mission 2019 and 2020 have highlighted the issues.
81. ^[4] Category wise there are 754 Schedule Tribe YG, 50 PVTG YG and 8 others (OBC, SC, General Etc.) YG.

82. [\[5\]](#) Supervision mission 2020.
83. [\[6\]](#) CRP- 1733, AKM- 423, Pashu Sakhi- 211.
84. [\[7\]](#) Supervision mission reports of 2018, 2019.
85. [\[8\]](#) Annual Progress Report 2021
86. [\[9\]](#) Later in 2019 it was decided that In poultry sheds total 100 layer birds would be distributed in two installments of 50 birds each. The second installment would be distributed after the six month of providing the first batch.
87. [\[10\]](#) Project completion report Feb 2019 to Dec 2021, ASSET&W.
88. [\[11\]](#) Mango plantation under taken in 146 acres with 142 farmers in initial years faced high mortality and the project has introduced several other short gestation higher income horticulture activities such as papaya, apple ber, jackfruit, mushroom etc., in the year 2021. Vegetable cultivation in the initial years with 8,775 farmers in 1168 acres, without marketing tie ups led to losses to growers.

D.2. Rural Poverty impact

89. Rural Poverty impact is rated as moderately satisfactory. Score =4.
90. The findings on rural poverty impact is based on base line study conducted in 2015, annual outcome survey results, and end line study [\[1\]](#) report in March 2022. The quality and findings of the studies are uneven. The AOS and end line study were not fully aligned with the project's log frame and did not cover aspects of women and community empowerment. Due to limited budget under AWPB 2018-19 AOS was conducted in-house and required assistance from mission team in revising the questionnaire. Thereafter, in subsequent years third party was hired to conduct the AOS but the questionnaire did not capture all the data points to align with the project's logframe. The end of the project findings of TSAs of agriculture, livestock and the hard core poor programme are also reflected in sections below. Overall the achievements of targets have been robust because of low threshold levels set for achievement of incomes, HH targets were not revised in log frame though outreach was increased at MTR ([Appendix 1](#)).
91. [\[1\]](#) The evaluation of the project included 3000 households across all the 14 districts. The project and control sample included 1500 odd households respectively.

i) Household income and assets

92. *Impact on household income and assets is rated as moderately satisfactory (Score=4)* Against the target of 122,400 households report income increases from rainfed agriculture from INR 483 to INR 2035 and the achievement is 157,295 HHs . Against the target of 136,000 households to report increases in total incomes, the achievement is 163,748 HHs. Household asset Index; As against the target of 75% households reporting increase in asset ownership index, the achievement is 73.4%. The indicator was calculated using an asset index at the household level with a list of 33 types of assets at baseline and endline.
93. The asset holding among the population has substantially increased. The ownership of assets with time has improved. The overall ownership of assets was calculated through a list of assets owned by the household now.
94. Table1: Sample Distribution by ownership of assets

	Baseline		Endline		Remarks
	Project	Control	Project	Control	
At least 75% of households with improvement in household asset ownership index	15	8	73.4	69.8	The indicator is calculated from primary survey through an asset index. The percentage calculates percentage of HH who presently owning improved assets.
% HHs improved household asset - Percentage (%)	15	8	73.4	69.8	

95. Substantial increase has been observed in the purchase of bicycles in both the project and the control sample, compared to baseline year. Purchase of two wheelers (motorcycles/scooter) has not been very high and just had a 1-3 percentage change across project and control locations respectively. It is interesting to observe that among all the assets people have bought higher number of mobile phones relatively as almost 44 percent household owned it which is the highest in proportion in the category. The purchase of other assets such as TV and jewellery (gold/silver) is comparable in the project and control samples but has increased compared to the last year.

96. Table 2: Sample Distribution by purchase of assets in last 12 months

	Percentage of sample (%)			
	Baseline		Endline Survey	
Asset purchased	Project	Control	Project	Control
Bicycle	18	15	58.2	50.6
Motor cycle/Scooter	12	3	13.9	11.5
Television	7	2	7.9	6.7
Gold/Silver/Jewellery	10	4	7.1	6.3
Other assets/mobile phones	11	6	44.0	40.8
No single asset bought in last 12 months	42	70	24.1	65.3

97. In the Endline Survey, it was found that 44 percent and 40.8 percent of project and control samples reported to have purchased at least one asset. It was interesting to note the difference in agriculture asset ownership. The percentage of household who own small and large assets of agriculture have almost doubled in project area as compared to the control area. Which means that there has been a surge of additional agricultural activities in the region.

98. Table 3: Household owning small and large agricultural assets

	Project		Control	
Asset	% of HH Own the asset	Average number of Household	% of HH Own the asset	Average number of Household
Plough/ Bullock cart	37.16%	1.43	26.53%	1.73
Power Tiller	0.46%	8.14	0.67%	5.40
Tractor	0.92%	5.21	0.93%	5.50
Spray Pump	10.24%	1.19	3.27%	2.16

Water Pump Set	5.71%	1.49	3.00%	2.00
Chaff Cutter	1.90%	2.97	0.93%	4.36
Winnowers	0.85%	5.08	0.53%	6.88
Thresher	1.31%	4.30	1.27%	6.26
Hand Hoe	47.87%	1.99	35.47%	2.02
Pick Axe	16.61%	1.66	14.13%	1.89
Single Pick Axe	13.20%	1.82	12.33%	1.87
Hoe	49.38%	1.91	37.80%	1.92
Animal Drawn Patella Harrow	3.55%	3.52	2.73%	2.80
Weeding Hook	1.64%	3.28	2.07%	4.03

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1. The Ownership of Dwelling parameters indicate that people usually have their own house and there is a minor difference of 3 percentage point across project and control. Among other basic amenities such as owning Toilets the project household has a higher proportion 6 percent household than that of control 87 percent. Higher proportion of project samples undertook house expansion in last 12 months than the control samples and the difference was highly significant. Similar trend was found in case of improvement in water supply and sanitation conditions. There is little improvement in type of housing with 83% of control and 86% of treatment households living in traditional housing. The pucca housing has improved by 1.5 % from baseline to end line with 4.2% of project and 3.3 % of control households living in pucca (concrete) housing.

99. Table 4 : House expansion and improvement in water supply and sanitation in last 12 months

Percentage of sample (%)		
Activity done in last 12 months	Project	Control
House expansion	32.2	21.2
Water supply and sanitation improvement	64.2	57.2

100. Incomes:

	Baseline		Endline		Remarks
	Project	Control	Project	Control	

Development Objective		122,400 households report income increases from rainfed agriculture from INR 483 to INR 2035	-	-	157295	-	. 82.9% household report increase in income above INR 1700. Projecting it for the entire sample for 189740 it would be 1,57,295 . Income calculated from production value of all upland crops of all seasons.
		Below 1700	31	39	18.1	43.2	-17.1
		1700-5000	66	60	56.2	43	7.2
		5001-9000	2	1	20	11.2	7.8
		Above 9000	1	0	6.1	2.6	2.5
		Average income of HH from rainfed agriculture			77115.5 ^[1]	32497.2	Average net income
		136,000 households report increases in total incomes	-	-	1,63,748	-	. Overall 77.6 report increase in income . Projecting it for the entire sample . 163,748
		Below 1700	31	39	17.2	47.6	Average Income in total 99,893 (Project) 56,955(Control). Total incomes are income from all sources.

101. Source: Endline survey

ii) Human and social capital

Human and social capital rated as satisfactory = Score - 5

102. JTELP initiatives in institution building (SHG, YG and GS PEC) developed the social capital of the SHGs provided the space for women to address their common issues apart from building their skills in money management and improving their risk taking capacity in income generation activities. Mobilising the youth into groups, a unique initiative, provided space for young men and women in playing a constructive role in their communities. At the end of the project, the proportion of HHs who do not have membership in any group is 35.3 percent in control group whereas it is only 5 percent in project group [1]. The hard core poor initiative included very poor households facing social exclusion to become part of SHGs. At village level, the project activities were selected by the Gramsabha and implemented by the GSPEC. Through GS PECs the skills of community were built to execute development projects, though they still need external support to develop funding proposals.
103. JTELP has invested in capacity development of tribal community through trainings as well as hand holding on technical aspects which has improved human capital [2]. The formation of YGs through various constructive engagements such as sensitization workshops, exposures, instil hope in their minds for the development of their village. Trainings were conducted on institution management of SHGs, YGs and GSPECs which covered 23,993 men and 40,941 women. Exposure visits to well functioning institutions as well as for technical aspects of agriculture improved the community perspectives and skills. Technical trainings on agriculture and livestock covered 189,740 and 17,394 persons respectively. Even during COVID times the project through CRPs and krishi mitras arranged for training for farmers through audio visual means. Handholding through well-trained community resource persons, 433 krishi mitras and 215 pashu sakhis, provided services for farmers and livestock rearers especially women at their door steps. Thus compared to baseline data, where 98% of male and 99% of female mentioned that they had not received any training, at the end of the project the people covered in various trainings is likely to be more 90% of the outreach.
104. JTELP has also built the capacity of JTDS and FNGO staff in programme implementation, community mobilisation, gender sensitisation, technical trainings in all components and activities and this human capital will be available for undertaking other development projects beyond JTELP.
105. [1] Endline report 2022
106. [2] At baseline data where 98% of male and 99% of female mentioned that they had not received any training.

iii) Food security

Food security is rated as moderately satisfactory – score 4

107. **Food security** - The baseline study reported that 99% of HH are food secure in the past year [1] whereas at end line 98.82% are food secure as against the design target of 75% households being food secure. Improved food production through project interventions, and access to Government Public Distribution System is contributing to food security.
108. The approach of JTELP is to link agriculture with nutrition by improving food production systems and diversify livelihood options for improving food and nutrition. The livelihood initiatives on livestock, fisheries, increased and diversified crop production including cereals, pulses and oil seeds, increased production of fruits and vegetables have improved nutrition and variety in food basket. In the last summer season in 2021, 85,539 farmers have reported to have cultivated vegetables. Food production has increased from 644 KGs at base line to 1,434 kg/year at end line. JTELP has positively impacted the availability of high nutritional value food.
109. Child Malnutrition: The primary survey measuring weight to age indicates that there has been an overall reduction of 2.2 percentage points in incidence of child malnutrition measured by weight to age during endline (47.7%) as compared to baseline (49.9%) in the project area. The prevalence of cases of child malnutrition is also 3 percentage points lower in the project area as compared to the control area. There has been a reduction seen in case of girl child malnutrition but an increase in boy's malnutrition.
110. The project had supported nutrition gardens in 2016-17, which later got integrated into crop intensification programme. The supervision missions of 2019, 2020 and 2021 made specific recommendations on improving nutrition - "the saat din saat ghar nutrition gardens" promoted in Tejaswini Madhya Pradesh, intensifying nutrition education and also addressing socio cultural aspects [2] involved in nutrition. These were not taken up.
111. [1] The households were asked whether there was any period in last 1 year during which due to scarcity, some members of the household could not be provided 2 meals per day.
112. [2] through convergence with relevant government programs addressing the issues of access to safe drinking water; sanitation and hygiene; awareness about women's nutrition requirements, especially during pregnancy and breastfeeding etc.,

iv) Agricultural productivity

Agricultural productivity rated as satisfactory. Score = 5.

113. The rating is lower than highly satisfactory because of sub optimal performance of livestock interventions.
114. The STs and PVTGs were following traditional method of farming, mainly mono cropping cultivating rain fed paddy in Kharif to achieve food security for the family. The production per acre of land was low and chance of crop failure high due to climate related vagaries^[1]. There was lack of crop selection/diversification based on water availability and land pattern leading to under utilisation of land.
115. **Agriculture**; JTCLP introduced localised weather based crop planning, since 2018 with the technical support of IFAD consultant. The crop planning has the following elements.
116. a) planning meetings in all villages to know the prevailing practices and also how to add value in it. Class room training and on field training with demonstration plot in each village to help farmers adopt new packages of practices. Development of contingency plan in case of sub optimal rainfall.
117. b) Emphasis on coverage of all types of land with suitable crops and variety. Ensuring crop sequencing and cropping intensity and also sufficient time for each crop to mature and yield its potential taking into account water availability. Mixed cropping (staple crop, oilseeds, pulses and vegetables) promoted to ensure nutritional security and soil health. Lower turn around period in kharif season with short duration paddy, thus providing adequate time for rabi and summer crops. Seeds of high yielding variety distributed (rather than hybrid variety), enabling farmers to preserve their own seeds,
118. c) Preparation of crop calendar and month wise activities for individual crop based on the agro-climatic condition of each region. Standard packages of practices of each crop, with inputs and training planning done in advance. Techniques such as direct advance sowing of paddy to capture moisture for proper germination and line sowing to enable inter culture operations demonstrated. Farmers trained in preparation and use of bio fertiliser, bio pesticide and bio insecticide locally and lowering the use of chemical fertilizer and pesticide gradually.
119. d) Emphasis was on uses of Small and Localised farm equipment based on the available resources. Manual farm equipment promoted through custom hiring system in Farmers service centres.
120. e) Selection, training and deployment of village champions in each village to handhold and day to day follow up and monitoring.
121. f) crop cutting in all villages to demonstrate to the farmers the improvement in yield.
122. Pradan Development Services, the TSA, provided systematic trainings and capacity building to scale up the planning process. The adoption rate of new approaches/PoP is reported as more than 80% at endline for different practices. The localised planning enabled the farmers in proper crop selection for lowland, medium upland and upland, improving land utilisation^[2] and productivity and have resulted in substantial achievements in agricultural production.
123. The average yield (MT/Ha) of Paddy, the main food crop has almost doubled to 4.55 MT/ha of the State average of 2.24 MT/Ha and the Country average of 2.41 MT/Ha^[3]. The baseline figure of average yield of paddy per ha was 1.423 MT/Ha (intervention) and 1.455MT/ha (control)^[4]. Though acreage has increased phenomenally, average yields per ha have dipped marginally from 2018-19 to 2019-20 (for all crops).

124. Table 5- Kharif production – JTCLP results compared with data of Jharkhand and India

Avg. Productivity (MT/Ha)	Maize	Black gram	Groundnut	Sesame	Paddy			Pigeon Pea
					Don-1	Don-2	Don-3	
2019-2020	2.41	0.72	1.46	NA	4.69	4.29	2.79	1.07
2020-2021	2.34	0.77	1.15	0.5	4.55	3.99	3.18	1.3
Jharkhand	2.03	0.94	1.05	0.48	2.24			1.04
India	4.43	0.56	1.32	0.45	2.41			0.81

125. Source; Presentation by PDS to Government of Jharkhand, 6 April 2022.

126. Table 6- Rabi production – JTCLP results compared with Jharkhand and India

Avg. Productivity (MT/Ha)	Niger	Horse Gram	Potato	Mustard	Wheat	Gram	Linseed	Lentil	Lathyrus
2019-2020	NA	NA	13.5	1.25	2.33	1.14	0.57	1.01	1.02
2020-2021	0.48	0.67	12.09	0.93	2.05	0.98	0.66	0.95	0.99
Jharkhand	0.4	0.6	13.95	0.73	2.01	1.17	0.61	1.12	1.2
India	0.33	0.46	21.51	1.3	3.2	0.96	0.57	0.8	1.5

127. Source; Presentation by PDS to Government of Jharkand, 6 April 2022.

128. The project has also reported that the net irrigated area in the programme districts have increased by 18,412 ha (direct intervention as well as convergence funded). It was reported by the endline survey that the average annual net income from agriculture is INR.38,389 (for project) and INR.16,189 (for control).

129. Against the target of 122,400 households report income increases from rainfed agriculture from INR 483 to INR 2035 and the achievement is 157,295 HHs. It was planned that the average household food production increases from 644 kg to 813 kg/year and the achievement is 1,434 kg/year.

130. Livestock; Baseline survey reported that about 84% of the overall households hold livestock in one category or another. As per end of project report of TSA^[5], the mortality rate in goats reduced to 2.2 % in the period April 2021 to Dec 2021 from 14.8% in 2019-20. Poultry mortality were down to 6.1% (April 2021 to Dec 2022) from 11.46 % in 2019-2020. Swine mortality also reduced to 3.9 % in the period of April 2021 to Dec 2021 from 11.5 % in 2019-20. In total, 113,764 Livestock have been vaccinated and 224,899 have been dewormed. Due to vaccination, de-worming and change in rearing practices like feed, house and disease management, the mortality has been brought down. The average herd size at project end is 20 poultry birds, 5 goats and 4 pigs. These are lesser than the sizes what the project had distributed.

131. ^[1] As per baseline study, 82.20% households were cultivating kharif, 14.80% rabi and 17.40% reported not cultivating at all (For control, 70.07%, 10.13% and 29.80%), respectively. For PVTG households, the numbers at baseline were 56.28% (Kharif), 8.72% (Rabi) and 43.08% (no cultivation).

132. ^[2] Rabi 2019-20 (Winter crop) acreage increased to 45 578 ha from 1892 ha (2018-19), and bringing in cultivation for the first time in 6405 ha.

133. ^[3] Presentation by PDS to Government of Jharkand, 6 April 2022

134. ^[4] Annex 116 of Baseline Report

135. ^[5] Project Completion Report, Feb 2019 to Dec 2021

v) Institutions and policies

Institutions and policies is rated as moderately satisfactory. Score = 4.

136. Mobilising women into SHGs was one of entry point activities for JTELP. After initial capacity building and ensuring women's participation in Gram Sabhas/GS PECs, JTELP handed over the SHGs to SRLM by December 2020. As of 31 March 2022, the data from JSLPS shows that 5,265 SHGs are functional with the average savings per SHG was INR. 32,682, average cumulative inter loaning has been INR. 168,655. SHGs have a good asset base mobilised through their own savings, seed capital provided by the project and also revolving fund provided by JSLPS. The grading exercise carried out in June 2020 shows that 55% of the groups are in A grade, 37% in B grade and 8% in C grade which shows reasonable quality of the groups.

137. The mobilisation of youth into separate groups is a unique initiative; the youth members participated in various governance forums, mobilised savings and participated in IGA activities^[1] with each group setting their own core activities. Vibrant economic

agenda have been set by some of them acting as agripreneurs in inputs/aggregate marketing. JTELP graded the performance of YGs in November 2021 and the results are 59% are in category A, 36% in category B, and 5% in category C which shows good quality. However, as institutions they are yet to have concrete linkages with other mainstream initiatives of Government and private sector. Youth groups will need further support to take forth their economic agenda.

138. GS PECs are informal institutions created for implementation of project activities and were supporting Gram sabha in activity and beneficiary selection and also ensuring activities were executed well. 1,733 GS PECs were functional with differing levels of performance in terms of governance and management. As of Dec 2020, 37% are in grade A, 45% in B grade, 18% are in C grade which shows medium performance. The GSPECs accounts were audited for the years 2018-19 and 2019-20. The audit reports revealed several discrepancies in the accounts of the GSPECs.
139. On policy front some of the unique successful initiatives of the project such youth group mobilisation, adoption of localised-weather based planning process and improved productivity in agriculture have potential to influence policy and practices. However, JTDS will need to carry out systematic third party assessments for evidence based policy dialogues.
140. [1] Overall 74 percent of them expressed their satisfaction of being part of the groups and being able to do various income generation activities as per endline survey in 2022.

vi) Access to markets

Access to markets is rated as moderately unsatisfactory = 3

141. Most of the crop production is towards self consumption with little surplus for sales and marketable surpluses are in horticulture and livestock. Though market oriented interventions were planned in terms of mango, tassar, lac etc., at design they were not taken up or in case of mango very few plantations done. Based on initial failure in vegetable marketing project integrated vegetable production under crop intensification rather than a cluster approach. Farmers sold directly to traders. The project has been promoting contract sales between traders and farmers for few commodities and this has led to improved access to far off markets. Melons and cucurbits promoted with 60,000 HHs across 14 districts in 2021 and forward linkages established through local youths, agents and also digital platforms were utilised such as (Aajivika Farm Fresh Portal, E-NAM). This resulted in 7608 Qts. through local market agent, 27 Qts. through online portal, total income of INR 11 million. The project has encouraged youth groups to engage in the marketing of produce in the project area mainly papaya, fish etc.,. Although project design did not provide for marketing support for livestock, the TSA has linked Pashu S/M with traders and breeding centers for sales of market ready stock. PS/M receive commission on each transaction from the buyer thus making it an additional income source for them.

D.3. Gender equality and women's empowerment

Gender equality and women's empowerment rated as moderately satisfactory. Score = 4.

142. The project has conducted gender sensitisation training programme for staff at state, district and FNGO staff and gender action plans for project implementation was prepared. JTELP documented the gender strategy in 2019 with the core intention of mainstreaming gender aspects in all project components. The strategy highlights, that 57% of agricultural labourers in Jharkhand are women. Their work burden is larger than men's, even more so if household work is included, at 14.9 against 9.1 hours per day. That is why JTELP and the strategy laid emphasis on providing women equal or at times even better opportunities than men to benefit, supports them with empowerment, capacity building, income generation and increase in productivity. Further, the project implemented the VISAKHA guidelines [1] in their offices but also with the partners. SM 2020 highlighted that JTELP is now mainstreaming gender considerations in the other project components. This led to 78% of the persons trained in agriculture, livestock and other IGAs being women. The project also noticed that since women participation in agriculture activities increased, the community mobilization has become a lot easier. The project captured relevant data from the field in gender disaggregated form to help monitor the impact of project interventions on women empowerment.
143. Over archingly, measurable targets were assigned to ensure more women participation in project led interventions and activities : a) 50% staffing at every level from FNGOs till SPMU, b) All the Community based organisations (SHGs, PEC, Youth group, etc.) must have minimum 50% women representation and leadership. Staffing targets were not met. SHGs have 100% women. 44% of GS-PEC leaders are women. In 812 youth groups, 22% of the 11,775 members are women; the project has mobilised 151 kishori (teenage girls) groups with 2018 members has paved way for improved confidence to plan their life.
144. SHGs are the basic building blocks for women's empowerment and participation in Gram Sabhas and the project's entry into villages was through mobilising self help groups. 61,998 women in 5,265 SHGs (against the target of 5,500 SHGs) mobilised small savings, accessed loans at reasonable rates of interest, started income generation activities with support from the project. Their decision making capabilities improved vastly since women got to participate in decision making in different committees and governance of GS – PEC, the primary body to decide the project activities in the panchayats. An important development initiative is the hard core poor programme in graduating 5,000 very poor excluded women to improve their asset and income base so that they can join self help groups.
145. JTELP has collected gender disaggregated data for its interventions. Participation of women in project activities have been very

high. 27% of CRPs, 20% of krishi mitras, 100% of master trainers and 88% of pashu sakhis are women who are knowledge carriers as well as role models for young girls. The project has prioritised women in all the trainings and has invested in capacity building of women in leadership and governance, technical aspects of agriculture and livestock wherein 24,128 women have been trained in leadership (men were 5,365); 57% of trainees on agriculture production are women and 48% of trainees on livestock are women. In the business planning trainings for livestock as well as other IGAs, sessions were included on importance of women's access and control over income.

146. During the project duration (between April, 2019 to June, 2020), the THP programme implementation with 5000 women headed PVTG HH in Dumka, Pakur, Godda and Sahibgunj districts helped women beneficiaries graduate out of extreme poverty through the evidence-informed programme, followed by linkage to the mainstream SHGs of the State Rural Livelihoods Mission.
147. Women in the project areas are overworked as noted in the design. Project initiatives of women friendly equipments and tools^[2] in 99 farmer service centers and training women to use them, provision of drinking water facilities through shallow wells in the villages, provision of 1,000 smokeless stoves, biogas and 8,500 solar lanterns have reduced drudgery. Anecdotal evidence suggests that migration of men after kharif has substantially reduced in those households which are taking three crops a year due to the specific interventions of the project and thus the load on women to manage households has reduced. Earlier Supervision missions also have pointed out that even though, women might have been underpaid and overworked, they were all convinced that the project gave them confidence and self-reliance contributing to their empowerment^[3].
148. There are adequate case studies on increased role of women in decisions of Gram Sabha, women addressing social issues like sanitation, alcoholism etc., and also several anecdotal evidences^[4] that women benefitted in multiple ways from the project activities. However, the annual outcome surveys and also endline survey have not carried out systematic assessment of benefits for women, changes in decision making, control over income and other empowerment indices.
149. ^[1] a set of procedural guidelines for use in India in cases of sexual harassment. They were promulgated by the Indian Supreme Court in 1997
150. ^[2] Weeders were introduced to reduce the burden of women. Threshers were introduced to help and reduce the drudgery in threshing. Introduction of Paddy hullers and oil expellers also supported family as a whole but women in particular.
151. ^[3] Supervision mission report of 2021.
152. ^[4] In stakeholder workshop and also interaction with community by PCR team, women quoted several positive changes the project has brought about in their lives and livelihoods providing them opportunities to improve capabilities, ability to network among themselves and support each other through self help groups, youth groups and PECs, and improve their income and assets through income generation opportunities.

D.4. Adaptation to climate change

Adaptation to climate change is rated as moderately satisfactory. Score – 4.

153. JTELP was not designed to address climate change. In the initial years of JTELP operations, except recording the precipitation levels and the onset of rain dates, there was not much systematically accomplished. To increase the adaptive capacity of farmers to climate change, in 2018 JTELP enabled localised weather based crop planning (details are given in the section on agriculture productivity) facilitating detailed discussion on climate change aspects with the communities reviewing past climatic records, including severe events, the anticipation of forthcoming challenges, analysis of farmers' resources at hand, development of weather and water balance based crop planning and contingent plans and practices, demonstrating them and training of farmers to understand the effects and consequences of climate change as well as potential solutions to overcome them such as DSR in at the start of the rainy season, crop diversification, etc., testing and refining the applied solutions. Adaptation to climate change is a long process involving several steps and JTELP has embarked on all the important steps except weather advisory mechanisms which are currently limited to few clusters only.
154. To sustain the benefits, JTDS/Welfare department needs to: a) Continue to conduct weather pattern and water balance analysis by districts / clusters, b) Develop weather based contingent crop plans and possible interventions, such as agroforestry, c) provide weather based advisories to farmers, d) try out contingent plans in pilots and refine them for scaling up.
155. The community institutions – SHGs, YGs, – have seed capital and other funds which are used for loans and in case of climate related adverse events, the HHs have access to emergency loans.

D.5. Environment and natural resource management

Environment and natural resource management is rated moderately satisfactory =4

156. At design JTELP was classified as "Category B" as it was to operate in fragile areas with poor quality soils. The risk assessment did not identify any environment risks in the three components^[1].

157. JTELP activities are currently focused on improving the productivity of the arable lands, and to demonstrate the number of crops that can be successfully grown as well as to increase the cropping intensity. The project activities have been on extensive land and water management and the focus has been primarily on creating additional water resources, such as, dugwells, rain water collection tanks, farm ponds, providing irrigation equipment, etc. There has been little effort on improving land (e.g. levelling, bunding, gully plugging,), soil quality and on conservation of biodiversity which will need more attention to maintain and improve crop productivity.
158. Project has promoted bio pesticides, bio insecticides that do not harm environment and human health; however adoption rates are not measured. The tools and equipments promoted are from locally available material and environment friendly (Appendix 5- Environmental, Social and climate impact assessment). The agricultural approaches promoted by the project are environmentally sustainable over long term, especially the integration of components, improved agronomic practices, such as the DSR in rows, raising field bund height, and lesser dependence on external inputs.
159. Livestock interventions have also promoted fodder interventions. 10,499 Azolla units constructed during project period against the target of 10,700. The average production of the azolla is approximately 220 quintal per month. Over all 99,492 moringa has planted against target of 107000. 70% present survival rate was reported in 2021. The overall production of the moringa is approximately 6,000 quintal green fodder produce in 2021. Improved shed management include proper feed management.
160. Though several interventions were planned for renewable energy solutions, distribution of 8,500 solar lights, 1,000 biomass stoves, 20 Biogas digesters along with piggery units were the achievements. The implementation of 1000 biomass cook stoves generated environmental benefits such as annual wood savings of 2,370 tons (which amounts to approximately 790 trees per year – 1 mature tree saves approximately 3 tons of biomass). The installation of biogas digesters, although only 20 units, has improved community sanitation as animal waste can be channelled into biogas units which can yield a clean cooking fuel (methane), an alternative to fossil-fuels.
161. ^[1] Page 117 of JTELP design report.

D.6. Targeting and outreach

162. *Targeting and outreach is rated satisfactory (Score=5).* The JTELP followed an inclusive and saturation approach to targeting in well selected geographic areas.
163. *Geographic targeting;* Out of 14 districts, five districts were from predecessor project JTDP and nine were new. Within these districts, two Blocks with more than 50% tribal population and within each Block 5 panchayats having highest concentration of tribal communities were selected. PVTG communities were particularly targeted in 3 out of 14 districts, namely Godda, Pakur and Sahebganj with highest population of PVTGs. The criteria for selection of Panchayats within the selected Blocks were: (i) High concentration of ST population (more than 50%) and in particular PVTG population; (ii) High concentration of BPL households; (iii) Panchayats that are adjacent (Contiguous) to each other and have access roads; (iv) Panchayats with about 1,000 households and geographical area of approximately 1,500 ha. All villages within the panchayat were covered.
164. *Social targeting;* The project priority target groups included ST households and PVTG households, women-headed Households, rural youth and BPL households in the project area. However, under saturation approach the project covered 85%^[1] of the households in the villages thus covering other communities as well in specific interventions of agriculture, NRM, trainings^[2]. While all households were eligible to participate in MGNREGS and other schemes such as RKVY and NHM planned to be converged, SCA/TSP and Article 275(1) beneficiaries have to be ST households. All poor households were able to participate in SHGs as per NRLM norms and all households participated in YGs and GSPECs the basic units of social mobilization.
165. By 31 December 2021, JTELP managed to cover 211,016^[3] HH including 10,200 PVTGs with achievement of 98^[4]% of the revised design target^[5] of 215,000 HH. Out of the 1733 villages, 248^[6] are from JTDP area and 1,485 are new JTELP villages.
166. Table 7 - Outreach target and achievement

Details	Revised/ Design Target	Achievement	
		Number	Percent
Number of districts covered	14	14	100
Number of blocks covered	30	32	100
Number of panchayats covered	164	169	103
Number of villages covered	1780	1733	97

Number of HH reached and supported	215,000	211,016	98
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167. About 50% [7] of HHs were included in the last two years of the project when crop intensification and horticulture interventions were undertaken.
168. **Persons receiving services;** Total number of persons receiving services promoted or supported by JTELP is 249,435 [8] which includes 46% women, 20% youth, 10,200 PVTGs. More than one member of the household was provided training in agriculture and livestock. Core services included INRM, VDF activities, livestock intensification, agriculture productivity enhancement and crop diversification. In the last year focus was not only to reach the unreached but also to focus short term/low cost interventions suited particularly to women headed households. Activities like mushroom cultivation, EFY (elephant feed yam), apple ber plantation were planned and executed at ground.
169. [1] As per 2011 census combine population in the targeted villages were 211056, estimated increase at the rate of 18% population as on December 2021 stands at around 249046.
170. [2] Agriculture, book keeping, management, leadership etc. All trainings were common across all the communities
171. [3] The project's 50% of total HH outreach happened in the last two years of the project.
172. [4] As against design target of 136,000 HH project's achievement is 155%
173. [5] Post MTR it was agreed to expanded to 1780 villages, though the outreach figures have not been updated in Logframe(still at 136,000 HH when the population universe is about 215,000 HH): SM 2021
174. [6] only 248 villages belonged to JTDP area as against planned 330 because only these many fulfilled the criteria of having panchayats adjacent to each other
175. [7] The project tried to reach the maximum number (100%) with at least one of the interventions (apart from community institutions intervention). In the last year focus was not only to reach the unreached but also to focus short term/low cost interventions suited particularly to women headed households. Activities like mushroom cultivation, EFY (elephant feed yam), apple ber plantation were planned and executed at ground.
176. [8] the number of persons (249,435) receiving services promoted or supported by the project is more than the number of HHs (211,016) that have been covered. The reason being some HH (particularly from PVTG community more than one person received training) to make the targeted activity more sustainable and acceptable, in case some of them migrates or abandons the activities due to some or the other reason, the other member from the HH can take care of the activity

D.7. Innovation

Innovation is rated moderately satisfactory =4

177. **Innovation 1 - Climate resilient agriculture - Weather based localised crop planning:** Localised weather based crop planning is an innovation that has been scaled up in JTELP (suggested in SM 2019 introduced in 2020). Keeping in mind the varied agro climatic zone across state and resources available with the villages, the process provided an opportunity to each village to plan and execute based on the resources available locally building on the traditional knowledge available with the community to maximize land and water utilisation. High yield seeds were supplied in the first year and later farmers were linked to Government programmes for seeds. Different elements of sustainable practices were brought together to be demonstrated in each village.
178. The localised planning enabled the farmers in proper crop selection utilising all types of lands, for different seasons thus increasing cropping intensity. Crop selection includes cereals, pulses and oil seeds taking nutrition for households into account. Techniques such as direct seeding instead of transplanting enabled early sowing and introduction of short maturity provided opportunity for rabi sowing with residual moisture. Package of practices for 32 different crops and trees were developed and demonstrated and farmers trained. Yield assessments through crop cutting in each village was carried out. The confidence of farmers were built to cover all types of land in different crops in all the seasons which is maximising farmer engagement in the fields, improved food availability and also cash.
179. The achievement is as under;

180. Table 5 - Agricultural Intensification results

	Baseline	Endline
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Crop	% HH cultivating	Area per HH (acre)	Yield ('00 kg per acre)	% HH cultivating	Area per HH (acre)	Yield ('00 kg per acre)
Paddy	96.94%	1.48	5.82	99.1	2.3	15.6
Maize ^[1]	8.14%	0.82	2.35	42.1	1.7	9.5
Oilseed	3.48%	0.44	1.39	41.1	1.1	3.8
Pulse ³	10.69%	0.60	1.82	25.9	1.1	3.7
Vegetables	2.67%	0.39	2.46	48.4	1.3	22.1

181. Source; Data for the baseline from the baseline report, 2015. All data for the endline from endline impact assessment report, except for the yield of maize and pulses which are from the Tribal Agriculture Discourse booklet, JTELP.

182. While percentage of households cultivating paddy increased marginally since most households cultivate paddy, the percentage increase in households cultivating other crops is high. Area per HH for paddy increased by 55% and other crops doubled. Average yields of paddy, maize, oil seeds increased three times from baseline to end line.

183. **Innovation 2; The Hard Core Poor programme for PVTGs** is an innovation. While the graduation programme is well established and proven in different parts of the world, for PVTG women who are isolated and very poor, this is a new initiative. SHGs for PVTGs has had limited success since many PVTGs are unable to save the fixed amount. The results of the hard core poor programme^[2] of 5,000 PVTG women is very encouraging. Growth in average monthly income of the project beneficiaries has been from INR 1,082 in the beginning to INR 4475 at graduation. At inception, the average value of productive assets given to the 5,000 beneficiaries were INR 12,078, but at the end the average asset value was INR 27,931 with an average growth rate 231%. 4,992 beneficiaries (99.8%) have active savings bank account and 4,897 (97.9%) are depositing regularly and total savings at bank at graduation was INR 11 million. 4828 beneficiaries are linked with local SHGs where they will access financial services.

184. ^[1] For Maize and pulses, the impact assessment was not able to record the yields at endline as the harvest was impacted due to heavy rainfall. The current yield figured are from the TSA report.

185. ^[2] Project completion report, July 2021, Bandhan Konnagar.

D.8. Scaling up

Scaling up is rated as moderately satisfactory. Score = 4.

186. **Community driven Climate Resilient Agriculture;** JTELP model of community driven Climate Resilient Agriculture has potential to be scaled up in tribal hinterland of Jharkhand and similar regions of Central India/north east. The localised climate based agricultural planning with revival of traditional practices along with modern ones has helped to enhance the agricultural productivity (Table 4.6 appendix 4) in the JTELP area with endline results reporting 195.4% increase cropping intensity. This can be easily replicated since Lead Project Agency (JTDS) is a society under the Welfare Department, Government of Jharkhand and SPSC is chaired by Chief secretary. Anecdotal evidence suggests that farmers from other neighbouring villages and blocks are replicating after interactions with project farmers. Government of Jharkhand has plans to scale up this initiative in all tribal blocks under a new project. Secretary, Welfare Department, Government of Jharkhand informed the PCR Validation mission that a proposal to allocate about INR 100 million for continuation of institutional set-up at State and district level to scale up the activities to all Tribal Sub-Plan Blocks.

187. **Hard core poor PVTGs;** The THP programme implementation in Dumka, Pakur, Godda and Sahibgunj districts has demonstrated how PVTG women beneficiaries graduate out of extreme poverty through the evidence-informed programme, followed by linkage to the mainstream SHGs of the State Rural Livelihoods Mission. This learning can be used further by the Government of Jharkhand in replicating to other PVTG households and tribals living in extreme poverty across Jharkhand and also by other development partners in other states. The scaling up requires expertise of technical assistance and coordinated funding support.

E. Assessment of project efficiency

188. Is rated as moderately unsatisfactory (Score 3)

E.1. Project costs and financing

189. Project costs and financing; rated as moderately satisfactory - Score 4.

190. The total allocation to the project by all sources was USD 115.59 million of which only 92.22 million (80%) was utilized by the project till December 2021. The allocation by IFAD for the project was USD 51 million (XDR 33.550 million) which was revised to USD 39.50 million (XDR 25.550 million) in September 2021 due to inability of the project to utilize the allocated funds. The project has been able to utilize only USD 33.9 million of the IFAD loan until December 2021 which is about 67% of the original allocation and about 86.58% of the revised allocation. IFAD has disbursed an amount of USD 29.5 million to the project for withdrawals upto September 2021. The project has submitted its claim for the quarter ended December 2021 of about USD 1.5 million of which a sum of USD 536,750 has been declared ineligible by IFAD. The balance amount is under review and processing. The project is yet to submit claims for the period from January 2022 till March 2022 and thereafter till the loan closure. Considering the estimated expenditure till loan closure a sum of about USD 7 million will be cancelled at closing.

191. **Expenditure by financier:** IFAD had provided an advance of USD 3 million to the project which has been fully adjusted against the WAs. The contribution from the GoJ comprising of its own share and that of IFAD was not released in a timely manner. Table 6 below depicts the year-wise expenditure by financier till December 2021. The estimated expenditure for the remaining period till loan closure will be about Rs 160 million (USD 2.13 million).

192. Table - 8

Project Expenditure by financier by year (USD '000)												
Financier	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Total	Appraisal Estimates	% achieved
IFAD Loan	12	135	3,336	4,688	5,016	3,177	8,702	5,897	2,991	33,953	51,001	67%
Government	5	62	329	423	374	379	492	644	631	3,339	7,927	42%
SCA to TSP/ Article 275		-	74	1,493	2,303	2,433	4,904	3,193	290	14,691	11,556	127%
NREGA		-	5,176	6,911	7,819	7,498	6,851	5,359	-	39,615	44,182	90%
Beneficiary Contribution						68	380	173	2	623	925	67%
Total	17	197	8,914	13,515	15,513	13,555	21,329	15,266	3,915	92,221	1,15,591	80%

193. **Expenditure by component:** The year wise expenditure by components as against the appraisal targets is provided in Table 7

194. Table -9

Annual Project Expenditure by Component (Amount in USD '000)													
Sr No	Components	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Total	Appraisal Estimates	% achieved
1	Community Empowerment		0	855	1,470	1,385	1,467	2,738	2,206	1,259	11,380	15,308	74%
2	Integrated Natural Resource Management			7,461	9,961	9,438	8,759	9,402	8,092	1,234	54,347	62,353	87%
3	Livelihoods Support			45	908	3,796	2,406	8,216	4,043	658	20,073	20,740	97%
4	Project Management	17	197	554	1,176	893	923	973	924	764	6,422	17,190	37%
	Total	17	197	8,914	13,515	15,513	13,555	21,329	15,266	3,915	92,221	1,15,591	80%

E.2. Quality of project management

195. The quality of project Management used to be rated as moderately unsatisfactory till 2018 (initial 5 years) but the conditions improved from 2019. In the early stage of the project there was a frequent change in the State Project Director (SPD), 3 project directors in the first 4 years period, which did not allow for continuity of management and in depth understanding of the project approach, resulting in prioritising discrete activities rather than building synergy among components.

196. There had also been frequent staff turnover^[1]. There was high attrition especially in 2017 due to better salary opportunities, no compensation for extra work, and dissatisfaction. The similar situation was with FNGOs and TSAs also. The BOD had recommended a 20% salary hike from 1st April 2015, which was not implemented on time. During the 2018 SM, the revision of the salary scale and other HR matters were agreed but not materialised. The project could not obtain qualified candidates as the salary scale was not attractive as compared to the market. From 2018 most of the key staff positions at SPMU and DPMU were fulfilled. However, at MTR it was agreed to add new positions: at PMU level, HR Manager and Livelihood and Youth Officers at district level and a Management Advisor for JTDS but this was not materialised.

197. In the initial period of the project there was absence of systematic staff performance evaluation and only self-appraisal was in

practice. Following the recommendation of 2018 SM, staff performance review was conducted.

198. There has been considerable improvement in the project implementation since the replacement of non-performing staff in 2019, the recruitment of a new Additional Project Director (APD), and the two technical TSAs. In addition, IFAD hired an experienced agronomist consultant who worked with JTELP and modified the approach to crop development and designed a simple package of practices that the project can disseminate in target communities. As a result of all these measures, the project implementation improved both qualitatively and quantitatively. Though the pandemic has created a big challenge for the project team where most of the SPMU and DPMU staff contracted COVID-19, the progress in last two years has been substantial.
199. The coordination meetings with Government authorities were not regular. The report from the SMs reveals absence of the State Level Project Steering Committee meeting for a while. Similarly, district/block project coordination committees were not conducted on regular bases. However, the SPMU was providing regular guidance to the DPMU and TSA team.
200. [1] from 3 vacant positions in March 2016, the number increased to 4 in August 2016, to 10 in March 2017 to 17 in August 2017, and 5 in 2020 and 9 in 2021.

i) Procurement

201. Procurement of goods, works and consultancy services was to be undertaken under IFAD Procurement Guidelines. The appraisal report of the project identified significant weaknesses at the project level and recommended mitigation measures. Despite repeated recommendations, the project did not engage a qualified Procurement officer and the Finance Manager was given the procurement responsibility at PMU and in the districts there are no staff familiar with procurement principles and procedures. In between the project engaged a Procurement consultant on a retainer basis for short time but this arrangement not utilised effectively.
202. In the initial years till 2017, the Supervision Missions did not have a separate Procurement Specialist to review the post-review procurement and the MTR mission did not have a Procurement Specialist. Only from 2018 onwards, a Procurement Specialist participated in the missions. An analysis of the performance rating on procurement indicate moderately satisfactory rating (when the functions were combined) and moderately unsatisfactory or unsatisfactory from 2018 onwards.
203. The project adopted single source selection for high value procurement of seeds and planting materials and in some cases IFAD declared the expenditure over and above the contract value as ineligible for IFAD financing. In consultancy services also, the project preferred to opt for single source selection without competition. The procurement of high value agricultural tools was cancelled as due process and diligence in public procurement were not followed. Procurement process and procedures applied exhibited serious shortcomings and inconsistencies across the board. There were internal audit and external audit observations on distribution of seeds and planting materials and in the absence of sufficient documentation, these expenditures were also disallowed for IFAD financing. Procurement documentation is spread over the PMU and the district units and it is difficult to retrieve the full cycle of documentation at one place. Community institutions were not adequately capacitated to undertake community participation procurement practices. There are some evidences of prohibited practices in the project procurement.
204. Contract management was weak and the ICP-CMT was not updated on a monthly basis, despite follow-up. At completion, there are 20 contracts with value of USD 3,714,301.69 between 0-360 days overdue the end date. All these contracts to be reviewed individually and closed before the loan closing date.

ii) M&E and KM

205. Monitoring and Evaluation

206. Monitoring & Evaluation (M&E) is rated as moderately unsatisfactory (score = 3). At project design it was envisaged that the project's M&E system will comprise of the following key elements: a MIS for monitoring outputs, participatory monitoring involving CRPs, GSPEC members and FNGOs staff and a process monitoring system for measuring effectiveness of the community organisation. In addition, the AOS and the impact assessment were to measure and track the project's progress towards the project's outcomes as described in the project log frame. The community based participatory M&E system was a strong point of the project as it was able to routinely track, through a strong network of CRPs and CFs, the financial transactions occurring within the SHGs, YGs and GSPECs.
207. The project has developed an M&E plan but it lacks clear log frame indicator definitions, targets, and responsibilities. The project has a MIS that is managed internally by the project team to track the project activities. However, the design of the project MIS is found lacking in being able to report any meaningful summary data that can be used by the project management team to inform and improve project activities. It merely presents a long table with several rows that do not allow for any meaningful observations or analysis. Despite having a MIS that was operational since 2017-18[1], the project was not able to clearly estimate indicators such as households covered under each project activity, overlap of households across different project activities and other related indicators. The project has hired a consultant to update the MIS only last year though the process was started prior to the pandemic. The Planning, monitoring and Evaluation Manager has resigned in January 2022 and the PMU struggled but managed to finalise data for PCR.

208. In addition to the project MIS, the project also relied on the reports of the TSA for measuring adoption and outcomes. But there was no clear methodology outlined in these reports as to how outcomes, incomes, etc. were measured and the reports were largely descriptive in nature. (For example, the report from the agriculture TSA reported increase in yield and production through crop cutting experiments but is not clear how these were measured (sample selection, frequency of sampling, etc.)). There are also large discrepancies observed in the data being reported. For example, the adoption levels in these reports are as high as 100 percent, while the impact assessment reports adoption levels are in the range of 60 to 80 percent. The TSA themselves admit^[2] that it would take the beneficiaries from 3 – 5 years to achieve 80 percent adoption levels.
209. The project conducted periodic AOS and produced Annual Reports that summarised the yearly progress. The Annual Reports were focused on the project's activities, funds utilisation etc. However, the Annual Reports were often inconsistent while reporting data from previous annual reports. The AOS were conducted by a third-party agency since 2015-16. The AOS was not fully aligned with the project's log frame and captured few indicators.
- 210. Knowledge management**
211. The project approached knowledge management (KM) in a more systematic manner in the last three years and aligned the activities to the project's objectives. The project conducted Knowledge Management (KM) activities, including the development of KM products^[3], organising training and workshops for stakeholders, and using KM products in community group meetings to enhance efficiency of groups and the impact of the various social and economic activities they were involved in.
212. Leaflets (10), Brochure (2), Booklets (10), Kisan (farmer) Diary, Process Documentations^[4] (2) and Case Studies on various interventions were developed which were primarily made available in printed form (in Hindi) to beneficiaries during workshops, training session and group meetings.
213. Further, KM products were also developed for institutional capacity building and for wider dissemination to educate various stakeholders about the project, these included training manuals, case studies and short documentaries (5) on project activities.
214. The project adapted well during the COVID-19 lockdown and quickly moved to online platform (Google meet) to conduct trainings on agriculture and livestock practices. Technical support agencies PRADAN and ASSET&W supplemented these efforts and the project managed to conduct 10 to 12 trainings in every project district each month during the lockdown. Training content, query resolution and handholding support was provided to the field staff (CF, AKM and CRPs) through video sharing and live session on WhatsApp and Google meet.
215. The project's website (<http://jtdsjharkhand.com>), saw an upgrade in 2021 after recruitment of IT consultant who manages the MIS as well. The link to dedicated MIS portal is provided through the website and certain reports with details on various component of the project are made available for public access, that provide information on SHG, YGs, crops, livestock related information etc.
216. The project has generated good amount of KM products like case studies, process documentations, practices etc, which have benefitted the beneficiaries as well as helped in building institutional capacities. However, without a sustainability plan in place the benefit of this knowledge bank and experience will not extend beyond the project period. For the sustainability of the KM, the project is in discussion with the state's tribal department to integrate the project's website with Department's website for easy access.
217. ^[1] it was operational only for couple of years and they couldn't update it due to lack of internal capacity, as the indicators were revised/updated the team couldn't be able to update the system,
218. ^[2] Based on virtual meetings conducted during the PCR mission
219. ^[3] List of KM products provided
220. ^[4] pictorial process documentation on Backyard Poultry, Crop Intensification, Goatry, Kharif and Rabi cultivation, Pig Rearing

E.3. Quality of financial management

221. **Staffing:** The staffing of the project comprised of three posts at the SPMU and two at the DPMUs. The staffing remained an issue throughout the project period. At the SPMU too, the vacant posts were not filled up and the head of finance at the SPMU was also in charge of administration and procurement work and thus not fully dedicated to the finance and accounts section. At the DPMUs also the vacancies were not filled up resulting in the finance officers or accountants of the neighbouring districts to back stop the vacant positions without any monetary benefit or additional allowance. The accounting was carried out in Tally software by the district/ SPMU accountants and were reviewed by the Finance Officers/ Manager. The SPMU and DPMUs had Finance Officers/ Manager and accountants who were adequately qualified. The project did not hire any dedicated procurement staff.
222. **Disbursement:** The Project had issues with funds disbursements as funds were not released in a timely manner by the GoJ. The project managed to meet its expenditure out of unutilized balances from earlier years.
223. **Coherence with AWPB.** The average achievement of the project by all financiers, which includes convergence and beneficiary contribution, over the implementation period was about 70%. The year wise achievement against AWPB is presented in the table 8 below

224. Table 8

AWPB vs Utilization by year (amount in Lakh)			
Year	AWPB	Actual	%
2013-14	1,858.69	10	0.52
2014-15	2,962.65	120	4.06
2015-16	5,767.18	5,726	99.29
2016-17	9,919.63	8,863	89.35
2017-18	14,208.66	10,079	70.94
2018-19	15,829.95	9,104	57.51
2019-20	18,873.03	15,525	82.26
2020-21	15,992.09	11,415	71.38
2021-22*	6,055.85	2,894	47.78
Total	91,467.73	63,736.98	69.68
* till December 2021			

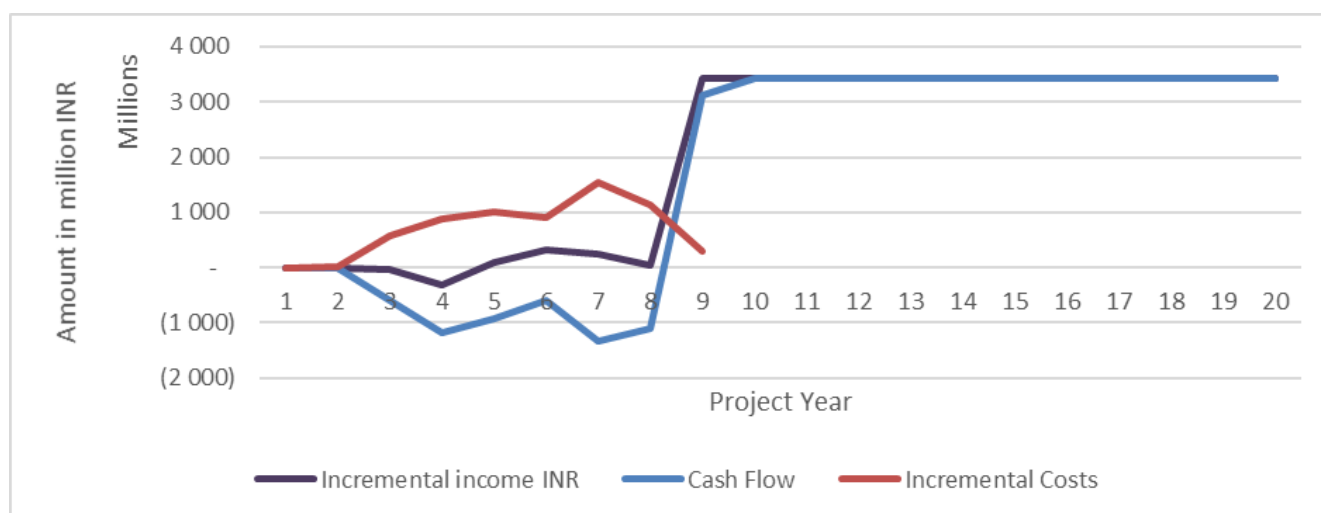
225. **Withdrawal applications:** The project has submitted WAs for expenditure incurred up to 31 December 2021. The WAs upto September 2021 have been processed and funds released/ adjusted against the advance. The project will submit WAs for the period from January 2022 till loan closure (June 2022). It is estimated that about USD 2.13 million will be claimed till project closure and about USD 7 million will lapse. All accounts need to be settled before submission of the final WA or else the IFAD loan proceeds will not be available for the purpose.
226. **Financial management.** The accounting of the project is done in Tally software at the SPMU and the DPMUs. Lack of staff resources resulted in not adequate segregation of duties arrangements within the project team. Though approvals were obtained for release of payments, there were issues with respect to actual delivery of inputs to the beneficiaries as reported in the audit reports of the project resulting in ineligible expenses. During the project period, large advances remained unsettled for long periods of time as also stale cheques were not reversed in the year in which they became stale. Though the project had uniform chart of accounts, consolidation was not done through the system until 2018. The accounting system did not have the mechanism to capture convergence funding. The accounting and reporting improved over the years but during the latter part of the project, specially the last two years a lot of audit observations and irregularities were noted, which were quite serious in nature, with regard to financial propriety which is primarily the responsibility of the project management. Serious financial issues were also reported in respect of financial management and procurement by GSPECs in the audit of GSPECs and the project management did not take any corrective action. Some statutory compliances pertaining to Income tax registration and filing and delayed payments of statutory dues also were identified by the auditor.
227. **Audit:** The project has completed and submitted its audited financial statements till March 2021. The auditor's appointment for the year 2021-22 till project closure needs to be approved by IFAD. In the initial years, the project audit was delayed which has improved over the years. From the year 2018-19, a system of internal audit has been introduced. The books of accounts and records of GSPECs have also been audited for the last five years. The audit reports presented unqualified opinions and a Management letter which included observations relating to issues in accounting practice, in particular the recording of EPF contribution, timely adjustment of advances, reversal of payments, deficiencies in internal control structure and accounting practices, non-compliance with procurement guidelines, procedural lapses and financial irregularities. The internal audit report, GSPEC audit report and the statutory audit reports have reported serious procurement lapses and financial impropriety but the project management did not take any steps to address the lapses.
228. **Filing of Project records:** The Project's filing system have been adequate. On closure the files will be safely maintained for ten years at the office of the Welfare Department, Govt of Jharkhand or at the JTDS office as may be decided by the Welfare Department, the responsibility of which will rest with the Welfare Department
229. **Project financial procedures manual:** The project has a PIM which includes the section on financial procedures and accounting. The PIM is adequate for the functional needs of the project.
230. **Ineligible expenditure:** During the project implementation ineligible expenditures were identified for tax claims and inadequate documentation, which have been resolved. However, in respect of the last WA submitted for the period October to December 2021, IFAD has identified a sum of USD 536,750 as ineligible expenditure which is derived from the audit findings of the project. The project could not justify the expenditure incurred on distribution of inputs to the beneficiaries. The amount of US\$ 536,450 is being recovered from the last WA submitted to IFAD.
231. **Project Assets:** The project assets which consist mainly of computers, laptops, other equipment and furniture will be used by the JTDS offices at the HO and the districts. The assets of the GS-PECs will continue to be used by the respective GS-PECs. The

assets issued by the project to FNGOs have not been returned as the management is of the view that these assets are more than 7 years old and do not have much value. The management may get an order from the PD to the effect that the assets have been handed over to the to the FNGOs for their use after project closure. All such assets are to be recorded in the FA register and include the handing over of the assets to the concerned offices.

232. **Closing activities:** The project will need to submit the final WA, recover advances if any to any implementing partner, GS-PECs, handover assets and get the final audit done prior to loan closure on 30th June 2022. The internal audit and GS-PEC audit reports also need to be submitted to IFAD well before closure (preferably by April 2022).

E.4. Project internal rate of return

233. **Project Performance Indicators:** Economic analysis of the project to assess the project performance was undertaken using the cost-benefit analysis. For this project the economic analysis is using a top-down approach that is based on the achievement of key project development objective on income: (a) percent households that report increase in total incomes; and (b) total outreach of the project. The EFA cannot be based on individual farm models and aggregating the benefits based on final outreach and adoption numbers because the project lacks sufficient data to develop farm models for all major livelihood activities and for adoption levels of various livelihood interventions. The EFA is based on the following assumptions: (a) a baseline average annual income of INR 42,987^[1] (b) changes in annual average income as per the AOS and (c) the end line average annual income of INR 88,147. The assumptions are considered realistic because current estimates of average annual income of rural households in Jharkhand range from INR 47,916 – 58,740^[2]. The financial models for the various livelihood interventions and the adoption levels (prepared where data was available) show that the average annual income lies between 10,275 – 25.033 per acre of farmland.



234. The three indicators to assess the overall performance of the project include: (i) economic internal rate of return (IRR), (ii) net present value (NPV), and (iii) benefit cost ratio (BCR). These were estimated using incremental cash flows of benefit and cost streams over 20-year period. Overall Project IRR is estimated at 29.6 percent against an appraisal estimate of 17 percent. The estimated NPV for a 12 percent discount rate is INR 5.8 billion against an appraisal estimate of INR 919 million, with discount rate of 12 percent) and the Benefit cost ratio of 1.79 (appraisal 1.16). A positive NPV under the current Opportunity Cost of Capital (OCC) of 12 percent and even at a 12 percent discounted rate indicates that the project investments are robust.

235. **Sensitivity Analysis.** Since the EFA is based on two critical drivers (a) number of households reporting an increase in incomes (b) average annual household income. Economic returns were tested against changes in benefits and costs and for changes in these two factors. The sensitivity analysis shows that the project will not be financially viable (EIRR greater than the discount rate) if the income realisation falls below 90 percent and if 50 percent of project beneficiaries stop realising improved incomes.

236. **Table 10: Sensitivity Analysis**

	Percent of households realising improved incomes					
	50%	60%	70%	80%	90%	100%

Income realisation – Percent of Income at Endline	70%	-14.7%	-13.9%	-13.2%	-12.6%	-12.1%	-11.6%
	80%	2.4%	3.6%	4.7%	5.6%	6.5%	7.4%
	90%	12.3%	13.9%	15.3%	16.6%	17.8%	18.9%
	100%	20.8%	22.8%	24.7%	26.4%	28.0%	29.6%
	110%	29.3%	31.9%	34.4%	36.7%	38.9%	41.0%

237. [1] Based on the frequency distribution presented in the baseline report

238. [2] Situation Assessment of Agricultural Households and Land and Holdings of Households in Rural India, 2019 – NSS 77th Round

F. Partners' performance

F.1. IFAD's performance (Quality of supervision and implementation support)

239. JTELP is the second project to be implemented in the State with IFAD assistance. IFAD has been proactively providing support to the Project Management Unit in translating the design considerations into implementation approach by organising a wider consultation at startup to discuss PIM, a technical workshop to project team on the compliance issues. IFAD has fielded 8 Implementation Support Missions, 7 Supervision missions and a Mid Term Review mission, besides many IFAD country team visits to resolve implementation bottlenecks (*Appendix 6 dates and composition of missions*). IFAD missions with a core country team of IFAD consultants knowledgeable about the country context were useful in dealing with the key issues raised. Particularly on GSRLMP and agriculture related interventions, IFAD support through consultants were recognized by the Government as well as partners.

240. Capacity building support for M&E, preparation of Financial Management procedures and technical assistance for GSRLMP were provided by engaging qualified consultants. IFAD also fielded a specific Procurement Support mission to resolve issues related to engagement of service providers and other issues. In addition procurement capacity building support was also provided through procurement training to concerned staff members. The quality and timeliness of the SMs and ISMs were generally satisfactory but change of consultant support in some areas were not always consistent. IFAD prepared Project Improvement Plans (PIP) to bring out the project from chronic problem project status and followed up on the recommended actions. Audit reports were reviewed and any audit observations were followed up with the project for resolution.

241. IFAD has been responsive to Government's request for engaging specialised Technical Assistance for Agriculture, Livestock and Total Hardcore Poor interventions. The ICO played a key role in quality assurance of supervision and implementation support and coordination with Government of India and the State Government. The project has been responsive to include and take actions on aspects highlighted by various SMs and ISM. However, pro-activeness shown to address human resources management and financial management aspects was low compared to other aspects.

242. Considering the unspent loan resources at closure (about USD 6-7 million), IFAD could have taken priority steps to cancel these resources before completion; however, being highly concessional loan resources, both Government of India and Government of Jharkhand were not keen to forego the resources.

F.2. Government's performance

243. The support of the GoJ was instrumental in the smooth implementation of the project. The GoJ entered into an MOU with JTDS for implementation of the project. The primary staffing structure was mostly as per the project design and the project was headed by senior administrative officers from the Government for the entire project period, though in the initial years frequent change of PDs disrupted implementation. The Chief Secretary and the Principal Secretary regularly reviewed the project progress and provided guidance. However, at state level the frequency of the steering committee meeting was minimal. Though the disbursement of funds to JTDS was delayed, the project had adequate unutilized funds of earlier years which helped the project to implement.

244. The GoJ has generally complied with most of the financing agreement covenants though some covenants such as staff vacancies in key functions, timely release of funds to the project, holding of SPSC meetings, timely submission of WA and timely submission of audit reports were not complied with.

F.3. Other partners' performance (including co-financiers)

245. The project has had different set of partners for the project implementation, which included Technical Support Agencies (TSA)s, Facilitating Non-Governmental Organizations (FNGOs) and convergence with (i) MGNREGS for land and water development activities; (ii) JSLPS for SHG development and livelihoods activities, and (iii) NYKS for youth related support and activities.
246. TSAs were hired to bring in technical guidance and inputs to project implementation, and mentor FNGOs in implementation of all project activities at community level. Three TSA were recruited in 2015 and it was found during the initial period that the TSA didn't have the capacity to implement enterprise cluster activities, did not recruit the full strength of staff required and the deliverables were also not achieved after one year of contract period. The 2016 supervision mission recommended replacing TSA and hiring consultants and technical agencies to support implementation. At MTR the responsiveness of TSAs as service providers was rated as moderately unsatisfactory (score=3). However, in 2019 the project had hired PRADAN Development Service (PDS) and ASSET&W as TSA to deal with agriculture and livestock interventions respectively.
247. The ASSET&W contributed to training the FNGOs staff, Pashu Sakhi/Mitras and handholding support to the farmers in the field. The ASSET&W overcome many challenges faced by JTELP like high mortality of livestock distributed by the project, poor disease management, poor nutrition management and high-cost sheds. The organization had introduced low-cost sheds for animals, fodder plantation/azolla cultivation and fully trained and equipped Pashu Sakhi at village level. During the short interval of 3 years' time, the TSA has tried to sustain the production from pig and goat activities.
248. The technical assistance from PDS and support from JTDS management was the key factor in enhancing the crop productivity as well as the increase in acreage per farmer. The PDS has trained 2429 persons (404 FNGO staff and 2025 Cadres) during the project period. It has supported agriculture production from village-based planning to crop selection, seed selection & treatment, disease management of crops, harvest and yield estimation based on crop cutting experiments. There is positive response from the farmers, FNGOs and DPMU on the services rendered by PDS.
249. The FNGOs were the most important partners in implementation of the program. Initially 22 FNGOs were recruited on a fixed contract basis. Two FNGOs contracts were terminated based on poor performances. Initially there was an issue on the performance management of FNGOs, but later a review mechanism was established. The FNGOs were the core implementing staff of the project, they had 8 (3 professional+5CF) initially which was revised to 10 (4 professionals+10 CF) per block. The performance of the FNGOs were good in most of the districts. The SPMU based on review mechanism for FNGOS provided an extension for their contract, in 2020 the contract of two poor performing FNGOs were terminated.
250. The agencies which supported in the Targeting Hardcore Poor (THP) program were Bandhan-Konagar, and JPAL. The performance of these NGOs was good, and they were the key success for the THP programs who have reached to 5000 destitute PVTG households. The other NGOs which provided support in Bee keeping training and inputs were Divyayan KVK, Ranchi (500 members) and Holy Faith (250 members).
251. The collaboration with JREDA was done for supply of Solar Lights. During the project period 8500 solar lights have been provided to the PVTGs HH. The lack of maintenance and repair support along with warranty support made the performance sub-optimal though in the last six months the project has trained few youth in repairing.
252. The collaboration with JSLPS was successful as JSLPS supported the JTDS with Trainers and resource persons for SHG management. 5280 SHGs were successfully handed over to JSLPS for further support and nurturing.
253. Convergence with MGNREGA was one of the important partnerships. The project was designed to get 38.1% of funding support through this department. Though MGNREGA followed its own implementation mechanism, yet the schemes selected under GSRMLP and approved by Gram Sabha were implemented in convergence. It was found that in every village 50% of NRM work has been contributed through the MGNREGA.
254. There are other line departments which also contributed to the project like Agriculture departments and ATMA that have provided seeds, equipment like seed drills, cono weeders, pump sets, power tillers etc. The BAU and KVKs have supported the training of farmers and CRPs. NYKS is also an important partner which worked with youth groups.

G. Assessment of sustainability

255. **Political sustainability is rated as moderately satisfactory. Score = 4.**
256. Government of Jharkhand has been committed to improve the lives and livelihoods of tribals and is now keen to upscale some of the JTELP interventions and approaches to all the TSP blocks of the state. The interventions through JTELP have caught the attention of local Members of the Legislative Assembly (MLAs) from different districts particularly East Singhbhum, Dumka, Latehar, Saraikela and Kharswan and West Singhbhum who are keen that these interventions are implemented in their constituency^[1]. FNGO partners and also TSA partners are keen to continue the approaches under agriculture in their future work.
257. **Social sustainability is rated as moderately satisfactory. Score – 4.**
258. Community ownership in the project interventions, activities and institutions, has been high. JTELP experienced a high participation of the tribal households in programme implementation throughout the project in terms of their participation in

trainings, adoption of package of practices etc., Agriculture and livestock activities adopted a saturation/cluster based approach and the technologies promoted were easy to adopt which also contributed to higher social acceptance. Gram Sabhas have been involved in selection of beneficiaries and also execution of the project interventions in the villages leading to new skill sets developed in these institutions the benefits of which will last beyond the project. With majority of self help groups and youth groups likely to sustain beyond the project period, the social capital created in these groups is likely to be sustainable. The project had an opportunity to adopt better sustainable practices such as phasing out of free inputs early, partial contribution for animals and sheds and also sustainable user fees.

259. Institutional sustainability rated as moderately unsatisfactory. Score - 3

260. Building institutional capacity in the form of mobilising SHGs and YGs, revitalising Tola and Gram Sabhas, establishing VDFs and empowering GS-PEC of Gram Sabha to implement interventions and manage funds, undertaking production oriented interventions in agriculture and livestock involving larger numbers of households has contributed to improved functioning of the customary institutions and PRIs.

261. All SHGs that are mobilised and capacitated under JTELP are integrated with JSLPS (SRLM) for further development including the formation of SHG clusters at village levels, bank linkages, provision of revolving fund for internal lending etc. They have minimal costs and are financially sustainable if the recovery on loans is high. YGs which were designed largely as social organisations are now taking up economic activities availing new emerging opportunities in agriculture as well as some of the traditional activities like tent houses etc., COVID had impacted profitability of some of the economic activities. While few of YGs are linked to Nehru Yuva Kendra for further support, others will function independently and their institutional sustainability depends on the nature and profitability of economic activity and interest of the members. They have negligible costs. JTDS will need to promote institutional linkages with Government departments, other development partners to sustain the interest of YGs. A light touch monitoring by GS/GS-PEC will be essential to ensure that these groups function well.

262. GSPEC is an informal body established by the project for execution of the project activities. While in few Panchayats there are multiple GS-PECs depending on number of villages, in others there is only one. GS PECs' recommendations for project activities were formally approved in Gram Sabha and thus there is functional alignment between GS and GSPECs. Without recognition through the Panchayati Raj Act of Jharkhand or through line departments as functional committees (there are other statutory committees like water and sanitation Committee, health Committee etc.), GS PEC role is likely to be limited in future. Rural Development Department has evinced interest in engaging GSPEC formally for MGNREGS works but there is yet to be an official notification to this effect. While the project has envisaged different roles for GS-PECs as knowledge centers propogating better production practices through krishi mitras and pashu sakhis, and aggregation centers for agriculture inputs and outputs, these are yet to be concretised. CRP services are dispensed with and there are no significant operational costs for GS PEC. One of the key performance indicators set at MTR for GSPEC was their ability to mobilise INR 3-5 lakhs a year for village development which would have contributed to their vitality and sustainability; this is largely unmet.

263. Environmental Sustainability is rated as moderately satisfactory. Score = 4.

264. The activities of JTELP have focused on improving the productivity of the arable lands, to demonstrate the larger portfolio of crops that can be successfully grown in both the seasons, and to increase the cropping intensity and the package of practices propagated for agriculture and livestock are environmentally sustainable. JTELP has promoted bio pesticides, bio insecticides that do not harm environment and human health. The tools and equipments promoted are from locally available material and environment friendly and farmers are likely to continue usage of such equipments in future. The agricultural approaches promoted by the project are environmentally sustainable over long term, especially the integration of components, improved agronomic practices, such as crop rotations, and lesser dependence on external inputs (*Appendix 5*).

265. Suitability of agricultural approaches in the context of climate change is rated as moderately satisfactory. Score = 4

266. The agricultural approaches promoted by the project take into account local weather and adverse events in the past and farmers have been trained in local weather based planning of crops. The package of practices are suitable for tribals building on the resources they have and building on their traditional knowledge. The integration of components, improved agronomic practices to maximise production taking into account land and water available and lesser dependence on external inputs all contribute to sustainable climate change adaptation. As for project support, most of the interventions have been targeted to individual beneficiaries who has reaped benefits, and it is reasonable to expect that they will continue these activities and benefit from higher production post project.

267. Technical (rural producers' capacities, appropriate technologies, access to inputs) sustainability is rated as moderately satisfactory = 4

268. GS PEC members, Community resource persons (krishi mitreas, pashu sakhi/mitras) have been capacitated and strengthened on various aspects of crop and livestock production like Village Level Crop Demonstration, Germination Test training, PoP of all the Crops, crop cutting for yield assessment, Livestock management training, Business Management Trainings etc.,. Community cadres are resources available in the villages and their trainings have been intensive and systematic. Pashu sakhis/mitras are being linked to the Government department and also SRLMs to ensure they continue to have access to constant supply of quality vaccines and medicines. Fee based services system have been put in place for PS/M with 80% reporting higher incomes than the honorarium they were being paid by the project. Krishi mitras have been linked with ATMA and Agriculture department so that they can facilitate farmers accessing the agri inputs available from Government schemes. There is no payment to their services as of now. GS PECs will need to facilitate this in future.

269. While the project supplied seeds, fertilisers etc., to farmers, since last year the project has facilitated linkages with Government departments. Farmers having experienced good results are expected to continue with good inputs. All the suggested crop and livestock interventions in the project were simple, within farmers' resources, and did not require external support /resources and thus are technically sustainable.

270. The water harvesting/irrigation structures created are on individual farmers' lands with explicit MOU with GS PECs to share water with agreed farmers/ households. Individuals are expected to maintain these structures.

271. The farmers Service Centres established by the project act as the centre for accessing different agricultural tools required by farmers. Proper maintenance of these tools as well as keeping record of accounts of fund generated from renting charges will need to be done by GS PECs. The current fees charged are not adequate for replacing the older tools, bringing newly innovated tools.

272. Economic sustainability is rated moderately satisfactory. Score = 4

273. The economic sustainability of the project interventions depends on two key aspects (a) farmers having the resources to invest in the agriculture activities; and (b) farmers realising remunerative prices for their produce. Since, a large number of households covered under the agriculture intensification and livelihood sub-components are members of SHGs and YGs, it is expected that the families will continue to have access to finance to invest in the livelihood activities. All 5,265 SHGs have access to bank accounts and have shown an increase in savings and inter-lending through the project years. It is expected that with the handing over of the SHGs to JSLPS, the inter-lending will only increase and the SHGs will have access to credit linkage with formal financial institutions. Moreover, farmers including youth have been linked with ATMA and line departments for subsidised inputs. Hence, it can be assumed that the project beneficiaries will continue to invest the improved agriculture and production practices. Much of the crop production is for consumption with marketable surplus being limited. While several project reports have indicated the total revenue from the total output of the project farmers, they were calculated on imputed prices based on the prevailing Minimum Support Price declared by the Government for the various commodities or on average prices. Market oriented horticulture interventions have been taken up in last two years for which the project has attempted to connect farmers to formal marketing channels but these are few.

274. Exit Strategy

275. Exit strategy was developed by the project in the year 2020 with a view to ensure post-project sustainability of the institutions and the supervision missions of 2020 and 2021 provided extensive inputs in fine tuning the exit strategy including a) capacity development of the GSPECs in bookkeeping, procurement, knowledge of government departments and also business plan preparation, b) business management training for SHGs to ensure full utilisation of seed capital, c) Youth groups registered as youth clubs, training them on business management, d) Farmer service centers to be fee based businesses by GS PEC, e) developing revenue stream for both Pashu Sakhi and Krishak Mitra and linking them with JSLPS and line departments and f) free provision of various agriculture inputs to be phased out. While JTELP phased out free agriculture inputs linking farmers with ATMA and agriculture department and developed revenue stream for pashu sakhis, all others are still to be completed at project closing.

276. Currently exit strategy also leans heavily on continued functioning of JTDS (Lead Project Agency) in the project villages implementing state government programmes under Welfare Department. This requires continuation of the institutional set up at the State and District levels. Secretary, Welfare Department, Government of Jharkhand informed the PCR Validation mission that a proposal to allocate about INR.100 million for 2022-23 is being considered for Cabinet approval and also preparing another proposal for possible external assistance (from IFAD or other EAP) for all Tribal Sub-Plan Blocks. In addition to the proposed funding, the nodal department may also consider advocating to other development schemes to utilise the community institutions of GS-PEC as 'last mile delivery institution'.

277. [\[1\]](#) Supervision mission report 2021.

H. Lessons learned and knowledge generated

Sustainable ecosystem necessary for innovative products and interventions

JTELP design had an innovation sub component under which largely renewable energy initiatives were under taken (8,500 Solar lanterns, 1,000 Biomass Cook Stoves and 20 Biogas Digesters). There are few lessons that can be drawn from the experience: a) Projects should ensure that the service provider has been engaged to provide aftersales/annual maintenance for a period of 3 to 5 years, b) the target groups should have local champions to guide on maintenance, general troubleshooting and repairs on fee basis, and c) implement these interventions with nodal departments as much as feasible for sustainability and future scale-up.

Projects need technically qualified manpower to steer large livelihood initiatives and interventions have to be consistent

The initiatives in agriculture and livestock etc., need sound technical personnel at project and FNGOs. This was the major lesson learnt till 2017 where the initiatives were mostly failures distressing the farmers. Recruiting technically qualified staff at all levels

starting from SPMU till community resource persons and engaging TSA for backstopping has been crucial to improve the results. Another key lesson is to build on and add value to what farmers already have and know as implemented under crop interventions; under livestock introduction of breeds not well known to tribals led to high mortality, low price fetched for poultry etc., IFAD supervision missions as well need to provide consistent support; change of expert in missions leads to inconsistency in direction and advice.

Youth groups need to have economic agenda other than social activities in order to be sustainable.

The design considered youth mobilisation as an effective strategy to counter the organisations promoting social conflict trying to lure the younger generation into their activities. Youth groups under JTELP were to take up promotion of sports, music and drama and also activities relating to road maintenance, cleaning of water sources, social development issues; etc. JTELP has mobilised youth into groups as an important element of community institution development. The youth groups have been given seed capital to take up social and cultural activities of their choice. The implementation experience shows that the energy of youth groups need to be channelised into economic activities and youth have to be potential agripreneurs as their involvement in papaya seedling production, paddy seed production etc., shows. Unless economic and social agenda are taken up by together by the youth groups, mere social agenda will not keep their interest alive for long.

Particularly vulnerable tribal groups require different mobilisation and intervention techniques

PVTGs the most isolated and disadvantaged indigenous tribal groups living in relatively small settlements and their mobilisation and sustainable interventions has always been a challenge. Hard Core Poor programme of asset transfer for PVTGs is innovative and found to be an appropriate intervention. Being the poorest even among the STs, self-help group methodology of entry point into villages are often not enough to mobilise the community due to their extreme poverty, little surplus to save regularly, inability to meet regularly due to pursuit of livelihoods. Following end to end approach in agriculture which they were already cultivating - cultivation of barbatti (cow beans), improving package of practices/inputs, setting up farmer service centers for making available basic tools and equipments not only for cultivation but also for primary processing proved successful in mobilising the PVTGs.

Rainfed agriculture can be productive and profitable for small farmers.

There are several lessons from the agriculture interventions from the project. Consultations with community and building on what they have in terms of resources and knowledge builds trust and confidence of farmers. Class room training and on field training through demonstration plots in each village help farmers adopt new packages of practices and scaling up. Qualified and committed professionals to accompany the process of climate change adaptation is crucial. The use of simple farm tools, which can be made using locally available material and by the local artisans (carpenters or the ironsmiths), such as bamboo and wood are very useful in rain-fed farming systems. It is imperative to take a total landscape approach for farming in rainfed situations. Even wasteland can be highly productive, as has been demonstrated in case of elephant foot yam.

I. Conclusions and recommendations

278. JTELP has reached 211,016 tribal and other vulnerable households in 1,733 villages in its eight years of implementation. While lagging behind in implementation till 2017, the turn around of the project since 2018 has helped it achieve most of the output targets of building community institutions, training on community management and technical trainings on crop and animal husbandry, construction of water harvesting/irrigation structures and Household support for crop intensification and livestock development programmes. However, majority of the outreach expansion and reaching households with at least one livelihood service happened in last two years leaving little time for consolidation. The project has contributed substantially to agriculture income though income from livestock has been sub optimal.

279. Crop intensification programme through which more than 89% of the households were supported saw unique achievements in terms of productivity and income increase. The localised weather based crop planning process, package of practices, tools and techniques saw high adoption rates by farmers since they built on what farmers already had. These are highly replicable and scalable in Jharkhand. The other initiative which yielded substantial results in income and asset increase is hard core poor graduation programme of PVTGs.

280. At closure the sustainability of institutions and livelihood initiatives depends on further support for next stage of their growth.

281. Recommendations;

- Many of JTELP's livelihood interventions are two/ three years old with many interventions in the last year. Community need further support for at least three years for agriculture and livestock interventions to stabilise. Government of Jharkhand's funding to JTDS for handholding and monitoring will ensure sustainability. Similarly youth groups and GS PECs will need mentoring and linkages with other departments and stakeholders to ensure their growth path.
- JTDS recognised the GS-PEC route as an effective channel for grassroots outreach and also for bringing several changes in implementation of development programmes. Department of Welfare, Government of Jharkhand and JTDS will need to chalk out the future roles of GSPEC in the tribal area followed by Government notification to that effect.
- Substantial results achieved under local weather based crop planning will need third party evaluation through a technically qualified institution. The validation of results achieved by the project can facilitate policy support from Government Jharkhand. JTDS with the support of Department of Agriculture can scale up this initiative in all tribal blocks of Jharkhand.
- The final withdrawal application calculated after the final audit of financial statements to be submitted to IFAD latest by 20

June 2022 since any application received at IFAD beyond 30 June 2022 will not be disbursed.

- Government of Jharkhand is to provide its agreement for public disclosure of the PCR report, as per IFAD Policy.



India

Jharkhand Tribal Empowerment and Livelihoods Project Project Completion Report

Appendix 1: Project logical framework

Mission Dates: 01 to 14 April 2022
Document Date: 30/06/2022
Project No. 1100001649
Report No. 6150-IN
Loan ID 1000004336

Asia and the Pacific Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later

than the project closing date.

Jharkhand Tribal Empowerment and Livelihoods Project

Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Outreach	1.b Estimated corresponding total number of households members							GRIPS			
	Household members			800 000	385 215	1 131 380	141.423				
	1.a Corresponding number of households reached							RIMS	Annual		
	Women-headed households			0	7 987	16 370					
	Non-women-headed households			9 000	47 578	194 646	2 162.7				
	Households			200 000	55 065	210 516	105.3				
	1 Persons receiving services promoted or supported by the project							RIMS	Annual		
	Males			0	35 792	114 988					
	Females			0	19 273	134 447					
	Young			0	11 013	49 304					
	Indigenous people			0	54 239	200 537					
	Total number of persons receiving services			0	55 065	249 435					
	Groups receiving project services							RIMS	Annual		
	No. of groups			5 828	1	6 076	104.3				
	Number of smallholder household members supported in coping with the effects of climate change (men/women)							RIMS	Annual		
	No. of household members				71 230	189 740					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Project Goal Improve living conditions of the Tribal communities and in particular, particularly vulnerable tribal groups (PTGs) in the Tribal Scheduled Area districts in Jharkhand.	At least 75% of households with improvement in household asset ownership index							RIMS+ impact surveys at baseline, mid-terms and completion			Relative stability in the price of food and in general economic conditions are conducive to poverty reduction
	% HHs improved household asset			75		98	130.667				
	Reduction in the prevalence of child malnutrition by gender							RIMS+ impact surveys at baseline, mid-terms and completion			
	% reduction child malnutrition				0						
	At least 75% of households that have improved food security and incomes							RIMS+ impact surveys at baseline, mid-terms and completion			
	Households			75	15	83	110.7				
Reduction in IMR from 67 and increases in % of child immunization from 34%							RIMS+ impact surveys at baseline, mid-terms and completion				
% increase child immunization			34	0	100	294.1					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Development Objective Empower and enable 136,000 tribal households including 10,000 PTGs households to take up livelihood opportunities based on sustainable and equitable use of natural resources in 164 village Panchayats falling in 30 Blocks of 14 TSP districts	122,400 households report income increases from rainfed agriculture from INR 483 to INR 2035							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations			Policies of Tribal development, political stability and security situation allow communities access to economic opportunities and natural resources
	Households			122 400	109 974	157 295	128.509				
	136,000 households report increases in total incomes							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations			
	Households			136 000	17 548	163 748	120.4				
Average household food production increases from 644 kg to 813 kg/year							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations				
Kg increase average production per year			813								

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	65,000 women SHGs report improvement in decision making, assets, mobility etc.							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations			
	Female			65 000		64 332	99				
	4,920 youth report benefits from the projects							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations			
	No. of youth			4 920							
	10,000 PTG households report increases in incomes from livelihood activities averaging INR 13,749							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations			
	Households			10 000	1 091	8 451	84.5				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	No. of Gram Sabha PECs functioning effectively							RIMS + impact surveys Annual outcome surveys Participatory gender and community evaluations			
	No. of gram sabha			1 780							
Outcome 122,400 tribal households from highland benefit from increased food production, greater participation and returns from improved rainfed farming practices	122,400 highland and upland farmers adopt improved technology and in situ water-harvesting measures							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			Weather patterns do not change to the extent that seriously affects farming; Prices do not fall to the extent that makes local production uneconomic; Markets for vegetables and other produce are not affected by external completion
	No. of farmers			122 400	69 905	189 740	155.016				
	income increase from INR 483 to INR 2075 household / year							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	INR currency increase income per year			2 075	39 900	47 229	2 276.1				

Results Hierarchy	Indicators						Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency		Responsibility
	average yield increases from 1,624 kg/ha to 2,070 kg/ha										
	KG average yield increases			2 070		2 433	117.5	Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	average cropping intensity increase of 75% to 105%										
	% average cropping increase			105	155	272	259	Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices						RIMS	Annual			
	Households				29	86					
	Women-headed households				666	6 740					
	Households				69 905	189 740					
	1.2.4 Households reporting an increase in production						RIMS	Annual			
	Total number of household members				342 534	917 742					
	Households				35	92					
	Women-headed households				666	6 740					
	Households				69 905	189 740					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Output 122,400 HH provided with inputs and improved technologies	1.1.3 Rural producers accessing production inputs and/or technological packages										
	Males				44 948	111 373					
	Females				24 957	78 367					
	Indigenous people				52 372	156 023					
	Total rural producers				69 905	189 740					
Outcome 5500 groups functioning effectively	No of groups functioning properly and maintaining books regularly										
	No of groups			5 500	2	6 078	110.509				
Output Increased community awareness, strengthened Gram sabha PECs, women's groups, youth's groups and PTGs households	5000 new women SHGs formed, trained and capacitated and 328 youth groups organised, trained and capacitated							Project progress reports			Communities are interested and willing to take active participation in the project interventions
	No. of new women SHGs groups			5 000	0	5 280	105.6				
	No. of youth groups			328	1	812	247.561				
	1000 community facilitators and 328 CRPs trained							Project progress reports			
	No. of community facilitators trained			169	142	480	284				
	No. of CRPs trained			2 400	260	2 315	96.5	Project progress reports			
	Exposure visit organised for 164 Panchayat groups										
	No. of Panchayat groups			164	14	182	111				
	For PTG villages 68 CRPs, VHWs and VAHWs and 55 TBAs trained							Project progress reports			
	No. of CRPs, VHWs and VAHWs trained			68	0	179	263.2				
	No. of TBAs trained			55							
10,126 solar lanterns and medicated mosquito nets distributed to PTG households							Project progress reports				
No. of solar lanterns and medicated mosquito nets			10 126	0	7 000	69.1					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	People trained in community management topics							RIMS	Annual		
	Men trained in other				0						
	Women trained in other				0						
	Community groups formed/strengthened							RIMS	Annual		
	No. of community groups				0	1 733					
	Community groups with women in leadership positions							RIMS	Annual		
	No. of community groups			5 828	0	7 177	123.1				
	People in community groups formed/strengthened							RIMS	Annual		
	Males				0	20 664					
	Females				0	78 094					
	Community workers/volunteers trained							RIMS	Annual		
	Males				425	2 480					
	Females				219	1 166					
	1.1.4 Persons trained in production practices and/or technologies							RIMS	Annual		
	Men trained in crop				40 181	85 383					
	Women trained in crop				59 159	104 357					
	Young people trained in crop				24 835	42 335					
	Indigenous people trained in crop				99 340	179 063					
Men trained in livestock				1 179	2 972						
Women trained in livestock				8 309	14 462						

Results Hierarchy	Indicators						Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	
	Young people trained in livestock				930	3 041				
	Indigenous people trained in livestock				9 488	15 981				
	Men trained in forestry				0	0				
	Women trained in forestry				0	0				
	Young people trained in forestry				0	0				
	Indigenous people trained in forestry				0	0				
	Men trained in fishery				0	170				
	Women trained in fishery				0	82				
	Young people trained in fishery				0	74				
	Indigenous people trained in fishery				0	153				
	Total persons trained in crop				99 340	189 740				
	Total persons trained in livestock				9 488	17 434				
	Total persons trained in forestry				0	0				
	Total persons trained in fishery				0	252				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Outcome 26,640 households in lowland benefit from improved village irrigation facilities	26,640 lowland households adopt irrigated agriculture and improved farming practices each with average area of 0.2 ha							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			As above plus Irrigation systems are not damaged by erosion and these are under good maintenance by the beneficiaries
	Households			26 640	0	87 158	327.17				
	Farmers report increased farm yields ranging between 25% and 40% and increases in cropping intensity from 84% to 123% and income increases from INR 13,955 to INR 36,091							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	% increase farm yields			40	0	31	77.5				
	% increase in cropping intensity			123	0	117	95.1				
	INR currency increase income			36 091	19 229	31 629	87.6				
	1.2.3 Households reporting reduced water shortage vis-à-vis production needs							RIMS	Annual		
Households				84	84						
Women-headed households				2 007	8 867						
Output Land and water resources conserved and used sustainably for the benefit of tribal communities	164 CRPs trained in INRM and exposure visits for 164 PECs							Project progress reports			Adequate funds are available for the implementation of land-based activities under MGNREGS; completed works are under proper maintenance by beneficiaries; effective functioning of GS-PECs and FSCs
	No. of CRPs trained			164	500	1 300	792.683				
	1350 new and old villages covered under INRM							Project progress reports			
	No. of villages			1 350	489	1 733	128.4				
	VDF provided to 1,000 villages							Project progress reports			
No. of villages			1 000	0	1 463	146.3					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	1,330 village irrigation infrastructure is constructed							Project progress reports			
	No. of villages			1 330	261	1 463	110				
	64 farmer service centres designed and constructed							Project progress reports			
	No. of farmer service centres			64	24	99	154.7				
	17,200 crop demonstrations conducted							Project progress reports			
	No. of demonstration conducted			17 200	777	11 774	68.5				
	Groups managing social infrastructure formed/strengthened							RIMS	Annual		
	No. of groups				0	1 733					
	Rainwater harvesting systems constructed / rehabilitated							RIMS	Annual		
	No. of rainwater systems				52	11 059					
	2.1.6 Market, processing or storage facilities constructed or rehabilitated							RIMS	Annual	PMU	
	Total number of facilities			0	0	0					
	Processing facilities constructed/rehabilitated			0	0	0					
	People trained in NRM watershed management							RIMS	Annual		
	Males				0	3 007					
	Females				0	1 468					
	1.1.7 Persons in rural areas trained in financial literacy and/or use of financial products and services							RIMS	Annual	PMU	
	Persons in rural areas trained in FL and/or use of FProd and Services (total)			205	0	0	0				
	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated							RIMS	Annual		
	Hectares of land				0	6 172					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Outcome 25,150 households benefit from market-linked, commercial production and livelihoods activities	25,150 households benefit from cluster-based commercial production of vegetables, mango, and livestock and reporting net incomes of INR 11,000 and 31,000 a year							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			As above plus Quality seeds and other inputs available on schedule and as per crop calendar; Cluster and collective cooperation continues without hindrances; Good communication exists
	Households			25 150	10 689	25 889	102.938				
	Income from vegetable cultivation from INR 21,693 to INR 35,063 per year per household							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	INR currency increase income			35 063	18 564	35 461	101.1				
	Income from mango cultivation at INR 85,769 per household per year from 2.3 ton of mango							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
INR currency income			85 769	0							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	Income from livestock keeping increased to 15,000 Rs/year/HH							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	INR currency income			15 000	17 701	20 443	136.3				
	17,500 households benefit household-based income generating activities and getting an average net income of INR 13,749 a year							Annual outcome surveys KAP surveys Case studies Reports from FNGOs			
	Households			17 500	17 589	17 589	100.5				
	INR currency income			13 749	15 468	15 468	112.5				
Output Producers supported to develop IGAs in the farm and non farm sectors	5,000 hh supported in setting up of backyard poultry units, 1000 hh in pig-rearing units; 5500 hh in goat-rearing units							Project progress report			Communities are willing to form into clusters and adopt the better farming technology; adequate quality seeds and other inputs available on time; market-linkages established for all produce; availability of TSA services for mentoring
	No. of HHs supporting poultry units			5 000	127	3 994	79.88				
	No. of HHs supporting pig-rearing units			1 000	84	1 700	170				
	No. of HHs goat-rearing units			5 500	227	4 995	90.818				
	14 vegetable growers clusters, 14 mango clusters, 60 goat clusters supported							Project progress report			
	No. of supported vegetable growers clusters			14	0	10 497	74 978.6				
	No. of mango clusters			14	0	44	314.3				
	No. of goat clusters			60	4	106	176.7				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	People receiving vocational training							RIMS	Annual		
	Males				66	1 233					
	Females				84	346					
	Fish ponds constructed/rehabilitated							RIMS	Annual		
	No. of fish ponds			1 384	0	8 750	632.2				
	2.1.2 Persons trained in income-generating activities or business management							RIMS	Annual	PMU	
	Males			2 000	0	7 153	357.7				
	Females			10 000	1 000	2 520	25.2				
	Persons trained in IGAs or BM (total)			12 000	1 000	9 673	80.6				



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Appendix 2: Summary of amendments to the financing agreement

Mission Dates: 01 to 14 April 2022

Document Date: 30/06/2022

Project No. 1100001649

Report No. 6150-IN

Loan ID 1000004336

Asia and the Pacific Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later

than the project closing date.

Appendix 2: Summary of amendments to the financing agreement

Date of amendment	Summary of amendment
8 September 2021	Partial cancellation of loan resources from US\$ 51 million (XDR 33.550 million) to US\$ 39.5 million (XDR 25.550 million)



India

Jharkhand Tribal Empowerment and Livelihoods Project Project Completion Report

Appendix 3: Actual project costs

Mission Dates: 01 to 14 April 2022

Document Date: 30/06/2022

Project No. 1100001649

Report No. 6150-IN

Loan ID 1000004336

Asia and the Pacific Division
Programme Management Department

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than the project closing date.

Table 3C: IFAD Loan Disbursements (SDR as at 31-12-2021)

	Categories	Original Allocation	Revised Allocation	Disbursements	WA pending	Balance	% disbursed of original allocation	% disbursed of revised allocation
I	Civil Works	29,50,000	20,00,000	11,80,770	26,247	7,92,983	40.03%	59.04%
II	Vehicles & Equipment	12,00,000	8,00,000	7,13,190	2,03,093	(1,16,283)	59.43%	89.15%
III	Capacity Building	36,00,000	14,50,000	10,10,767	48,645	3,90,588	28.08%	69.71%
IV	Funds to FNGOs, TSAs. SHGs, GS-PECs, PGs and LCs	34,50,000	65,00,000	51,56,733	2,10,396	11,32,871	149.47%	79.33%
V	Livelihood financing	66,00,000	70,00,000	62,32,823	58,084	7,09,093	94.44%	89.04%
VI	Service Providers' contracts	66,50,000	45,00,000	40,36,042	4,07,808	56,150	60.69%	89.69%
VII	Staff salaries and operating costs	58,00,000	33,00,000	25,92,284	1,29,930	5,77,786	44.69%	78.55%
	Unallocated	33,00,000	-	-			-	
	Total	3,35,50,000	2,55,50,000	2,09,22,610	10,84,203	35,43,187	62.36%	81.89%

WA pending for the quarter October to December 2021 @ 1 INR=104.175 SDR



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Jharkhand Tribal Empowerment and Livelihoods Project Project Completion Report

Appendix 4: Project internal rate of return (detailed analysis)

Mission Dates: 01 to 14 April 2022

Document Date: 30/06/2022

Project No. 1100001649

Report No. 6150-IN

Loan ID 1000004336

Asia and the Pacific Division
Programme Management Department

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than the project closing date.

Appendix 4: Project Internal Rate of Return (detailed analysis)

1. An economic and financial analysis (EFA) of the project was undertaken to assess the economic soundness of the project based on the impact of the project on the target beneficiaries. The economic and financial benefits have been estimated at two levels: (a) societal economic impacts of the project based on the overall project investment and the average impact on the target beneficiaries; (b) direct financial impacts of improved productivity and income from the project's activities on the project beneficiaries.

Economic Analysis

2. **Assumptions and Methodology.** The project's M&E suffers from several shortcomings which makes it difficult to attempt an EFA for the project in a bottom-up approach i.e., prepare farm models for interventions, estimate the area or households under each intervention, and sum up the incremental benefits coming from each intervention. These will be explained later in the Annex. Hence, the EFA is conducted using a top-down approach based on the on the achievement of the key outcome indicator – average annual household income and the total outreach of the project. The average annual incomes reported in the end line survey is based on a survey of a sample that is representative of the total project beneficiaries under the project. Hence, to estimate the total incremental project benefits, A sensitivity analysis is conducted to assess the impact of changes of key parameters: (a) changes in outreach (b) average annual incomes.

3. The analysis was carried out for a 20-year period, including the nine years of project implementation. The EFA is based on the following assumptions:

- a) baseline average annual income of INR 42,987¹
- b) changes in annual average income as per the AOS
- c) the end line average annual income of INR 88,147
- d) percent of households reported an increase in incomes during each year of project implementation as measured during the AOS and the end line survey
- e) Adjusting the outreach in the last year to include only those households that were covered under agriculture intensification and livestock activities. To boost the project outreach in the last year, the project reached out to 12,776 households through low intensity interventions such as mushroom cultivation, supply of elephant feed yam seeds, etc. It is not clear what is the impact of these interventions or the sustainability of these interventions. Hence, they have been dropped from the overall EFA calculations.
- f) The nominal incomes were converted into real income (2013-14) using the inflation figures² for Jharkhand
- g) The average exchange rate over the project period was converted into the shadow exchange using the data on exports, imports, and tariffs for the last ten years³.

4. Since the project's EFA calculation was based on average annual household incomes and not on farm model, the commodity prices were not converted into equivalent economic prices.

5. **Economic Viability.** The economic internal rate of the project estimated using incremental cash flows of benefit and cost streams over 20-year period. Overall, the Project IRR is estimated at 18.0 percent against an appraisal estimate of 17 percent. The estimated NPV for a 12 percent discount rate is INR 5.3 billion against an appraisal estimate of INR 919 million, with discount rate of 12 percent) and the Benefit cost ratio of 1.64 (appraisal 1.16). A positive NPV under the current Opportunity Cost of Capital (OCC) of 12 percent and even at a 12 percent discounted rate indicates that the project investments are robust.

¹ Based on the frequency distribution presented in the baseline report

² Accessed from <https://m.rbi.org.in/scripts/PublicationsView.aspx?id=20751>

³ Data for India accessed from Databank – World Development Indicators - <https://databank.worldbank.org/reports.aspx?source=world-development-indicators#>

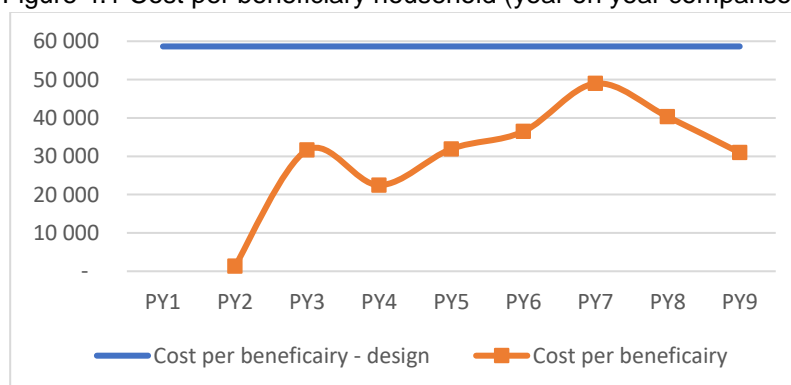
6. **Sensitivity Analysis.** Since the EFA is based on two critical drivers (a) number of households reporting an increase in incomes (b) average annual household income. Economic returns were tested against changes in benefits and costs and for changes in these two factors. The sensitivity analysis shows that the project will not be financially viable (EIRR less than the discount rate) if the income realisation falls below 90 percent and if more than 70 percent of project beneficiaries stop realising improved incomes.

Table 4.1: Sensitivity Analysis

		Percent of households realising improved incomes					
		50%	60%	70%	80%	90%	100%
Income realisation – Percent of Income at End line	70%	-16.0%	-14.9%	-14.0%	-13.3%	-12.7%	-12.1%
	80%	0.1%	1.9%	3.3%	4.6%	5.6%	6.6%
	90%	9.0%	11.3%	13.3%	15.1%	16.7%	18.0%
	100%	16.3%	19.4%	22.0%	24.4%	26.6%	28.5%
	110%	23.2%	27.1%	30.6%	33.9%	37.0%	39.8%

7. **Cost per unit.** Given that the project undertook multiple activities which had different scale of investments the cost per household covered has been conducted at the aggregate level. The analysis was also conducted on a per year basis since in the last year households were included in the outreach through low engagement activities. At project design, it was estimated that the cost per household to be USD 850 per household (INR 58,650 per household). At project completion on an aggregate level, the cost per household is INR 30,205 (USD 428) for an outreach of 211,016. However, given that the project was slow in implementation and several households were added to the project only in the last two years of project implementation, a year-on-year analysis of the cost per beneficiary was conducted. However, the cost per beneficiary was always lower than that estimated at design. However, it did fall substantially in the last two years of project implementation.

Figure 4.1 Cost per beneficiary household (year on year comparison)



Financial Analysis

8. The financial analysis of the project has been carried out on the main productive activities supported by the project.

9. **SHG Groups.** The financial analysis shows the growth of savings and inter-lending among SHG members. It is expected that the access to credit through SHGs will help the project beneficiaries access inputs required to adopt and sustain the improved production techniques. The project promoted 5,265 SHGs and all have access to bank accounts. The average savings per SHGs have grown from INR 7,199 in the year 2015-16 to INR 18,924 in the year 2020-21. The average inter-lending per SHG has also grown from INR 2,690 in the year 2015-16 to INR 10,966 in the year 2020-21. At the aggregate level, the SHGs were

using approximately 58 percent of the total savings corpus in inter-lending. Thus, about 40 percent of the corpus was lying idle with the SHGs, showing that there was a potential for the HHs to engage in more productive activities by using these funds. It is not clear if the idle funds or because of demand from the households. While the experience from the National Rural Livelihood Mission (DAY-NRLM) shows that for mature SHGs about 60 percent of the loans are used for income generation purposes, the project didn't have any study conducted to understand the loan utilisation purpose and if the loan utilisation was for the various income generation or agriculture intensification activities promoted by the project.

Table 4.2 Summary of SHG Savings and Inter-lending

Year	SHG formed (Cumulative)	SHGs with Bank Accounts (Cumulative)	Total Savings (INR)	Total Inter-Lending (INR)	Savings per SHG (INR)	Inter-lending per SHG (INR)
2015-16	3,693	2,131	Data not available			
2016-17	4,839	4,103	34,838,823	13,016,923	7,200	2,690
2017-18	5,228	5,016	59,453,066	35,623,692	11,372	6,814
2018-19	5,229	5,121	71,353,607	42,900,742	13,646	8,204
2019-20	5,265	5,256	79,806,796	44,803,972	15,158	8,510
2020-21	5,265	5,265	99,637,944	57,738,921	18,925	10,967

10. **Agriculture Intensification.** The project supported with providing access to irrigation in the lowlands and on the use of residual moisture (post the kharif season) for the planting of second crop on highlands. At project baseline, 98 percent of households reported being dependent on rainfall for meeting their water needs. Less than 10 percent of households reported having access to other sources of water (ponds and wells). The project supported the creation of farm ponds, shallow wells, and irrigation wells for improving water access. The project supported the creation of 1,567 ponds, 770 irrigation wells and 545 shallow wells that helped provide irrigation to 6,210 hectares. An additional area of 12,332 ha was also provided access to irrigation through convergence with MGNREGA⁴. Thus, the total command area created by the project was 18,542 ha (47,097 acres). Pump sets were also distributed to 832 households in 2015-16 and 2016-17 to help lift water from the source to the fields.

11. Agriculture intensification in the project areas was supported by the project by conducting demonstrations on different crops (to promote diversification) and on improved production techniques (cereals and other crops). The demonstrations were conducted with the help of TSA and a wide network of AKMs supported by the project. However, it is not clear how the demonstrations were conducted for such a large number of numbers in the years 2020 and 2021 (almost 100 percent of outreach covered under demonstrations) and the area under demonstrations is greater than the area for which the irrigation potential was created by the project.

Table 4.3 Demonstrations Conducted

Sl. No.	Year	Season	Types of Crops Selected for Demonstrations	Area (ha)	Farmers participated
1	2016	Kharif	SRI Method of Paddy Cultivation	558	5,525
2	2017	Kharif	SRI method of paddy	242	3,000
3	2018	Kharif	Paddy and Kharif vegetables	4,711	20,000
4		Rabi	Vegetables and cereals Wheat, Potato, oilseeds, chick pea, etc.	1,892	16,592

⁴ Based on the Annual Report for 2021.

5	2019	Zaid	Green Gram, Cucurbits, melons, and Elephant foot	16,949	116,035
6		Kharif	Paddy, Maize, Pigeon pea, Black Gram, Kulthi, Mung, G Nut, sarguja, etc.	24,742	NA
7		Rabi	Vegetables, oilseeds, cereals	43,598	NA
8	2020	Zaid	Melons and Cucurbits, Nutri-garden lc	3,015	9,145
9		Kharif	Paddy and Vegetables	53,665	119,835
10		Rabi	Vegetables, oilseeds, cereals	43,456	133,023
11	2021	Zaid	Melons, Green Gram, cucurbits	2,591	85,539
12		Kharif	Paddy and Vegetables	70,299	189,740

la 329 ha and 20,000 farmers for paddy only

lb 472 ha for vegetables

lc 9,145 HHs only for nutri-garden. Other HHs coverage data not available

12. There are also several inconsistencies between the cropping data and the data on demonstrations. For example, the total cropped area reported under paddy for 2016-17 was 1,380 acres or 543 ha. Covering 5,525 households. This number is the same as being reported under demonstrations (both area and household coverage wise). Similarly, for the year 2021 the area under demonstration and the households covered under demonstrations are the same as the number of households and the area under agriculture intensification activities. See table 4.4 and 4.5 below.

Table 4.4 Area under Paddy

	HHs	Area (acre)	Remarks
2016-17	5,525	1,380	0.25 acre per HH - 20% adopted and 87% reported increased yields
2017-18	2,854	1,288	0.5 acre per HH - 37% adopted and 82% reported yield increase

Table 4.5 Area under major crops season wise

Year	Season	Area (acres)	HH	Area per HH	Major Crop 1	Area (acres)	Major Crop 2	Area (acres)
2017-18	Kharif	1,950	7,354	0.27	Paddy	1,288	Vegetables	662.17
	Rabi	593	4,500	0.13	Vegetables			
2018-19	Kharif	1,168	8,775	0.13	Paddy			
	Rabi	966	-	-	Vegetables			
2019-20	Kharif	68,100	47,321	1.44	Paddy	25,414	Maize	12,018
	Rabi	107,684	92,248	1.17	Mustard	19,562	Khasari	15,381
	Zaid	39,000	177,000	0.22	Green gram	3,084	Cucurbits	5,110
2020-21	Kharif	133,000	125,000	1.06	Paddy	79,745	Pigeon pea	22,549
	Rabi	107,379	133,023	0.81	Wheat	25,798	Khasari	16,007
	Zaid	17,446	85,539	0.20	Melons	10,816	Green gram	6,630
2021-22	Kharif	195,000	189,740	1.03	Paddy	119,230	Maize	22,495

13. Over the years, that the project has been implemented there has been a large change in the area under cultivation per HH. While a direct comparison of the baseline and endline shows that over 99 percent of households continue to grow paddy and the area under other crops has increased, the data reported on an annual basis (Table 4.5) doesn't support the same conclusion. This makes it difficult to model the EFA by aggregating the farm models together.

14. **Increase in yield.** The project has reported substantial yield increase for most major crops that it has promoted under agriculture intensification activities.

Table 4.6 Agriculture Intensification – Comparison with Baseline

Crop	Baseline			Endline		
	% HH cultivating	Area per HH (acre)	Yield ('00 kg per acre)	% HH cultivating	Area per HH (acre)	Yield ('00 kg per acre)
Paddy	96.94%	1.48	5.82	99.1%	2.3	15.6
Maize	8.14%	0.82	2.35	42.1%	1.7	9.5
Oilseed	3.48%	0.44	1.39	41.1%	1.1	3.8
Pulse	10.69%	0.60	1.82	25.9%	1.1	3.7
Vegetables	2.67%	0.39	2.46	48.4%	1.3	22.1

The yield at endline for maize and pulses has been taken from the TSA report. Baseline figures are from the baseline report and the endline figures are from Impact Assessment report.

15. Based on the inputs provided by the PMU, the crop models were prepared for the major crops. However, the crop models don't capture the market prices and are based on the minimum support prices for major crops announced by the state government. Hence, they have not been taken up for the EFA estimation. Although, it does support that the incomes reported under the impact assessment are within reasonable estimates.

Table 4.7 Comparison of crop incomes (per acre)

Crop	Category	Without project			With project			Incremental income
		Revenue	Cost of Production	Net Profit	Revenue	Cost of Production	Net Profit	
Paddy - traditional	Kharif	25,500	5,165	12,460	36,364	4,300	17,439	4,979
					29,300	4,400	13,650	13,650
Pigeon pea	Kharif	20,000	5,184	4,691	38,383	6,600	25,033	20,342
Maize	Kharif	16,900	5,275	6,450	37,864	8,550	23,689	17,239
Mustard	Rabi	-	-	-	31,000	5,450	19,925	19,925
Wheat	Rabi	-	-	-	39,000	8,800	24,575	24,575
Khasari/ Lathyrus	Rabi	-	-	-	21,000	5,100	10,275	10,275

Cucurbits	Zaid	21,600	4,614	10,236	36,000	6,570	15,930	5,694
Green gram	Zaid	27,000	5,565	18,060	30,000	6,445	20,180	2,120

16. **Livestock Production.** The baseline showed that a substantial portion of the beneficiary households undertook livestock production or desired to undertake livestock production. Till 2016-17 the project didn't undertake livestock activities in a cluster approach and the models were high on costs. As a result, the project brought in new models of livestock promotion and followed a cluster approach. The project promoted a 100-bird model for back yard poultry, and a herd size of 6 animals for goat and pig. At the end of the project, the project had promoted poultry among 3,964 households, goat rearing among 4,977 households and pig rearing among 1,700 households. Table 4.8 presents the actual average herd size at project closure.

Table 4.8 Status of livestock at project closure

	Sheds	Unit of production	Animals Supplied	Animals remaining	Average herd size
Poultry	3,394	100 birds	213,696	68,119	20.07
Goat rearing	3,795.00	5 + 1	19,258	15,929	4.20
Pig Rearing	1,500.00	4 + 2	8,300	5,640	3.76

17. The project claims to have substantially brought down mortality levels due to the focus on health and general management practices through the network of APKs promoted by the project. Based on the TSA report, herd mortality had come down from 14.8 percent in goats to 2.2 percent, from 11.4 percent in poultry to 6.1 percent and from 5 percent in pigs to 3.9 percent at project close⁵. But based Table 4.8, the number of remaining animals with households corresponds to much higher mortality rates. Since the project didn't track the sales of animals, it is not clear if the remaining animals reported by the project is because of sales or because of a higher mortality rate. This makes it difficult to track the estimated incomes from the livestock activities. The impact assessment reported that about 20 percent of the household income was from livestock activities. The treatment areas reported an average annual income of INR 17,701 compared to only INR 7,881 for the control areas.

18. **Other income generating activities.** The project also supported other income generating activities such as the "Targeting Hardcore Poor" initiative that covered 5,000 households. It was a mix of farm, non-farm, and other activities. But given that the activities were primarily demand driven, without a standard model it is difficult to estimate the impact on incomes from these activities.

19. **Sustainability of activities.** The sustainability of income generating activities depends on several factors:

- a) access to improved inputs for agriculture and livestock – While there was no systematic study on the usage of the SHG loans, it is expected that the inter-loaning from SHGs can provide the necessary credit to households for the purchase of good quality inputs. The project has also set up 99 FSCs for the provision of farm machinery to households. While the FSCs have been set up on a service fee basis, it is not clear if the service fees being charged are enough to sustain the operation and maintenance of the equipment at FSC. Based on the discussions during the PCR mission, a few FSCs have had to repair equipment at their own cost as the service fee was not enough to cover the costs.
- b) access to good quality advisory – The project has been providing technical advisory to the households with the help of the TSAs and a network of community resource persons (AKM

⁵ Source: Asset & W Closing report

and APS). During the PCR mission, the TSAs have also expressed that it takes between 3-5 years for households to fully adopt production practices. The honorarium for the AKM and APS was paid by the project. It is planned that those AKM and APS who meet the criteria of JSLPS will be supported by JSLPS. Additionally, some of the APS had also started working on a service fee but very few AKMs have started working on a fee basis. Given that the project achieved substantial outreach in its last two years, it is important that farmers continue to receive technical support from these AKM and APS to ensure a sustained adoption of the production techniques.

- c) continued realisation of remunerative prices – The project had not undertaken any substantial activity to help connect the farmers to markets. Such initiatives were not envisaged at design also. The project doesn't have enough data on the prices realised by the farmers.



India

Jharkhand Tribal Empowerment and Livelihoods Project

Project Completion Report

Appendix 5: Environmental social and climate impact assessment (detailed analysis)

Mission Dates: 01 to 14 April 2022

Document Date: 30/06/2022

Project No. 1100001649

Report No. 6150-IN

Loan ID 1000004336

Asia and the Pacific Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later

than the project closing date.

Appendix 5: Environmental social and climate impact assessment

Background

I. The overall goal of the JTELP was “Improving the living condition of tribal communities and in particular the Primitive Tribal Groups (PVTGs) in Jharkhand”. The tribal communities are highly dependent on the natural resources for their survival. Their habitats are near to the forest area, which have limited income opportunities, wage employment, and less productive agriculture. These people also face issues of vector borne diseases, inaccessible health care services, malnutrition in all age groups, and limited access to education and skills development. Due to long term abject poverty, the poor households have limited capacity to cope with the challenges of deteriorating environment and climate change. The poverty also decreases their ability to identify and take advantage of economic opportunities in nearby areas and even limits their reach to government entitlements and, thus further pushing them in vicious cycle of dependency and distress. The conditions of PVTGs are more vulnerable as compared to the other tribes of Jharkhand. The population has higher child mortality (69 per 1000); the infant mortality is 67 against the national average of 57. The changing context of agriculture is also posing threat to environmental and resource degradation, impacting the poverty for long periods. The changing and unpredictable weather patterns, poor soil fertility, shrinking land sizes, insufficient water levels are further decreasing the agriculture production.

II. During design, the project was classified as environment and social **Category B** consistent with IFAD’s 2012 Social, Environment and Climate Assessment Procedures (SECAP 2012). An Environmental and Social Review Note (ESRN) was prepared indicating the following potential environmental and social risks and impacts:

- **Reduction in water availability and its adverse impact on the hydro-geological system due to water extraction for irrigation.**
- **Degradation of water quality due to the use of chemical fertilizers.**
- **Exclusion rights in relation to pasturelands exacerbating human conflicts on land use.**
- **Soil erosion due to the hilly topography of the project area**

Environment and social mitigation measures, as well as climate adaptation measures were integrated into project as part of the project activities. A requirement for carrying out an environmental audit at mid-term was also included in the M&E framework of the project. The project was implemented in all the schedule districts under the TSP.

Project Design

III. The project design had various activities, which directly generated positive environment outcomes. The project planned to directly involve the stakeholders (Beneficiaries) in planning and execution of program. The village level institution “GramSabha”, a constitutional body, headed by the Traditional Head had been given charge to prepare the detailed plan GSRMPL. The “Gram- Sabha” has selected the Project Execution Committee members”, (GS-PEC) with compulsory participation of 50% women in GS-PEC. The GS-PEC is empowered to take both, the financial and physical decisions. The plans are using resource based planning approach (INRM) to enhance the livelihoods without damaging the environment. The income generating activities were also planned on the basis of on farm and off farm employment. There has been no promotion of any processing plants, and industry set up which may harm the local environment.

Social Capital Building

IV. The project by design has planned to mobilize 1.36 lakhs HH, which is overachieved as 2.36 lakhs HH have been mobilized. The JTELP has organised the men and women of the project area, in different types of institutions like, GramSabha, GS-PEC, SHG, and YG. These institutions have committees for different responsibilities and involve many stakeholders in decision making and project implementation. The project has tried to build ownership among the farmers through their increased participation, and trainings. The full finance transfer as advance to GSPEC, and taking the work done/utilisation back is

a bold decision, taking in to account the finance handling capacity of project beneficiaries. The easy and on time transfer, finance availability and proper handholding of GSPEC has built confidence among its members. The entire process of implementation of irrigation infrastructure, agriculture and livestock activities by the beneficiary committees has improved their technical knowledge. The whole community has learned to implement the projects transparently, with high degree of efficiency and effectiveness. It has also improved the local governance of tribal culture. The community now sits more frequently for the village development issues rather than social issues of the village earlier. The irrigation structures created were of good quality and the expense is much less as compared to similar schemes in different departments.

V. The SHG and YG have contributed much on the financial freedom among the beneficiaries, the conscious inter-loaning using SHG funds and regular savings have decreased the vulnerability and improved financial planning of the family members. The members have invested the income and savings in education of their children and asset purchase. The SHG meetings have given voice to members to discuss the general social issues. The project has overall good impact on women participation in the family.

VI. JTELP has mobilised youth into groups as an important element of community institution development. The youth groups have been given seed capital to take up social and cultural activities of their choice. The implementation experience shows that the energy of youth groups need to be channeled into economic activities and youth have to be potential agripreneurs as their involvement in papaya seedling production, paddy seed production etc., shows. Unless economic and social agenda are taken up by the youth groups, mere social agenda will not keep their interest alive for long.

VII. The multiple trainings, meetings and exposure of CRPs, Pashusakhi, Krishimitra, GramPradhan (President of GSPEC group), and other office bearers of the local institutions have enhanced their conceptual knowledge of project implementation. The Pashusakhi and krishimitra have acquired good knowledge of their responsibility / activity through training, capacity building and learning by doing.

Livelihood Enhancements

VIII. The JTELP project has encompassed many strategies in project design, and also some new learnings have come up during the project implementation period, which had positive impact on climate and environment. The project has been designed to implement resource based livelihood opportunities.

IX. The water harvesting tanks (1426, APS-2020) irrigation structures (shallow-wells 1303 and irrigation wells 673) have brought 6210 Ha of land under irrigation. Additionally, 12332 Ha of land has been brought under irrigation through convergence (MGNREGA) for most part of the year. The irrigation support has improved the soil moisture content and land productivity and cropping intensity. The growing of fodder maize, has reduced pressure on forests for grazing animals. There are some work also done on land levelling and fruit tree plantation, which has long term effect on climate change mitigation and environment.

X. In agriculture the project has focused on utilizing and improving the land use through weather based crop planning and proper selection of crops. The introduction of improved paddy seeds for upland, medium land and low land, DSR method and line sowing (all crops) have enhanced land use pattern and reduce labour and water requirement. The crop rotation with pulses (leguminous crops like ground nut, pigeon pea, and chick pea has improved the soil fertility through nitrogen fixation, and is expected to reduce the chemical fertilizer use.

XI. The project has trained the CRPs on use of homemade bio pesticides and use of organic fertilisers. Moreover, the trainings have sensitised the farmers on harmful effects of such chemicals.

XII. The livestock activity has created sheds, stall feeding and feed supplementation to livestock to reduce overgrazing and pressure on forests. Some of these practices are expected to affect the GHG emissions in the long run. The livestock production and health care practices through the trainings of Pashusakhi have been demonstrated in decreasing animal mortality and improving the progeny multiplication efficiency. Such practices, likewise in Goats and Pigs along with their respective breeding centres will help in improving the genetic stock of the native breeds in the long run.

XIII. The JTELP project has also created FSC, which are equipped with proper tools and implements to improve the productivity of land. Farmers can borrow them from these centres and most of them can be repaired by the local artisans. However, the cost of hiring them has to be worked out yet.

Policy Initiatives

XIV. The GSRMLP has been accepted by the MGNREGA as an effective plan for village level development work. The GS-PECs are getting 1-2 activities every year. There is a need to include GS-PEC as the main implementing body at village level in the future.

Status of Potential Social and Environment Risk Assessment

XV. Project Components/ Activities Social/ Environmental Impacts and Risk Mitigation (Plan) Post project Status

Community empowerment/ Formation SHGs, PECs, Gram sabha and tola sabha; capacity building and special support to PVTGs: The project has generated positive environmental and social outcomes. There is however, a possibility of some HH left out, especially the non-BPL HH. Project will use an inclusive approach to minimize any such negative impacts. The GSPEC has included the non BPL house holds for the project related benefits, and special IGA activities introduced for poor HH based on PRA exercises.

In INRM area, the GSRMLP plans and their implementation processes have been prepared which include land and water management, crop diversification and construction of FSC. All sites for small scale irrigation have been selected based on community consultation and technical feasibility and facilitated by NGOs. During crop demonstrations, the use of PP chemicals has been explained and oversight provided by NGOs through CRPs. Weather based crop planning has been prepared and demonstrated over at least four crop seasons. The GSPEC has managed the site selection and no conflicts have been observed so far. Income generating activities to PVTGs, integrated production and market support and vocational training to them have been provided.

Chances of conflicts between user groups of small-scale irrigation structures and WHS, and overexploitation of groundwater, may arise in the future, and so is between the pastoralists and the summer crop growers. As observed in Bhandara block, there is no fencing to standing crops in the summers season (Mar2022), and those who practice free grazing of cattle/livestock during this season. Appropriate social agreements at the Tola/Gram Sabha among the agriculture farmers and livestock farmers as well as the water users could resolve such issues.

Over all, it has been observed that there is an increased awareness among the farmers on the social, environmental and climate change aspects through JTELP.



India

Jharkhand Tribal Empowerment and Livelihoods Project Project Completion Report

Appendix 6: Dates of supervision mission and follow-up missions

Mission Dates: 01 to 14 April 2022
Document Date: 30/06/2022
Project No. 1100001649
Report No. 6150-IN
Loan ID 1000004336

Asia and the Pacific Division
Programme Management Department

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Mission	Dates
Impl. Sup/Follow Up Mission 1	05 March 2014 - 08 March 2014
Impl. Sup/Follow Up Mission 2	22 September 2014 - 26 September 2014
Supervision Mission 1	08 December 2014 - 16 December 2014
Impl. Sup/Follow Up Mission 3	01 May 2015 - 02 May 2015
Supervision Mission 2	29 November 2015 - 12 December 2015
Impl. Sup/Follow Up Mission 4	26 February 2016 - 29 February 2016
Supervision Mission 3	25 July 2016 - 06 August 2016
Impl. Sup/Follow Up Mission 5	21 November 2016 - 26 November 2016
Impl. Sup/Follow Up Mission 6	05 February 2017 - 08 February 2017
Impl. Sup/Follow Up Mission 7	08 May 2017 - 15 May 2017
Mid-Term Review 1	16 August 2017 - 28 August 2017
Impl. Sup/Follow Up Mission 8	08 January 2018 - 12 January 2018
Supervision Mission 4	26 August 2018 - 03 October 2018
Impl. Sup/Follow Up Mission 9	28 February 2019 - 02 March 2019
Impl. Sup/Follow Up Mission 10	01 April 2019 - 06 April 2019
Supervision Mission 5	16 September 2019 - 21 November 2019
Impl. Sup/Follow Up Mission 11	19 December 2019 - 23 December 2019
Remote supervision mission 1	27 July 2020 - 26 October 2020
Remote supervision mission 2	16 August 2021 - 17 November 2021
Impl. Sup/Follow Up Mission 12	-



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Appendix 7: Terms of Reference of the completions review mission

Mission Dates: 01 to 14 April 2022
Document Date: 30/06/2022
Project No. 1100001649
Report No. 6150-IN
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Asia and the Pacific Division
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Appendix 7: Terms of Reference of the completions review mission

COUNTRY OF ASSIGNMENT/LOCATION: India

MISSION NAME: Project Completion Mission Jharkhand Tribal Empowerment and Livelihoods Projects (JTELP)

MISSION START AND END DATES: 1st – 12th April , 2022

REPORT TO: Han Ulaş Demirag, Country Director, APR/PMD.

MISSION COMPOSITION:

1. Ms Girija Srinivasan, Mission Leader; will cover Community Institutions, Livelihood and overall responsibility for the mission outputs
2. Mr. Kundan Singh, IFAD Consultant, Economist and M&E Specialist
3. Mr. Pratul Dube, Financial Management Specialist¹
4. Dr. V P Singh, Agriculture Specialist
5. Mr. Sankarasubramaniam Sriram, Country Operations Analyst, IFAD – Procurement
6. Mr. Amit Chhabra, M&E Focal point, IFAD
7. Mr. Frew Behabtu, Programme Officer, IFAD
8. Mr. Piyush Kanal, Country Programme Analyst, IFAD

BACKGROUND:

1. Project factsheet:

Project Title	Jharkhand Tribal Empowerment and Livelihoods Project (JTELP)
Loan No.	I-879-IN
Lead Programme Agency	ST Welfare Department, Government of Jharkhand.
Implementing agency	Jharkhand Tribal Development Society (established by Govt of Jharkhand)
Country	India
State	Jharkhand
Districts	14 (West Singbhum, East Singbhum, Saraikela Kharsawan, Latehar, Khunti, Lohardaga, Gumla, Simdega, Ranchi, Dumka, Godda, Sahibganj, Pakur & Jamtara)
Region/Division	4 (Kolhan, Palamu, Chotanagpur & Santhal Pargana)
Blocks	30
Panchayats (at design)	164
Villages (at design)	1,330
Households (targets post MTR)	215,000 (of which 10,000 HHs from PVTG) in approx. 1780 villages
Total Project Cost	USD 115.59 million (INR 650.0 crore approximately)
Total IFAD Loan	USD 51.00 million
Date of loan effectiveness	4 th Oct 2013
Number & dates of supervisions	7 SM/JRM (8-16 Dec 2014; 29 Nov – 12 Dec 2015; 25 July – 6 Aug 2016, 26 August - 3 October 2018, 16-30 Sep 2019, 27 July-21 September 2020 and 30 August to 12 September 2021)
Date of project MTR	16-28 August, 2017
Project duration	8 years
Date of project completion	31 December 2021

¹ The FM consultant will initiate work prior to the mission dates

2. **Target Groups and Project Area:** The MTR recommended that JTELP extends to all villages within a GP covered by JTDP or JTELP, which would result in the project working with approximately 243,000 households in about 2039 villages of 30 Blocks (sub-districts) in the 14 Tribal Sub-Plan districts, targeting STs, PVTGs, women-headed families, rural youth and BPL families. The districts are Ranchi, Khunti, Gumla, Simdega and Lohardaga districts in Ranchi Division, West Singhbhum, East Singhbhum and Saraikela-Kharsawan districts in Kolhan Division, Latehar district in Palamau Division and Godda, Dumka, Pakur, Sahebganj and Jamtara districts in Santhal Pargana Division. All these are TSP districts. Within these districts the blocks (sub-districts) that have rural tribal population of more than 50% and population below poverty line (BPL) of at least 50% will be selected.
3. **Objective and Strategy:** The overall goal of JTELP is to improve the living conditions of tribal people in general and PVTGs in particular. This is sought to be achieved by “organising and enabling the communities to adopt sustainable and productive natural resource management regimes, adopt market-oriented production systems and learn the skills and gain the experience of planning and implementing development plans relevant to their villages”.
4. **Components:** JTELP has four components, namely (i) Community Empowerment; (ii) Integrated Natural Resource Management; (iii) Livelihoods Support; and (iv) Project Management.

Component	Subcomponent
1. Community empowerment	I. Promotion of SHGs & YG II. Capacity building III. Special support to PVTGs
2. Integrated Natural Resource Management	I. Community mobilization II. Land and water resource development III. Productivity enhancement and crop diversification
3. Livelihood support	I. Support for IGAs II. Integrated Productions and Marketing Support III. Vocational training & placement for rural youth IV. Innovative interventions
4. Project management	I. Establishment of PMU at Ranchi II. Establishment of DPMU (14 nos) III. Cross cutting issues: M&E, Gender & KM IV. Fiduciary aspects

5. **Convergence:** Convergence with ongoing government programmes would be a key development strategy of JTELP for mobilising financial resources. The programmes that are to be drawn upon are Central Subventions under Article 275(1), SCA to TSP, MGNREGS and other schemes of the Government of India for Particularly Vulnerable Tribal Groups (PVTGs). Other programmes relevant for the JTELP are the Rashtriya Krishi Vikas Yojana (RKVY), National Horticulture Mission (NHM) and special schemes under Minor Irrigation. NRLM is slated to be implemented in phases over the next three Five Year Plans and facilities and support available under NRLM will be appropriately integrated with JTELP.
6. **Project Costs and Financing:** The project cost was recalculated post MTR and the budget required for the period from 2018/19 to completion of the project is 6.26 billion INR broken down as follows: GoJ with 302,67 million INR; TSP with 1.65

billion INR; MGNREGS with 2.15 billion INR; IFAD with 2.06 billion INR, and beneficiaries with 107,8 million INR.

7. The key message from the last supervision mission mentioned was, to update the exit strategy with a detailed activity plan for the remaining project period, focus on consolidating, and strengthen the activities already under implementation rather than initiating new intervention; handover and create strong linkage with respective line departments; Initiate the impact survey study and project completion report; Ensure the release of funds in accordance with the current AWPB by the GoJ in a timely manner and resolve the pending HR issues.

MISSION OBJECTIVES AND OUTPUTS:

12. **Mission objectives.** PMU, JTELP is expected to submit its Project Completion Report (prepared as per IFAD PCR guidelines) to IFAD by third week of March 2022 before the Mission starts.

13. The broad objectives of the present mission is to enhance the quality of the PCR and ensure its adherence to the IFAD Guidelines. Towards this endeavour, the mission will review the PCR document prepared by the project, assess the presentation of data, its analysis and overall conclusions with synthesis of lessons learnt.

14. The mission will take into account the findings of the project, the qualitative impact assessment carried out by the project, Annual Outcome Surveys and other issues emerging from interviews and interactions with various stakeholders in the fields. While the mission will focus on generating a comprehensive, evidence-based evaluation on selected activities/achievement of the programme, due attention will be paid to filling any major gaps of the PCR and other related documents of the project.

Additionally, the mission will also look for evidences in the fields for scaling up, innovation and sustainability. The mission will make ratings of the various indicators of the project interventions in accordance with the PCR guidelines.

15. Validation **Evaluation/Assessment Criteria**². The mission amongst others will address the issues of project strategy and approaches, relevance, cost and financing, efficiency, output, effectiveness, impacts, sustainability, replications, gender, innovations and performance of the partners as per standard IFAD's guidelines.

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

- a) The Mission will produce a validated Project Completion Report for JTELP in IFAD format to be submitted to IFAD and Government of Jharkhand (GoJ) and Government of India (GoI).
- b) Mission *Aide Memoire* prepared after sharing the findings with PMU, JTELP and GoJ and presented and discussed with the DEA in GoI during the wrap-up meeting.
- c) The final Validated Project Completion Report (as mission report) prepared and submitted in IFAD format with all Annexes in prescribed formats including Ratings within 10 days of completion of the mission (in this case with the completion of wrap-up meeting with DEA, GoI as the borrower).

² From PCR Guidelines and other documents of IFAD (Memo on Operational Procedures on Completion Reporting dated 11 Nov 2015)

INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES

Ms. Girija Srinivasan, Mission Leader (Community Institutions, Livelihood and Impact assessment)

She will perform the following tasks, in close consultation with mission team and the Country Director:

The mission leader will closely work with ICO to deliver the final deliverables or outputs (validated project completion report) as per prescribed IFAD formats. While being overall responsible for timely quality outputs and mentoring the mission members to contribute in their fields of specialisation, amongst others, she will address the following:

- Review the PCR of the project for quality assessment and enhancement and undertake validations through, interactions with project communities and various stakeholders particularly on components/sub-components relating to project management, investments in terms of cost and benefits in various activities or interventions of the project.
- Re-draft the validated PCR if required, in line with the PCR guidelines, which will become the Main Report of the mission; while preparing the PCR Main Report, she will ensure that all the assessment criteria in the PCR guidelines are duly addressed, comprehensively analysed and reflected in the report as validated results.
- Address and assess project's performance on (a) Rural poverty impact – households income and assets, human and social capital and empowerment, food security, agricultural productivity, institutions and policies; (b) Sustainability – social, technical, economic, financial, environmental, institutional, climate change, etc.
- She will be responsible for all the components and/or sections of the PCR not dealt by any member of the mission.
- In coordination with other members of the mission, she will validate and address the presentation of the project outputs and outcomes, physical progress data and provide assessment of efficiency, project effectiveness, impacts and sustainability and other parameters as per PCR guidelines particularly relating to project management.
- In coordination with the FM specialist of the mission, she will review the PCR to provide quality enhancement in the areas of (a) Project cost and financing (b) Summary of the amendments to the loan agreement (c) Actual project costs (i) by component and (ii) disbursement by financier, compared with the original and/or amended design.
- She will be responsible to validate and prepare for Appendices of the Main Report as per the latest PCR Guidelines.
- She will be responsible to prepare Mission Aide Memoire highlighting the lessons learned in addition to innovation, replication and upscaling by/from the project and Main Report with all annexes as per the PCR Guidelines including rating for the PCR.
- She will be responsible to prepare at least two case studies on impact of the project on the targeted beneficiaries

Outputs – She will be expected to collect inputs from respective mission members and finalize the following Mission outputs:

- Full PCR Validation Report;
- Presentations to the project and GoJ on the results of the project completion ;
- Validate and prepare appendices (5,6,7,8 & 9)

Mr. Kundan Singh, Project Economist and Monitoring & Evaluation Specialist

Reporting to the Mission Leader, he will support the mission team of PCR Validation Mission of JTELP. He will specifically be responsible to:

- Assess how economically project inputs and resources (funds, expertise, time, etc.) were converted into results;
- Analyse the actual project internal rate of return and compares it with the IRR estimated at the time of project design and appraisal, based on actual costs, changes made during implementation and changes in economic prices and market conditions.
- Identify clearly the targets and achievements in respect of project outputs, outcomes and impact taking into account the project's logframe indicators in respect of each of the components in consultation with PCR mission members.
- Preparation of the Appendix 4: Project internal rate of return (detailed analysis);
- Preparation of the Appendix 1 : Project Logical Framework
- Prepare written contribution to the relevant sections of the PCR .

Outputs – He will be expected to collect inputs from respective stakeholders and finalize the following Mission outputs:

- Provide inputs to relevant PCR Validation Report;
- Lessons learned and knowledge generated
- Contribute to the Project Completion report
- Preparation of necessary appendices (1& 4)

Dr. V P Sing, Agriculture Specialist

Reporting to the Mission Team Leader, he will support the mission team in areas related with the component 2 of the project. He will participate in the meetings and contribute to the Validation Report on the following:

- Review the inputs of the PCR on the Productivity enhancement and crop diversification subcomponent (component 2), cumulatively up to 31 December 2021
- Valorise on the good practices adopted on agricultural activities
- Review and validate the progress figures reported against the project targets for crop production during the period of the project.
- Review the progress made in improvement of cropping intensity and sustainable agriculture with focus on rationalizing input use especially selection of seeds, application of fertilizers and pesticides.
- Review the capacity of the committee managing the Farmer Service Centres to manage effectively the equipment library and to aggregate inputs and outputs.
- Review the exit strategy and sustainability of the crop production activities.
- Review impact and efficiency of the agricultural package of practices recommended, the farmer training, the extension system in place, the technical knowledge and competency of the FNGO/DPMU/SPMU staff involved in this activity.
- Assess the steps taken by the Government or other partners in order to replicate, adopt or scale-up successful interventions, implementation approaches or innovative features implemented or tested during project implementation. Additionally examine the potential for wider replication and adoption of successful innovations and the necessary conditions for this to happen
- Assess the effectiveness of the resource agency, PRADAN, in meeting the deliverables of its contract with JTELP.
- Contribute to the Aide-memoire of the mission on assessment of performance of component 2, agricultural productivity, exit strategy/ sustainability/ scaling up as it relates to component 2.
- Contribute to the validation of the project completion report.

Outputs – He will be expected to collect inputs from respective stakeholders and finalize the following Mission outputs:

- Provide inputs to relevant PCR Validation Report;
- Lessons learned and knowledge generated
- Contribute to the Project Completion report

Mr. Pratul Dube, Financial Management Specialist

Reporting to the Mission Leader, he will support the mission team of PCR Validation Mission of JTELP. He will specifically be responsible to:

- Verify and validate all financial and accounts records of the project in PMU including any funds released by the project to implementing partners (such as NGOs, FPOs, etc).
- Review all documents relating to fiduciary aspects of the project including all the audit reports and compliance of audit observations and assets management by the communities/Federations, etc.
- Contract management systems and management of assets registers and records and lessons drawn from the intervention.
- In close coordination with the Economist, the FM Specialist will work on the Project Cost and Financing (to address all aspects relating to project costs and financing as outlined in the PCR Guidelines under this section).
- In coordination with the mission economist and mission leader, he will also contribute to the assessment of impact on financial assets, assessment of financial performance of the partners, for Appendix 2 (summary of the amendments to the loan agreement) and Appendix 3 showing actual project costs for (i) by component and (ii) disbursement by financier, compared with the original and/or amended design and utilization of IFAD Financing and Government counterpart funding at all levels, review of efficiency of the procurement actions undertaken by the project and pending resolution of audit observations.
- He will contribute in the preparation of lessons learned in the areas of financial management aspects including experiences and lessons learned on financial literacy at groups and community levels, contract management, community procurement, assets management, etc.
- Any other matter that may be assigned by the ML and Finance Officer, FMD.

Outputs – He will be expected to collect inputs from respective stakeholders and finalize the following Mission outputs:

- Lessons learned and knowledge generated
- Contribute to the Project Completion report
- Preparation of necessary appendices (2 & 3)

Mr. Sankarasubramaniam Sriram, Procurement specialist IFAD

In line with Module IV of the IFAD Procurement Manual the procurement specialist will carry out the following tasks:

- Review a minimum sample of 10% of all procurement contracts for compliance;
- Carry out spot checks on past procurement activities and assess the extent these adhere to Government and IFAD Procurement Guidelines and Handbook; in particular,

- verify that the goods, services and works procured correspond with the approved AWPB and procurement plans, in terms of quality and quantities;
- Review all Contract Registers and check for format and consistency with Procurement Plan and disbursement details;
 - Check for procurement securities (bid, advance payment, performance and retention securities) and verify the following:
 - All advance payments are fully recovered
 - The validity, return or resolution of Performance Security (for Goods and Works);
 - The validity, resolution or return/repayment of Retention Money Guarantee (for Works);
 - The validity of insurance policies;
 - Review all live procurements and make determination on whether these will fully delivered or performed by closure date, and advise accordingly;
 - Review all live contracts to verify that all contracts are fully paid or resolved by closure or end date, and advise accordingly;
 - Verify to the extent possible, whether goods, works and consulting services contracted were supplied/completed according to the required specifications and technical standards;
 - Assess if contracts were effectively managed by the technical units in charge; and if contracts have been executed as per the original schedule;
 - Submit an assignment report (as per IFAD format), and any other relevant ancillary documents;
 - Carry out any other activity, as required by IFAD.

Mr. Amit Chhabra, M&E Focal Point IFAD

As an M&E focal point for IFAD, he will work closely with the M&E specialist, to perform the following tasks:

- Along with the M&E specialist update the required appendices as per the IFAD PCR guidelines
Contribute to the relevant section of Project Completion Report on M&E.

Mr. Frew Behabtu, Programme Officer IFAD, Project Management

He will work closely with the Mission Leader, to review the project's progress in the areas of project management with the following tasks:

- In the area of Programme Management and Coordination:
 - review the roles, responsibilities and functioning of programme management;
 - review the coordinating mechanisms between the agencies in charge of project implementation;
 - review the functionality of the governance structure of the programme, the frequency of meetings and the effectiveness of decisions taken in improving project performance;
 - review the HR policy of the project and its implementation particularly in the domains of staff recruitment, probation period, staff evaluation and contractual arrangements and alignment with relevant employment policies,
 - review the performance of the SPMU, BOD and Steering Committee of the project.
 - based on available secondary data and input from the project team, assess the performance of the NGOs.
- Along with Mission leader engage with key project actors and stakeholders for the assessment of project relevance, effectiveness, efficiency, sustainability, exit strategy and potential for scaling-up.

Mr. Piyush Kanal, Country Programme Analyst IFAD, KM and Convergence

He will work closely with the Mission Leader, to review the project’s progress in the areas of knowledge Management and convergence with the following tasks:

- Review the sections related to knowledge management in the PCR.
- Review the KM strategy of the project and assess how the strategy helped in improving the performance of the respective components
- Together with the Mission Leader, review the funds and support mobilized through convergence. Determine strengths and weaknesses in convergence with Government programmes.
- He will contribute to the relevant section of Project Completion Report on KM and convergence

Mr. Han Ulaş Demirag, Country Director, IFAD

He will participate in the initial mission meetings and State/Gol Wrapup meetings and provide guidance on the key recommendations of the mission and inputs to the Validation report including performance rating matrix.

1. DOCUMENTATION

The following documentation will be made available to the Mission by IFAD:

- (i) Project Design Completion Report
- (ii) Project Financing Agreement, Project Agreement and Letter to the Borrower
- (iii) COSTAB and FARMMOD files prepared at Design and MTR
- (iv) Supervision Mission reports
- (v) Historic transactions and Status of Funds by Category statements generated from ICP.
- (vi) Project Implementation Manual
- (vii) Project Financial Management Manual

The following documentation will be made available to the mission by the project:

- (i) Physical Progress report against plan till 31 December 2021.
- (ii) Financial progress report (year-wise, component/sub-component-wise and Loan Category-wise)
- (iii) MIS reports for each sub component/component and major initiatives under taken will also be shared with output and outcome indicators.
- (iv) Updated Logframe including baseline data as on 31 December 2021
- (v) Project Completion Report
- (vi) Stakeholder Consultation Report

As per the requirement of the individual mission members, additional documentation request will be made.

MISSION SCHEDULE:

Day to day programme for PCR mission of JTELP		
Date and time	Participants	Description
1st April 2022		

1000 hrs - 1300 hrs	Mission team and JTELP staff	Introduction and Opening presentation by the project
1430 hrs - 1700 hrs	Mission members and JTELP staff	Outreach, goal and development objective (log frame presentation) and gender
2nd April		
1000 hrs - 1300 hrs	JTELP staff and Mission members	Presentation by project and Discussions on outputs
1430 hrs - 1600 hrs	JTELP staff and Mission members	Presentation by project and Discussions on outputs
1600 hrs - 1730 hrs	JTELP staff	Critical changes in design and implementation modalities
3rd April Sunday	Mission members - data and other information analysis and gap identification /report writing	
4th April		
1000 hrs - 1300 hrs	JTELP staff and Mission members	Presentation by project and Discussion on outcomes and impact
1430 hrs - 1700 hrs	JTELP staff and Mission members - Frew and Dr. V.P. Singh to lead	Sustainability - different dimensions and exit strategy
	FM, Economist to join/ have parallel discussions	
5th April		
1000 hrs - 1300 hrs	JTELP staff and Mission members	Innovations and lessons learnt
1430 hrs - 1730 hrs	Interaction with community through zoom	Girija Srinivasan
1430 hrs - 1730 hrs	Interaction with community through zoom	Dr. V.P. Singh and Kundan
1430 hrs - 1730 hrs	Interaction with community through zoom	Frew
	FM, to join/ have parallel discussions	
6th April		
1000 hrs - 1300 hrs	JTELP staff and Mission members Kundan and Piyush to lead	M&E and KM
1430 hrs - 1700 hrs	Frew to lead and other members to join	Meeting with project partners on lessons learnt, innovations and follow-up issues
	JTELP staff and other Mission members	Discussions one on one
7th April	JTELP staff and Mission members	scaling up/ project management /report writing
8th and 9th report writing	Report writing and discussions one on one	

10th April by 1 pm	Interaction on Endline survey findings and log frame	
11th April	Rating of project and submission of appendices all members	
12th April		
1100 hrs - 1300 hrs	Mission members and JTELP	PPT Presentation to project by the Mission
1500 hrs - 1600 hrs		PPT Presentation to Government of Jharkhand



India

Jharkhand Tribal Empowerment and Livelihoods Project Project Completion Report

Appendix 8: List of person met and mission's programme

Mission Dates: 01 to 14 April 2022

Document Date: 30/06/2022

Project No. 1100001649

Report No. 6150-IN

Loan ID 1000004336

Asia and the Pacific Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later

than the project closing date.

Appendix 8: List of persons met and mission's programme

Name	Designation /Organisation
Mr. Bhisma Kumar	State Project Director
Mr. Ashish Anand	Additional Project Director
Mr. Pankaj Singh	Manager - F&A(I/C)
Ms. Ranjana Topno	Manager - CIG
Mr. Atonu Sen	Spl - IG&L & M - PM&E(I/C)
Ms. Julita Thithio	Manager - Convergence(I/C)
Ms. Madhulika	Doc - Officer(I/C)
Mr. Sudhir Kujur	Administrative Officer
Mr. Ankesh Narayan	MIS - Consultant
Name	Designation /Organisation
Bijay Singh Bodra	President, GSPEC
Kalicharan Mardi	Member, GSPEC
Singray Munda	CF
Rajesh Sardar	CF
M.S. Hembrom	CF
Subhasini Sardar	PS
Madan Hembrom	PM
Giri Kerai	PM
Rani Bodra	AKM
Srimati Sardar	AKM
Sharda Honhanga	CRP
Jai Singh Deo	GSPEC, MEMBER
Narayan Tudu	YG
Gopal Kisku	AKM
Sriram Tudu	CF
Shivram Soren	CF
Prahlad Roy	CF
Neelam Soy	SHG, MEMBER
Niiraj Nayan	DPM
Komal Tirkey	NRMO
Shambhu kUmar Gupta	PM & EO
P. Ram Krishna Rao	FAO (I/C) ACCOUNTANT
Amita Celen Bara	DEO cum OA
Atonu Sen	Spl - IG&L & M - PM&E(I/C)
Ranjana Topno	Manager, CIG
Basanti Murmu	CRP
Rina Sardar	AKM
Mukul Sardar	YG Member
Dipali Sardar	SHG Member
Sitola Sardar	Pashu Sakhi
Ramdas Munda	CRP

Bir Chand Sardar	President, GSPEC
Sefali Sardar	Goat Cluster Beneficiary
MD Rustam Ansari	DPM
Uttam Kumar	FAO
Dilip Kumar Singh	PM & EO
Pradeep Kumar	NRMO
Subashini Kujur	Accountant
Tahsin Fatima	DEO cum OA
Atonu Sen	Spl - IG&L & M - PM&E(I/C)
Ranjana Topno	Manager, CIG
Sushma Hembrom	CRP
Mirubiti Kisku	APS
Sanjhla Baski	GSPEC Member
Dilip Marandi	YG
Doman Marandi	Pradhan
Mahendra Soren	AKM
Abhay Ddungdung	DPM (I/c) JTDS-DPMU, Godda
Bhupendra Kumar	NRMO, JTDS-DPMU, Godda
Ashish Kumar Singh	FAO (I/c), JTDS-DPMU, Godda
Deepak Kumar Sinha	DEO cum OA, JTDS-DPMU, Godda
Madhulika	Documentation Officer (I/C)
Julita Thithio	M-Convergence(I/C)
Amit Kumari Gorai	CF
Laisa Baski	AKM
Sihuli Tuddu	Pashu Sakhi
Alok Marandi	CRP
Ranjeet Murmu	President of GSPEC/ Gram Pradhan
Keshav Mallick	DPM
Subhabesh Ghosh	PMEO
Hariom Pandey	NRMO
Farooque Saifullah	FAO
Chattu Kr Das	DEO
Ashish Anand	APD
Parmeshwar Oraon	Gram Pradhan/GSPEC President
Dhaneshwar Sahu	AKM
Jaishree Oraon	CRP
Majhren Minz	Beneficiary
Mr. Krishna Ram Manjhi	DPM
Mr. Manindra Kumar Tiwary	FAO
Mrs. Neha Helen Hemrom	PMEO
Anwar Hassan	NRMO
Md. Salim Ansari	Accountant
Godliya Kispotta	DEO
Ashish Anand	APD
Mahaveer Bediya	GSPEC Pradhan
Ujwala Devi	CRP

Amrit Bediya	CF
Sibu Bediya	KM
Dipendra Bediya	CRP
Balram Lohra	YG
Bishnu Ahir	YF (CF)
Dukha Munda	Pashu Mitra
December Munda	GSPEC Member
Ved Prakash Srivastava	DPM (IC)
Seema Hoda	FAO
Kavita Kumari	PMEO
Jane Sindhu Dang	NRMO
Niraj Kumar	Accountant
Ravi Prakash	PE
Sidharth Prasad	DEO Cum OA (IC)
Ashish Anand	APD
Dinesh Purty	YG Member
Chakradhar Jarika	YG Member
Laduri Banra	Pashu Sakhi
Mangu Kandaiburu	YG Member
Hemant Jarika	YG Member
Lebeya Jonko	Farmer
Sangita Jamuda	CRP
Francis Bodra	Pashu Mitra
Surya Kumar Bandiya	AKM
Lakhan Laguri	PEC Member
Balema Samad	Livestock Beneficiary (Goat)
Menka Das	CRP
Anita Manju Hassa	DPM
Sushanat Roy	PM&EO
B V S Sharma	FAO
Rakesh Kumar Bakshi	Accountant
Amit Kumar Verma	DEO
Madhulika	Documentation Officer (I/C)
Mr. Avijit Mallik	Pradan Development Services
Mr. Pranjal	Pradan Development Services
Mr. Prem Bhaskar	Pradan Development Services
Mr. Anshu Sharma	ASSET &W
Mr. Sanjay Singh	Jan Jagran Kendra
Mr. Mahiram Sahu	Mahila Jagriti Samiti
Ms. Barnali	YUVA
Dr. Gaurav Mishra	SPRERI
Mr. Jawahar Mahto	Sahyogi Mahila



India

Jharkhand Tribal Empowerment and Livelihoods Project Project Completion Report

Appendix 9: Final wrap-up/stakeholder workshop findings

Mission Dates: 01 to 14 April 2022

Document Date: 30/06/2022

Project No. 1100001649

Report No. 6150-IN

Loan ID 1000004336

Asia and the Pacific Division
Programme Management Department

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than the project closing date.

Appendix 9: Final wrap-up/stakeholder workshop findings

JHARKHAND TRIBAL DEVELOPMENT SOCIETY JHARKHAND TRIBAL EMPOWERMENT AND LIVELIHOODS PROJECT

Findings of Stakeholder Workshop

Date: 28TH MARCH'2022, Time: 10:00 am - 06:00 pm

Venue: Hotel –BNR CHANAKYA, Station Road, Ranchi

Jharkhand Tribal Development Society (JTDS) organized a stakeholder's workshop to validate the findings of the Project Completion Review of Jharkhand Tribal Empowerment and Livelihoods Project (JTELP). The workshop was held on 28th March' 2022 at Hotel BNR Chanakya, Station Road, Ranchi. The attendees of the workshop were all the stakeholders comprising dignitaries from different line departments like Commissioner – MGNREGA, CEO – Jharkhand State Livelihoods Promotion Society(JSLPS), Director – Agriculture, Director - Animal Husbandry Dept. and others, staffs from State Project Management Unit and District Project Management units of JTDS, representatives of FNGOs, GSPECs members, Pashu Sakhi/ Pashu Mitra, AKMs, PCR and End line survey report preparation team engaged by JTDS, and Ms. Girija Srinivasan - IFAD consultant(through online mode). A list of participants is attached as Attachment 1.

The workshop started with the welcome address and introductory speech by Mr. Bishma Kumar, IAS, The State Project Director, JTDS. In his address, he welcomed the audience and briefed about the project that JTDS had implemented Jharkhand Tribal Empowerment and Livelihoods Project funded by IFAD, Government of India and Government of Jharkhand and as a result of successful completion of the project the stakeholder's workshop has been organized to get a feedback from all the stakeholders. He mentioned that the project has been implemented in 14 Tribal Sub Plan districts of the state of Jharkhand covering 1779 villages. JTELP has mobilized the Rural Tribal Population and was able to institutionalized the community under Gram Sabha Project Execution Committee (GSPEC) which was assigned by the *Gram Sabha* for proper execution of the Project activities in the village. Along with this Tribal and Marginalized community women household members were channelized under Self Help Groups (SHG), Also the Youths from these communities were brought under the fold of Youth Group(YG) Formation. JTELP project has mobilized 2,36,000 Households under the various intervention. Along with formation of community institutions like 1733 GSPECs, 5265 SHGs and 812 YGs, project has been able to strengthen and uplift these communities.

This was followed by a session by Mr. Suraj Kumar, CEO – JSLPS, who stated that this type of workshop is essential where all the Government representatives, representatives from line departments, civil society organizations, community leaders, community workers and development professionals sit together at one platform and share their experiences and leanings so that there can be sharing of knowledge and identification of gaps. He gave brief information about interventions under JSLPS.

After that different sessions taken over by Head – ICAR, Palandu, Secretary – Ram Krishana Mission, Director – Agriculture, who gave idea about different schemes and activities done by their respective departments. They described all the works done under convergence with Jharkhand Tribal Development Society and the best results of these convergences.

This was followed by a session by Ms. Rajshwari. B, MGNREGA – Commissioner, she stated that MGNREGA scheme has priority for the vulnerable category especially tribal and PVTGs. Such family are in priority list having interest in water conservation, irrigation cannel etc. She said that to achieve the target *Gram Sabha* must be vibrant and proper SOP and guidelines to be transmitted to the Panchayat as well as Gram Sabha level. Need based support with the help of JTDS may be one point for better result.

This was followed by a presentation on the Journey and achievements of JTDS by Mr. Ashish Anand – The Additional Project Director, JTDS.

In the second half of the workshop, Ms Richa Chowdhary from AFC India Ltd made a presentation on PCR findings. She provided information related to the project's origin, project concept, project performance against output targets, project outcome and project impact. The innovations in the project and lessons learned were also presented. The project has brought significant changes among Tribal communities. However, much larger investments would be required to enable most of the target households to overcome complete poverty.

After the presentation on Project Completion Report, Mr. Sunil Kumar Singh from Sutra Consulting Private Limited presented the brief of End line assessment of 14 districts. The report is based on both quantitative and qualitative data. The Assessment done in equal numbers of both control and treatment village and segregated data presented the improvement in terms of economic growth and other aspects overall.

Representative from Indian Institute of Natural Resins and Gums (IINRG) has shared that through Lac cultivation farmers could change their life. JTDS has worked with IINRG for providing benefits of Lac cultivation to its beneficiaries.

Mr. Shashi Prakash Jha – Director, Animal Husbandry Department, Govt. of Jharkhand also shared about his experience in working with JTDS through convergence. There are several activities of Livestock under JTELP, where the departments worked together for providing training and livestock with proper shed to the beneficiaries.

He marked a point that overall performance and development will arrive in a family when it get prestige, which is as given below-

P=PMAY 2022 FOR ALL

R=RASAN CARD

E=EDUCATION

S=SANITATION AND SAFE DRINKING WATER

T=Training

I=IT, INSURANCE

G=GAS CONNECTION

E=EMPLOYMENT

After that Mr. Ranendra Kumar – Director, Tribal Research Institute enlightened the session by sharing the importance of the organization in terms of conserving different tribes of Jharkhand. He shared the working experience with JTDS since last more than 20 years in reaching out different Tribal communities of Jharkhand.

Along with this other stakeholders who were present in the program were *Gram Pradhans* of JTELP Villages, *Pashu Sakhis/Pashu Mitra*, *Krishak Mitras* who are the pillars of effective execution of the Project.

Attachment 1

List of persons attending the Stakeholder workshop held on 28th March 2022 at Hotel BNR Chanakya, Ranchi

IFAD Representative through Online mode	
1	Ms. Girija Shrinivasan – Consultant, IFAD
Stakeholders From different Departments & Community	
2	Ms. Rajeshwari. B (IAS) Commissioner – MNREGA, Jharkhand
3	Mr. Suraj Kumar (IAS) CEO – JSLPS, Jharkhand
4	Mr. Sarvendra Singh – Dy. Director NYKS
5	Mr. Suman Chatterjee – Asst. Manager NABARD
6	Mr. Kanhaiya, TCDC – Jharkhand
7	Ms. Samya - TRIFED
8	Mr. Indrajeet Singh - TRIFED
9	Swami Bhaveshanand – Secretary RKMA
10	Mr. Ravi Ranjan Kumar – Dept. of Fishery, Jharkhand
11	Mr. Rakesh Kumar - DDK
12	Mr. Nand Kishor – DDK
13	Dr. Someshwar Bhagat – ICAR, Palandu, Ranchi
14	DR. N.P.Mandal - ICAR, Palandu, Ranchi
15	Mr. Ranendra Kumar – Director, TRI
16	Mr. Jitu Oraon – TRI
17	Dr. S. Ghosal – Scientist, IINRG, Ranchi
18	Mr. Prabodh Kujur – Program associate, CBCI, Caritas India
19	Ms. Richa Choudhury, AFC
20	Mr. Sanjay Kumar – Secretary, JJK, Hazaribag
21	Mr. MahiramMahto – Secretary, MJS
22	Mr. Shashi Prakash Jha – Director, Animal Husbandry Dept.
23	Mr. Amit Kumar Munda – GSPEC, Pahad singh
24	Ms. Subhasinin Sardar – Pashu Sakhi
25	Ms. Ruhi Devi – Pashu Sakhi
26	Ms. Sonam Devi- Pashu Sakhi
27	Mr. Parmeshwar Oraon – President, GSPEC
28	Dr. Om Prakash Singh – AFC
30	Mr. Sunil Kumar Singh – SUTRA Consulting Services
31	Ms. Roshan Ekka - Director , The kingdom foundation
32	Mr. Shanti Bhushan Sinha – Team Leader, MJS
33	Mr. Ajit Rajwar – JE, JJK
34	Mr. Ashok Kumar Jha – SAP, PRADAN
35	Mr. Manoj Lakra – News Reporter, Prabhat Khabar
Representatives From State Project Management Unit of JTDS	
36	Mr. Bhishma Kumar – SPD
37	Mr. Ashish Anand – APD

38	Mr. Pankaj Kumar Singh – MFA
39	Ms. Ranjana Topno – M- CIG
40	Mr. Atonu Sen – Spl. Livelihood & M&E (I/C)
41	Ms. Julita Thithio – M-Convergence(I/C)
42	Ms. Madhulika – DO(I/C)
43	Mr. Sudhir Kujur – Administrative Officer
44	Mr. Rakesh Kumar – Accountant (I/C)
45	Md. Umar Rayees - Accountant (I/C)
46	Ms. Sushila Toppo- OA
47	Ms. Juhi Oraon- OA
48	Mr. Dilip Singh- DO
49	Mr. Sankar Giri– DO
50	Mr. Ankesh Narayan – MIS Consultant
Representatives From District Project Management Units of JTDS	
52	Mr. Hareom Pandey – NRMO
52	Mr. Subhabesh Ghosh - PM&EO
53	Mr. BijayKumkal – NRMO
54	Mr. Aditya Prabhakar – NRMO
55	Mr. Sachchidanand – PM&EO
56	Mr. Keshav Mallik – DPM
57	Mr. Adi Dev – DPM
58	Mr. Pradeep Kumar – NRMO
59	Mr. Ravishankar Mahto – PM&EO
60	Mr. Amit Kumar Singh – NRMO
61	Mr. Lakhindra Nath Mahto – DPM
62	Mr. Vijay Bhushan – PM&EO
63	Mr. Niraj Nayan – DPM
64	Mr. Komal Tirkey – NRMO
65	Mr. Shambhu Gupta – PM&EO
66	Mr. Bomshankar Sah – PM&EO
67	Mr. Bhupendra Kumar – NRMO
68	Mr. Sidharth Prasad – DO
69	Mr. Krishna Ram Manjhi – DPM
70	Mr. Rustam Ansari – DPM
71	Mr. Sushanta Roy – PM&EO
72	Mr. Dilip Kumar Singh – PM&EO
73	Mr. NaryanBediya – NRMO
74	Mr. Pankaj Kumar Roy – NRMO
75	Ms. Kavita Kumari – PM&EO
76	Mr. Chandan Kumar – NRMO
77	Ms. Anita Manju Hassa – DPM
78	Mr. Shambhu Gupta – PM&EO
79	Mr. SuanandBarla – DPM
80	Ms. Jane Shindhu Dang – NRMO
81	Mr. Abhay Dung Dung – PME0
82	Ms. Swati Bhengra – PME0
83	Mr. Manindra Tiwary – FAO
84	Mr. Ved Prakash Srivastava – DPM I/C

85	Mr. BinayKullu – Programme Executive
86	Mr. Prakash Kumar Xalxo – DPM
87	Ms. Pramudit Dungdung – DPM
88	Mr. Anwar Hassan – NRMO
89	Ms. Neha Hemrom – PM&EO
80	Ms. Hema Ekka - DPM

Subsequently, the participants in the workshop were divided into 4 Groups. Each group comprising *Gram Pradhans, Krishak Mitras, Pashu Sakhis*, JTDS Staffs, representatives from the partner organizations and representatives from Technical Support Agency to deliberate on the performance of the project grouped into four themes covering: (i) Relevance and Effectiveness ii) Efficiency (iii) Impact and innovations and (iv) Project Sustainability. Each group selected its leader and two rapporteurs. Each group discussed the issues allocated to them for about two hours and thereafter each group made a presentation on the group observations and recommendations and this was followed by discussions.

A summary of each group’s observations and recommendations are provided in Attachment 2.

Attachment 2: Group Discussion findings and recommendations

GROUP-1: “RELEVANCE & EFFECTIVENESS” OF JTCLP

Team Leader : Mr. Atonu Sen, Spl – IG&L & Manager – PM&E (I/C)

Rapporteur : Mr. Abhay Dungdung, DPM(I/C) and Mr. Hareom Pandey, NRMO

Members : Mr. Lakhindra Nath Mahto, DPM

Mr. Adidev, DPM

Mr. Anwar Hassan, NRMO

Mr. BinayKullu, Programme Executive

Mr. Narayan Bediya, NRMO

Mr. Vijay Bhushan, PM&EO

Ms. Madhulika, Doc. Officer(I/C)

Mr. Pankaj Kr. Singh, Manager – F&A(I/C)

Member – FNGO – MahilaJagriti Samiti,

Member – GSPEC – Lohardaga

Domain of EFFECTIVENESS	Group response	Recommendations for future
1. Project design (how relevant was it? Was it flexible? Were there any changes made to the design during the course of implementation? Was it aligned to national and state policies?	Coverage to interior places has been done where very few people get benefitted of Govt. schemes. Project changed its working mode from Supply mode at starting as EPA that also to build confidence among community to Demand mode as per requirement of	More areas to be covered with INRM activities

Domain of EFFECTIVENESS	Group response	Recommendations for future
	beneficiary to Service mode through Cadre Development	
2. Is the project design still relevant and appropriate?	Still GSPEC is functional as well as Service provider Cadres who are expanding their area and also VDF is being still utilised after end of the Project	Along with 5J local based traditional artisan products must be promoted and supported financially
3. Key success factors for the project Quality of programme management support from service providers/ partners convergence/ collaboration with government quality of IFAD support/ supervision support/ guidance from state government Any other factors.	Gram sabha has strengthened due to more than 50% participation of women. Working style has been changed from Supply mode to Demand mode to Service mode. CRP acted as link between Project and Community TSA provided Technical and Handholding support through Cadre development AKM/PM provided Technical and Handholding support at community level and also expanding its area <ul style="list-style-type: none"> • FNGO did facilitation and capacity building, done close Monitoring at field level • Regular BPCC and DPCC meeting and also regular review done by Chairman of the Dept. • Convergence done through MGNREGA, Agriculture dept., SCA to TSS/CCD fund • IFAD team has supported throughout as ISM process and JRM visit recommendations • State govt. has supported through timely supply of 	Women participation must be increased upto 75%, AKM/PM must be linked to line dept. at block level & Change in policies must be done as per time for welfare of employee and must be documented mandatorily

Domain of EFFECTIVENESS	Group response	Recommendations for future
	fund, review and through support in convergence	
<p>4. Were there any factors that caused hindrance to project's implementation?</p>	<ul style="list-style-type: none"> • Project started 2 years late, • There has always been manpower shortage • Agriculture and livestock specialisation person must be placed at SPMU/DPMU level • COVID 	<p>Due to delay in starting of project project extension was needed as less time got for community strengthening as per project</p>
<p>5. How effective was the project in achieving its key outcomes? (examples listed below)</p> <ul style="list-style-type: none"> - people owned Institutions - enhanced/ income on farm and off farm adoption of sustainable Package of Practices (PoP) <ul style="list-style-type: none"> - Water availability through project interventions - Others to be listed by stakeholders 	<ul style="list-style-type: none"> • Participation of female has been increased as per earlier in Gram Sabha • SHG is still functional with JSLPS • SHG and YG both are involved and continuing their Income generating activities • People are extensively utilizing IW/FGI/SW/Pond for irrigation as well as pond for fishery • People are still practising PoP of Agriculture and also for livestock cluster 	

List 3 key lessons learnt on project effectiveness and relevance:

- 1) People participation has increased & Decision making has been fruitful in demand based activity as well as selection of beneficiary as per economic condition.
- 2) Ownership development among community & service providers. Good financial management through GSPEC.
- 3) Technical inputs which was provided earlier is still being continued to use by the community & service providing cadres are also still continuing practise & expanding the learnings.

GROUP-2: PROJECT EFFICIENCY

Team Leader : Mr. Neeraj Nayan, DPM

Rapporteur : Mr. Sushanto Roy and Aditya Prabhakar

Members : Mr. Prakash Khalkho, DPM

Mr. Jane Sindhu Dang, NRMO

Mr. Shambhu Gupta, PME0

Mr. Bijay Kumkal, NRMO

Mr. Chandan Kumar, NRMO

Ms. Julita Thithio, Manager – Convergence (I/C)

Ms. Suhasini Sardar – Pashu Sakhi - Saraikela

Consultant – PDS

Domain of Efficiency	Group Response	Recommendation for future
<p>1. Whether investments on community institutions, were adequate and sufficient? Are these investments generating expected benefits and returns to the participating beneficiaries? Give examples of the types of benefits vis a vis investments.</p>	For GSPEC it is partially "Yes"	The operational Cost for GPSEC must be increased, it would better to be implemented beginning of the project.
	For Youth Group it is "Yes"	It would be better to form Youth Groups in every 50 Households in every village.
	For SHG it is "Yes"	<p>The SHGs must be formed in House hold basis. It means that the entire village would be saturated.</p> <p>There are some examples of YGs and SHGs who involved in different business and earned more than 100K rupees using the Seed Capital which is received from JTDS.</p> <p>Laxmi Mahila Mandal – Bandhodih, West Singhbhum – Goat Breeding Centre</p> <p>Ever Green YG – Sharda, West Singhbhum – Organized Weekly Market</p> <p>Aadiwasi Mahila Samooh – Dholandih Seraikella-Kharsawan - Goat Breeding Centre</p> <p>Yuba Sitara Samooh -Jurguria Seraikella-Kharsawan - Pig Breeding Centre</p> <p>Maa Sharda Kishori Samooh – Ranchi – Making Madua Laddu</p> <p>Rangeela Youth Group Jamtara– Vegetable and Papaya Nursery</p>
<p>2. Whether investments on agriculture, were adequate and sufficient? Are these investments generating expected benefits and returns</p>	"Yes"	<p>In the success of the past, it would be preferable to do agricultural work with 100% household from the beginning of the new project.</p> <p>There are some examples of its success</p>

<p>to the beneficiaries? Give examples of the types of benefits vis a vis investments</p>		<p>Implementation of Line transplantation of Paddy, DSR of Paddy, Line sowing of pulses, which made increased in production of Paddy and Pulses.</p> <p>The cultivation of pulses was encouraged, which made the remarkable production of Green Gram in summer season of the year 2020.</p> <p>Earlier the farmers grow only paddy in entire the year, but after the Agriculture intervention farmers started farming in three seasons Rainy, Winter and Summer.</p> <p>Increased the Food security of farmers.</p> <p>Market linkage has been facilitated to sell the excess produce of farmers.</p>
<p>3. Whether investments on Livestock were adequate? Or more should have been done? Are these investments generating expected benefits and returns to the participating beneficiaries?</p>	<p>“Yes”</p>	<p>This intervention shows a change in the village, in which it will be preferable to do with 50% of the total Households in the upcoming project, which will increase their income generation.</p> <p>There are some examples of its success</p> <p>The financial condition of the beneficiaries has improved due to IGA cluster. Beneficiaries repaired their house by selling livestock from offspring, purchasing essential items in the house like Almirah box Bicycle etc</p> <p>In this intervention, the selected PashuMitra/Shakhi got a new source of employment. At present, most of the PashuMitra/Shakhi are increasing their income by treating the animals in other villages also.</p>
<p>4. What investments did the project make for other IGA? Did these investments help the participating households</p>	<p>“Yes”</p>	<p>It would be preferable to promote Fishery in all the Ponds and Dobhas constructed by the project and other departments, so that people would become self-reliant towards Fishery.</p> <p>There is an example of its success</p> <p>Fingerlings were made available to the Youth Group and SHGs formed by JTELP through convergence from the Fish Dept. Due to which the group got employment and they are doing fish farming by getting fingerlings from themselves now.</p>
<p>5. Whether investments on programme management were adequate and</p>	<p>“Yes”</p>	<p>In situation of the current inflation rate, 10% wage increase is expected in the salary of the staffs every year. Or Dearness Allowance (DA) should be given twice in a year as given to regular Govt. employees.</p>

<p>sufficient? Were there any gap areas and did these affect project performance? Give examples.</p>		
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List 3 key lessons learnt on project efficiency

1. Establishment of BPMU in Block level for better execution.
2. Application (Software) must be designed for next project to keep all updates from the beginning of the project. As MIS system is one of the important components to assessment and review the progress of work.
3. Application (Software) must be designed for next project to keep all updates from the beginning of the project. As MIS system is one of the important components to assessment and review the progress of work.
4. Healthy salary structure of all staffs to reduce frequent dropout of staff.

GROUP-3: PROJECT IMPACT & INNOVATION

Team Leader : Mr. Rustam Ansari, DPM

Rapporteur : Ms. Ranjana Toppno and Ms. Swati Bhengra

Members: Mr. Keshav Malik – DPM
 Mr. Ved Prakash Srivastava – DPM(I/C)
 Mr. K R Manjhi – DPM(I/C)
 Ms.Kavita Srivastava – PME0
 Mr.Subhabesh Ghosh – PME0
 Mr. Komal Tirkey– NRMO
 Mr. Pankaj Ray – NRMO
 Mr. Bhupender Kumar - NRMO

Domain of RURAL IMPACT (on rural poverty)	Group response	Recommendations for future
<p>1. Did the project effectively target the poorest and marginalized households? What strategies were used for poverty targeting? Were these effective?</p>	<ul style="list-style-type: none"> • The group unanimously agreed to the above point regarding effectively targeting the poor and marginalized household as the project intervention mainly covers the tribal, PVTGs, and single women headed families. • While discussing few of the strategies the group mentioned the surveying and identifying process of the household and conducting the need assessment activity for 	<ul style="list-style-type: none"> • In future more involvement among the PVTGs active women, focus on skill development training, to develop master trainer their own community <p>A.</p>

	<p>better reach to these target groups. The group also discussed the THP and CCD work which included activities like solar lantern distribution for PVTG, Smokeless Stove distribution, Apiculture support.</p> <ul style="list-style-type: none"> • Similarly while analyzing on the effectiveness of few of the mention activities the group members shared their experience of smokeless stove which has reduced the health hazards while cooking and has reduced the struggle and toil of women for fuel wood collection. Adding to these examples a significant enhancement on income through apiculture, Barbatti cultivation etc., has also effected on their saving pattern. 	
<p>2. Did the project interventions result in increase in household incomes and assets? Give examples (productive assets/ consumption assets, amount of income increase, leisure activities).</p>	<ul style="list-style-type: none"> • The project intervention has resulted in increased household income and assets to which few examples of productive assets were recognized as (1) Preservation of seeds for forthcoming agriculture season. (Achieved through learning of sorting, grading and seed preservation techniques). (2) Reinvestment in livestock (3) saving invested in education and health of family (4) Improvement and increase in food consumption (5) Bank saving (6)change in lifestyle (7)Knowledge enhancement in cadre and community(Eg 	<ul style="list-style-type: none"> • Trainings and Capacity building measures should be taken up for handholds support to the newly formed cadre for more impactful results

	PashuSakhi , AKM & CRPs providing income creating opportunity within village)	
<p>3. Did the project interventions result in women empowerment and social capital building? E.g. Increased control over resources and income; decision making; access to social entitlements; social cohesion; reduction in workloads; drudgery reduction etc. Give examples.</p>	<ul style="list-style-type: none"> • Women empowerment and social capital building were identified by the groups in the form of increased participation of women in Garam Sabhas, wherein they raise their voice for village level planning and few of the women have also been selected in village level election such Mukhiya, & Ward Parishad. • The decision making abilities were sighted with the case of, control over alcohol/ local rice beer selling for income propose, similarly in few areas women gathering against women atrocities in name of witchcraft practice. • The group also identified women increased control over resources and income through livestock distributed to women beneficiary, smokeless stove distribution, SHG seed capital, drinking water needs of family through Shallow well etc were discussed and recognized for reduction in workload and social cohesion. 	<p>Since all the sighted example as discussed in group were few in no. (Few cases reported) in future we can increase similar activities with women (training on capacity building, exposure, leadership etc) so that upcoming new generation of women can also continue the learning and social capital building 2ndly more women centric approach can be adopted example in agricultural sector through introducing women friendly equipments, financial literacy, market knowledge cooperative building etc</p>
<p>4. Did the project interventions result in improved Food security at household level? Give concrete examples. Was there also a change in the dietary patterns within households? If yes, enlist changes.</p>	<ul style="list-style-type: none"> •The group identified improvement in dietary pattern and food security at household level, due to activities such as Vegetable cluster, Poshan Vatika (Nutrition Garden) adding to their vitamin requirements, similarly focus on pulses and oilseed also added to other nutritional needs. Taking up 	<ul style="list-style-type: none"> •To enrol them and help they inclined towards schooling to enhance educational achievement among PVTGs women and girl children's.

	<p>three season's cultivation also increased their consumption surplus. Livestock distribution was also indentified as source of protein intake. Hence the group concluded that food securities were met at household level.</p>	
<p>5. Did the project interventions result in improved Agricultural and/or enterprise productivity. E.g. increase in sales, increase in turnover, access to markets, adoption of better practices etc. Give examples</p>	<ul style="list-style-type: none"> Improved Agriculture productivity was discussed through example of high yield seed selection, timely supply of seeds and seed conservation (adoption of better practices) and POP follow up with the help of CRPs and AKMs. 	<ul style="list-style-type: none"> To take initiatives to promote agriculture among PVTGs as their food basket is becoming market-based foods.
<p>6. What impact has the project had on the Environment & Natural Resources Management? E.g. Sanitation, water use efficiency, arresting soil erosion, afforestation, reduction in use of chemical fertilizers</p>	<ul style="list-style-type: none"> Project impact on environment & Natural Resources Management was recognized by the group, members sighted example of weather based agriculture practices. <p>Water use efficiency – Increase in irrigation of land</p> <p>Water conservation</p> <p>Use in drinking</p> <p>Plantation on “med ” of Ponds</p> <p>Fishery</p> <p>Small check dam</p> <p>Sanitation - Livestock waste management, organic manure</p>	<ul style="list-style-type: none"> To motivates the PVTGs to respect their own culture and preserve their cultural heritage.
<p>7. What are the best innovations in the project? Give examples.</p>	<p>(1) Weather based planning and implementation eg. Barbatti cultivation, (a) proper seed selection, (b) crop rotation, (c) Shifting from mono to multi-</p>	<ul style="list-style-type: none"> Expand lesson learnt and improve knowledge management apart from JTCLP intervention for observing better impact

<p>Are these innovations replicable/ scalable? If so, what is required to do so?</p>	<p>cropping,(d) soil fertility management.</p> <p>(2) THP support to PVTG</p> <p>(3) Establishment of knowledge carrier (Pashusakhi , AKMs, CRPs)</p> <p>(4)Optimum utilization of natural gravitational forces</p> <p>(5) Practices of Poshanvatika by community</p>	<p>and strengthen sustainability example (pest management , crop planning etc)</p> <ul style="list-style-type: none"> • Adopt Inclusive approach or in other words replicate POP / lesson learnt
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List 3 key lessons learnt on project impact and innovation

1. **Involvement & collective approach**
2. **Weather based planning and moisture conservation**
3. **Data collection on regular interval**
4. **Cadre development for sustainability**

GROUP-4: SUSTAINABILITY of Project Interventions

Team Leader : Ms Anita Manju Hassa, DPM

Rapporteur : Ms Neha Helen Hembrom, PM&EO and Dilip Kumar Singh, PM&EO

Members : Ms. Hema Ekka, DPM

Mr. SuanandBarla, DPM

Mr. Sachidanand, PM&EO

Mr. Bom Shankar Sah, PM&EO

Mr. Ravi Shankar Mahto, PM&EO

Mr. Amit Kumar Singh, NRMO

Mr. Pradeep Kumar, NRMO

Mr. Dilip Kumar Singh, Data Officer

Member – FNGO – YUVA

PashuSakhi

Domain of SUSTAINABILITY	Group response	Recommendations for future
<p>1. What factors are currently contributing to the sustainability of the Community Institutions?</p> <ul style="list-style-type: none"> - Institutional - Social/ Human Capital - Governance structures - Financial/ Economic - Others (if any) 	<ul style="list-style-type: none"> • Institution – GSPEC, SHG, YG • Social/Human Capital –CRP,AKM, Pashu Mitra/Sakhi • Governance Structure – Gram Sabha Meetings, GSPEC Meeting • Finance/Economic – Village Development Fund • GSPEC is a transparent institution and all the activities done by GSPEC is known by all village members • JTELP Village Gram Sabha ensures the identification of needy beneficiary • VDF Fund has been useful tool to bridge the fund crisis within the village and it is also an empowering tool for sustainability of GSPEC and VDF Committees as it gives them the power and ownership to ensuring the proper use of fund for overall village • By Providing Seed Capital to Youth Groups it has been seen that youths have been now engaged in more income generating activities • All the trainings and capacity building programs have been useful for strengthening of all the community level institutions 	<ul style="list-style-type: none"> • GSPEC Committee should be given proper recognition by all the Government/Other Organizational Bodies • Meetings conducted by GSPEC should also be recognized by all the bodies • YG Should be given more intense skill based trainings for ensuring • Livelihood generation options within the village itself. If necessary there should be a provision for giving more seed capital to Youth Groups • If GSPEC is a recognized committee then it can be liasoned by the entire line department for convergence and holistic development of the village.
<p>2. What factors may affect the sustainability of the Community Institutions after the project?</p> <ul style="list-style-type: none"> - Internal factors: governance, disruption in cost recovery plans, fiscal discipline etc - External factors: other government programmes; policy decisions, political interference etc. 	<ul style="list-style-type: none"> • It is possible that with no regular monitoring and support there is an possibility that middle man or powerful people may impact the decision making process in the village level • There is possibility of disagreement and internal envy resulting into not wrong decision • Possibility that only the people at powerful position or politically influential people benefits most out of the scheme • Possibility that there can be misconduct with VDF amount • Any other government agencies/private agency not recognizing the Gram Sabha Committees (GSPEC) may demotivate the group members • Any government policy or political interference may impact the flow of the ongoing activities within the village 	<ul style="list-style-type: none"> • There should be continuous time to time monitoring and support in JTELP Villages

<p>3. What are the long term gains of JTELP</p> <ul style="list-style-type: none"> - to households - to PVTGs - to communities - to government - to other stakeholders (e.g) 	<ul style="list-style-type: none"> • At HH level benefits have been given to individuals on Livestock, Seeds, Fertilizers, Pesticides, Agri Equipments, Crop Production and Productivity intensification techniques, Yam seeds, Jackfruit plant , Apiculture, All the three season crops POP were provided to the beneficiaries • At PVTG level Barbati, THP, More VDF Funds, Jackfruit Plants, Custard Apple, Bare Plantation that can easily grow in hilly areas with less irrigation were provided • To Communities FSC, Agriculture Equipments, PBC, GBC, Irrigation facility such as Pond, Irrigation Well, Shallow Wells were constructed • At Government level it can be seen that participation of women has increased in Gram Sabhas, Overall presence of people in Gram Sabha Meetings have increased, Project has enable in formation of active committees such as GSPEC, Youth Groups, VDF which can be helpful in effective implementation other projects in the village • At Stakeholder level it has been seen that Community Institutions and Community Cadres have been capacitated and strengthen on various aspects of Institutional Management, Book Keeping Practices, Awareness generation programs, Village Level Crop Demonstration, Germination Test training, PoP of all the Crops, Improved income generating opportunities, Livestock and its management training, Business Management Trainings. All the capacity building program has been helpful in strengthening them technically and moving towards sustainable development of village 	<ul style="list-style-type: none"> • The support should continue to community institutions and community cadres for more 5 years • Support to PVTG should continue so that they can be strengthen more • Technical Support personal should be recruited at State, District and Block Level
<p>4. What Mechanisms need to be put in place to ensure that Sustainability of Project Initiatives is maintained</p> <p>Community Institution IGAs</p>	<ul style="list-style-type: none"> • At Community Institution Level ensuring regular meetings and and proper documentation should be done. Along with this it is also important ensure regular monitoring of various activities being done by community institutions. • Income Generating Activities such as Utilization of VDF fund is important tool for generating income at village level. Along with 	<ul style="list-style-type: none"> • Construction of FSCs with storage units shall be helpful for the project • Formation of FPO shall play an important role in collectivization and marketing of the produce • Solar Based Irrigation channel should be constructed • Water recharge bodies should be constructed

Market Linkage	<p>this rotation of seed capital amount at YG and SHG level is also important so that income of the groups keeps increasing</p> <ul style="list-style-type: none"> • Proper maintenance of all the infrastructure such as Pond, S.W, I.W, Bio-Gas Plant, Livestock shade is important and all the committees should look after it. 	<ul style="list-style-type: none"> • Handholding support for market linkage is important for the produce of community institution
5. Which initiatives of the Project are being Scaled Up ? Give Example	<ul style="list-style-type: none"> • Increase of use of Tarn land has increased with various agriculture intervention at the village level • With the help of project intervention it has been noticed that Season based agriculture Practices has increased Which has resulted in coverage of more no of HH under Rabi and Zaid crops • Livestock clusters have been playing an important role in generating income at HH Level 	<ul style="list-style-type: none"> • More no of FSC and Irrigation Channels needs to be constructed • Livestock clusters need to be scaled up
6. How can the infrastructure created by the project be sustainable? What should be done?	<ul style="list-style-type: none"> • FSC, I.W, S.W, Livestock Shade, PBC, GBC, Bio Gas Plant 	<ul style="list-style-type: none"> • Seed Capital for user group is essential along with management trainings needs to be provided • Linking with line department is essential

List 3 key lessons learnt on sustainability

1. Community Cadres such as Pashu Mitra and PashuSakhi are important for ensuring flow of services and information among the community.
2. Local weather based cropping plan is an important aspect with incorporating effective utilization of VDF for the purpose
3. Increase women participation in Gram Sabhas, community trainings, agriculture trainings has brought a positive change in the Household as well as overall community levels

While ending the workshop, Mr Ved Prakash, DPM(I/C), JTDS presented the vote of thanks by recalling all the support provided to JTDS. He concluded the workshop by appreciating and thanking the Gram Pradhans, leaders of grassroots institutions that have made this project a success and the partners, Government of Jharkhand and IFAD who have provided valu