

## **Meghalaya Livelihoods and Access to Markets Project**

### **Implementation Support Mission Report**

**(27 January – 3 February 2020)**

#### **A. Introduction**

1. The Megha-LAMP project is being implemented by the Meghalaya Basin Management Agency (MBMA) with the overall objective of improving rural household incomes and the quality of life in Meghalaya through expanded and sustainable livelihood opportunities adapted to the hill environment and to the effects of climate change. This project became effective on 9 Dec 2014 and is scheduled for completion on 31 Dec 2022. The total project cost proposed is USD 169.9 million funded by IFAD loan of USD 50.0 million and the balance from the Government of Meghalaya (GoM), beneficiaries, convergence and local financial institutions. IFAD had fielded a Supervision Mission (SM) during 19 June – 3 July 2019 and the project at that time was on the verge of being rated as a problem project. In response to this, SM of 2019 had established a series of short-term targets for achievement and it was agreed to field another mission to rerate/confirm the rating. The action report on recommendations made by the SM is attached as Appendix 1.

2. This Implementation Support Mission<sup>1</sup> (ISM) was fielded with the objective of: (i) reviewing the progress on agreed short-term targets set by SM of 2019 and make recommendations about the project performance rating; (ii) assessing overall progress made by the project so far and identify strategies that would help in improving the performance; (iii) assessing activities undertaken under the Integrated Supply Chains and Enterprise Development (ISC&ED) which has had a slow start and developing plans to address current challenges/gaps; (iv) reviewing the progress under AWPB 2019-2020 and assess if the revised AWPB addresses the key priorities to keep the project on track to meet its targets; and (iv) agreeing with the project on plans for the next SM in May 2020.

3. The mission benefited from discussions with key project personnel, representatives from select Village Employment Councils (VECs), Integrated Village Cooperative Societies (IVCSs) and the National Seed Corporation (NSC). This report contains the findings and recommendations of the mission discussed and agreed in separate wrap up meetings chaired by Dr D. Vijay Kumar, IAS, Project Director and Mr Shantanu Sharma, IAS, Additional Project Director attended by the key project officials.

#### **B. Overall performance**

4. The project has made substantial progress during this financial year. The achievement against short-term targets has been moderately satisfactory. The project has largely met the short-term targets in respect of Integrated Natural Resources Management (INRM) component with the exception of release of first instalment VDF to VECs. Under the Rural Finance component, the project has been successful in registering all 300 IVCSs but the progress against targets with regard to release of first instalment of corpus funds and other targets is low. The Integrated Supply Chain and Enterprise Development (ISC&ED) component has made significant progress related to engagement of market players and support to spice Producer Groups (PGs) but achievements under support to piggery PGs and aggregation has been low. Overall, the project's budgetary allocation for 2019-20 has been almost 60 percent more than the allocation made during 2018-19. The total project expenditure during 2019-20 (first nine months) has been 52 percent of the AWPB allocation compared to 22 percent achieved during the previous

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<sup>1</sup> The mission consisted of: Shreekantha Shetty, Mission Leader (Project management, Rural Finance and M&E) and Neeraj Sharma, Consultant (Marketing and Value chains)

financial year (2018-19). The project management is confident of achieving 75-80 percent of AWPB allocations made during this full fiscal year.

## C. Component-wise performance

5. **Component 1: Integrated Natural Resources Management (INRM):** The project has made satisfactory progress under this component during this financial year. In total, as at 31 December 2019, 1080 (913<sup>2</sup>) INRM plans and 984 Land use and land cover maps have been prepared. First phase Village Development Fund (VDF) of Rs 320 million has been released to 924 VECs and out of this 488 VECs have completed 70 percent of the first phase plan. The project has released second phase VDF of Rs 84.5 million to 280 VECs. The project is yet to release first instalment VDF to 426 VECs and second instalment VDF to 1,070 VECs. This activity needs to be fast tracked.

6. The project has conducted site specific technical assessment for installation of water lifting devices. Procurement process for water lifting devices is underway. The project has undertaken scouting exercise for agriculture machinery, equipment and tools for use by the project farmers and consultation meetings were held with the beneficiaries to identify suitable machinery, equipment and tools. Guidelines for establishment of CHCs have been prepared. Draft agreement to be signed with the CHC committees are being prepared.

7. Land Development Initiatives comprising soil erosion control measures for protection of cultivable land in 35 sites, and creation of cultivable land/area and reclamation of degraded land in 46 sites have been undertaken. The project has undertaken 1,119 water security interventions for securing domestic water by building check dam, ring wells, spring tap chamber and by renovating water bodies. Water has been secured for irrigation purpose through construction of 58 irrigation canals. Catchment area protection comprising activities such as contour trenching and bunding, terracing, afforestation, desiltation, etc. have been take up in 159 sites.

8. In collaboration with the M&E team, a PRA/INRMP Software has been designed and developed. Geo-tagging of INRM interventions in 397 INRM sites of 281 villages has been completed with latitude and longitude coordinates, investment cost, fund sources and pre-project and post project images in a user friendly PRA/INRMP software. It is expected to complete geo tagging of 534 intervention sites in another 232 villages by May 2020.

9. Exposure visits to ICAR Regional Centre have been conducted for 99 progressive farmers to orient the farmers with field demonstrations on integrated farming systems and also on agriculture machinery, equipment and tools suitable for hills. In all, 208 training programmes for 1,200 Village Facilitator and 100 Master Trainers on social mobilization, project management and book keeping have been conducted during this financial year in which 5,197 participants (3,810 male and 1,387 female) participated.

10. The project has mobilized in total community contribution of Rs 3.24 million and an amount of Rs 203.50 million as convergence under MGNREGS for implementing INRM works.

11. **Achievement against short-term targets:** The project has achieved more than 80 percent of all the short term targets except with regard to release of first phase VDF wherein the achievement is 68 percent. Progress achieved by the project against each of the short term targets established is provided below:

**Table 1: Achievement against short term targets of INRM component as on 31 Dec 2019**

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<sup>2</sup> Figures in parenthesis indicate achievement reported in the Supervision Mission of 2019.

Intervention	Unit	Target	Achievement	Percentage
<b>INRM</b>				
INRM Plans completion with maps	Villages	1350	1080	80.0
First phase of VDF to be released	Villages	1350	924	68.4
At least 70% of First Phase Plan implemented	Villages	500	488	97.6
Second Phase VDF released	Villages	325	280	86.2

12. The project has plans to procure agriculture machinery, equipment and tools and a requirement list has been compiled to establish 18 Custom Hire Centres (CHCs). This activity is being planned in coordination with the IVCSs. The project intends to create a committee in each of the interested IVCSs and VECs to start a CHC. The project is in the process of preparing two National Competitive Bidding (NCB) documents for procurement of these agriculture machinery, equipment and tools by aggregating requirement into two batches. It is felt that aggregated procurement of unrelated types of agriculture machinery, equipment and tools of different manufacturers and suppliers will not lead to competitiveness and there is also likelihood of not getting appropriate responses to the request for proposals. The mission assisted the project to segregate this order by functionality of the machinery, equipment and tools and in consultation with the Procurement Specialist of India Country Office recommend the following steps for different categories of equipment:

Machinery/ Equipment /tool group	Procurement method	Next steps
Initial step		Revise the procurement plan and indicating the procurement method for different set of agriculture machinery, equipment and tools.
Tillers (power tillers and rotary tillers)	Rate contract	<p>Conduct a consultation with the CHC committees and finalize the requirement of power tillers and rotary tillers.</p> <p>Obtain the Government Order issued specifying the price and other terms and conditions.</p> <p>Obtain the concurrence of the rate contract holder to supply the items to the project on the same price and terms and conditions.</p> <p>Seek IFAD's no objection to procure 18 power tillers and 18 rotary tillers using government approved rate contract along with a copy of the minutes of the consultation with CHC Committees, government's order, a letter from the identified dealer on price confirmation and validity of price. Price and technical specifications shall not be changed from the rate contract.</p> <p><u>In NOTUS, start the section from Evaluation. Different dossiers to be created, in case there are multiple suppliers.</u></p>
Cutters and diggers	National shopping – Request for Quotations	Prepare specifications, seek quotations from the suppliers observing the process for local shopping method, evaluate quotations and place orders to the supplier compliant to specifications and offering a lowest price.
Weeders and sprayers	National shopping – Request for Quotations	Prepare specifications, seek quotations from the suppliers observing the process for local shopping method, evaluate quotations and place orders to the supplier compliant to specifications and offering a lowest price.
Solar pumps	National Competitive Bidding	Revise the bidding documents and start the dossier in NOTUS. As a special case, this requires IFAD's no objection, even if the value is below prior review threshold.
Electric pumps	National shopping – Request for	Prepare specifications, seek quotations from the suppliers observing the process for local shopping method, evaluate quotations and place orders to the supplier compliant to

	Quotations	specifications and offering a lowest price.
ICAR tools	Single source	Seek IFAD's no objection for single source procurement. If the total value of the procurement is below direct contracting threshold (USD 5,000), then post review procedures will apply and IFAD no objection is not required at this stage. If the total value of procurement is more than USD 5,000, obtain IFAD no objection for single source procurement.
Ramp pumps	Single source	Seek IFAD's no objection for procurement of 13 Ramp pumps from NEPED, Nagaland on a single source basis with justification. Also send the proposal from NEPED confirming the supply, price installation and other related services, delivery plan and payment schedule.

13. The project has fast tracked INRM activities using VDF. Some of the VECs have fully utilized both the instalments of VDF. Most of the VECs using VDF have addressed the immediate needs of the community related largely to drinking water. Some of these performing VECs are interested in taking up activities such as afforestation, source protection, catchment area protection, bio-measures for embankment protection, soil and water conservation activities on Jhum plots using traditional conservation measures and Sloping Agriculture Land Technology (SALT), drinking water interventions requiring cooperation of more than 2 villages, expansion of open lime channel technology, etc. 10 VECs in East Jaintia Hills and 6 VECs in Songsak C&RD Block, East Garo Hills District have used VDF funds for catchment protection measures such as construction of contour trenches, afforestation and desilting of Taksek lake and are seeking additional funds for completion of these activities. The project will have to develop guidelines for supporting these activities, conduct in field district level workshops for Block Junior Engineers and Field Engineers of the project to motivate performing VECs to prepare proposals for funding by the project in convergence with MGNREGS.

14. Cultivation of Medicinal and Aromatic Plants have been expanded to 13 Blocks covering about 61 acres as an initiative for reclamation of degraded land contaminated by coal mining activities and livelihood promotion. This initiative is expected to be scaled up under Meghalaya Aroma Mission. However, the project may also take up this activity with performing VECs.

15. A discussion was held with the National Seed Corporation Seeds (NSC) to procure seeds of paddy, potato, pulses, bean, fodder crops and green manure crops. NSC will send a list of seeds available with them and the project will identify their requirement and place an order not only for immediate requirement but also plan for future requirement. In addition, NSC was also requested to establish seed clusters for upland crops and also for temperate vegetable seeds with buy-back arrangements.

16. The project has undertaken an initiative to categorize vulnerable project villages under temperate, sub tropical and tropical agro climatic zones for the purpose of identification and selection of 3 villages for developing them as Climate Resilient Agriculture Model villages in coordination with Meghalaya Climate Change Centre and GIS team. Following dialogue and ground truthing with community of identified villages, a village each has been selected in Ri Bhoi (Sub-tropical), East Garo Hills (Tropical) and East Khasi Hills (Temperate) Districts. Currently, discussions are underway for technical convergence between Department of Agriculture & Horticulture and ICAR Regional Centre.

17. **Major targets for achievement:** Major targets for achievement under INRM component are detailed below. These targets will be reviewed during the next SM and revised if necessary.

Intervention	Unit	Total Target	Cumulative Achievement 31 Dec 2019	Target for 1 Jan -31 Mar 2020	Target 2020-21	Balance
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<b>Intervention</b>	<b>Unit</b>	<b>Total Target</b>	<b>Cumulative Achievement 31 Dec 2019</b>	<b>Target for 1 Jan -31 Mar 2020</b>	<b>Target 2020-21</b>	<b>Balance</b>
<b>INRM</b>						
INRM Plans completion with maps	Villages	1,350	1,080	270		
First phase of VDF to be released	Villages	1,350	924	426		
First Phase Plan implemented	Villages	1,350	488	436		
Second Phase VDF released	Villages	1,350	280	250	820	
Second phase plan implemented	Villages	1,350	0	200	500	650
Third phase VDF released	villages	1,350	0	0	700	650
Third phase plan implemented	villages	1,350			600	750
No. of CHCs established	#	72			36	36
Nursery development for catchment protection	#	72		12	40	20
Source protection plans approved and funded	#	72		12	40	20
Catchment protection plans approved and funded	#	72		12	40	20
Seeds procured and distributed	villages	1,350			675	675
Bio-fertilizers procured and distributed	villages	1,350			675	675
Water lifting devices installed	#	400		25	200	175
SWC Plans on jhum plots approved and funded	#	36			18	18
SALT plans approved and funded	#	36			18	18
High hill paddy/ seed multiplication clusters established	#	2			2	0
Temperate vegetable seed production clusters developed	#	4			2	2
Open lime channel technology plans approved and funded	#	25	7	4	15	6
MAP plans approved and funded	#	72	4	2	40	30
MTs trained	#	300	100		100	200
Field Engineers trained	modules	56	23		23	33
Farmers trained	#	20,000	10,021	3,000	4,000	2,979
Exposure visits to farmers	#	72	12	4	30	26
NICRA village concept implemented	#	3			3	

18. **Agreed actions:** The following are the agreed actions for INRM component:

<b>Actions</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Status</b>
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<b>Targets for achievement</b> Review the targets, add new interventions as required and allocate target by district. Review performance by district.	GM-INRM	Immediate	Agreed
<b>VDF Fund release</b> Accelerate the process of VDF release to VECs. Identifying non-performing VECs and organize a motivational workshop for the Chairpersons and Secretaries of these VECs attended by DCs and project officials.	GM-INRM	28 Feb 20	Agreed
<b>INRM Plans</b> Develop simple guidelines for supporting performing VECs with additional funds for higher order investments covering source protection, catchment protection, etc., in convergence with MGNREGS funding and conduct district-wise in-field workshops to seek proposals.	GM-INRM	28 Feb 20	Agreed
<b>CHC establishment</b> Procure agriculture machinery as per the procurement methods indicated in para 12 above. Establish a CHC in each selected location comprising members from IVCS leaders, VO leaders and VEC leaders to manage CHCs. Establish guidelines for management of CHCs including tariff for renting the machinery. Preparatory activities including fixing a place for storing machinery and engagement of a CHC Manager should be taken up by the CHC committee before delivery of machinery.	GM-INRM	31 Mar 20	Agreed
<b>Installation of electric water pumps</b> Seek proposals from the VECs identified for installation of electric water pumps including cost of civil works, pipes and fitting. This proposal can be approved with funding from the project, VECs and convergence.	GM-INRM	31 Mar 20	Agreed
<b>Seed supply</b> Prepare a plan for next 2 years for procurement paddy, pulse, beans, fodder crop and green manure crop seeds and enter into an agreement with the National Seed Corporation.	GM-INRM	28 Feb 20	Agreed
<b>Seed clusters</b> Request NSC to submit a proposal for developing seed clusters with buy back arrangement for upland crops, ginger, potato and temperate vegetable seeds.	GM-INRM	31 Mar 20	Agreed

19. **Component 2 - Rural Finance:** The project has made moderately unsatisfactory progress under this component during this financial year. Registering 300 (113) IVCSs after completing all the preparatory activities by 31 December 2019 has been the major achievement of this component. This was achieved by conducting two workshops attended by the senior management of the project and officials from the Cooperation Department to accelerate the registration process. In total, 94 (70) IVCS have received funds for office equipment, first instalment of corpus funds were released to 26 IVCSs and 23 IVCSs have received both first and second instalment of corpus funds. Progress in release of corpus funds is considerably low compared to the number IVCSs registered a year ago and the project has linked only 5 IVCSs to bulk loans. This is mainly on account of the project focus on registering all 300 IVCSs during the last 6 months and the project from Jan 2020 onwards has started driving activities related to corpus fund release and bulk loan provision.

20. The project has provided orientation training to 419 persons and book keeping and business development training to 322 persons. ToT in financial literacy has been provided to 85 financial literacy facilitators who will in turn train IVCS members. The project has supplied books and registers to 250 (100) IVCSs. Officials of the Rural Finance Component have been trained in book keeping and accounting in order to enable them to handhold IVCS secretaries. The project has trained 144 IVCS Secretaries on credit linkage. Lending business has been started by 47 IVCSs and 112 IVCSs have

started savings activities. Average membership size of IVCSs of more than one year age is 104 and average savings mobilized is Rs 70,000 (average of 112 IVCSs) and average credit portfolio (outstanding loans) is Rs 62,000 (average of 47 IVCSs).

21. The project has developed and finalized: (i) deposit policy; (ii) credit policy and procedures; (iii) guidelines for payment of salary to Secretary and payment of honorarium to the members of the managing committees of IVCSs; (iv) ready reckoner for calculation of interests on Deposits and Loans; (v) Training Manual and IEC materials for financial literacy programmes; (vi) maps depicting block-wise location of IVCSs; (vii) field visit formats for collection of data at the field level; and (viii) formats for submission of data by the DPMUs for monitoring progress of IVCSs.

22. **Achievement against short-term targets:** The project has overachieved in respect of IVCS mobilization (111 percent). The achievement has been 76.7 percent in respect other businesses started and the performance has been 8-39 percent in respect of all other targets. Achievements in respect of corpus fund release and bulk loan linkage targets have been considerably low. Progress achieved by the project against each of the short term targets is provided below:

**Table 2: Achievement against short term targets of Rural Finance as on 31 Dec 2019**

Intervention	Unit	Target	Achievement	Percentage
<b>Rural Finance</b>				
IVCS registered	#	270	300	111.1
Corpus Fund first instalment released	#	225	26	11.6
Corpus fund second instalment released	#	120	23	19.2
Salary payment of IVCS secretaries started	#	200	45	22.5
Loan business started	#	120	47	39.2
Other business (trading, etc.) started	#	30	23	76.7
IVCS linked with banks for bulk loans	#	60	5	8.3

23. The mission along with officials of Rural Finance met the Managing Director of Meghalaya Cooperative Apex Bank (MCAB) with a request to select, build capacity and engage IVCSs as their business correspondents. It was agreed that the officials of MCAB will visit 4-5 IVCSs in Ri Bhoi district and make an assessment of the possibility to engage a cluster of IVCSs as business correspondents. MCAB was requested to identify best performing IVCSs for this purpose and prepare a proposal for project support to develop select IVCSs as business correspondents for review during the next SM.

24. IVCSs are currently village based. The project has devised a system to collect data related to IVCS operation including the number of households in the area of operation of the IVCSs. This data will become available by March 2020 to assess the possibility of each village based IVCS servicing 400 members. However, in West Khasi Hills to a large extent and in South West Khasi Hills to a smaller extent, the number of households in the current operational area of IVCSs is low and it will not be possible to mobilize 400 members. The project needs to review this and the possibility of including new villages into the area of operation of IVCSs needs to be explored.

25. The critical indicators to drive IVCSs towards sustainability are: (i) number of members; (ii) share capital size; (iii) outstanding savings at the end of the financial year; (iv) outstanding loan portfolio at the end of the financial year; (v) size of non-performing loans as a percentage of total loan portfolio; and (v) profitability of IVCSs. Achievement against these targets can be incentivized and the project can prepare proposals for incentivizing the achievers for review during the next SM. The project will have to identify IVCSs that are lagging behind in achieving the membership and share capital targets and motivational workshops will have to be conducted to fast track IVCS development.

26. About 104 IVCSs have completed one year of operation and their books of accounts will have to be audited. It has been decided by the management of MBMA to audit accounts of IVCSs using Chartered Accountancy firms. Expression of Interest will have to be called and Chartered Accountancy firms will have to be shortlisted. This being

the first year, the project will have to identify persons experienced in preparing financial statements and keep them ready for audit, train these identified persons for preparation of uniform financial statements and complete this task before Auditors start audit work.

27. **Major targets for achievement:** Major targets for achievement under Rural Finance are detailed below. These targets will be reviewed during the next SM and revised if necessary.

Intervention	Unit	Total Target	Cumulative Achievement 31 Dec 2019	Target for 1 Jan -31 Mar 2020	Target 2020-21	Balance
<b>Rural Finance</b>						
IVCS registered	#	300	300	0	0	0
Release of funds for office equipment and furniture	IVCSs	300	94	206	0	0
Corpus Fund first instalment released	IVCSs	300	49	50	201	0
Corpus fund second instalment released	IVCSs	300	23	25	252	0
Salary payment of IVCS secretaries started	IVCSs	300	45	54	201	0
Loan business started	IVCSs	300	47	23	230	0
Other business (trading, etc.) started	IVCSs	300	23	20	140	117
IVCS linked with banks for bulk loans	IVCSs	200	5	6	100	89
Average number of members per IVCSs	#	400	67	80	300	400
Average share capital per member	Rs	1,500	473	600	1,500	
Average outstanding savings per member	Rs	8,500	1,750	2,500	6,000	8,500
Average outstanding savings per IVCSs of 1 year old IVCSs	Rs	1,300,000	70,000	84,000	500,000	1,300,000
Average outstanding loans per IVCS	Rs	1,000,000	62,000	65,000	400,000	1,000,000
No. of IVCSs with profit	#	150	0	0	50	100
No. of off-farm enterprises promoted	#	6,000	0	0	3,000	3,000
No. of staff trained	sessions	600	272	34	136	158
No. of Secretaries and Board members trained	sessions	11,000	751	880	4,500	4,869
No. of FLFs trained	#	300	85	215		
No. of members trained in financial literacy	#	60,000	0	1,800	58,200	

28. **Agreed Actions:** The following are the agreed actions for Rural Finance component:

Actions	Responsibility	Deadline	Status
<b>Targets for achievement</b> Review the targets, add new interventions as required and allocate target by district. Review performance by district.	GM-RF	Immediate	Agreed



<b>MCAB engagement</b> Conduct an exposure visit to MCAB officials and seek a proposal from MCAB to develop select IVCSs as business correspondents.	GM-RF	20 Feb 20	Agreed
<b>Support to weak IVCSs</b> Conduct motivational workshops for poor performing IVCSs and prepare a proposal for incentivizing IVCSs for achieving targets.	GM-RF	31 Mar 20	Agreed
<b>Expansion of operational area of IVCSs</b> Undertake a review to assess the need for expanding area of operation of IVCSs and start the activity in West Khasi Hills and South West Khasi Hills.	GM-RF	31 Mar 20	Agreed
<b>Preparatory Activities for Audit</b> Engage experienced persons to prepare financial statements in respect of IVCSs that have completed one year prior to audit.	GM-RF	29 Feb 20	Agreed
<b>Audit</b> Engage Chartered Accountancy firms to conduct audit of IVCSs.	GM-RF	31 Mar 20	Agreed

29. **Component 3: Inclusive Supply Chains and Enterprise Development:** The project has started implementing supply chain related activities during this financial year after a hiatus of one year post MTR. The project has made moderately satisfactory progress under this component during this financial year with the development of schemes for implementation of activities. The project has conducted 168 consultations with multi-stakeholder platforms and has invited proposals for support under Window 1 and Window 2 envisaged under this component. The project has received proposals from: (i) 85 pig fattening Producer Groups (PGs) covering 1,130 households and approved proposals of 41 PGs covering 474 households; (ii) 25 Ginger PGs covering 153 households and approved proposals of 12 PGs covering 153 households; (iii) 16 Pepper PGs covering 248 households and approved proposals of 6 PGs covering 54 households; (iv) 17 Fruits and Vegetable PGs covering 260 households and approved proposals of 7 PGs covering 86 households. The project has also supported 63 pig breeding units, 29 paravets, 7 spice nurseries, 9 fruits and vegetable nurseries, 14 Ginger and Potato seed units, 2 fruit and vegetable seed units and 12 apiculture units.

30. The project has supported aggregation of produce by providing funding to 4 aggregation committees established within the IVCSs. The scheme for supporting aggregation originally intended to provide support to IVCSs who will provide loans to individuals at 12 percent interest for aggregation. Efforts of the project to enlist individuals for this activity did not yield results and as a result, the project had to revise the modality and provide support to a committee established under IVCS for aggregation with profit sharing arrangement between the aggregation committee and IVCS. This modality can be scaled up to other interested community institutions IVCSs, SHGs and Village Organizations (VOs).

31. Since most of the schemes under Window 1 and 2 have now been tested and tried, it will become easy for the project to provide accelerated support to PGs and service providers. The project has also identified and engaged 6 market players and support to market players are yet to be finalized. The project may develop schemes for providing logistic and produce evacuation support to the market players in collaboration with iTeams with payment routed through iTeams. In addition, expression of interest will have to be called from entrepreneurs for providing support under Window 3 and 4. The project needs to take up testing of important value chain products in order to enable the market players to access premium market segment.

32. **SSI Support:** A proposal from IDH to support the project in identification of market players and backstopping the market players to develop and implement proposals to support PGs has been received and submitted to IFAD for approval. Due to last minute change by IDH to use Sustainable Spice Initiative (SSI) promoted by them

as the implementing agency, a proposal has now been obtained directly from SSI. It is expected that this agreement with SSI will be finalized before 31 March 2020. SSI support will expand the market linkage efforts due to their ability to rope in market players from outside the state. SSI interventions in Meghalaya are likely to have considerable cascading effect in terms of interest generation from market players. This is already evident from the fact that the project already engaged 6 market players identified during the initial interaction conducted by IDH. It is essential that this partnership is fast tracked so as to generate results prior to project closing. Some of the concerns to be addressed in the proposal submitted by SSI are provided in Appendix 2.

33. **Roads:** The project had entrusted the task of constructing 211.37 km plastic cell roads to SRES. In total, 201.57 km of roads have been completed and 9.8 Km of roads are under construction. Out of this, 170.44 km have been verified and Withdrawal Application has been submitted in respect of 163.61 km and the construction cost for balance 6.73 kms will not be paid to SRES due to shortages in length and width of road construction. The project is yet to complete verification of 31.13 kms of road that have been completed. This needs to be taken up. The project has already written to SRES for rectification of defects on 18.5 km of road and this work is under progress. The contract with SRES has been extended until 30 April 2020. It is likely that the construction work, verification, submission of utilization certificate will be completed by 30 April 2020.

34. **Markets:** The project had released first instalment of market development support to 5 out of 8 identified markets. All these 8 markets have now signed an addendum to the MoU agreeing to reconstitute the committee including representatives of producer-sellers, allocation of space to producer-sellers and casual participants, introduction of weight based system and equitable entry fee, and development of an action plan for improving cleanliness and hygiene. The project is in the process of releasing first instalment to the remaining 3 markets. Out of 5 markets that have received first instalment support, 4 markets have fully utilized the amount and have submitted utilization certificates and the project has released second instalment of support to these markets.

35. The project as recommended by SM 2019 intends to promote: (i) growth centres coupled with village collection centres; and (ii) farmer's markets in existing weekly markets. The project has identified 18 locations for construction of growth centres and 3 locations for farmers' markets. Negotiations have been completed in most cases and land for construction has been identified. Some of these locations for farmers' markets fall outside the project area such as Sahsniang and Wahiajer. However, since these markets service the project villages, it is only logical to expand them. The following activities need to be initiated to fast track market development which include: (i) designing a MoU to be signed between land owner, IVCS market sub-committee and existing market development committee; (ii) survey, design and preparation of cost estimates/bill of quantities for each of the location; and (iii) identifying suitable government agencies /institutions interested in supervising construction and taking up construction of market related infrastructure.

36. SM of 2019 had recommended engagement of a Civil Engineer with 5 years' experience in managing infrastructure related activities. The project had advertised for this position and could not identify adequately experienced persons for engagement on full time basis. Since, the project has made progress in terms of identification of locations, a full time team comprising two experienced Consultant Civil Engineers and two Consultant Architects need to be recruited without any delay. The detailed design for developing growth centres and farmers' markets may also include development of internal roads within the existing market also connecting roads to the main market/road.

37. **PRIME Initiative:** GoM has formulated Promotion and Incubation of Market Driven Enterprises (PRIME) Initiative across the state. GoM is expecting support from GoI to expand this initiative. The PRIME initiative largely covers: (i) establishment of Prime Hubs by upgrading existing Enterprise Facilitation Centres through a community anchor,

sectoral incubator with technology anchor and rural technology parks; (ii) support to enterprise development (start-ups, nano enterprise and livelihood enterprise); (iii) enabling access to finance; and (iv) enabling access to markets. The current activities of the project that include support to off-farm enterprise, support to PGs (Window 1), support to service providers (Window 2) and support to market players will contribute to the PRIME Initiative. In addition, the off-farm enterprise support of the project will be able to support entrepreneurs to procure Agri-Response Vehicles in collaboration with iTeams to enhance market access. The Growth Centres proposed under the project can be renamed as PRIME hubs for bringing about uniformity in nomenclature across the state.

38. In order to further support PRIME initiative, the project may prepare proposals/concept notes for consideration by the next SM covering aspects related to: (i) establishing sectoral incubator with technology anchor; (ii) development of an umbrella brand for Meghalaya products manufactured by various community organizations in the state; (iii) development of a markets in Shillong and Tura for aggregating and selling products manufactured/produced by community organizations; (iv) telemedicine modalities for livestock using a network of paravets trained under the project; (v) digital extension and pest/disease monitoring modalities for value chain crops; and (iv) interest subvention and first default guarantee modalities.

39. **Achievement against short-term targets:** The project has over achieved the targets in respect of engagement of market players, support to spice PGs, and support to on-farm enterprises. The targets related to development of proposal and land allotment for growth centres, collection centres and farmers' markets has been fully achieved. The achievement has been about 54 percent and 70 percent in respect of para vet training and pig breeding units respectively. The performance has been 22-35 percent in respect of support to pig fattening PGs, nurseries and seed units and aggregation support. Progress achieved by the project against each of the short term targets established is provided below:

**Table 3: Achievement against short term targets of ISC&ED as on 31 Dec 2019**

Intervention	Unit	Target	Achievement	Percentage
<b>ISC&amp;ED</b>				
No. of market players engaged	#	6	6	100.0
No. of Pig breeding units supported	#	90	63	70.0
No. of para-vets sent for training	#	54	29	53.7
No. of pig fattening producer groups (20 members) supported	#	1,800	474	26.3
No. of proposals of nurseries and seed units approved	#	90	32	35.6
No. of spice producer group proposal approved	#	90	207	230.0
No. of IVCSs supported for aggregation	#	18	4	22.2
No. of on-farm enterprise supported	#	5	25	500.0
Collection centres – design, proposal and land allotment completed	#	36	36	100.0
Growth centres with village level collection centres - design, proposal and land allotment completed	#	18	18	100.0
Farmers' market - design, proposal and land allotment completed	#	3	3	100.0

40. **Major targets for achievement:** Major targets for achievement under ISC&ED are detailed below. These targets will be reviewed during the next SM and revised if necessary.

<b>Intervention</b>	<b>Unit</b>	<b>Total Target</b>	<b>Cumulative Achievement 31 Dec 2019</b>	<b>Target for 1 Jan -31 Mar 2020</b>	<b>Target 2020-21</b>	<b>Balance</b>
<b>ISC&amp;ED</b>						
No. of MSPs at Hub level conducted	#	69	6	18	45	
No. Of MSP at Cluster level conducted	#	427	162	54	211	
No. of market players engaged	#	36	6	0	30	
<b>Pig Value Chain</b>						
No. of para-vets sent for training	#	300	29	120	151	
No. of Pig breeding units supported	#	324	63	27	234	
No. of pig fattening producer groups (20 members) supported	PGs	800	41	150	350	350
<b>Ginger Value chain</b>						
No. of proposals of ginger seed units approved	#	144	14	76	54	
No. of Ginger PG proposal approved	PGs	500	12	35	200	253
No. of proposals from PGs for disease free ginger seed clusters approved	#	11		3	8	
<b>Pepper Value chain</b>						
No. of proposals for pepper nurseries approved	#	116	7	58	51	
No. of Pepper PG proposal approved	PGs	500	6	35	200	259
<b>Potato Value chain</b>						
No. of proposals for potato seed units approved	#	20	2	18	14	
No. of Potato PG proposal approved	PGs	100	4	35	40	21
No. of proposals from PGs from disease free Potato seed clusters approved	PGs	4	-	2	2	
<b>Vegetable Value chains</b>						
No. of proposals for vegetable nursery/seed units approved	#	100	0	18	50	32
No. of Vegetable PG proposal approved	PGs	100	0	0	60	40
No. of proposals from PGs from temperate seed production cluster approved	PGs	3	0	0	3	0
<b>Fruit value chains</b>						0
No. of proposals for fruit tree nursery units approved	#	10	0	0	5	5
No. of Fruit PG proposal approved (banana)	PGs	150	3	30	75	42
No. of Fruit PG proposal approved (pineapple)	PGs	150	3	50	50	47
No. of Cashew proposal approved	PGs	200	0	40	100	60
<b>Other value chains</b>						0

Intervention	Unit	Total Target	Cumulative Achievement 31 Dec 2019	Target for 1 Jan -31 Mar 2020	Target 2020-21	Balance
No. of Apiculture proposal approved	PGs	200	1	50	80	69
No. of Bay leaf proposals approved	PGs	100	0	0	75	25
No. of sericulture proposals approved	PGs	50	0	0	25	25
No. of aromatic rice proposals approved	PGs	100	0	0	50	50
<b>Marketing and other support</b>						
No. of agriculture input supply units supported	#	54	0	18	36	0
No. of aggregation units established	#	54	-	18	36	0
No. of Processing units established	#	70	-	18	36	16
No. of proposals for Agriculture Response Vehicles supported	#	36	-	8	15	13
No. of on-farm enterprise supported	#	400	-	25	175	200
No. of collection centres constructed	#	162	0	36	54	72
No. of Growth Centres constructed	#	18	0		9	9
No. of Farmers' markets constructed	#	18	0	3	15	0

41. **Agreed Actions:** The following are the agreed actions for ISC&ED component:

Actions	Responsibility	Deadline	Status
<b>Targets for achievement</b> Review the targets, add new interventions as required and allocate target by district. Review performance by district.	GM-ISC&ED	Immediate	Agreed
<b>Paravet training</b> Use local resource persons to conduct paravet training using curriculum developed by National Research Centre for Pigs and fast track para vet training	GM-ISC&ED	Immediate	Agreed
<b>Support under Window 1 and Window 2</b> Develop one-time incentive system to Group Facilitators to improve/rectify rejected proposals (about 77 PGs) and submission of new proposals. Incentives to be linked to final approval of the proposals. Review the project support levels from the current 30 percent due to inability of PGs to mobilize bank loans but not exceed 50 percent.	GM-ISC&ED	Immediate	Agreed
<b>SSI support</b> Finalize partnership agreement with SSI and start activities related to market linkage and book this expenditure under Goods, services and inputs category.	GM-ISC&ED	29 Feb 20	Agreed
<b>Expression of Interest for Window 3 and Window 4</b> Call for EoI for support under W3 and W4 and analyse proposals for support.	GM-ISC&ED	15 Mar 20	Agreed
<b>Roads</b> Complete verification of remaining 31.44 km roads and submit withdrawal application. Complete construction and verification of remaining 9.8 km of road.	GM-ISC&ED	30 Apr 20	Agreed
<b>Human Resource for Market Development</b> Engage two experienced Civil Engineers and two experienced Architects (either directly or through an agency) for designing	GM-ISC&ED	31 Mar 20	Agreed

and preparing estimate/BoQ for Growth Centres, Collection Centres and Farmers' markets.			
<b>Construction of market infrastructure</b> Identify government agencies and institutions interested in taking up market infrastructure development.	GM-ISC&ED	31 Mar 20	Agreed
<b>Support for PRIME</b> Prepare proposals for discussion during next SM to use LAMP Funds to support PRIME Initiative of GoM as detailed in para 37.	GM-ISC&ED	31 Mar 20	Agreed

#### 42. **Component 4: Knowledge Resource Management**

43. The Knowledge Management (KM) unit continues to deliver quality knowledge management support to the project. It has initiated peer to peer knowledge sharing by leveraging on YouTube and other social media platforms and training farmers on the basic of film making and social media. A pilot undertaken with 5 farmers yielded encouraging response with some farmers reporting increased demand for their products from within and outside the state. This activity is now being scaled up across the state and three regional dialogues have been conducted in the three regions of the state. Prominent YouTube farmers from Pune, Chandigarh, Tirupati and Lucknow were roped in for the initiative.

44. The KM unit has also significantly increased the visibility of the project through engagements with select media outlets in the country including The Better India, Indian Express, Business Standard and The Northeast Today among others, for publishing articles pertaining to the project. The unit published several documents including the Weekly Updates which is an e-newsletter providing updates on various project activities for the week. 42 Weekly Updates were published in the year. Posters on Agri and Horti schemes were published in collaboration with the Agriculture and Horticulture departments, and have been circulated to all DPMUs. Other publications such as the catalogue of Agri Tools and Implements, and training material on good agricultural practices for ginger, black pepper etc. are in the pipeline.

45. Several videos were developed including a video manual on how to use various agri tools and implements supported under the project, and videos on best practices such as the decentralized green energy, medicinal and aromatic plants for reclamation of degraded land, rain water harvesting, etc. In addition to these, the KM unit continues to provide support services such as translation of material, design and publication of IEC material, operation of MBDA website, document database which currently houses 257 documents, and coverage of meetings and events.

46. **Component 5 - Project Management:** The project management is stable and the top management comprising the Project Director and the Additional Project Director (APD) have been driving project implementation with renewed vigour. The project has restructured the designations of all positions in MBMA to be in sync with the corporate governance structure. All the Officers on Special Duty have been re-designated as General Managers. The project has conducted written examination to test the technical capability of young professionals who are due for promotion. The project intends to promote those persons who have scored at least 60 percent in the written examination.

47. The project has engaged 65 staff during this financial years. The project has not been able engage experienced civil engineers despite advertising for these positions. The Chief Finance Officer has resigned and the project has started the process of recruitment for this position.

Actions	Responsibility	Deadline	Status
<b>CFO Engagement</b> Complete the recruitment process for CFO	PD/APD	29 Feb 20	Agreed

48. **Disbursement status:** The project has in total disbursed USD 27.68 million against total revised allocation of USD 118.71 million. Overall utilization remains low being 22 percent of the total allocation (Table 4). This does not take into account the

withdrawal applications submitted and not yet disbursed and also expenditure made during October –December 2019 for which withdrawal application is yet to be submitted.

**Table 4: Disbursement (USD '000) by financier as on 31 Dec 2019**

Financier	Revised Approval	Disbursements as at 31 May 2019	Percent disbursed as at 31 May 2019	Disbursements during 1 Jun-31 Dec 2019	Cumulative disbursement as at 31 Dec 2019	Percent disbursed as at 31 Dec 2019
IFAD	43,525	9,140	21	3,143	12,283.14	28
Govt. of Meghalaya	30,908	7,834	25.35	2,687	10,520.92	34
Convergences	19,551	144	0.74	2,704	2,848.12	15
Banks	22,514	1,562	6.94	-	1,562.00	7
Beneficiaries	2,207	152	6.87	313	464.75	21
<b>Total</b>	<b>118,705</b>	<b>18,832</b>	<b>15.86</b>	<b>8,847</b>	<b>27,679</b>	<b>22</b>

49. Total projected expenditure as on 31 December 2019 is SDR 9.26 million being 28.57 percent of the total expenditure compared to 12.14 percent expenditure as on 31 May 2019. Expenditure by category is provided in Table 5 below.

**Table 5: Projected disbursement (SDR) by category as on 31 Dec 2019**

Categories	Original Allocation	Disbursement until 30 June 2019	WA pending for disbursement (July-Sep 19)	Expenditure yet to be claimed (Oct-Dec 19)	Projected disbursement 31 Dec 2019	Percent Disbursed as at 31 May 2019
Works	7,340,000	2,783,827	300,403		3,084,230	42.02%
Equipment & Materials	880,000	282,756	4,861	55,317	342,933	38.97%
Grants and Subsidies	4,490,000	1,406,783	420,528	109,436	1,936,747	43.13%
Goods, Services & Inputs	6,780,000	1,418,473	22,428	34,447	1,475,347	21.76%
Operating Costs	530,000	272,877	22,735	4,397	300,009	56.61%
Salaries & Allowances	4,650,000	1,256,266	101,391	105,181	1,462,838	31.46%
Training	4,480,000	556,620	80,223	18,381	655,223	14.63%
Authorized Allocation	-	0	-		0	
Unallocated	3,250,000	0	-		0	
<b>Total</b>	<b>32,400,000</b>	<b>7,977,600</b>	<b>952,568</b>	<b>327,159</b>	<b>9,257,327</b>	<b>28.57%</b>

## D. Targeting and outreach

50. Targeting is inclusive. Clusters (and blocks) are selected on the basis of their capacity and potential for development of marketable crops and other products. Within the overall saturation approach, specific targeting strategies were adopted to ensure that groups that are excluded because of their remoteness, gender, poverty, etc., are provided the necessary support to participate in and benefit equitably from the project activities. The project target groups include tribal communities which form nearly the total population to be covered by the project. The state has a predominantly tribal population (85 percent are from Scheduled Tribes). Most of the project villages are tribal villages and that virtually all project benefits flow to the different tribal communities.

51. INRM activities have been fast tracked and these initiatives have been converged with MGNREGS and benefit accrue to all the households in the project villages. Services from IVCSs are also available to all households interested in taking up savings and credit activities. Activities of ISC&ED are targeted towards producers and service providers. Synergy between the activities of ISC&ED and IVCSs are being harnessed. IVCSs are being supported to take up aggregation and market infrastructure development. As a result, the project is able to address the needs of all the households in the project villages.

52. **Outreach targets:** The project is expected to reach 202,530 households and 1,105,814 individuals. Outreach as at 30 June 2019 was 82,733 households and 451,723 individuals. Outreach is expected to increase considerably when data for March 2020 is compiled as the outreach data related to release of VDF funds, PG funding and also registration of new IVCSs during the last quarter is yet to be updated. Household data from the project villages need to be compiled to assess households in the project villages are adequate to reach the project outreach targets. Steps should be taken to expand the number of project villages in the event total number of households in the project villages is less than the household outreach targets of the project.

Actions	Responsibility	Deadline	Status
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<b>Outreach targets</b> Assess the total number of households in the project villages. In the event, the number of households is less than outreach targets, expand the number of project villages.	PD/APD	15 Mar 20	Agreed
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## D. Gender Focus

53. The project has a Gender Strategy and Action Plan in place. Women's participation continues to be at a reasonable level. The participation of women in governance and decision making in community organisation is also at an acceptable level (women form about 45 percent of members of IVCS managing committees). Orientation on Gender and social inclusion for the project staff has been undertaken at the state and district level. Training on leadership skills and gender is going on for IVCS governing members, lead farmers as well as entrepreneurs. Of people trained during the year 2018-19 under different components of the project, about 47 percent were women. Trainings offered at all levels for INRM, IVCS, EFC, etc., include a module on gender and social inclusion.

54. The Integrated Village Cooperative Societies (IVCS), as institutions for grass-roots financial inclusion, are orientated towards women, and the INRM planning process involves women. The focus of INRM interventions on water supply will reduce a major burden for women - the time and effort needed to fetch water in the dry seasons. The project is now making plans to build synergy between the MSRLM groups, IVCSs and PGs. This will help in increasing women participation in project activities as Meghalaya State Rural Livelihoods Mission groups are women only groups.

## D. Consistency between AWPB and implementation

55. The performance with regard to consistency between AWPB and implementation during 2018-19 was poor; only 21.74 percent of revised AWPB allocations have been used. During 2019-20 the pace of implementation has increased significantly with 52 percent of AWPB being achieved in the first nine months of this financial year. Budget outlay for 2018-19 was Rs 1,430 million and this has been increased in 2019-20 to Rs 2,283 million; an increase of 60 percent. Expenditure for the 2018-19 (full year) was Rs 311 million and the expenditure during the first nine months of 2019-20 is Rs 1,178 million; an increase of 278 percent.

56. Rural finance, ISC&ED and Knowledge services have utilized 21-27 percent of their budget allocations for 2019-20 as at 31 December 2019. Utilization rate in respect of INRM is 69 percent. Comparative AWPB outlay and utilization for 2018-19 and 2019-20 is provided below:

**Table 6: Achievement against AWPB targets as on 31 Dec 2019**

SI No.	Components	Project Target	AWPB 2018-19				AWPB 2019-20		
		(INR'000)	Budget	Expenditure	%	Budget	Expenditure	%	
1	Integrated Natural Resources Management	2,153,635	511,851	27,537	5%	876,644	608,118	69%	
2	Rural Finance	837,885	193,936	11,264	6%	206,244	44,703	22%	
3.1	Inclusive Supply chain & ED		105,811	31,654	30%	297,503	63,689	21%	
a	Integrated Production & Marketing (Pre MTR)	3,341,914	42,232	2,322	5%	-	-		
b	Enterprise Development (Pre MTR)	1,076,038	88,475	4,003	5%	-	-		
c	Livestock Development (Pre MTR)	412,472	138,145	-	0%	45,840	45,840	100%	
3.2	Access to Markets	1,633,081	196,819	161,618	82%	771,657	374,998	49%	
4	Knowledge Services	407,076	92,619	6,290	7%	43,862	12,039	27%	
5	District Project Management Units	497,251	33,101	32,821	99%	31,054	16,192	52%	
6	Project Management Unit, Shillong	174,743	27,175	33,628	124%	11,019	12,534	114%	
	Total	10,534,095	1,430,165	311,136	22%	2,283,824	1,178,114	52%	

## D. Monitoring and Evaluation

57. The project has completed restructuring the MIS system post MTR and the same is fully operational with seven modules: (i) Integrated Natural Resources Management (INRM); (ii) Rural Finance (RF); (iii) Access to Market – Communication Infrastructure; (iv) Capacity Building; (v) Enterprise Development; (vi) Database for AOS & Annual Progress Report; and (vii) Project Logframe. The reporting module on Inclusive Supply chain and also a KM repository is being developed to digitize various documents related



KM. A training on functionality and usages of the MIS, process flow and hands on practice to upload data on to online MIS system has been completed.

58. With revision in components post MTR and changes in the logframe, the M&E unit initiated collection of additional baseline data from 1,350 project villages with the aid of an android based application. The objective of this assignment was to gather baseline information from the project households on various aspects, i.e. demography, asset, credit linkage, market access, livelihoods, etc. The project has collected data from 92,512 households across all the 1350 project villages and summary tables and graphs are being prepared.

59. The M&E team has designed and developed a PRA Online monitoring application for digitization of INRM PRA data of all the 1350 INRM villages. This has been completed with eight modules: (i) Village master; (ii) Village profile; (iii) Land resource management' (iv) Water security; (v) Energy security; (vi) Integrated farming & agriculture production ; (vii) Impacts of climate change on natural resources; and (viii) Triangulation & prioritization of proposed INRM intervention. This design activity involved the integration of geo tagging of INRM interventions sites into the map and this has been completed for 393 INRM sites covering 281 villages. Geo tagging of intervention sites is done based on the supporting data received from field team of respective districts. The supporting data consists of attributes like site name, site coordinates, intervention type, fund source and number of households and population benefited. These attributes are uploaded into the system along with geo tagged pictures (pre and post project) and can be viewed over GIS layer / map.

60. The project has plans to carry out AOS during March 2020. The annual outcome survey questionnaire has been revised and the project intends to have a larger sample size of 600 households each from both intervention and control group. In view of this, the project will be able to stratify the samples by component and get better results related to outcomes of each component.

Actions	Responsibility	Deadline	Status
<b>Annual outcome survey</b> Engage programmers to develop on-line tool for execution of survey in a digital mode and complete the survey.	Manager M&E	31 Mar 2020	Agreed

## E. Conclusions

61. The project has shown considerable acceleration in implementation of project activities. The rating for this project as rated by the Supervision Mission of 2019 has been confirmed. Despite considerable acceleration in implementation during the last 1.5 years. overall project expenditure against the expected expenditure of 5 year old project, is still low. The project has been able to utilize only about 30 percent of the allocation until 31 December 2019. Unless activities related to INRM and ISC&ED including market related civil works are fast tracked, it is unlikely that the project will be able to achieve its full objectives and utilize the entire financial allocation. IFAD's intention of conducting a full SM in May 2020 was discussed and both PD and APD were of the view that next SM should take place in July 2020 since substantial field level activities would be implemented during May and June months. It was agreed that MBMA will take up this issue with IFAD and agree on the timing for next SM.

62. Agreed key strategies to fast track project activities include:

- a) Establishing targets for achievement for each component and establishing district level targets (physical as well as financial) incorporated into AWPB and reviewing progress against these targets (physical and financial) on a quarterly basis.
- b) Conducting motivational workshops for poor performing VECs and Field Engineers and separate reviews for these poor performing VECs, developing INRM plans of higher order (over and above the VDF

allocation) with well performing VECs, and expansion of CHC and seed supply and multiplication activities.

- c) Conducting motivational workshops for poor performing IVCSs, developing one time incentive schemes for Secretaries and IVCSs for achievement of targets related to IVCS activities.
- d) Developing one-time incentive system for Community Facilitators linked to number of proposals of PGs and service providers approved, revising project contribution to Window 1 and Window 2 from current 30 percent to 50 percent due to the bank finance access issues, and fast tracking revisions and approval of rejected/pending Window 1 and Window 2 proposals and EoI for Window 3 and Window 4.
- e) Taking immediate steps for engagement of two Civil Engineers and two Architects for fast tracking civil works related activities of Growth Centres, Collection Centres and Farmers' Markets.