

## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II Project Design Report**

#### **Main report and annexes**

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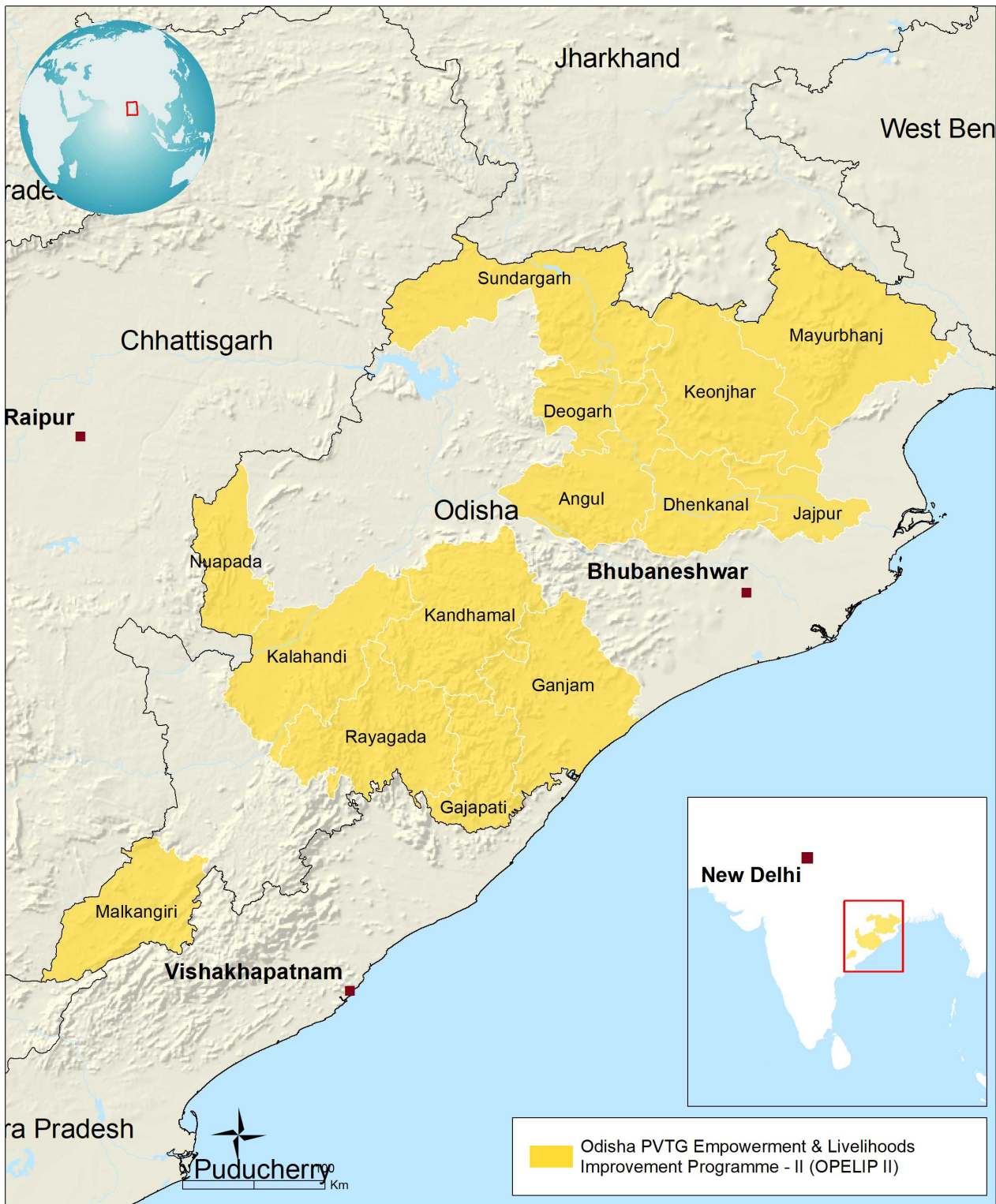
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Programme Management Department



# Map of the Project Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 09-10-2023

## Abbreviations and Acronyms

<b>AE</b>	Advance Estimate
<b>AIC</b>	Agriculture Intensive Clusters
<b>AOS</b>	Annual Outcome Survey
<b>AWPB</b>	Annual Work Plan and Budget
<b>CAAA</b>	Aid Accounts and Audit Division
<b>CAG</b>	Comptroller and Auditor General
<b>CBO</b>	Community based organisations
<b>CBT</b>	Community Based Targeting
<b>CCD</b>	Conservation cum Development
<b>CDD</b>	Community Driven Development
<b>CDP</b>	Cluster Development Programme
<b>CI</b>	Corporate Indicator
<b>CM</b>	Chief Minister
<b>CMGI</b>	Centre for Modernizing Government Initiative
<b>COI</b>	Core Outcome Indicators
<b>COSOP</b>	Country Strategic Opportunities Programme
<b>CRP</b>	Community Resource Person
<b>CSP</b>	Community Service Provider
<b>CSR</b>	Corporate Social Responsibility
<b>CWD</b>	Consecutive Wet Days
<b>DA</b>	Drawing Account
<b>DBI</b>	Diversion Based Irrigation
<b>DEA</b>	Department of Economic Affairs
<b>DFI</b>	Doubling of Farmers' Income
<b>DHFW</b>	Department of Health & Family Welfare
<b>DMF</b>	District Mineral Fund
<b>DSF</b>	Debt Sustainability Framework
<b>DWCD</b>	Department of Women & Child Development
<b>EA</b>	Executive Assistant
<b>EFA</b>	Economic and Financial Analysis
<b>EIRR</b>	Economic Internal Rate of Return
<b>ENPV</b>	Economic Net Present Value
<b>FA</b>	Financial Analysis
<b>FARD</b>	Fishery and Animal Resource Department, Government of Odisha.
<b>FFS</b>	Farmer Field School
<b>FM</b>	Financial Manager
<b>FMM</b>	Financial Management Manual
<b>FNGO</b>	Facilitating Non-governmental Organization
<b>FPIC</b>	Free Prior Informed Consent
<b>FRA</b>	Forest Rights Act
<b>FY</b>	Fiscal Year
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>GHG</b>	Greenhouse gas
<b>GII</b>	Gender Inequality Index
<b>GIS</b>	Geographic Information System
<b>GPLF</b>	Gram Panchayat Level Federation
<b>GRM</b>	Grievance Redressal Mechanism

<b>GSVA</b>	Gross State Value Added
<b>HDDS</b>	Household Dietary Diversity Score
<b>HH</b>	Household
<b>ICDS</b>	Integrated Child Development Services
<b>IFI</b>	International Financial Institution
<b>IFR</b>	Interim Financial Report
<b>INR</b>	Indian Rupee
<b>IP</b>	Indigenous People
<b>IPAF</b>	Indigenous Peoples Assistance Facility
<b>IPRM</b>	Integrated Project Risk Matrix
<b>IT</b>	Information Technology
<b>JTELP</b>	Jharkhand Tribal Empowerment and Livelihoods Project
<b>KAP</b>	Knowledge Attitude Practice
<b>KCC</b>	Kisan Credit Card
<b>KISAN</b>	Kisan Samman Nidhi
<b>KM</b>	Knowledge Management
<b>LAMP</b>	Livelihoods and Access to Markets Project
<b>LI</b>	Livestock Inspector
<b>LWE</b>	Left Wing Extremism
<b>MDD</b>	Minimum Diet Diversity
<b>MDDW</b>	Minimum Diet Diversity for Women
<b>MEL</b>	Monitoring Evaluation and Learning
<b>MGNREGA</b>	Mahatma Gandhi National Rural Employment Guarantee Act
<b>MGNREGS</b>	Mahatma Gandhi National Rural Employment Scheme
<b>MHA</b>	Ministry of Home Affairs
<b>MIS</b>	Management Information System
<b>MOF</b>	Ministry of Finance
<b>MORD</b>	Ministry of Rural Development
<b>MPA</b>	Micro-Project Agency
<b>MSFC</b>	Mother and Child Spot Feeding Centre
<b>MSP</b>	Minimum Support Price
<b>MTR</b>	Mid-Term Review
<b>MUDRA</b>	Micro Units Development & Refinance Agency Ltd.
<b>NAM</b>	National Agriculture Market
<b>NBFC</b>	Non Banking Financial Corporation
<b>NFHS</b>	National Family Health Survey
<b>NFSA</b>	National Food Security Act
<b>NAP</b>	Nutrition Action Plan
<b>NPV</b>	Net Present Value
<b>NRAM</b>	Natural Resources and Agri-Marketing
<b>NRC</b>	Nutrition Resource Centre
<b>NRM</b>	Natural Resource Management
<b>NTFP</b>	Non-timber forest produce
<b>OLM</b>	Odisha Livelihoods Mission
<b>OPEN</b>	Online Project Procurement End-To-End System
<b>OPLEIP</b>	Odisha PVTG Empowerment and Livelihoods Improvement Programme
<b>ORMAS</b>	Odisha Rural Development and Marketing Society
<b>ORMS</b>	Operational Results Management System

<b>OTELP</b>	Odisha Tribal Empowerment and Livelihood Programme
<b>PA</b>	Project Account
<b>PCR</b>	Project Completion Report
<b>PDMC</b>	Per Drop more Crop
<b>PDO</b>	Project Development Objective
<b>PDR</b>	Project Design Report
<b>PDS</b>	Public Distribution System
<b>PEF</b>	PVTG Empowerment Fund
<b>PIM</b>	Project Implementation Manual
<b>PLA</b>	Participatory Learning and Action
<b>PM</b>	Project Manager
<b>PMFBY</b>	Pradhan Mantri Fasal Bima Yojana
<b>PMU</b>	Project Management Unit
<b>PPR</b>	Preliminary Project Report
<b>PRI</b>	Panchayati Raj Institution
<b>PVTG</b>	Particularly Vulnerable Tribal Groups
<b>RBI</b>	Reserve Bank of India
<b>RCP</b>	Representative Concentration Pathway
<b>RS</b>	Remote Sensing
<b>SBD</b>	Standard Bid Document
<b>SC</b>	Scheduled Castes
<b>SCSTRTI</b>	Scheduled Castes and Scheduled Tribes Research and Training Institute
<b>SDG</b>	Sustainable Development Goals
<b>SEA</b>	Sexual Exploitation and Abuse
<b>SECAP</b>	Social, Environmental and Climate Assessment Procedures
<b>SEP</b>	Stakeholder Engagement Plan
<b>SFC</b>	Spot Feeding Centre
<b>SHG</b>	Self Help Group
<b>SLPMC</b>	State Level Programme Management Committee
<b>SLPSC</b>	State Level Project Steering Committee
<b>SME</b>	Small and Micro Enterprises
<b>SSA</b>	Steep Slope Agriculture
<b>SSAC</b>	Slopy Soil Agriculture Clusters
<b>SSAG</b>	Steep Slope Agriculture Group
<b>ST</b>	Scheduled Tribes
<b>STSC</b>	Scheduled Tribes Scheduled Castes
<b>STSCDD</b>	Scheduled Tribes and Scheduled Castes Development Department
<b>TG</b>	Tribal Group
<b>TK</b>	Traditional Knowledge
<b>TSA</b>	Technical Specialised Agency
<b>TSP</b>	Technical Service Provider
<b>VAS</b>	Veterinary Assistant Surgeon
<b>VAW</b>	Village Agriculture Worker
<b>VDA</b>	Village Development Association
<b>VDC</b>	Village Development Committee
<b>VDP</b>	Village Development Plan
<b>VRDP</b>	Village Resource Development Plans
<b>WA</b>	Withdrawal Application

<b>WASH</b>	Water, Sanitation and Hygiene
<b>WOP</b>	Without Project
<b>WP</b>	With Project
<b>WRA</b>	Women of Reproductive Age
<b>WSDI</b>	warm spell duration indicator

## In line with IFAD mainstreaming commitments, the project has been validated as:

Be gender transformative  Be youth sensitive  Be nutrition sensitive  Prioritize persons with disabilities  Prioritize indigenous peoples  Include climate finance  Build adaptive capacity

### Executive Summary

**Context:** India is one of the fastest growing major economies in the world, which despite the major shocks the country has faced recently, is expected to grow at a pre-pandemic level rate of 6.5-7.0% in 2023. India has made substantial progress in reducing the multidimensional poverty by half over the period 2005-2016, and by 135 million people between 2015-2016 and 2019-2020. However, the country still has the largest number of people living in poverty in the world (364 million people), a situation that has worsened more recently due to the wide-ranging impact of the Covid-19 pandemic, demanding continued and more bold efforts to sustain the gains in poverty reduction. Odisha is the tenth largest State in India, located on India's eastern coast, surrounded by Jharkhand and West Bengal in the north, in the west by Chhattisgarh, in the south by Andhra Pradesh and in the east by the Bay of Bengal. While Odisha has transitioned from a predominantly agro-based economy, agriculture remains a key sector, with nearly 46.8% of workers employed in agriculture and its related sectors. Odisha's diverse agro-climatic conditions support the cultivation of a wide range of crops. Rice is the staple food of Odisha, and paddy cultivation is widespread across the state. Odisha also cultivates various pulses such as pigeon pea (tur), black gram (urad), green gram (moong), and oilseeds like groundnut, mustard, and sunflower. Diverse vegetables and fruits are grown in the state, including tomatoes, potatoes, brinjal, okra, mangoes, papayas, and bananas. Cash crops like sugarcane, jute, and tobacco are also cultivated in certain areas.

**Agriculture and poverty:** The agriculture sector constituted 22.5% of Gross State Value Added (GSVA) in 2022-2023 (AE) and is estimated to grow at 6% in 2022-2023 in real terms, a rate significantly higher than that experienced in the country (3.5%). Active intervention by the state has catalyzed growth in sub-sectors like fishing and aquaculture (11.2% in the last ten years). In other sub-sectors like cropping (5.4%), forestry (5.5%) and livestock (2.4%), growth rates have rebounded and become positive after the COVID-19 pandemic. In 2021-22, the collective impact of drought, unseasonal rain, and Cyclone Jawad in the harvesting period of the Kharif season led to a contraction in the crop sector. In Odisha, despite the steep decline in the poverty headcount ratio from 29.34% in 2015-16 to 15.68% in 2019-20, poverty remains a challenge especially amongst smallholder farmers and Particularly Vulnerable Tribal Groups (PVTG), highly predominant in OPELIP-II districts. A lack of employment-generating activities, skill deficiencies, outmigration to pursue employment options, and lack of gender equality and social inclusion are key social challenges. In the agriculture sector, low productivity, limited diversification, limited access to reliable irrigation, inadequate management of water sources, inefficiencies across the value chain for important crops, and weak capacities in institutional planning and coordination hamper growth in the sector.

**PVTGs:** Amongst the tribal groups in India, PVTGs are the most marginalized and vulnerable groups. They rely primarily on forest-based livelihoods, are geographically remote, and often have low levels of human capital and access to services. Odisha has the highest number of PVTG groups (13 out of 75 PVTGs) in India and is home for more than 1,600 villages notified PVTG villages. The literacy rate in areas dominated by PVTGs is only around 31.5%, compared to the state average of 77.3%. The average per capita income in PVTGs is around USD 1.1 per day, which contrasts with the average income of USD 5.03 per day at the State level. Access to credit in PVTG households is mostly from money lenders, with only a small share of the households (15%) being able to access formal credit. The percentage of PVTG productive lands with irrigation facilities is only less than 18%, compared to the state average of 72.5%. In addition, nearly one-third of PVTG households lack access to land, and those who do possess land have an average landholding of only 1.6 acre.

A prior investment programme in Odisha (OTELP) helped to identify the challenges of the PVTG communities and pilot initiatives, while OPELIP consolidated the model and built the implementation architecture and systems. The proposed OPELIP-II will scale up OPELIP's lessons and best practices to new villages identified through a survey<sup>[2]</sup> during the mid-term of the current phase. IFAD plans to continue to invest in the state and particularly in PVTG communities to build on the institutional capacity created through previous projects and the strong partnership with the state government spanning over two decades now. The strategic emphasis of IFAD through OTELP and OPELIP was based on a locally-led, bottom-up Community Driven Development (CDD) approach, which focused on building, strengthening and empowering local institutions, giving them a driving role on leading the development of their communities. The Village Development Associations (VDA) created under OPELIP have built an effective link for local governance, bringing decentralized decision making from the Gram Panchayats (GPs) to the grassroots, thus promoting a sense of inclusiveness, empowerment, and ownership in defining and leading local development.

**Climate change vulnerability:** According to the 2023 INFORM Risk Index<sup>[3]</sup>, India has some of the highest disaster risk levels in the world, ranking 31st out of 191 countries. India is highly exposed to flooding, tropical cyclones, and drought (ranking jointly 15th). Disaster risk in India is also influenced by the country's social vulnerability. The high levels of socioeconomic deprivation in India account for the country's vulnerability rating (55th). India ranks significantly better in terms of coping capacity (101st). The country has experienced a rise in average temperature, a decline in monsoon precipitation, an increase in extreme temperature and rainfall events, droughts, and sea levels, as well as other changes to the monsoon system since the middle of the twentieth century. The increasingly concerning degradation of soils and high levels of deforestation in some areas, add to the problem, making the PVTG communities and households in PVTG areas even more vulnerable to climate change treats.

**Programme objectives:** OPELIP-II overall goal is to contribute to the reduction of rural poverty and improve nutrition security in PVTG villages in Odisha. The program development objective (PDO) is to enable households to improve incomes, nutrition practices, and resilience in target PVTG areas. This PDO will be achieved by promoting stronger community institutions and local governance over public goods, productive assets, and natural resources; improved household food and nutrition security; and improved



agricultural productivity, market linkages, and incomes. The PDO level impact will be measured with the use of two key indicators: (1) percentage of households with intensified and/or diversified sources of livelihoods; and (2) percentage of women reporting improved quality of diets (Minimum Dietary Diversity of Women - MDDW).

**Targeting:** OPELIP-II will target 1,679 PVTG villages (541 OPELIP villages and 1,138 new villages), 287 Gram Panchayats, 46 blocks, and 14 districts (Angul, Dhenkanal, Gajapati, Ganjam, Jajpur, Kalahandi, Kandamal, Keonjhar, Malkanagiri, Mayurbhanj, Nuapada, Rayagada, Sundargarh, Deogarh). The primary target population of OPELIP-II are the 13 PVTGs residing in the state of Odisha, namely: Birhor, Bondo, Chuktia Bhunjia, Didayi, Juang, Kharia, Dongria Khond, Kutia Khond, Lanjia Saora, Lodha, Mankidia, Paudi Bhuyan, and Saora. The GoI identified these PVTGs using the following characteristics, among others: (i) pre-agricultural levels of technology; (ii) low levels of literacy; and (iii) a declining or stagnant population. The total population of the targeted PVTG villages is approximately 185,000 households, with an estimated population of 833,500. This comprises 65,000 PVTG households and about 120,000 non-PVTG Scheduled Tribes households. The programme will therefore work with 100% tribal groups. It is expected that the programme will reach around 150,000 households (programme outreach target). In terms of economic activities, the programme will focus on strengthening household engagement in crop production (rice, millets, sorghum, pulses, fruits, vegetables, ginger, turmeric, etc.), non-timber forest products – NFTP (bamboo, green vegetables, tamarind, fungi, bamboo, medicinal plants, sal seeds, hill broom, etc.); livestock (poultry and small-ruminants); and different types of handicrafts.

OPELIP-II's results structure organizes its activities into three main components linked to the expected outcomes that the programme wants to achieve at the end of the seven-year life of the programme. These are: (a) Component 1. Community empowerment and institutional strengthening; (b) Component 2. Household food and nutrition security; and (c) Component 3. Improving agricultural productivity, market linkages, and incomes. In line with its strategic approach described further below, OPELIP-II will utilize a two-pronged (consolidation and transformation) approach to reach PVTG villages in a fashion that properly address the priority needs of PVTGs. The work in each village, will either follow a consolidation process (OPELIP villages), or a transformation planning process, which will target new PVTG villages with a revamped comprehensive set of activities. Component 4 will care for elements related to programme management, M&E, and learning.

**Theory of Change (ToC):** PVTGs are the most marginalized and vulnerable groups in India, characterized by their weak community engagement in planning and development processes; poor local institutions and weak capacity to access and deliver services to households (HH); limited knowledge about diverse, safe and locally available nutritious food and healthy diets; limited adoption of climate-resilient diversified homestead production; poor adoption of climate-resilient agriculture and livestock practices; weak access to productive and resilience-building infrastructure; and feeble financial inclusion, financial literacy, and business management capacities. These underlining problems relate to three main pathways of change, which address three critical bottlenecks that prevent PVTG communities from overcoming poverty, and improving incomes, nutrition security and resilience in the state of Odisha. These include: (i) weak planning and service provision capacity of community based organizations (CBO) and delivery mechanisms, which limits participation and ownership in shaping their own development priorities, social services and basic infrastructure required to enhance and strengthen the human capital base of PVTG communities; (ii) high levels of undernourishment and poor dietary practices (particularly women/children) due to reduced; and (iii) limited agricultural productivity, access to markets, and household incomes.

To address these major challenges OPELIP-II will implement complementary interventions, which will combine efforts on: (a) strengthening community structures and delivery mechanisms, and increasing awareness and knowledge about supporting services and programs; (b) improving knowledge and adoption of healthy and safe diets based on tribal food heritage and biodiversity, and increasing homestead food production and access to nutritious diets; and (c) closing critical gaps in NRM infrastructure, promotion of climate-resilient agriculture and biodiversity practices, enhancing productivity and marketing of crop and livestock, and strengthening access to services & finance. The program is designed based on five foundational elements, which are both the building blocks to achieve the outcomes in each of the pathways of change, and the driving forces for achieving lasting changes in building a demand-driven, resilient, and productive agriculture and reducing household food insecurity and malnutrition in PVTG communities. These elements are: (a) supporting community-driven development and institutional and governance strengthening, including specific support to integrate climate resilience, nutrition and biodiversity in planning across interventions; (b) promoting nutrition, gender, youth, tribal, and socio-economic inclusion; (c) promoting NRM and climate-resilient practices and technologies; (d) strengthening access to productive and post-production infrastructure; and (e) facilitating private sector engagement.

**Strategic approach:** Considering the mix of villages that were already supported by OPELIP (541 villages) and the 1,138 PVTG villages that are new to IFAD project interventions in the Odisha, and also the need to use a more bold strategy to deepen the impact of IFAD investments on nutrition, sustainable agriculture and livestock intensification, and small and micro enterprise development, OPELIP-II will utilize a **two pronged (consolidation and transformation) approach** to reach the full range of target PVTG villages in a fashion that prioritizes the current priority needs in target PVTGs. The work in each village, will either follow a consolidation process (OPELIP villages), or a transformation one, which will target new PVTG villages with a revamped comprehensive set of activities.

- 1. **Consolidation (OPELIP villages):** following the development of updated consolidation Village Development Plans (VDP), the proposed program will work to consolidate the work done in OPELIP villages to strengthen community governance and capacities, while also placing important efforts on deepening the involvement of households in nutrition activities (e.g. behavior change using PLA); sustainable agriculture intensification (existing clusters; climate-resilient technologies), NRM, climate-resilient crop and livestock practices (blending tribal & technical knowledge) & biodiversity; improving NTFP collection and marketing; strengthening the utilization of post-harvest and processing facilities and product aggregation; strengthening linkages with a diversified number of markets; and promoting SMEs and access to finance.
  - 2. **Transformation (new villages):** following the development of new transformation VDPs that integrate climate resilience, biodiversity and nutrition, and utilizing an enhanced field implementation modality, which brings more effective service delivery closer to farms and households, the OPELIP-II will implement the full range of activities to strengthen community governance and capacities; involving households in nutrition behavior change using PLA &

home food production; sustainable agriculture intensification, NRM, climate-resilient crop and livestock practices & biodiversity; improving NTFP collection and marketing; improving/constructing productive, resilience-building and post-harvest infrastructure; strengthening linkages with markets and a diverse number of buyers; and promoting SMEs and access to finance in a culturally relevant manner.

**New implementation modalities and phasing:** given the need to improve the quality of last-mile service delivery, OPELIP-II will implement important changes in the composition of the technical expertise that will be used at the Micro-Project Agency (MPA) and village levels and will leverage the power of Information and Communications Technologies (ICT), including GIS-based remote tools that can facilitate spatial planning and whenever possible remote supervision and backstopping. There will be three key human resources (Community resource Persons - CRP, Krushi Saathi and Nutri sathi) at village level reporting to Village development Committees (VDC) and supporting various aspects of village development like institution building, financial administrative function, agriculture and NRM activities, nutrition focused PLAs, etc. The FNGOs will continue to play an important role on the delivery of programme activities, however the CRP will no longer be part of their pull of staff supporting the programme. Also, the recruitment, training, monitoring, and performance appraisal of FNGOs (also of CRPs, Krushi Saathi and Nutri sathi and other service providers) will receive much higher attention enabled by the increased technical capacity at the PMU and MPA levels. Since the delivery of the programme is grounded on local structures, both the consolidation and transformation phases will start in the first year of the programme, with the first two years tending to focus more on community empowerment and institutional capacity building activities, while year's 2-7 on nutrition, agriculture, livestock and marketing, and enterprise development activities.

OPELIP-II focuses on two of IFAD's mainstreaming priorities by being an Indigenous Peoples (IPs) focused and nutrition sensitive programme. Therefore, its strategy to address these two corporate mainstreaming priorities is anchored, on the one hand, on the principles of Free, Prior, and Informed Consent (FPIC), which is applied as an operational instrument to empower the local and tribal communities, ensuring mutual respect and full and effective participation in decision-making on proposed investments that may affect their rights, their access to lands, territories and resources, and their livelihoods. FPIC is mainstreamed in IFAD projects, as part of its Policy on Engagement with Indigenous Peoples (2022) and as a criterion for programme approval. Furthermore, OPELIP II follows the principles of engagement with Indigenous Peoples by recognizing cultural heritage and identity as assets, enhancing community driven development, engaging indigenous women and youth and recognizing traditional knowledge, putting emphasis on access to lands, territories and resources as well as ensuring the protection and preservation of Indigenous Peoples' foods systems and promoting access to markets. On the other hand, on IFAD's Nutrition Action Plan (NAP) 2019-2025, which guided OPELIP-II design to mainstreaming nutrition throughout the programme components, particularly related to: Action area 1. Designing nutrition sensitive COSOPs and projects; Action area 2. Implementation capacity; and Action area 4. Knowledge, communications, and evidence.

## 1. Context

### A. National context and rationale for IFAD involvement

#### a. National Context

1. **The context:** India is one of the fastest growing major economies in the world, which despite the major shocks the country has faced recently, is expected to grow at a pre-pandemic level rate of 6.5-7.0% in 2023. India has made substantial progress in reducing the multidimensional poverty by half over the period 2005-2016, and by 135 million people between 2015-2016 and 2019-2020. However, the country still has the largest number of people living in poverty in the world (364 million people), a situation that has worsened more recently due to the wide-ranging impact of the Covid-19 pandemic, demanding continued and more bold efforts to sustain the gains in poverty reduction.
2. Odisha is the tenth largest State in India, located on India's eastern coast, surrounded by Jharkhand and West Bengal in the north, in the west by Chhattisgarh, in the south by Andhra Pradesh and in the east by the Bay of Bengal. While Odisha has transitioned from a predominantly agro-based economy, agriculture remains a key sector, with nearly 46.8% of workers employed in agriculture and its related sectors. Odisha's diverse agro-climatic conditions support the cultivation of a wide range of crops. Rice is the staple food of Odisha, and paddy cultivation is widespread across the state. Odisha also cultivates various pulses such as pigeon pea (tur), black gram (urad), green gram (moong), and oilseeds like groundnut, mustard, and sunflower. Diverse vegetables and fruits are grown in the state, including tomatoes, potatoes, brinjal, okra, mangoes, papayas, and bananas. Cash crops like sugarcane, jute, and tobacco are also cultivated in certain regions.
3. The agriculture sector constituted 22.5% of Gross State Value Added (GSVA) in 2022-2023 (AE) and is estimated to grow at 6% in 2022-2023 in real terms, a growth rate significantly higher than that experienced in the country (3.5%). Active intervention by the state has catalyzed growth in sub-sectors like fishing and aquaculture (11.2% in the last ten years). In other sub-sectors like cropping (5.4%), forestry (5.5%) and livestock (2.4%), growth rates have rebounded and returned positive statistics after the COVID-19 pandemic. In 2021-22, the collective impact of drought, unseasonal rain, and Cyclone Jawad in the harvesting period of the Kharif season led to a contraction in the crop sector.
4. **Fragility setting:** In Odisha despite a steep decline in the poverty headcount ratio from 29.34% in 2015-16 to 15.68% in 2019-20, poverty remains a challenge especially amongst smallholder farmers and Particularly Vulnerable Tribal Groups (PVTG), highly predominant in OPELIP-II villages. A lack of employment-generating activities, skill deficiencies, outmigration to pursue employment options, and lack of gender equality and social inclusion are the key identified social challenges. In the agriculture sector, low productivity, limited diversification, restricted access to reliable irrigation, inadequate management of water sources, inefficiencies across the value chain for important crops, and limited capacities in institutional planning and coordination hamper

growth in the sector.

5. Amongst the tribal groups in India, PVTGs are the most marginalized and vulnerable groups. They rely primarily on forest-based livelihoods, are geographically remote, and often have low levels of human capital and access to services. Odisha has the highest number of PVTG groups (13 out of 75 PVTGs) in India and is home for more than 1,600 villages notified PVTG villages. The literacy rate in areas dominated by PVTGs is only around 31.5%, compared to the state average of 77.3%. The average per capita income in PVTGs is around USD 1.1 per day, which contrasts with the average income of USD 5.03 per day at the State level. Access to credit in PVTGs households is mostly from money lenders, with only 15% of them having been able to access formal credit. The percentage of PVTG productive lands with irrigation facilities is only less than 18%, compared to the state average of 72.5%. In addition, nearly one-third of PVTG households lack access to land, and those who do possess land have an average holding of only 1.6 acres.
6. A prior investment project in Odisha (OTELP) helped to identify the challenges of the PVTG communities and pilot initiatives, while OPELIP consolidated the model and built the implementation architecture and systems. The proposed OPELIP-II will scale up lessons of OPELIP to the new villages notified through a survey during the mid-term of the current phase. IFAD's intent plans to continue to invest in the state and particularly in PVTG communities, responds to the fact that it can build on the institutional capacity created through previous projects and the strong partnership with the state government spanning over two decades now.
7. The strategic focus of IFAD through OTELP and OPELIP was based on a locally led, bottom-up Community Driven Development (CDD) approach, which focuses on building, strengthening and empowering local institutions, giving them the driving role in leading local development. The Village Development Associations (VDCs) created under OPELIP have built an effective link of local governance, bringing decentralized decision making from the Gram Panchayats (GPs) to the grassroots level, thus promoting a sense of inclusiveness, empowerment, and ownership in defining and leading local development.
8. **Climate Change (CC) and environment:** According to the 2023 INFORM Risk Index, India has some of the highest disaster risk levels in the world, ranking 31st out of 191 countries. India is highly exposed to flooding, tropical cyclones, and drought (ranking jointly 15th). Disaster risk in India is also influenced by the country's social vulnerability. The high levels of socioeconomic deprivation in India account for the country's vulnerability rating (55th). India ranks significantly better in terms of coping capacity (101st). The country has experienced a rise in average temperature, a decline in monsoon precipitation, an increase in extreme temperature and rainfall events, droughts, and sea levels, as well as other changes to the monsoon system since the middle of the twentieth century. The increasingly concerning degradation of soils and high levels of deforestation in some areas, add to the problem, making the PVTG communities and households even more vulnerable to climate change treats.
9. **Government strategies, policies, and programs:** The Government of India (GoI) and State Government have put in place over the years several strategies, policies, and programs at the National and State levels to address key issues related to tribal groups, smallholder agriculture, poverty reduction in rural areas, and food insecurity.
10. **Smallholder agriculture:** Aiming at improving the welfare of small and marginal farmers in India (89% of the national farming community), constituted an Inter-Ministerial Committee in April, 2016 to recommend strategies to Doubling of Farmers Income (DFI).<sup>[3]</sup> The committee recommended the following as avenues to increase farmers' incomes: (i) increasing crop productivity and livestock production; (ii) improving efficiency of input use; (iii) increasing crop intensity; (iv) diversification towards higher value crops; (v) improving price realization by farmers; and (vi) shifting cultivators to non-farm jobs. The GoI continues to support DFI as a national goal and the GoI's approach focus on supplementing the efforts of the State Governments through various schemes/programs and initiatives, which are meant to improve the welfare of farmers. The GoI has moved from production-centric approaches to income-centric approaches through several developmental programs, schemes, and policies that focus on higher incomes for farmers.
11. Around these avenues, the GoI launched schemes such as: (i) PM-KISAN, an income support scheme; (ii) Pradhan Mantri Fasal Bima Yojana (PMFBY), a crop insurance scheme for farmers; (iii) institutional credit for agriculture sector through Kisan Credit Cards (KCC); (iv) fixing minimum support price (MSP) at one-and-a half times the cost of production; (v) Per Drop More Crop (PDMC) scheme to increase water use efficiency through micro irrigation technologies; (vi) promotion of Farmer Producer Organizations schemes; (vii) National Agriculture Market (e-NAM) extension Platform; and (viii) Cluster Development Programme (CDP), amongst others.
12. **Rural poverty:** Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) is a flagship scheme of GoI to address rural poverty through livelihood security in rural areas by providing at least 100 days of wage employment in a fiscal year. This is implemented through Ministry of Rural Development (MORD), which has adopted a multi-pronged approach<sup>[4]</sup> to tackling the issue of rural poverty. Other schemes by MoRD focusses on increasing livelihood opportunities, empowering rural women, providing social safety nets, skilling of rural youth, infrastructure development, increasing land productivity, etc. For poverty eradication, the GoI has launched several schemes for inclusive growth and development, including: (a) Jan Dhan Yojana, the world's largest financial inclusion scheme, aimed at ensuring that every family has a bank account; (b) the MUDRA scheme, which finances the unorganized sector of the economy; (c) the National Rural Livelihoods Mission, which has organized rural women into 5.8 million self-help groups (SHG). With agriculture, still employing 45% of the workforce many of the schemes for rural poverty eradication relies on agriculture and related sectors. These programs have shown encouraging results with a decline in poverty headcount from around 25% in 2015-2016 to 15% in 2019-2021.<sup>[5]</sup> Nearly 135 million people exited multidimensional poverty between 2015-2016 and 2019-2021. In rural areas particularly, poverty fell from 32.6% to 19.28% in the same period.
13. **Food security:** India has a long history of Public Distribution Systems (PDS) to combat hunger and to provide food security to people in need. The National Food Security Act (NFSA), enacted in 2013, marked a paradigm shift in this direction. The Act legally entitles i.e. gives "Right-to-Food" to 75% of the rural population and up to 50% of the urban population of the country for

receiving highly subsidized foodgrains through PDS to more than 811 million people, nearly two-thirds of the country's population.<sup>[6]</sup> The Act also has a special focus on nutritional support to pregnant women, lactating mothers (Integrated Child Development Services) and children ( is a wholesome freshly-cooked lunch served to children in government and government-aided schools in India) to receive nutritious meals free of charge under differed schemes of the Government administered through different concerned Ministries/Departments.

14. **Key actors and institutional arrangements:** The *Ministry of Tribal Affairs* is the nodal department that works for overall development and well-being of the tribal communities in the country. However, various sectoral schemes and programmes comes under the purview of respective central ministries/departments and the state government. The ministry programs and schemes are intended to support and supplement the efforts, primarily of other Central Ministries, the State Governments and partly of voluntary organizations via financial assistance and to fill critical gaps within institutions and programmes. The Ministry of Tribal Affairs, GoI, will provide overall policy guidance for the programme. The *Department of Economic Affairs*, Ministry of Finance, is the nodal agency for IFAD in India. IFAD financing to projects is routed through a designated account denominated in United States Dollars maintained at the Reserve Bank of India (RBI). The Controller of Aid, Accounts and Audit (CAA&A), Department of Economic Affairs (DEA), Ministry of Finance (MoF) administers the designated account.
15. The *Department of Agriculture and Farmer's Welfare* is the main central institution supporting the implementation of various schemes, policies and programs benefiting the agriculture sector and farmers through its institutions/organizations and State Governments.
16. The *Scheduled Tribes and Scheduled Castes Development Department (STSCDD)* at the state level is the Lead Implementing Agency responsible for the overall implementation of the programme, budgetary promotion, and coordination with other line department to direct various state and central schemes and programmes to the targeted population. Effective convergence and inter-departmental collaboration multiplying the impact of programme interventions.<sup>[7]</sup> *Panchayati Raj Institution (PRI)* is a system of rural local self-government in India taking the lead on the management of local affairs through local bodies who have been elected by the local people.

#### **b. Special aspects relating to IFAD's corporate mainstreaming priorities**

17. **Tribal groups:** 62 Scheduled Tribes in Odisha speak as many as 74 dialects. Their ideology, worldview, values, and cultural heritage are rich and varied. Based on the 2011 Census, Scheduled Tribes constitute 8.6% of India's population, and Odisha has the third largest concentration of tribal population in the country, representing 22.85% of its population. Articles 366 and 342 of the Indian Constitution state that Scheduled Tribes are part of tribal communities, and the President determines their inclusion through a public notification. Particularly vulnerable tribal groups (PVTGs) are among scheduled tribes and have been identified by the GoI using the following criteria: (i) pre-agricultural level of technology; (ii) Low level of literacy (iii) Economic vulnerability; and (iv) A declining or stagnant population. In 2011, the incidence of poverty among STs in rural Odisha was reported at 63.5%<sup>[8]</sup>. The PVTG literacy rate in Odisha is 31.55% as per Baseline Survey, 2018, which is lower than that of the STs of Odisha (52.24%), and the State average of 72.87% percent as per 2011 Census. Scheduled tribes are not homogeneous, and they live in different environments, with different livelihoods, religious beliefs, and cultural practices.<sup>[9]</sup> Some tribes have a patriarchal form of society while few tribes have matrifocal structures and inheritance patterns.
18. **Nutrition:** According to the global nutrition report (2022), in India 34.7% of children under 5 years of age are still affected by stunting, which is higher than the average for the Asia region (21.8%), and 17.3% of children under 5 years of age affected by wasting, higher than the average for the Asia region (8.9%) and among the highest in the world. While Odisha has made good progress over the last decade, the prevalence of malnutrition amongst children and women of reproductive age remains high. The latest data from the National Family Health Survey (2019-2021) for the state of Odisha indicates that 31% of children under the age of 5 are stunted. While the practices of early initiation of breastfeeding and exclusive breastfeeding within the first 6 months show satisfactory coverages, the most pressing concern is the low levels of minimum acceptable diet in children aged 6-23 months, which stand at 20% as per the latest data from NFHS-5. Minimum acceptable diet is a comprehensive indicator that shows the diet diversity and meal frequency in children aged 6-23 months. It has also been documented that the use of underutilized wild species can contribute significantly towards ensuring dietary diversity and adequate micronutrient intake. The tribal areas of Odisha have historically been known for its rich food heritage, which has shaped their dietary habits. However, the value of wild edible plants in contributing to food and nutrition security has not been given sufficient attention.<sup>[10]</sup> The approach to addressing nutrition would be a life cycle approach and will be embedded across all investment areas of the programme. The project will prioritize nutritionally vulnerable groups – children, women of reproductive age, adolescent girls, pregnant and lactating mother.<sup>[11]</sup>
19. **Gender:** The 2021 Gender Inequality Index (GII) ranked India 122nd out of 190 countries with a score of 0.490. This score is better than that of the South Asian region (value 0.508) and close to the world average of 0.465. This reflects the impact of the government's initiatives and investments towards more inclusive growth, social protection, and gender-responsive development policies aimed at reducing the gender gap and empowering women in all aspects of social, economic, and political life.
20. **Tribal women:** Tribal women play a crucial role in the conservation and transmission of traditional knowledge and have a community role as caretakers of natural resources and keepers of medicinal and tribal knowledge. Despite their important roles, tribal women face various challenges from education, health, economic, and social rights. Health standards of tribal women is below the national average. According to SCSTRTI report on health status of PVTGs in 2015, 38% of women in reproductive age (15 to 49 years) were underweight, and 3% suffered severe, 22% moderate, and 29% mild anemia.<sup>[12]</sup> The female PVTG literacy rate as per Baseline Survey, 2018, is 25.55%, which is lower than that of the STs (41.20%) and that of non STSC

population, 64.01% (the latter as per 2011 Census). Early marriage is also a challenge for young PVTG women. According to data from OPELIP, girls are often seen married at the age of 14. Tribal women are actively involved in various agricultural activities, and their contributions are crucial to the success of farming in PVTG communities.

21. **Youth:** India has the largest youth population in the world, with one out of every four people within the age of 15-29 years being Indian. [\[13\]](#) This age group constitute nearly 34% of India's total population. It is estimated that India would have 365 million youth by 2030, or 24% of the population. Odisha State Youth Policy 2013 envisions "Young people of Odisha to be fully enabled, motivated, engaged and empowered to accomplish their full potential, have healthy lives, progress far in education, secure productive livelihoods, participate in their communities, have a say in their future and contribute to the growth and development of the state". The policy contains favorable strategies for tribal youths in education, skill development, and other areas. It is important to note that the PVTGs are distinct to mainstream society, and their youth population is around 18% of total PVTGs population, mainly in reason of natality rate and migration. STs and SCs constitute 2 separate key constituencies of the policy indicating distinct attention to STs and SCs. According to the policy, tribal youth suffer from multiple disadvantages, as do youth from SC communities and other religious and ethnic minorities despite several initiatives meant to empower them. It also states that adolescents may be forced to abandon their studies prior to completion even when they want to continue. As a result, they either have nothing to do and thus become vulnerable to negative social influences, or they are obliged to take low skill, low pay jobs to support their families. As part of IFAD's Indigenous Peoples Assistance Facility (IPAF), the project "Empowering Tribal Youth for Nutritional Food Security and Income Enhancement in Koraput District of South Odisha", was implemented by PRAGATI Koraput. It targeted the tribal youth, and it reported that youth aspirations include income stability, security, and a better quality of life, better access to land and capital, modern farming techniques, and linkages to markets.
22. **Climate change:** Odisha is characterized by a tropical climate of high temperature, high humidity, medium to high rainfall and short and mild winters. Odisha experiences four seasons, winter season from December to February is followed by the pre-monsoon or hot weather season from March to May, June to September has the southwest monsoon season and the period of October and November is the post-monsoon season. With a flood-prone area of 33,400 square kilometers, Odisha is India's fifth most flood-prone state. The state's entire coastline is frequently exposed to heavy rainfall, waterlogging, cyclonic winds, tidal flows, and flooding. These climatic shocks may have a detrimental impact on agriculture in the state. For example, paddy fields in the coastal areas will be increasingly prone to frequent erosion and salinization. Projections indicate that drier areas will become drier and flood-prone areas will be subject to more flooding, smallholder farmers will be more prone to losing their harvest. Adds to the problem the concerning degradation of soils and high levels of deforestation in some areas, which are increasingly making the PVTG communities and households even more vulnerable to climate change treats. Climate variability may result in increasing challenges associated with the outbreak of pests and diseases. The fisheries sector in Odisha will also be impacted by climate change. The livelihoods of the fishers will also be affected by sea level rise and erratic rainfall patterns that affect the open reservoirs and ponds/tanks.
23. The programme's inclusive targeting and empowerment strategy to address these corporate mainstreaming priorities is anchored on the principle of Free, Prior and Informed Consent (FPIC), which is an operational instrument to empower tribal groups, ensuring full and effective participation in decision-making on proposed investments, their access to land, territories and resources, and their livelihoods. FPIC is mainstreamed in IFAD projects, which is the first international financial institution to adopt FPIC in its Policy on Engagement with Indigenous Peoples (2009) and as a criterion for programme approval. To implement FPIC, OPELIP-II will use an iterative process and permanent dialogue, solicited through consultations in good faith with the representative institutions endorsed by communities. FPIC will contribute to increase the agency of indigenous peoples, leaving behind the "beneficiary" type of engagement and instead enhancing community ownership of the investments, its results and sustainability. It will promote ten guiding principles: (i) acknowledging tribal cultural heritage and identity as assets; (ii) applying FPIC; (iii) enhancing community-driven development; (iv) promoting equitable access to land, territories and resources; (v) valuing tribal knowledge; (vi) enhancing the resilience PVTGs ecosystems (environmental issues and climate change); (vii) promoting access to markets; (viii) supporting empowerment; and (ix) promoting gender equality; and (x) food sovereignty and nutrition. FPIC will serve as a strategic tool, drawing insights from in-depth climate, culture, and biodiversity assessment plans that build upon the foundation set by the biodiversity action plan.
24. Table 1. Mainstreaming theme eligibility criteria [\[14\]](#)

Gender transformational   
 Nutrition sensitive   
 Youth sensitive   
 Indigenous People (IP)   
 Climate finance

Situational analysis	<input type="checkbox"/> National gender policies, strategies and actors <input type="checkbox"/> Gender roles and exclusion/discrimination <input type="checkbox"/> Key livelihood problems and opportunities, by gender	<input checked="" type="checkbox"/> National nutrition policies, strategies and actors <input checked="" type="checkbox"/> Key nutrition problems and underlying causes, by group <input checked="" type="checkbox"/> Nutritionally vulnerable beneficiaries, by group	<input type="checkbox"/> National youth policies, strategies and actors <input type="checkbox"/> Main youth groups <input type="checkbox"/> Challenges and opportunities by youth group	<input checked="" type="checkbox"/> International standard, national policies, strategies and key indigenous people's organizations present at national/project level <input checked="" type="checkbox"/> Describe the main Indigenous People's communities	
	<input type="checkbox"/> Gender policy objectives (empowerment, voice, workload) <input type="checkbox"/> Gender transformative pathways <input type="checkbox"/> Policy engagement on GEWE <sup>15</sup>	<input checked="" type="checkbox"/> Nutrition pathways <input checked="" type="checkbox"/> Causal linkage between problems, outcomes and impacts	<input type="checkbox"/> Pathways to youth socioeconomic empowerment <input type="checkbox"/> Youth employment included in project objectives/activities	<input checked="" type="checkbox"/> Pathways to indigenous People's socio/economic empowerment	
	<input type="checkbox"/> Outreach disaggregated by sex <input type="checkbox"/> Women are >40% of outreach beneficiaries <ul style="list-style-type: none"> <li>IFAD empowerment index (IE2.1)</li> </ul>	<input checked="" type="checkbox"/> Outreach disaggregated by sex, youth, indigenous peoples (if appropriate) <ul style="list-style-type: none"> <li>Output level Cis <ul style="list-style-type: none"> <li>CI 1.1.8 Mandatory</li> </ul> </li> <li>Outcome level Cis (at least one of below) <ul style="list-style-type: none"> <li>CI 1.2.8</li> <li>CI 1.2.9</li> </ul> </li> </ul>	<input type="checkbox"/> Outreach disaggregated by sex and youth	<input checked="" type="checkbox"/> Disaggregated Outreach indicator (C.I.1) by sex, youth and indigenous people. At least 30% of beneficiaries should be indigenous peoples.	

<sup>15</sup> Gender Equality and Women's Empowerment

Human and financial resources	<input type="checkbox"/> Staff with gender TORs <input type="checkbox"/> Funds for gender activities <input type="checkbox"/> Funds for IFAD empowerment index in M&E budget	<input checked="" type="checkbox"/> Staff or partner with nutrition TORs <input checked="" type="checkbox"/> Funds for nutrition activities	<input type="checkbox"/> Staff with youth TORs <input type="checkbox"/> Funds for youth activities	<input checked="" type="checkbox"/> Staff with Indigenous People specific TORs <input checked="" type="checkbox"/> Fund to deliver indigenous peoples – related activities including Free, Prior and informed consent (FPIC)	<i>To qualify as climate-focused, a value amount for adaptation and/or mitigation finance must be inserted in Section G.8, on Project Costs. Refer to the Climate Finance Tracking Annex of the IFAD Project Design Guidelines for detailed guidance.</i>

### c. Rationale for IFAD involvement

25. **Pressing need:** PVTGs are the most marginalized and vulnerable groups among the multi-dimensionally poor groups in India. [16] PVTGs primarily rely on forest-based livelihoods and low-yield agricultural activities, are geographically remote, and often have low levels of human capital and access to services. Odisha is the State with the highest number of PVTG groups (13 out of 75 PVTGs) in India, and following the Government of India's strong commitment to "leaving no one behind" and promoting tribal development in India, building on lessons learned and the strategic collaboration with IFAD, the Government of Odisha (GoO) is keen to scale up support to PVTGs through impactful programs intended to strengthen community governance and local institutional capacity, increase productive and income generating capacities of households, increase access to productive and risk-reduction infrastructure, and improve dietary diversity and nutritional status.
26. **Strategic focus:** The strategic focus of IFAD in previous investments in Odisha (OTELP and the ongoing OPELIP) has been based on a locally led, bottom-up Community Driven Development (CDD) approach, which concentrated on building, strengthening and empowering local institutions to drive local development. The Village Development Associations (VDA) created under OPELIP have built an effective link of local governance, bringing decentralized decision making from the Gram Panchayats (GPs) to the grassroots level, thus promoting a sense of inclusion, empowerment, and ownership in defining priorities and leading local development actions. Despite the results achieved on strengthening the existing social cohesion within the community and build a more robust village level governance, there is still space for improving the way that existing structures interact effectively with different Government support schemes and more optimally utilize the social services and public goods offered by the government (e.g., securing entitlements over land and forest, nutrition services, community infrastructure, etc.). Encouraging results from OPELIP indicate 79% of targeted PVTG households received land allocation through Forest Rights Act (FRA) and revenue lands. Also, the NRM interventions resulted in an 85% increase in food production compared to baseline.
27. **Comparative advantage:** IFAD has a comparative advantage to stay involved in the development of agriculture and PVTGs in the state as it is in a solid position to: (i) harness the knowledge generated and the strength of self-sustaining local institutions created through its previous OTELP and OPELIP projects to lead agriculture and livelihoods' transformation in the state; (ii) build on the strong partnership with the GoO, especially the Odisha State Rural Livelihood Mission (ORLM) to transfer lessons learned from other projects to scale-up best practices across the entire state; and (iii) leverage knowledge and expertise to contribute to GoO's efforts to move from subsistence agriculture and livelihood approaches to demand-driven value chains and enterprise development models that have a long lasting impact on the local economy and the communities' resilience to climate shocks.
28. IFAD is equipped to support the GoO to build on the lessons of OPELIP and other interventions targeted at PVTGs and therefore, OPELIP II will continue to support OPELIP's PVTG communities to consolidate community governance structures and processes, and deepen the impact in terms of livelihoods, market linkages, and productive development based on lessons learned, while at the same time, implementing a more holistic approach to transform the new PVTGs villages in ways that the communities and households manage their natural resources and productive assets, providing land titles to the landless, further engaging in sustainable climate resilient farm and off-farm livelihood activities, and managing dietary and nutrition practices valuing their indigenous knowledge and practices. It also has a potential to feed evidence and lessons learned into the design and investment choices of the recently launched Pradhan Mantri PVTG Mission.
29. IFAD has extensive experience of working with smallholder farmers and Tribal Groups in the promotion of pro-poor and climate-resilient agricultural value chains in India and elsewhere. It has ability to leverage global/technical expertise on demand-driven and value chain development approaches to strengthen the capacities in the state. IFAD also has been fully committed to GoI's strategic goal of doubling farmers' incomes, and this is reflected in the India Country Strategic Opportunities Programme (COSOP 2018-2024).

## B. Lessons learned

30. In its few last years IFAD has been implementing two important projects (OTELP and OPELIP), which have generated several lessons learned and best practices that have proven useful to guide and inform priority setting in OPELIP-II and to design impactful interventions, some of these include:

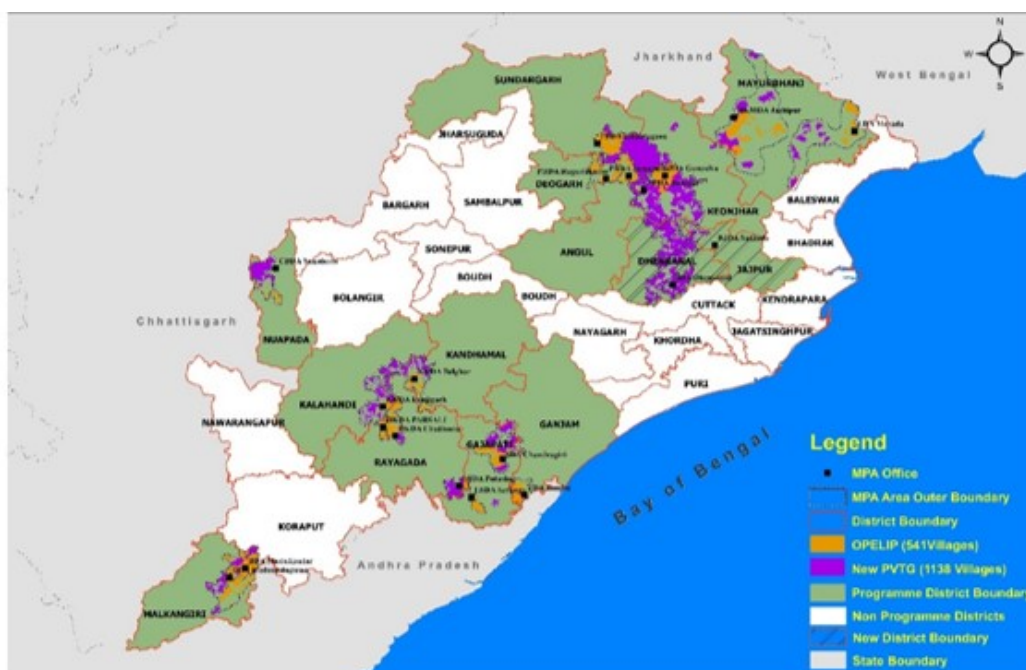
- **Social cohesion and bottom-up planning:** PVTGs have a strong social cohesion and an existing governance at village level, which varies across districts and tribes. It is crucial to build the village development model on these structures, ensuring that the new model integrates the existing structure and leverage social cohesion. Lessons from the OPELIP emphasize the role of VDAs and facilitating FNGOs in planning and implementation. The bottom-up planning strategy fosters empowerment, effective coordination across departments, and trust-building.
- **Community delivery system:** The community delivery model requires refinements to encourage demand-driven activities and effective participation in business planning. Based on OPELIP lessons, it is important to introduce new strategies to increase the effectiveness of programme interventions, including: i) household-level strategies in development programs; ii) inclusion of social and cultural objectives; iii) leveraging existing social structures; iv) inclusive participatory planning; v) active engagement with tribal chiefs; and vi) changes in Community Resource Persons (CRP) and Community Service Providers (CSP) positioning. CRP reports to VDA and MPA. CSPs should report to the MPA and stay in touch with the Veterinary Assistant Surgeon (VAS) for technical coaching. In addition, the contracts with facilitating Non-Governmental Organizations (FNGO) should be renewed periodically based on performance to allow course correction.
- **Community Driven Development:** As pointed out in the IOE Evaluation Synthesis of Community-driven development in IFAD-supported projects, CDD projects have valued indigenous culture and knowledge as engines of change and development, and, in the specific case of India, the IFAD supported projects in tribal areas built the capacity of initially weak NGOs which went on to become important implementers of the CDD projects. In India the involvement of IFAD was also seen as a serious effort by the Government to respond to tribal disaffection and exploitation and is considered having reduced conflict in areas targeted by IFAD operations. **Catering the needs of PVTGs:** PVTGs differ from other traditional communities due to their remoteness, lower levels of skills, and access to mainstream services, knowledge, and opportunities. [17] For the empowerment of PVTGs requires sufficient investment in time and resources to strengthen the development process (consultative mechanisms, participation in meetings/training, etc.). In the specific case of SHGs, PVTGs require support on sustained mentoring, resources, and training in vernacular language, for the SHG Change Agents are key to generate results. The Odisha Livelihoods Mission (OLM)'s focus on savings and social cohesion is important, however more needs to be done in terms of training, business management, coaching and investment in income generating activities. In addition, the infusion of external capital (grant) into SHGs has produced mixed results and may not have achieved the desired effect. While financial support may be beneficial, it needs to be complemented with efforts on financial literacy, training, and sustainability of the SHGs.
- **Women and youth:** It is critical to listen to the needs of tribal women and youth and open space for their participation in dialogue and decision making. Low self-confidence and illiteracy among the women compel them to stay apart without any voice on right perspectives and their participation in decision making was initially low. Young women who initially were Community Resource Persons (CRP) in OPELIP and then accessed Sarpanch of Parsali Gram Panchayat positions, highlights the importance of engaging young women as CRPs in their own communities. Success stories from OPELIP reveal that key partnerships, for instance with ORMAS, can provide greater visibility and generate opportunities for role model PVTG women to open pathways for other women.
- **Convergence:** Responding to the target groups' multifaceted needs requires convergence of efforts across institutional partners and programs. Effective coordination across departments has been a critical success factor in IFAD supported projects in Meghalaya, Jharkhand, and Odisha (LAMP, JTELP and OPELIP) channeling complementary investments in favor of tribal communities. Investments to support indigenous groups in getting formal titles to land and community resources has shown significant benefits under OTELP and OPELIP. The co-spousal registration and the inclusion of family members in the titles under the FRA 2006 have contributed to women's empowerment and led to more investments in land & water resources.
- **Sustainable crop and livestock intensification:** Sustainable agricultural intensification has demonstrated substantial gains with farmers able to have an additional cropping cycle. But this must be complemented with efforts on improving quality of products, post-harvest, value addition, and marketing. Additionally, many NRM interventions (e.g. creating last-mile irrigation facilities) were implemented successfully, but training on crop cycle and use of infrastructure must be strengthened. Finally, systematic integration of climate resilience aspects is required, including climate planning and backup crops plans in case of crop failure, and adapted varieties. Livestock (goats and chicken) are important income generating sources for PVTGs, however group-based livestock breeding activities did not generate the level of expected results. Technical assistance and private sector engagement is necessary to address issues related to livestock management, health, marketings/destocking, etc. Crafts and handicrafts are an integral part of PVTG culture and important sources of income and should be promoted for income diversification.
- **Local food and cultural heritage:** The "Enhancing Indigenous Youth and Women Capacities to Protect and Promote Their Communities' Food Heritage" has shown the importance of local food heritage products through the Slow Food Presidia model. It is key to recognize products that have strong cultural relevance as these products represent their territory and are a key for food security and nutrition.
- **Monitoring and evaluation:** A monitoring, evaluation and learning approach should be adopted for evidence-based learning and course correction (output and outcome level data capturing requires more objectivity). Annual outcome surveys are critical concurrent evaluation mechanisms built-in, but it is important to ensure that the methodology adopted is in alignment with the result framework/logframe.

## 2. Project Description

### C. Project objectives, geographic area of intervention and target groups



31. **Objective:** OPELIP-II overall goal is to contribute to the reduction of rural poverty and improve nutrition security in PVTG villages in Odisha. The program development objective (PDO) is to **enable households to improve incomes, nutrition practices, and resilience in target PVTG areas**. This PDO will be achieved by promoting stronger community institutions and local governance over public goods, productive assets, and natural resources; improved household food and nutrition security; and improved agricultural productivity, market linkages, and incomes. The PDO level impact will be measured with the use of two key indicators: (1) percentage of households with intensified and/or diversified sources of livelihoods; and (2) percentage of women reporting improved quality of diets (Minimum Dietary Diversity of Women - MDDW).
32. **Area of intervention:** The GoO has established 20 Micro Project Agencies (MPA) that cover assigned administrative units for PVTG-focused development interventions in the State of Odisha. A baseline survey of new PVTG habitations and those left out from the initial MPAs was conducted in 2018, leading to the constitution of three new MPAs in 2020 based on the survey. OPELIP-II will target 1,679 PVTG villages (541 OPELIP villages and 1,138 new villages), 287 Gram Panchayats, 46 blocks, and 14 districts (Angul, Dhenkanal, Gajapati, Ganjam, Jajpur, Kalahandi, Kandamal, Keonjhar, Malkanagiri, Mayurbhanj, Nuapada, Rayagada, Sundargarh, Deogarh).
33. **Figure 1.1. Map of the OPELIP II intervention area**



34. **Social targeting:** The primary target population of OPELIP-II are the 13 PVTGs residing in the state of Odisha, namely: Birhor, Bondo, Chuktia Bhunjia, Didayi, Juang, Kharia, Dongria Khond, Kutia Khond, Lanjia Saora, Lodha, Mankidia, Paudi Bhuyan, and Saora. The GoI identified these PVTGs using the following characteristics: among others: (i) pre-agricultural levels of technology; (ii) low levels of literacy; and (iii) a declining or stagnant population. Total population of PVTG villages targeted is around 185,000 households, with an estimated population of 833,500. This comprises 65,000 PVTG households and about 120,000 non-PVTG Scheduled Tribes households. The programme will therefore work with 100% tribal groups. OPELIP-II will target 150,000 households, with a population of 600,000. Even if the programme will have village level interventions in line with tribal practices, based on earlier experiences with actual number of individuals in the villages participating in programme activities, the outreach of the programme has been set to 81% of the total population present in the villages.
35. **Economic targeting:** In terms of economic activities, the programme will focus on strengthening household engagement in crop production (rice, millets, sorghum, pulses, fruits, vegetables, ginger, turmeric, etc.), non-timber forest products – NFTP (bamboo, green vegetables, tamarind, fungi, bamboo, medicinal plants, sal seeds, hill broom, etc.); livestock (poultry and small-ruminants); and different types of handicrafts.

36. **Figure 2.1. OPELIP-II target villages and household**

Items	PVTG HH	PVTG total population	Non PVTG HH	Non PVTG Population	Total HH	Total population
1,138 New villages (as per 2018 survey for PVTG and census)	36,906	160,401	120,530	538,777	157,436	699,178
541 PVTG villages OPELIP villages (as per OPELIP Survey)	27,308	134,311	-	-	27,308	134,311
<b>Total</b>	<b>64,214</b>	<b>294 712</b>	<b>120,530</b>	<b>538 777</b>	<b>184,744</b>	<b>833,489</b>

37. **Target groups:** The programme will target a 50% of tribal women and 20% of tribal youth participation in both capacity development and livelihood activities. These targets are in line with the reality of PVTGs village composition of age and gender groups. Target groups of OPELIP-II include: (i) PVTG village level (VDAs and VDCs), in line with tribal groups practices and ensuring their prior and informed consent (FPIC). Special attention will be given to the full and effective participation of the tribal women and youth, and to intergenerational transfer of knowledge to facilitate youth engagement; (ii) SHGs; (iii) AICs and SMEs; (iv) women in reproductive age, pregnant and lactating landless PVTG HHs; (v) households engaged in kitchen gardens and livestock rearing; (vi) farmer groups engaged in agri-processing; and (vii) landless PVTG households.
38. **Policy engagement:** There is substantial evidence from the current programme that villages, where the programme is being implemented, get priority in accessing government schemes and are continually monitored by district and state officials. In addition to the knowledge management (KM) products that may influence policy and decision-making at the State level, the joint department meetings proposed under the programme provide an avenue to disseminate lessons from the programme to officials at the highest level. It is expected that the lessons learned and best practices from the proposed programme may inform pro-tribal policy-making in the state of Odisha, especially in the areas of FRA land allotment and land use, improved convergence for climate resilient planning and use of natural resources, and improving food security and nutrition status of PVTG HHs.

### Box 1. Main target groups

- Village Development Associations (VDA): 1,590
- Village Development Committees (VDC): 1,590
- Self-help Groups (SHG): 14,670
- Agriculture Intensification Clusters (AICs): 1,200
- Small and micro enterprises (SMEs): 3,000
- Women in reproductive age, pregnant and lactating: 66,500
- Households engaged in kitchen gardens: 80,000

#### D. Components, outcomes and activities

- Poultry: 80,000

#### Components, outcomes and activities

#### Farmer groups engaged in agri-processing: 180

39. OPELIP-II's logical structure organizes its activities into three main components linked to the expected outcomes that the project wants to achieve over the period of the programme. These are: (a) Component 1. Community empowerment and institutional strengthening; (b) Component 2. Household food and nutrition security; and (c) Component 3. Improving agricultural productivity, market linkages, and incomes. In line with its strategic approach described further below, OPELIP-II will utilize a two-pronged (consolidation and transformation) approach to reach PVTG villages in a fashion that properly address the priority needs of PVTGs. The work in each village, will either follow a consolidation process (OPELIP villages), or a transformation planning process, which will target new PVTG villages with a revamped comprehensive set of activities. Component 4 will care for elements related to programme management, M&E, and learning.

#### 40. Component 1. Community empowerment and institutional strengthening

Indicator	Target
<i>Expected result: Community institutions are empowered and equipped to engage in community-centric planning and execution</i>	
Households reporting, they can influence decision-making of local authorities and project-supported service providers	75%
Households reporting that they have access to at least five different entitlements of the government	80%
Area under irrigation (acre)	5,000
Watershed area treated through convergence (acres)	8,500

41. The objective of Component 1 is to foster self-reliant development within PVTGs by empowering these communities to plan and lead development initiatives and strengthen community institutions. This is pursued via an inclusive, bottom-up participatory planning and implementation process, facilitated through FPIC, with a special emphasis on leveraging traditional knowledge and practices, as well as traditional tribal governance bodies, that will play an important role as members of the Village Development Associations. The development and implementation of Village Development Plans (VDP) is planned in 1,138 villages (transformation) and in 541 OPELIP Villages (consolidation).

42. Lessons from the OPELIP emphasize the role of Village Development Associations (VDA) and FNGOs in planning and implementation. The bottom-up planning strategy fosters empowerment, effective coordination across departments, and trust-building with PVTGs. While building on these lessons, OPELIP-II introduces new strategies to increase the effectiveness of project interventions and the sustainability of impacts. These include: i) household-level strategies in development programs; ii) inclusion of social and cultural objectives; iii) leveraging existing social structures; iv) inclusive participatory planning; v) active engagement with tribal chiefs; vi) integrating village biodiversity plans into village development plans; and vii) changes in Community Resource Persons (CRP) positioning.

**43. Subcomponent 1.1. Strengthen community-driven development planning**

Indicator	Target
<i>Expected results: Improved community and household participation in planning processes</i>	
Percentage of VDCs functional and receiving funds	85%
Percentage of functional VDCs that are high quality (graded A/B)	80%

44. Sub-Component 1.1 aims to bolster community involvement in planning and development, as well as in the formation of VDAs and preparation of VDPs. The programme will create 1,138 new VDAs in 1,138 villages and will facilitate the preparation of VDPs in 1,138 new villages and 541 old villages. Community engagement will be supported through creation of VDAs and the formulation of VDPs using participatory tools, aiming at enhancing community engagement, forming VDAs and VDPs with active community participation, and leveraging existing social groups to strengthen cultural identity.

45. Activities under this sub-component include: i) community mobilization before VDA formation; ii) election of VDC members; iii) provision of a start-up funds; iv) engagement of a service provider for VDP facilitation and preparation; and iv) organization of an awareness campaign on Free Prior and Informed Consent and PVTGs/TG human rights-based approach. Furthermore, FPIC will serve as a strategic tool, drawing insights from in-depth climate, culture, and biodiversity assessment plans that build upon the foundation set by the biodiversity action plan. This approach will help delineate specific areas of protection, such as water sources, buffer zones, fuel wood locations, and biodiversity hotspots. It will also map out local knowledge and varieties that need safeguarding under FPIC. In this framework, FPIC ensures the empowerment of local and tribal communities, guaranteeing mutual respect and their active, informed participation in decisions related to proposed investments that might impact their rights, land access, and livelihoods. VDPs emphasize optimizing land and water resources, integrating biodiversity conservation. While enhancing productivity for livelihood and nutritional security, VDPs address community infrastructure gaps and uphold local festivals and cultural programs, ensuring a holistic and eco-centric approach to village progress. In addition, the key principles for the constitution and functioning of VDCs is elaborated in the PIM and ensures inclusivity (e.g. 50% women) and good governance principles.

46. Roles and responsibilities are clearly assigned, with the Programme Officer, Community Institution and Rural Finance Officer at the PMU, FNGOs, and a Technical Service Provider having key duties in overseeing, implementing, and providing quality control over the VDP's activities.

**47. Subcomponent 1.2. Improving delivery mechanisms of community services**

Indicator	Target
<i>Expected result: Increased access to government entitlements and development opportunities for target households</i>	
Number of defunct SHGs revived by the project	6,000
Persons whose ownership or user rights over natural resources have been registered in national cadasters and/or geographic information management systems	3,500

48. The weak delivery of public goods and social services to PVTGs in Odisha poses significant challenges. The remoteness and

isolation of PVTG communities, coupled with low capacity and awareness, hinder their ability to make decisions and result in limited access to essential services and development opportunities. Additionally, the diverse socio-cultural needs of PVTGs require their active involvement in shaping their own development processes, emphasizing the importance of inclusive and participatory approaches. This subcomponent will address the weak delivery of public goods and social services to PVTGs by enhancing the delivery mechanisms and improving awareness amongst PVTGs. Through coaching and mentoring support, guidance, and culturally sensitive approaches OPELIP II will bridge the gap between development programmes and the unique socio-cultural needs of PVTGs, ensuring that services are contextually relevant and effective. Additionally, it will empower PVTGs to actively participate in decision-making and shaping their development needs to achieve more sustainable and meaningful outcomes.

49. Specifically, this subcomponent aims to: (a) improve the delivery of public goods and social services to PVTGs by providing comprehensive hand-holding support and guidance; (b) enhance community engagement and ownership through a deeper understanding and appreciation of local culture; (c) facilitate the implementation of VDPs and support the functioning of community institutions; (d) maximize the programme's impact and relevance by bringing convergence activities to the household level and tailoring implementation to individual households; and (e) establish a robust feedback mechanism through the expansion of the annual outcome survey to include a beneficiary satisfaction survey. In the new villages, the subcomponent is projected to support formation or strengthen a total of 12,850 self-help groups (SHG) and train 1,200 Agriculture Intensification Clusters (AIC) and Steep Slope Agriculture Groups (SSAG). Efforts will also be made to facilitate land allocation to 19,370 households under the Forest Rights Act (FRA), and train 1,138 Community Resource Persons (CRPs). For OPELIP villages, the programme will focus on consolidation by supporting an additional 1,829 SHGs, and training 108 CRPs.
50. Delivery mechanisms includes strengthening local communities through comprehensive training and mentoring support, recruiting CRPs from the same communities, and integrating local culture into decision-making and development plans. Additionally, the plan facilitates convergence schemes and strengthens SHGs, Agriculture Intensive Clusters (AICs), and Steep Slope Agriculture Groups (SSAG).<sup>[18]</sup> Key activities under sub-comp 1.2 include implementing VDPs, placing CRPs in Village Development Associations (VDAs), strengthening SHGs, facilitating land allocation under the Forest Rights Act (FRA), supporting AICs/SSAGs, and facilitating convergence schemes. These activities aim to empower community institutions, improve livelihoods, expedite land allocation, support agricultural development, and enable effective implementation of development initiatives.
51. FNGOs and a specialized training service provider will be engaged under this subcomponent. The FNGOs, which will play a key role interfacing with the PVTGs during VDP development and implementation process, will be contracted on a performance basis, and will provide support and monitor the VDPs implementation, extending comprehensive support to community institutions like VDAs, VDCs, SHGs, AICs/SSAGs. FNGOs will be expected to have specialized expertise in Tribal/PVTG issues and deep knowledge of the specificity of the needs and challenges of individual tribes in their areas of influence. They will also be required to involve staff that speak some of the local languages of the tribal groups that they will support (these requirements are well detailed in Annex N of the PIM). The FNGOs will focus on bringing convergence activities to the household level, providing guidance, and offering tailored implementation support to maximize the programme's impact. Additionally, to address specific training needs of the PMU, MPA, FNGO, and CRP, a specialized training institution will be engaged. Detailed Terms of Reference (ToR) for the FNGOs and Training Service Provider have been elaborated in the Project Implementation Manual (PIM).

**52. Component 2. Household food and nutrition security**

<b>Indicator</b>	<b>Target</b>
<i>Expected result: Target households adopted new healthy dietary practices and improved nutritional status</i>	
<b>Percentage of women reporting improvements in Minimum Dietary Diversity for Women (MDD-W) in Reproductive age group 15-49 years</b>	<b>70%</b>
<b>Percentage of children in the age group 6-23 months reporting minimum diet diversity</b>	<b>60%</b>

53. While the state of Odisha has made progress over the last decade, the prevalence of malnutrition amongst children and women of reproductive age group remains high. The latest data from National Family Health Survey (2019-21) for the state of Odisha indicates that as many as 31% of children under the age of 5 are stunted. Similarly, the prevalence of anemia among all women aged 15-49 years is 64.3%. Even though the corresponding data for PVTG communities is not available, an IFAD supported assessment conducted in 2018 in OPELIP areas estimated prevalence of under-5 stunting at 36%. OPELIP-II is a nutrition-sensitive programme that will address malnutrition by promoting behavior change communication and nutrition education to build awareness among communities on healthy diets; facilitating access to nutrition entitlements for all the households in the target geographies; and improving availability and consumption of diverse nutritious foods at the household level through establishment of homestead kitchen garden. The programme will leverage local food biodiversity in the tribal food system, which has been supported by research studies and aligned with tribal groups aspirations to promote biodiversity of local foods, their local knowledge, practices, languages, culture, and environment. The programme is well aligned with IFAD's Nutrition Action Plan (NAP) 2019-2025, which guided OPELIP-II design to mainstreaming nutrition throughout the programme components, particularly related to: Action area 1. Designing nutrition sensitive COSOPs and projects; Action area 2. Implementation capacity; and Action area 4. Knowledge, communications, and evidence. Likewise, the programme seeks to ensure the protection and preservation of Indigenous Peoples' foods systems.

**54. Sub-component 2.1: Behavior change and nutrition education**

Indicator	Target
<i>Expected result: Households acquire new knowledge about healthy diets and adopt good nutrition practices</i>	
Percentage of households with improved nutrition Knowledge Attitudes and Practices (KAP)	80%
Percentage of children in the age group 6-23 months reporting minimum diet diversity	60%
Number of <u>nutri sathi</u> promoted at village level	1,138
Number of Nutrition Resource Centers (NRC) promoted	287
Number of mother and child spot feeding centers strengthened	1,138

55. Evidence suggests that lack of dietary diversity is a major predictor of child stunting and anaemia among women. The data from NFHS-5 (2019-21) suggests that only 20% of children 6-23 months old receive an adequate diet with respect to diversity and frequency. The programme aims to address this issue of lack of diverse, nutritious diets for women and children in target geographies by adopting a comprehensive approach. Based on OPELIP experience, the proposed programme plans to intensify the village level activities using the Participatory Learning and Action (PLA) approach, to better understand the tribal food systems and promote optimum nutrition behaviors to improve the diets of adolescent girls, women and children while enhancing local biodiversity. The platform of women SHGs will be leveraged in all the 1,138 villages to deliver focused modules on women empowerment, nutrition and WASH using a ICT4D approach, facilitated by a trained village level nutri sathis. The village-level monthly PLA meetings will be followed up with household visits undertaken by nutrition sathi to counsel the mothers, caregivers and other decision makers to encourage uptake of optimum nutrition behaviors. In addition, specific audio-visual content will be developed to strengthen engagement with men and other decisionmakers in the village to create enabling conditions for women and prioritizing nutrition of adolescent girls, women, and children.
56. Another key area of work under this subcomponent will be to ensure that all households benefit from key nutrition and health entitlements delivered through the flagship schemes of the government. The programme staff at village, cluster and MPA levels will ensure that convergence is established with key functionaries of other departments/ministries. Lastly, the *Matru Shishu Poshan Kendras* (Nutrition Resource Centres or community-based creches) for children 6 months to 3 years; and Spot Feeding activities for pregnant/ nursing mothers and children 3 to 6 years will be continued in selected villages that are nutritionally vulnerable and remote. These interventions have shown impact over the last few years in OPELIP, and thousands of children and women have directly benefitted because of these interventions delivered by the members of the PVTG SHG. The programme will strive to avoid neglecting the tribal food heritage of the communities, which is a major risk under this intervention. The programme will be able to map and promote the tribal healthy foods, create awareness, and positively influence the behaviors related to diverse, safe, and locally available nutritious diets over the first 4 years of the programme through intensified PLA approaches. The programme will also create significant awareness amongst the target groups on their nutrition and health related entitlements; and would also work with other departments to ensure that the PVTG hamlets are reflected in their service delivery plans.

57. **Sub-component 2.2: Promotion of homestead food production**

Indicator	Target
<i>Expected result: Households have increased access to diverse number of food groups as measured by the Households Diet Diversity Score (HDDS)</i>	
Number of households provided with support for kitchen garden	80,000
Number of villages where local recipe demonstration is conducted	1,138

58. An OPELIP assessment conducted in 2018 indicated that the household dietary diversity score, a key measure for household level food security, for PVTG households was 5.75, which is considered satisfactory. However, more than half of the score was made up of less nutritious food items such as oil and fats, sugar and sweets, and miscellaneous food items. Most households still do not have enough access to other food items such as meat, milk and milk products, and legumes.
59. The programme aims to improve the household level food security by promoting the establishment of homestead kitchen gardens in 80,000 households in target PVTG villages. To achieve this, the programme will facilitate intensive mapping of PVTG food systems and understanding the current knowledge and practices with respect to diets, WASH, and other traditions. A customized kitchen garden design will be developed focusing on foods that are lacking in the diets of the PVTG communities and will value local knowledge and practices. Key inputs like seeds, equipment and fencing will be provided during the first year, in addition to practical training in kitchen garden techniques.
60. Besides of homestead kitchen gardens, the programme will continue its focus on improving consumption of these diversified food items at the household level and adoption of optimum WASH practices by using the PLA approach and organizing recipe demonstrations at the village level. A major risk identified in this activity is the lack of water in many of the PVTG hamlets, for the programme will strategically target these villages to ensure that all PVTG hamlets get access to water and that households use water efficient practices in their gardens.

61. **Component 3. Improving agricultural productivity, market linkages, and incomes**

Indicator	Target
<i>Expected result: The productivity and commercialization of crop, livestock, and NTFPs products are sustainably improved, and the incomes PVTG households are increased</i>	
Percentage of target households of households reporting an increase in household incomes as a results of project activities	60%
Percentage of households reporting an increase in productivity (by at least 30% as compared to baseline)	40%
Percentage of farmers reporting an increase in sales of agricultural products (by at least 30% as compared to baseline)	50%

62. PVTGs are caught in a vicious cycle of low scale and low productivity in their economic activities, especially cropping and livestock rearing. This hinders their ability to engage with more profitable markets for their produce, which also further limit returns from these livelihoods. This component seeks to address this issue by helping households in PVTG villages to sustainably intensify and scale-up cropping and livestock production, while simultaneously helping them to access more profitable markets. In addition, the programme will use a revamped process to promote small and micro enterprise development and access to finance, to diversify household's livelihoods and increase incomes.

63. **Sub-component 3.1. Sustainable intensification of climate-resilient crop and livestock production**

Indicator	Target
<i>Expected result: Improved rural livelihoods, agricultural productivity, and market linkages</i>	
Percentage of target farmers reporting adoption of environmentally sustainable and climate resilient technologies and practices	70%
Area under Agriculture Intensive Clusters (acre)	12,000
Area of slopy lands that has stabilized for agriculture (acre)	12,000
Number of households under goat rearing	77,000
Number of households under poultry	80,000

64. Diversified cropping<sup>[19]</sup> and livestock rearing<sup>[20]</sup> are very common and important aspects of livelihoods for PVTGs. However, both suffer from low productivity and limited scale of operations. Cropping is mainly in the rainy season and a second crop is a rarity due to poor development of irrigation in PVTG villages, despite receiving high rainfall during the monsoon. In the case of livestock, conventional rearing methods originally adapted for large uninhabited forest areas are no longer suitable for the current living conditions of these communities and affect fertility, mortality and thereby productivity. This subcomponent seeks to address these issues by sustainably intensifying the livelihoods and increasing the efficiency and scale of productive activities, while fostering the diversity of production systems, and adopting climate-friendly<sup>[21]</sup> and resilient approaches<sup>[22]</sup> to production. This is expected to result in increased productivity, but also increased production to enable households to reach more rewarding and profitable markets.

65. **Climate-resilient crop production:** Crop production will be enhanced in the target area through land development (60,000 households), Agriculture Intensive Clusters – AIC (18,000 households), and stabilization of cultivated slopy lands (12,000 households). The land development through levelling, bunding and application of soil amendments to reduce acidity, will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. AICs are contiguous patches of land (10-20 acres) that will be supported with bunding, irrigation and bund plantation<sup>[23]</sup> and will be operated on the “small-farmer-big-farm” concept of growing only 2-3 crops in a season in a synchronized manner to reach scale of production to easier access to markets. Crops will be chosen by the AIC groups based on what is consumed locally, marketable, easy to grow, and remunerative. These focus on a few crops envision to increase efficiency in the use of productive resources, productivity, and economies of scale, ultimately increasing farming incomes. This will not prevent, however, the farmers and their households from continuing to produce other types of crops (vegetables, fruits, pulses, etc.) in smaller scale in their farms, primarily using homestead gardens. This complementarity of activities at the household level aims to sustain households' access to diverse set of foods produced in the farm, while also increasing purchase power through increased incomes. AIC groups will be imparted rigorous training on production technologies through a Farmer Field Schools (FFS) approach by a dedicated Technical Service Agency engaged by the programme. This will facilitate the participation of women and youth and value tribal knowledge. AICs will aim to crop in at least two seasons in a year, kharif and rabi.

66. A variety of cash crops are grown on steeply slopy lands that are subject to soil erosion and loss of biodiversity. The programme will help stabilize such lands through stone bunding and taking up plantations on bunds and as intercrops to cater to the fuel, fodder, and food needs of PVTG communities. An FFS approach will be used to train farmers on technologies to enhance production and quality. Implementation in the village will be led by dedicated Krushi Saathi under the supervision of the VDC and supported by programme staff at the MPA backed by a specialized agency for delivering FFS. AIC groups and farmers cultivating slopy lands will be organized into well-knit groups to work collectively and increase the scale of operations.

67. The programme faces the risk of deterioration of the natural resources of the target area, non-adoption of technologies promoted and inability to market increased produce. The programme will support the communities (through the VDCs) to prepare an VRDP (Village Resource Development Plan) to treat the area in a systematic manner to reduce soil erosion, enhance water storage, and increase access to irrigation, while also protecting biodiversity. Convergence with MNREGS will be bolstered to support implementation of the plan. Krushi Saathi will be trained by the TSA or consultant on crop production technology and their capacity built to guide and mentor the AIC groups. The programme will help link AICs to entrepreneurs, buyers, and traders

to help to market the increased production. By the end of programme, AIC farmers are expected to be a well-knit unit that is capable of crop planning, managing production to meet market requirements, having a clearly defined protocol for managing assets (irrigation, including tariff collection, maintenance fund, etc.) and able to deal with marketers.

68. **Sustainable intensification of Livestock:** The Livestock are integral part of natural living of PVTG and non-PVTG HHs in Odisha. Animals like cattle, goat, sheep, and desi birds are kept in HHs, as non-cash growing asset, which are easily traded, gifted, and pledged in time of needs. But the livestock rearing is yet to be recognized as reliable livelihood option by these communities due to poor productivity, high mortality, poor livestock management, and limited market access. In OPELIP-II, livestock is identified as major livelihood option for PVTG and non-PVTG HHs, as most of them are landless or lack all season cultivable land. They live in deep forest or near to forest fringe areas. Cattle, goats, and few desi poultry are easily reared in the HHs without any skills.
69. OPELIP-II uses a proven approach to enhance the HHs' incomes through: (i) increasing HH's access to assets like shelters and animals; (ii) linking the HHs for inputs and routine health care services through the community service providers; and (iii) creating and supporting a pool of interdependent entrepreneurs and enterprises like feed processors, mother units, livestock traders, etc. The PVTG HHs are near to forest fringe areas, where there are sufficient barren lands to support the grazing of goats. Apart from that, the programme will facilitate agroforestry on bunds with drumstick (*Moringa Oleifera*) and *Agathi* (*Sesbania grandiflora*), which are popular goat fodders and will provide another nutrient-dense source of feed for animals. There will also be production of agriculture by-products in the village, which will support animal feed goats. The programme plans to enhance the production and productivity of goats and desi poultry, which have wide acceptance and demand in the communities. Main programme activities include: (i) robust planning and VDP preparation at village level for targeting HHs; (ii) training and capacity building of key actors; (iii) support to the establishment of sheds/shelters; (iv) support for animal restocking at the household level through convergence schemes; (v) creation of common fund support to meet the production costs (working capital); (vi) promotion of CSP and other entrepreneurs and enterprises to support the livestock activities. OPELIP-II will develop strong convergence and liaising with FARD, Odisha to decrease the mortality of animals through routine, vaccination, deworming, and awareness building through animal health camps.
70. The programme will target all HHs for the services in the villages and reach around 80,000 HHs with at least one of the livestock activities funds supports (desi poultry or goat). In the 541 old villages of OPELIP, the livestock CSP along with other service providers will be strengthened to continue the work of health care and productivity enhancement. In the new 1,138 villages, the investments will be done at HH level to increase the production and productivity to have surplus production to reach markets.
71. The programme will be implemented through a bottom-up approach with strong engagement and participation of VDAs/VDCs. The VDC will be enabled as strong institution to participate in planning and decisions making. The village level service providers and enterprises will be accountable for their services to VDCs. The FNGOs will be immediate supporting agencies under the guidance of MPAs at district level. The TSA will provide technical support and capacity building along with the state PMU. The TSA will facilitate inclusion of fodder tree plantation on bunds in the VDP. The major risks identified for the programme are mortality of animals, poor general health and hygiene management, and limited market access. The programme will develop required modalities to reduce the mortalities and enhance the production. The current marketing system will be strengthened through engaging a greater number of entrepreneurs from the PVTG community. During the life of the programme market access will be increased to have regular demand from these communities. The production, health care and marketing measures will be a common goal for the community rather than individual endeavors.

72. **Sub-component 3.2. Marketing and value addition**

Indicator	Target
<i>Expected result: Improved access to markets for smallholders and increased engagement in agri-processing activities</i>	
Number of farmers groups that are engaged in repeat selling to channels facilitated by the project	900
Number of farmer groups that have set up primary processing (or higher) facilities	600

73. PVTGs operate distinctly when participating in local weekly markets, or 'Haat'. Their market activities are shaped by limited resources, information gaps, and the role of intermediaries. PVTG communities predominantly sell vegetable, fruits, and other perishable goods directly in retail, while they tend to trade grains with collectors/traders. This operational mode often leads to unideal marketing conditions, as the communities prefer to sell their entire stock rather than carry unsold goods back to their far villages. Primary processing of goods is not practiced among these communities, further influencing their selling practices. Livestock like goats and chickens are typically sold based on size, with no weighing, and are often bought by middlemen who visit the villages or local Haats. The function of aggregating goods, which could potentially increase their selling price, is primarily conducted by collectors and middlemen at the local Haats. Similarly, produce harvested from slopy lands is either sold at the Haat or collected directly by traders.
74. The subcomponent seeks to enhance market access and access to finance for PVTGs via AICs, SSAGs, and livestock interventions. The approach goes beyond mere productivity improvements by addressing systemic challenges, including crop diversification, storage facilities, processing, finance access, and market expansion. This subcomponent's capacity building and market linkage activities will cover 600 AICs, 600 SSAGs, and 280 Livestock Aggregators. Additionally, 240 AICs/SSAGs will be formalized into legal entities (producer groups) based on performance and will receive support for market infrastructure.
75. Emphasis is placed on building a sustainable and active demand-driven production system. To achieve this, AICs, SSAGs, and Livestock Aggregators are trained on principles of demand-driven production, business development, market access, primary-processing techniques, and networking. These groups form sourcing points for various products, encouraging collective selling

and demand-driven production. They will also receive training on market intelligence, quality standards, branding, and other elements essential for market engagement. AICs/SSAGs that demonstrate success in two years after establishment, will evolve into Producers Groups, centralizing aggregation, sorting, and processing of produce, and will receive support to access financial benefits such as bank accounts and loans.

76. A strategic step-by-step approach is adopted, incorporating demand-driven production planning, skill development, market infrastructure establishment, commodity mapping, and market exploration. Additionally, the creation of direct market linkages with various stakeholders and promotion of access to finance is prioritized. Key activities include skill development, training, and module development focused on quality and primary processing for key commodities. It involves establishing market infrastructure such as primary processing equipment and storage and sorting centres, conducting commodity mapping and market exploration, and creating linkages to local and block-level haats for engagement. The program will facilitate access to finance through tools like the Kisan Credit Card and promote the development of niche markets through a dedicated fund.
77. The PMU oversees component activities, headed by the Programme Officer (Marketing and Enterprise Development). This officer manages the Marketing and Enterprise Development Officer at the MPA level, who further supervises the FNGO and Ajeevika Kendra's officers. Ajeevika Kendra provides technical support, training, market intelligence, and networking. At the grassroots, the Community Resource Person (CRP), , and CSP-Livestock manage village-level responsibilities, including organizing AICs, disseminating information, and maintaining processing units.

**78. Sub-component 3.3. Microenterprise development and access to finance**

Indicator	Target
<i>Expected results: resilient growth of micro-enterprises in targeted project areas</i>	
Percentage of supported enterprises (individual and collective) functioning after two years of project support	60%
Number of group microenterprises supported	3,120
Number of personal microenterprises supported	2,840

79. In the unique circumstances of PVTGs, the dynamics of micro-enterprise activity are influenced by a variety of socio-economic and geographical factors. These communities primarily live in remote and mountainous regions, which limit their access to mainstream economic opportunities. As a result, the microenterprises run by PVTGs are rare. Traditionally, PVTGs rely on subsistence agriculture, non-timber forest product (NTFP) collection, and small-scale handicrafts for their livelihoods. Moreover, unique challenges persist, especially among the youth who often migrate in search of wage work. While they acquire skills, they lack entrepreneurial ideas to utilize them effectively. PVTG entrepreneurs tend to adhere to traditional business practices, lacking the foresight and strategic planning required for future growth and relevance in the market. The constraints are further amplified by financial issues, inadequate infrastructure, outdated processing techniques, and challenges related to marketing and management.
80. This subcomponent aims to bolster microenterprises within PVTGs using an approach that offers targeted support, access to finance, and capacity-building opportunities. The program extends support to 1,435 non-livestock and 1,406 livestock entrepreneurs, alongside 3,120 transformation and consolidation SHGs that are supported by the programme. These aim to enable the creation of viable microenterprises, enhance entrepreneurial skills and improved financial access, and ultimately improve incomes and the livelihoods of benefited households.
81. This subcomponent facilitates a range of microenterprise activities, including establishing processing centers for turmeric, honey, and tamarind processing, as well as hatcheries, breeding units, feed meal units, and NTFP aggregation and trading centers. The programme will establish the Ajeevika Kendra at the MPA level, a hub for pre and post-investment business support. A specialized service provider will be engaged for the operations of the Ajeevika Kendra. Identification of individual entrepreneurs and potential ventures, as well as assessment of SHGs for entrepreneurial potential, will be undertaken. Additionally, business advisory and skill development services will be provided, along with facilitation of business plan financing, creation of market linkages and networking opportunities, and implementation of a robust monitoring and evaluation mechanism. Youth will be encouraged to participate in various interventions, including entrepreneurship skill development. All these initiatives will be conducted with respect for PVTG customs, traditions, and beliefs.
82. The identification process for potential entrepreneurs and SHGs includes a scoping phase involving community resource persons, and an assessment phase evaluating readiness and potential for success. Selection criteria consider motivation, commitment, skills, creativity, community support, and a preference for PVTGs. The Ajeevika Kendra assists entrepreneurs and SHGs in testing their business ideas, creating business plans, providing training, and offering business advice, technological support, and assistance in securing funding. A co-investment approach is used for financing. The programme provides 60% of the required funds for individual entrepreneurs and 50% for SHGs, with the respective parties contributing the remaining funds. SHGs' contributions may come through savings or loans, while SHGs from the OPELIP would self-finance their ventures.
83. The Ajeevika Kendra is instrumental in facilitating access to finance from financial institutions by leveraging various government run schemes, such as the Mudra Yojana for individuals, and the SHG bank linkage programme. The implementation of this sub-component is the responsibility of the Ajeevika Kendra and the Marketing and Enterprise Development Officer at the MPA level, collaborating with ground-level CRPs and Krushi Saathi.

**84. Component 4. Programme management, monitoring, evaluation, and learning**

85. **Institutional anchoring and coordination:**The institutional capacities and structures built/strengthened during OPELIP will be a



starting ground for the implementation arrangement of this new phase. The Scheduled Tribes and Scheduled Castes Development Department (STSCDD) will continue to be the lead implementing agency, which through the PMU and MPAs will effectively implement the programme. Implementation arrangements at State and MPA levels have the capacities for planning, procurement, financial management, monitoring and evaluation, interdepartmental coordination, managing basic implementation structures in decentralized locations, designing participatory local community operations manual etc. In OPELIP-II the implementation and coordination arrangement will have important improvements, specifically in the areas of financial management, procurement, and environmental and social safeguards at the MPA and community levels. The institutional anchoring and coordination will have two main pillars: (1) *Governance*, through three Committees at State, PMU and MPA levels, chaired by Government officials; and (2) *Management*, through PMU, MPAs and VDA for a decentralized community-driven approach.

86. **Administrative and financial management (FM):** As part of the design the inherent FM risk was considered substantial due to the low FM staff capacity at implementing agencies, the complex nature of implementation arrangements, including the need for maintaining accounting records for about 1,000+ VDCs/FNGOs in the programme accounting software, and potential internal control weaknesses at MPA and VDC levels. OPELIP-II ensures the recruitment of qualified FM staff for the PMU and MPAs, limiting advances to VDCs for only VDC salaries and small programme expenses. Also, the introduction of an e-office filing and archiving system for all expenditures at VDC, FNGO, and MPA levels to mitigate risks, or the tally system, which can be upgraded to meet programme requirements. To further mitigate FM risks the programme also secures the development of the PIM and Financial Management Manual (FMM) with clear descriptions regarding the: (a) supporting documents filing and accounting recordkeeping for all implementing partners; (b) implementation of cloud-based Tally accounting software for accounting record keeping, financial reporting and accounts reconciliations; and (c) use of the services of a consulting firm for quarterly verification and reconciliation of accounting records in Tally with books of accounts for each of 1000+ VDCs/FNGOs.
87. The mitigation measures incorporated into the programme design will ensure that OPELIP-II has a solid internal controls framework and financial management arrangements for accurate and timely record keeping and financial reporting. The current budget and funds flow arrangements practiced within OPELIP are satisfactory to IFAD and similar arrangements will be in place for OPELIP-II. The programme will explore using state-level CAG (Comptroller and Auditor General, local SAI) to audit OPELIP-II financial statements. The programme legal documents will include retroactive financing provisions to finance contracts from PDR approval until entering into force.
88. **Procurement:** The project procurement under OPELIP-II will be undertaken as per IFAD Procurement Guidelines, 2020 and Procurement Handbook, 2020 as amended and using IFAD Standard Bidding Documents and other document templates, as an exception to IFAD General Conditions of Agricultural Development Financing. Odisha General Financial Rules has a chapter on procurement and executive instructions are separately issued. Though there is a recommendation to use National Task Force SBD issued by Government of India, these are not mandatory. Though the predecessor project also followed IFAD Procurement Guidelines, there were significant weaknesses noted by the Missions and Audit reports, mainly due to non-availability of skilled procurement staff at the MPA level and a separate Procurement Staff at PMU was engaged only last year. Lack of adequate procurement expertise and positions at different levels of implementation (PMU, MPA) had an impact on different pillars of assessment.
89. Procurement arrangements under the programme will be strengthened by establishing a Procurement Unit headed by a Senior Procurement Specialist and assisted by a Procurement Officer and Assistant. In each of the MPA there will be a Procurement Assistant. The procurement risk assessment identified knowledge gaps at current PMU and there is a need to orient the current and new staff on IFAD Procurement Guidelines and other systems. These gaps will be addressed through a comprehensive training programme. Other mitigation measures proposed include (i) adoption of e-procurement systems for receiving bids and proposals above a certain threshold (Government of Odisha IT systems at <https://eNivida.odisha.gov.in> or <https://tendersodisha.gov.in>); (ii) use of IFAD End-to-End procurement system (OPEN) for procurement planning, implementation and other subsequent upgrade modules; (iii) adopting an e-office suite (from CMGI, Odisha) for approvals and storing of documentation; (iv) adopting community participation procurement only for low value procurement of goods and works and (v) IFAD prior review of engagement and appointment process of procurement staff. The inherent risk rating for procurement at design is 'substantial'. Procurement thresholds as per the risk assessment will be informed as the Project Procurement Arrangements letter. Government of Odisha should also designate and inform IFAD about the Independent Investigative Authority to receive, investigate and proceed for action, for the complaints of prohibitive practices in the programme.
90. **Planning, monitoring and evaluation, knowledge management and communication:** The OPELIP project has developed a Management Information System that consists of several modules such as the SHG module, agriculture module, livestock module, etc. The entire MIS has been designed, developed and is being maintained in-house by the programme team. However, there are certain key shortcomings in the MIS that will be addressed during the next phase of the programme:
91. Currently the MIS track the selected activities at the household level supported by the programme (i.e., PEF, AICs, land development, poultry, goatery, etc.) and with that it also captures the summary of the programme activities. However, it is more challenging to integrate all activities to know the total programme outreach. It also becomes difficult to provide disaggregated data as required for the IFAD core indicators. It is suggested that the next phase of the programme has a MIS that can track the data at the household level and in a more integrated manner;
92. A key reason for the lack of disaggregated data is that data is not entered in the MIS at the source, but summary data is entered at the MPA/PMU level. For the next phase of the project, it is suggested that the project MIS prepares a data entry module that records data at the household level right at the level of CRPs/VDAs;
93. A GIS module is essential since it will help identify the land parcels that have been allocated under FRA to project beneficiaries. The project has also taken a decision of providing every beneficiary household at least 1 acre of land leveling. This is likely to

continue to in the next phase of the programme. It is important that the programme records the location of these land parcel on a GIS platform to ensure that there is no duplication of benefits but also to ensure alignment to natural resource and biodiversity management plans. In the next phase of the programme, since the programme is looking to develop Agriculture Intensive Clusters as a strategic intervention, a GIS platform is even more required more the planning and tracking of AIC land parcels

#### E. Theory of Change investments in ecosystem restoration/green infrastructure in convergence.

94. As part of the next phase of the programme, the programme should have a robust M&E system including a robust baseline survey. The baseline survey instrument should have modules that are in line with the best practices for measuring indicators related to income, agricultural production, food and nutrition security, empowerment, and natural resource management and deliver services to HHS, limited knowledge about diverse, safe and locally available nutritious food; limited adoption of climate-resilient diversified homestead production; poor adoption of climate-resilient agriculture and livestock practices; weak access to productive and resilient infrastructure; and feeble financial inclusion, financial literacy, and business management capacities. These underlining problems relate to three main **pathways of change**, which address three critical bottlenecks that prevent PVTG communities from overcoming poverty, and improving incomes, nutrition security and resilience in the state of Odisha. These include: (i) weak planning and service provision capacity of community based organizations (CBO) and delivery mechanisms, which limits participation and ownership in shaping their own development priorities, social services and basic infrastructure required to enhance and strengthen the human capital base of PVTG communities; (ii) high levels of undernourishment and poor dietary practices (particularly women/children); and (iii) limited agricultural productivity, access to markets, and household incomes (Annex 2).
95. **Theory of change (ToC):** PVTGs are the most marginalized and vulnerable groups in India, characterized by their weak community engagement, planning and development processes; poor rural local institutions and weak capacity to access and deliver services to HHS; limited knowledge about diverse, safe and locally available nutritious food; limited adoption of climate-resilient diversified homestead production; poor adoption of climate-resilient agriculture and livestock practices; weak access to productive and resilient infrastructure; and feeble financial inclusion, financial literacy, and business management capacities. These underlining problems relate to three main **pathways of change**, which address three critical bottlenecks that prevent PVTG communities from overcoming poverty, and improving incomes, nutrition security and resilience in the state of Odisha. These include: (i) weak planning and service provision capacity of community based organizations (CBO) and delivery mechanisms, which limits participation and ownership in shaping their own development priorities, social services and basic infrastructure required to enhance and strengthen the human capital base of PVTG communities; (ii) high levels of undernourishment and poor dietary practices (particularly women/children); and (iii) limited agricultural productivity, access to markets, and household incomes (Annex 2).
96. To address these major challenges OPELIP-II will implement complementary interventions, which will combine efforts on: (a) strengthening community structures and delivery mechanisms, and increasing awareness and knowledge about supporting services and programs; (b) improving knowledge and adoption of healthy and safe diets based on tribal food heritage and biodiversity, and increasing homestead food production and access to nutritious diets; and (c) closing critical gaps in NRM infrastructure, promotion of climate-resilient agriculture and biodiversity practices, enhancing productivity and marketing of crop and livestock, and strengthening access to services & finance. The program is designed based on five foundational elements, which are both the building blocks to achieve the outcomes in each of the pathways of change, and the driving forces for achieving lasting changes high performance in building a demand-driven, resilient, and productive agriculture and reducing household food insecurity and malnutrition in PVTG communities. These elements are: (a) supporting community-driven development and institutional and governance strengthening; (b) promoting nutrition, gender, youth, tribal, and socio-economic inclusion; (c) promoting NRM and climate-resilient practices and technologies; (d) strengthening access to productive and post-production infrastructure; and (e) facilitating private sector engagement.
97. **Community-driven development and institutional and governance strengthening:** Strengthen existing and developing new VDAs to mainstream inclusive community development to drive public and social services based on the priority needs of the PVTGs and to ensure sustainability and effective management of community productive and risk-reduction assets. Capacity development and public investment support will enhance households' access to services, capacity building, and productive assets, which are expected to result in higher productivity and incomes.
98. **Promoting nutrition, gender, youth, tribal, and socio-economic inclusion:** Considering women as agents for positive change to address drivers of poverty and low incomes in PVTGs, OPELIP-II mainstreams a perspective of gender equality throughout all its interventions. Gender-sensitive investment programmes that build women and men's skills and confidence equally and remove discriminatory cultural barriers, are key to maximizing the capacity of individuals and collectives. The programme's investments integrate specific actions to address gender disparities in PVTGs, discrimination and the key constraints that limit women's participation in economic opportunities and undermine their role in the society.<sup>[24]</sup> Women SHGs will be leveraged in all also to deliver focused modules on nutrition and WASH, and the programme will promote optimum nutrition behaviors to improve the diets of adolescent girls, women and children. Youth will be targeted through specific activities such as microenterprise development.
99. **Natural resource management and climate-resilient practices and technologies:** The inclusive nature of the VDAs will be leveraged for participatory NRM that integrates indigenous knowledge systems (including identification and conservation of relevant biodiversity and agrobiodiversity species as per Biodiversity action plan) with modern practices and technologies. Such VDA shall be backed by participatory geospatial semi watershed planning that can identify biodiversity hotspots, climate trends, water source and areas particularly sensitive to erosion / priority for erosion control per watershed etc. Communities will be supported in adopting a sustainable, nutrition-sensitive, and demand-driven approach to address the interlinked problems related to production and sustainable use of natural resources and adaptation to climate change. This will be achieved by mainstreaming adaptable and tested climate-resilient technologies and practices (water and soil management, improved seeds and breeds (as well as identification of locally relevant species), energy-efficient cooling, and processing facilities, etc.), involving all actors, and throughout the agrifood sector, and through tech-driven facilitation of community owned natural resources management plans, investment in restorative and productive infrastructure, technical assistance, and land titling.
100. **Strengthening access to productive and post-production infrastructure:** The rehabilitation and construction of diverse types of infrastructure will be a key building block to reduce disaster-related risks, increase agricultural productivity, and improve post-harvest handling, storage, and processing capacities. The programme will use business plans-based co-investment modalities, where the communities and households contribute to the costs of investments.
101. **Facilitating private sector development:** Private sector investment along the target sub-sectors is the foundation for accelerating adaptation to and growth in PVTG communities. OPELIP-II's public investments aim to create the conditions to attract private sector investments into the priority value chains, and to prepare farmers and SMEs to investment in their economic activities. Planned investments include targeted support in the form of matching grants and the promotion of productive alliances, and linkages with financial institutions, agrifood enterprises, and producer organizations.

102. **Assumptions:** Some of the underlying assumptions on which the ToC rests include: (a) policies for tribal development, political stability, and security situation allow communities' access to economic opportunities and natural resources; (b) stable and competent programme implementation structure till last mile; (c) SHGs continue to receive capacity building support from the OLM mission; (d) community based creches continue to receive support from GoO (c); (e) natural disaster do not disrupt the NRM and livelihood interventions; and (f) different line departments converge with investments in development efforts in PVTG communities.
103. **Strategic approach:** Considering the mix of villages that were already supported by OPELIP (541 villages) and the 1,138 PVTG villages that are new to IFAD project interventions in the State, and also the need to use a more bold strategy to deepen the impact of IFAD investments on nutrition, sustainable agriculture and livestock intensification, and small and micro enterprise development, OPELIP-II will utilize a **two pronged (consolidation and transformation) approach** to reach the full range of target PVTG villages in fashion that prioritizes the current priority needs in target PVTGs. The work in each village, will either follow a consolidation process (OPELIP villages), or a transformation process, which will target new PVTG villages with a revamped comprehensive set of activities.
- **Consolidation (OPELIP villages):** following the development of updated consolidation Village Development Plans (VDP), the proposed program will work to consolidate the work done in OPELIP villages to strengthen community governance and capacities, while also placing important efforts on deepening the involvement of households in nutrition activities (e.g. behavior change using PLA), sustainable agriculture intensification (existing clusters; climate-resilient technologies), NRM, climate-resilient crop and livestock practices (blending tribal & technical knowledge) & biodiversity, improving NTFP collection and marketing, strengthening the utilization of post-harvest and processing facilities and product aggregation, strengthen linkages with a diversified number of markets, and promotion of SMEs and access to finance.
  - **Transformation (new villages):** following the development of new transformation Village Development Plans (VDP) and utilizing an enhanced field implementation modality, which brings more effective service delivery closer to farms and households, OPELIP-II will implement the full range of activities to strengthen community governance and capacities, involving households in nutrition behavior change using PLA & home food production, sustainable agriculture intensification, NRM, climate-resilient crop and livestock practices & biodiversity, improving NTFP collection and marketing, improving/constructing productive, resilience-building and post-harvest infrastructure, strengthening linkages with markets and institutional buyers, and promoting SMEs and access to finance in a culturally relevant manner.
104. **New implementation modalities and phasing:** given the need to improve the quality of last-mile service delivery, OPELIP-II will implement important changes in the composition of the technical expertise that will be used at the MPA and village levels. There will be three key human resources (CRP, Krushi Saathi and Nutri sathi) at village level reporting to VDC and supporting various aspects of village development like institution building, financial administrative function, agriculture and NRM activities, nutrition focused PLAs, etc. The FNGOs will continue to play an important role on delivery, however the CRP will no longer be part of their pull of staff supporting the programme. Also, the recruitment, training, monitoring, and performance appraisal of FNGOs (also of CRPs, Krushi Saathi and Nutri sathi and other service providers) will receive much higher attention enabled by the increased technical capacity at the PMU and MPA levels. Since the delivery of the programme is grounded on local structures, both the consolidation and transformation phases will start in the first year of the programme, with the first two years tending to focus more on community empowerment and institutional capacity building activities, while year's 2-7 on nutrition, agriculture, livestock and marketing, and enterprise development activities.

## F. Alignment, ownership and partnerships

105. **Alignment with SDGs:** The programme will contribute to the welfare of the most vulnerable groups amongst the tribal communities in Odisha through a transformation approach that will enable the communities and households to manage their natural resources and productive assets, further engage in sustainable climate resilient farm and off-farm livelihood activities and manage dietary and nutrition practices. Through this transformative approach, the programme will contribute to the achievement of the following SDG goals: SDG1 (no poverty), SDG2 (zero hunger), SDG5 (gender equality), SDG8 (decent work and economic growth), SDG10 (reduced inequalities) and SDG13 (climate action).
106. **Alignment with Government of India:** The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-27 developed by UN in close collaboration with NITI Aayog, reflects the alignment with national policy and localization of SDG implementation through the existing federated structure of India. The framework focusses on four priority pillars of People, Prosperity, Planet and Participation. Through OPELIP II GoO and IFAD will be contributing to all the four pillars as follows: People & Participation: through community-driven development and institutional and governance strengthening of PVTG communities, including specific support to integrate climate resilience, nutrition and biodiversity in planning across interventions; Prosperity: promoting nutrition, gender, youth, tribal, and socio-economic inclusion, strengthening access to productive and post-production infrastructure; and lastly, Planet: promoting NRM and climate-resilient practices and technologies. In addition, the knowledge management policy in OPELIP-II will focus on building a repository of successful development models generated in OPELIP, and adopting best practices, making OPELIP II a lighthouse programme for other states with PVTG populations and provide lessons learned and best practices for the development in areas predominantly habited by IPs globally. IFAD will play collaborate with the GoI to facilitate potential SSTC opportunities in these areas. OPELIP-II is also well aligned with the GoI's multi-pronged approach<sup>[25]</sup> to tackling poverty amongst the target group and complements the recently announced India Pradhan Mantri PVTG Development Mission.<sup>[26]</sup> The latter aims to improve socio-economic development of the PVTGs tribal communities in a comprehensive manner, while retaining their culture and heritage by adopting a habitat development approach to fill in the critical gaps in development. Increase of 71% in the overall outlay for the Ministry of Tribal Affairs further reflects the strategic focus on the tribal communities.
107. **Corporate priorities:** The programme is fully aligned with IFAD policies for indigenous people, gender equality and women's empowerment, and environment and natural resource management consistent with IFAD action plans for mainstreaming gender, rural youth, nutrition and environment and climate change. In addition, three strategic framework objectives of IFAD are at the core of the proposed programme: (i) increasing the productive capacity of poor rural people; (ii) increasing their benefits from market participation; and (iii) strengthening the environmental sustainability and climate resilience of their economic activities. OPELIP-II addresses two of IFAD's mainstreaming priorities by being an IP focused and nutrition sensitive programme. In this regard, the programme strategy to address these two corporate mainstreaming priorities is anchored, on the one hand, on the FPIC principles, which is mainstreamed in IFAD projects, as part of its Policy on Engagement with Indigenous Peoples (2009) and as a criterion for programme approval. On the other hand, on IFAD's Nutrition Action Plan (NAP) 2019-2025, which have guided OPELIP-II design to mainstreaming nutrition throughout the programme components.
108. **Country ownership:** The strategic focus of GoO remains on the tribal communities and specifically the most vulnerable marginalized PVTG villages and households. The decision of extending the OPELIP to left out villages identified during the mid-term of current phase of the programme reflects the commitment to empowerment of PVTG communities. Also, extension of the tried and tested model to left out villages is timely, for it could act as a site of learning, and lessons that could inform and influence the design of the national PVTG Mission. In addition, the focus on the target group is well aligned and endorsed by the GoI during the recently concluded COSOP result review validation exercise. The STSC Department took the lead in the development of a Preliminary Project Report (PPR) and was also presented at Programme Steering Committee, Chaired by Chief Secretary where necessary approvals from various line departments and the finance department was obtained. After the approval, it was submitted to the Department of Economic Affairs, Ministry of Finance, GoI, along with Niti Ayog, Ministry of Tribal Affairs, Ministry of Agriculture and the Ministry of Rural Development for inputs and subsequent posing by DEA to IFAD. The proactive approach of the GoO and STSC Development Department reflects the ownership and commitment towards the welfare of the PVTG communities.

## G. Costs, benefits and financing

### a. Project costs

109. The programme costs were developed in close consultation with staff of the state government and other stakeholders of the programme on the basis of: (i) a 7-year programme implementation period from FY 2024/25 to FY 2030/31; (ii) local inflation rate of 4%, which was used to compute the price contingencies;<sup>[27]</sup> (iii) current exchange rate of INR 82.0 for 1 US\$; (iv) 18% taxes for most of the cost items; and (v) physical contingency rate of 2%. Expenditure and Disbursement Accounts are in line with the IFAD standardization of expenditure categories based on circular IC/FOD/02/2013.
110. The total programme cost inclusive of taxes and duties amounts to USD 284.2 million over a seven-year implementation period. All costs are estimated based on currently prevailing prices in Odisha, India. Programme costs by component are presented in Table 2.1. Programme financing including 6% contingencies by components are: US\$ 82.0 million for Component 1. Community empowerment and institutional strengthening (28.9 percent of programme costs); US\$ 42.8 million for Component 2. Sustainable food and nutrition security (15.0 percent of programme costs); US\$ 139.3 million for Component 3. Improving agricultural productivity, market linkages, and incomes (49.0 percent of programme costs); and US\$ 20.1 million for Component 4. Programme management, monitoring, evaluation, and learning (7.1 percent of programme costs).

**Table 2.1. OPLEIP II costs by component (and subcomponents) and financier**

(Thousands of United States dollars)

	Govt. of Odisha		IFAD		District Mineral Funds		Beneficiary Contribution		CCD		MGNREG A		FARD		Formal Financial Institutions		Other schemes		Total		
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
<b>A. Community Empowerment and Institutional Strengthening</b>																					
1. Community-driven development planning and	1,791	50.0	1,791	50.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,581	1.3
2. Improving delivery mechanisms of community	16,414	20.9	16,414	20.9	3,996	5.1	-	-	7,253	9.2	34,399	43.8	-	-	-	-	-	-	-	78,476	27.6
<b>Subtotal</b>	18,205	22.2	18,205	22.2	3,996	4.9	-	-	7,253	8.8	34,399	41.9	-	-	-	-	-	-	-	82,057	28.9
<b>B. Sustainable Food and Nutrition Security</b>																					
1. Behavior change and nutrition education	16,940	46.6	16,940	46.6	-	-	-	-	-	-	-	-	-	-	-	-	-	2,470	6.8	36,349	12.8
2. Promotion of homestead food production	3,215	50.0	3,215	50.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,425	2.3
<b>Subtotal</b>	20,155	47.1	20,155	47.1	-	-	-	-	-	-	-	-	-	-	-	-	-	2,470	5.8	42,775	15.0
<b>C. Enhancing rural livelihoods, agricultural p</b>																					
1. Sustainable intensification of climate-resilient	32,288	34.4	32,288	34.4	-	-	-	9,027	9.7	-	7,932	8.5	9,428	10.0	-	-	-	2,845	3.0	93,837	33.0
2. Marketing and value addition	960	3.6	960	3.6	-	-	-	-	-	-	-	-	-	-	25,038	26.7	-	-	-	26,998	9.5
3. Microenterprise development and access to f	5,610	30.4	5,610	30.4	-	-	-	7,212	39.1	-	-	-	-	-	-	-	-	-	-	18,432	6.5
<b>Subtotal</b>	38,857	27.9	38,857	27.9	-	-	6,239	11.7	-	7,932	8.7	9,428	6.8	25,038	30.0	2,845	3.0	-	-	139,267	49.0
<b>D. Project Management, M&amp;E and KM</b>																					
1. Project Management, M&E and KM	11,046	54.8	5,085	45.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,141	7.1
<b>Total PROJECT COSTS</b>	82,281	31.1	86,330	30.4	3,996	1.4	6,239	5.7	7,253	2.6	42,331	14.9	9,428	3.3	25,038	8.8	5,315	1.9	-	284,240	100.0

111. IFAD loan will finance USD 86.3 million (30.4%) of the total programme costs. The counterpart funding by Government of Odisha is USD 88.2 million (31.1%), and the beneficiary contribution is USD 16.3 million (5.7%). The key schemes that will be leveraged through convergence include MGNREGA, District Mineral Funds, CCR and contribution from FARD and other schemes of the state government. The total convergence leveraged will be 68.3 million (24.1%) and an additional USD 25.0 million (8.8%) will be leveraged through formal financial institutions.

**Table 2.2. OPLEIP II costs by expenditure category and financier**

(Thousands of United States dollars)

	Govt. of Odisha		IFAD		District Mineral Funds		Beneficiary Contribution		CCD		MGNREG A		FARD		Formal Financial Institutions		Other schemes		Total		
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
<b>I. Investment Costs</b>																					
Civil Works	17,501	19.1	17,501	19.1	3,996	4.4	-	-	7,253	7.9	42,331	46.1	-	-	-	-	3,144	3.4	91,735	32.3	
Goods, Services and Inputs	32,768	49.3	32,768	49.3	-	-	-	-	-	-	-	-	-	-	-	-	944	1.4	66,481	23.4	
Training and workshops	11,294	50.0	11,294	50.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22,588	7.9
Grants and Subsidies	16,896	19.7	16,896	19.7	-	-	16,269	19.0	-	-	-	-	9,428	11.0	25,038	29.2	1,226	1.4	65,753	23.2	
<b>Operating Costs</b>																					
Total Investment Costs	78,459	29.1	78,459	29.1	3,996	1.5	16,269	6.1	7,253	2.7	42,331	15.9	9,428	3.5	25,038	9.1	5,315	2.0	264,517	92.8	
<b>II. Recurrent Costs</b>																					
Salaries and incidental operating costs	9,822	55.5	7,871	44.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,693	6.2
<b>Total Recurrent Costs</b>	9,822	55.5	7,871	44.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,693	6.2
<b>Total PROJECT COSTS</b>	88,281	31.1	86,330	30.4	3,996	1.4	16,269	5.7	7,253	2.6	42,331	14.9	9,428	3.3	25,038	8.8	5,315	1.9	-	284,240	100.0

112. The programme components and subcomponent cost distributed by the programme period is presented in Table 2.3. The 1st year takes 9.7% of the budget and the 7th year 5.1%. By midterm of the programme in FY 2027/28 the budget is expected to have disbursed in range of 68% of the total costs.

**Table 2.3. OPELIP-II costs by component and year**

(Thousands of United States dollars)

	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total
<b>A. Community Empowerment and Institutional Strengthening</b>								
1. Community-driven development planning and	1,830	1,751	-	-	-	-	-	3,581
2. Improving delivery mechanisms of community	14,121	16,761	10,417	10,867	13,066	7,869	5,375	78,476
<b>Subtotal</b>	15,951	18,512	10,417	10,867	13,066	7,869	5,375	82,057
<b>B. Sustainable Food and Nutrition Security</b>								
1. Behavior change and nutrition education	5,935	7,950	5,121	5,208	5,320	5,456	1,358	36,349
2. Promotion of homestead food production	14	3,103	3,182	30	31	32	33	6,425
<b>Subtotal</b>	5,949	11,053	8,303	5,239	5,351	5,488	1,391	42,775
<b>C. Enhancing rural livelihoods, agricultural p</b>								
1. Sustainable intensification of climate-resilient	2,176	12,329	25,175	29,704	17,189	6,572	692	93,837
2. Marketing and value addition	-	4,353	4,896	4,835	4,586	4,531	4,017	26,998
3. Microenterprise development and access to f	37	4,839	4,784	4,675	3,998	71	29	18,432
<b>Subtotal</b>	2,213	21,520	34,854	39,213	25,754	11,173	4,738	139,267
<b>D. Project Management, M&amp;E and KM</b>								
1. Project Management, M&E and KM	3,449	2,554	2,765	2,672	2,741	2,887	3,073	20,141
<b>Subtotal</b>	3,449	2,554	2,765	2,672	2,741	2,887	3,073	20,141
<b>Total PROJECT COSTS</b>	27,563	53,839	56,140	57,991	46,913	27,418	14,577	284,240

**b. Project financing/co-financing strategy and plan**

113. The programme is planned to be implemented over a seven-year period. The programme estimated cost is US\$ 284.2 million, including US\$ 86.3 million (30.4%) from IFAD financing, US\$ 88.2 million (31.1%) from Government Counterpart fund investment, USD 16.2 million (5.7%) from beneficiary contribution, and US\$ 68.3 million (24.1%) from other convergence (GoO & Gol departments.). The government financing will come from convergence activity and the Gol PVTG Mission. The programme legal documents will include retroactive financing provisions for US\$ 1 million to finance consultancy contracts from PDR approval until entry into force. Consultants will prepare AWPB and other procurement documents for the initial year of program activities. In addition, consultants will be responsible for other arrangements necessary to start program activities immediately after entry into force of the program.

### c. Disbursement

1. The GoO will pre-finance project expenditures. The State Finance Department will allocate necessary funds for the project each quarter, including the share of IFAD. On a quarterly basis, the project will submit WAs to IFAD via Federal MOF to reimburse IFAD's share of project expenditures. Once IFAD's share of expenditures is reimbursed to DA maintained by MOF, MOF transfers funds to the state treasury account to complete the reimbursement process.
2. **Cost categories:** The project will have five cost categories: (I) Works, (II) grants and subsidies (working capital, support for enterprises, and other support), (III) goods, services, and inputs (covering equipment, materials, consultancy services, etc.), IV training, and (V) salary and operating costs. Under IFAD Loan, the ratio of recurrent operating expenditures to total project financing is 9.1%, which is within the 15% limit. The recurrent cost share of the total project cost is 6.2%.
3. **Interim financial reporting (IFR):** A report-based disbursement modality will be applied to request funds from IFAD. The PMU will submit consolidated quarterly IFRs within 45 days from the end of the relevant quarter. Controller of Aids Accounts and Audit (CAAA) from MOF will submit a withdrawal application (WA) for reimbursement for the IFAD's share of the amount spent each quarter.
4. **Supporting documentation:** The most recent IFRs will be attached to each WA. IFAD may ask for additional supporting documents as deemed necessary.
5. **Designated accounts and project accounts:** The project will have a designated account maintained by Federal MOF at the Central Bank of India. PMU will receive quarterly budget allocations and funds to a project account (PA) opened with a local Odisha state (HDFC) bank. To minimize the risk of inadequate documentation and reconciliations, allocations to VDCs will be limited to VDC salaries, small operating expenditures, and agricultural work (soil conservation and irrigation systems) up to the contract amount of US\$ 10 000 equivalent. All other expenditures will be contracted and paid at the MPAs level. Moreover, the online banking system of HDFC Bank, where PMU currently maintains its project accounts, will be used to allocate funds to MPAs and VDCs. FNGOs will support VDCs to connect and transfer using HDFC's online banking system. In addition, the government's e-office software will be used to collect and file all supporting documents for each MPA and VDC transaction. As a result, HDFC online banking will eliminate the mismatch between VDC accounting records and Tally records, which was mainly caused by the time taken to process cheques issued by VDCs. The e-office system will resolve the missing/inadequate supporting documents for transactions managed by VDCs.

### d. Summary of benefits and economic analysis

114. The main direct programme benefits are increased and more diversified incomes of the targeted beneficiaries in the programme area from profitable and climate-resilient production systems. Specifically, this will result from: (a) development of agriculture clusters that are well connected to markets and support climate resilient production; (b) improvement in livestock productivity; (c) improved marketing, postharvest management, and processing; and (d) increased engagement in microenterprises. A total of 77,000 households will be supported through goat/sheep rearing and another 80,000 household will be supported by poultry. Livestock initiatives will be supported by enterprises such as feed mill units, hatchery units, etc. that will ensure strengthening of the value chain and supply of good quality critical inputs such as feed, pullets, etc. A total of 69,500 acres of land development will be supported by the programme that includes 18,000 acres under AICs and 12,000 acres under SSAG that will focus on production of crops along with assured irrigation facilities. Another 40,000 acres of land development will be supported for landless, FRA entitled land plots. The programme will also support more than 5,000 enterprises (group and individual) in the programme areas through a dedicated incubation facility that will support in the technological upgradation and access to finance.
115. The economic analysis assumes that the programme goal – a 30% increase in average real annual household income of the targeted households – will be achieved at the end of the programme. This assumption is considered realistic and is supported by the financial analysis (see Annex 4). Current estimates of average annual income of rural households in PVTG villages range from INR 17,655 to INR 61,738<sup>[28]</sup> and an average annual household income of INR 41,499. Assuming (a) a present average annual household income of INR 41,499 (to be verified by the programme's baseline study); (b) an average annual inflation of 4.0 percent; and (c) an average annual real household income increase of 3 percent over the programme period that would take place without the programme; a 30% increase in average annual real household income of the targeted households would result in an annual household income of INR 73,833 by the end of the programme (compared to around INR 56,795 without the programme).
116. The economic internal rate of return (EIRR) of the programme over a 20-year period with a 10% social discount rate comes to 14.9% with a NPV of INR 3,335.6 million (USD 39.7 million). The results of the sensitivity analyses showed that even if cost increases by 20% or when benefits decrease by 20% the EIRR is above the discount rate thus indicating the programme results are robust to changes in conditions.

#### e. Exit Strategy and Sustainability

117. The sustainability and exit strategy of the programme lies on two main elements. First, on strengthening community-driven governance and capacity of local community institutions. These are central to ensuring the continued participation of the communities in development processes, advocacy, and planning. OPELIP has demonstrated the benefits of inclusive planning undertaken at the village level and these will be further deepened in OPELIP-II with the initiation of the micro-planning process at the household level. The focus of the programme is to build stronger community institutions and help them to reach a stage of maturity by end of the programme. This will lay the basis for stronger ownership and community-led participatory planning and implementation of local development activities. Despite of the successes of OPELIP on community strengthening and empowerment, the programme also experienced in some contexts issues related to vulnerability factors affecting the capacity of community-based organizations (CBOs) (i.e. Self-Help Groups, VDAs, and VDCs). Thus, OPELIP will place a much stronger emphasis on improving the process of formation and strengthening of these CBOs, by ensuring a more inclusive process in the formation and operation of these structure, increasing their capacities to operate as CBOs (groups), better linking them with sources of trainings and services, improving the way that CBO activities are funded through programme support, and improving their individual productive efforts in the context of their households. These should lead to strengthened organizations that will be empowered, have built-in capabilities to lead development processes, and be able to sustain the accrued programme benefits beyond the life of the programme. The investment, technical and financial support to CBOs and their cadre will taper off on a yearly basis during the programme life.
118. Second, OPELIP-II is set to generate bold lasting impacts in the way that households, farmers, livestock producers, and SMEs conduct their household, productive, and economic activities. By supporting capacity development, fostering financial and environmental sustainability, and promoting engagement of value chain operators in commercially viable and mutually beneficial business relationships, smallholder farmers, women, youth, and SMEs in PVTG communities will be in a stronger position to continue developing their productive capacities and investing in the present and future of their families and communities. The programme focuses on improving dietary diversity and nutrition security will generate household and individual level changes that will have a powerful impact on their level of labor productivity, and productive and income generation capacities (details on the exit strategies used in each component are provided in the PIM).
119. OPELIP's experience and lessons learned is a major element used to strengthen the impact and sustainability of programme activities. Thus, not only the programme will harness the knowledge generated in OPELIP to improve the sustainability of OPELIP-II's activities but will also stimulate knowledge exchange between new villages and the ones that participated in OPELIP. This will foster solidarity among villages which are ahead in the development and those that are just starting their planning and implementation processes.

### 3. Risks

## H. Project risks and mitigation measures

120. **Key implementation risks:** there are several implementations risks that OPELIP-II will face and measures will be put in place to mitigate them, including:
121. **Start-up delays:** National and state elections are due in the 2<sup>nd</sup> quarter of the 2024 and the model code of conduct<sup>[29]</sup> will go into effect a month before until the finish of electoral processes. During this time, no activity can be initiated. To avoid these delays, PMU in collaboration with IFAD will prepare a "Readiness Action Plan" for smooth transition from phase one to the new programme.
122. **Engagement of the last-mile service provider:** Engagement of FNGOs is critical for timely initiation of the programme activities. This would entail including the process of onboarding FNGOs as a critical activity in the Readiness Action Plan. In OPELIP, FNGOs engagement was done for the whole programme period, leaving little room for performance-based course correction. For the second phase, it will be important for the programme to carefully define the engagement modalities All FNGO contracts should be advertised and recommended for award prior to entry into force. Price adjustments to be done for long term contracts beyond 24 months. Performance evaluation and achievement of identified deliverables is a compulsory provision and any shortfall to be followed up for resolution.
123. **Bottom-up community-driven development (CDD):** A weak VDA may compromise the level of community engagement and ownership which is highly needed for the success of OPELIP-II. The CRPs will have to play a key role managing the village development operations, including the support to the financial management, which under OPELIP are performed by FNGOs, potentially impacting the sustainability of the decentralized model introduced through VDAs.
124. **Social cohesion and governance structure:** There is a strong social cohesion and existing governance system within the PVTG communities. The VDA model, if not implemented correctly, may risk diluting the existing systems and affecting social cohesion. The programme must ensure inclusion of both PVTG and non-PVTG households in VDAs/VDCs, considering the existing governance/clan system in PVTG communities.
125. The Inherent FM risk is Substantial due to: (i) potential low FM staff capacity at implementing agencies; (ii) the complex nature of implementation arrangements, including the need for maintaining accounting records for over 1,000 VDCs/FNGOs in the project accounting software; and (iii) potential internal control weaknesses at MPAs and VDCs. OPELIP-II design includes competitive recruitment of good quality and enough FM staff for PMU and MPAs, limiting fund allocations to VDCs, the introduction of e-office filing system for all expenditures at VDCs, FNGOs, and MPAs levels, the introduction of the online banking system for all implementing partners to mitigate risks. In addition, development of PIM and FMM with clear roles for supporting documents filing and accounting record keeping for all implementing partners such as MPAs, VDCs, and FNGOs, implementation of cloud-based Tally accounting software for accounting record keeping, financial reporting and accounts reconciliations and use of the services of a consulting firm to reconcile accounts of the VDCs. Another risk is that the government may delay the implementation of project activities. The project legal documents will include retrospective financing provisions to finance consultancy contracts from PDR approval until entry into force. The amount of the retroactive financing will be US\$ 1.0 million, subject to adjustments during project negotiations. PMU consultants will prepare AWPB and other procurement documents for the initial year of project activities. In addition, consultants will be responsible for other arrangements necessary to start project activities immediately after entry into force of the project.

## I. Environment and Social category



126. The proposed environmental and social category for OPELIP-II programme is substantial, based on the SECAP screening tool. The rating has been revised after the field mission by the SECAP and climate specialists in late July 2023. The programme covers a large geographic area and the size of the population affected by programme interventions is significant.
127. **Biodiversity risks:** Has been assessed substantial mainly due to inherent risks specific to this region that are outside of project control, especially in the case of convergence schemes that will have to be closely monitored during design. In this framework, a Biodiversity Impact Assessment (which will incorporate the Biodiversity Action Plan) for the assessment is necessary. The PDT prepared the ToRs for the assessment. Programme areas include, or share a boundary with restricted areas, forest areas, and biodiversity-sensitive ecosystems. The programme will have a zero-forest encroachment and deforestation strategy, plans not to impact on any sensitive areas or result in loss of natural habitat and biodiversity. The programme will not involve inputs of fertilizers and other chemical products. Good climate-resilient agricultural practices will be promoted for crop production and livestock. However, since the programme area is primarily rainfed, crop production may be impacted by seasonal changes and unpredictable precipitation, namely: changing timing of the rainy season, intense rainfall, reduced or extended rainy periods, intermittent long gaps in the rainy season, etc. Steep topographical feature is likely to be adversely affected during extreme rainfall leading to landslide/soil erosion. Proximity to protected areas/wildlife sanctuaries, dense forest cover may also impose constraints to programme interventions, and this may need to be appropriately mitigated.
128. **Resource efficiency and pollution prevention:** The risk for this is moderate as the programme will promote only organic and natural inputs. However, to mitigate any risk, a Pesticide Management Plan (PMP) will be structured in the programme early implementation. The PDT prepared the ToRs of the assessment.
129. To improve drinking water facilities and irrigation in remote communities a run-off river scheme will be implemented. The run-off river scheme comprises a temporary bund structure across the water course to divert and convey a part of water of the stream (around 5-10%) under gravity through buried pipeline and distribution outlets. The downstream flow pattern is not changed as a minimal part of the water from stream is diverted to outlet. The downstream villager's dependent on the same flow is getting the benefit and not deprived of the stream flow as total water is not stored by constructing big masonry check dam. **Cultural heritage risks:** have been reassessed moderate, given the participatory approaches the programme will carry, and the practices observed in the field, where tribal communities participated in the decision making of infrastructure that could have any impact on sites, structures, or objects with historical, cultural, artistic, traditional, religious values, or intangible forms of culture. OPELIP-II shall rely on FPIC and will not allow any activity with adverse impact on cultural heritage.
130. **Indigenous people:** The risk is assessed as substantial as the programme builds on the experience engaging the PVTGs and tribal communities in Odisha. The programme is designed to: (i) secure ownership of and access to lands and territories to tribal groups; (ii) strengthen their institutions; (iii) ensure free, prior, and informed consent (FPIC); (iv) value tribal knowledge systems; and (v) promote the nutritional benefits of traditional food and practices via programme activities. The programme will be nutrition sensitive and prioritize tribal groups. The FPIC implementation plan is part of the design, encompassing the whole of Component 1, including adequate budget allocation, and given that the totality of target population belongs to tribal groups, the Indigenous Peoples Plan will not be a stand-alone document but integral part of programme design.
131. **Labor and working conditions:** The risk is assessed as moderate. The programme will promote and use technologies and practices that do not pose occupational safety and health risks, including dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; and ergonomic hazards. Discriminatory practices, gender inequality and unequal opportunities, denial of freedom of association and collective bargaining have been assessed and the programme will promote better working conditions. Labour Management Procedures have been developed at design and will be continuously updated during implementation.
132. **Community health, safety, and security:** The risk is assessed as moderate. The programme is nutrition sensitive and has analyzed nutritional aspects carefully. OPELIP worked in water management provided support to PVTG communities to lower risk of water borne diseases. Impacts on ecosystems and ecosystem services relevant to communities' health as well as gender-based violence, including sexual harassment, exploitation, and abuse, because of labor influx, land redistribution, or other actions that alter community dynamic have been assessed and the programme through its participatory approaches will actively seek to avoid any of those risks.
133. **No resettlement will be implemented by the programme.** The risk is assessed as moderate. Run-off river schemes are based on socio-environment, economic and technical feasibility studies, which evidence that there will be no submergence affecting the villages settled on the upstream of reservoir area. Hence, there is no issue regarding rehabilitation and resettlement while implementing DBI schemes.
134. **Financial Intermediaries and direct Investments.** The risk is assessed as low. The risks are evaluated based on the institution's capacity, portfolio classification, compliance with the local legal framework, communication with stakeholders, and provision of support services. Overall, the risks are generally rated as low for various criteria, indicating a relatively low likelihood and consequence of negative outcomes.

## J. Climate Risk classification

135. The SECAP climate risk rating stands as moderate. The climate risk screening is composed by the following steps: i) hazard identification; ii) exposure assessment; iii) sensitivity Assessment; and iv) adaptive capacity and climate resilience (Annex 5). The main climate change-related impacts in the programme area are associated with:

- Changes in temperature (CMIP5 climate projection of 1.9°C temperature increase according to RCP 8.5 for 2040-2059 timeline period and 3°C temperature increase for the period 2060 -2079) - increased maximum and minimum temperatures, particularly in the summer, and the effect of heat stress on agricultural and livestock productivity.
- Future precipitation changes (-4% to +8% change comparing with the 1986- 2005 baseline) and uncertainty in precipitation distribution (duration, intensity, frequency of extreme wet or dry events – particularly during the monsoon), and effect on water availability to PVTG households – including drinking water and limitations on number of agricultural seasons. The analysis found an increased trend in annual rainfall and a decreasing trend in annual number of rainy days.
- New incidences of weather-related disasters such as hailstorms, wildfires, landslides in hilly regions, livestock diseases and pests. Out of the 14 districts targeted for OPELIP-II, 2 districts (Dhenkanal, Jajpur) are vulnerable to flooding and 2 districts (Ganjam, Gajapati, Keonjhar, Mayurbanj) are currently vulnerable to wind and cyclone.

136. Due to the increasing climate change dynamic and its negative impact in the programme area (depletion of soil nutrients, soil erosion and landslides, floods and increase in pest and disease) there is a need to integrate climate-resilient good agricultural practices and technologies that can strengthen local livelihoods and improve sustainable agriculture. In addition, water and soil conservation measures, rainwater harvesting, appropriate crop selection, sustainable harvesting, and improved processing of NTFP, and community-based disaster management system may also be proposed as mitigation measures. Smallholder farmers and target groups display a moderate awareness of climate risks and related adaptive and mitigation measures. Programme efforts to build the adaptive capacities of its beneficiaries will emphasize the need for disaster risk planning, climate resilient cropping, and reduced post-harvest losses, among other interventions that build the beneficiary's capacity to cope with, or recover from, the effects of climatic shock events.

## 4. Implementation

### K. Organizational Framework

#### a. Project management and coordination

137. **Organizational Structure:** The institutional capacities and structures built/strengthened during OPELIP will be a starting ground for the implementation arrangement of this new phase. The Scheduled Tribes and Scheduled Castes Development Department (STSCDD), Government of Odisha will continue to be the lead implementing agency, which through 3-tier implementation structure at State, MPA and Village levels, will effectively implement the programme. Implementation arrangement at State and MPA levels has the capacities in terms of planning, procurement, financial management, monitoring and evaluation, interdepartmental coordination, setting up and managing basic implementation structures in decentralized locations, designing participatory local community operations manual, etc. However, the implementation and coordination arrangement will be strengthened in the areas of FM, procurement, and environmental and social safeguards management at the MPA and community levels. The institutional anchoring and coordination will have two main pillars: (1) *Governance*, through three Committees at State, PMU and MPA levels, chaired by Government officials; and (2) *Management*, through PMU, MPA and VDA for a decentralized community-driven approach.

138. **Executing agency:** The STSCDD, GoO is the main implementing agency. The loan funds from IFAD will flow through the state government to STSC Department to PMU, which will be responsible for implementing the programme as per programme design report and programme implementation manual – PIM (Annex 8).

139. **Governance and oversight:** At the State level a high level Programme Steering Committee (SLPSC) chaired by the Development Commissioner/Chief Secretary with Commissioner cum Secretary STSCDD as the member secretary and other members from key line departments like Agriculture, [Fisheries & Animal Resources Development Department](#), Finance Department, Department of Revenue, etc. will provide overall oversight and governance to the programme. The second layer of oversight will be by the State Level Programme Management Committee (SLPMC), chaired by the Commissioner cum Secretary STSCDD and Programme Director as the member secretary and other members will include representation from key line department. In addition, at MPA level, District Programme Implementation Committee (PIC) of OPELIP chaired by District Collector with representation from key department will continue for existing 17 MPAs, and new PICs will be formed in the two new districts (Jajpur & Dhenkanal).

#### 140. **Management (Implementing Agency)**

- **Programme Management Unit:** Existing PMU set-up within STSC Department will continue to provide platform for the next phase. Compared to the existing arrangement, in the new phase implementation structure will be strengthened to manage the increase scope of the programme. The Program Director, reporting to Commissioner-cum-secretary STSC Department who will be ex-officio Chief Programme Director (CPD), will head the PMU. CPD will support the linkages with other Government Departments, achieving high-level coordination efforts on Government priorities, and providing strategic and fiduciary oversight. The MPAs are the subordinate institutions to the STSC Department and at the district level, District Collectors are responsible for coordination. Any operational guidelines involving both Government line departments and MPAs will be better received and implemented if Commissioner-cum-Secretary STSC Department is the CPD. The PMU will be strengthened with more thematic area experts, including: (i) a SECAP specialist, (ii) a gender and nutrition specialist to oversee the work of a technical agency responsible for the nutrition-related work, in line with best practices in OPELIP I; (iii) a PVTG/ST expert to be seconded by SCSTRTI to cover more specifically the Indigenous/Tribal aspects of the programme, and (iv) support staff to deliver the key management and technical functions to MPAs and VDAs and overseeing implementation, coordinating financial management, policy support, M&E and KM. *Micro-project Agencies:* MPAs headed by the Special Officer and supported by Welfare Extension Officer seconded by the State Government, will continue to get operational support through programme staff at MPA level (Programme Manager, Institution Building Officer, and other thematic areas experts) to coordinate the implementation on the ground. FNGOs will support the MPA for the last mile delivery, mirroring the thematic areas expert at the MPA level.
- **Village Development Association:** Learning from OPELIP's implementation, the sustainability of VDAs beyond the programme implementation period as part of community-driven development is of utmost importance. This would entail empowering them even more by entrusting responsibility of few last mile delivery workers and community-based organizations like Community Resource Person, Producer Collectives, and SHGs. The planning process will be initiated with the community at the level of the natural village with the support of the NGOs and respective MPAs.

141. **Outsourcing:** With an enhanced implementation structure, the programme will need to strengthen staffing, the hiring process of which will be outsourced to a Human Resources Agency as a service provider to facilitate the hiring process of additional staff required and the selection of technical agencies for professional support at all levels.

#### **b. Financial Management, Procurement and Governance**

1. **Disbursement:** The Government of Odisha will pre-finance project expenditures. The State Finance Department will allocate necessary funds for the project each quarter, including the share of IFAD. The project will submit to IFAD quarterly WAs to reimburse IFAD's share of project expenditures. Report-based disbursement modality will be applied to request funds from IFAD. The PMU will submit consolidated quarterly IFRs within 45 days from the end of the relevant quarter. The CAAA will submit WAs for IFAD's reimbursement of its share of the amount spent each quarter. The Federal MOF will maintain the DA at Indian Central Bank. Once IFAD's share of expenditures is reimbursed to DA maintained by MOF, MOF transfers funds to the state treasury account to complete the reimbursement process.
  2. **Staffing:** PMU will have a Finance Officer and three accountants, each MPA with less than 100 VDCs will have one accountant, and MPAs will have two accountants when the number of VDCs is more than 100. Each FNGO will have one accountant, and they will help VDCs maintain accounting records. PMU will ensure a transparent and inclusive recruitment process for FM staff to ensure the selection of the best available candidates.
  3. **Planning and budgeting:** Annual project budgets will be prepared within the overall government budgeting process. The PMU will coordinate preparing and submitting accurate and realistic budgets from local MPAs. MPAs, will ensure that realistic budgets are collected from all VDCs and FNGOs in their respective areas. The draft AWPB, split by components, categories, and sources of funds, will be sent to IFAD 60 days before the start of the relevant financial year for "No Objection." Upon approval of the program wide AWPB, the PMU will enter the AWPB activities of each MPAs into Tally accounting software.
  4. **Funds Flow:** The GoO will transfer funds based on the approved budgets to the PMU PA. The PMU will use an online banking system to allocate funds to each MPA, VDC, and FNGO based on approved AWPBs. VDCs will be given funds only for VDC-level salaries and project investment expenditures that cost less than INR 820,000 (approximately US\$ 10,000 equivalent). All other investment expenditures will need to be contracted and paid by MPAs.
  5. **Internal control: Potential weak internal controls over accounting record-keeping for and reconciliation of accounts of more than 1000 VDCs will be critical challenges for the project. The project will follow Government regulations in payments, funds flow, and treasury operations. However, PIM and FMM will be developed to include detailed roles and responsibilities for all project staff. In addition, the FMM will include specific procedures for segregating duties among FM staff. The project will employ necessary FM resources, including FM staff and consultants, to carry out quarterly reconciliation of VDCs' books of accounts with Tally records maintained for all MPAs. The online banking system of HDFC and e-office software will mitigate the risk of inadequate accounting record keeping and filing of supporting documents. Consultants will be hired to prepare internal audit reports each semester.**
  6. **Accounting systems, policies, procedures, and financial reporting: OPELIP-II will adhere to the GoI budgeting and accounting rules. Tally Accounting Software will be used for accounting record-keeping and financial reporting. The project will need to install and customize cloud-based Tally accounting software that will include automatic IFRs generation and reconciliation of implementing partners' accounts. In addition, government's e-office software will be used to collect, file and archive supporting documents for each transaction recorded in Tally for all 1000+ VDCs, MPAs, FNGOs, and PMU.**
  7. **External audits:** The state-level Comptroller and Auditor General (CAG) office will audit project annual financial statements to expand the use of country systems. State level CAG office will issue audit reports within six months of the end of the financial year.
  8. **Country systems:** Government staffing, budgeting, funds flow, accounting and audit standards, and local SAI (CAG) will be used to implement OPELIP-II.
142. **Lessons learned:** IFAD-funded projects in India have issues with maintaining accurate financial records for hundreds of implementing partners such as VDCs, MPAs, and FNGOs. In addition, projects have problems with collecting and filing supporting documents for the accounting transactions recorded for VDCs. Therefore, OPELIP-II will ensure sufficient FM resources (FM staff and consultants) are employed to handle the workload to maintain accounting records for more than 1000 implementing partners. Also, e-office software will be used to collect, file and archive supporting documents. In addition, all projects in India had issues with the timely start of project activities after entry into force. Therefore, OPELIP-II will have a retrospective financing option.

143. The programme procurement under OPELIP-II will be undertaken as per IFAD Procurement Guidelines, 2020 and Procurement Handbook, 2020 as amended and using IFAD Standard Bidding Documents and other document templates. Odisha do not have any procurement law or centralized unit for regulating public procurement. Though the current programme followed IFAD Procurement Guidelines, there were significant weaknesses noted by the Missions and Audit reports, mainly due to non-availability of skilled procurement staff at the MPA level and a separate Procurement Staff at PMU was engaged only last year. Many activities were given to the community institutions to procure, without adequate assessment of capacity and internal controls. Lack of adequate procurement expertise and positions at different levels of implementation (PMU, MPA) had an impact on different pillars of assessment.
144. Procurement arrangements under the programme will be strengthened by establishing a Procurement unit headed by a Senior Procurement Specialist and assisted by a Procurement Officer and Assistant. In each of the MPA there will be a Procurement Assistant. The procurement risk assessment identified knowledge gaps at current PMU and there is a need to orient the current and new staff on IFAD Procurement Guidelines and other systems. These gaps will be addressed through a comprehensive training programme. Other mitigation measures proposed include (i) adoption of e-procurement systems for receiving bids and proposals above a certain threshold (Government of Odisha IT systems at <https://eNivida.odisha.gov.in> or <https://tendersodisha.gov.in>); (ii) use of IFAD End-to-End procurement system (OPEN) for procurement planning, implementation and other subsequent upgrade modules; (iii) adopting an e-office suite (from CMGI, Odisha) for approvals and storing of documentation; (iv) adopting community participation procurement only for low value procurement of goods and works and (v) IFAD prior review of engagement and appointment process of procurement staff. The procurement risk rating at design is substantial. Procurement thresholds as per the risk assessment will be informed as the Project Procurement Arrangements letter.
145. The procurement activities will be carried out at three levels – all high value and technical assistance procurement will be conducted at PMU and low value procurement of goods, works and non-consultancy services will be conducted at MPA level and the community participation procurement through community institutions with a maximum threshold of US\$ 5,000 equivalent. The procurement powers of PMU and MPAs are indicated in the PIM. It is also recommended to undertake procurement audit through a qualified service provider annually.
146. OPELIP-II will be overlapping with the completion and closure of the existing project. Hence, qualified, and experienced procurement staff should be engaged immediately upon IFAD's approval. In compliance to the Project Readiness Checklist of the Ministry of Finance, at least 30% of the consultancy contracts should be awarded prior to entry into force. Hence, engagement of procurement staff as per the organogram agreed is essential to comply with the requirement.
147. The programme shall adhere to the IFAD Anti-corruption policy and Policy on preventing sexual harassment and exploitation and abuse (SH/EA) including contracted service providers, suppliers and individual consultants. Other good governance measures are incorporated in the PIM. Procurement considerations for SECAP requirements are assessed and included in the PIM. Government of Odisha should also designate and inform IFAD about the Independent Investigative Authority to receive, investigate and proceed for action, for the complaints of prohibitive practices in the programme during Loan negotiations.

## L. Planning, M&E, Learning, KM and Communication

### a. Planning, M&E, Learning, Knowledge Management and Communication

148. **Planning:** The main planning tools for OPELIP-II will comprise the Logical Framework (LogFrame) and the M&E framework including its indicators and targets, and the Results Based Annual Work Plan and Budget (AWPB). The PMU will be responsible for preparing the annual work plan and budget for the programme, and for obtaining approval from IFAD. The AWPB preparation will be conducted initially at local level by the MPA Project Managers in collaboration with staff from the FNGOs, line departments, etc. The local work plans will be discussed and validated in a stakeholder workshop and compiled into a consolidated AWPB. The consolidated AWPB will be submitted in advance of the GoO annual budgeting process to ensure that sufficient counterpart and convergence funds are made available. Preparation of the AWPB will be grounded on the principles of results-based planning. Indicators for planning and monitoring will be based on those given in this report.
149. **Monitoring and evaluation:** The M&E system will be built on the current system already in place within OPELIP. However, it will be improved to offer reliable information with household level tracking and GIS modules to improve planning and decision making for results-based management and for allowing capturing lessons from the field and produce knowledge products. The M&E system will highlight areas where immediate intervention and remedial action are needed. The system will be participatory and decentralized, involving collection of data right at the village level through CRPs and the dissemination of key results at the VDA level. The LogFrame will constitute the basis for the 3-tier M&E system: (i) output monitoring with focus on physical and financial inputs, activities, and outputs; (ii) outcome monitoring for the measurement of benefits at household and community levels; and (iii) impact assessment evaluating project impact for the target groups in comparison with objectives. The system will be compliant with IFAD requirements, and relevant data, analysis and reporting will be disaggregated by gender and age. The data will inform the preparation of AWPBs and annual progress reports compatible with ORMS.
150. A baseline survey will be commissioned by the PMU to assess the socio-economic status of households and define the benchmark for the outcome indicators against which project performance will be assessed. The baseline study will a sample survey that will be based on a random selection of households from the target villages. It will include standardized modules related to household diversity score, minimum diet diversity indicators (women and children), women empowerment in

agriculture index, etc. Also, modules in line with IFAD's Core Outcome Indicator (COI) measurement guidelines for relevant indicators. To the extent possible the survey will be repeated at the project completion stage to ensure that the results and methodologies are comparable. The Annual Outcome Surveys should also replicate the methodology and questionnaires although they can be condensed to focus on certain aspects.

151. The current MIS of OPLEIP, will be used and developed further. Key improvement to the MIS include: (a) development of a mobile application (bilingual) that will be used to collect data right at the village level; (b) development of a GIS module (in partnership with remote sensing agencies – public/private) in the MIS to track all land based work and monitor key outcomes (land use patterns, cropping intensities, etc.); (c) redesigning the MIS to be track activities at the household level; and (d) facilitating data exchange between the OLM MIS and OPELIP MIS. The mobile based application being proposed for OPLEIP II that will be used by all ground level project teams (CRPs, CSP, GPNA, etc.) to capture data right when it happens. Thus, avoiding the need of developing paper-based reporting formats, and bulk entry of data in MIS at the MPA level. This exercise will also help in the identifying pockets of success and challenges for the programme much more effectively thus supporting evidence-based decision making.
152. The programme will also have bi-annual and annual review meetings/workshops at the MPA and PMU levels for bottom-up planning and reporting on program progress, lessons learned, challenges and solutions to address constraints. The M&E framework and MIS system have been further elaborated in the PIM.
153. **Learning and knowledge management (KM):** The programme's KM activities will support the effective flow of relevant information between programme staff, beneficiaries, and other stakeholders. A comprehensive KM action plan will be developed early in implementation. The objective of KM is to ensure that the programme can generate and document the practical knowledge that is useful to improve programme performance and results. Output, outcome, and impact data generated by the M&E system will inform high-quality case studies, briefs, and reports. PMU will document the emerging experiences, lessons and best practices and share them widely. The knowledge management activities will include: (i) publishing an annual report that highlights the programme's best practices and lessons learned; (ii) engaging with various local and national media outlets to bring greater visibility of programme activities; (iv) creating awareness about the programme activities through social media; (v) developing posters and information videos on pertinent topics; (vi) preparing traditional knowledge related documentation (vii) the organization of knowledge sharing events such as review meetings and workshops at state and district levels; and (ix) policy consultative initiatives.
154. KM will ensure that Programme implementation is a continuous learning process in which quantitative and qualitative data will be compiled, analyzed, and disseminated as lessons learned, together with thematic studies and stories from the field highlighting challenges and results achieved. The knowledge generated within the programme should be used to: (i) improve programme performance and delivery; (ii) allow flexibility to changing circumstances; (iii) document and share innovations, best practices, including programme's successes and failures to improve programme intervention (iv) support innovations and up-scaling; and (v) support country and global level policy engagement, including through liaising with other tribal development projects in country, and engaging with the Indigenous Peoples' Forum at IFAD. Particular attention will be given to documenting innovative models that are being tested through the programme to inform policy makers and promote crowd-in of private investment. Also, a special focus will be given to documenting traditional knowledge (TK) of the PVTGs as a way of guaranteeing the social, cultural, and economic interests of these indigenous communities. The programme will hire a specialized agency or experts who can document these TK and effectively use to preserve the knowledge for the communities.
155. In addition to the knowledge management (KM) products that may influence policy and decision-making at the State level, the joint department meetings proposed under the programme provide an avenue to disseminate lessons from the programme to officials at the highest level. Therefore, it is expected that the lessons learned and best practices from OPELIP-II may inform pro-tribal policy-making in the state of Odisha, especially in the areas of FRA land allotment and land use, improved convergence for climate resilient planning and use of natural resources, and improving food security and nutrition status of PVTG HHs.

## **b. Innovation and scaling up**

156. Innovation has been included as an integral element of various subcomponents. The programme is supporting the use of GIS-based planning and monitoring across components. Subcomponent 3.3 will support the identification and incubation of individual and group-based enterprises that focus on indigenous food crops and their value chains. Priority will be given to innovative businesses that will help the AICs and SSAGs setup high value marketing opportunities. The programme will support innovative models to boost access to finance for microenterprises through a matching grant system. A separate fund has been earmarked under Subcomponent 3.3 for exploring niche market opportunities for the high value indigenous food crops through private sector partnerships. Additionally, the programme will introduce and pilot some innovative features that include: a) digital extension and the use of local dialect in all interactive communication tools; and b) partnerships with remote sensing agencies for effective land use analysis. The remote sensing tool being developed by the programme will also help in the demarcation of FRA land and support in accessing government schemes and other financing opportunities for FRA beneficiaries. The behavior change and nutrition education component of the programme will use the ICT4D approach to engage with women, men, and other decision makers to promote uptake of optimum nutrition behaviors. Another innovation that is planned under the programme is leveraging the platform of weekly *haats* to sensitise men and other decision makers on some of the underlying issues around malnutrition, including age at marriage, and continued education and men's involvement in childcare and household chores.

## M. Project Target Group Engagement and Feedback, and Grievance Redress

### a. Project Target Group Engagement and Feedback.

157. OPELIP-II is designed building on the learnings from the engagement of IFAD and government of Odisha in implementing projects that seek to empower tribal groups. OPELIP-II, will follow the updated IFAD policy of engagement with Indigenous Peoples and will work with Tribal communities as equal partners who contribute to co-creating strategies and who design and monitor investments to improve their livelihoods based on their own perspectives. To this end the free, prior and informed consent will be an iterative process for recognition and dialogue, keeping in mind that seeking FPIC is not about reaching a yes or no, but a continued process that enhances participation and agency of tribal communities. Component 1 of the programme Community Empowerment and Institutional Strengthening will be the overall mechanism to seek free, prior, and informed consent, enhancing participatory and planning approaches that are in line with tribal groups practices and that value tribal governance and heritage. Before any activity is carried, MPAs and FNGOs will share the information about the programme, its objectives, and activities with the village representatives in a culturally relevant manner and they will consult with the community and provide a letter of FPIC that will be included in the VDP to document it. VDP will include Social and Cultural Objectives, recognizing the distinct social and cultural context of PVTGs, the VDP also incorporates objectives aimed at preserving and promoting these unique cultural assets.
158. The component acknowledges the social constructs and tribal governance systems already existing within the villages and leverages these to formalize VDAs. This ensures a smoother transition and encourages community ownership. The process for VDP planning is designed to be more participatory, seeking active involvement from the community. The emphasis is on inclusivity in the planning process. It will allow for a village visioning setting clear objectives and promoting their empowerment to lead their own development and to realize their aspirations. An awareness raising campaign on Free Prior and Informed Consent and PVTGs/TG human rights-based approach will be implemented. The use of tribal languages and local human resources will be key to ensure a smooth communication between the programme and the PVTG villages. Full details on FPIC are available in the FPIC implementation plan.

### b. Grievance redress.

159. **Grievance Redress Mechanism (GRM):** In line with IFAD's Framework for Operational Feedback from Stakeholders, the programme will promote transparency, governance, accountability, and full and effective participation of PVTGs and tribal groups and different stakeholders throughout the programme cycle supported by the implementation of its FPIC plan. A grievance redress mechanism will be adopted to ensure that beneficiary groups do not suffer any adverse impacts that may result from programme activities. IFAD has established procedures to receive and facilitate the resolution of grievances regarding alleged non-compliance with its environmental and social policies and the mandatory aspects of its Social, Environmental and Climate Change Assessment Procedures (SECAP), in the context of IFAD-financed projects. The GRM is included in the PIM and project's M&E documents. The GRM will be used for processing complaints received from the community, aiming at identifying issues of conflict that may arise during programme implementation. Issues to be channeled through the GRM include: i) noncompliance with its environmental and social policies and mandatory aspects of its SECAP; and ii) proven acts of sexual harassment and sexual exploitation and abuse (SEA). The GRM shall be shared with programme stakeholders, and in the case of PVTG villages as part of the overall community engagement strategy and FPIC process.
160. Specific actions to establish the GRM include: i) analysis of the issues that will be or are most likely to be the subject of potential difficulties or disputes related to Project implementation; ii) identification and evaluation of the potential for conflict resolution in the programme; iii) identification and assessment of existing capacities within the programme to receive and resolve complaints and grievances from programme beneficiaries and other stakeholders; and iv) definition of the areas that require strengthening of the existing mechanism.
161. **Sexual harassment and sexual exploitation and abuse (SEA):** The programme must immediately report to IFAD any allegations or reports of sexual harassment received in connection with the implementation of the programme. If IFAD receives evidence based on substantiated and credible acts that programme personnel have engaged in such conduct in connection with the implementation of the programme, it may take appropriate measures, including immediate removal of the persons involved, pending further action. In such cases, IFAD may request the respective investigation by national authorities for the purpose of initiating legal proceedings. All contracts of programme staff, contractors, service providers and third parties receiving programme financing must include: (i) provisions prohibiting acts of sexual harassment; (ii) provisions to establish the obligation to immediately report incidents of harassment in connection with the actions and activities set forth in the contract; and (iii) provisions to allow the termination of the contract based on proven acts of sexual harassment and or SEA.

## N. Implementation plans

## a. Supervision, Mid-term Review and Completion plans.

162. **Start-up workshop:** In the first year, a workshop will be organized to sensitize all programme stakeholders, including STSC Department, key line departments, PMU/MPA staff and district offices about the approach of the programme and its key components and implementation arrangements. This will develop a common understanding of the programme's underlying design principles, processes, and development objectives. The workshop will also allow partners to understand their role in the programme, reflect on logframe/theory of change, including verification of indicators, baselines, and target values. The tools and procedures for financial management, procurement, selection of beneficiaries for different components, and strategies for M&E and KM will also be introduced to key staff undertaking these key functions. Similar workshops would subsequently be organized in every participating district to sensitize local partners about the programme.
163. **Supervision and implementation support missions:** Annual supervision and implementation support missions will be conducted jointly with the GoI and IFAD, in close collaboration with other relevant stakeholders like line departments. IFAD will mobilize expertise to facilitate supervisions and review missions as an opportunity to assess achievements and lessons jointly with the state government to review innovations, and to reflect on improvement measures. Supervision missions will therefore be an integral part of the KM cycle, with mission members playing a key role. There will be seven SMs and ISMs each over the programme's lifecycle.
164. **Mid-term review (MTR):** A MTR will be conducted halfway through implementation (beginning of year 4) to assess the performance of the programme, results attained against the established objectives, and the efficiency and effectiveness of OPELIP-II management. The MTR will evaluate whether the programme is on course to achieve the objectives and will identify any constraints and recommend remedial measures to achieve them. The recommendations will consider the likelihood of achieving the Programme's targets during the remaining time and may modify those targets. Before completion, an impact assessment will be undertaken to inform the Project Completion Report (PCR) which will provide a sense of the accomplishments and performance of the programme.
165. **Programme completion review:** As the programme reaches completion point, the PMU will prepare a programme completion review. IFAD and the GoO will undertake a programme completion review before the loan closing date.

## Footnotes

[1] Baseline Survey for New [PVTG](#) village

[2][https://drmhc.jrc.ec.europa.eu/inform-index/Portals/0/InfoRM/2022/INFORM\\_Risk\\_2023\\_v065.xlsx](https://drmhc.jrc.ec.europa.eu/inform-index/Portals/0/InfoRM/2022/INFORM_Risk_2023_v065.xlsx)

[3]<https://pib.gov.in/PressReleasePage.aspx?PRID=1883177#:~:text=The%20premise%20of%20the%20strategy.prices%20in%20the%20agricultural%20produce>

[4] Deendayal Antyodaya Yojana scheme for helping the poor by providing skill training – National Rural Livelihoods Mission (DAY-NRLM), Deen Dayal Upadhyay – Gramin Kaushalya Yojana (DDU-GKY), Pradhan Mantri Awaas Yojana – Gramin (PMAY-G), Pradhan Mantri Gram Sadak Yojana (PMGSY), Shyama Prasad Mukherjee National RuRBAN Mission (SPMRM) and National Social Assistance Programme (NSAP), and programmes of Department of Land Resources, viz., Watershed Development Component of Pradhan Mantri Krishi Sinchai Yojana (WDC-PMKSY).

[5] Source: National Multidimensional Poverty Index

[6] Source: National Multidimensional Poverty Index

[6] Rice, wheat and coarse-grains are subsidized at a price of Rs. 3, 2, 1 per kg respectively

[7] "Convergence in IFAD financed projects in India refers to leveraging government resources and strengthening the linkages with public programmes and collaboration with sub-state and local government entities. This is a critical part of total part budget outlay, where government investments for developmental activities are significant and where IFAD finances play a catalytic role."

[8][https://repository.tribal.gov.in/bitstream/123456789/73865/1/SCST\\_2019\\_research\\_0069.pdf](https://repository.tribal.gov.in/bitstream/123456789/73865/1/SCST_2019_research_0069.pdf)

[9] Mitra, Aparna, The status of women among the scheduled tribes in India, <https://www.sciencedirect.com/science/article/pii/S1053535707001254> 2008

[10] Rasingam L., Ethnobotanical studies on the wild edible plants of Irula tribes of Pillur Valley, Coimbatore district, Tamil Nadu, India, Asian Pac J Trop Biomed, 1493-1497 (2012)

[11] [IFAD Action Plan Nutrition 2019-2025](#)

[12] Health Status of Particularly Vulnerable Tribal Groups (PVTGs) of Odisha, India, [https://repository.tribal.gov.in/bitstream/123456789/74419/1/SCST\\_2015\\_research\\_0349.pdf](https://repository.tribal.gov.in/bitstream/123456789/74419/1/SCST_2015_research_0349.pdf), July 2015

[13] According to the National Youth Policy 2014 and the updated policy draft 2021, youth are defined as individuals aged 15-29 years old.



[14] *These checklists have been simplified for data entry purposes. Please refer to the Mainstreaming Annex in the Project Design Guidelines for detailed guidance and the full criteria.*

[15] *Gender Equality and Women's Empowerment*

[16] [UNDP \(2022\). The 2021/2022 Human Development Report.](#)

[17] The National Rural Livelihoods Mission (NRLM) has issued a separate set of social inclusion guidelines for tribal groups and these need to be further customized and implemented in partnership with OLM.

[18] Crops are grown on steeply sloping land, often in the form of shifting or podu cultivation. Project seeks to help increase productivity in these areas while also reducing soil erosion through appropriate NRM interventions. Farmers from these areas will be grouped to form Steep Slope Agriculture Groups (SSAG)

[19] Paddy, ragi, red gram, black gram, millets, and groundnuts (low and midlands) and pineapple, cashew, turmeric, etc. (high lands)

[20] Cows, goats, sheep, and country chicken

[21] All interventions will be backed by a strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production.

[22] Project will promote and support Low External Input Sustainable Agriculture (LEISA) and Organic/Natural Farming, which is line with what PVTGs are currently doing.

[23] Drum stick, curry leaves, agathi – a good fodder for goats

[24] Recommendations to maximize OPELIP-II's results include: (a) ensure that women have equal access to training and services; (b) promote productive opportunities that are suitable for women; (c) ensure that women's needs and priorities are fully captured; (d) promote women's leadership and representation in the PVTG communities; (e) improve household's nutrition by providing women with nutrition education; (f) support mechanisms to ensure social inclusion and social protection at community level and reduce gender biases and violence against women.

[25] [Multi-pronged strategy for development of tribal people](#)

[26] <https://pib.gov.in/Pressreleaseshare.aspx?PRID=1525197> and <https://pib.gov.in/PressReleasePage.aspx?PRID=1895298>

[27] The inflation rate of 4 percent is the target Consumer Price Inflation rate for the Monetary Policy Committee of the Reserve Bank of India as per the RBI Act. This is the benchmark rate for all GoI forward looking policies.

[28] Based on internal survey of SCSTRTI

[29] The Model [Code of Conduct](#) comes into force immediately on the announcement of the election schedule by the election commission for the need of ensuring free and fair elections. The government may not lay any new ground for projects or public initiatives once the Model Code of Conduct comes into force.

## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II** **Project Design Report**

#### **Annex 1: Logframe**

Mission Dates: 24 June - 4 August 2023

Document Date: 23/10/2023

Project No. 2000003881

Report No. 6630-IN

Asia and the Pacific Division  
Programme Management Department



Odisha PVTG Empowerment & Livelihoods Improvement Programme - II

Logical Framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	1 Persons receiving services promoted or supported by the project				MIS	Monthly	PMU/MPA	Project implementation happens as per the work plans approved without delay in the release of financial resources and human resource recruitment. Government continues with its programmes for the tribal development and other convergence programmes are available to tribal households
	Males		78750	225000				
	Females		78750	225000				
	Young		42000	120000				
	Not Young							
	Indigenous people		157500	450000				
	Non-Indigenous people							
	Total number of persons receiving services		157500	450000				
	Male							
	Female							
	Young							
	1.b Estimated corresponding total number of households members				MIS	Monthly	PMU/MPA	
	Household members		21000	600000				
	1.a Corresponding number of households reached				MIS	Monthly	PMU/MPA	
	Women-headed households							
	Non-women-headed households							
	Households		52500	150000				

Results Hierarchy	Indicators				Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility		
<b>Project Goal</b> Contribute to the improvement of the wellbeing of households in PVTG areas in Odisha	Percent increase in average annual household income (real) of the target households in project areas				COI Survey	Baseline, Mid, and End-line Surveys	PMU/External Agency	Policies for Tribal Development, economic and political stability and local security situation allow communities access to economic opportunities and natural resources.	
	Average increase in annual household income (real) of target households (%)		0	10					30
<b>Development Objective</b> The nutritional status of households in target PVTG villages is sustainably improved	1.2.8 Women reporting minimum dietary diversity (MDDW)				COI Survey	Baseline, Mid, and End-line Surveys	PMU/External Agency	Policies for Tribal Development, political stability and security situation allow communities access to economic opportunities and natural resources	
	Women (%)		0	20					75
	Women (number)			16000					60000
	Households (%)		0	20					75
	Households (number)			7000					60000
	Household members			28000					240000
	Women-headed households								
	Non-women-headed households								
<b>Outcome</b> Outcome 1: Community institutions are empowered and equipped to engage in community-centric planning and execution	SF.2.1 Households satisfied with project-supported services				COI Survey, AOS	Annually	PMU/External Agency		
	Household members		0	180000					480000
	Non-indigenous households								
	Non-women-headed households								
	Households (%)		0	30					80
	Households (number)		0	45000	120000				
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				COI Survey, AOS	Baseline, Mid, and End-line Surveys	PMU/External Agency		
	Household members		0	210000					450000
	Non-indigenous households								
	Non-women-headed households								

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Households (%)	0	35	75				
	Households (number)	0	52500	112500				
<b>Output</b> Output 1.1: Improved community and household participation in planning processes	Percentage of VDCs functional and receiving funds				Project MIS	Quarterly	PMU	
	% of VDCs functional and receiving funds	0	85	85				
	Number of VDCs functional and receiving funds	0	1425	1425				
	Percentage of functional VDCs are high quality (graded A/B)				Progress MIS	Quarterly	PMU	
	Percentage of VDCs graded A/B (%)	0	30	80				
	Number of VDCs graded A/B	0	500	1350				
<b>Outcome</b> Outcome 1.2: Increased access to government entitlements and development opportunities for target households	Households reporting that they have access to at least five different entitlements of the government				COI Survey	Baseline, Mid, and End-line Surveys	PMU/External Agency	
	Households	0	60000	120000				
	Households	0	40	80				
<b>Output</b> Output 1.2.1: Community organisation strengthened, conducted regular meetings and are empowered	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated				Project MIS	Quarterly	PMU	
	Hectares of land		750	2000				
	Number of defunct SHGs revived by the project				Project MIS	Quarterly	PMU	
	Number of SHGs		2000	6000				
	Number of SHG members		20000	60000				
	Number of SHG members (women)		20000	60000				
	Number of SHG members (indigenous)		20000	60000				
<b>Output</b> Output 1.2.2: Households have secured access to land for cultivation	1.1.1 Number of beneficiaries gaining increased secure access to land				Project MIS	Quarterly	PMU	
	Males		1050	2450				
	Females		450	1050				
	Indigenous people		1500	3500				
	Young							

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Total number of beneficiaries with increased secure access to land		1500	3500				
<b>Outcome</b> Outcome 2.1: Households adopted new healthy dietary practices and improved nutritional status	1.2.9 Households with improved nutrition Knowledge Attitudes and Practices (KAP)				COI Survey	Baseline, Mid, and End-line Surveys, Annually	PMU/External Agency	
	Households (number)		60000	120000				
	Households (%)	0	40	80				
	Household members		240000	480000				
	Percentage of children in the age group 6-23 months reporting minimum diet diversity				COI Survey	Baseline, Mid, and End-line Surveys	PMU/External Agency	
	Children (6-11 months)	0	35	60				
	Children (12-17 months)	0	35	60				
	Children (18-23 months)	0	35	60				
<b>Output</b> Output 2.1.1: Households accessed nutritional advisory services at doorstep	Number of nutrition sathi active at village level				Project MIS	Quarterly	PMU	
	Active nutrition sathi		500	1138				
	Active nutrition sathi (women)		500	1138				
<b>Output</b> Output 2.1.2: Households accessed critical nutrition services	Number of NRC supported that are operational after three years				Project MIS	Quarterly	PMU	
	Number of NRC		150	287				
	Number of mother and child spot feeding centers strengthened				Project MIS	Quarterly	PMU	
	MSFC		500	1138				
	SFC		500	1138				
<b>Outcome</b> Outcome 2.2: Households have increased access to diverse number of food groups as measured by the Households Diet Diversity Score (HDDS)	Households with access to increased number of food groups available (HDDS)				Impact Assessment	Baseline, Mid, and End-line Surveys; AOS	PMU/External Agency	
	Households	0	24000	60000				
	Households	0	30	75				
<b>Output</b> Output 2.2.1: Households produce diversified food groups for consumption	1.1.8 Households provided with targeted support to improve their nutrition				Project MIS	Quarterly	PMU	
	Total persons participating		70000	160000				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Males		35000	80000				
	Females		35000	80000				
	Households		35000	80000				
	Household members benefitted		140000	320000				
	Indigenous people		70000	160000				
	Young		14000	32000				
	Women-headed households		7000	16000				
	Villages where the project conducted demonstrations on nutritional recipes				Project MIS	Quarterly	PMU	
	Villages		500	1138				
	Tribal residential schools where kitchen gardens are established				Project MIS	Quarterly	PMU	
	Tribal residential schools		20	50				
<b>Outcome</b> Outcome 3.1: Increased agriculture incomes of households from sustainable intensification and commercialization of crop, livestock, NTFP products	Target households increase their annual agriculture household incomes (agriculture, livestock and NTFP activities only, real) by at least 30%				COI Survey, AOS	Baseline, Mid, and End-line Surveys, AOS	PMU/External Agency	
	Households with increase in agriculture incomes	0	20	60				
	Households		30000	90000				
	Target households report an increase in crop productivity of selected crops by at least 30% (compared to baseline)				COI Survey, AOS	Baseline, Mid, and End-line Surveys; AOS	PMU/External Agency	
	Households		15000	60000				
	Households	0	10	40				
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				COI Survey, AOS	Baseline, Mid, and End-line Surveys; AOS	PMU/External Agency	
	Total number of household members		180000	360000				
	Households	0	30	60				
	Households		45000	90000				



Results Hierarchy	Indicators				Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility		
<b>Output</b> Output 3.1.1: Sustainable intensification of climate-resilient agricultural production and increased crop productivity	3.1.4 Land brought under climate-resilient practices				Project MIS	Quarterly	PMU		
	Hectares of land			4400					10920
	Area under Agriculture Intensive Clusters (ha)				Project MIS	Quarterly	PMU		
	Number of AIC groups set up			400					900
	Number of households covered under AIC			10000					22500
	Area of slopy lands that has stabilized for agriculture			2000					4850
	Number of SSAG set up			250	600	Project MIS	Quarterly		PMU
	Number of households covered under land development								
	Households			25000	40000				
<b>Output</b> Output 3.1.2: Improved livestock production in targeted households	Households practice sustainable livestock intensification				Project MIS	Quarterly	PMU		
	Number of households supported to adopt improved goat rearing practices			30000					77000
	Number of households supported to adopt improved poultry rearing practices			35000					80000
<b>Output</b> Output 3.1.3: Strengthened community level extension systems for sustainable intensification	Number of community level extension workers that are able to provide extension services to households (livestock, agriculture, NRM)				Project MIS	Quarterly	PMU		
	Number of active krushi sathis			600					1400
	Number of active krushi sathis (youth)			300					800
	Number of active krushi sathis (women)			600					1400
	Number of active krushi sathis (indigenous)			600					1400
	Number of active livestock CSPs			200					500
	Number of active livestock CSPs (youth)			50					200
	Number of active livestock CSPs (women)			200					500
	Number of active livestock CSPs (indigenous)			200					500

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Outcome</b> Outcome 3.2: Improved access to markets for smallholders and increased engagement in agri-processing activities of targeted households	Households reporting an increase in sales of agricultural products (by at least 30% as compared to baseline)				Household survey - AOS	Annually	PMU	
	Households	0	30	75				
	Households		2400	13500				
<b>Output</b> Output 3.2.1: Farmer groups engaged in market access and processing activities	Number of farmers groups that are engaged in repeat selling to channels facilitated by the project				Household survey - AOS	Annually	PMU	
	Farmer groups		400	900				
	Farmers		8000	18000				
	Farmers		8000	18000	Project MIS	Quarterly	PMU	
	Number of farmer groups that have set up primary processing (or higher) facilities							
	Farmers Groups		200	600				
	Farmers		4000	12000				
Farmers		4000	12000					
<b>Outcome</b> Outcome 3.3: Resilient growth of micro-enterprises in targeted project areas	Percentage of supported enterprises (individual and collective) functioning after two years of project support				Project MIS	Quarterly	PMU	
	% of enterprises (individual and collective) functioning after two years of project support	0	30	60				
	Number of enterprises (individual and collective) functioning after two years of project support		1680	3360				
<b>Output</b> Output 3.3.1: Financially viable (operationally profitable) microenterprises supported by the project	Microenterprises promoted by the project				Project MIS	Quarterly	PMU	
	Individual enterprises		1200	2840				
	Individual enterprises (youth)		600	1420				
	Individual enterprises (women)		400	900				
	Individual enterprises (indigenous)		1200	2840				
	Group enterprises		1500	3120				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Group enterprises (total members)		7500	15600				
	Group enterprises (total members - youth)		3750	7800				
	Group enterprises (total members - women)		2500	5200				
	Group enterprises (total members - indigenous)		7500	15600				
<b>Outcome</b> Outcome 4.1: Effective M&E and KM practices in place	Project brings on board technical partners for effective project implementation				Project Reports	Annually	PMU	
	Number of technical partners onboarded	0	5	7				
	Number of KM partners onboarded	0	2	5				
<b>Output</b> Output 4.1.1: Project MIS is active with all required features	Project has a functional MIS with HH level tracking and GIS/RS modules				Project Reports	Annually	PMU	
	Number of modules with HH level tracking	0	1	1				
	Number of modules with GIS/RS based tracking	0	1	1				

## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II** **Project Design Report**

#### **Annex 2: Theory of change**

Mission Dates: 24 June - 4 August 2023

Document Date: 23/10/2023

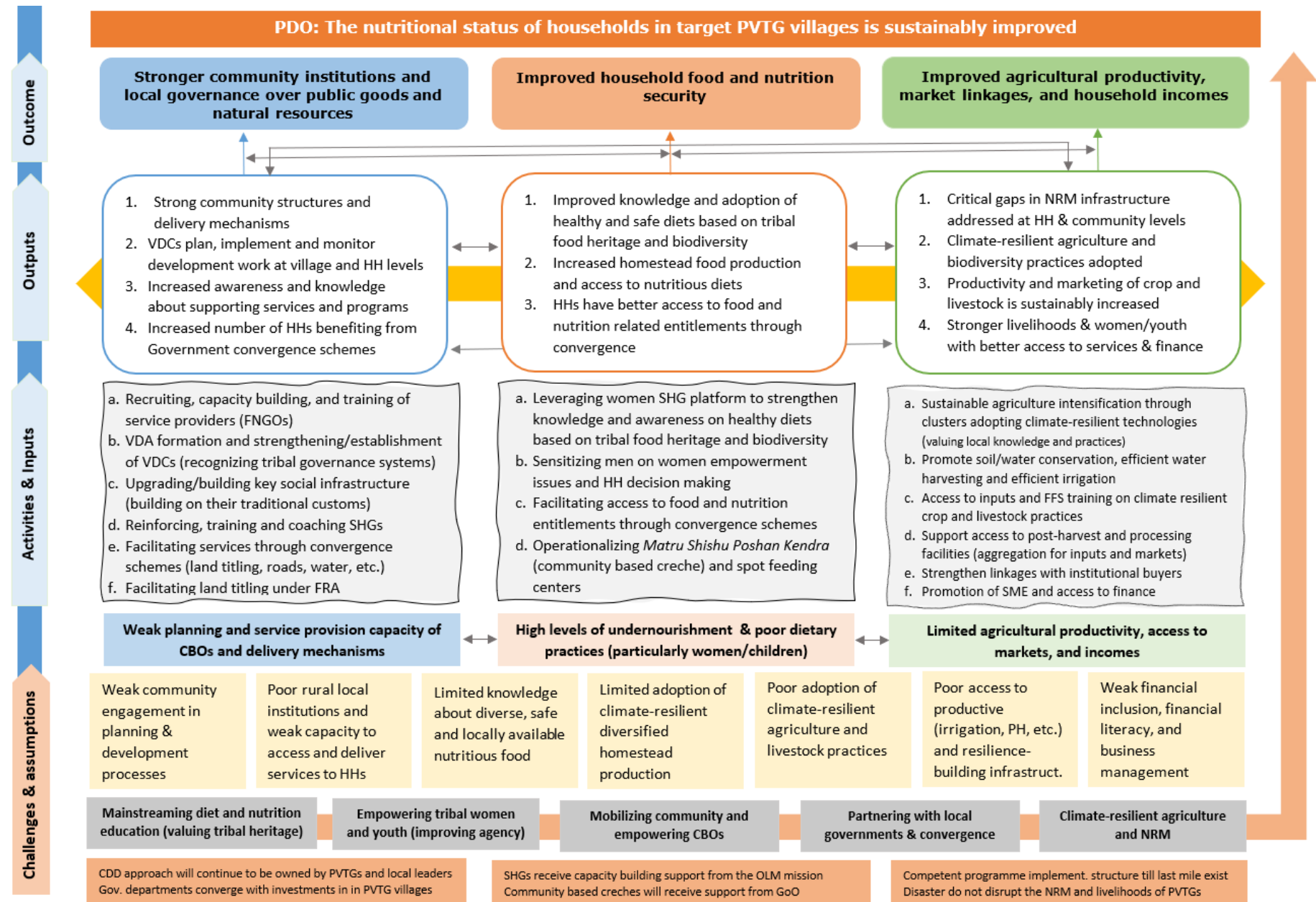
Project No. 2000003881

Report No. 6630-IN

Asia and the Pacific Division  
Programme Management Department



## Annex 2. Theory of Change





## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II Project Design Report**

#### **Annex 3: Project cost and financing: Detailed costs tables**

Mission Dates: 24 June - 4 August 2023

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### Annex 3. Project cost and financing: Detailed costs tables

1. This Annex presents the cost structure of OPLEIP II, derived using the COSTAB programme. The project has four components: Component 1 – Community Empowerment and Institutional Strengthening; Component 2 – Sustainable Food and Nutrition Security; Component 3 – Enhancing rural livelihoods, agricultural productivity, and market linkages and Component 4 -Project Management, M&E and KM. The activities, targets, unit costs and the implementation schedule of each of the component have been derived in consultation with the staff of the PMU, state government staff and all other stakeholders of the project on the basis of (i) 7-year project implementation period from FY 2024/25 to FY 2030/31; (ii) inflation rate of 4 percent which was used to compute the price contingencies; (iii) current exchange rate of INR 82.0 for 1 US \$; (iv) 18% taxes for most of the cost items; and (v) physical Contingency rate of 2 percent. Expenditure and Disbursement Accounts are in line with the IFAD standardization of expenditure categories based on circular IC/FOD/02/2013. Several rounds of discussions took place between the project design team and the staff of all the agencies to arrive at the final costing. As such there is adequate ownership from the state government side for the project budget.

2. Table 1 summarizes the financing plan of the project. The total project cost is USD 284.2 million inclusive of taxes and duties and out of that, IFAD will provide USD 86.3 million. All other financiers will provide the balance. The ratio of IFAD loan resources to all co-financing is 1:3.3, one dollar of IFAD loan financing will demand other co-financiers to provide 3.3 dollars.

**Table 1. Financing Plan of OPLEIP II**

<b>OPELIP II Financing Plan</b>			
	<b>(‘000 US\$) INR million</b>		<b>Percent</b>
Govt. of Odisha	88,281	7,515.7	31.0
District Mineral Funds	3,996	339.7	1.4
IFAD	86,330	7,348.6	30.3
Beneficiary Contribution	16,269	1,393.6	5.8
CCD	7,253	618.3	2.6
MGNREGA	42,331	3,584.6	14.8
FARD	9,428	813.6	3.4
Formal Financial Institutions	25,038	2,160.0	8.9
Other schemes	5,315	447.2	1.8
	<b>284,240</b>	<b>24,221.3</b>	<b>100.0</b>

### Project Costs by Project Component and Expenditure Accounts

3. IFAD loan will finance USD 86.3 million (30.4 percent) of the total project costs. The counterpart funding by Government of Odisha is USD 88.2 million (31.1 percent) while the Beneficiary contribution is USD 16.2 million (5.7 percent). The key schemes that will be leveraged include MGNREGA, District Mineral Funds, CCR and contribution from FARD and other schemes of the state government. The total convergence leveraged will be 68.3 million (24.1 percent) and an additional USD 25.0 million (8.8 percent) will be leveraged through formal financial institutions. Table 2 shows the project costs by financier.

4. Project financing including 6% contingencies by components are: US\$ 82.0 million for Component 1 – Community Empowerment and Institutional Strengthening (28.9 percent of project costs), US\$ 42.7 million for Component 2 - Sustainable Food and Nutrition Security (15.0 percent of project costs), US\$ 139.2 million for Component 3 - Enhancing rural livelihoods, agricultural

productivity, and market linkages (49.0 percent of project costs) and US\$ 20.1 million for Component 4 - Project Management, M&E and KM (7.1 percent of project costs).

**Table 2. OPLEIP II costs by component (and sub-components) and financier ('000 USD)**

	Govt. of Odisha		IFAD		District Mineral Funds		Beneficiary Contribution		CCD		MGNREG A		FARD		Formal Financial Institutions		Other schemes		Total			
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%		
<b>A. Community Empowerment and Institutional Strengthening</b>																						
1. Community-driven development planning and	1,791	50.0	1,791	50.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,581	1.3
2. Improving delivery mechanisms of community	16,414	20.9	16,414	20.9	3,996	5.1	-	-	7,253	9.2	34,399	43.8	-	-	-	-	-	-	-	-	78,476	27.6
<b>Subtotal</b>	<b>18,205</b>	<b>22.2</b>	<b>18,205</b>	<b>22.2</b>	<b>3,996</b>	<b>4.9</b>	<b>-</b>	<b>-</b>	<b>7,253</b>	<b>8.8</b>	<b>34,399</b>	<b>41.9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>82,057</b>	<b>28.9</b>
<b>B. Sustainable Food and Nutrition Security</b>																						
1. Behavior change and nutrition education	16,940	46.6	16,940	46.6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,470	6.8	36,349	12.8
2. Promotion of homestead food production	3,213	50.0	3,213	50.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,425	2.3
<b>Subtotal</b>	<b>20,152</b>	<b>47.1</b>	<b>20,152</b>	<b>47.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,470</b>	<b>5.8</b>	<b>42,775</b>	<b>15.0</b>
<b>C. Enhancing rural livelihoods, agricultural p</b>																						
1. Sustainable intensification of climate-resilient	32,288	34.4	32,288	34.4	-	-	9,057	9.7	-	-	7,932	8.5	9,428	10.0	-	-	-	-	2,845	3.0	93,837	33.0
2. Marketing and value addition	980	3.6	980	3.6	-	-	-	-	-	-	-	-	-	-	25,038	92.7	-	-	-	-	26,998	9.5
3. Microenterprise development and access to f	5,610	30.4	5,610	30.4	-	-	7,212	39.1	-	-	-	-	-	-	-	-	-	-	-	-	18,432	6.5
<b>Subtotal</b>	<b>38,877</b>	<b>27.9</b>	<b>38,877</b>	<b>27.9</b>	<b>-</b>	<b>-</b>	<b>16,269</b>	<b>11.7</b>	<b>-</b>	<b>-</b>	<b>7,932</b>	<b>5.7</b>	<b>9,428</b>	<b>6.8</b>	<b>25,038</b>	<b>18.0</b>	<b>2,845</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>139,267</b>	<b>49.0</b>
<b>D. Project Management, M&amp;E and KM</b>																						
1. Project Management, M&E and KM	11,046	54.8	9,095	45.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,141	7.1
<b>Total PROJECT COSTS</b>	<b>88,281</b>	<b>31.1</b>	<b>86,330</b>	<b>30.4</b>	<b>3,996</b>	<b>1.4</b>	<b>16,269</b>	<b>5.7</b>	<b>7,253</b>	<b>2.6</b>	<b>42,331</b>	<b>14.9</b>	<b>9,428</b>	<b>3.3</b>	<b>25,038</b>	<b>8.8</b>	<b>5,315</b>	<b>1.9</b>	<b>-</b>	<b>-</b>	<b>284,240</b>	<b>100.0</b>

5. The total project cost distributed by the expenditure accounts and financiers is presented in Table 3. The civil works and the grants and subsidies take the highest amount of project resources with 32 percent and 30 percent of the total project cost respectively. The recurrent cost which includes takes 18 percent of the total project cost.

**Table 3. OPLEIP II costs by expenditure category and financier**

	Govt. of Odisha		IFAD		District Mineral Funds		Beneficiary Contribution		CCD		MGNREG A		FARD		Formal Financial Institutions		Other schemes		Total			
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%		
<b>I. Investment Costs</b>																						
Civil Works	17,501	19.1	17,501	19.1	3,996	4.4	-	-	7,253	7.9	42,331	46.1	-	-	-	-	3,144	3.4	-	-	91,725	32.3
Goods, Services and Inputs	32,768	49.3	32,768	49.3	-	-	-	-	-	-	-	-	-	-	-	-	944	1.4	-	-	66,481	23.4
Training and workshops	11,294	50.0	11,294	50.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22,598	7.9
Grants and Subsidies	16,896	19.7	16,896	19.7	-	-	16,269	19.0	-	-	-	-	9,428	11.0	25,038	29.2	1,226	1.4	-	-	85,753	30.2
Operating Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Investment Costs</b>	<b>78,459</b>	<b>29.4</b>	<b>78,459</b>	<b>29.4</b>	<b>3,996</b>	<b>1.5</b>	<b>16,269</b>	<b>6.1</b>	<b>7,253</b>	<b>2.7</b>	<b>42,331</b>	<b>15.9</b>	<b>9,428</b>	<b>3.5</b>	<b>25,038</b>	<b>9.4</b>	<b>5,315</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>266,547</b>	<b>93.8</b>
<b>II. Recurrent Costs</b>																						
Salaries and incremental operating costs	9,822	55.5	7,871	44.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,693	6.2
<b>Total Recurrent Costs</b>	<b>9,822</b>	<b>55.5</b>	<b>7,871</b>	<b>44.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,693</b>	<b>6.2</b>
<b>Total PROJECT COSTS</b>	<b>88,281</b>	<b>31.1</b>	<b>86,330</b>	<b>30.4</b>	<b>3,996</b>	<b>1.4</b>	<b>16,269</b>	<b>5.7</b>	<b>7,253</b>	<b>2.6</b>	<b>42,331</b>	<b>14.9</b>	<b>9,428</b>	<b>3.3</b>	<b>25,038</b>	<b>8.8</b>	<b>5,315</b>	<b>1.9</b>	<b>-</b>	<b>-</b>	<b>284,240</b>	<b>100.0</b>

6. The project details cost tables are presented below. The details tables are organized by project subcomponents.

**Table 1.1. Community-driven development planning and delivery**

Detailed Costs	Unit	Quantities						Total	Unit Cost (INR)	Unit Cost (US\$)	Totals Including Contingencies (US\$)						Other Accounts			
		24/25	25/26	26/27	27/28	28/29	29/30				30/31	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total	Disb. Acct.
<b>I. Investment Costs</b>																				
<b>A. Consolidation Phase</b>																				
<b>1. VDP Preparation and Updation</b>																				
VDP preparation training and exercise	village	541	-	-	-	-	-	-	541	10,000	121.951	67,295.1	-	-	-	-	-	67,295.1	TRAINING	IFAD ( 50% )
<b>B. Transformation Phase</b>																				
<b>1. VDA formation</b>																				
Community Sensitization and consultation with community, PRI, traditional heads	village	569	569	-	-	-	-	-	1,138	10,000	121.951	70,778.0	72,722.3	-	-	-	-	143,500.4	TRAINING	IFAD ( 50% )
VDC Formation	VD	569	569	-	-	-	-	-	1,138	10,000	121.951	70,778.0	72,722.3	-	-	-	-	143,500.4	TRAINING	IFAD ( 50% )
VDA registration	VDA	569	569	-	-	-	-	-	1,138	5,000	60.976	34,695.1	34,277.1	-	-	-	-	68,972.2	GRANTS	IFAD ( 50% )
VDC start up fund	VDC	569	569	-	-	-	-	-	1,138	100,000	1,219.512	693,902.4	685,542.2	-	-	-	-	1,379,444.6	GRANTS	IFAD ( 50% )
<b>Subtotal</b>												870,153.7	865,263.9	-	-	-	-	1,735,417.6		
<b>2. VDP Preparation</b>																				
Service Provider for VDP support /a	per plan	569	569	-	-	-	-	-	1,138	40,000	487.805	283,112.2	290,889.3	-	-	-	-	574,001.4	GSI	IFAD ( 50% )
Service Provider for VRDP support /b	per plan	569	569	-	-	-	-	-	1,138	30,000	365.854	212,334.1	218,166.9	-	-	-	-	430,501.1	GSI	IFAD ( 50% )
FPIC and PVTGs/TG human rights based approach awareness campaign /c	ls	1	-	-	-	-	-	-	1	2,500,000	30,487.805	31,097.6	-	-	-	-	-	31,097.6	GSI	IFAD ( 50% )
VDP preparation training and exercise	village	569	569	-	-	-	-	-	1,138	50,000	609.756	353,890.2	363,611.6	-	-	-	-	717,501.8	TRAINING	IFAD ( 50% )
Translation of VDP documents	ls	0.5	0.5	-	-	-	-	-	1	2,000,000	24,390.244	12,439.0	12,780.7	-	-	-	-	25,219.7	GSI	IFAD ( 50% )
<b>Subtotal</b>												892,873.2	885,448.5	-	-	-	-	1,778,321.7		
<b>Subtotal</b>												1,763,026.8	1,750,712.4	-	-	-	-	3,513,739.2		
<b>Total</b>												1,830,322.0	1,750,712.4	-	-	-	-	3,581,034.3		

/a This will include the whole VDP  
 /b NRM planning, social maps, etc. that will be used for convergence planning and other NRM work  
 /c FPIC and PVTGs/TG human rights based approach awareness campaign implemented by specialized service provider

# Table 1.2. Improving delivery mechanisms of community services

Table 1.2. Improving delivery mechanisms of community services		Quantities										Unit Cost	Unit Cost	Totals Including Contingencies (US\$)					Other Accounts				
Detailed Costs		Unit	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total	(N/R)	(US\$)	24/25	25/26	26/27	27/28	28/29	30/31	Total	Disb. Acct.	Fin. Rule		
<b>I. Investment Costs</b>																							
<b>A. Consolidation Phase</b>																							
<b>1. VDP Implementation</b>																							
VDC Training on governance and management		Is per year	1	1	1	1	1	1	-	6	200,000	2,439,024	2,487.8	2,566.1	2,626.7	2,668.3	2,743.1	2,820.4	-	15,902.5	TRAINING	IFAD ( 50% )	
<b>2. Basic service provisioning to villages</b>																							
Road construction		km	-	15	20	15	-	-	-	50	200,000	2,439,024	-	39,109.0	53,585.6	40,824.7	-	-	-	133,519.3	CW	NREGA ( 100% )	
Street lighting provisioning		villages	-	10	10	20	-	-	-	40	60,000	731,707	-	8,061.9	8,274.2	16,810.2	-	-	-	33,136.3	CW	DMF ( 100% )	
Access to electric grid		villages	-	10	10	10	-	-	-	40	1,000,000	12,195,122	-	134,197.6	137,904.0	140,044.8	144,013.6	-	-	556,200.0	CW	DMF ( 100% )	
Construction of drainage		villages	30	30	30	30	-	-	-	120	500,000	6,097,561	195,914.6	201,296.4	206,856.0	210,127.2	-	-	-	814,194.2	CW	CCD ( 50% ), NREGA ( 50% )	
Construction of pits - semi/compost/manure		unit	40	40	40	40	40	-	-	200	20,000	243,902	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	-	-	54,944.8	CW	CCD ( 100% )	
Construction of Non-Agriculture Guard Wall		village	5	7	10	10	10	-	-	32	500,000	6,097,561	23,852.4	48,989.2	68,952.0	70,042.4	-	-	-	218,816.0	CW	NREGA ( 100% )	
<b>Subtotal</b>												239,015.9	440,359.8	486,604.1	489,096.1	155,534.7	-	-	-	1,810,610.6			
<b>B. Transformation Phase</b>																							
<b>1. VDP Implementation</b>																							
Hiring of FNGO		FNGO per year	23	23	23	23	23	23	23	161	7,200,000	87,804,878	2,059,902.4	2,116,487.7	2,174,943.1	2,209,337.5	2,271,300.6	2,335,309.9	2,374,750.7	15,542,032.0	GSI	IFAD ( 50% )	
Village entry point activity		village	569	569	-	-	-	-	-	1,138	300,000	3,658,537	2,229,508.5	2,290,752.9	-	-	-	-	-	4,520,261.4	CW	IFAD ( 50% )	
State level Workshop / Trade fair / Meets for PV/TV - cultural promotion		Is per year	1	1	1	1	1	1	1	7	50,000	609,756	622.0	639.9	656.7	667.1	685.8	705.1	717.0	4,692.6	TRAINING	IFAD ( 50% )	
VDC Training on governance and management /a		Is per year	1	1	1	1	1	1	1	6	1,138,000	13,878,049	14,155.6	14,544.5	14,946.2	15,182.5	15,608.3	16,048.2	-	90,485.3	TRAINING	IFAD ( 50% )	
Top up grant for well performing VDCs		VDA	-	-	150	200	200	150	-	700	300,000	3,658,537	-	-	535,714.3	697,674.4	699,652.2	511,363.6	-	2,434,407.5	GRANTS	IFAD ( 50% )	
Services provider for capacity building of PMU/MPA/CRPs		Is	1	1	1	1	1	1	-	5	2,000,000	24,900,944	24,878.0	25,561.4	26,257.4	26,682.8	27,451.2	-	-	130,820.8	GSI	IFAD ( 50% )	
<b>Subtotal</b>												4,329,066.6	4,447,985.5	2,752,527.7	2,949,544.4	3,004,681.0	2,863,426.9	2,375,467.7	22,722,699.8				
<b>2. Strengthening of SHGs</b>																							
Formation and revival of SHGs		SHG	500	3,000	2,500	-	-	-	-	6,000	15,000	182,927	91,463.4	542,168.7	446,428.6	-	-	-	-	1,080,060.7	GRANTS	IFAD ( 50% )	
Translation of SHG training modules in local dialects		Is	1	-	-	-	-	-	-	1	500,000	6,097,561	6,219.5	-	-	-	-	-	-	6,219.5	GSI	IFAD ( 50% )	
Exposure visit of SHGs intra state /b		batches	-	12	12	12	12	12	12	60	20,000	243,902	-	3,067.4	3,152.1	3,201.9	3,291.7	3,384.5	-	16,087.7	TRAINING	IFAD ( 50% )	
Printing of SHG books		Is	1	-	-	1	-	-	-	2	500,000	6,097,561	6,219.5	-	-	6,670.7	-	-	-	12,890.2	GSI	IFAD ( 50% )	
<b>Subtotal</b>												103,902.4	545,236.0	449,580.7	9,872.6	3,291.7	3,384.5	-	-	1,115,268.0			
<b>3. Basic service provisioning to villages</b>																							
Drinking water		village	569	569	-	-	-	-	-	1,138	700,000	8,536,585	5,202,186.6	5,345,080.0	-	-	-	-	-	10,547,276.6	CW	NREGA ( 100% )	
Road construction		km	-	114	114	114	-	-	-	342	200,000	2,439,024	-	305,970.5	314,421.1	319,393.4	-	-	-	939,785.0	CW	NREGA ( 100% )	
Street lighting provisioning		villages	-	57	114	114	-	-	-	285	80,000	731,707	-	45,896.6	94,326.3	95,818.0	-	-	-	236,039.9	CW	DMF ( 100% )	
Access to electric grid		villages	-	57	57	57	-	-	-	228	1,000,000	12,195,122	-	794,529.3	798,052.8	798,483.4	820,877.6	-	-	3,170,940.1	CW	DMF ( 100% )	
Construction of drainage		villages	114	114	114	114	569	-	-	1,025	500,000	6,097,561	744,475.6	764,926.3	798,052.8	798,483.4	4,097,187.6	-	-	7,191,125.6	CW	CCD ( 50% ), NREGA ( 50% )	
Construction of pits - semi/compost/manure		unit	1,500	1,700	2,300	3,000	2,000	1,000	-	11,500	20,000	243,902	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	-	-	54,944.8	CW	CCD ( 100% )	
Construction of Non-Agriculture Guard Wall		village	57	57	114	171	200	-	-	770	500,000	6,097,561	372,237.8	382,463.1	392,688.4	1,197,725.1	1,231,316.5	1,480,719.9	-	-	6,450,517.2	CW	NREGA ( 100% )
<b>Subtotal</b>												6,710,729.3	8,085,543.6	3,401,264.3	4,050,412.1	6,725,436.2	1,778,866.3	-	-	30,730,251.7			
<b>4. Other NRM work through convergence /c</b>																							
Land/Gracment treatment		acre	750	750	750	750	750	750	750	5,250	50,000	609,756	489,786.6	503,241.0	517,140.0	525,318.0	540,051.1	555,270.7	564,648.6	6,896,456.0	CW	NREGA ( 100% )	
Gully Control Structure		number	150	150	150	150	150	150	150	1,050	50,000	609,756	97,957.3	100,648.2	103,428.0	105,063.6	108,010.2	111,054.1	112,929.7	739,091.2	CW	NREGA ( 100% )	
Support for other Livelihoods Activities		number	500	500	500	500	500	500	500	3,500	500,000	6,097,561	306,524.4	335,484.0	344,760.0	350,212.0	360,034.1	370,180.5	376,432.4	2,463,637.3	CW	NREGA ( 100% )	
Development of irrigation structures		number	30	30	30	30	30	30	30	210	500,000	6,097,561	195,914.6	201,296.4	206,856.0	210,127.2	216,020.4	222,108.3	225,869.4	1,478,162.4	CW	NREGA ( 100% )	
Development of plantation		acre	600	600	600	600	600	600	600	4,200	80,000	975.61	626,926.8	644,148.4	661,939.2	672,407.1	691,265.4	710,746.5	722,750.2	4,730,183.7	CW	NREGA ( 100% )	
<b>Subtotal</b>												1,737,109.8	1,784,828.0	1,834,123.2	1,863,127.9	1,915,381.2	1,969,360.1	2,002,620.4	13,106,550.5				
<b>5. Land Allocation and Entitlement</b>																							
Training of the Retired Personnel for FRA support		Is	1	1	1	1	1	-	-	4	420,000	5,121,951	5,224.4	5,367.9	5,516.2	5,603.4	-	-	-	21,711.8	TRAINING	IFAD ( 50% )	
Households survey vis-a-vis land survey and awareness		device	683	455	-	-	-	-	-	1,138	2,000	24,390	16,991.7	11,630.5	-	-	-	-	-	28,622.2	TRAINING	IFAD ( 50% )	
High accuracy GNSS devices for geo-referencing FRA land and other land development		device	82	-	-	-	-	-	-	82	50,000	609,756	51,000.0	-	-	-	-	-	-	51,000.0	GSI	IFAD ( 50% )	
<b>Subtotal</b>												73,216.1	16,998.4	5,516.2	5,603.4	-	-	-	-	101,334.0			
<b>6. Support to other CBOs</b>																							
Strengthening of Agriculture Cluster Groups / collective marketing groups		groups	467	617	767	917	1,067	1,067	-	4,902	5,000	60,976	29,045.1	30,428.5	33,367.8	61,170.4	73,172.6	75,234.8	-	328,419.2	TRAINING	IFAD ( 50% )	
Group formation and governance		groups	467	617	767	917	1,067	1,067	-	4,902	10,000	121,951	58,090.2	78,857.1	100,735.6	122,340.7	146,345.3	150,469.5	-	656,834.2	TRAINING	IFAD ( 50% )	
Exposure visits		groups	-	30	30	30	30	30	-	150	20,000	243,902	-	7,668.4	7,880.2	8,004.8	8,229.3	-	-	40,244.1	TRAINING	IFAD ( 50% )	
<b>Subtotal</b>												87,105.4	126,354.0	159,390.6	191,215.9	227,747.3	234,105.9	-	-	1,025,501.8			
<b>Total Investment Costs</b>												13,041,159.5	14,586,145.5	8,601,955.5	9,070,078.4	11,876,537.4	6,847,203.4	4,378,088.2	68,801,695.8				
<b>II. Recurrent Costs</b>												13,282,663.2	15,429,461.4	9,091,226.4	9,561,840.8	12,034,815.2	6,850,023.8	4,378,088.2	70,828,118.9				
<b>A. Consolidation Phase</b>																							
<b>1. VDP Implementation</b>																							
VDA CRP Honorarium /d		CRP per year	108	108	108	108	108	108	108	756	72,000	878,049	94,829.3	93,686.7	92,571.4	90,418.6	89,379.3	88,303.6	86,400.0	635,649.0	OPS	IFAD ( 50% )	
<b>B. Transformation Phase</b>																							
<b>1. VDP Implementation</b>																							
VDA CRP Honorarium /e		CRP per year	569	1,138	1,138	1,138	1,138	1,138	1,138	7,397	72,000	878,049	499,609.8	987,180.7	975,428.6	952,744.2	941,793.1	931,090.9	910,400.0	6,198,247.2	OPS	IFAD ( 50% )	
<b>2. Land Allocation and Entitlement</b>																							
Hiring of Retired Rts/Amns/Foressters/Technical Personnel for Land allocation Activities under FRA at MPA /f		person	80	80	80	80	80	-	-	320	240,000	2,926,829	238,829.3	245,389.9	252,167.3	256,155.1	-	-	-	992,541.5	OPS	IFAD ( 50% )	
Hiring of Personnel for Land allocation Activities at PMU /g		person	1	1	1	1	-	-	-	4	420,000	5,121,951	5,224.4	5,367.9	5,516.2	5,603.4	-	-	-	21,711.8	OPS	IFAD ( 50% )	
<b>Subtotal</b>												244,051.7	250,157.8	257,869.5	261,128.5	-	-	-	-	1,014,253.4			
<b>Subtotal</b>												743,663.4	1,237,938.5	1,233,112.0	1,214,502.7	841,793.1	931,090.9	910,400.0	7,212,500.6				

**Table 2.1. Behavior change and nutrition education**

Table 2.1. Behavior change and nutrition education		Quantities										Unit Cost (€)	Unit Cost (US\$)	Totals including Contingencies (US\$)						Other Accounts		Fin. Rule
Detailed Costs		24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total			24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total	Disb. Acct.		
<b>I. Investment Costs</b>																						
<b>A. Consolidation Phase</b>																						
<b>1. Improving key behaviours of WRA using Participatory Learning Action (PLA)</b>																						
PKM level trainings on PLA for OPELIP old villages /a	person day	150	150	-	-	-	-	-	300	1,200	14,634	2,239.0	2,300.5	-	-	-	-	-	4,539.6	TRAINING	IFAD ( 50% )	
MPA level Training of village nutrition workers on PLA in old villages	person day	1,400	1,400	-	-	-	-	-	2,800	500	6,098	8,707.3	8,946.5	-	-	-	-	-	17,653.8	TRAINING	IFAD ( 50% )	
Monthly meetings at village level	village	2,100	3,500	-	-	-	-	-	5,600	2,500	30,488	65,304.9	111,831.3	-	-	-	-	-	177,136.2	TRAINING	IFAD ( 50% )	
<b>Subtotal</b>												76,251.2	123,078.4	-	-	-	-	-	199,329.6			
<b>2. Community based Creches for children 6 months to 3 years</b>																						
Orientation training for creche workers and SHG members /b	person day	1,400	1,400	-	-	-	-	-	2,800	500	6,098	8,707.3	8,946.5	-	-	-	-	-	17,653.8	TRAINING	IFAD ( 50% )	
Training on creche and other topics for CWs /c	person day	2,568	2,568	-	-	-	-	-	5,136	500	6,098	15,971.7	16,410.4	-	-	-	-	-	32,382.2	TRAINING	IFAD ( 50% )	
<b>Subtotal</b>												24,679.0	25,357.0	-	-	-	-	-	50,036.0			
<b>3. Spot feeding centres /d</b>																						
Training on MSFC to village level functionaries	person day	338	338	-	-	-	-	-	676	500	6,098	2,102.2	2,159.9	-	-	-	-	-	4,262.1	TRAINING	IFAD ( 50% )	
<b>Subtotal</b>												103,032.4	150,995.3	-	-	-	-	-	253,627.7			
<b>B. Transformation Phase</b>																						
<b>1. Improving key behaviours of WRA using Participatory Learning Action (PLA)</b>																						
Mapping local/traditional food varieties and KAP study	ls	1	-	-	-	-	-	-	1	13,000,000	158,536,585	161,707.3	-	-	-	-	-	-	161,707.3	GSI	IFAD ( 50% )	
PKM level trainings on PLA for new villages /e	person day	660	880	880	880	880	880	-	5,060	1,200	14,634	9,851.7	13,496.4	13,869.2	14,088.5	14,463.7	14,891.8	-	80,681.4	TRAINING	IFAD ( 50% )	
MPA level Training of village nutrition workers on PLA /f	person day	6,828	9,104	9,104	9,104	9,104	9,104	-	52,348	500	6,098	42,466.8	58,177.9	59,784.7	60,730.1	62,433.3	64,192.8	-	347,785.6	TRAINING	IFAD ( 50% )	
Pico projectors at cluster level /g	GP	230	-	-	50	-	-	-	280	30,000	365,854	85,829.3	-	-	20,012.1	-	-	-	105,841.4	GSI	IFAD ( 50% )	
Monthly meetings at village level	GP	6,828	13,656	13,656	13,656	13,656	13,656	13,656	88,764	2,500	30,488	212,334.1	436,333.9	448,385.0	455,475.7	468,250.0	481,446.1	489,577.2	2,991,802.2	TRAINING	IFAD ( 50% )	
Printing of modules and picture cards	ls per village	1,138	-	-	-	-	-	-	1,138	10,000	121,951	141,556.1	-	-	-	-	-	-	141,556.1	GSI	IFAD ( 50% )	
<b>Subtotal</b>												653,745.4	508,008.2	522,038.9	550,306.5	545,167.0	660,530.8	489,577.2	3,829,373.9			
<b>2. Engaging men and other decision makers</b>																						
Nutrition sensitisation at weekly heats	heat days	600	1,200	1,200	1,200	1,200	1,200	-	6,600	3,000	38,585	22,390.2	46,010.6	47,281.4	48,029.1	49,376.1	50,767.6	-	263,855.0	TRAINING	IFAD ( 50% )	
Sensitisation of men/decision makers at VDC meeting	VDC meeting day	2,276	4,552	4,552	4,552	4,552	4,552	4,552	29,588	3,000	38,585	22,390.2	46,010.6	47,281.4	48,029.1	49,376.1	50,767.6	-	263,855.0	TRAINING	IFAD ( 50% )	
<b>Subtotal</b>												22,390.2	46,010.6	47,281.4	48,029.1	49,376.1	50,767.6	-	263,855.0			
<b>3. Facilitating convergence</b>																						
Review meeting of progress and coordination with line departments	MPA	40	80	80	80	80	80	80	520	9,000	109,756	4,478.0	9,202.1	9,456.3	9,605.8	9,875.2	10,153.5	10,325.0	63,096.0	TRAINING	IFAD ( 50% )	
Capacity Development of OPELIP functionaries and other departments	MPA	20	20	20	20	20	20	20	140	15,000	182,927	3,731.7	3,834.2	3,940.1	4,002.4	4,114.7	4,230.6	4,302.1	28,155.9	TRAINING	IFAD ( 50% )	
Enumeration and key details of key beneficiary groups /h	village	1,138	1,138	1,138	1,138	1,138	1,138	1,138	7,966	100	1,222	1,415.6	1,454.4	1,494.6	1,518.3	1,560.8	1,604.8	1,631.9	10,680.5	GSI	IFAD ( 50% )	
<b>Subtotal</b>												9,625.3	14,490.8	14,891.0	15,126.5	15,560.7	15,989.0	16,299.0	101,932.3			
<b>4. Community based Creches for children 6 months to 3 years</b>																						
Orientation training for OPELIP functionaries	person day	135	135	107	107	107	107	-	698	1,200	14,634	2,015.1	2,070.5	1,686.4	1,713.0	1,761.1	1,810.7	-	11,056.8	TRAINING	IFAD ( 50% )	
orientation training for creche workers and SHG members /i	person day	-	1,120	2,236	2,236	2,236	2,236	-	10,304	500	6,098	-	7,157.2	15,077.5	15,315.9	15,745.5	16,189.2	-	68,485.4	TRAINING	IFAD ( 50% )	
Training on creche and other topics for CWs	person day	-	3,080	6,314	6,314	6,314	6,314	-	28,338	500	6,098	-	19,892.3	41,463.1	42,118.8	43,300.1	44,520.4	-	191,084.7	TRAINING	IFAD ( 50% )	
Creche establishment costs	creche	140	147	-	-	-	-	-	287	1,200,000	14,634,146	2,089,771.2	2,254,519.5	-	-	-	-	-	-	4,344,275.6	CW	IFAD ( 50% )
<b>Subtotal</b>												2,091,771.2	2,283,429.5	58,227.0	59,147.8	60,806.7	62,520.3	-	4,615,902.5			
<b>5. Spot feeding centres /j</b>																						
Training on MSFC to village level functionaries	person day	-	2,276	4,552	4,552	4,552	4,552	-	20,484	500	6,098	-	14,544.5	29,892.3	30,365.0	31,216.7	32,096.4	-	138,114.9	TRAINING	IFAD ( 50% )	
MSFC establishment costs	MSFC	-	1,138	-	-	-	-	-	1,138	25,000	304,878	-	363,611.6	-	-	-	-	-	-	363,611.6	GSI	IFAD ( 50% )
SFC establishment costs	SFC	-	210	-	-	-	-	-	210	15,000	182,927	-	40,259.3	-	-	-	-	-	-	40,259.3	GSI	IFAD ( 50% )
<b>Subtotal</b>												-	418,415.3	29,892.3	30,365.0	31,216.7	32,096.4	-	541,985.8			
<b>6. Continued Education of girls and right age at marriage</b>																						
PVTG Educational Complex	building	10	-	-	-	-	-	-	10	10,000,000	121,951.22	1,243,902.4	-	-	-	-	-	-	1,243,902.4	CW	OTHER ( 100% )	
Last Marriage incentive for girls	person	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500	20,000	243,900	395,853.7	361,445.8	357,142.9	348,837.2	344,827.6	340,909.1	333,333.3	2,452,349.5	GRANTS	IFAD ( 25% ) , OTHER ( 50% )	
<b>Subtotal</b>												1,608,756.1	361,445.8	357,142.9	348,837.2	344,827.6	340,909.1	333,333.3	3,696,252.0			
<b>7. Technical and ground level support</b>																						
Technical agency to support the nutrition activities /k	ls	1	1	1	1	1	1	1	7	5,000,000	60,975.61	62,195.1	63,803.6	65,868.8	68,707.1	68,577.9	70,510.6	71,701.4	489,264.3	GSI	IFAD ( 50% )	
<b>Subtotal</b>												4,449,483.4	3,695,703.8	1,095,142.0	1,118,519.2	1,115,522.7	1,133,323.8	910,871.0	13,519,565.7			
<b>Total Investment Costs</b>												4,552,515.8	3,846,299.0	1,095,142.0	1,118,519.2	1,115,522.7	1,133,323.8	910,871.0	13,772,193.4			
<b>II. Recurrent Costs</b>																						
<b>A. Consolidation Phase</b>																						
<b>1. Community based Creches for children 6 months to 3 years</b>																						
Creche operational costs	creche per year	107	107	-	-	-	-	-	214	445,097	5,428,012	592,413.3	608,686.8	-	-	-	-	-	1,201,100.0	OPS	IFAD ( 50% )	
<b>2. Spot feeding centres</b>																						
MSFC operational costs	MSFC per year	169	169	-	-	-	-	-	338	119,429	1,456,451	251,063.1	257,959.7	-	-	-	-	-	509,022.8	OPS	IFAD ( 50% )	
SFC operational costs	SFC per year	110	110	-	-	-	-	-	220	55,722	679,537	76,244.0	78,338.4	-	-	-	-	-	154,582.4	OPS	IFAD ( 50% )	
<b>Subtotal</b>												327,307.1	336,298.2	-	-	-	-	-	663,605.2			
<b>Subtotal</b>												919,720.3	944,984.9	-	-	-	-	-	1,864,705.2			
<b>B. Transformation phase</b>																						
<b>1. Community based Creches for children 6 months to 3 years</b>																						
Creche operational costs	creche per year	-	140	287	287	287	287	-	1,286	445,097	5,428,012	-	796,412.6	1,677,737.9	1,704,269.6	1,752,067.5	1,801,444.0	-	7,731,931.7	OPS	IFAD ( 50% )	
<b>2. Spot feeding centres /l</b>																						
MSFC operational costs	MSFC	-	1,138	1,138	1,138	1,138	1,138	-	5,690	119,429	1,456,451	-	1,737,030.6	1,785,005.8	1,813,233.8	1,864,087.7	1,916,621.1	-	9,115,978.9	OPS	IFAD ( 50% )	
SFC operational costs	SFC	-	210	210	210	210	210	-	1,050	55,722	679,537	-	149,552.2	153,685.7	156,116.1	160,494.5	166,017.6	-	784,869.1	OPS	IFAD ( 50% )	
<b>Subtotal</b>												-	1,886,395.8	1,936,691.5	1,969,349.9	2,024,582.2	2,081,638.6	-	9,900,648.0			
<b>3. Technical and ground level support</b>																						
Nutrition, Gender and Social Inclusion Officer at MPA level	person per year	20	20	20	20	20	20	20	140	480,000	5,853,659	119,414.6	122,694.9	126,083.7	128,077.5	131,669.6	135,380.3	137,666.7	900,987.4	OPS	IFAD ( 50% )	
Nutrition Assistants /m	person per year	115	115	90	90	90	90	90	680	240,000	2,926,829	343,317.1	352,748.0	283,688.2	288,174.5	296,256.6	304,605.8	309,750.1	2,178,540.1	OPS	IFAD ( 50% )	
<b>Subtotal</b>												462,731.7	475,442.9	409,771.9	416,252.0	427,926.2	436,986.9	447,416.8	3,079,527.4			
<b>Total Recurrent Costs</b>												1,382,452.0	4,103,426.2	4,026,201.3	4,089,871.5	4,204,575.9	4,323,068.5	447,416.8	22,577,012.3			
<b>Total</b>												5,934,967.8	7,949,725.2	5,121,343.4	5,236,390							

**Table 2.2. Promotion of homestead food production**

Table 2.2. Promotion of homestead food production																					
Detailed Costs																					
	Unit	Quantities							Total	Unit Cost (INR)	Unit Cost (US\$)	Totals Including Contingencies (US\$)						Other Accounts			
		24/25	25/26	26/27	27/28	28/29	29/30	30/31				24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total	Disb. Acct.	Fin. Rule
<b>I. Investment Costs</b>																					
<b>A. Transformation Phase</b>																					
<b>1. Promotion of household kitchen garden</b>																					
Provision of inputs	household	-	40,000	40,000	-	-	-	-	80,000	6,000	73,171	-	3,067,373.5	3,152,091.4	-	-	-	-	6,219,464.9	GSI	IFAD ( 50% )
Recipe Demonstration at monthly PLA meetings	village demo	2,276	4,552	4,552	4,552	4,552	4,552	4,552	29,588	500	6,098	14,155.6	29,088.9	29,892.3	30,365.0	31,216.7	32,096.4	32,638.5	199,453.5	TRAINING	IFAD ( 50% )
Kitchen garden at tribal residential schools	school	-	50	-	-	-	-	-	50	10,000	121,951	-	6,390.4	-	-	-	-	-	6,390.4	GSI	IFAD ( 50% )
<b>Total</b>												14,155.6	3,102,852.8	3,181,983.8	30,365.0	31,216.7	32,096.4	32,638.5	6,425,308.8		





**Table 3.2. Marketing and value addition**

Table 3.2. Marketing and value addition																					
Detailed Costs																					
Unit	Quantities							Unit Cost (INR)	Unit Cost (US\$)	Totals Including Contingencies (US\$)							Other Accounts				
	24/25	25/26	26/27	27/28	28/29	29/30	30/31			Total	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total	Disb. Acct.	Fin. Rule	
<b>I. Investment Costs</b>																					
<b>A. Consolidation Phase</b>																					
<b>1. Improved market linkages</b>																					
Linkages Local haat and block level haat and engagement	local haat	-	30	30	30	30	30	180	2,000	24.39	-	766.8	768.0	800.5	822.9	846.1	860.4	4,884.8	TRAINING	IFAD ( 50% )	
Access to capital finance - Kisan Credit Card	HH	-	1,800	1,800	1,800	1,800	1,800	10,800	50,000	609.756	-	1,084,337.3	1,071,428.6	1,046,511.6	1,034,482.8	1,022,727.3	1,000,000.0	6,259,487.6	GRANTS	BANK ( 100% )	
<b>Subtotal</b>												-	1,085,104.2	1,072,216.6	1,047,312.1	1,035,305.7	1,023,573.4	1,000,860.4	6,264,372.4		
<b>B. Transformation Phase</b>																					
<b>1. Improved market linkages</b>																					
Market Infrastructure (primary processing equipment's, Storage and Sorting Centres)	AIC/SHG	-	-	60	60	60	60	240	500,000	6,097.561	-	-	394,011.4	400,242.3	411,467.5	423,063.4	-	1,628,784.6	GSI	IFAD ( 50% )	
Linkages Local haat and block level haat and engagement	local haat	-	574	574	574	574	574	3,444	2,000	24.39	-	14,672.3	15,077.5	15,315.9	15,745.5	16,189.2	16,462.6	93,463.1	TRAINING	IFAD ( 50% )	
Access to capital finance - Kisan Credit Card	HH	-	5,400	5,400	5,400	5,400	5,400	32,400	50,000	609.756	-	3,253,012.0	3,214,285.7	3,139,534.9	3,103,448.3	3,068,181.8	3,000,000.0	18,778,462.7	GRANTS	BANK ( 100% )	
Niche market development fund	Is	-	-	-	1	-	-	1	20,000,000	243,902.439	-	-	-	232,558.1	-	-	-	232,558.1	GSI	IFAD ( 50% )	
<b>Total</b>												-	4,352,788.5	4,695,591.2	4,834,963.4	4,565,967.0	4,531,007.8	4,017,323.1	26,997,641.0		

**Table 3.3 Microenterprise development and access to finance**

Table 3.3. Microenterprise development and access to finance																					
Detailed Costs																					
Unit	Quantities							Unit Cost (INR)	Unit Cost (US\$)	Totals Including Contingencies (US\$)							Other Accounts				
	24/25	25/26	26/27	27/28	28/29	29/30	30/31			Total	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total	Disb. Acct.	Fin. Rule	
<b>I. Investment Costs</b>																					
<b>A. Consolidation Phase</b>																					
<b>1. Support to microenterprise development</b>																					
Business plan financing	SHG	-	183	183	183	-	-	-	549	300,000	3,658.537	-	661,445.8	653,571.4	638,372.1	-	-	1,953,389.3	GRANTS	IFAD (30%), BEN ( 40% )	
<b>B. Transformation phase</b>																					
<b>1. Support to microenterprise development</b>																					
Agency for skill development for market readiness	MPA	-	1	1	1	1	1	1	6	2,000,000	24,300.244	-	25,561.4	26,267.4	26,682.8	27,431.2	28,204.2	28,680.6	162,827.7	GSI	IFAD ( 50% )
Business Advisory and skill development training and services to Individual Entrepreneur and SHGs /a	Is	1	1	1	1	1	1	1	6	3,000,000	36,585.366	37,317.1	38,342.2	39,401.1	40,024.2	41,146.7	42,306.3	-	238,537.7	GSI	IFAD ( 50% )
Business plan financing - SHG	SHG	-	642	642	642	643	-	-	2,569	200,000	2,439.024	-	1,546,988.0	1,528,571.4	1,493,023.3	1,478,160.9	-	6,046,743.6	GRANTS	IFAD (30%), BEN ( 40% )	
Business plan financing - individual enterprise	enterprise	-	710	710	710	711	-	-	2,841	300,000	3,658.537	-	2,566,265.1	2,535,714.3	2,476,744.2	2,451,724.1	-	10,030,447.7	GRANTS	IFAD (30%), BEN ( 40% )	
<b>Total</b>												37,317.1	4,838,602.4	4,783,525.7	4,674,846.6	3,998,463.0	70,510.6	28,680.6	18,431,945.9		

1a Includes scoping and assessment of potential candidates

### Table 4.1. Project Management, M&E and KM

Table 4.1. Project Management, M&E and KM Detailed Costs

Unit	Quantities								Unit Cost (INR)	Unit Cost (US\$)	Totals Including Contingencies (US\$)								Other Accounts			
	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total			24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total	Disb. Acct.	Fin. Rule		
<b>I. Investment Costs</b>																						
<b>A. Office setup</b>																						
PMU office equipment	ls	1	-	1	-	1	-	-	3	1,500,000	18,292,683	19,591.5	-	20,685.6	-	21,602.0	-	-	61,879.1	CW	IFAD (50%)	
MPA office equipment	ls	23	-	-	-	-	-	-	23	1,800,000	21,951.22	540,724.4	-	-	-	-	-	-	540,724.4	CW	IFAD (50%)	
Subtotal											560,315.9	-	-	20,685.6	-	21,602.0	-	-	602,635.5			
<b>B. KM, M&amp;E</b>																						
Baseline survey	ls	1	-	-	-	-	-	-	1	10,000,000	121,951.22	124,390.2	-	-	-	-	-	-	124,390.2	GSI	IFAD (50%)	
End of project evaluation	ls	-	-	-	-	-	-	1	1	10,000,000	121,951.22	-	-	-	-	-	-	-	111,111.1	GSI	IFAD (50%)	
Annual Outcome Survey	ls	-	1	-	1	1	1	-	5	2,400,000	29,288,293	-	30,673.7	31,520.9	32,019.4	32,917.4	33,845.1	-	160,976.5	GSI	IFAD (50%)	
Thematic Studies	ls	-	5	-	5	-	-	-	15	1,500,000	18,292,683	-	-	-	-	-	-	105,765.8	107,552.1	GSI	IFAD (50%)	
Remote sensing for assisting cluster identification and tracking command area utilization	ls	1	-	-	-	-	-	-	1	20,000,000	243,902.49	248,780.5	-	-	-	-	-	-	248,780.5	GSI	IFAD (50%)	
Knowledge management and policy engagement processes related to tribal groups and policy brief of FPIC	ls	1	-	-	-	-	-	-	1	1,640,000	20,000	20,400.0	-	-	-	-	-	-	20,400.0	GSI	IFAD (50%)	
PCR Report Preparation	ls	-	-	-	-	-	-	1	1	2,500,000	30,487,905	-	-	-	-	-	-	35,850.7	35,850.7	GSI	IFAD (50%)	
Partnership with KM firms/STC	ls	-	-	-	-	-	-	1	5	1,500,000	18,292,683	-	19,700.6	20,012.1	20,573.4	21,153.2	-	-	21,510.4	102,948.7	GSI	IFAD (50%)
KM Dissemination workshop/meetings	ls	-	-	-	1	1	1	1	5	500,000	6,097,561	-	-	6,566.9	6,670.7	6,857.8	7,051.1	-	7,170.1	34,316.6	TRAINING	IFAD (50%)
Strengthening project MIS/GIS application	ls	1	1	1	1	1	1	1	7	1,500,000	18,292,683	18,658.5	19,171.1	19,700.6	20,012.1	20,573.4	21,153.2	21,510.4	140,779.3	GSI	IFAD (50%)	
Internal audit	ls	1	1	1	1	1	1	1	7	2,000,000	24,390,244	24,878.0	25,561.4	26,267.4	26,882.8	27,431.2	28,204.2	28,820.6	187,705.7	GSI	IFAD (50%)	
Third party audit	ls	1	1	1	1	1	1	1	7	1,000,000	12,195,122	12,438.0	12,780.7	13,133.7	13,341.4	13,715.6	14,102.1	14,340.3	93,852.9	GSI	IFAD (50%)	
VOC spot checks and audits	ls	-	1	1	1	1	1	1	6	1,000,000	12,195,122	-	12,780.7	13,133.7	13,341.4	13,715.6	14,102.1	14,340.3	81,413.8	GSI	IFAD (50%)	
Tally License	ls	-	1	1	1	1	1	1	7	500,000	6,097,561	6,219.5	6,390.4	6,566.9	6,670.7	6,857.8	7,051.1	7,170.1	46,926.9	GSI	IFAD (50%)	
Subtotal											41,919.6	6,390.4	17,336.5	17,610.7	18,012.9	18,424.3	18,836.4	19,248.4	144,232.0			
<b>C. Safeguards</b>																						
Social Inclusion Training for Project Staff	ls	1	-	1	1	-	-	-	3	820,000	10,000	10,000.0	-	10,769.6	10,940.0	-	-	-	31,909.6	TRAINING	IFAD (50%)	
Annual Training on SECAP	ls	1	1	1	1	1	1	1	6	500,000	6,097,561	6,219.5	6,390.4	6,566.9	6,670.7	6,857.8	7,051.1	-	39,756.3	TRAINING	IFAD (50%)	
Labour Management Training /a	ls	1	-	-	-	-	-	-	1	820,000	10,000	10,000.0	-	-	-	-	-	-	10,000.0	TRAINING	IFAD (50%)	
Biodiversity Impact Assessment	ls	-	-	-	-	-	-	1	1	3,280,000	40,000	-	-	-	-	-	-	47,036.1	47,036.1	TRAINING	IFAD (50%)	
Pesticide Management Plan	ls	1	-	-	-	-	-	-	1	1,230,000	15,000	15,000.0	-	-	-	-	-	-	15,300.0	TRAINING	IFAD (50%)	
Subtotal											41,919.6	6,390.4	17,336.5	17,610.7	18,012.9	18,424.3	18,836.4	19,248.4	144,232.0			
<b>Total Investment Costs</b>											1,058,001.2	113,748.4	273,115.6	156,361.3	171,101.9	258,478.9	416,272.3	2,448,079.7				
<b>II. Recurrent Costs</b>																						
<b>A. Project Management Unit</b>																						
Programme Director	person month	12	12	12	12	12	12	12	84	180,000	2,195,122	26,341.5	26,620.4	25,714.3	25,116.3	24,827.6	24,545.5	24,000.0	176,569.2	OPS	GOVT	
Deputy PD	person month	12	12	12	12	12	12	12	84	180,000	1,951.22	23,414.6	23,132.5	22,857.1	22,325.6	22,069.0	21,818.2	21,333.6	158,950.4	OPS	GOVT	
Veterinary Expert /b	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	GOVT	
Nutrition Expert /c	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	GOVT	
Programme Officer (CI&RP)	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
Community Institution and Rural Finance Specialist	person month	12	12	12	12	12	12	12	84	70,000	853,659	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	11,845.8	12,045.8	78,836.4	OPS	IFAD (50%)	
Programme Officer (CB,G&N)	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
Training and Social Inclusion Specialist	person month	12	12	12	12	12	12	12	84	70,000	853,659	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	11,845.8	12,045.8	78,836.4	OPS	IFAD (50%)	
PVTG/Tribal Expert /d	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	GOVT	
Senior Engineer	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
Asst. Engineer	person month	12	12	12	12	12	12	12	84	70,000	853,659	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	11,845.8	12,045.8	78,836.4	OPS	IFAD (50%)	
Manager (GIS)	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
GIS Specialist	person month	12	12	12	12	12	12	12	84	70,000	853,659	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	11,845.8	12,045.8	78,836.4	OPS	IFAD (50%)	
Programme Officer (NRM)	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
Agriculture Specialist	person month	12	12	12	12	12	12	12	84	70,000	853,659	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	11,845.8	12,045.8	78,836.4	OPS	IFAD (50%)	
Programme Officer (Marketing & Enterprise Development)	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
Marketing Specialist	person month	12	12	12	12	12	12	12	84	70,000	853,659	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	11,845.8	12,045.8	78,836.4	OPS	IFAD (50%)	
Enterprise Development Specialist	person month	12	12	12	12	12	12	12	84	70,000	853,659	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	11,845.8	12,045.8	78,836.4	OPS	IFAD (50%)	
Programme Officer (Livestock)	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
Sr. Production Specialist	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
Procurement Specialist	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
Procurement Assistant	person month	12	12	12	12	12	12	12	84	70,000	853,659	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	11,845.8	12,045.8	78,836.4	OPS	IFAD (50%)	
Manager-Finance	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
Accounts Assistant /e	person month	24	24	24	24	24	24	24	168	70,000	853,659	20,897.6	21,471.6	22,046.6	22,413.6	23,042.2	23,691.6	24,091.7	157,672.8	OPS	IFAD (50%)	
Accounts Assistant (Audit)	person month	12	12	12	12	12	12	12	84	70,000	853,659	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	11,845.8	12,045.8	78,836.4	OPS	IFAD (50%)	
Manager (M&E)	person month	12	12	12	12	12	12	12	84	120,000	1,463,415	17,912.2	18,404.2	18,912.5	19,211.6	19,750.4	20,307.0	20,650.0	135,148.1	OPS	IFAD (50%)	
Knowledge Management and Communication Specialist	person month	12	12	12	12	12	12	12	84	70,000	853,659	10,448.8	10,735.8	11,032.3	11,206.8	11,521.1	11,845.8	12,045.8				



## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II Project Design Report**

#### **Annex 4: Economic and Financial Analysis**

Mission Dates: 24 June - 4 August 2023

Document Date: 23/10/2023

Project No. 2000003881

Report No. 6630-IN

Asia and the Pacific Division  
Programme Management Department



## Annex 4. Economic and Financial Analysis

### A. Introduction and Methodology

1. The objectives of the EFA are to: (i) evaluate the viability of the improved production technologies to be demonstrated and provided through various types of trainings; (ii) analyze the impact of these improvements on the income levels of the project beneficiaries; (iii) assess the incremental production that results from project interventions; (iv) assess the financial viability of the value chain enterprises that would be supported ; and (v) provide a basis for the economic analysis of the whole project.

2. The financial models developed for the project have been done in close consultation with OPLEIP project staff, technical service agencies that are currently working in the project and officers from government agencies that are supporting the implementation of OPELIP. The analysis considers the project costs and project outreach assumptions at the time of project design (July/August 2023). The assumptions for the Economic Analysis (EA) are linked to the project's log frame and the project goal indicator<sup>1</sup>.

3. The EA is informed by the results of the Financial Analysis (FA) which has been carried out for the main productive activities supported by the project. A sensitivity analysis was conducted to assess the impact of changes in the main parameters affecting the economic outcome of the project because of: (a) changes in project costs; (b) changes in expected benefits from the production systems promoted by the project; and (c) delays in project execution due to the risks that have been identified in the project's risk analysis. It is expected that the EFA will be periodically updated as an integral part of the project's M&E System and as an input into the project evaluation at mid-term and completion stage.

### B. Project Area and Beneficiaries

4. The project will be implemented in 1,679 villages that fall within the jurisdiction of the 20 MPAs under the SC/ST department of Govt. Of Odisha. The total rural population of these 1,679 villages is approx. 180,000 households. It is expected that the project will reach around 150,000 households (project outreach target). The sub-sector-wise outreach will be about 74,000 households for agriculture development, 142,000 households for livestock and another 34,000 households for enterprise development. The target numbers of households overlap across the sub-sectors, as most households will be mapped to at least two sub-sectoral interventions, to achieve the expected increase in household income. Table 1 provides an overview of project costs, outreach and phasing assumptions, including estimated costs per main unit of output (e.g., farm household reached, enterprise, etc. as appropriate). This allows the assessment of the project's efficiency at completion in terms of actual costs vis-à-vis the planned costs per unit of output, as well as comparison with similar projects.

**Table 1. Outreach, phasing, and costs per unit of output for OPLEIP-II**

Description		Unit	PY1	PY2	PY3	PY4	PY5	PY6	PY7	Total
Number of MPAs	cumulative	MPA	20	20	20	20	20	20	20	20
Number of villages	cumulative	village	1,110	1,679	1,679	1,679	1,679	1,679	1,679	1,679
Total project costs		INR million	2,251.6	4,445.3	4,708.7	4,979.9	4,073.8	2,404.9	1,300.2	24,164.6
		USD thousands	27,459	53,558	56,056	57,906	46,826	27,329	14,447	283,581
Project outreach	cumulative	Households	-	21,835	57,991	94,769	118,869	141,283	150,000	150,000

<sup>1</sup> The project goal indicator states that the average annual real household income of the targeted households will be increased by 30 percent at the end of the project

	cumulative	persons	-	87,341	231,963	379,075	475,476	565,133	600,000	600,000
Total project costs per household reached with agricultural assets or services		INR								161,097
		USD								1,890.5
1.1. Community-driven development planning and delivery										
Total sub-component costs		INR million	150.1	145.3	-	-	-	-	-	295.4
		USD thousands	1,830	1,751	-	-	-	-	-	-
Number of VDPs prepared	cumulative	VDC	1,110	1,679	1,679	1,679	1,679	1,679	1,679	1,679
Cost per VDP		INR thousands								175.94
		USD								2,132.8
1.2. Improving delivery mechanisms of community services										
Total sub-component costs		INR million	1,157.9	1,391.2	875.0	934.5	1,136.7	692.5	483.7	6,671.7
		USD thousands	14,121	16,761	10,417	10,867	13,066	7,869	5,375	78,476.3
Number of VDCs supported	cumulative	VDC	1,110	1,679	1,679	1,679	1,679	1,679	1,679	1,679
Number of SHGs revived	cumulative	SHG	500	3,500	6,000	6,000	6,000	6,000	6,000	6,000
Cost per VDC supported		INR thousands								3,973.6
		USD								46,739.9
2.1. Behavior change and nutrition education										
Total sub-component costs		INR million	486.7	659.8	430.2	447.9	462.8	480.2	122.2	3,089.9
		USD thousands	5,935.0	7,949.7	5,121.3	5,208.4	5,320.1	5,456.4	1,358.3	36,349.2
Number of villages	cumulative	village	1,110	1,679	1,679	1,679	1,679	1,679	1,679	1,679
Cost per village supported		INR thousands								1,840.3
		USD								21,649.3
2.2. Promotion of homestead food production										
Total sub-component costs		INR million	1.2	257.5	267.3	2.6	2.7	2.8	2.9	537.1
		USD thousands	14.2	3,102.9	3,182.0	30.4	31.2	32.1	32.6	6,425.3
Households supported with kitchen garden		Households	-	40,000.0	40,000.0	-	-	-	-	80,000.0
Cost per household supported		INR thousands								6.71
		USD								80.3
3.1. Sustainable intensification of climate-resilient crop and livestock production										
Total sub-component costs		INR million	178.4	1,023.3	2,114.7	2,554.5	1,495.5	578.3	62.3	8,007.1
		USD thousands	2,176.0	12,329.0	25,175.3	29,703.6	17,189.4	6,571.6	692.4	93,837.3
Land development	cumulative	acre	1,000	2,000	9,500	19,500	29,500	39,500	39,500	39,500
AIC	cumulative	acre	3,000	9,000	14,000	18,000	18,000	18,000	18,000	18,000
SSAG	cumulative	acre	-	3,000	8,000	12,000	12,000	12,000	12,000	12,000
Goat rearing households	cumulative	Households	-	-	9,000	32,000	57,000	62,000	62,000	62,000
Poultry households	cumulative	Households	-	4,000	19,000	37,000	55,000	73,000	80,000	80,000
Unique households (livestock + agriculture)	cumulative	Households	-	4,000	28,000	69,000	112,000	135,000	142,000	142,000
Cost per household supported		INR thousands								56.39
		USD								660.8
3.2. Marketing and value addition										

Total sub-component costs		INR million	-	361.3	394.4	415.8	397.2	398.7	361.6	2,329.0
		USD thousands	-	4,352.8	4,695.6	4,835.0	4,566.0	4,531.0	4,017.3	26,997.6
Groups linked to markets	cumulative	group	0	0	60	120	180	240	240	240
Cost per group market linked		INR thousands								9,704.35
		USD								112,490.2
3.3. Microenterprise development and access to finance										
Total sub-component costs		INR million	3.1	401.6	401.8	402.0	347.9	6.2	2.6	1,565.2
		USD thousands	37.3	4,838.6	4,783.5	4,674.8	3,998.5	70.5	28.7	18,431.9
Enterprises supported	cumulative	enterprise	-	1,535	3,070	4,605	5,959	5,959	5,959	5,959
Cost per household supported		INR thousands								262.66
		USD								3,093.1

## C. Economic Analysis

5. **Assumptions:** Considering that the project is demand driven, the exact typology of livelihoods options that will be adopted by households is difficult to ascertain at project design. Further, the wide spread of geographies within which the project is operating also make it difficult to ascertain the average returns from livelihoods. Hence, for the economic analysis rather than building the farm models and then aggregating the returns the economic analysis is based on the assumption that the project goal – a 30 percent increase in average real annual household income of the targeted households – will be achieved at the end of the project. This assumption is considered realistic and is supported by the financial analysis (see below). Current estimates of average annual income of rural households in the PVTG villages range from Rs 17,655 to INR 61,738 across various MPDAs and an average annual household income of INR 41,499. The income sources show that the households are dependent on agriculture, livestock, and wage labour for their cash incomes. This aligns well with the project strategy of targeting agriculture and livestock development. Wage labour is another important source and leveraging increased convergence through MGREGA can help increase household incomes.

**Table 2. Average household income of PVTG households<sup>2</sup>**

Source	Income
Agriculture and horticulture	13,440.5
Livestock	4,014.5
Wage labour	19,055.1
NTFP collection	1,519.4
Services/petty shops/remittances	3,452.6
Fishery	Marginal
<b>Average total annual income</b>	<b>41,499.4</b>

6. Assuming (a) a present average annual household income of Rs 41,499 (to be verified by the project's baseline study); (b) an average annual inflation of 4.0 percent; and (c)

<sup>2</sup> Based on internal survey of SCSTRTI



an average annual real household income increase of 3 percent over the project period that would take place without the project; a 30 percent increase in average annual real household income of the targeted households would result in an annual household income of Rs 73,833 by the end of the project (compared to around Rs 56,795 without the project). However, the economic analysis is based on constant prices both for the benefits and the costs. It was assumed that targeted household would achieve the 30 percent increase in income in year 3 after project support with incremental increases in income of 10 percent in each year of the project support.

7. The total financial project costs have been converted to economic costs (which exclude taxes and duties and price contingencies), using the Costab software. Further, the costs allocated for Component 2 have not been taken into consideration since the economic analysis is only focusing on cash income and has not monetized benefits from improved food and nutrition security. The analysis was carried out for a 20-year period, which is the estimated project life including the six-year project implementation period. It is based on 2023 constant prices, and a discount rate of 10 percent was assumed. The Indian Rupee INR was used as the unit of account and the official exchange rate of Rs 82.0 to US\$1 (August 2023) was applied when converting to US\$. The shadow conversion factor of 0.98<sup>3</sup> was calculated and used for the shadow exchange rate.

8. **Economic viability.** The economic internal rate of return (EIRR) of the project over a 20-year period with a 10 percent social discount rate comes to 14.9 percent with a NPV of INR 3,335.6 million (USD 39.7 million).

9. **Sensitivity Analysis.** A sensitivity analysis was conducted to assess the impact of changes in main parameters affecting the economic outcome of the project as a result of: (a) changes in project costs; (b) changes in the expected benefits from the production systems promoted by the project; and (c) delays in project execution due to the risks that have been identified in the project's risk analysis. The results show that the project remains economically viable even in the case of adverse changes in project costs and benefits. A reduction in project benefits by 20 percent results in an EIRR of 10.9 percent while an increase in project costs will reduce the EIRR to 11.6 percent. A 20 percent increase in project costs combined with a 20 percent reduction in project benefits, coupled to a two-year delay of benefits, reduces the EIRR to 5.2 percent, making it economically unviable. The EIRR of the project will equal the opportunity cost of capital if the costs increase by 31.9 percent or if the benefits reduce by 24.2 percent. Further, the EIRR will become 10 percent if the average increase of annual real household income of targeted households is reduced from 30 percent to 23 percent. Table 3 presents an overview of the sensitivity analysis including further scenarios.

**Table 3. Sensitivity analysis of the project EIRR and ENPV**

Scenario			EIRR	ENPV (USD'000)	ENPV (INR million)
Base Case			14.9%	41,690	3,335.7
Programme Costs	Incremental Benefits	Benefits delayed by			
+ 20%			11.6%	41,690	3,335.7
+ 40%			9.0%	80,947	6,476.7
	- 20%		10.9%	7,181	574.6
	- 40%		6.4%	-27,328	-2,186.5
+ 20%	- 20%		8.0%	-18,990	-1,519.4
+ 40%	- 40%		1.9%	-79,670	-6,374.5
Base Case		1 year	12.3%	21,688	1,735
		2 years	10.4%	3,504	280
		3 years	8.7%	-13,027	-1,042

<sup>3</sup> Based on trade data relevant for India accessed from the World Development Indicators on 2 August 2023

+ 20%	- 20%	1 year	6.5%	-34,992	-2,800
		2 years	5.2%	-49,539	-3,964
		3 years	4.1%	-62,764	-5,022
<b>Switching Values /a</b>					
Costs		+	31.9%		
Benefits		-	24.2%		

EIRR = Economic Internal Rate of Return. ENPV = Economic Net Present Value.

<sup>a</sup> Percentage change in cost and/or benefit streams to obtain an EIRR of 10 percent, i.e., economic viability threshold.

## D. Financial Analysis

10. The financial analysis has been carried out for the main productive activities supported by the project. Detailed crop budgets were prepared for 12 crops and typical smallholder plot sizes, providing an overview of the production system including the key production parameters, farmer organizations, investments, and marketing channels. Similar analyses were prepared for six livestock production models (for goats, and poultry) and six enterprise models. The main financial performance measures, including gross margin, net profit, return to family and total labor, and the return on investment are calculated for the Without Project (WOP) and the With Project (WP) scenarios. If applicable, the Investment Costs including required Working Capital and Annual Depreciation were calculated.

11. The results show considerable increase in gross margin, net profit, and return to family and total labor for all production systems. The financial analysis suggests that the project goal of a 30 percent increase in average real annual household income of the targeted households is achievable due to diversified or intensified economic activities promoted by the project. Table 4 below shows the estimated incremental annual net income per household as well as the initial investment costs and the incremental annual costs of intermediate inputs (working capital requirements) for the main productive activities supported by the project. It is expected that the financial analysis will be periodically updated as an integral part of the project's M&E system and as an input into the project evaluation at mid-term and completion stages.

**Table 4. Overview of financial analysis of productive activities supported by the project**

Sl. No	Model	Unit of analysis	Without Project			With Project			Incremental income
			Investment	Revenue	Net income	Investment	Revenue	Net income	
1	Goat Rearing	Herd of 3+1	12,000	11,790	8,756	145,200	34,677	11,189	2,434
2	Goat breeder	Herd of 10+1	57,200	40,080	31,489	57,200	102,348	58,430	26,941
3	Poultry	40 birds	-	4,400	3,543	2,100	14,280	7,950	4,407
4	Poultry (mother unit)	400 birds	60,000	234,000	41,429	150,000	342,000	77,571	36,143
5	Poultry hatchery	1,000 eggs	53,500	144,000	26,565	305,000	275,400	60,947	34,382
6	Poultry breeder	200 birds	-	-	-	170,000	142,158	13,950	13,950
7	Feed mixing plant	375 kg per day	90,000	829,440	79,182	150,000	2,094,750	332,661	253,479
8	Turmeric milling	300 kg per day	160,000	582,000	183,310	250,000	945,750	221,182	37,872
9	Tamarind deseeding		130,000	300,000	49,499	250,000	643,500	222,520	173,022
10	Hill broom		120,000	540,000	289,229	250,000	1,053,000	363,399	74,171
11	Honey processing		120,000	787,500	320,344	250,000	2,252,250	707,297	386,953
12	Oil mill		120,000	810,000	416,321	250,000	1,140,750	516,008	99,687

13	Aromatic rice	1 ha	61,200	36,003	146,400	109,518	73,514
14	Maize		48,000	34,687	150,000	107,380	72,693
15	Groundnut		78,500	44,463	129,250	100,878	56,415
16	Black gram		32,600	20,012	47,550	32,327	12,315
17	Sunflower		120,000	97,457	225,000	182,057	84,600
18	Ginger		960,000	847,424	1,200,000	1,074,904	227,480
19	Turmeric		255,000	194,112	450,000	390,272	196,160
20	Cashew		120,000	93,940	288,000	242,280	148,340
21	Brinjal		330,000	309,321	625,000	600,852	291,531
22	Bitter gourd		100,000	69,212	184,000	127,600	58,388
23	Tomato		100,000	70,172	250,000	207,902	137,730
24	Okra		100,000	73,967	240,000	206,305	132,338

**12. Layering of livelihood activities:** Given the geography within which the project is operating the project will not only adopt a phasing strategy targeting the target early adopters and gradually expand outreach to other households. Additionally, the project will layer more than one intervention for each household keeping in mind the potential for income augmentation and risk mitigation. However, the ultimate choice will be of the households based on their access to resources, availability of labour and finance, and willingness to adopt. An illustrative example of layering of interventions and the incremental incomes potential has been shown in Table 5. The table shows clearly that the layering of interventions should enable households to increase their incomes well above the project goal target.

13. For estimating the income from agriculture intervention, the crop mix and land use for AIC, SSAG and normal land has been assumed. For AIC clusters it is expected that per household an area of 0.67 acre will be developed. This land area will be contiguous hence allowing for production of market demanded crops. It is expected that an AIC plot will have 100 percent cropping in kharif, 30 percent cropping in rabi and 10 percent cropping in the zaid season. The crop mix for AIC is a mixture of aromatic paddy (30 percent), vegetables<sup>4</sup> (20 percent) and maize (50 percent) in the kharif season. In the rabi season AIC cluster will have a crop mix of black gram (1/3 of area), groundnut (1/3 area) and sunflower and vegetables equally in the remaining area. For the zaid season it is expected that the full land will be utilised for vegetables. The SSAC clusters will be of 1 acre per household and will be primarily used only in the kharif season. The crop mix for SSAG clusters will be cashew – 50 percent of the land area intercropped with ginger and turmeric for 25 percent each of the land area. The other non-cluster land that is being developed will be of 1 acre per household and will be used primarily for maize production.

**Table 5. Tentative layering of interventions and incremental incomes per household**

Activities	Households	Land size per HH	Annual incremental income per HH
AIC and market services	4,500	0.67 acre	30,570
AIC + Goat (3+1) + market services	22,500	0.67 acre	33,003

<sup>4</sup> Vegetable can be a mix of several of the following – brinjal, okra, tomato, bitter gourd, etc.

SSAG + Goat (3+1) + market services	12,000	1 acre	73,331
Goat + poultry	28,000	-	6,841
Land development + poultry	39,500	1 acre	33,026
Poultry + group enterprises	40,700	-	203,435
Enterprises only	2,800	-	199,028

## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II Project Design Report**

#### **Annex 5: Social Environment and Climate Assessment (SECAP) Review Note**

Mission Dates: 24 June - 4 August 2023

Document Date: 23/10/2023

Project No. 2000003881

Report No. 6630-IN

Asia and the Pacific Division  
Programme Management Department



The SECAP Review note should build on the preliminary note mentioned above, draw on the results of the screening exercise and be informed by the issues raised during the design mission, the stakeholders interviews, publicly available tools and dataset, and environmental, social or climate-related studies that inform on the characteristics of the project location. The SECAP review note includes the revised ESMP and should be attached to the Project Design Report, integrated in Draft Project Implementation Manual (PIM) and COSTAB and shall be submitted to Design Review Meeting (DRM) or IRC (for NSOs).

## 1. Introduction

1. [1] This review note forms the basis for compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP) drawing on the results of an initial screening exercise, publicly available data and information, and environmental and climate-related studies that capture the characteristics of the project location.  
[2] This SECAP review note at the concept note stage is prepared to identify potential social, environmental, and climate risks to the project and possible impacts of the Program and recommend technically feasible and cost-effective adaptation and mitigation measures for integration into the Program design.  
[3] The Odisha PVTG Empowerment & Livelihoods Improvement Programme (OPELIP)-II aims to enhance living conditions and reduce poverty in the target group households across 14 districts (Mayurbhanj, Keonjhar, Jajpur, Angul, Nuapada, Kalahandi, Sundergarh, Rayagada, Malkanagiri, Deogarh, Dhenkanal, Gajapati, Kandhamal, and Ganjam). The project will deploy community empowerment, natural resource management, livelihood enhancement and food and nutritional security improving activities/interventions to achieve its goals.  
[4] Intending to improve the resilience of smallholder farmers and the value chains they work in, the project aims to increase incomes in target households by sustainably increasing cropping intensities and yields from horticulture, diversifying into livestock, facilitating land titles, promoting access to finance, and creating strong market linkages for post-harvest management.
2. [5] Project components include:
  3. ● Component 1: Community empowerment and institutional strengthening
  4. ● Component 2: Household food and nutrition security
  5. ● Component 3: Improving agricultural productivity, market linkages and incomes
  6. ● Component 4: Programme management, monitoring, evaluation and learning
7. [6] The project hopes to scale up and improve on the environmental footprint of OPELIP Phase I by:
  8. ● Rehabilitating land resources by undertaking soil and water conservation measures, building water harvesting infrastructure and planting tree-based crops that add to the biodiversity of local ecosystems and are based on local traditional knowledge and practices.
  9. ● Promoting organic, multi-crop and mixed farming systems which contribute to agro-biodiversity, soil health as well as the adaptive capacities of smallholder farmers.

## 2. Situational analysis and potential project impacts

10. [7] Odisha is the tenth largest State in the Indian Union, located on India's eastern coast, surrounded by Jharkhand and West Bengal in the north, in the west by Chhattisgarh, in the south by Andhra Pradesh and in the east by the Bay of Bengal. While Odisha has transitioned from a predominantly agro-based economy, agriculture remains a key sector, with nearly 46.8 per cent of workers employed in the Agriculture and Allied sectors.
- [8] Odisha's diverse agro-climatic conditions support the cultivation of a wide range of crops. Rice is the staple food of Odisha, and paddy cultivation is widespread across the state. The major varieties of rice grown include Sona Masuri, Basmati, and local varieties like Hanseswari and Sarada. Odisha also cultivates various pulses such as pigeon pea (tur), black gram (urad), green gram (moong), and oilseeds like groundnut, mustard, and sunflower. A variety of vegetables and fruits are grown throughout the state, including tomatoes, potatoes, brinjal, okra, mangoes, papayas, and bananas. Cash crops like sugarcane, jute, and tobacco are also cultivated in certain regions.
- [9] The agriculture sector constituted 22.5 per cent of GSVA in 2022-23 (AE) and is estimated to grow at 6 per cent in 2022-23 in real terms, a growth rate significantly higher than that experienced at the all-India level (3.5 per cent). Active intervention by the state has catalyzed growth in sub-sectors like Fishing and Aquaculture (11.2 per cent in the last ten years). In other sub-sectors like cropping (5.4 per cent), forestry (5.5 per cent) and livestock (2.4 per cent), growth rates have rebounded and returned positive statistics after the shock from the COVID-19 pandemic.[1] In 2021-22, the collective impact of drought unseasonal rain, and Cyclone Jawad in the harvesting period of the Kharif season also led to a contraction in the crop sector.
- [10] Poverty remains a challenge for the targeted smallholders under OPELIP-II. A lack of employment-generating activities, skill deficiencies, outmigration to pursue employment options, and lack of gender equality and social inclusion are the key identified social challenges. In the agriculture sector, low productivity, limited diversification, restricted access to reliable irrigation, inadequate management of water sources, inefficiencies across the value chain for important crops, and limited capacities in institutional planning and coordination hamper growth in the sector.
- [11] From an environmental and climate risk perspective, Odisha is susceptible to climate-mediated cyclones and coastal erosion. The state's water resources depend on monsoon rains, so crop production in the state is highly correlated with climate variability. Flash floods during the rainy season and heat waves in the summer adversely impact production levels, food security and nutrition.

## 2.1 Socio-economic assessment

### a. Overall poverty situation

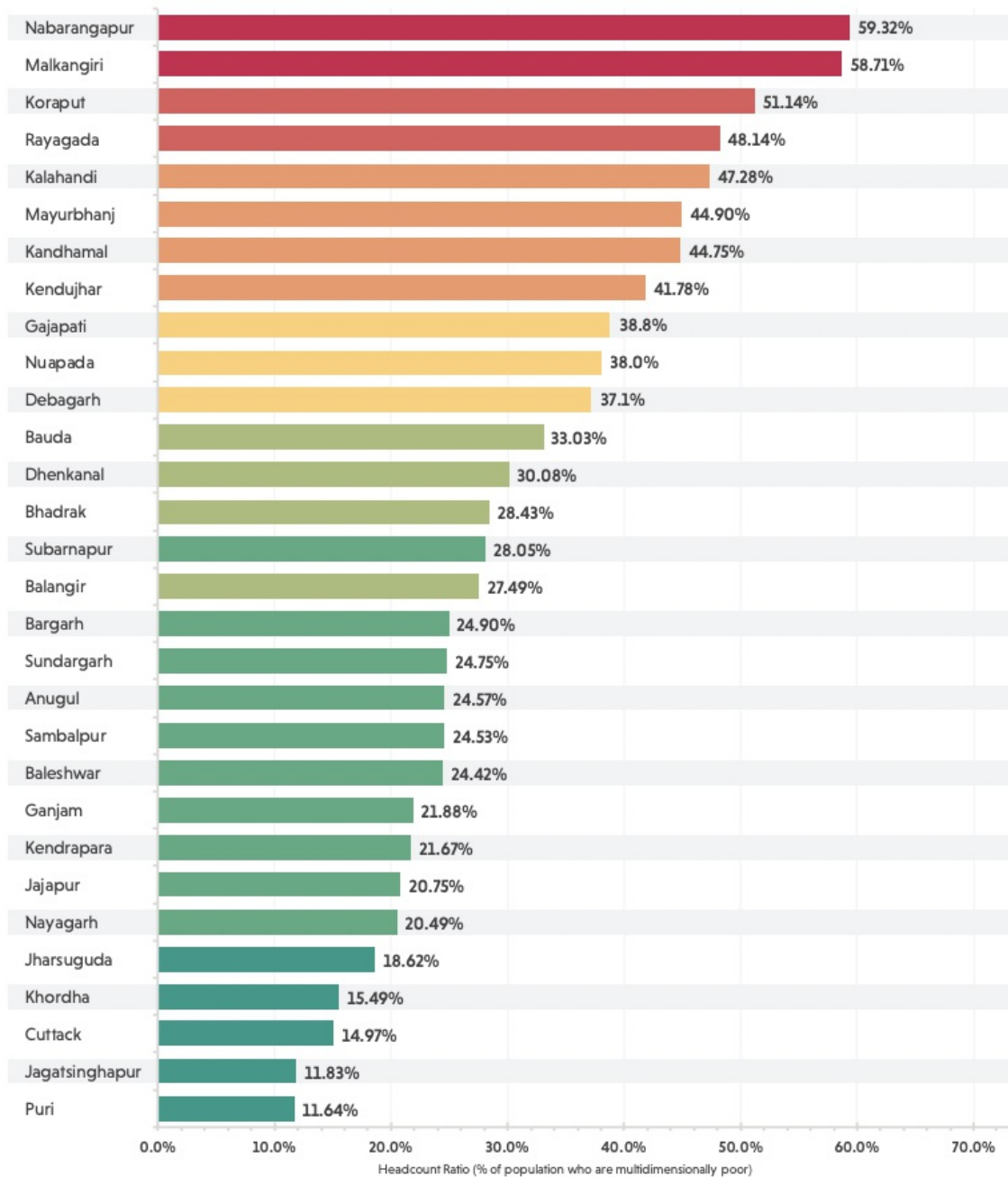
11. [12] In terms of population, Odisha is the eleventh largest, comprising 3.47% of India's total population, of which more than 83% is rural (Census 2011). Women account for just under half the entire population of the state, with 979 women per 1000 men (Census 2011). Over the years, the share of agriculture in the gross state domestic product has declined from around 37% in 1992-93 to 22.5% in 2022-23, and that of industry and services increased correspondingly. However, despite a declining share of agriculture in GSDP, the number of persons engaged in agriculture remains high.[2]
- [13] Odisha's per capita income has also grown at a double-digit rate of 16.8 per cent in 2021-22, with increasing incomes in agriculture and allied sectors contributing nominally to this growth. In 2015-16, the average monthly income per agriculture household was Rs. 7731 compared to Rs. 8931 at the all-India level according to NABARD's Financial Inclusion Survey for 2015-16, which is among the lowest in India but is better than the average monthly income in Andhra Pradesh (Rs. 6920), UP (Rs. 6668) and Bihar (Rs. 7175).[3]
- [14] As of 2022, India's score on the Multi-Dimensional Poverty Index (MPI) is 0.069[4]. This marks a worsening score, having been 0.121 in 2016[5]. Odisha has been ranked among the nine poorest states in the country by the Global Multidimensional Poverty Index (MPI) 2022 report. Odisha's economy continued the remarkable upsurge post-pandemic, growing at a rate of 11.5 per cent in 2021-22 and 7.8 per cent in 2022-23. These growth rates have not only been significantly higher than that at the national level for the corresponding years but also surpassed the pre-pandemic trend of performance. As a consequence, the state's per capita income has risen to INR 1,50,676 in 2022-23(AE) thereby dramatically shrinking the gap vis-à-vis the national level to half of what it used to be in 2011-12[6]. Agricultural wage earners, smallholder farmers and casual workers in the non-farm sector constitute the bulk of poor rural people. Within these categories, women and tribal communities are the most deprived.

12. **Figure 1.**



## Odisha: Headcount Ratio

Percentage of population who are multidimensionally poor in each district



### Multidimensional Poverty Index



The size of the bar represents the percentage of population who are multidimensionally poor in each district of Odisha. The colour of the bar represents the MPI score of the district. The colour moves from green, through yellow, to red as the MPI score increases. Green represents areas with the lowest MPI scores while red represents areas with the highest MPI scores. The legend provides the range of MPI scores represented by a colour.

13. Source: [https://www.niti.gov.in/sites/default/files/2021-11/National\\_MPI\\_India-11242021.pdf](https://www.niti.gov.in/sites/default/files/2021-11/National_MPI_India-11242021.pdf) --> Page 160.

## b. Gender

14. [15] The latest Gender Inequality Index (GII) in 2021 ranked India 122th out of 190 countries with a score of 0.490. This score is better than that of the South Asian region (value 0.508) and close to the world average of 0.465. This reflects the government's initiatives and investments towards more inclusive growth, social protection, and gender-responsive development policies aimed at reducing the gender gap and empowering women in all aspects of social, economic, and political life. However, women's participation in the labour force remains low, and there is a significant pay gap between men and women. India's score of 0.490 in 2022 also registers a slight slippage from 0.493 in 2021.

[16] Despite notable advancements in policy and legislation, women continue to experience significant disadvantages in political, economic, and social spheres when compared to men. Women hold just 14.4% of parliamentary seats as of 2021[7], and the proportion of adult women who have not attained an upper secondary level of education is only 70% as compared to 58% for men[8]. According to a 2021 data from the International Labour Organisation, labor force participation rates stand at 23% for women in India, and 73% for men[9]. India is among medium HDI countries that have seen greater increase in feminist movements. Feminist mobilizations are associated with better legal rights to participate in economic life, greater representation in politics, better support for paid and unpaid domestic care work, better protection from sexual harassment, better access to land tenure, financial inclusion, overcoming stigma and raising awareness around violence against women and girls[10]

[17] The National Policy for Women 2016 recognizes that, although there has been progress in women's empowerment, there are persistent socio-economic issues that hinder gender equality and the overall empowerment of women. These challenges include the feminization of agriculture, women's land and asset ownership entitlements, malnutrition, and anaemia, among others. The policy notes that women have been marginalized in climate change management and environmental resource debates, despite the gendered impacts of climate change. To overcome these challenges, the Government of India is working to bridge the gender gap and prioritize women's social and economic empowerment. This includes support for livelihood improvement programs and the promotion of self-help groups, providing women with access to finance, extension services for crop and livestock husbandry, and workload-reducing equipment, leading to improved household incomes and greater decision-making power for women.

[18] Gender equality in Odisha remains a challenge. Women's labor participation rate is lower in Odisha than the national average, and they are paid significantly less than men in similar positions. Furthermore, violence against women remains a pervasive problem in the state, with high rates of domestic violence, sexual assault, and trafficking. Women's voices and influence have been historically limited in Odisha due to patriarchal attitudes and cultural norms. Ideal of women as domestic caregivers run dominant, with privileges of power disproportionately favoring male counterparts, both internal and external to the household.

[19] The state of Odisha has implemented various policies and initiatives to promote gender equality, including the provision of free compulsory education for both boys and girls aged 6-14; the integration of a gender equity curriculum in over 20000 government schools; the establishment of quotas for female representation in political and governmental bodies; and the establishment of women's collectives and self-help groups to promote entrepreneurship and financial independence.

[20] Despite these developments, women continue to be marginalized in many areas, including politics, business, and society at large. There is a need for continued efforts to break down cultural and societal barriers that limit women's participation and influence and to promote gender equality and women's empowerment in Odisha and beyond.

[21] The Gender Responsive Budgeting 2022-23 prepared by the Government of Odisha[11] confirms the intention to translate into budgetary commitments the willingness to address the key challenges faced by girls and women in the State including poverty, inequality and violence.

[22] Tribal women play a crucial role in the conservation and transmission of ancestral traditional knowledge and a collective and community role as caretakers of natural resources and keepers of medicinal and tribal knowledge. Despite their important roles in their communities, tribal women face various challenges from education, health to civil, economic and social rights. Health standards of tribal women is below the national average. Maternal mortality is high among tribal women because of lack of institutional delivery and unawareness of government schemes. According to the Scheduled Castes and Schedules Tribes Research and Training Institutes (SCSTRTI) 2015 report on health status of PVTGs, 38% of women in reproductive age (15 to 49 years) were under-weight, and 3% suffered severe, 22% moderate, and 29% mild anaemia[1].

[23] Lack of education leads to their social and physical vulnerability. Unawareness about their social and political rights leaves them out of decision-making processes and they face discrimination as per their ethnicity. The female PVTG literacy rate as per Baseline Survey, 2018, is 25.55%, which is lower than that of the literacy rate of STs (41.20%) and that of non STSC population is around 64.01 percent at state level (as per 2011 Census).

[24] Early marriage is also a challenge for young PVTG women, according to OPELIP I, girls are often seen married at the age of 14. Tribal women are mainly not engaged in any kind of continuous work and much like their male counterparts are found to work in agriculture. Most of the tribal women work outside their homes and are engaged in various daily labour and agricultural work. Young children and girls go often to the fields with their mothers and most of the time they do not go to school regularly or become drop outs from school. Household works like cooking, cleaning, washing utensils and clothes, collecting fuel for cooking are done by the female members of the family.

[25] Women are actively involved in various agricultural activities, and their contributions are crucial to the success of farming in PVTG communities. Their roles can include land preparation, sowing seeds, weeding, transplanting seedlings, and harvesting crops. Women are also responsible for post-harvest activities, such as threshing, winnowing, and storage of agricultural produce. Women in PVTG villages often play a significant role in preserving traditional seeds and knowledge about local crop varieties. They select, store, and exchange seeds, sharing knowledge to future generations.

[26] Men are often doing seasonal work outside the communities, leaving temporarily the agriculture sector for service and industry, women are being increasingly playing non-traditional roles. Tribal woman's role in decision making, for instance in land development, crop patterns and purchase and management of animals increases, however in many cases the authority and main decision making remains with man. One major livelihood resource for tribal women non-timber forest produce.

[27] Only 33 percent of scheduled tribe women have a mobile phone they themselves use, compared with 46-68 percent of women who belong to any other caste/tribe group. Scheduled tribe women who have a mobile phone that they themselves use are also less likely to be able to read SMS messages (53%) than women who belong to any other caste/tribe group (61-79%)[3].

[28] Gradually tribal women are increasingly enrolled as members of the SHGs, this has been a means to enhance their economic condition and source of empowerment. As per OPELIP I database 7,288 SHGs have been formed; 6578 are functional, noting that members are not utilising the savings for loans and depositing in the bank. Self Help Groups are working holistically to encompass different aspects of empowerment through SHG movements. These include expansion of credit linkage to as many SHGs as possible so that SHGs have paid up capital to start economic activities, through these loan they manage natural resources like (bamboo basket making, khalipatra (leaf plate) stitching, ayurvedic medicine, candle, wood toy, tamarind packing, turmeric grinding and packing) and Snacks making like (papad, badi, and pickle) Domestic Tailoring, Hand Embroidery, Machine Embroidery, Cloth Painting.

### **c. Youth**

15. [29] India has the largest youth population in the world with one out of every four among the 15-29 years age group globally being Indian. According the National Youth Policy 2014 and the updated policy draft 2021, youth are defined as individuals aged 15-29 years old. This age group constitute nearly 34% of India's total population. It is estimated that India would have 365 million youth by 2030, which constitutes 24% of the population.
- [30] Youth in the state of Odisha (15-29 years) make up about 33% of the States' population, while 32% and 29% of women and men, respectively, are in the 25-34 age group. A large youth population provides a huge potential workforce for the state, which if properly educated and trained can make significant contribution to the development of the state. Youth can also lead to creativity and new solutions as youth are often open to new ideas and innovations. In addition, engaging youth in community activities and leadership can support building of a more positive and engaged community in the state.
- [31] Youth assessment studies in Odisha have highlighted several challenges faced by young people in the state. One of the primary concerns is the issue of unemployment and underemployment. Despite advances in education and skill development, a significant number of youth struggle to find suitable job opportunities, leading to frustration and disillusionment. Addressing this challenge requires a multi-faceted approach that involves enhancing employability skills, fostering entrepreneurship, and promoting investments in sectors that generate employment. Another critical aspect assessed is the state of education and access to quality learning opportunities. While Odisha has made progress in educational infrastructure, there are still pockets where access to education remains limited. Furthermore, there is a need to improve the quality of education and align it with the demands of the job market to ensure that the youth are equipped with relevant skills.
- [32] TRIBAL YOUTH: Odisha State Youth Policy 2013, with a target population ranging from 13 to 35 years, envisions "Young people of Odisha to be fully enabled, motivated, engaged and empowered to accomplish their full potential, have healthy lives, progress far in education, secure productive livelihoods, participate in their communities, have a say in their future and contribute to the growth and development of the state". The policy contains favourable strategies for tribal youths in education, skill development and other areas. STs and SCs constitute 2 separate Key Constituencies of the policy indicating distinct attention of the Government for STs and SCs separately. Few excerpts from Odisha State Youth Policy 2013 are given below.
- [33] Youth from ST, SC and the Minorities: Tribal youth suffer from multiple disadvantages, as do youth from SC communities and other religious and ethnic minorities despite several initiatives meant to empower them. Development efforts in regions with concentrations of this sub-population must deliberately reach out to these groups and ensure that they benefit from any youth programmes.
- [34] Adolescents may be forced to abandon their studies prior to completion even when they want to continue on account of a number of social and economic circumstances. As a result, they either have nothing to do and thus became vulnerable to negative social influences, or they are obliged to take low skill, low pay jobs to support their families.
- [35] As part of the IFAD's Indigenous Peoples Assistance Facility (IPAF), the project "Empowering Tribal Youth for Nutritional Food Security and Income Enhancement in Koraput District of South Odisha", was implemented by PRAGATI Koraput. It targeted the tribal youth and it reported that their aspirations include income stability, security, and a better quality of life, better access to land and capital, modern farming techniques, and more linkages to markets, all these as elements to pathway out of poverty.
- [36] Pragati Koraput reported that youth often also lack access to credit, information, extension services and many other productive resources necessary for agriculture. Thus, the majority of tribal youth are unemployed and forced to migrate out to urban areas, work at low paid jobs, and a few even get diverted to illegal activities. Young girls are becoming more vulnerable to trafficking and exploitation.

#### **d. Indigenous peoples**

16. [37] India has several laws and constitutional provisions that recognize Indigenous Peoples' rights to land and self-government, but their implementation is far from satisfactory. The Indian government has voted in favour of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) on the condition that, from independence, all Indians be considered indigenous. In India, Indigenous Peoples (IPs) are recognized as Scheduled Tribes (STs), which internationally are generally referred to as IPs.
- [38] India has a tribal population of 104.28 million, and Odisha has the third largest concentration of tribal population in the country (comprising 9.66% of the national tribal population). IPs are concentrated in specific geographic regions. 46.1% of the STs live in the eastern and central region, including Odisha State, where there are 62 STs. Specifically, 22.8 percent of Odisha's total population is recognized as STs (India: Country Technical Note, IWGIA, 2022).
- [39] Odisha is home to numerous indigenous communities, each with its own distinct culture, language, and traditions. These cultures are deeply rooted in nature, with many Adivasis having an intimate relationship with the forests and land they inhabit. The indigenous communities in Odisha speak various languages, many of which are classified as Austroasiatic, Dravidian, and Tibeto-Burman languages. Each linguistic group represents a distinct cultural heritage. Traditionally, indigenous communities in Odisha have been dependent on agriculture, forest-based activities, and traditional handicrafts for their livelihoods. Their unique knowledge of medicinal plants, traditional agriculture, and sustainable forest practices has been an invaluable contribution to the region's biodiversity. Indigenous communities in Odisha often have customary laws that govern their communities and their own social structures centered on collective identity and community cohesion. Despite their rich cultural heritage and contributions to the state, indigenous people in Odisha face numerous challenges. Some of the significant issues include land rights, displacement due to development projects, inadequate access to education and healthcare, and marginalization from mainstream opportunities.
- [40] The specification of Scheduled Areas about the State of Odisha is by a notified order of the President vide "The Scheduled Areas (State of Bihar, Gujrat, Madhya Pradesh and Orissa) order, 1977 dated 31.12.1977 (C.O. 109) and covers about 44.70% of the area of the state. This area includes the entire districts of Mayurbhanj, Koraput, Malkangiri, Rayagada, Nawarangapur, Sundargarh, and Kandhamals districts, R.Udayagiri Tahasil, Gumma & Rayagada Blocks of Gajapati, Soroda Tahasil, excluding Gazalbadi and Gochha Panchayats of Ganjam district, Kuchinda Tahasil of Sambalpur district, Telkoi, Keonjhar, Champua and Barbil Tahasils of Keonjhar district, Th. Rampur and Lanjigarh blocks of Kalahandi district and Nilagiri block of Balasore district.
- [12]
- [41] In the context of Odisha, PVTG stands for "Particularly Vulnerable Tribal Group." PVTGs are specific tribal communities that are considered to be the most vulnerable among the Scheduled Tribes in India. Out of the 75 PTVGs in India, the eastern state of Odisha in India has the largest number of such groups (13). These groups face severe socio-economic and educational disadvantages, live in remote and difficult-to-access areas, and have unique cultural practices and languages that are at risk of being lost. The classification of PVTGs is based on criteria defined by the Ministry of Tribal Affairs, Government of India, which takes into account factors such as pre-agricultural level of technology, low literacy rates, stagnant or declining population, and lack of access to basic amenities and healthcare. These criteria are used to identify the most marginalized and vulnerable tribal communities across the country, including those in the state of Odisha.
- [42] The Government of India, along with the State Government of Odisha, has implemented various welfare and development schemes and programs for the upliftment of PVTGs. These initiatives aim to address their specific needs and vulnerabilities, such as providing access to education, healthcare, housing, clean drinking water, and livelihood opportunities. Efforts are also made to preserve and promote their unique cultural heritage and traditional knowledge. Despite the challenges, recognizing and supporting PVTGs is crucial for ensuring their socio-economic well-being and preserving their diverse cultural identities. Empowering these communities and involving them in decision-making processes that affect their lives are essential steps toward creating a more inclusive and equitable society in Odisha. The Odisha PVTG Empowerment & Livelihoods Improvement Programme (OPELIP-II) aims to reduce poverty and increase food and nutrition security amongst PVTG households in Odisha.
17. [43] The project will get participation of indigenous peoples as beneficiaries through indigenous peoples-related activities and involving Free Prior and Informed Consent (FPIC). The focus of the proposed project will be to deepen the impactful interventions of OPELIP and expand to new villages and households, leveraging lessons learned and best practices from Phase I. Respect and support for indigenous peoples' traditional knowledge and livelihoods will be ensured.

#### **e. Marginalised groups**

18. [44] Persons with disabilities: Disability is a multidimensional concept. The United Nations Convention on the Rights of Persons with Disabilities (CRPD) recognizes persons with disabilities as those who have long-term physical, mental, intellectual or sensory impairments that, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others. According to the 76th round of the NSO survey[13] conducted between July and December 2018, in India the percentage of persons with disability in the population was 2.2 per cent. 2.3 per cent in rural areas and 2 per cent in urban areas. The same study reported that in rural Odisha persons with disability are 3.7 percent of the male population and 3 per cent of female population. In the case of urban areas an equal share of men and women with disability at 2.8 percent was reported. The project should consider inclusive strategies to benefit persons with disabilities.

#### **f. Nutrition**

19. [45] Malnutrition remains a significant concern, particularly among vulnerable populations such as women, children and marginalized communities in Odisha. Nutrition assessment was conducted through various surveys and studies to gather data on

the nutritional status of the population:

[46] i) National Family Health Survey (NFHS): The NFHS is a nationwide survey that provides comprehensive data on various health and nutrition indicators, including child and maternal malnutrition. NFHS-5, conducted in 2019-20, is the latest survey that covers all districts of Odisha.

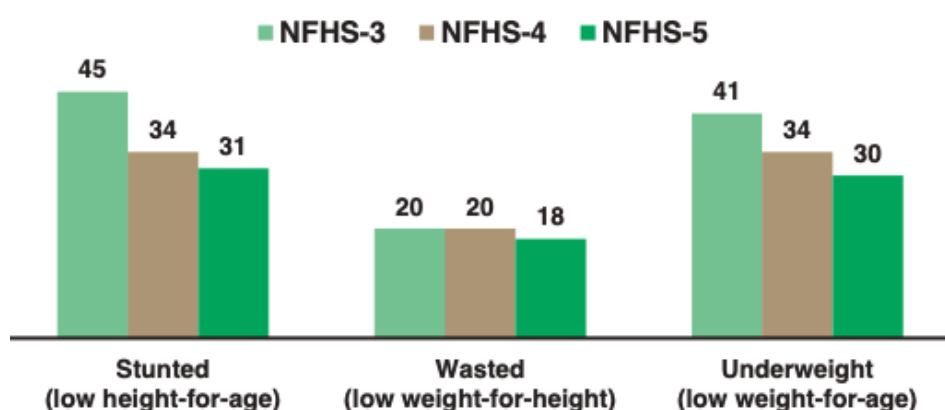
[47] ii) Rapid Survey on Children (RSOC): The RSOC focuses specifically on assessing the nutritional status of children aged 0-5 years. It provides data on stunting, wasting, and underweight prevalence, among other indicators.

[48] iii) Integrated Child Development Services (ICDS) Records: ICDS records are valuable sources of data on the nutritional status of children and pregnant women, as the ICDS program provides supplementary nutrition to beneficiaries.

[49] iv) Food Consumption Surveys: These surveys assess the dietary patterns and food consumption habits of the population, helping identify gaps in dietary diversity and nutritional intake.

[50] Children's nutritional status in Odisha has slightly improved since NFHS-4 by all measures. The percentage of children who are stunted, wasted and underweight decreased marginally from 34 percent, 20 percent and 34 percent to 31 percent, 18 percent and 30 percent respectively in the 4 years between NFHS-4 and NFHS-5.

20. [51] **Figure 2. Trends in Odisha children's nutritional status – Percentage of children under five years**



*Note: Nutritional status estimates are based on the 2006 WHO International Reference Population*

21. [52] Findings from OPELIP (undertaken by RIA in 2018) found that, on average, the rate of stunting in the areas covered by OPELIP and nearby comparison areas was 36%. Similarly, 33% of children were underweight and 28% children were wasted in the same areas. Further, the survey showed that children from PVTGs households had a higher rate of malnutrition than non-PVTG children. The rates of stunting and underweight among PVTG children were statistically significantly higher than those of non-PVTG children.

[53] According to NFHS-5, about 44 percent of women and 38 percent of men in Odisha are either too thin or overweight. Among women age 15-49, the proportion overweight or obese is 23 percent, which is higher than NFHS-4 (17%). More men are overweight or obese (22%) than thin (15%), which is similar pattern observed in NFHS-4. Twenty-one percent of women in Odisha are too thin. Almost three-fifths of women (56%) and men (62%) are at a healthy weight for their height. Undernutrition is particularly common in the younger age groups (especially age 15-19), in rural areas for women, and among scheduled tribes.

[54] Slightly less than two-thirds of women (64%) in Odisha have anemia, including 29 percent with mild anemia, 33 percent with moderate anemia, and 3 percent with severe anemia. Anemia is particularly high among rural women, women age 15-19 or 40-49, and scheduled tribe women, but anemia exceeds 53 percent for every group of women. Anemia among women has increased by 13 percentage points since NFHS-4. Over one-quarter (29%) of men in Odisha are anaemic. Scheduled tribe men, men with no schooling or less than 10 years of schooling, men age 15-19 or 40-49, and men in rural areas are particularly likely to be anaemic.

[55] The State Government of Odisha has implemented various nutrition-specific and nutrition-sensitive interventions to address malnutrition:

[56] - Mamata Scheme provides monetary incentives to pregnant women and lactating mothers who opt for institutional deliveries at government-approved health facilities. The cash transfer aims to reduce maternal and infant mortality rates by encouraging more women to seek professional healthcare during childbirth. Pregnant women and lactating mothers from economically disadvantaged households are the primary beneficiaries of the Mamata scheme.

[57] Anganwadi and ICDS Programs: The ICDS program, through Anganwadi centers, provides supplementary nutrition to pregnant women, lactating mothers, and children, aiming to improve their nutritional status.

[58] Mid-Day Meal Scheme: The Mid-Day Meal Scheme provides nutritious meals to school children, promoting better nutrition and school attendance.

[59] Nutrition Awareness Campaigns: The government conducts awareness campaigns to educate communities about the importance of balanced diets and proper nutrition practices.

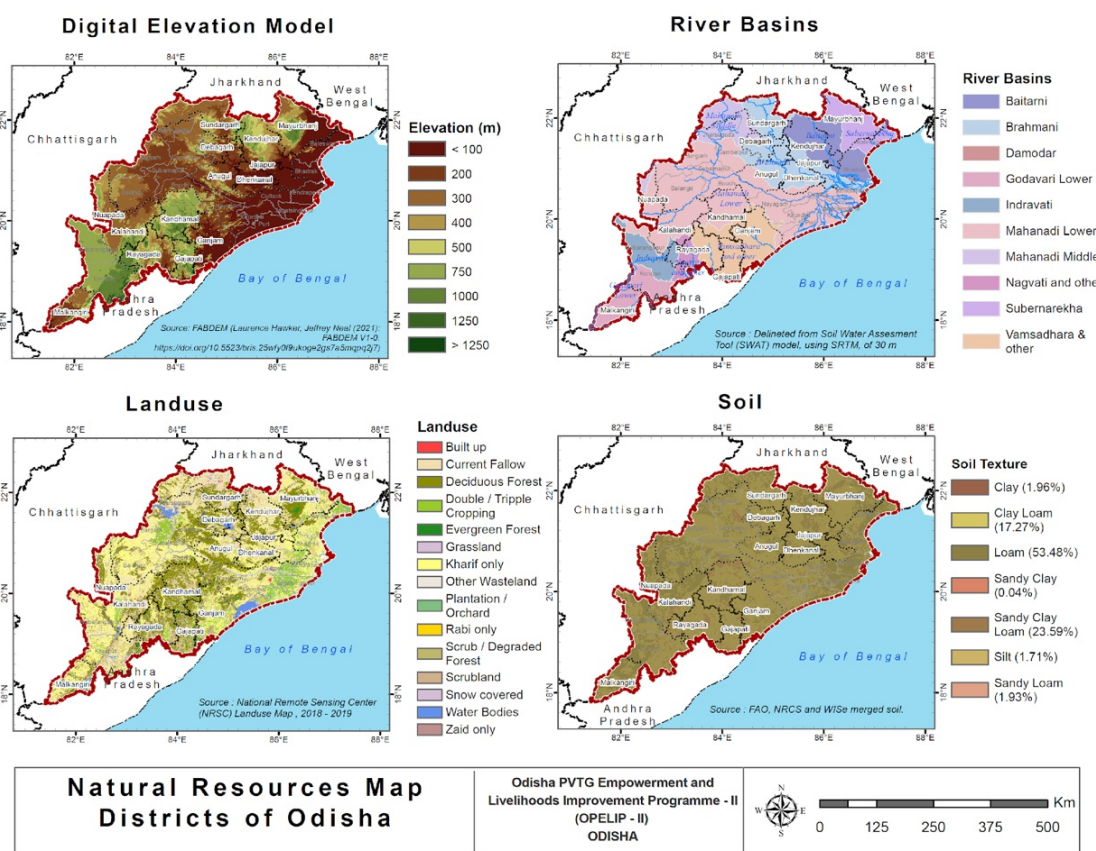
[60] OPELIP II will be implemented as a nutrition sensitive project with several activities responding to nutrition related challenges in the state. These included: home gardening, nutrition, reproductive health. A recent study conducted within OPELIP[14] by IFAD (RIA) and CGIAR Research Initiative on National Policies and Strategies showed that home gardens increase food security (household dietary diversity score, home-produced and consumed food), and the dietary quality of men and women, but have no effect on children's dietary quality. Results also suggested that home gardens increase monthly per adult equivalent incomes and reduce the probability of falling below the poverty line. The study concluded that home gardens can

improve food security, dietary quality and income in rural farming communities including vulnerable population groups. Findings suggested that home gardens can be a poverty-reducing strategy for resource-poor farmers and vulnerable population groups. However, there is need for complementary interventions to improve children's dietary quality and anthropometry.

## 2.2 Environment and climate context, trends and implications

22. [61] Odisha is divided into ten agro-climatic zones based on climate, soil, rainfall, and cropping patterns: northwestern plateau, northcentral plateau, north-eastern coastal plain, east and southeastern coastal plain, north-eastern ghat, eastern ghat highland, south-eastern ghat, western undulating zone, western central tableland, and mid-central tableland.[15] There are two National parks, 18 Sanctuaries and one Biosphere Reserve in the State.
- [62] Odisha has a tropical climate characterized by high temperature, high humidity, medium to high rainfall and short and mild winters. The southwest monsoon covers the entire state by mid-June, with heavy rain a regular occurrence between June and September. The winter season settles in the state from the month of November. Odisha's State Action Plan on Climate Change 2021-2030 predicts increasing disparities between temperatures, with maximum temperatures increasing and minimum temperatures decreasing. The action plan also forecasts an increased frequency of extreme rainfall events, such as droughts and floods and warns against intermittent dry spells and unseasonal rainfall.[16]

23. Figure 3: Physiographic Profile of Districts of Odisha



24. [63] The table below shows the agro-climatic classification, typology of soil and main crops present in the programme area.
- [64] Table 1. Agroclimatic classification of project area:

Agro-climatic Zone as per NARP	Programme Districts	Climate	Soils	Crops
North-western Plateau Zone	Sundargarh and Deogarh	Hot & moist sub-humid	Red & yellow, mixed red & black; light texture	Rice, Mustard, Groundnut, Pigeon pea, varieties (black, green, Bengal) of gram, Moong, Pea, Lentil, linseed, jowar, Maize, Niger
North-central Plateau Zone	Mayurbhanja and Keonjhar	Hot and moist sub-humid	Laterites, red loams; light textured	
North-eastern Ghat Zone				

South-eastern Ghat Zone	Malkanagiri	Warm & humid	Red, red & yellow; light textured	Rice, Millets, Sesamum, Mango, Lime Guava
Western Undulating Zone	Kalahandi, Nuapada and Kandhamal	Hot & moist sub-humid	Red, mixed red & black, black; medium to heavy textured	Rice, Smaller millets, varieties (black, green, Bengal) of gram, Finger millets, Sesamum, Maize, Pigeon pea, Mustard, Groundnut, Linseed, Sorghum, Niger, Sweet-potato, Onion, Chilli
Mid-central Table Land Zone	Angul	Hot & moist sub humid	Red loams, lateritic, mixed red & black; light textured	Rice, Pulses, Sesamum, Vegetables

#### a. Environmental assessment

25. [65] Red soil characterizes a large portion of Odisha's agricultural land and facilitates the state's production of paddy, mangoes, tomatoes, brinjal, sugarcane, jute, and poultry. Even though paddy is the most cultivated crop with a share of almost 48% in gross cropped area, farming in the state has diversified towards high-value agriculture, including fruits and vegetables and livestock. However, the frequent occurrence of extreme natural calamities like floods, cyclones and droughts drastically impact the state's agriculture sector. In 2019, a devastating cyclonic storm (FANI) caused large-scale destruction, particularly in the Angul, Balasore, Bhadrak, Cuttack, Dhenkanal, Ganjam, Jagatsinghpur, Jajpur, Kendrapara, Keonjhar, Khordha, Mayurbhanj, Nayagarh and Puri districts. While the devastating impact of this cyclone has prompted the state to prioritize expenditure in disaster relief and management (through an SDRMF and NDRMF), the increased frequency and intensity of these events have impeded agriculture growth, lowered farmers' income, and emphasized the need for climate-resilient growth in the state.

26. [66] Given the nature of the terrain in the OPELIP programme area, there is high variability in soil types. Typically, the soils found are red, red lateritic, yellow and brown forest soils, black soils in certain patches and alluvial in gentler plateaus and in valleys. The agro-climatic classification presented in Table 1 lists the broad soil types in the programme area. The region is characterised by shallow soil depth. The key feature to note is the high degree of variability within the programme area in a district. Given high rainfall and a sloping terrain, soils suffer considerable leaching, would be acidic and deficient in nitrogen. Soils would tend to have adequate potash, moderate levels of phosphorus and organic carbon because of proximity to forests.

[67] Under OPELIP Phase I, positive impacts on the environment, natural resources and climate change adaptation stem from interventions that supported land titling, invested in irrigation and water harvesting structures, promoted mixed farming with diversified cropping and built on the relationship with International Crops Research Institute for the Semi-Arid Tropics (ICRISAT). The NRM and Livelihoods component of OPELIP ensured secure titles to PTG households on land under their de facto occupation. This incentive enabled them to adopt more sustainable land use regimes and invest in their property. Demarcating community forests on degraded forest land allocated under the Community Rights provision of FRA reversed land degradation and reduced pressure on existing forests. OPELIP also promoted rainwater harvesting and soil conservation activities, such as land levelling, making field bunds, terracing, check dams, etc., which helped reduce soil erosion, improved rainwater percolation, leading to rejuvenation of springs, improvement in micro-climate locally and enhanced availability of surface and groundwater in the post-monsoon period. By developing local, small-scale irrigation infrastructure, the project supported the sustainable intensification of land cultivation, reducing post-kharif fallows that cause soil degradation. Promoting horticulture and resource conservation activities on podu lands also helped reverse land degradation.

[68] OPELIP-II activities will be confined to areas designated for agricultural use and will not involve areas designated for forestry, wetland, and those with high biodiversity values.

#### 27. Landscape and Biodiversity

[69] Odisha is an agrarian state, divided into 4 physiographic Zones: Coastal Plains, Central Table Land, Northern Plateau and Eastern Ghats. The state's diverse terrain, topography, and varied climatic conditions foster an enabling environment for a unique variety of flora, fauna, ecosystems, and biodiversity.

[70] Odisha ranks fourth amongst the State/Union Territories of the country in terms of area under forest cover, with a total forest area of 58,135 sq. km.[17] The forests are home to a rich floral and faunal diversity of the Similipal biosphere, including rich medicinal plants in the Similipal and Gandhamardan forest ranges. In addition to the rich biodiversity housed by the state's forests, Odisha's wetlands, like Chilka Lake and the mangrove forests of Bhitarkanika, attract large populations of migratory birds.

[71] The districts of Anugul, Debagarh, and Dhenkanal are located in central Odisha and are characterized by fertile plains and gentle hills. These regions support a mix of deciduous and dry forests, providing habitat for various species of flora and fauna. The presence of rivers and water bodies enhances the overall biodiversity in these districts.

[72] Gajapati, Ganjam, and Rayagada districts lie in the southern part of Odisha and feature a diverse landscape encompassing coastal areas, hills, and valleys. The coastal regions are dotted with sandy beaches and mangrove forests, supporting unique marine and avian species. Inland, the Eastern Ghats dominate the landscape, fostering rich biodiversity with diverse plant and animal life.

[73] Kalahandi, Kandhamal, and Nuapada districts are part of the Western Odisha plateau, characterized by hilly terrains and lush forests. These districts are rich in biodiversity, housing a variety of wildlife, including elephants, tigers, leopards, and many species of birds. The Western Odisha plateau also boasts several rivers and waterfalls, adding to the ecological diversity of the



region.

[74] The districts of Kendujhar, Malkangiri, Mayurbhanj, and Sundargarh are located in northern and northeastern Odisha, and are primarily known for their forested areas and mineral-rich lands. Kendujhar, in particular, is well-known for the Simlipal National Park, which is a biodiversity hotspot, hosting a significant number of plant and animal species. Malkangiri, with its hilly and forested landscapes, is an essential part of the Eastern Ghats, contributing to the ecological balance of the region.

[75] Unsustainable agricultural practices, an increasing population and the subsequent sprawling urban areas, and aggressive development programmes, including the construction of roads, threaten biodiversity in the state. Current and projected future impacts of climate change are acting as a compounding driver of land degradation and threaten fragile ecosystems and biodiversity in the region. The project intends to work closely with state authorities and the forest department to monitor forest encroachment and limit deforestation.

[76] Tribal communities in the project tend to practice traditional farming methods and rely on forest resources for subsistence. OPELIP Phase I's promotion of organic agricultural practices and mixed farming systems alongside agroforestry have helped protect biodiversity and mitigate weather and biotic risks. Training and advice on optimal livestock practices have also ensured that smallholders are now aware of the carrying capacity of the area where they rear their livestock and do not over-graze pastures.

[77] By implementing SWC/WHs, the project has improved water availability for wildlife and nature. These measures reduce soil erosion, lessen runoff velocity, improve soil moisture regimes, enhance overall soil health, revive springs, and recharge the groundwater table leading to increased basal flows, which lengthen the period of water availability in streams. These measures mitigate and reduce periods of water scarcity and enhance environmental flows.

## 28. Water Resources

29. [78] Despite Odisha's long coastline (480 KM) and significant freshwater and brackish water resources suitable for pisciculture, the state is dependent on its monsoon for its water resources. Southwest monsoon triggers rainfall in the state and about 78% of total annual rainfall occurs during the period from June to September. The natural recharge of groundwater occurs after percolation from land after rain events. The analysis of annual rainfall reveals a negative trend indicating that the total amount of rainfall received has been decreasing for some parts of the states. Mean annual rainfall for an RCP 4.5 scenario is projected to decrease by - 4.6% to an increase of + 25.7 % in the near term and a decrease of - 8.2 to an increase of + 55.7% towards mid-century in the districts. The uncertainty associated with this variability and the drastic difference across regions implies statewide uncertainty in the availability of water resources and flood control.

[79] Moreover, as per the latest assessment, the state has net dynamic groundwater resources of 16.69 lakh ha.m (BCM), of which 5.2 lakh ha.m (BCM) has been explored. Groundwater is highly vulnerable to the impacts of climate change. Rising temperatures and intermittent dry spells may result in greater heat stress for people and ecosystems, depleting resources because of overuse and high evapotranspiration.

[80] Odisha is well endowed with an extensive network of rivers and streams, which are largely rainfed. Additionally, several coastal wetlands are scattered along the coast including Chilika and Gahirmatha. The Odisha coastline also hosts highly diverse mangrove systems, particularly in the Mahanadi, Brahmani and Baitarani rivers deltas. However, Industrial development – such as the production of steel, chemicals, and fertilizers – is expanding in coastal areas of Odisha and negatively impacting the coastal ecosystem. The Special Economic Region between Paradip and Gopalpur is attracting investments in petrochemicals, steel production and manufacturing, with further development anticipated with the expansion of port facilities. These industrial activities alongside run-off from agricultural lands and wastewater discharge from factories – are causing water pollution that threatens community livelihoods such as farming and fishing. Beach mining and other industries also harm Odisha's coastline.

[81] Several major rivers flow through these districts, including the Mahanadi, Baitarani, Brahmani, and Rushikulya. These rivers provide vital water resources for agriculture, drinking water supply, and industrial use. Proper management and sustainable use of river water are essential to meet the water demands of the growing population and various economic activities.

[82] Groundwater is an important source of water for both irrigation and domestic purposes in these districts. However, excessive and unregulated extraction of groundwater can lead to depletion of aquifers, causing water scarcity and adverse environmental impacts. Sustainable groundwater management practices, such as rainwater harvesting and aquifer recharge, are crucial to maintain water availability and quality.

[83] Certain districts in Odisha experience water scarcity, especially during the dry season. Effective water resource planning, including watershed management, water conservation, and efficient irrigation practices, can help mitigate the impact of water scarcity. Community participation and involvement are vital for sustainable water resource management. Encouraging local communities to actively participate in water-related decision-making and management can lead to more effective and inclusive water governance.

[84] Situated in forests and forest fringes in high rainfall regions, the programme area has abundant surface water resources with big and small perennial streams fed by local springs. However, due to the hilly terrain there are significant local variations with more water in villages situated in the foothills compared to villages in the steeper slopes and on plateau.

[85] Overall, the sustainable management of water resources in OPELIP districts is critical for ensuring water availability for various needs, supporting agriculture, promoting economic activities, preserving ecological balance, and safeguarding the health and well-being of the population. Integrated water resource management approaches, supported by scientific research and inclusive governance, can play a significant role in addressing water-related challenges in the region.

[86] Data regarding irrigation potential in the programme villages is not available. However, the Mission team came across potential for small diversion based and lift irrigation in most villages visited. The MPAs have implemented small diversion based irrigation projects in some of the villages, especially to provide irrigation during the kharif season by diverting rainwater runoff from seasonal and perennial streams by constructing diversion weirs and building earthen or cement concrete channels to the paddy fields. Overall there appear to be opportunities for more such projects and also for lifting water from streams.

## **b. Climate trends and impacts**

30. [87] Odisha is characterized by a tropical climate with high temperature, high humidity, medium to high rainfall and short and mild winters. Odisha experiences four seasons, winter season from December to February is followed by the pre-monsoon or hot weather season from March to May, June to September has the southwest monsoon season and the period of October and November is the post-monsoon season.

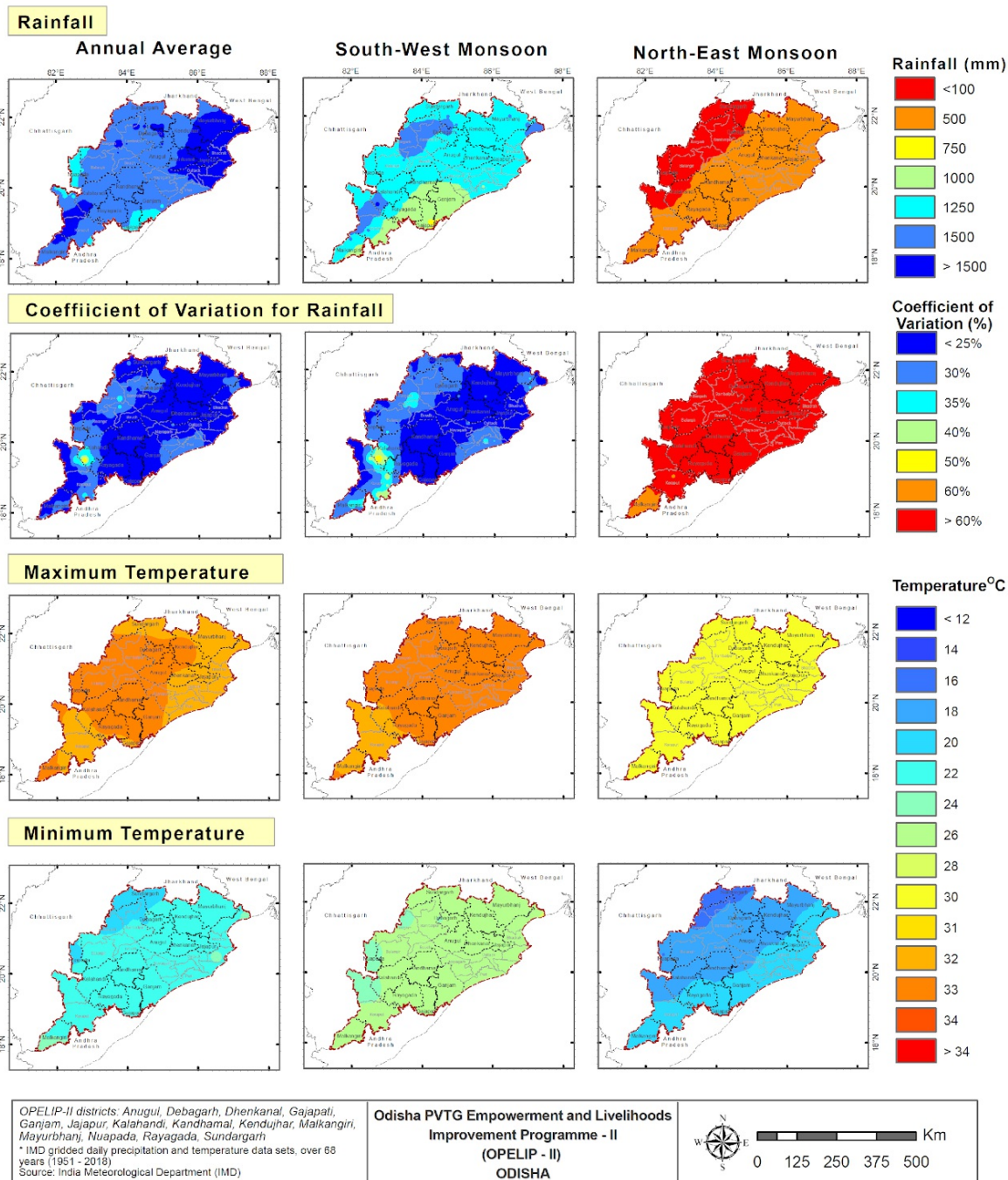
[88] Historical climate trends: Assessment of the historical climate variability and trends in mean climate (maximum temperature, minimum temperature and precipitation) for the implementation districts of Odisha over the period 1951-2018 (68 years), has been made using historical gridded observations from the India Meteorological Department (IMD) .

[89] Orography and landuse influence spatial distribution of rainfall and temperature. Human-induced landscapes and human activities play a key role in altering the climate at a local and regional scale. It is important to understand the variation in rainfall as well as temperature since these variations have to be kept in mind while designing appropriate interventions (conservation practices or machineries etc.). Therefore, analysis has been carried out at the district level.

[90] Summary of observed temperature and rainfall trends for the districts is presented. All the analysis and comparisons are based on the data for the 14 OPELIP - II districts (OPELIP-II districts: Anugul, Debagarh, Dhenkanal, Gajapati, Ganjam, Jajapur, Kalahandi, Kandhamal, Kendujhar, Malkangiri, Mayurbhanj, Nuapada, Rayagada, Sundargarh).

31. **Figure 4. Observed (1951 -2018) Annual & Seasonal Precipitation & Temperature for District in Odisha**

## Observed (1951 - 2018) Annual & Seasonal Precipitation & Temperature for Districts of Odisha



32. [91] Current observed temperature: Mean maximum temperature of Odisha is 32.1°C (30.9 - 33.2°C). Mean minimum temperature is 21.0°C (20.2 - 22.1°C) is observed. Both maximum and minimum temperature peak during the summer season (March to May). For annual maximum temperature the highest value is attained for Nuapada district (32.5°C) falling on south western part while the lowest value is attained for district of Mayurbhanj (31.8°C) on north eastern part. For annual minimum temperature the highest value is attained for Malkangiri district (22.1°C) falling on southern part while the lowest value is attained for district of Sundargarh (19.9°C) on northern part. Increasing trend with high confidence for maximum temperature is observed in all 14 districts. Decreasing trend with low confidence for minimum temperature is observed in all districts except for Malkangiri district (increasing trend with low confidence). Seasonally all seasons show increasing trend (high confidence) in all 14 districts.
- [92] Current observed rainfall: Mean annual rainfall observed is 1438 mm (980 - 1905 mm). Nuapada had the lowest (1226 mm) and Mayurbhanj had the highest (1590 mm) rainfall. South west monsoon contributes 78.3% (1126 mm) and 11.4% (164 mm) of annual rainfall contribution comes from pre-monsoon months. All districts show increasing trend in annual rainfall with low confidence except in Nuapada district (decreasing trend with low confidence). However, south west monsoon season shows decreasing trend in rainfall (low confidence) in districts of Kandhamal, Nuapada, and Rayagada. Decrease in number of rainy days (low confidence) is observed in all districts, except in districts of Gajapati, Kandhamal, Kendujhar, and Nuapada (increasing trend with low confidence). Out of 68 years rainfall analysis, districts on an average had 47 years of normal rainfall years, 11

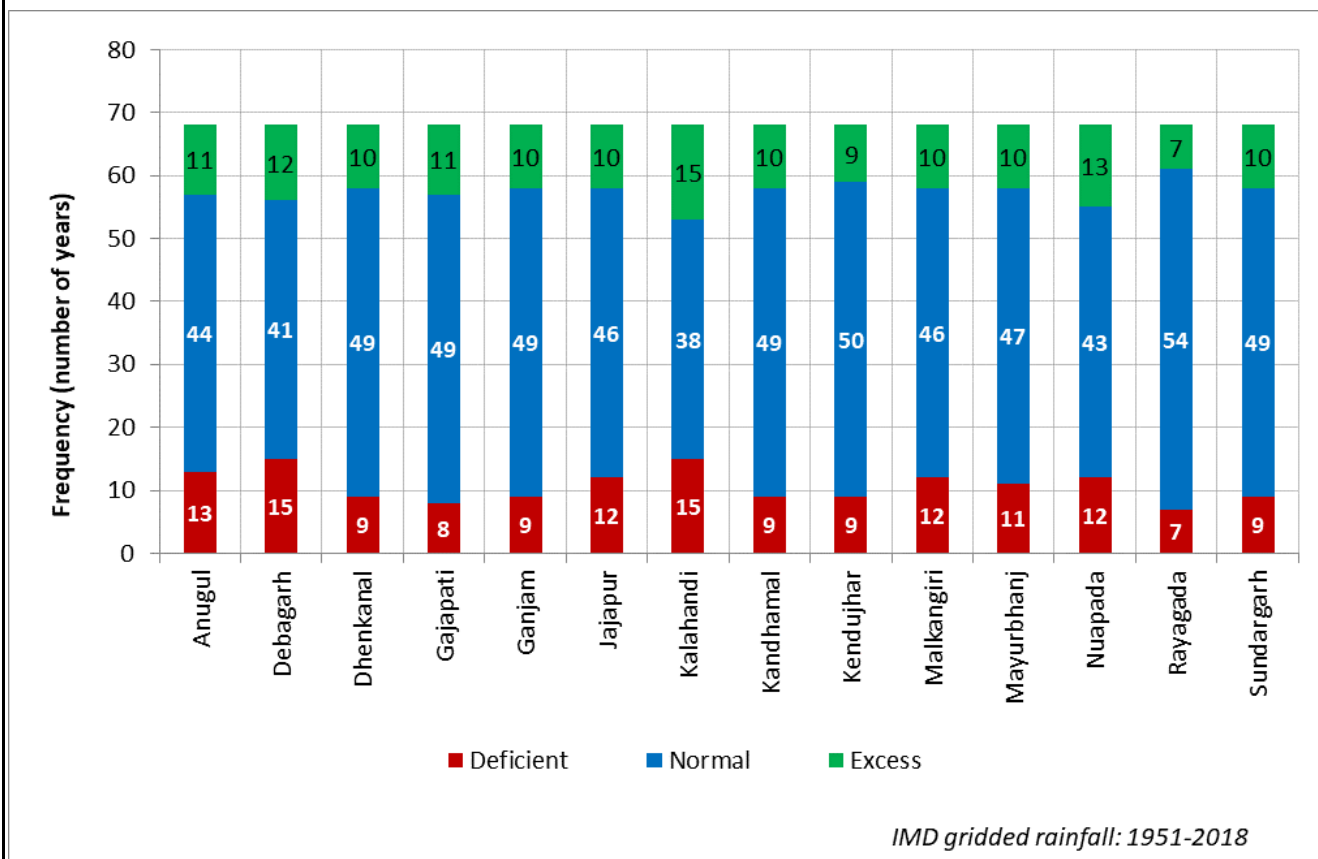
deficient rainfall years and 10 years had excess rainfall years.

**Figure 5. Observed Trend in Temperature and Rainfall**

Data Source: India Meteorological Department (IMD) gridded temperature and rainfall for the period 1951-2018 (68 years).

JF:Winter, MAM:Summer, JJAS:Monsoon, OND:Post monsoon, ANN:Annual, RDAY:Rainy days, 1DMax:1 day maximum rainfall,

**Figure 6. Rainfall Distribution based on long period average**



[93] Summary of historical climate trends: In summary the OPELIP – II districts of Odisha historically show increasing trend in maximum (high confidence) and decreasing trend in minimum temperature (low confidence) in all seasons. Increasing trend in south west monsoon season (JJAS) rainfall, decreasing trend in north east monsoon (OND) rainfall, and decreasing trend in rainy days is observed in many districts (low confidence). In the period of 68 years, annual rainfall distribution analysis shows that majority of the districts on an average had 69% normal, 16% deficient and 16% excess rainfall years. Increase in minimum temperature during rabi cropping season may require additional water demand (crop, human and livestock). Districts with increasing trend in temperature and decreasing trend in rainfall would likely to have water stress and drought like situation. Uneven rainfall distribution and extreme events may result in flood.

[94] Projected Climate Change: The CORDEX South Asia modelled climate data on precipitation, maximum temperature, minimum temperature, and climate extremes indices have been analysed for the OPELIP – II districts of Odisha for baseline (BL, 1981-2010) and mid-century (MC, 2021-2050) under two IPCC AR5 emission scenarios namely, RCP4.5 (moderate emission) and RCP8.5 (high emission) scenarios. Ensemble mean of 10 RCMs at a spatial resolution of 50km x 50km has been used. The CORDEX South Asia simulations with the models indicate an all-round warming over all districts. Summary of projected temperature and rainfall for Odisha districts is presented.

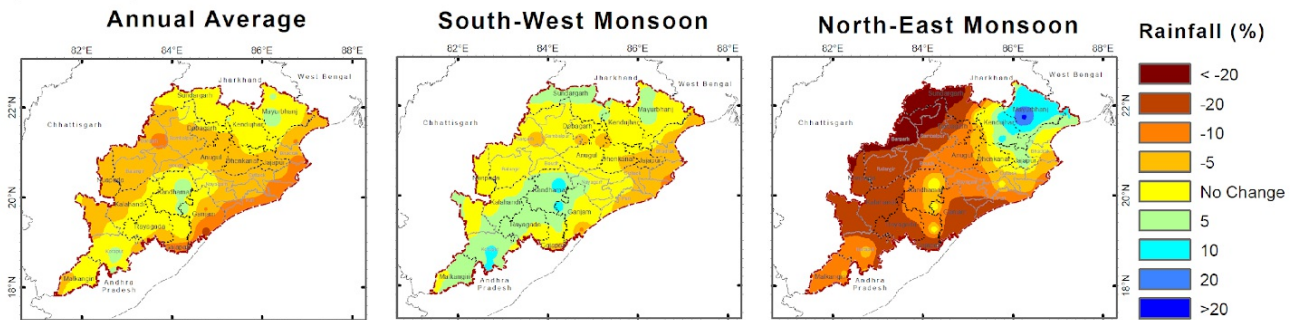
[95] Projected Climate: For Odisha state as a whole, maximum temperature is projected to increase by 1.3°C under the IPCC AR5 RCP4.5 scenario while an increase of 1.5°C under the IPCC AR5 RCP8.5 scenario is projected towards mid-century. Similarly, change in minimum temperature is projected to increase by 1.2°C and 1.5°C towards mid-century under IPCC AR5 RCP4.5 and RCP8.5 respectively. The projected increase in maximum temperature is higher than the minimum temperature. The seasonal increase is higher in the summer season (MAM) for both maximum and minimum temperature. Average annual rainfall is projected to decrease marginally by 3% and marginally increase by 2% under moderate and high emission scenarios respectively towards mid-century as compared to the baseline. The highest decrease is likely in winter season (JF) and pre-monsoon (MAM).

**Figure 7. Projected Future Changes in Annual & Seasonal Rainfall & Temperature for Mid-Century (2021-2050) with respect to Baseline (1981-2010) for Districts in Odisha**

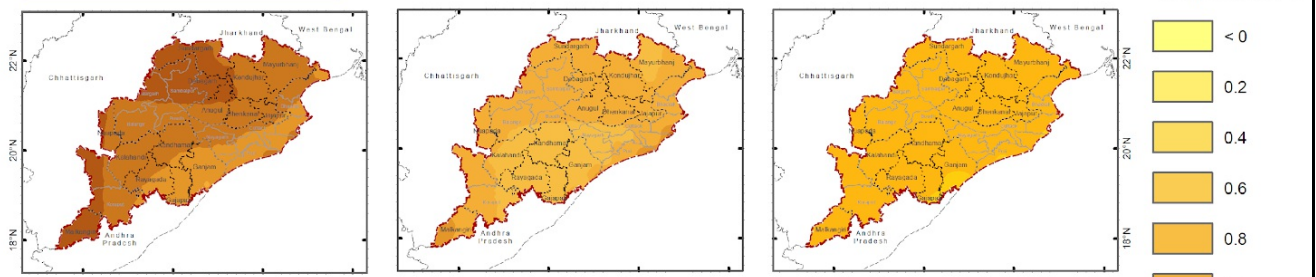
# Projected Future Changes in Annual & Seasonal Rainfall & Temperature for Mid-Century (2021-2050) with respect to Baseline (1981-2010) for Districts of Odisha

Multi Model Ensemble of RCMs\* (IPCC AR5 RCP4.5)

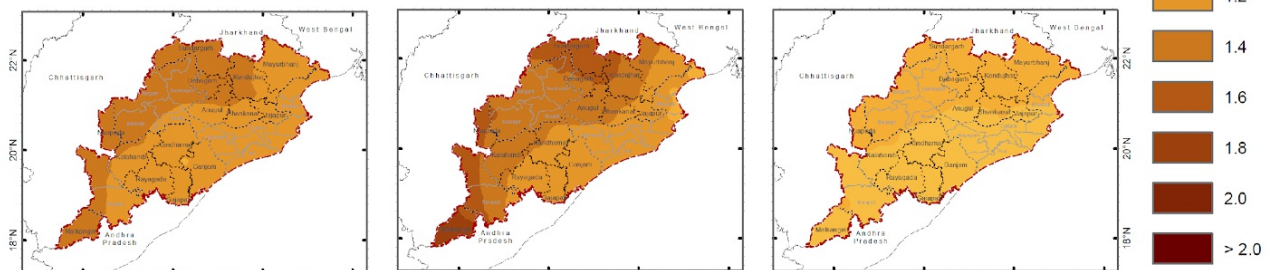
## Rainfall



## Maximum Temperature



## Minimum Temperature



OPELIP-II districts: Anugul, Debagarh, Dhenkanal, Gajapati, Ganjam, Jajapur, Kalahandi, Kandhamal, Kendujhar, Malkangiri, Mayurbhanj, Nuapada, Rayagada, Sundargarh

\*Source: Cordex South Asia daily weather datasets provided by the Indian Institute of Tropical Meteorology, Pune  
MultiModel Ensemble of 10 Models - CSIRO-CCAM-1391M, SMHI-RCA4 and MPI-CSC-REMO2009  
Baseline (1981-2010), Mid Century (2021-2050)

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Projected Climate for OPELIP – II Districts: All 14 districts of the UT are likely to have an increase in maximum and minimum temperatures under IPCC AR5 RCP4.5 and RCP8.5. The projected increase in maximum temperature ranges from 1.1°C (Gajapati and Ganjam) to 1.5°C (Debagarh and Malkangiri) under RCP4.5 and 1.2°C (Gajapati) to 1.8°C (Malkangiri) under RCP8.5 towards mid-century. The projected increase in minimum temperature ranges from 0.7°C (Gajapati, Kalahandi and Rayagada) to 1.0°C (Malkangiri) under RCP4.5 and 1.3°C (Gajapati, Ganjam and Rayagada) to 1.7°C (Malkangiri and Sundargarh) under RCP8.5 towards mid-century. The projected change in annual rainfall is -4.3% (Ganjam) to 2.8% (Kandhamal) under RCP4.5 scenario towards mid-century. -2.6% (Malkangiri) to 8.2% (Kandhamal) increase in rainfall is projected under RCP8.5 scenario. SW monsoon (JJAS) season is projected to have -3.1% to 4.9% change in rainfall while NE monsoon (OND) season is likely to experience marginal decrease to increase (-23% to 9%) in rainfall under both emission scenarios.

**Figure 8. Projected Future Changes in Annual & Seasonal Rainfall & Temperature for Mid-Century (2021-2050) with respect to Baseline (1981-2010) for Districts in Odisha**

# Projected Future Changes in Annual & Seasonal Rainfall & Temperature for Mid-Century (2021-2050) with respect to Baseline (1981-2010) for Districts of Odisha

**Multi Model Ensemble of RCMs\* (IPCC AR5 RCP8.5)**

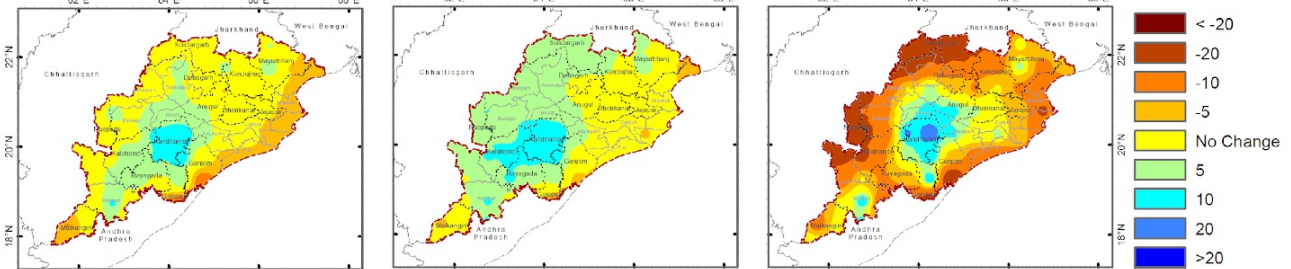
## Rainfall

### Annual Average

### South-West Monsoon

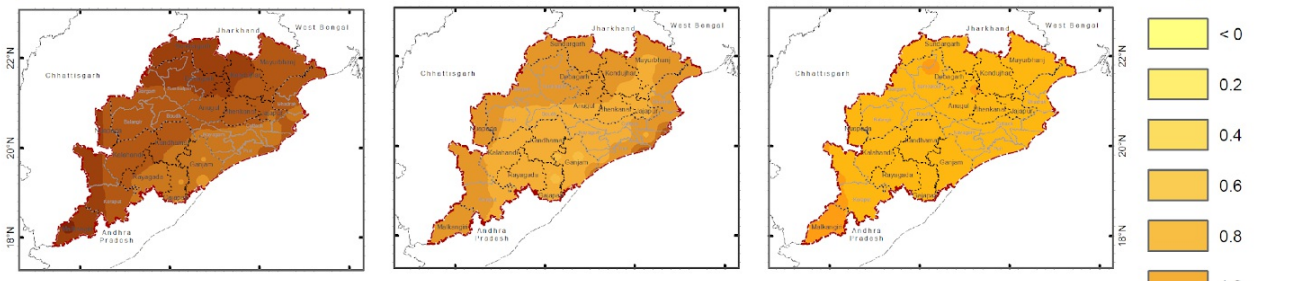
### North-East Monsoon

Rainfall (%)

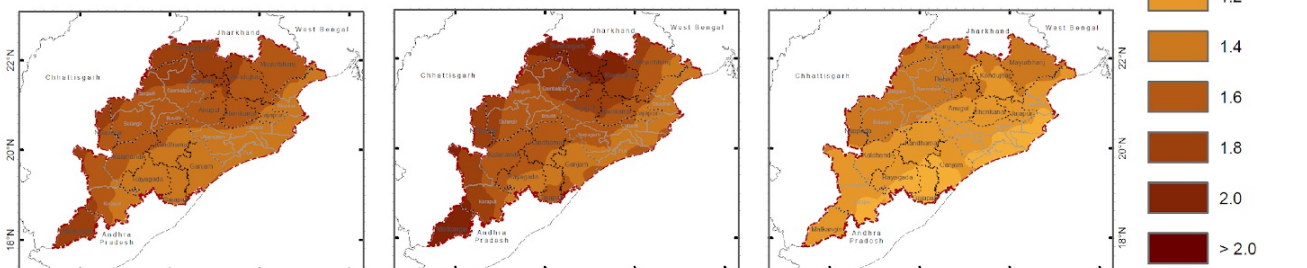


## Maximum Temperature

Temperature°C



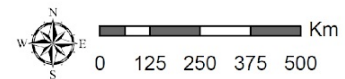
## Minimum Temperature



OPELIP-II districts: Anugul, Debagarh, Dhenkanal, Gajapati, Ganjam, Jajapur, Kalahandi, Kandhamal, Kendujhar, Malkangiri, Mayurbhanj, Nuapada, Rayagada, Sundargarh

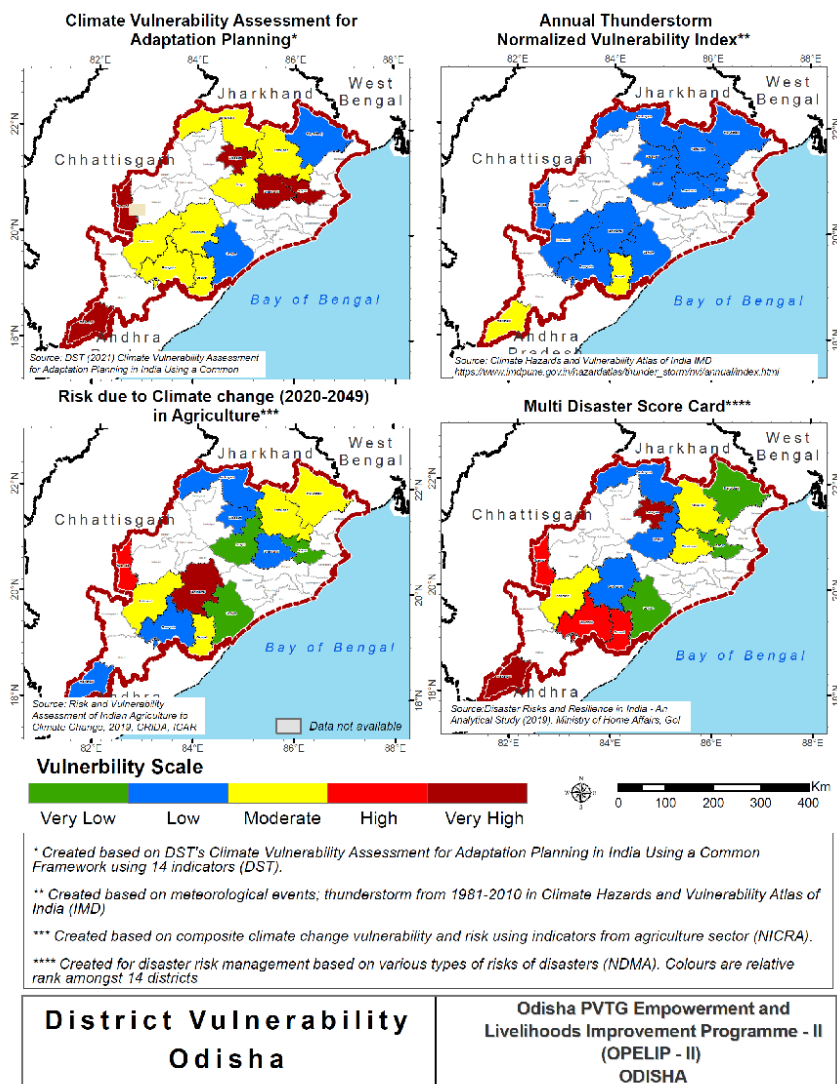
\*Source: Cordex South Asia daily weather datasets provided by the Indian Institute of Tropical Meteorology, Pune  
MultiModel Ensemble of 10 Models - CSIRO-CCAM-1391M, SMHI-RCA4 and MPI-CSC-REMO2009  
Baseline (1981-2010), Mid Century (2021-2050)

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[96] Climate Extremes: To simplify the communication of the complicated relationships between climate change and its impacts, indices that represent climate extremes are established. Simple climate extremes can be understood from the sums of mean temperature and precipitation. Information on the sensitivity of a system, such as exposure time and threshold levels of event intensity, is factored into more sophisticated climatic extremes indices. Five temperature indices (responsible for crop loss, infrastructure loss, heat stress, reduction in outdoor activity time, forest fire etc.) and five rainfall indices (responsible for drought, flood, erosion, infrastructure loss, etc.) are developed which may influence the project objectives.

**Figure 9. Climate Change Vulnerability of Districts of Odisha from various studies**



[97] Temperature Indices: Both emission scenarios project a decline in cool nights (TN10P) and Cool days (TX10P). Warm nights (TN90P) and warm days (TX90P) are expected to increase (with high confidence) across all 14 districts. The diurnal temperature range (DTR: reflects the temperature variation within a day and is defined as the difference between daily maximum and minimum temperatures) is expected to decrease under RCP8.5. Under both scenarios, the warm spell duration indicator (WSDI) is expected to rise (high confidence). The cold spell duration indicator (CSDI) is expected to fall (with low confidence) and may not occur in the future.

[98] Rainfall Indices: Consecutive dry days (CDD) are projected to increase for 7 districts (Anugul, Debagarh, Dhenkanal, Kendujhar, Mayurbhanj, Nuapada, Sundargarh; with low confidence) and decrease for 7 districts (Ganjam, Jajapur, Kalahandi, Kandhamal, Malkangiri, Rayagada, with low confidence) under RCP4.5 scenario. Under RCP8.5 scenario, 6 districts are likely to experience increase (Debagarh, Dhenkanal, Jajapur, Malkangiri, Mayurbhanj, Sundargarh, low confidence) and decrease in 8 districts (low confidence). The number of consecutive wet days (CWD) is likely to decrease in 3 districts (Kendujhar, Rayagada, Sundargarh, low confidence) and increase in 11 districts (low confidence) under the RCP4.5 scenario. However, under the RCP8.5 scenario, All districts (except Dhenkanal, Sundargarh) are projected to have increasing consecutive wet days (CWD, low confidence). Precipitation on extremely wet days (R99p) is expected to increase (low confidence) in all districts except in Anugul, Malkangiri, Nuapada, and Sundargarh under RCP8.5, whereas it is expected to decrease in Gajapati, Ganjam, Kendujhar, Mayurbhanj, Sundargarh under RCP4.5. Under RCP8.5, 1 day maximum precipitation (RX1DAY) is projected to increase (low confidence) in Debagarh, Jajapur, Kalahandi, Kandhamal, Malkangiri, Mayurbhanj, Nuapada, Sundargarh, whereas it is expected to decrease under RCP4.5 in Anugul, Dhenkanal, Gajapati, Ganjam, Kendujhar, Rayagada. Wet weather may affect standing crops, cause floods and soil erosion, emergence of pest and diseases.

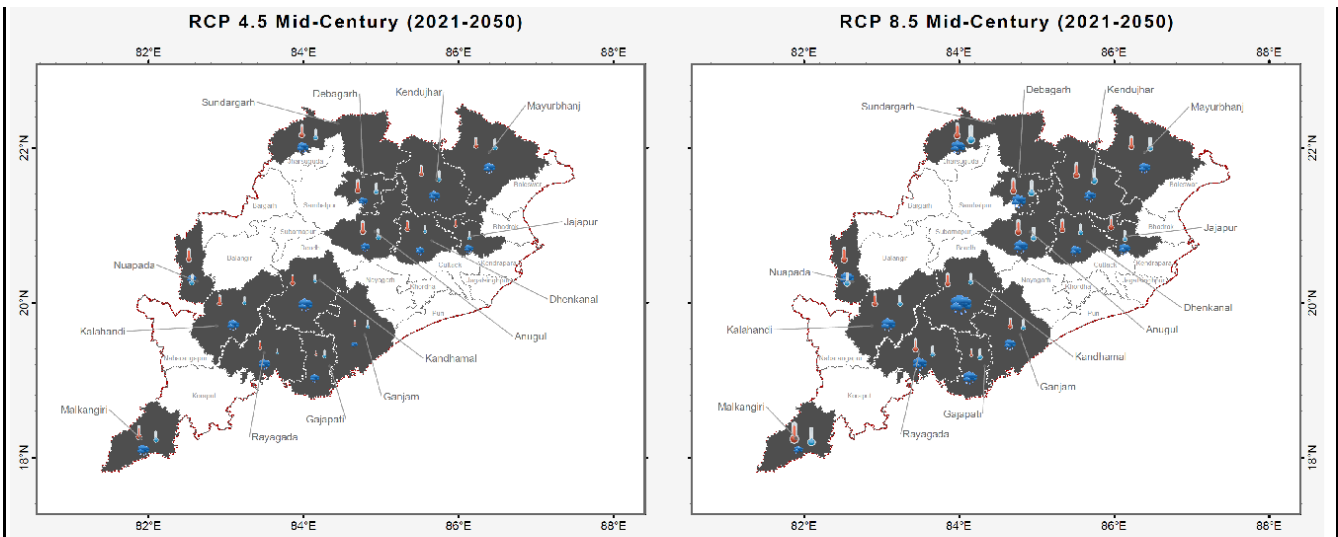
**Figure 10. Trend in Extreme Climate Indices**

			Anugul	Debagarh	Dhenkanal	Gajapati	Ganjam	Jajpur	Kalahandi	Kandhamal	Kendujhar	Malkangiri	Mayurbhanj	Nuapada	Rayagada	Sundargarh		Anugul	Debagarh	Dhenkanal	Gajapati	Ganjam	Jajpur	Kalahandi	Kandhamal	Kendujhar	Malkangiri	Mayurbhanj	Nuapada	Rayagada	Sundargarh		
<b>Baseline</b>	Temperature: Absolute Indices	TXx															Maximum Day temperature 0C																
		TNx																Maximum Night temperature 0C															
		TXn																Minimum Day temperature 0C															
		TNn																Minimum Night temperature 0C															
		DTR																Diurnal temperature range 0C															
	Percentile indices	TX10P																Cool days-% days															
		TN10P																Cool nights-% days															
		TX90P																Warm days-% days															
		TN90P																Warm nights-% days															
	Duration indices	WSDI																Warm Spell Duration Indicator-days															
		CSDI																Cold Spell Duration Indicator-days															
	Rain: Absolute Indices	RX1day																Max 1-day precipitation-mm															
		RX5day																Max 5-day precipitation-mm															
	Percentile indices	R95p																Very wet day precipitation-mm															
		R99p																Extremely wet day precipitation-mm															
	Duration indices	CDD																Consecutive Dry Days-days															
		CWD																Consecutive Wet Days-days															
	Threshold indices	R10m m																Heavy precipitation days															
		R20m m																Very heavy precipitation days															
	<b>Mid-century - RCP45</b>	Temperature: Absolute Indices	TXx															<b>Mid-century - RCP85</b>															
TNx																																	
TXn																																	
TNn																																	
DTR																																	
Percentile indices		TX10P																															
		TN10P																															
		TX90P																															
		TN90P																															
Duration indices		WSDI																															
		CSDI																															
Rain: Absolute Indices		RX1day																															
		RX5day																															
Percentile indices		R95p																															
		R99p																															
Duration indices		CDD																															
	CWD																																
Threshold indices	R10m m																																
	R20m m																																

[99] Heat Stress on Humans and Livestock: Humidex (HI) and temperature-humidity index (THI) are single value depicting the integrated effects of air temperature and humidity associated with the level of heat stress in human beings and animals respectively. Though goats are more tolerant to heat stress than sheep and cows, it is also well known that high temperatures and relative humidity values significantly affect meat yield, quality and composition of small ruminants. Elevated temperature and humidity as presented in THI negatively affects feed intake and altered hormone concentration leading to negatively affecting the productive and reproductive performance of farm animals. Under the projected climate, THI (Animal heat stress) is likely to increase for all 14 districts with the range of increase from 16% (Jajpur) to 31% (Ganjam, Malkangiri) under RCP8.5 scenarios as compared to the baseline. The peak impact months are May, June and July. Under the projected climate, HI (Human heat stress) is likely to increase for all 14 districts with the range from 27% (Jajpur) to 48% (Rayagada) under RCP8.5 scenarios as compared to the baseline. On an average 32% and 40% increase is likely in all districts under RCP4.5 and RCP8.5 scenarios respectively. Duration of out-door farm activities like agriculture labour are likely to be affected due to many folds increase in projected heat stress. The months of April, May and June are noteworthy due to either extreme heat or humidity.

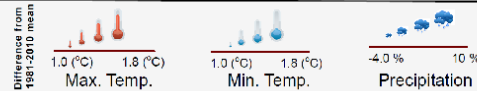
**Figure 11. Key Projected Climate Inferences for 14 OPELIP - II Districts of Odisha**





**Key Inferences for OPELIP-II Districts of Odisha  
Projected Climate (Change from Baseline) - Annual**

\*Source: CORDEX South Asia multi-model mean climate projections  
Baseline (1981-2010), Mid-century (2021-2050)



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[100] Summary projected climate: Projected climate indicate hotter and marginally wetter future for most of the OPELIP - II districts of Odisha. Heat waves are expected to become more common, putting a greater burden on society and the environment. Precipitation is expected to rise slightly to moderately in the future, with much of the increase attributed to heavy downpours. The districts are more at risk due to spatial and temporal heterogeneity. Rising temperatures and changing precipitation patterns could have an effect on available water resources. All districts are projected to see an increase in the warm spell duration indicator (WSDI), and extreme rainfall (1 day and 5 day maximum) is also expected to rise in some of the districts, which is likely to raise the flood risk. Floods and droughts are projected to become more common as the number of consecutive dry days (CDD) and the number of consecutive wet days (CWD) increases. Climate change adaptation policies and resource allocation could be improved by considering regional variations in climate trends.

[101] Smallholder farmers and target groups display a moderate awareness of climate risks and related adaptive and mitigation measures. Project efforts to build the adaptive capacities of its beneficiaries must emphasize the need for disaster risk planning, climate resilient cropping, and reduced post-harvest losses, among other interventions that build the beneficiary's capacity to cope with, or recover from, the effects of climatic shock events.

[102] Climate Impact: With a flood-prone area of 33,400 square kilometers, Odisha is India's fifth most flood-prone state. The state's entire coastline is frequently exposed to heavy rainfall, waterlogging, cyclonic winds, tidal flows, and flooding. These climatic shocks may have a detrimental impact on agriculture in the state. For example, paddy fields in the coastal areas will be increasingly prone to frequent erosion and salinization. Furthermore, because climate projections indicate that drier areas will become drier and flood-prone areas will be subject to more flooding, smallholder farmers will be more prone to losing their harvest. Climate variability may result in increasing challenges associated with the outbreak of pests and diseases. The fisheries sector in Odisha will also be impacted by climate change. The livelihoods of the fishermen will also be affected by sea level rise and erratic rainfall patterns that affect the open reservoirs and ponds/tanks.

[103] According to the Coastal Vulnerability Index (CVI) study by the Indian National Centre for Ocean Information Services (INCOIS), vulnerability, loss and damage from sea level rise, coastal geomorphology, tidal range and elevation in the area of Odisha coastline varied from "low" in about 76 kilometres of the coastal stretch of Odisha state, covering parts of Ganjam, Chilika, southern Puri and Kendrapara and to "medium" in about 297 kilometres, covering northern Ganjam, Chilika, central Puri, Jagatsinghpur, Kendrapara, southern Bhadrak and northern Balasore and to "high" in about 107 kilometres, covering northern Puri, parts of Jagatsinghpur, Kendrapara, Northern & Southern Bhadrak and Southern Balasore.

[104] In Odisha, normal flood damage occurs mainly in areas surrounding the Mahanadi, Brahmani and Baitarani Rivers. These rivers have a common delta where flood waters intermingle and when they are in spate simultaneously, causing considerable damage. This problem becomes even more acute when floods coincide with high tides. The water level rises because of the deposits of silt on the riverbed.

[105] Coastal pollution and erosion caused by inappropriately sited infrastructure are causing degradation of coastal ecosystems including mangroves and seagrasses. These anthropogenic impacts are likely to be compounded by climate impacts in future, including more frequent, larger storm surges caused by intensified cyclonic activity.

[106] Climate change adaptation: The project components are designed to encourage livelihood diversification, enterprise development in response to market signals, and climate adaptation considerations in order to face the problems in the context of climate change. Building the capacity of vulnerable target groups to diversify activities through investments in new varieties, small-scale enterprise growth is a subcomponent of the project. The vulnerable groups (women, the poor, and young people) will become more resilient to hazards associated with climate change as a result of capacity development and training components included in various programs.

33. [107] Emission: The GHG Emission Inventory in the state of Odisha was carried out in 2011-12 based on the IPCC Guidelines for National Greenhouse Gas Inventories. The Carbon Footprint study for the Odisha state indicates that the total GHG emissions in the baseline year of 2011-12 were 98.5 million Tons CO<sub>2</sub> Eq. In 2011-12, the Energy sector was the largest source of emissions with over 61.3 million Tons of CO<sub>2</sub> Eq. Of these emissions, 83% were emitted from power generation, 10% were emitted from transport, 3% from residential/commercial, 1% from other energy and 3% from fugitive emissions. Agriculture sector contributed 25 million Tons of CO<sub>2</sub> Eq. emissions. Rice cultivation and enteric fermentation emissions were the largest contributors, collectively amounting to about 77% of emissions from agriculture. Emissions (both direct and indirect) from agricultural soils accounted to another 20%. Emissions generated through manure management and crop residue burning formed a smaller 3% addition to the emissions from agriculture. Emissions from Waste sector amounted to 0.7 million Tons of CO<sub>2</sub> Eq. The largest contributor to these emissions was waste generated by industries and accounted for 40% of the total waste emissions. Domestic waste water contributed another 34% while municipal solid waste's share was 26% of the total emissions from waste. Emissions from the Industry sector, which included emissions generated from cement production, chemical industries, iron and steel industries, aluminium industries, ceramic industries, chemical industries, ferro-alloy industries, pulp and paper industries and other industry related energy consumption; amounted to 48.4 million Tons of CO<sub>2</sub> Eq. These emissions account for 49% of the total emissions generated in the state of Odisha. Land Use Land Use Change and Forestry (LULUCF); by estimation of carbon stock changes, CO<sub>2</sub> emissions and removals and Non-CO<sub>2</sub> GHG emission were estimated to be about 37 million Tons of CO<sub>2</sub> sequestered. Total sequestration from Crop Land was estimated to be 7.6 million Tons of CO<sub>2</sub> & that from forest land was 28.28 million Tons of CO<sub>2</sub>. Sequestration from wetlands was relatively small accounting to 1.87million Tons of CO<sub>2</sub>. Emissions from fuel wood usage and grass land emissions were 2.9 and 0.52 million Tons of CO<sub>2</sub> respectively .

### 2.3 Target group profiles

34. [108] Particularly Vulnerable Tribal Groups (PVTGs) are select tribal communities primarily reliant on forest-based livelihoods, geographically remote, with low levels of human capital and access to services. Out of the 75 PVTGs in India, the eastern state of Odisha in India has the largest number of such groups (13). The Odisha PVTG Empowerment & Livelihoods Improvement Programme (OPELIP-II) aims to reduce poverty and increase food and nutrition security amongst PVTG households in Odisha. The focus of the proposed project will be to deepen the impactful interventions of OPELIP and expand to new villages and households, leveraging lessons learned and best practices from Phase I.
- [109] OPELIP II will target 64,208 PVTG households[18] with an estimated total population of 256,832 members, prioritizing vulnerable sub-groups like the landless, women, children under 2, and persons with disabilities. The interventions will be across multiple levels - households, habitation, and village. The project will also cover non-PVTG households (63,345 ST HHs and 57,185 SC & other HH)[19] within the same villages. A total of 184,738 HHs with an estimated population of 738,952 will be covered by the project.
- [110] Odisha has a total of 13 Particularly Vulnerable Tribal Groups (PVTGs) that are considered to be the most marginalized and vulnerable among the Scheduled Tribes in the state. Each of these tribes has its unique cultural identity, customs, and challenges.
- [111] - The Birhor tribe has a relatively small population scattered across various districts of Odisha, including Sundargarh, Mayurbhanj, Keonjhar, and Angul. The Birhor tribe is a nomadic group, traditionally depending on hunting, gathering, and collecting forest products for their sustenance. They are skilled in traditional knowledge of forest resources, including identifying edible plants and herbs. The Birhor community practices traditional medicine and uses their knowledge of medicinal plants to treat ailments
- [112] - The Bonda tribe inhabit the remote hilly regions of Malkangiri district in southern Odisha. The Bonda tribe practices terrace cultivation on the hillsides of Malkangiri district, growing crops like millets, barley, and pulses. They are skilled in horticulture, cultivating vegetables like pumpkin, beans, and gourds in small gardens. Hunting and fishing are essential for supplementing their food resources. They gather a variety of forest produce, including roots, tubers, fruits, and nuts, to meet their nutritional needs
- [113] - The Chuktia Bhunjia tribe lives in the hilly regions of Rayagada and Koraput districts of Odisha. The Chuktia Bhunjia tribe practices shifting cultivation, growing crops like millets, maize, and pulses in the hilly areas. They are skilled in making bamboo and leaf-based products for household use and trade. The Chuktia Bhunjia community relies on hunting and gathering during non-agricultural seasons.
- [114] - The Didayi tribe primarily resides in the Koraput district of Odisha. They practice shifting cultivation and have their own distinct language and cultural practices. The Didayi tribe practices shifting cultivation (jhum cultivation). They grow crops like rice, millets, maize, and beans. Hunting and fishing are integral to their traditional lifestyle, providing additional protein to their diet. They are skilled in making handicrafts and bamboo crafts, which they sell or barter for other necessities.
- [115] - The Dongria Kondh tribe inhabits the Niyamgiri hills in Rayagada and Kalahandi districts of Odisha. The Dongria Kondh community practices hillside agriculture, growing crops like millets, maize, and pulses on the slopes of Niyamgiri hills. They rear livestock such as cows, buffaloes, and goats for milk, meat, and trade. Dongria Kondh are adept at harvesting forest produce like wild fruits, herbs, and medicinal plants. Handicrafts, such as making bamboo and leaf-based products, play a role in their livelihoods. The Dongria Kondh community has faced challenges due to displacement caused by development projects and loss of their traditional lands.
- [116] - The Hill Kharia tribe resides in the hilly regions of Mayurbhanj district in northern Odisha. The Hill Kharia tribe practices shifting cultivation, growing crops like millets, maize, and pulses in the forested areas. They are skilled in traditional iron smelting and pottery, producing metal tools, and utensils for their use and trade. The Hill Kharia community is known for their unique hunting practices using bows and arrows.
- [117] - The Juang tribe mainly inhabits the Keonjhar and Anugul districts of Odisha. The Juang tribe practices shifting cultivation, growing crops like rice, millets, and pulses in the hills and forest areas. They are skilled blacksmiths, producing iron tools and implements for their use and trade. Hunting and gathering wild foods, including tubers, roots, and fruits, are an integral part of their livelihoods.
- [118] - The Kutia Kondh tribe resides in the remote hilly regions of Kandhamal district in Odisha. They practice traditional agriculture. The Kutia Kondh tribe practices shifting cultivation, growing crops like millets, maize, and pulses in the hilly areas. They are skilled in making bamboo and leaf-based products, which they use for household purposes and trade. The community practices hunting and gathering to supplement their food resources.
- [119] - The Lanjia Saora tribe lives in the hilly regions of Gajapati district in southern Odisha. The Lanjia Saora tribe practices agriculture, growing crops like millets, maize, and pulses in the uplands. They have expertise in making pottery and weaving bamboo baskets, which they sell or exchange for essential commodities. The Lanjia Saora community relies on hunting and gathering for non-agricultural seasons.
- [120] - The Lodha tribe primarily inhabits the Keonjhar and Mayurbhanj districts of Odisha. They primarily inhabit the hilly and forested regions of these districts. Traditionally, the Lodha tribe has been a semi-nomadic community that relied on hunting, gathering, and shifting agriculture. However, with changing times, many Lodha people have transitioned to settled agricultural practices and some engage in other economic activities like labor work.
- [121] - The Mankidia tribe resides in the Simlipal National Park and Mayurbhanj district of Odisha. They are known for their skill in collecting and selling honey. The Mankidia tribe primarily depends on collecting and trading medicinal plants found in the forests as a significant livelihood activity. They also engage in hunting for wild animals and gathering forest produce like fruits, tubers, and roots. The Mankidia community practices shifting cultivation, growing crops like millets and pulses in the hilly regions.
- [122] - The Paudi Bhuyan tribe inhabits the forests of Kandhamal district in Odisha. The Paudi Bhuyan tribe practices traditional agriculture, growing crops like millets, pulses, and oilseeds in the uplands. They engage in fishing, hunting, and gathering forest products like honey, wild fruits, and herbs. Paudi Bhuyan tribe has expertise in making handicrafts like bamboo products and leaf plates, which they use for household purposes and trade.
- [123] - The Saora tribe mainly resides in the Ganjam district of Odisha. The Saora tribe practices traditional agriculture, growing crops like millets, pulses, and oilseeds in the upland regions. They engage in animal husbandry, rearing cattle, goats, and poultry for milk, meat, and income. The Saora community gathers forest produce like honey, wild fruits, and tubers.

### **3. Institutional analysis**

### 35. a) Institutions

36. [124] OPELIP II will leverage utilize the existing organisational setup of OPELIP. At the national level: The Department of Economic Affairs, Ministry of Finance, Gol will be the nodal agency for this Project. The Ministry of Tribal Affairs, Gol, will provide overall policy guidance.
- [125] At the state level: the Scheduled Tribes and Scheduled Castes Development Department (STSCDD), Government of Odisha, will be the Lead Implementing Agency responsible for the functions relating to planning, funds flow, monitoring, evaluation and other day-to-day management of the project through the PMU.
- [126] The Governance system of the existing project will continue with the existing Programme Steering Committee (PSC) chaired by the Chief Secretary with Commissioner cum Secretary STSCDD as the member secretary with other members from key line departments like Agriculture, FARD, and Finance Department.
- [127] Micro-Project Agency (MPAs) and Grassroots level implementation: The project will continue to utilise the capacity of existing systems, especially the MPAs, with the support of FNGOs to carry out last-mile workers' responsibilities considering the remoteness of the villages. Key line Departments: Agriculture, Irrigation and Fisheries and Animal Resources Development Department; FRA and Revenue Land Department; Odisha Livelihood Mission.

### 37. b) National policies, strategies and regulatory frameworks

38. [128] From the perspective of the project's objectives, safeguards and IFAD mainstreaming, the country has the following regulatory and policy framework in place:
- [129] National Environment Policy, 2006: Overall guidance on environment management.
- [130] The Environmental (Protection) Act, 1986: Overall protection of environment under which number of legislations enacted.
- [131] Indian Forest Act 1927: This is an act to consolidate the law relating to forests, the transit of forest-produce and the duty leviable on timber and other forest-produce.
- [132] National Disaster Management Act, 2005: An Act to provide for the effective management of disasters and for matters connected therewith or incidental thereto.
- [133] The Biological Diversity Act 2002: An Act to provide for conservation of biological diversity, sustainable use of its components and fair and equitable sharing of the benefits.
- [134] National Building Code (NBC) of India 2005: The code provides regulations for building construction by departments, municipal administrations, and public bodies. It lays down a set of minimum provisions to protect the safety of the public regarding structural sufficiency, fire hazards and health aspects.
- [135] Schedule Tribes and other Traditional Forest Dwellers (Recognition of Forest Rights) act, 2006: This act recognizes and vests the forest rights and occupation in forest land in forest dwelling Scheduled Tribes and other forest dwellers who have been residing in such forests for generations but whose rights could not be recorded; to provide for a framework for recording the forest rights so vested and the nature of evidence required for such recognition and vesting in respect of forest land.
- [136] The Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act, 1989: The act places provisions to prevent offences against Scheduled Castes and Scheduled Tribes.
- [137] National Commission for Women Act, 1990: The act establishes a body to support and examine all matters relating to the safeguards provided for women under the Constitution and other laws, call for studies or investigations on specific issues, participate and advise on planning processed for socio-economic development etc.
- [138] National Policy for Women, 2016: The policy articulates various mandates for the holistic empowerment of women in the country. It includes various areas such as health, education, livelihoods, access to social protection, and protection from violence and discrimination.
- [139] State Policy for Girls and Women, 2014: The policy seeks to create an enabling environment for girls and women to have equal opportunities, eliminate discrimination, and build capacities.
- [140] Odisha Rights of Persons with Disabilities Act, 2016: The act seeks to facilitate a conducive social environment for persons with disabilities by enhancing inclusion and accessibility parameters across departments and agencies.
- [141] Odisha Rights of Persons with Disabilities Rules, 2018 The rule provides guidance on creating a conducive social environment for persons with disabilities
- [142] Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006 (FRA): This act recognizes the rights of forest-dwelling communities, including Scheduled Tribes, to their ancestral lands and forest resources, empowering them for sustainable forest management.
- [143] National Environment Policy, 2006: This policy provides a framework for the sustainable management of natural resources, including land, water, forests, and minerals. It emphasizes conservation, protection, and judicious utilization of resources while considering ecological balance and environmental sustainability.
- [144] National Water Policy, 2012: This policy outlines the principles and strategies for water resource management in the country, emphasizing equitable distribution, sustainable use of water, and community participation in water governance.
- [145] National Policy for Farmers, 2007: While not specific to Odisha, this policy provides guidelines for sustainable development in agriculture, including natural resource management.
- [146] National Forest Policy, 1988: This policy emphasizes the conservation, protection, and sustainable use of forest resources to meet the environmental, social, and economic needs of present and future generations.
- [147] National Biodiversity Action Plan (NBAP), 2008: This plan aims to conserve and manage the rich biodiversity of the country, including in states like Odisha, through various measures such as habitat restoration, biodiversity assessment, and community participation.
- [148] Odisha PVTG Conservation and Development Plan: This plan aims to address the specific needs and challenges faced by PVTG communities in the state. It focuses on improving their socio-economic conditions, health, education, and preserving their unique cultural identity.
- [149] Odisha State Tribal Policy: This policy aims to ensure the overall development and welfare of tribal communities, including PVTGs. It focuses on promoting inclusive growth, providing access to basic services, and preserving tribal culture and heritage.

## 4. Environmental and social category

39. [150] The proposed environmental and social category for OPELIP II project is **substantial**, based on the SECAP screening tool. The rating has been revised after the field mission by the SECAP / climate specialists in late July 2023. The project covers a large geographic area and the size of the population affected by project interventions is substantial.
- [151] Biodiversity risks has been assessed substantial during design, mainly because of inherent risks specific to this region that are outside of project control, specially in the case of convergence schemes that will have to be closely monitored during design. Project areas include, or share a boundary with restricted areas, forest areas, and biodiversity-sensitive ecosystems, the project will have zero forest encroachment and deforestation strategy, the Project will not impact on any sensitive areas or result in loss of natural habitat and biodiversity. The project will not involve inputs of fertilizers and other chemical products. Good Agricultural Practices (GAP) – in line with Climate resilient agriculture practices - will be promoted for vegetable production and other specific crops.
- [152] However, since the project area is primarily rainfed, crop production may be impacted by seasonal changes and unpredictable precipitation (changing the start and end of the rainy season, intense rainfall, reduced or extended rainy period, intermittent long gaps in the rainy season, etc.). Steep topographical feature is likely to be adversely affected during extreme rainfall leading to landslide/soil erosion. Closeness/proximity to protected areas/wild life sanctuaries (man-animal conflicts), dense forest cover may also impose constraints to project interventions and this may need to be appropriately designed and mitigated against to circumvent the severity of these impacts.
- [153] Resource Efficiency and Pollution Prevention: the risk has been lowered as the project will promote only organic and natural inputs. In order to improve drinking water facilities and irrigation in remote communities a run-off river schemes has been implemented. The run-off river scheme comprises a temporary bund/ diversion structure/ intake chamber/ inlet across the water course to divert and convey a part of water of the stream (around 5-10% depending up on the discharge and requirement) under gravity through buried pipe line and distribution out lets. The downstream flow pattern is not changed as a minimal part of the water from stream is diverted to outlet. The downstream villager's dependent on the same flow is getting the benefit and not deprived of the stream flow as total water is not stored by constructing big masonry check dam.
- [154] Cultural Heritage risks have been reassessed low, given the participatory approaches the project will carry and the practices observed in the field, where PVTG and tribal communities participated in the decision making of infrastructure that could have any impact to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture, OPELIP shall rely on FPIC and will not allow any activity with adverse impact in cultural heritage.
- [155] Indigenous Peoples: The risk has been reassessed as substantial as the project builds on the experience engaging the PVTGs and tribal communities in Odisha, it is being designed including (i) secure ownership of and access to lands and territories by tribal groups; (ii) strengthen their institutions; (iii) ensure free, prior and informed consent (FPIC); (iv) value tribal knowledge systems (v) promoting the nutritional benefits of traditional food and practices via project activities. The project will be nutrition sensitive and prioritize tribal groups. The free, prior and informed consent (FPIC) implementation plan will be part of the design and given that the totality of targeted population belongs to tribal groups, the Indigenous Peoples Plan will not be a stand-alone document but integral part of project design as component 1, Community Empowerment and Institutional Strengthening ensures FPIC processes will be carried out enhancing partnerships between tribal communities and government institutions enabling dialogue and recognition.
- [156] Labour and Working Conditions: project will promote and use technologies and practices that do not pose occupational safety and health risks i.e. dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards. Discriminatory practices, high gender inequality and the lack of equal opportunities, denial of freedom of association and collective bargaining have been assessed and the project will promote better working conditions for PVTGs.
- [157] Community Health, Safety and Security: the project is nutrition sensitive and has done a careful nutritional analysis. OPELIP I worked in water management provided support to PVTG communities to lower risk of water borne diseases. Impacts on ecosystems and ecosystem services relevant to communities' health as well as gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamic have been assessed and the project through its participatory approaches will actively seek to avoid any of those risks.
- [158] No resettlement will be implemented by the project. Run-off river schemes are based on socio-environment, economic and technical feasibility study which evidence that there will be no submergence affecting the villages settled on the upstream of reservoir area. Hence, there is no issue regarding rehabilitation and resettlement while implementing DBI schemes.

## 5. Climate risk category

40. [159] The preliminary SECAP rating was determined to be Substantial, and a second screening after first design team visits now stands at **moderate**. The rating will be reviewed and revised after field visits by the SECAP / climate specialists in late July 2023. The climate risk screening is composed by the following steps: i) Hazard identification; ii) Exposure Assessment; iii) Sensitivity Assessment; iv) Adaptive Capacity and Climate Resilience.
- [160] The main climate change-related impacts in the project area are associated with:
- (i) Changes in temperature (CMIP5 climate projection of 1.9°C temperature increase according to RCP 8.5 for 2040-2059 timeline period and 3°C temperature increase for the period 2060 -2079) - increased maximum and minimum temperatures, particularly in the summer, and the effect of heat stress on agricultural and livestock productivity;
  - (ii) Future precipitation changes (-4% to +8% change comparing with the 1986- 2005 baseline) and uncertainty in precipitation distribution (duration, intensity, frequency of extreme wet or dry events – particularly during the monsoon), and effect on water availability to PVTG households – including drinking water and limitations on number of agricultural seasons. The analysis found an increased trend in annual rainfall and a decreasing trend in annual number of rainy days;
  - (iii) New incidences of weather-related disasters such as hailstorms, wildfires, landslides in hilly regions, livestock diseases and pests. Out of the 14 districts targeted for OPELIP-II, 2 districts (Dhenkanal, Jajpur) are vulnerable to flooding and 2 districts (Ganjam, Gajapati, Keonjhar, Mayurbanj) are currently vulnerable to wind and cyclone.
- [161] Due to the increasing climate change dynamic and its negative impact in the project area (depletion of soil nutrients, soil erosion and landslides, floods and increase in pest and disease) there is a need to integrate Climate Smart Agriculture (CSA) as well as Good Agriculture Practices (GAP) that can strengthen local livelihood and improve sustainable agriculture. In addition, water and soil conservation measures, rainwater harvesting, appropriate crop selection, sustainable harvesting and improved processing of NTFP, community-based disaster management system may also be proposed as mitigation measures.
- [162] Smallholder farmers and target groups display a moderate awareness of climate risks and related adaptive and mitigation measures. Project efforts to build the adaptive capacities of its beneficiaries must emphasize the need for disaster risk planning, climate resilient cropping, and reduced post-harvest losses, among other interventions that build the beneficiary's capacity to cope with, or recover from, the effects of climatic shock events.

## 6. Recommendations for project design and implementation

### 41. Component 1: Community Empowerment and Institutional Strengthening

42. [163] The VDAs have the potential to enhance the participation of women, youth, vulnerable groups in the decision-making mechanisms. The project should include professionals (social inclusion officer) to address the cross-cutting issues of gender, youth and vulnerable groups among the PVTG, ST and SC. It will be important that these processes are done in a culturally sensitive manner raising awareness in the communities. It can lead to the construction of a gender and youth strategy that will seek affirmative actions based on comprehensive training processes for women and youth, as well as differentiated access to services and investments to improve their productive systems (related to component 3).
- [164] OPELIP II will promote community engagement by leveraging existing community structures and tribal governance and creating Village Development Associations (VDAs). The process will involve the active participation of community members in the preparation of Village Development Plans (VDP), in this process, the participation of women and youth will be enhanced.
- [165] The use of the PRA and GALS (Gender Action Learning System) vision planning tool will be key in the engagement of women and youth, enhancing their participation and recognizing their roles in the community.
- [166] The service provider/ trained consultant hired to assist in the development of the Village Development Plans/ or the engaged project staff at different level (Field) will pay specific attention to listening to women and youth and promoting their participation.
- [167] The progress and performance of the service provider / consultant will be monitored by the Project Management Unit (PMU)/Micro Project Agency (MPA) staff also considering social inclusion aspects.
- [168] A minimum representation of 60% for PVTGs and 50% for women in the Village Development Committees (VDCs) and ensure representation in sub-committees. Social inclusion Community Resource Persons (CRPs) based at each VDA to ensure the sustainable operation of the VDAs and VDCs and will implement the targeting, gender and social inclusion strategy.
- [169] An FPIC and awareness campaign on tribal rights will be implemented by an experienced service provider
- [170] The project will include a training on gender and social inclusion which will address: i) basic concepts; ii) rights, interculturality, gender, social inclusion, intersectionality and protocols for dealing with violence, child labour, emergency plan; iii) economic value of productive and reproductive work, among others.
- [171] Village Development Plans (VDC) should incorporate as well i) a brief Climate Vulnerability Assessment ii) the identification of local resilient climate practices implemented by the communities. In addition, Climate Risk Disaster Management Plan could be further improved at the village with the support of FNGO and the Odisha State Disaster Management Authority.
- [172] In order to strengthen community empowerment and facilitation of exchange it is advised to collaborate with researchers who speak the language of the communities. The Kalinga Institute of Social Sciences, based in Bhubaneswar could support to strengthen the process. The institute counts more than 200 PhD students who are originally from the PVTG communities and speak local languages. The synergies between OPELIP II project and Kalinga Insitute could therefore further reinforce the community empowerment process.
- [173] On the upgrading/building of key social infrastructure it will be important that the project prioritizes climate resilient infrastructure taking into consideration the climate vulnerability of the targeted area. Furthermore, the participation of women, youth, PVTGs in the decision making of the infrastructure will be essential and Free, prior and informed consent needs to be sought. The project should also take the opportunity to contribute to the reduction of greenhouse gas emissions by investing in solar-powered infrastructure where feasible and cost-effective.

### 43. Component 2: Natural Resource Management and Nutrition security

44. [174] As a nutrition sensitive project staff with specific nutrition TORs should be included. This staff can also sensitize and train the technical and administrative team on social issues and nutrition on a regular basis. The professional who supports Food Security and Nutrition issues should lead the construction of a strategy that seeks processes and actions for nutritional education for beneficiary families, with emphasis on women and that values the local gastronomic food heritage of the communities according to the nutritional value of local foods as well as awareness campaigns for consumers about healthy food. The natural resource management activities should leverage on local traditional knowledge and learn from sustainable practices.
- [175] Gender nutrition sensitive interventions will be promoted under OPELIP-II to ensure that women vision regarding key focus on IPs women, labour conditions, and economic opportunities are supported throughout the project interventions. Diversified food production, food safety at production, post-harvest and processing stages and consumer awareness on food safety and certification schemes are key areas where the project has potential added value in relation with nutrition.
- [176] Intergenerational transfer of knowledge should be prioritized for sustainability, the project can encourage dialogues and spaces of knowledge sharing among the elders (who are often seen as the holders of traditional knowledge) and the young people. Current solutions put in place by the communities should be prioritized[20] and the role of women in natural resource management and nutrition should be supported.
- [177] The use of resources like the study[21] on Indigenous Knowledge system, commissioned by the Scheduled Caste and Scheduled Tribe Research and Training Institute (Government of Odisha) should be promoted. Such resources can help understand traditional knowledge system on local flora and fauna among the tribal communities considering collection, preservation and consumption patterns and its availability across different seasons as well as the socio-cultural and economic relevance. The blending of scientific knowledge with local traditional knowledge has to be done in recognition of the value that both of them bring to societies. Land titling activities should consider the vulnerable groups and facilitate their access and benefits.
- [178] Based on OPELIP experience, the proposed project plans to intensify the village level activities using the Participatory Learning and Action (PLA) approach, to better understand the tribal food systems and promote healthy nutrition behaviours to improve the diets of adolescent girls, women and children while enhancing local biodiversity.
- [179] The platform of women SHGs will be leveraged in all the 1,138 villages to deliver focused modules on women empowerment, nutrition and WASH using a digital approach, facilitated by a trained village level nutrition workers.
- [180] In addition, specific content will be developed to strengthen engagement with men and other decisionmakers in the village to create enabling conditions for women empowerment and prioritizing nutrition of adolescent girls, women and children.
- [181] The Matru Shishu Poshan Kendras (community-based creches) for children 6 months to 3 years; and Spot Feeding activities for pregnant/ nursing mothers and children 3 to 6 years will be continued in selected villages that are nutritionally vulnerable and remote. These interventions have shown impact over the last few years in OPELIP and thousands of children and women have directly benefitted as a result of these interventions delivered by the members of the PVTG SHG.
- [182] The project will strive to avoid neglecting the tribal food heritage and will create significant awareness amongst the villages, especially women and youth groups on their nutrition and health related entitlements; and would also work with other departments to ensure that the PVTG hamlets are reflected in their service delivery plans.

#### 45. Component 3: Livelihood Promotion

46. [183] This component will provide opportunities for income diversification which will increase resilience to weather-related shocks and dependence on a single source of income. It is essential to ensure that the component supports climate adaptation and do not lead to overexploitation of resources. Attention will need to be paid to the sustainable use of forest resources, particularly in relation to livestock improvement and other production activities. The project should also consider solar-powered infrastructure where feasible and cost-effective for any relevant activity related to processing. This component can be strategic to include strategies to benefit persons with disabilities according with their own aspirations.
- [184] Farmer Field Schools (FFS) approach by a dedicated Technical Service Agency engaged by the project will ensure the inclusion of women.
- [185] The project will hire a Technical Service Provider that specializes in natural farming and FFS approach and who will value and seek opportunities to blend tribal knowledge into the capacity development.
- [186] Produce from these system will be organic/naturally grown and free from harmful chemicals. Natural farming, based as it is on locally available resources fosters sustainability and independence of production groups. Both these factors are important for a successful exit plan. Opportunities to value and blend tribal knowledge will be sought.
- [187] Women often have a crucial role in livestock rearing activities as they are responsible for the day-to-day care and management of animals, including feeding, milking, and cleaning of livestock shelters. The project will ensure women benefit from their work by engaging men and women in visioning exercises (linked in component 1, to address these challenges)
- [188] Women's involvement in livestock is deeply ingrained in the traditional knowledge and practices. Livestock also hold cultural significance in PVTG communities. They are often used in traditional rituals, ceremonies, and festivals, where women may play specific roles related to the well-being of the animals and the community.
- [189] Integrating nutritional needs of PVTGs into the crop diversification initiative to improve the health and well-being of the PVTG community, seeing them not only on their potential to market but also as consumers so that this activities can contribute to building a sustainable and resilient food system that is connected to their cultural heritage, traditions, consumption patterns and generates profits.
- [190] VDA will endorse the decisions of agricultural and livestock intensification, considering that they will use common resources such as water, forest products, this is part of Free, prior and informed consent.
- [191] Project will highlight the unique qualities and cultural significance of indigenous products to create niche markets and increase their demand. This will involve branding, marketing, and promotional activities to position tribal products.
- [192] The approach focuses on enabling AICs to serve as local input and output aggregators for products surplus oriented to the market. Women participation in the AICs will be enhanced.
- [193] The project will also play a role on development and promotion of niche markets and indigenous foods, leveraging their unique selling proposition with health benefits tapping on the tribal knowledge, where specially women hold a protagonist role.
- [194] The business advisory services and skill development training will contribute to enhance entrepreneurial capabilities and strengthen the business acumen of SHGs and individual entrepreneurs' youth and women. The co-investment model should ensure shared responsibility and ownership, contributing to long-term success and economic empowerment and will be flexible for



the case of youth who demonstrate interest and are not able to pay initially but in-kind contribution will be still required.

[195] The project aims to establish an Ajeevika Kendra (Incubation Center) which will act as a central hub for entrepreneurship development, offering a range of services and resources to foster the growth of local businesses. The potential business opportunities, and the indicative list includes various sectors comprise livestock (breeders, hatcheries, and input suppliers), aggregation and primary processing of NTFP (wild honey, herbs, Saal seeds, etc.), both which are activities where women are actively engaged and also in trading which will require more intensive support and hand holding to PVTG women in particular.

[196] Tors of service providers and implementers include ensuring that the principle of Free Prior and Informed Consent is implemented at all stages of the interaction with PVTGs.

## 7. Further studies needed

47. [197] Further studies needed:
48. i) FPIC implementation plan/Indigenous Peoples Plan;
49. ii) Environmental, Social and Climate Management Framework including the Environmental, Social and Climate Management Plan (ESMP);
50. iii) Biodiversity Action Management Plan

## 8. Monitoring and evaluation

51. [198] In the logical framework, the Project will use M&E indicators to measure climate resilience, natural resource management (NRM) practices, and nutrition aspects, including gender and youth issues. Where possible, all people-centered indicators will be disaggregated by gender and age, the inclusion of Peoples with disability should be consider as well. In addition, the project can evaluate the incorporation of the Biodiversity Core Indicators.
52. - Outreach indicator: Number of people receiving services promoted or supported by the project disaggregated by gender, ethnicity and age group, by gender, ethnicity and age group.  
- Nutrition sensitive: Specify Households provided with targeted support to improve their nutrition (C.I.1.1.8 on Output). Disaggregate by households, household members, sex, youth, and indigenous peoples. Core outcome indicator C.I. 1.2.8: Percentage of women reporting minimum dietary diversity (MDDW)<sup>12</sup>; Disaggregation by women, households and household members  
- Core outcome indicator C.I. 1.2.9: Percentage of households with improved nutrition Knowledge Attitudes and Practices (KAP); Disaggregation by households and household members  
- Empowerment: Individuals demonstrating an improvement in empowerment (WEA index)  
- Environment and climate: Percentage of household reporting adoption of environmentally sustainable and climate resilient technology

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## ESCMP Matrix

53. The ESCMP presents potential environmental, climate and social impacts and their management approaches. The plan reflects identified environmental, social and climate risk and opportunities, extent of risk, mitigation or adaptation measures, roles, and responsibilities to implement suggestive measures, monitoring indicators. The overall ESCMP is presented below and it is based on the project planned activities. Among its guiding principles, the project will make efforts to mitigate all impacts affecting the equal participation and benefit sharing of vulnerable communities.
54. Mitigation and management measures need to be developed and implemented for each impact and risk identified in the screening assessment. These measures aim to avoid or reduce identified adverse impacts. If the impact is significant, alternative subproject designs and/or locations should be considered to avoid potential impacts. Mitigation and management measures need to meet (and ideally exceed) national regulations and obligations under international law but also the requirements specified in IFAD standards.
55. The content of the ESCMP should address the following sections:
  56. (1) Mitigation/Adaption: Identifies measures and actions in accordance with the mitigation hierarchy that avoid, or if avoidance not possible, reduce potentially adverse social and environmental impacts to acceptable levels. Specifically, the ESCMP: (a) identifies and summarizes all anticipated adverse social and environmental impacts; (b) describes – with technical details – each mitigation measure, including the type of impact to which it relates and the conditions under which it is required (e.g., continuously or in the event of contingencies), together with designs, equipment descriptions, and operating procedures, as appropriate; (c) estimates any potential social and environmental impacts of these measures and any residual impacts following mitigation; and (d) takes into account, and is consistent with, other required mitigation plans.
  57. (2) Monitoring: Identifies monitoring objectives and specifies the type of monitoring, with linkages to the impacts assessed in the environmental and social assessment and the mitigation measures described in the ESCMP. Specifically, the monitoring section of the ESCMP provides (a) a specific description, and technical details, of monitoring measures, including the parameters to be measured, methods to be used, sampling locations, frequency of measurements, detection limits (where appropriate), and definition of thresholds that will signal the need for corrective actions; and (b) monitoring and reporting procedures to (i) ensure early detection of conditions that necessitate particular mitigation measures, and (ii) furnish information on the progress and results of mitigation.
  58. (3) Capacity development and training: To support timely and effective implementation of social and environmental project components and mitigation measures, the ESCMP draws on the environmental and social assessment of the existence, role, and capability of responsible parties on site or at the agency and ministry level. Specifically, the ESCMP provides a description of institutional arrangements, identifying which party is responsible for carrying out the mitigation and monitoring measures (e.g. for

operation, supervision, enforcement, monitoring of implementation, remedial action, financing, reporting, and staff training). Where support for strengthening social and environmental management capability is identified, ESCMP recommends the establishment or expansion of the parties responsible, the training of staff and any additional measures that may be necessary to support implementation of mitigation measures and any other recommendations of the environmental and social assessment.

59. (4) Stakeholder Engagement: Summarizes and links to project Stakeholder Engagement Plan or outlines plan to engage in meaningful, effective and informed consultations with affected stakeholders. Includes information on (a) means used to inform and involve affected people in the assessment process; and (b) summary of stakeholder engagement plan for meaningful, effective consultations during project implementation, including identification of milestones for consultations, information disclosure, and periodic reporting on progress on project implementation. Require documentation of consultations (summaries including presentations, key points raised and responses provided, participation lists).
60. (5) Grievance redress mechanism: Describes effective processes for receiving and addressing stakeholder concerns and grievances regarding the project's social and environmental performance. Describe mechanisms to provide stakeholders and potential affected communities avenues to provide feedback or grievances, and receive responses, with regard to the implementation of specific activities, policies, or regulations.

<b>ESCMP Matrix</b>					
<b>Environmental/ Social and climate Impacts</b>	<b>Recommended Mitigation/ Enhancement measures</b>	<b>Public Consultation Activities</b>	<b>Responsible Institution in Implementation Phase</b>	<b>Means of Verification (Monitoring and reporting)</b>	<b>Frequency of Verification</b>
<b>General</b>					

<p>Grievance Redressal, particularly regarding the adverse impacts (across environmental, climate and social disciplines) of project activities</p>	<p>Strictly apply the Complaint Procedures in accordance with the SECAP</p> <p>Ensure dissemination of the Complaint Resolution Procedures to local communities prior to the start of project activities.</p> <p>Maintain sound documentation of complaints received during project operations and monitor the level of responsiveness</p>	<p>Start-up workshop with relevant actors.</p>	<p>PMU</p>	<p>Review of the number of complaints received.</p> <p>Review of the number of complaints resolved, the mechanisms used, and the time taken to resolve them</p> <p>Monthly To be confirmed</p>	<p>Monthly</p>
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**Environment and climate**

<p>Deterioration of agrobiodiversity, by unsustainable agricultural/ livestock practices and the effects of climate change</p>	<p>Promote integrated production and landscape approaches with the integration of climate resilient agriculture practices, that ensure sustainability, and enhance biodiverse ecosystems and their services.</p> <p>Promote the use of native seeds, soil recovery/ restoration, valorization of ancestral knowledge, adaptation measures.</p>	<p>Awareness raising in media and social networks about conservation and consumption of agrobiodiverse products</p>	<p>PMU</p>	<p>Training and information dissemination materials</p>	<p>Semi-annual</p>
<p>Release of pollutants to the soil or water derived from post-harvest, processing or value addition (for example, pesticides, livestock treatment)</p>	<p>Exclude from the project the financing of chemical inputs.</p> <p>The project will not promote the use of chemical inputs.</p> <p>Exclude from the intervention areas considered contaminated by environmental liabilities from mining, hydrocarbon exploitation or other activities.</p>	<p>Information meetings on regulations for waste treatment</p>	<p>PMU</p>	<p>Diagnostics and management plans and environmental reports on its implementation</p>	<p>Semi-annual</p>

<p>Overexploitation of natural resources</p>	<p>Inform and train project participants on sustainable management practices and value sustainable local traditional knowledge and practices</p>	<p>Field visits and community consultation meetings during design and implementation.</p>	<p>PMU Village Development Associations (VDAs) and Self Help Groups (SHGs)</p>	<p>Monitoring and evaluation reports</p>	<p>Baseline, mid- term and completion survey.</p>
<p>Reduction in ground water levels and its impact on soil profile  Promoting the use of solar power for irrigation</p>	<p>Investment in solar powered bore well based irrigation systems  Investment in rainwater harvesting structures.  Promote use of organic materials to boost soil health and quality</p>	<p>Consultation with village development community during action plan preparation. Information reported in the VDP.</p>	<p>Village development community</p>	<p>Ground Water Surveys</p>	<p>Bi-annually  (before monsoon and after monsoon)</p>
<p>Depleting forest cover and its impact on the ecosystem because of Construction in forest and protected areas</p>	<p>Community- based construction and sourcing of goods and services  Connecting vulnerable population to farmlands and market access</p>	<p>Consultation with tribal groups in the region and village councils  Training on procurement</p>	<p>PMU Village Development Associations (VDAs) and Self Help Groups (SHGs)</p>	<p>Monitored by project engineers.  Monitoring on km constructed  Regular check with procurement guidelines  Number of trees felled / planted</p>	<p>Quarterly monitoring  Maintenance requirements more frequently monitored during rainy season</p>

<p>Affected livelihoods due to extreme weather events and to the effects of climate change (increase of pests and diseases), which increase the vulnerability of project beneficiaries</p>	<p>Articulation with sectoral plans on climate change adaptation and mitigation</p> <p>Component 3 on livelihood promotion to consider the vulnerabilities posed by climate change (fires, drought, floods)</p>	<p>Field visits and community consultation meetings during design and implementation.</p> <p>Dissemination of good practices in prevention and fire control, pest management in media</p>	<p>PMU</p>	<p>Agreements with public and private entities, linked to fire/pest prevention and control.</p> <p>Training and training materials</p>	<p>Semi-annual</p>
<p><b>Social</b></p>					

Gaps in healthy nutrition	<p>The project can support with:</p> <ul style="list-style-type: none"> <li>- Development and implementation of a nutrition strategy.</li> <li>- Nutrition education workshops with high vulnerability households</li> <li>- Workshops on food innovations based on the local assets and food heritage.</li> <li>- Support for creche for 6 months old to 3- year-old</li> <li>- - Maternal spot- feeding centres</li> <li>- - Support of home gardens to increase nutrition and food security</li> <li>- - Monitor nutrition through household dietary diversity score, home-produced and consumed food</li> </ul>	Participation of communities in VDA and bottom up approach	<p>PMU</p> <p>Village Development Associations (VDAs) and Self Help Groups (SHGs)</p>	<p>Nutrition strategy. Baseline.</p> <p>photographic and video records</p> <p>Networks and alliances with actors linked to the local food systems and healthy eating.</p>	Semi-annual
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<p>Limited participation of women/youth in project and decision-making processes</p>	<p>Training of VDA members on rights and entitlements</p> <p>VDC training on institutional aspects of community-based organisations (governance, management etc.) with a focus on women and youth engagement.</p> <p>Participatory preparation of micro-level plans and village development plans with a focus on women and youth engagement</p> <p>Improved negotiation skills and economic empowerment of women and youth</p> <p>Link with the Kalinga Institute of Social Sciences which counts more than 200 PhD students who are originally from the PVTG communities and speak local languages. The synergies between OPELIP II project and Kalinga Institute could therefore further reinforce the community empowerment process.</p>	<p>Participation of communities in VDA and bottom up approach</p>	<p>PMU</p> <p>Village Development Associations (VDAs) and Self Help Groups (SHGs)</p>	<p>Monitoring and evaluation reports</p> <p>Training and information dissemination materials</p>	<p>Baseline, mid- term and completion survey.</p>
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<p>Increasing existing internal conflicts over the use of communal resources and distribution of benefits. (as cultural norms and practices generally regulate the quantities of resources used/extracted and ensure sustainable and fair use).</p>	<p>Participatory preparation of micro-level plans and village development plans to consider the risk in management of communal resources</p> <p>Seeking free, prior and informed consent (FPIC)</p>	<p>Participation of communities in VDA and bottom up approach</p>	<p>PMU</p> <p>VDA's</p>	<p>Monitoring and evaluation reports</p> <p>Training and information dissemination materials</p>	<p>Baseline, mid- term and completion survey.</p>
<p>Market linkages</p> <p>/ Livelihood activities do not benefit the most vulnerable groups</p>	<p>as mentioned in OPELIP I MTR</p> <p>there is need for acknowledging a stronger role of GPLFs in collective marketing this can be done with special focus on most vulnerable groups (youth PVTGs, women PVTGs, PwD)</p>	<p>Participation of communities in VDA and bottom up approach</p>	<p>PMU</p> <p>Village Development Associations (VDAs) and Self Help Groups (SHGs)</p>	<p>Monitoring and evaluation reports</p> <p>Training and information dissemination materials</p>	<p>Baseline, mid- term and completion survey.</p>

**Footnotes**

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## Environmental and Social Safeguards Classification: Substantial

Environmental and Social Safeguards				
Biodiversity conservation	Yes/No	Likelihood	Consequence	Risk Rating
1.1 Could the project potentially involve or lead to conversion or degradation of biodiversity, habitats (including modified habitat, natural habitat and critical natural habitat) and/or ecosystems and ecosystem services?	Yes	Likely	Moderate  Project will significantly affect modified habitat, but will not impinge on natural habitat or critical natural habitat.	Substantial
1.2 Could the project involve or potentially lead to activities involving habitats that are legally protected, officially proposed for protection, or recognized as protected by traditional local communities and/or authoritative sources (e.g. National Park, Nature Conservancy, Indigenous Community Conserved Area, ICCA, etc.)?	Yes	Likely	Minor  Project is close to a protected area, and associated facilities may have an indirect impact unless the project is modified	Moderate
1.3 Could the project potentially involve or lead to an increase in the chance of human-wildlife encounters/conflict?	Yes	Possible	Moderate  Conflict leads to some loss of livelihood or threat to wildlife, but this is not catastrophic	Moderate
1.4 Could the project potentially involve or lead to risks to endangered species (e.g. reduction, encroachment on habitat)?	Yes	Possible	Minor  Net loss in biodiversity with a status of Least Concern, Near Threatened or Vulnerable.	Moderate
1.5 Could the project potentially involve or lead to impacts/risks to migratory wildlife?	Yes	Possible	Minor  Project or associated facilities may have minor indirect impact on sites of importance to migratory wildlife. Project can be modified/mitigated to ensure that impacts do not occur.	Moderate
1.6 Could the project potentially involve or lead to introduction or utilization of any invasive alien species of flora and fauna, whether accidental or intentional?	No			Low
1.7 Could the project involve or lead to the handling or utilization of genetically modified organisms?	No			Low

Environmental and Social Safeguards				
1.8 Could the project involve or lead to procurement through primary suppliers of natural resource materials?	Yes	Possible	Minor  Project may possibly require procurement of natural resources through primary suppliers, and resource extraction is tightly regulated. Alternatives to procurement of natural resources through primary suppliers exists.	Moderate
<b>Resource Efficiency and Pollution Prevention</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes	Unlikely	Minor  Pollutants may possibly be released, either routinely or by accident, but treatment systems are proven and verified. Receiving environment has absorptive capacity.	Low
2.2 Could the project involve or lead to primary not environmentally sustainable production of living natural resources? (Note: this includes the cultivation or rearing of plants or animals, including annual and perennial crop farming, animal husbandry (including livestock), aquaculture, plantation forestry, etc )	Yes	Possible	Minor  Project is partly dependent on production of living natural resources, but not enough to require serious environmental or social controls.	Moderate
2.3 Could the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	Yes	Possible	Moderate  A significant component of the project is focused on forestry, and this aspect is well regulated.	Moderate
2.4 Could the project involve or lead to significant consumption of raw materials, energy, and/or water?	Yes	Unlikely	Minor  The project will require consumption of raw materias, energy, and/or water, but this will be a small component of the project, and impacts can be appropriately managed.	Low
2.5 Could the project involve or lead to significant extraction, diversion or containment of surface or ground water (e.g. construction of dams, reservoirs, river basin developments, groundwater extraction)?	No			Low

<b>Environmental and Social Safeguards</b>				
2.6 Could the project involve inputs of fertilizers and other modifying agents?	No			Low
2.7 Could the project involve or lead to procurement, supply and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?	Yes	Possible	Minor The project only requires minimal amounts of pesticide.	Moderate
2.8 Could the project be located in an area which is being, or has been, polluted by an external source (e.g. a mine, smelter, industry)?	Yes	Possible	Moderate The project is located in an area of previous pollution, but only partial decontamination has been undertaken.	Moderate
2.9 Could the project involve livestock – extensive and intensive systems and animal products (dairy, skins, meat, etc.)?	Yes	Possible	Moderate Intensive/extensive livestock/aquaculture systems are in place, but these are only one component of the project.	Moderate
<b>Cultural Heritage</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
3.1 Could the project be located in areas that are considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage?	Yes	Likely	Minor The project is thought to be close to an area that is considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage. The site has been comprehensively surveyed, and all tangible and intangible cultural heritage is well known.	Moderate
3.2 Could the project directly or indirectly affect indigenous peoples' rights, lands, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems, and culture or heritage (tangible and intangible)?	Yes	Likely	Minor Minor impact to indigenous population. No damage to/or loss of access to indigenous land, assets, resources, and/or cultural heritage.	Moderate

<b>Environmental and Social Safeguards</b>				
3.3 Could the project involve or lead to significant excavations, demolitions, movement of earth, flooding or other environmental changes?	Yes	Possible	Minor Short-term nuisance. No damage to/or loss of access to land, assets, resources, and/or cultural heritage.	Moderate
3.4 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Yes	Unlikely	Minor The project is thought to be close to an area that is considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage. The site has been comprehensively surveyed, and all tangible and intangible cultural heritage is well known.	Low
3.5 Could the project involve or lead to alterations to landscapes and natural features with cultural significance?	Yes	Possible	Minor Short-term alterations to landscapes. No damage to/or loss of access to indigenous land, assets, resources, and/or cultural heritage. Rehabilitation is straightforward.	Moderate
3.6 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Yes	Likely	Minor The project is located in an area that is considered to be of high cultural heritage value, but the project has no commercial value or interest.	Moderate
<b>indigenous peoples</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>

<b>Environmental and Social Safeguards</b>				
4.1 Could the project be sited in areas where indigenous peoples are present (including the project area of influence)?	Yes	Almost certain	Moderate  The project may have a moderate impact on indigenous people, because it is sited within commuting distance of indigenous communities, and because it offers employment to indigenous people.	Substantial
4.2 Could the project result in activities located on lands and territories claimed by indigenous peoples?	Yes	Almost certain	Moderate  The project is sited in an area that was previously used by indigenous people, and groups are mobilizing with the intention of making a claim.	Substantial
4.3 Could the project result in impacts on the rights of indigenous peoples or to the lands, territories and resources claimed by them?	Yes	Possible	Minor  Short-term nuisance to indigenous population. No damage to/ or loss of access to indigenous land, assets, resources, and/or cultural heritage.	Moderate
4.4 Could the project result in the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Yes	Possible	Minor  The project is located in an area where natural resources are considered to be of value to indigenous people, but the project has no commercial value or interest.	Moderate
4.5 Could the project lead to impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	Yes	Possible	Minor  The project is located in an area that is considered to be of high cultural heritage value, but the project has no commercial value or interest.	Moderate
<b>Labour and Working Conditions</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>



Environmental and Social Safeguards				
5.1 Could the project operate in sectors or value chains that are characterized by working conditions that do not meet national labour laws or international commitments? (Note: this may include discriminatory practices, high gender inequality and the lack of equal opportunities, denial of freedom of association and collective bargaining, labour migrants)	Yes	Possible	Minor  The project operates in sectors or value chains that have, in the past, not met national labour laws, or international commitments, but is now adequately nationally regulated, and is part of international value chains that are subject to regular environmental and social auditing.	Moderate
5.2 Could the project use or operate in a value chain where there have been reports of forced labour? (Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant workers is uncertain)	No			Low
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	No			Low
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)	Yes	Possible	Minor  The project operates in a sector, area, or value chain where workers are occasionally exposed to significant OSH risks, and where regulation is known to be effective.	Moderate
<b>Community Health, Safety and Security</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
6.1 Could the project be at risk from water-borne or other vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases?	Yes	Possible	Minor  The project is situated in an area where negative impacts from water-borne or other vector-borne diseases, or communicable/non-communicable diseases are possible, but where there is no evidence of past impact, and where containment of these impacts would be effective if problems emerged.	Moderate
6.2 Could the project lead to unintended negative impacts on nutrition?	No			Low

Environmental and Social Safeguards				
6.3 Is there a possibility of harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	Yes	Possible	Moderate  The project has significant reliance on buildings or infrastructure. Risk of failure is unlikely to lead to loss of life or significant environmental damage. The structural integrity of the required infrastructure has been independently verified.	Moderate
6.4 Could the project involve or lead to the construction or rehabilitation of dams?	No			Low
6.5 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No			Low
6.6 Could the project lead to adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	Yes	Possible	Minor  The project will only have minor impacts on ecosystem services, and these can be mitigated through standard environmental management planning.	Moderate
6.7 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Yes	Possible	Moderate  Moderate changes to community dynamics may result in increased potential for gender-based violence or sexual exploitation. Gender-based violence interventions are integrated into project design.	Moderate
6.8 Could the project lead to increases in traffic or alteration in traffic flow?	No			Low
6.9 Could the project lead to an influx of project workers?	No			Low
6.10 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	No			Low
<b>Physical and economic resettlement</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
7.1 Could the project result in temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	Yes	Possible	Moderate  >5<20 households/ businesses displaced.	Moderate

<b>Environmental and Social Safeguards</b>				
7.2 Could the project result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Yes	Possible	Minor  Minor possible negative impact on either community assets or individual farmer assets.	Moderate
7.3 Could the project present a risk of forced evictions?	No			Low
7.4 Could the project result in impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Yes	Possible	Minor  The project will result in minor impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse and other forms of arbitration/conflict resolution are available.	Moderate
<b>Financial intermediaries and direct investments</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
8.1 Could the investment be granted to an institution that does not have an environmental and social policies and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	No			Low
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	No			Low
8.3 Could the investment be granted to an institution that does not have an Exclusion List?	No			Low
8.4 According to the institution's portfolio classification: Could the institution have potential high-risk projects in their portfolio?	No			Low
8.5 Is there evidence that the institution does not comply with the local legal framework?	No			Low
8.6 Does the institution provide a stable communication channel with stakeholders and local communities (e.g. a Grievance Redress Mechanism)?	No			Low
8.7 Does the organization provide auxiliary or capacity building support services.	No			Low

## Climate Risk Classification: Moderate

<b>Step 1: Hazard identification</b>	
<b>What are the expected hazards in the project intervention area?</b>	<b>No, Yes, TBD</b>
River flood	No
Costal Flood	No
Urban Flood	No
Landslide	Yes
Cyclone	Yes
Water Scarcity (agricultural droughts and/or dry spells)	Yes
Extreme Heat	Yes
Wildfires	Yes
<b>Future climate scenarios foreseen (period 2040-2059) - Change in frequency and intensity</b>	<b>No, Yes, TBD</b>
Change in temperature (increase or decrease)	Yes
Change in rainfall (increase or decrease)	No
Climate variability (larger or smaller)	Yes
Intensity and frequency of extreme events (larger or smaller)	Yes
<b>Is the project expected to have an impact on climate?</b>	<b>No, Yes, TBD</b>
Is the project expected to be a significant emitter of greenhouse gases?	No
<b>Step 2: Exposure Assessment</b>	
<b>Is the project located in exposed areas to weather-related natural hazards?</b>	<b>No, Yes, TBD</b>
Low-lying areas (valleys, coastal zones, and small islands)	No
Very warm areas (subtropical)	Yes
Tropical areas (rainforests)	No
Arid and semi-arid areas (deserts)	No
Mountains zones and permafrost areas (tundra)	No
River banks	Yes
<b>Does the project target agricultural systems, ecosystems or livelihoods exposed to weather-related hazards?</b>	<b>No, Yes, TBD</b>
Is crop production frequently affected by rainfall variability, prolonged droughts, changes in temperature or pests and diseases?	Yes
Is livestock productivity frequently affected by rainfall variability, prolonged droughts, changes in temperature or diseases?	Yes
Are fisheries frequently affected by ocean acidification, water salinity and changes in sea surface temperature due to ocean-atmospheric oscillations or climate change?	No
Is forest productivity frequently affected by wildfires, diseases, rainfall variability, prolonged droughts, or changes in temperature?	Yes
Is the biodiversity in the project area likely to be affected by changes in climate variables?	Yes
Is any stage of the agricultural value chain (production, storage, processing and marketing) exposed to climate related hazards?	Yes
Is any rural infrastructure likely to be affected by flooding, landslides, changes in temperatures, and extreme winds.	Yes
<b>Step 3: Sensitivity Assessment</b>	
<b>What are key sensitivities for the populations in the project's areas of intervention?</b>	<b>No, Yes, TBD</b>
Is conflict exacerbating the population's sensitivity to weather related hazards?	No
Is population displacement being exacerbated by climate change impacts?	No

Are diseases (e.g. COVID-19, malaria, cholera) increasing the population's vulnerability and affecting their capacity to address potential weather-related hazards?	Yes
Is the income of the target population predominately coming from agriculture?	Yes
Are social inequalities (e.g. based on gender, youth, indigenous persons and other marginalized groups) being exacerbated by climate change?	Yes
Is the Human Development Index (HDI) equal to or below 0.6?	Yes
Is the Multidimensional Poverty Index (MPI) equal to or above 0.1?	Yes
<b>Step 4: Adaptive capacity and climate resilience</b>	
<b>What are key adaptive capacities in the areas of project intervention?</b>	<b>No, Yes, TBD</b>
Is the country well ranked in the Disaster risk reduction progress score?	Yes
Are climate and weather information services (real-time weather data, seasonal forecasts etc.) effectively being delivered (through radio, TV, SMS, extension services etc.) to farmers, rural dwellers, and end users?	Yes
Does the project country have an early action plan (preparedness and emergency response) to mitigate the impacts of weather-related hazards once the shock occurs?	Yes
Does the government or other institutions support the target population/communities with the necessary social and economic resources to prepare for or respond to climate-related events?	Yes
Is the target community carrying out (using their own means) agricultural adaptation?	Yes
Does the target population have the economic means or support to adjust or adapt their activities in response to weather related shocks?	No
Do policies/mechanisms exist that make financial credit, loans, and agricultural insurance available?	No
Are rural infrastructures effectively delivering services to farmers and rural dwellers?	No

## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II Project Design Report**

#### **Annex 6: First Annual Work Plan and Budget (AWPB)**

Mission Dates: 24 June - 4 August 2023

Document Date: 23/10/2023

Project No. 2000003881

Report No. 6630-IN

Asia and the Pacific Division  
Programme Management Department



## Annex 6. First Annual Work Plan and Budget (AWPB)

Account Code	Component Code	Description	Unit	AWPB 2022-23 Physical Units Planned	Unit Cost INR '000	Budget planned for 2022-23 ('000)	Disb. Acct.	Fin. Rule
		<b>Component 1: Community Empowerment and Institutional Strengthening</b>						
		Sub-component 1.1: Community-driven development planning and delivery						
		<b>A. Consolidation Phase</b>						
		<b>1. VDP Preparation and Updation</b>						
		VDP preparation training and exercise	village	541	10,000	5,410,000	TRAINING	IFAD ( 50% )
		<b>B. Transformation Phase</b>				-		
		<b>1. VDA formation</b>				-		
		Community Sensitization and consultation with community, PRI, traditional heads	village	569	10,000	5,690,000	TRAINING	IFAD ( 50% )
		VDC Formation	VD	569	10,000	5,690,000	TRAINING	IFAD ( 50% )
		VDA registration	VDA	569	5,000	2,845,000	GRANTS	IFAD ( 50% )
		VDC start up fund	VDC	569	100,000	56,900,000	GRANTS	IFAD ( 50% )
		<b>2. VDP Preparation</b>						
		Service Provider for VDP support /a	per plan	569	40,000	22,760,000	GSI	IFAD ( 50% )
		Service Provider for VRDP support /b	per plan	569	30,000	17,070,000	GSI	IFAD ( 50% )
		FPIC and PVTGs/TG human rights based approach awareness campaign /c	ls	1	2,500,000	2,500,000	GSI	IFAD ( 50% )
		VDP preparation training and exercise	village	569	50,000	28,450,000	TRAINING	IFAD ( 50% )
		Translation of VDP documents	ls	0.5	2,000,000	1,000,000	GSI	IFAD ( 50% )



Account Code	Component Code	Description	Unit	AWPB 2022-23 Physical Units Planned	Unit Cost INR '000	Budget planned for 2022-23 ('000)	Disb. Acct.	Fin. Rule
		<b>Component 1: Community Empowerment and Institutional Strengthening</b>						
		Sub-component 1.2. Improving delivery mechanisms of community services						
		<b>A. Consolidation Phase</b>						
		<b>1. VDP Implementation</b>						
		VDC Training on governance and management	Is per year	1	200,000	200,000	TRAINING	IFAD ( 50% )
		<b>2. Basic service provisioning to villages</b>						
		Road construction	km	-	200,000	-	CW	NREGA ( 100% )
		Street lighting provisioning	villages	-	60,000	-	CW	DMF ( 100% )
		Access to electric grid	villages	-	1,000,000	-	CW	DMF ( 100% )
		Construction of drainage	villages	30	500,000	15,000,000	CW	CCD ( 50% ) , NREGA ( 50% )
		Construction of pits - vermi/compost/manure	unit	40	20,000	800,000	CW	CCD ( 100% )
		Construction of Non- Agriculture Guard Wall	village	5	500,000	2,500,000	CW	NREGA ( 100% )
		<b>B. Transformation Phase</b>						
		<b>1. VDP Implementation</b>						
		Hiring of FNGO	FNGO per year	23	7,200,000	165,600,000	GSI	IFAD ( 50% )
		Village entry point activity	village	569	300,000	170,700,000	CW	IFAD ( 50% )
		State level Workshop / Trade fair / Mela for PVTG -cultural promotion	Is per year	1	50,000	50,000	TRAINING	IFAD ( 50% )
		VDC Training on governance and management /a	Is per year	1	1,138,000	1,138,000	TRAINING	IFAD ( 50% )
		Top up grant for well performing VDAs	VDA	-	300,000	-	GRANTS	IFAD ( 50% )
		Service provider for capacity building of PMU/MPA/CRPs	Is	1	2,000,000	2,000,000	GSI	IFAD ( 50% )
		<b>2. Strengthening of SHGs</b>						
		Formation and revival of SHGs	SHG	500	15,000	7,500,000	GRANTS	IFAD ( 50% )
		Translation of SHG training modules in local dialects	Is	1	500,000	500,000	GSI	IFAD ( 50% )
		Exposure visit of SHGs intra state /b	batches	-	20,000	-	TRAINING	IFAD ( 50% )
		Printing of SHG books	Is	1	500,000	500,000	GSI	IFAD ( 50% )
		<b>3. Basic service provisioning to villages</b>						
		Drinking water	village	569	700,000	398,300,000	CW	NREGA ( 100% )
		Road construction	km	-	200,000	-	CW	NREGA ( 100% )
		Street lighting provisioning	villages	-	60,000	-	CW	DMF ( 100% )
		Access to electric grid	villages	-	1,000,000	-	CW	DMF ( 100% )
		Construction of drainage	villages	114	500,000	57,000,000	CW	CCD ( 50% ) , NREGA ( 50% )
		Construction of pits - vermi/compost/manure	unit	1,500	20,000	30,000,000	CW	CCD ( 100% )
		Construction of Non- Agriculture Guard Wall	village	57	500,000	28,500,000	CW	NREGA ( 100% )
		<b>4. Other NRM work through convergence /c</b>						
		Land/Catchment treatment	acre	750	50,000	37,500,000	CW	NREGA ( 100% )
		Gully Control Structure	number	150	50,000	7,500,000	CW	NREGA ( 100% )
		Support for other Livelihoods Activities	number	500	50,000	25,000,000	CW	NREGA ( 100% )
		Development of irrigation structures	number	30	500,000	15,000,000	CW	NREGA ( 100% )
		Development of plantation	acre	600	80,000	48,000,000	CW	NREGA ( 100% )
		<b>5. Land Allocation and Entitlement</b>						
		Training of the Retired Personnel for FRA support	Is	1	420,000	420,000	TRAINING	IFAD ( 50% )
		Households survey vis-à-vis land survey and awareness	village	683	2,000	1,366,000	TRAINING	IFAD ( 50% )
		High accuracy GNSS devices for geo-referencing FRA land and other land development	device	82	50,000	4,100,000	GSI	IFAD ( 50% )
		<b>6. Support to other CBOs</b>						
		Strengthening of Agriculture Cluster Groups / collective marketing groups	groups	467	5,000	2,335,000	TRAINING	IFAD ( 50% )
		Group formation and governance	groups	467	10,000	4,670,000	TRAINING	IFAD ( 50% )
		Exposure visits	groups	-	20,000	-	TRAINING	IFAD ( 50% )
		<b>A. Consolidation Phase</b>						
		<b>1. VDP Implementation</b>						
		VDA CRP Honorarium /d	CRP per year	108	72,000	7,776,000	OPS	IFAD ( 50% )
		<b>B. Transformation Phase</b>						
		<b>1. VDP Implementation</b>						
		VDA CRP Honorarium /e	CRP per year	569	72,000	40,968,000	OPS	IFAD ( 50% )
		<b>2. Land Allocation and Entitlement</b>						
		Hiring of Retired RIs/Amins/Foresters/Technical Personnel for Land allocation Activities under FRA at MPA /f	person	80	240,000	19,200,000	OPS	IFAD ( 50% )
		Hiring of Personnel for Land allocation Activities at PMU /g	person	1	420,000	420,000	OPS	IFAD ( 50% )

Account Code	Component Code	Description	Unit	AWPB 2022-23 Physical Units Planned	Unit Cost INR '000	Budget planned for 2022-23 ('000)	Disb. Acct.	Fin. Rule
		<b>Component 2: Sustainable Food and Nutrition Security</b>						
		<b>Sub-component 2.1. Behavior change and nutrition education</b>						
		<b>A. Consolidation Phase</b>						
		<b>1. Improving key behaviours of WRA using Participatory Learning Action (PLA)</b>						
		PMU level trainings on PLA for OPELIP old villages /a	person day	150	1,200	180,000	TRAINING	IFAD ( 50% )
		MPA level Training of village nutrition workers on PLA in old villages	person day	1,400	500	700,000	TRAINING	IFAD ( 50% )
		Monthly meetings at village level	village	2,100	2,500	5,250,000	TRAINING	IFAD ( 50% )
		<b>2. Community based Creches for children 6 months to 3 years</b>						
		Orientation training for creche workers and SHG members /b	person day	1,400	500	700,000	TRAINING	IFAD ( 50% )
		Training on creche and other topics for CWs /c	person day	2,568	500	1,284,000	TRAINING	IFAD ( 50% )
		<b>3. Spot feeding centres /d</b>						
		Training on MSFC to village level functionaries	person day	338	500	169,000	TRAINING	IFAD ( 50% )
		<b>B. Transformation Phase</b>						
		<b>1. Improving key behaviours of WRA using Participatory Learning Action (PLA)</b>						
		Mapping local/traditional food varieties and KAP study	ls	1	13,000,000	13,000,000	GSI	IFAD ( 50% )
		PMU level trainings on PLA for new villages /e	person day	660	1,200	792,000	TRAINING	IFAD ( 50% )
		MPA level Training of village nutrition workers on PLA /f	person day	6,828	500	3,414,000	TRAINING	IFAD ( 50% )
		Pico projectors at cluster level /g	GP	230	30,000	6,900,000	GSI	IFAD ( 50% )
		Monthly meetings at village level	GP	6,828	2,500	17,070,000	TRAINING	IFAD ( 50% )
		Printing of modules and picture cards	ls per village	1,138	10,000	11,380,000	GSI	IFAD ( 50% )
		<b>2. Engaging men and other decision makers</b>						
		Nutrition sensitisation at weekly haats	haat days	600	3,000	1,800,000	TRAINING	IFAD ( 50% )
		<b>3. Facilitating convergence</b>						
		Review meeting of progress and coordination with line departments	MPA	40	9,000	360,000	TRAINING	IFAD ( 50% )
		Capacity Development of OPELIP functionaries and other departments	MPA	20	15,000	300,000	TRAINING	IFAD ( 50% )
		Enumeration and key details of key beneficiary groups /h	village	1,138	100	113,800	GSI	IFAD ( 50% )
		<b>4. Community based Creches for children 6 months to 3 years</b>						
		Orientation training for OPELIP functionaries	person day	135	1,200	162,000	TRAINING	IFAD ( 50% )
		orientation training for creche workers and SHG members /i	person day	-	500	-	TRAINING	IFAD ( 50% )
		Training on creche and other topics for CWs	person day	-	500	-	TRAINING	IFAD ( 50% )
		Creche establishment costs	creche	140	1,200,000	168,000,000	CW	IFAD ( 50% )
		<b>5. Spot feeding centres /j</b>						
		Training on MSFC to village level functionaries	person day	-	500	-	TRAINING	IFAD ( 50% )
		MSFC establishment costs	MSFC	-	25,000	-	GSI	IFAD ( 50% )
		SFC establishment costs	SFC	-	15,000	-	GSI	IFAD ( 50% )
		<b>6. Continued Education of girls and right age at marriage</b>						
		PVTG Educational Complex	building	10	10,000,000	100,000,000	CW	OTHER ( 100% )
		Late Marriage incentive for girls	person	1,500	20,000	30,000,000	GRANTS	IFAD ( 25% ), OTHER ( 50% )
		<b>7. Technical and ground level support</b>						
		Technical agency to support the nutrition activities /k	ls	1	5,000,000	5,000,000	GSI	IFAD ( 50% )
		<b>A. Consolidation Phase</b>						
		<b>1. Community based Creches for children 6 months to 3 years</b>						
		Creche operational costs	creche per year	107	445,097	47,625,379	OPS	IFAD ( 50% )
		<b>2. Spot feeding centres</b>						
		MSFC operational costs	MSFC per year	169	119,429	20,183,501	OPS	IFAD ( 50% )
		SFC operational costs	SFC per year	110	55,722	6,129,420	OPS	IFAD ( 50% )
		<b>B. Transformation phase</b>						
		<b>1. Community based Creches for children 6 months to 3 years</b>						
		Creche operational costs	creche per year	-	445,097	-	OPS	IFAD ( 50% )
		<b>2. Spot feeding centres /l</b>						
		MSFC operational costs	MSFC	-	119,429	-	OPS	IFAD ( 50% )
		SFC operational costs	SFC	-	55,722	-	OPS	IFAD ( 50% )
		<b>3. Technical and ground level support</b>						
		Nutrition, Gender and Social Inclusion Officer at MPA level	person per year	20	480,000	9,600,000	OPS	IFAD ( 50% )
		Nutrition Assistants /m	person per year	115	240,000	27,600,000	OPS	IFAD ( 50% )

Account Code	Component Code	Description	Unit	AWPB 2022-23 Physical Units Planned	Unit Cost INR '000	Budget planned for 2022-23 ('000)	Disb. Acct.	Fin. Rule
		<b>Component 3: Enhancing rural livelihoods, agricultural productivity, and market linkages</b>				-		
		<b>Sub-component 3.1. Sustainable intensification of climate-resilient crop and livestock production</b>				-		
		<b>A. Consolidation Phase</b>				-		
		<b>1. Support to existing AIC</b>				-		
		Inputs package for two years /a	acre	3,000	15,000	45,000,000	GSI	IFAD ( 50% )
		Support for FFS in existing AIC	FFS	1,250	20,000	25,000,000	TRAINING	IFAD ( 50% )
		<b>2. Livestock - support in old villages</b>				-		
		Orientation of old Livestock CSP on Program	CSP	150	150	22,500	TRAINING	IFAD ( 50% )
		Training of existing CSPs on livestock intensification	person day	3,600	6,000	21,600,000	TRAINING	IFAD ( 50% )
		Linking the CSPs to markets	person day	150	150	22,500	TRAINING	IFAD ( 50% )
		<b>3. Livestock - support to sustain activities in old villages</b>				-		
		Training and Demonstration of Farmers on new technologies	HH	-	400	-	TRAINING	IFAD ( 50% )
		Input support and adoption cost for Goat Rearing only to VDC	HH	-	1,500	-	GRANTS	IFAD ( 25% ), BEN ( 50% )
		CSP Support Kit, Input Working Capital	CSP	150	9,000	1,350,000	GRANTS	IFAD ( 50% )
		Animal Health Camps	HH	-	3,000	-	GSI	IFAD ( 50% )
		<b>B. Transformation Phase</b>				-		
		<b>1. Land development</b>				-		
		Land development & reclamation /b	acre	1,000	15,000	15,000,000	CW	IFAD ( 50% )
		<b>2. Development of AIC</b>				-		
		Land development for identified cluster - Bunding, low cost field to field water disposal structures	acre	-	8,000	-	CW	IFAD ( 50% )
		Bund plantation	acre	-	4,000	-	GSI	IFAD ( 50% )
		Solar/barbed fencing for identified cluster	per 10 acre	-	75,000	-	GSI	IFAD ( 50% )
		Irrigation development for identified cluster - Catchment area treatment /c	acre	-	40,000	-	CW	IFAD ( 20% ), NREGA ( 60% )
		Irrigation scheme including source, pump, conveyance, distribution	village	-	700,000	-	CW	IFAD ( 45% ), OTHER ( 10% )
		On-farm irrigation and water management (sprinkler)	5 systems per 20 acre	-	30,000	-	GSI	IFAD ( 10% ), OTHER ( 80% )
		Inputs package for two years /d	acre	-	15,000	-	GSI	IFAD ( 50% )
		Support for FFS in existing AIC /e	FFS	-	20,000	-	TRAINING	IFAD ( 50% )
		Village Tool Kit	village	-	50,000	-	GSI	IFAD ( 50% )
		Community Nursery	number	-	200,000	-	GRANTS	IFAD ( 50% )
		Incentive grant for maintenance fund mobilized by AIC group	village	-	25,000	-	GRANTS	IFAD ( 50% )
		<b>3. Stabilisation of cultivated slopy lands</b>				-		
		Land development for identified patches - Stone bunding, trenching	acre	-	40,000	-	CW	IFAD ( 40% ), OTHER ( 20% )
		Agro-forestry plantation	acre	-	4,000	-	GSI	IFAD ( 50% )
		Inputs package for one years	acre	-	40,000	-	GSI	IFAD ( 50% )
		Support for FFS /f	FFS	-	5,000	-	TRAINING	IFAD ( 50% )
		<b>4. Technical support for Agriculture Development</b>				-		
		Resource agency for FFS support	is	0.25	50,000,000	12,500,000	GSI	IFAD ( 50% )
		Krushi Saathi training	CRP	800	15,000	12,000,000	TRAINING	IFAD ( 50% )
		Exposure visit to Krushi Saathi, AIC and SSAG	is	-	5,000,000	-	TRAINING	IFAD ( 50% )
		<b>5. Pre-implementation arrangements in New Villages</b>				-		
		Orientation training of Livestock CSP	CSP	120	150	18,000	TRAINING	IFAD ( 50% )
		Training of CSP on Livestock Intensification	person days	2,880	1,200	3,456,000	TRAINING	IFAD ( 50% )
		Linking the CSPs to markets	person day	-	150	-	TRAINING	IFAD ( 50% )
		Training of LI Staff and others	person day	350	1,200	420,000	TRAINING	IFAD ( 50% )
		Development of Training tools, videos, live setups	is	1	2,000,000	2,000,000	GSI	IFAD ( 50% )
		<b>6. Support to sustain the Goat/Sheep/Goat &amp; Sheep rearing</b>				-		
		Support for Creation of Goat/Sheep Shed	HH	-	20,000	-	GRANTS	BEN ( 30% ), IFAD ( 35% )
		Support for purchase of Goat/Sheep	HH	-	18,000	-	GRANTS	BEN ( 20% ), FARD ( 60% ), IFAD ( 10% )
		Input support for goat rearing	HH	-	1,500	-	GRANTS	BEN ( 50% ), IFAD ( 25% )
		Introduction of Buck to lead farmers	HH	-	8,000	-	GRANTS	BEN ( 20% ), IFAD ( 40% )
		<b>7. Sustainable Poultry rearing</b>				-		
		Support for Poultry Night Shelter/cage	household	-	2,400	-	GRANTS	BEN ( 30% ), IFAD ( 35% )
		Support for purchase of Poultry Birds	household	-	3,600	-	GRANTS	BEN ( 20% ), FARD ( 50% ), IFAD ( 15% )
		Working capital for poultry feeding	household	-	300	-	GRANTS	BEN ( 30% ), IFAD ( 35% )
		<b>8. Training &amp; Capacity Building</b>				-		
		Training of Farmers on Sheep/Goat/Poultry	household	-	400	-	TRAINING	IFAD ( 50% )
		<b>10. Other support for livestock development</b>				-		
		CSP Support Kit, Input Working Capital	CSP	-	9,000	-	GSI	IFAD ( 50% )
		Disease Management Support, Prevention and diagnostics, demonstration	MPA	10	12,000	120,000	TRAINING	IFAD ( 50% )
		Animal Health Camps	CAMP	360	10,000	3,600,000	TRAINING	IFAD ( 50% )
		Technical Support Agency for Livestock Development	LS	1	7,500,000	7,500,000	GSI	IFAD ( 50% )
		<b>A. Consolidation Phase</b>				-		
		<b>1. Livestock - support to sustain activities in old villages</b>				-		
		Honrarium support to CSP for 3 Years	person month	1,800	3,000	5,400,000	OPS	IFAD ( 50% )
		<b>B. Transformation Phase</b>				-		
		<b>1. Technical support for Agriculture Development</b>				-		
		Support for Krushi Saathi delivery (Stipend)	person year	800	24,000	19,200,000	OPS	IFAD ( 50% )
		<b>2. Other support for livestock development</b>				-		
		Honrarium support to Livestock CSP for 3 Years	person month	-	3,000	-	OPS	IFAD ( 50% )

Account Code	Component Code	Description	Unit	AWPB 2022-23 Physical Units Planned	Unit Cost INR '000	Budget planned for 2022-23 ('000)	Disb. Acct.	Fin. Rule
		<b>Component 3: Enhancing rural livelihoods, agricultural productivity, and market linkages</b>				-		
		<b>Sub-component 3.2. Marketing and value addition</b>				-		
		<b>A. Consolidation Phase</b>				-		
		<b>1. Improved market linkages</b>				-		
		Linkages Local haat and block level haat and engagement	local haat		2,000	-	TRAINING	IFAD ( 50% )
		Access to capital finance - Kisan Credit Card	HH		50,000	-	GRANTS	BANK ( 100% )
		<b>B. Transformation Phase</b>				-		
		<b>1. Improved market linkages</b>				-		
		Market Infrastructure (primary processing equipment's, Storage and Sorting Centres)	AIC/SHG		500,000	-	GSI	IFAD ( 50% )
		Linkages Local haat and block level haat and engagement	local haat		2,000	-	TRAINING	IFAD ( 50% )
		Access to capital finance - Kisan Credit Card	HH		50,000	-	GRANTS	BANK ( 100% )
		Niche market development fund	Is		20,000,000	-	GSI	IFAD ( 50% )
		<b>Sub-component 3.3. Microenterprise development and access to finance</b>				-		
		<b>A. Consolidation Phase</b>				-		
		<b>1. Support to microenterprise development</b>				-		
		Business plan financing	SHG		300,000	-	GRANTS	IFAD ( 30% ), BEN ( 40% )
		<b>B. Transformation phase</b>				-		
		<b>1. Support to microenterprise development</b>				-		
		Agency for skill development for market readiness	MPA		2,000,000	-	GSI	IFAD ( 50% )
		Business Advisory and skill development training and services to Individual Entrepreneur and SHGs /a	Is		3,000,000	3,000,000	GSI	IFAD ( 50% )
		Business plan financing - SHG	SHG		200,000	-	GRANTS	IFAD ( 30% ), BEN ( 40% )
		Business plan financing - individual enterprise	enterprise		300,000	-	GRANTS	IFAD ( 30% ), BEN ( 40% )

Account Code	Component Code	Description	Unit	AWPB 2022-23 Physical Units Planned	Unit Cost INR '000	Budget planned for 2022-23 ('000)	Disb. Acct.	Fin. Rule
		<b>Component 4: Project Management, M&amp;E and KM</b>				-		
		<b>A. Office setup</b>						
		PMU office equipment	ls	1	1,500,000	1,500,000	CW	IFAD ( 50% )
		MPA office equipment	ls	23	1,800,000	41,400,000	CW	IFAD ( 50% )
		<b>B. KM, M&amp;E</b>						
		Baseline survey	ls	1	10,000,000	10,000,000	GSI	IFAD ( 50% )
		End of project evaluation	ls	-	10,000,000	-	GSI	IFAD ( 50% )
		Annual Outcome Survey	ls	-	2,400,000	-	GSI	IFAD ( 50% )
		Thematic Studies	ls	-	1,500,000	-	GSI	IFAD ( 50% )
		Remote sensing for assisting cluster identification and tracking command area utilization	ls	1	20,000,000	20,000,000	GSI	IFAD ( 50% )
		Social Inclusion Training for Project Staff	ls	1	820,000	820,000	TRAINING	IFAD ( 50% )
		Knowledge management and policy engagement processes related to tribal groups and policy brief of FPIC	ls	1	1,640,000	1,640,000	GSI	IFAD ( 50% )
		PCR Report Preparation	ls	-	2,500,000	-	GSI	IFAD ( 50% )
		Partnership with KM firms/STC	ls	-	1,500,000	-	GSI	IFAD ( 50% )
		KM Dissemination workshop/meetings	ls	-	500,000	-	TRAINING	IFAD ( 50% )
		Strengthening project MIS/GIS application	ls	1	1,500,000	1,500,000	GSI	IFAD ( 50% )
		Internal audit	ls	1	2,000,000	2,000,000	GSI	IFAD ( 50% )
		Third party audit	ls	1	1,000,000	1,000,000	GSI	IFAD ( 50% )
		VDC spot checks and audits	ls	-	1,000,000	-	GSI	IFAD ( 50% )
		Tally License	ls	1	500,000	500,000	GSI	IFAD ( 50% )
		<b>A. Project Management Unit</b>						
		Programme Director	person month	12	180,000	2,160,000	OPS	GOVT
		Deputy PD	person month	12	160,000	1,920,000	OPS	GOVT
		Veterinary Expert /a	person month	12	120,000	1,440,000	OPS	GOVT
		Nutrition Expert /b	person month	12	120,000	1,440,000	OPS	GOVT
		Programme Officer (CI&RF)	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Community Institution and Rural Finance Specialist	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		Programme Officer (CB, G&N)	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Training and Social Inclusion Specialist	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		PVTG/Tribal Expert /c	person month	12	120,000	1,440,000	OPS	GOVT
		Senior Engineer	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Asst. Engineer	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		Manager (GIS)	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		GIS Specialist	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		Programme Officer (NRM)	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Agriculture Specialist	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		Programme Officer (Marketing & Enterprise Development)	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Marketing Specialist	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		Enterprise Development Specialist	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		Programme Officer (Livestock)	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Sr. Procurement Specialist	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Procurement Specialist	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Procurement Assistant	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		Manager-Finance	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Accounts Assistant /d	person month	24	70,000	1,680,000	OPS	IFAD ( 50% )
		Accounts Assistant (Audit)	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		Manager (M&E)	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Knowledge Management and Communication Specialist	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		Data Analyst	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		Manager (MIS)	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Developer	person month	12	70,000	840,000	OPS	IFAD ( 50% )
		MIS Assistant	person month	12	50,000	600,000	OPS	IFAD ( 50% )
		SECAP Specialist	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Manager HR and Admin	person month	12	120,000	1,440,000	OPS	IFAD ( 50% )
		Executive Assistant /e	person month	24	50,000	1,200,000	OPS	IFAD ( 50% )
		PA to PD	person month	12	50,000	600,000	OPS	IFAD ( 50% )
		Data Entry Operator /f	person month	60	35,000	2,100,000	OPS	IFAD ( 50% )
		Support Staff /g	person month	36	25,000	900,000	OPS	IFAD ( 50% )
		statutory allowances	ls per year	1	5,000,000	5,000,000	OPS	IFAD ( 50% )
		<b>B. MPA</b>						
		Special Officer(SO)	person month	12	65,000	780,000	OPS	GOVT
		Welfare Extension Officer (WEO)	person month	216	65,000	14,040,000	OPS	GOVT
		Project Manager	person month	216	65,000	14,040,000	OPS	IFAD ( 50% )
		Junior Engineer	person month	216	50,000	10,800,000	OPS	IFAD ( 50% )
		Junior Agriculture Officer	person month	216	50,000	10,800,000	OPS	IFAD ( 50% )
		Marketing & ED	person month	216	50,000	10,800,000	OPS	IFAD ( 50% )
		Junior Livestock Officer	person month	216	50,000	10,800,000	OPS	IFAD ( 50% )
		IB & RF Officer	person month	216	50,000	10,800,000	OPS	IFAD ( 50% )
		MIS Executive	person month	216	25,000	5,400,000	OPS	IFAD ( 50% )
		Accountant /j	person month	216	25,000	5,400,000	OPS	IFAD ( 50% )
		Procurement Asst.	person month	216	25,000	5,400,000	OPS	IFAD ( 50% )
		statutory allowances	ls per year	1	10,000,000	10,000,000	OPS	IFAD ( 50% )
		<b>C. Office operations</b>						
		PMU operating costs	ls per year	1	500,000	500,000	OPS	IFAD ( 50% )
		MPA operating costs	ls per year	276	84,150	23,225,400	OPS	IFAD ( 50% )



## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II** **Project Design Report**

#### **Annex 7: Procurement Plan for first 18 months**

Mission Dates: 24 June - 4 August 2023

Document Date: 23/10/2023

Project No. 2000003881

Report No. 6630-IN

Asia and the Pacific Division  
Programme Management Department





Procurement Plan SUMMARY				
Country:	India			
Project Name:	OPEUP-II			
Project ID:	2000003881			
Version	1.0			
Version Date	28-Jul-23			
Prepared by:				
Approved by:				
Procurement Category	Plan		Actual	
	Currency	USD	LCU	USD
Goods	-	309 780 000.00	-	-
Works	-	338 700 000.00	-	-
Consulting Services	-	411 780 000.00	-	-
Non-Consulting Services	-	500 000.00	-	-
Grants	-	-	-	-
<b>TOTAL</b>	-	<b>1 060 760 000.00</b>	-	-





Procurement Plan - Consulting

India

OPELIP-II

Project ID: 200003881

Prepared by:

Approved by:

	USD	LCU	
<b>Total Amount</b>	<b>0.00</b>	<b>411 780 000.00</b>	Plan
	<b>0.00</b>	<b>0.00</b>	Actual
<i>Non-Consulting:</i>	<i>0.00</i>	<i>0.00</i>	Plan
	<i>0.00</i>	<i>0.00</i>	Actual
<i>Grants:</i>	<i>0.00</i>	<i>0.00</i>	Plan
	<i>0.00</i>	<i>0.00</i>	Actual

Version 1.0		28-Jul-23		Basic Data											
AWP/IC supplies at Ref	No	Description	Grant	Non Consulting	Feeding	Project Area or Procuring Entity	Plan vs. Actual	Shortlist (Yes/No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of REOI	No Objection Date
	1	Service provider for VDP, VRDP and training			IFAD	PMU	Plan	Yes	Prior Review	FBS		102 420 000.00	Plan	15-Jan-24	22-Jan-24
							Actual				-	-	Actual		
	2	Translation of VDP through service provider			IFAD	PMU	Plan	Yes	Post Review	CCS		2 000 000.00	Plan	15-Mar-24	N/A
							Actual				-	-	Actual		
	3	Hiring of 23 FNGOs (one year cost)			IFAD	PMU	Plan	Yes	Prior Review	FBS		165 600 000.00	Plan	15-Dec-23	22-Dec-23
							Actual				-	-	Actual		
	4	Service provider for capacity building			IFAD	PMU	Plan	Yes	Post Review	CCBS		2 000 000.00	Plan	1-Aug-24	N/A
							Actual				-	-	Actual		
	5	Mapping local/traditional food varieties			IFAD		Plan	Yes	Prior Review	CCBS		8 000 000.00	Plan	15-Jun-24	22-Jan-24
							Actual				-	-	Actual		

6	Service provider for household level KAP study			IFAD	Plan	Yes	Prior Review	QCBS		5 000 000.00	Plan	15-May-24	22-May-24
					Actual				-	-	Actual		
7	Module development for women empowerment			IFAD	Plan	No	Post Review	CBS		1 200 000.00	Plan	15-Jul-24	N/A
					Actual				-	-	Actual		
8	Audio visual content development on selected issues			IFAD	Plan		Post Review	ICS		400 000.00	Plan		
					Actual				-	-	Actual		
9	Technical agency to support nutrition activities			IFAD	Plan	Yes	Prior Review	QCBS		31 500 000.00	Plan	15-Feb-24	22-Feb-24
					Actual				-	-	Actual		
10	Baseline survey				Plan	Yes	Prior Review	QCBS		10 000 000.00	Plan	15-Oct-23	22-Oct-23
					Actual				-	-	Actual		
11	Service provider for strengthening MIS application				Plan	Yes	Post Review	CBS		1 500 000.00	Plan	15-Jan-24	N/A
					Actual				-	-	Actual		
12	Resource agency for FFS Support			IFAD	Plan	Yes	Prior Review	QCBS		50 000 000.00	Plan	15-Sep-24	22-Sep-24
					Actual				-	-	Actual		
13	Technical Support Agency for Livestock Development			IFAD	Plan	Yes	Prior Review	QCBS		7 500 000.00	Plan	15-Jun-24	22-Jun-24
					Actual				-	-	Actual		
14	Business Advisory and skill development training and services			IFAD	Plan	Yes	Prior Review	QCBS		3 000 000.00	Plan	15-Oct-24	22-Oct-24
					Actual				-	-	Actual		
15	Remote sending maps and services for cluster identification			IFAD	Plan	No	Prior Review	SSS		20 000 000.00	Plan	N/A	N/A
					Actual				-	-	Actual		

16	Internal audit			IFAD	Plan	No	Post Review	QCBS		2 000 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A	1-May-24
					Actual				-	-	Actual							
17	External audit			IFAD	Plan	No	Post Review	QCBS		1 000 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A	15-Feb-25
					Actual				-	-	Actual							
18	Engagement of HR Agency for outsourcing of staff (One year cost)			IFAD	Plan	Yes	Prior Review	QCBS		103 080 000.00	Plan	15-Nov-23	22-Nov-23	24-Nov-23	8-Dec-23	22-Dec-23	29-Dec-23	2-Jan-24
					Actual				-	-	Actual							

## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II Project Design Report**

#### **Annex 8: Project Implementation Manual (PIM)**

Mission Dates: 24 June - 4 August 2023

Document Date: 23/10/2023

Project No. 2000003881

Report No. 6630-IN

Asia and the Pacific Division  
Programme Management Department



**Odisha PVTG Empowerment & Livelihoods Improvement Programme  
(OPELIP II)**

**PROGRAMME IMPLEMENTATION MANUAL (PIM)**

**State Programme Management Unit (PMU)**

**Scheduled Tribe and Scheduled Caste Welfare Department of Government of  
Odisha**

October 9, 2023



## LIST OF ACRONYMS AND ABBREVIATIONS

AAO	Assistant Agricultural Officer
AIC	Agriculture Intensive Clusters
AOS	Annual Outcome Survey
APF	Azim Premji Foundation
ASF	Animal Source Foods
ASHA	Accredited Social Health Activist
ASP.NET	Active Server Pages Network Enabled Technologies
AV	Audio-Video
AWBP	Annual Work Plan and Budget
AWC	Anganwadi Centre
B2B	Business to business
B2C	Business to consumer
B2G	Business to government
BCA	Bachelor of Computer Application
BCC	Behaviour Change Communication
BDO	Block Development Officer
BRAM	Borrowed Resources Access Mechanism
CAAA	Aid Accounts and Audit Division
CAG	Comptroller and Auditor General
CAGR	Compounded Annual Growth Rate
CAHW	Community Animal Health Worker
CAPI	Computer Assisted Personal Interviews
CB	Capacity Building
CBO	Community based organisations
CBT	Community Based Targeting
CCD	Conservation cum Development
CHC	Custom Hiring Centres
CHM	Complaint Handling Mechanism
CI	Corporate Indicator
CLF	Cluster Level Federation
CLNA	Cluster Level Nutrition Assistant
CMGI	Centre for Modernizing Government Initiative
CMT	Contract Monitoring Tool
COI	Core Outcome Indicators
COSOP	Country Strategic Opportunities Programme
CQS	Consultants Qualification Selection
CRP	Community Resource Person
CRPD	United Nations Convention on the Rights of Persons with Disabilities
CSP	Community Service Provider
CSR	Corporate Social Responsibility
DBI	Diversion Based Irrigation
DCA	Diploma in Computer Application
DEA	Department of Economic Affairs
DEO	Data Entry Operator
DHFW	Department of Health & Family Welfare
DLPIC	District Level Programme Implementation Committee
DMF	District Mineral Fund

DPD	Deputy Project Director
DPMU	District Project management unit
DWCD	Department of Women & Child Development
EA	Executive Assistant
EFA	Economic and Financial Analysis
EIA	Environmental Impact Assessment
EIRR	Economic Internal Rate of Return
EPA	Entry Point Activity
ESCMF	Environmental, Social and Climate Management Framework
ESCMP	Environmental, Social and Climate Management Plan
FA	Financial Analysis
FARD	Fishery and Animal Resource Department, Government of Odisha.
FE	Financial Execution
FFS	Farmer Field School
FGD	Focused Group Discussion
FIG	Farmer Interest Group
FM	Financial Manager
FMFCL	Financial Management and Financial Control Arrangements Letter
FMM	Financial Management Manual
FNGO	Facilitating Non-governmental Organization
FPIC	Free Prior Informed Consent
FRA	Forest Rights Act
FRCC	Forest Rights and Conservation Committee
FW	Family Welfare
FY	Fiscal Year
FYM	Farmyard Manure
GALS	Gender Action Learning System
GBV	Gender Based Violence
GCC	General Conditions of Contract
GDP	Gross Domestic Product
GI	Geographical Indication
GIS	Geographic Information System
GNSS	Global navigation satellite system
GO	Government Organisation
GOI	Government of India
GP	Gram Panchayat
GPLF	Gram Panchayat Level Federation
GPN	General Procurement Notice
GPS	Global Positioning System
GRM	Grievance Redressal Mechanism
GVA	Gross Value Added
HDD	Household Dietary Diversity
HDDS	Household Dietary Diversity Score
HDPE	High Density Polyethylene
HEC	Health and Education Committee
HH	Household
HQ	Headquarters
HR	Human Resources
HT	Haat Trader
HTML	Hypertext Markup Language

IB	Institution Building
ICDS	Integrated Child Development Services
ICMR	Indian Council of Medical Research
ICP	IFAD Client Portal
ICT	Information and communications technology
<b>ICT4D</b>	Information and communications technology for Development
IDEA	India Digital Ecosystem of Agriculture
IFI	International Financial Institution
IFR	Interim Financial Report
IGA	Income Generating Activity
ILO	International Labour Organisation
INR	Indian Rupee
INRM	Integrated Natural Resources Management
IP	Indigenous People
IPM	Integrated Pest Management
ISM	Implementation Support Mission
ITDA	Integrated Tribal Development Agency
IYCF	Infant and Young Child Feeding
JA&LO	Junior Agriculture & Livestock Officer
JAO	Junior Agriculture Officer
JE	Junior Engineer
JTELP	Jharkhand Tribal Empowerment and Livelihoods Project
KAP	Knowledge Attitude Practice
KISAN	Kisan Samman Nidhi
KM	Knowledge Management
KPI	Key Performance Indicators
KS	Krushi Saathi
LA,	Livestock Assistant
LAC	Livestock Aid Centre
LAMP	Livelihoods and Access to Markets Project
LI	Livestock Inspector
LIT	Low Input Technology
LO	Livestock Officer
LPA	Lead Project Agency
LWRD	Land and Water Resources Department
MAP	Micro Project Area
MBA	Masters in Business Administration
MDD	Minimum Diet Diversity
MDDW	Minimum Diet Diversity for Women
MFC	Mother and Child Feeding Centre
MFI	Micro Finance Institution
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MGNREGS	Mahatma Gandhi National Rural Employment Scheme
MIS	Management Information System
MIYCN	Maternal and infant young child nutrition
MLP	Micro Level Plan
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MPA	Micro-Project Agency
MPR	Monthly Progress Report

MSFC	Mother and Child Spot Feeding Centre
MSP	Minimum Support Price
MSPK	Matru Sishu Poshan Kendra
MSPY	Mukhyamantri Sampurna Pushti Yojana
MSSI	Micro and Small-scale Irrigation Schemes
MSW	Masters in Social Welfare
MTR	Mid-Term Review
MU	Mother Units
NABARD	National Bank for Agriculture and Rural Development
NCD	Non-communicable diseases
NCS	Non-consulting services
NDVI	Normalized difference vegetation index
NFHS	National Family Health Survey
NTFP	Non-timber forest produce
NGO	Non-government Organisation
NHM	National Health Mission
NIC	National Information Centre
NIR	Near Infrared
NOC	No objection certificate
NRC	Nutrition Resource Centre
NRHM	National Rural Health Mission
NRLM	National Rural Livelihoods Mission
NRM	Natural Resource Management
NSDC	National Skill Development Corporation
NSO	National Statistical Office
NTFP	Non-timber Forest Products
NUS	Neglected and Underutilized Species
OAS	Odisha Administrative Service
OGLS	Odisha Government Land Settlement
OLC	Odisha Land Ceiling
OLM	Odisha Livelihoods Mission
OLR	Odisha Land Reform
OMBADC	Odisha Mineral Bearing Areas Development Corporation
OMM	Odisha Millet Mission
OPEN	Online Project Procurement End-To-End System
OPL	Odisha Prevention of Land Encroachment
OPNIP	Odisha PVTG Nutrition Improvement Programme
ORMAS	Odisha Rural Development and Marketing Society
ORMS	Operational Results Management System
OTELP	Odisha Tribal Empowerment and Livelihood Programme
PA	Project Account
PAN	Permanent Account Number
PAR	Participatory Action Research
PBAS	Performance Based Allocation System
PC	Procurement Committee
PCB	Petty Cash Book
PCR	Project Completion Report
PD	Project Director
PDO	Project Development Objective
PDR	Project Design Report

PDS	Public Distribution System
PG	Producer Group
PGDCA	Post Graduate Diploma in Computer Application
PHRS	Public Health Resource Society
PIM	Project Implementation Manual
PIO	Project Information Officer
PLA	Participatory Learning and Action
PM	Project Manager
PMAY	Pradhan Mantri Awas Yojana
PMC	Project Management Committee
PME	Participatory Monitoring and Evaluation
PMFBY	Pradhan Mantri Fasal Bima Yojana
PMIS	Project Management Information System
PMKSY	Pradhan Mantri Krishi Sichai Yojana
PMU	Project Management Unit
PO	Project Officer
POSHAN	Pradhan Mantri Poshan Shakti Nirman
PPA	Project Procurement Arrangements
PPR	Peste des petits ruminants
PRA	Participatory Rural Appraisal
PRADAN	Professional Assistance for Development Action
PRI	Panchayati Raj Institution
PVC	Poly vinyl chloride
PVTG	Particularly Vulnerable Tribal Groups
QBS	Quality Based Selection
QCBS	Quality and Cost Based Selection
QPR	Quarterly Progress Report
RDBMS	Relational Database Management System
REOI	Request for Expression of Interest
RFP	Request for Proposal
RFQ	Request for Quotation
RIMS	Results and Impact Management System
RKVY	Rashtriya Krishi Vikas Yojana
RMRC	Regional Medical Research Centre
ROI	Return on Investment
RTI	Right to Information Act
SBD	Standard Bid Document
SC	Scheduled Castes
SCA	Special Central Assistance
SCC	Special Conditions of Contract
SCSTRTI	Scheduled Castes and Scheduled Tribes Research and Training Institute
SDLC	Software development life cycle
SDR	Special Drawing Rights
SEA	Sexual Exploitation and Abuse
SECAP	Social, Environmental and Climate Assessment Procedures
SFAC	Social and Financial Audit Committee
SFC	Spot Feeding Centre
SFLF	Small-Farmer-Large-Field
SHG	Self Help Group
SIA	Social Impact Assessment

SIRD	State Institute for Rural Development
SKD	Strategy and Knowledge Department
SLPMC	State Level Programme Management Committee
SLPSC	State Level Project Steering Committee
SM	Supervision Mission
SME	Small and Micro Enterprises
SNP	Supplementary Nutrition Programme
SO	Special Officer
SOE	Statement of Expenditure
SOP	Standard Operating Procedure
SPMU	State Level Project Management Unit
SRLM	State Rural Livelihood Mission
SSA	Steep Slope Agriculture
SSAG	Steep Slope Agriculture Group
ST	Scheduled Tribes
STSC	Scheduled Tribes Scheduled Castes
STSCDD	Scheduled Tribes and Scheduled Castes Development Department
STSCRTI	Scheduled Castes and Scheduled Tribes Research and Training Institute
TDCCOL	Tribal Development Cooperative Corporation of Odisha Limited
TEC	Technical Evaluation Committee
TG	Tribal Group
TK	Traditional Knowledge
TO	Technical Officer
TOR	Terms of Reference
TOT	Training of Trainers
TRIFED	Tribal Cooperative Marketing Development Federation of India
TRTI	Tribes Research and Training Institute
TSA	Technical Specialised Agency
TSP	Technical Service Provider
TSPL	Tribal Sub-Plan
TSS	Tribal Sub-schemes
UN	United Nations
VAW	Village Agriculture Worker
VDA	Village Development Association
VDC	Village Development Committee
VDF	Village Development Fund
VDP	Village Development Plan
VDRP	Village Development Resource Plan
VDVK	Van Dhan Vikas Kendras
VHND	Village Health and Nutrition Day
VLO	Village level organisation
VRDP	Village Resource Development Plans
VT	Village Trader
WA	Withdrawal Application
WASH	Water, Sanitation and Hygiene
WBR	Well-being Ranking
WCD	Women and Child Development
WEO	Welfare Extension Officer
WHO	World Health Organisation
WRA	Women of Reproductive Age

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## PROJECT OVERVIEW

1. PVTGs are the most marginalized and vulnerable groups in India, characterized by their weak community engagement in planning and development processes; poor rural local institutions and weak capacity to access and deliver services to HHs; limited knowledge about diverse, safe and locally available nutritious food; limited adoption of climate-resilient diversified homestead production; poor adoption of climate-resilient agriculture and livestock practices; weak access to productive and resilience-building infrastructure; and feeble financial inclusion, financial literacy, and business management capacities. These underlining problems relate to three main *pathways of change*, which address three critical bottlenecks that prevent PVTG communities from overcoming poverty, and improving incomes, nutrition security and resilience in the state of Odisha. These include: (i) weak planning and service provision capacity of community based organizations (CBO) and delivery mechanisms, which limits participation and ownership in shaping their own development priorities, social services and basic infrastructure required to enhance and strengthen the human capital base of PVTG communities; (ii) high levels of undernourishment and poor dietary practices (particularly women/children); and (iii) limited agricultural productivity, access to markets, and household incomes.

2. To address these major challenges OPELIP II will implement complementary interventions, which combine efforts on: (a) strengthening community structures and delivery mechanisms, and increasing awareness and knowledge about supporting services and programs; (b) improving knowledge and adoption of healthy and safe diets based on tribal food heritage and biodiversity, and increasing homestead food production and access to nutritious diets; and (c) closing critical gaps in NRM infrastructure, promotion of climate-resilient agriculture and biodiversity practices, enhancing productivity and marketing of crop and livestock, and strengthening access to services & finance. To maximize impact, the program is designed based on five foundational elements, which are both the building blocks to achieve the outcomes in each of the pathways of change, and the driving forces for achieving lasting changes and high performance in building a demand-driven, resilient, and productive agriculture and reducing household food insecurity and malnutrition in PVTG communities. These elements are supporting institutional and governance strengthening; promoting gender, youth, tribal, and socio-economic inclusion; promoting climate-resilient practices and technologies; strengthening access to productive and post-production infrastructure and facilitating private sector engagement.

3. Considering the mix of villages that were already supported by OPELIP (541 villages) and the 1,138 PVTG villages that are new to IFAD project interventions in the State, and also the need to use a more bold strategy to deepen the impact of IFAD investments on nutrition, sustainable agriculture and livestock intensification, and small and micro enterprise development, OPELIP II will utilize a two pronged (consolidation and transformation) approach to reach the full range of target PVTG villages in fashion that prioritizes the current priority needs in target PVTGs. The work in each village, will either follow a consolidation process (OPELIP villages), or a transformation process, which will target new PVTG villages with a revamped comprehensive set of activities.

4. Following the development of updated *consolidation Village Development Plans (VDP)*, the proposed program will work to consolidate the work done in OPELIP villages to strengthen community governance and capacities, while also placing important efforts on deepening the involvement of households in nutrition activities (e.g. behavior change using PLA), sustainable agriculture intensification (existing clusters; climate-resilient technologies), NRM, climate-resilient crop and livestock practices (blending tribal & technical knowledge) & biodiversity, improving NTFP collection and marketing, strengthening the utilization of post-harvest and processing facilities and product

aggregation, strengthen linkages with a diversified number of markets, and promotion of SMEs and access to finance.

5. Following the development of new *transformation Village Development Plans (VDP)* and utilizing an enhanced field implementation modality, which brings more effective service delivery closer to farms and households, OPELIP II will implement the full range of activities to strengthen community governance and capacities, involving households in nutrition behavior change using PLA & home food production, sustainable agriculture intensification, NRM, climate-resilient crop and livestock practices & biodiversity, improving NTFP collection and marketing, improving/constructing productive, resilience-building and post-harvest infrastructure, strengthening linkages with markets and institutional buyers, and promoting SMEs and access to finance in a culturally relevant manner.

6. Given the need to improve the quality of last-mile service delivery, OPELIP II will implement important changes in the composition of the technical expertise that will be used at the MPA and village levels. There will be three Community Resource Person (CRP) responding to specific technical needs of beneficiaries at the village level.<sup>1</sup> Interested youth from the project area will be trained as Barefoot Engineers in technical aspects such as design, installation, and maintenance of irrigation systems, NRM interventions, etc. to provide support to communities during and after project implementation. The facilitating Non-governmental Organizations (FNGO) will continue to play an important role on delivery, however CRPs will no longer be part of their pool of staff supporting the project. Also, the recruitment, training, monitoring, and performance appraisal of FNGOs (also of CRPs and other service providers) will receive much higher attention enabled by the increased technical capacity at the PMU and MPA levels. Since the delivery of the project is grounded on local structures, both the consolidation and transformation phases will start in the first year of the project, with the first two years tending to focus more on community empowerment and institutional capacity building activities, while year's 2-7 on nutrition, agriculture, livestock and marketing, and enterprise development activities.

7. The project PDO will be achieved through the implementation of three main complementary components, which together seek a more holistic transformation in the way that PVTG communities and households assess needs, plan development activities, and engage with Government service delivery; address household dietary and nutrition needs; and engage and manage their livelihoods and economic activities in a way that are inclusive and climate resilient. The project PDO will be achieved through the implementation of three main complementary components, which together seek a more holistic transformation in the way that PVTG communities and households assess needs, plan development activities, and engage with Government service delivery; address household dietary and nutrition needs; and engage and manage their livelihoods and economic activities in a way that are inclusive and climate resilient.

8. The total project costs are estimated to be USD 283.6.0 million (INR 24,166 million). The IFAD share of financing is estimated to be USD 86.0 million, while the counterpart funding from the state government is estimated at USD 88.0 million. The contribution from beneficiaries is appraised at USD 16.3 million, while approximately USD 109.6 million will be leveraged through convergence schemes, such as MGREGA, CCD, FARD, etc.

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<sup>1</sup> The CRPs are the following: (a) community empowerment, social inclusion, institutional strengthening; (b) financial inclusion, nutrition, and behavior change; and (c) NRM, agriculture, livestock, marketing, and SME development.

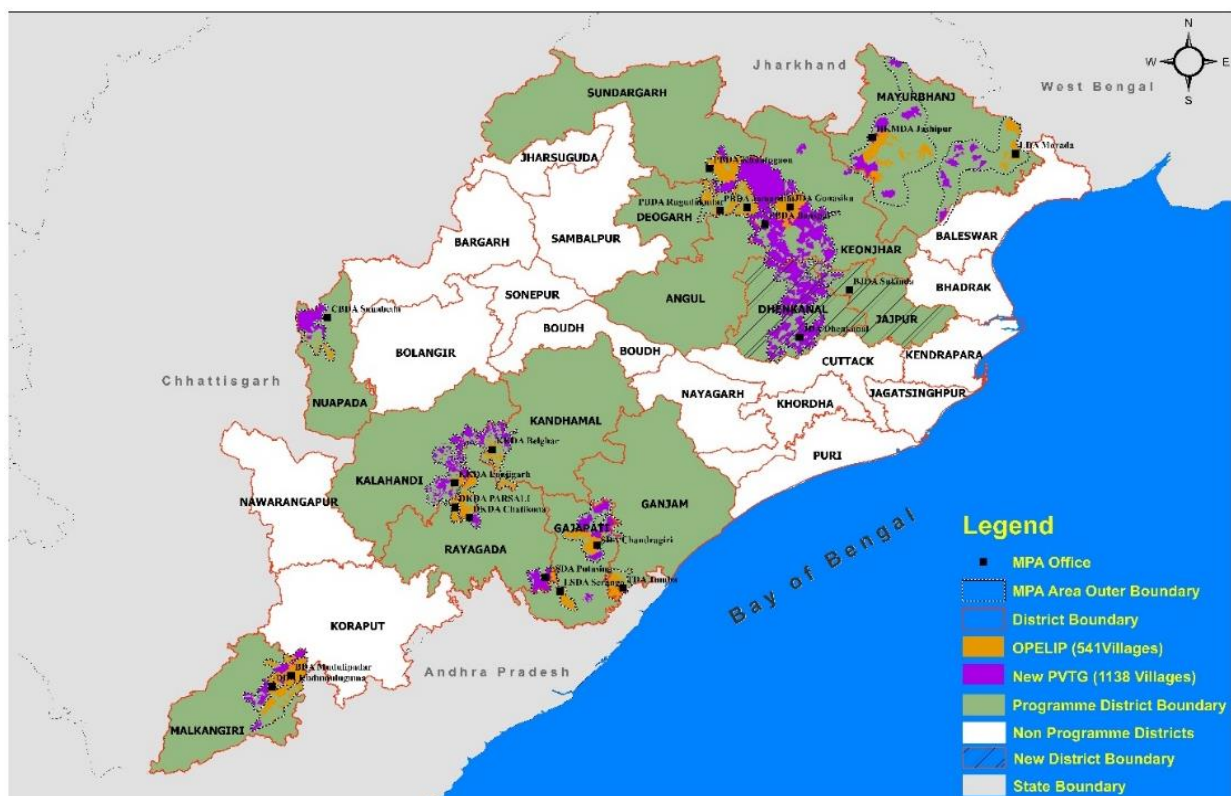
## I. TARGETING

### 1.1. Area of intervention

9. Odisha is one of the States of India located between the parallels of 17.49'N and 22.34'N latitudes and meridians of 81.27'E and 87.29'E longitudes. It is bounded by the Bay of Bengal on the east, Chhattisgarh on the west and Andhra Pradesh on the south. The Government of Odisha has established 20 Micro Project Agencies (MPA) that cover assigned administrative units for PVTG-focused development interventions in the state of Odisha. A baseline survey of new PVTG habitations and those left out from the initial MPAs was conducted in 2018. Three new MPAs were constituted in 2020 based on the survey. OPELIP II will target only PVTG villages while OPELIP covered all villages (including non-PVTG) within the targeted gram panchayats. The Government of India has identified PVTGs using the following characteristics among others: (i) pre-agricultural level of technology, (ii) low level of literacy, and (iii) a declining or stagnant population.

10. PVTGs in Odisha have been identified in across 1,679 villages (541 villages that were benefitted by OPELIP and 1,138 new villages), 287 Gram Panchayats, 46 blocks, and 14 districts (Angul, Dhenkanal, Gajapati, Ganjam, Jajpur, Kalahandi, Kandamal, Keonjhar, Malkanagiri, Mayurbhanj, Nuapada, Rayagada, Sundargarh, Deogarh). It is worth mentioning that identification of PVTGs is still ongoing by Government of India, and there is potential for identification of more villages in the order of 200, which would eventually be added to the villages that OPELIP II is targeting, should the project have the resources.

Figure 1.1. Map of the OPELIP II intervention area



## 1.2. Socio-economic targeting

11. The primary target population of OPELIP II are the 13 PVTGs residing in the state of Odisha, namely: Birhor, Bondo, Chuktia Bhunjia, Didayi, Juang, Kharia, Dongria Khond, Kutia Khond, Lanjia Saora, Lodha, Mankidia, Paudi Bhuyan, and Saora. . In addition to these 13 PVTGs, the project will target other Scheduled Tribes (STs), that live in the same PVTG villages, through village level interventions. Total population of PVTG villages targeted is around 185,000 households, with an estimated population of 833,500. This comprises 65,000 PVTG households (37,000 new PVTG households and 28,000 OPELIP PVTG households) with an estimated total population of 257,000 PVTG members and about 120,000 non-PVTG Scheduled Tribes households. The project will therefore work with 100% tribal groups. PVTGs and other STs living in the same villages are exposed to similar vulnerabilities and the project interventions will have a community approach at the village level in line with tribal values. During the Free Prior and Informed Consent process all different scheduled tribes living in the village will be identified, including their socio-economic and demographic characteristics, and will participate in the process. OPELIP-II will target 150,000 households, with a population of 600,000. Even if the project will have village level interventions, in line with tribal practices, based on earlier experiences with actual number of individuals in the villages participating in project activities, the outreach of the project has been set to 81% of the total population present in the villages. In terms of economic activities, the project will focus on strengthening household engagement in crop production (rice, millets, sorghum, pulses, fruits, vegetables, ginger, turmeric, etc.), non-timber forest products – NFTP (bamboo, green vegetables, tamarind, fungi, bamboo, medicinal plants, sal seeds, hill broom, etc.); livestock (poultry and small-ruminants); and different types of handicrafts.

Items	PVTG HH	PVTG total population	Non PVTG HH	Non PVTG Population	Total HH	Total population
1,138 New villages (as per 2018 survey for PVTG and census)	36,906	160,401	120,530	538,777	157,436	699,178
541 PVTG villages OPELIP I villages (as per OPELIP Survey)	27,308	134,311	-	-	27,308	134,311
<b>Total</b>	<b>64,214</b>	<b>294 712</b>	<b>120,530</b>	<b>538 777</b>	<b>184,744</b>	<b>833,489</b>

## 1.3. Target groups

12. The project will target a 50% of tribal women and 20% of tribal youth participation in both capacity development and livelihood activities. These targets are in line with the reality of PVTGs village composition of age and gender groups. Target groups of OPELIP II include: (i) PVTG village level (VDAs and VDCs), in line with tribal groups practices and ensuring their prior and informed consent (FPIC) special attention will be given to the full and effective participation of the tribal women and youth, and to intergenerational transfer of knowledge to facilitate youth engagement; (ii) SHGs; (iii) AICs and SMEs; (iv) women in reproductive age, pregnant and lactating women; (v) households engaged in kitchen gardens and livestock rearing; (vi) farmer groups engaged in agri-processing; and (vii) landless PVTG households.

### Box 1. Main target groups

- Village Development Associations (VDA): 1,590
- Village Development Committees (VDC): 1,590
- Self-help Groups (SHG): 6,000
- Small and micro enterprises (SMEs): 3,000
- Individual enterprises: 2,800 (1,400 youth, 900 women)
- Group enterprises (total members): 12,500 (6,250 youth and 4,167 women))
- women reporting improved quality of diets: 168,750
- Households engaged in kitchen gardens: 80,000
- HHs engaged in livestock rearing: 77,000
- Households practicing backyard poultry: 80,000
- Landless PVTG households: 19,370 households under the Forest Rights Act (FRA)

**Table 1.1. Target groups per component**

Component	Sub-component	Target group	Targeting Objectives
	Sub-component 1.1. Strengthen community-	o All village (PVTGs and non PVTGs HH)	o Village Development Associations (VDA): 1,590

1. Community Empowerment and Institutional Strengthening	driven development planning	<ul style="list-style-type: none"> <li>○ With special attention to the full and effective participation of the tribal women and youth and persons with disabilities</li> <li>○ Landless HH</li> </ul>	<ul style="list-style-type: none"> <li>○ Village Development Committees (VDC): 1,590</li> <li>○ Number of defunct SHGs revived by the project: 6,000</li> <li>○ Persons whose ownership or user rights over natural resources have been registered in national cadasters and/or geographic information management systems: 3, 500</li> </ul>
	Sub-component 1.2. Improving delivery mechanisms of community services		
2. Improving food and nutrition security	Sub-component 2.1. Behavior change and nutrition education	<ul style="list-style-type: none"> <li>○ PVTGs HH, with special focus on women and adolescent girls nutrition benefits</li> <li>○ Men</li> <li>○ Women in reproductive age, pregnant and lactating mothers</li> <li>○ Youth</li> <li>○ Other highly vulnerable and vulnerable households including persons with disabilities</li> <li>○ Children</li> <li>○ Even landless HH, as there will be vertical kitchen gardens and school gardens</li> </ul>	<ul style="list-style-type: none"> <li>○ women reporting improved quality of diets: 60,000</li> <li>○ Households provided with targeted support to improve their nutrition: 80,000</li> </ul>
	Sub-component 2.2. Promotion of homestead food production		
3. Enhancing rural livelihoods, agricultural productivity, and market linkages	Sub-component 3.1. Sustainable intensification of climate resilient crop and livestock production	<ul style="list-style-type: none"> <li>○ For crop and livestock: They will be selected by VDC: considering the vulnerability (taking into consideration the component 1 institutions, self-driven development and clan structure of the tribe).</li> <li>○ Marketing: women and youth organized in SHG and agriculture intensive cluster groups (AIC) including the youth and landless households.</li> <li>○ Microenterprise: including tribal youth (male and female)</li> </ul>	<ul style="list-style-type: none"> <li>○ livestock rearing strengthened for households: 77,000</li> <li>○ backyard poultry strengthened for households : 80,000</li> <li>○ Small and micro enterprises (SMEs): 3,000</li> <li>○ Individual enterprises: 2,840 (1,420 youth, 900 women)</li> <li>○ Group enterprises (total members): 15,600 (7,800 youth and 5,200 women)</li> </ul>
	Sub-component 3.2. Marketing and value addition		
	Sub-component 3.3. Microenterprise development and access to finance		

#### 1.4. Targeting strategy

13. The project will use a variety of targeting mechanisms to implement the project in a manner that is sensitive to the needs and constraints of PVTGs, women, youth, and value chain actors. In addition to improving access to markets in a profitable, sustainable, and inclusive manner, it will promote the participation of women and youth, their economic empowerment and the equitable distribution of the workload and benefits obtained on nutrition. OPELIP II will have a multidimensional targeting approach focused on poverty alleviation, ensuring that food systems give greater importance to the nutrition dimension and guaranteeing consumer access to nutritious, diverse, and safe food, while promoting access to inclusive markets to promote commercialization.

14. **Direct targeting:** OPELIP II will target all PVTG villages present in Odisha, the village level interventions will ensure that 50% of OPELIP II beneficiaries will be women, 20% will be youth, 45% will be PVTGs and 65% will be tribal groups (who are not PVTGs) living in PTGV villages, so they benefit from village level intervention. PVTG villages will provide their free, prior, and informed consents (FPIC) to participate in OPELIP II.

15. **Intersectionality:** Understanding that the intra village and household dynamics can prevent diverse vulnerable groups from benefitting from the project different interventions, an intersectional approach will be implemented to facilitate the prioritization for people who are more vulnerable and socially and economically excluded (e.g. tribal women and youth, adolescent girls, and persons with disabilities).

16. **Self-targeting:** Another criterion corresponds to the principle of co-responsibility, where tribal villagers will participate only if they are interested in and committed to the activities provided by the project and accept the maintenance of the assets acquired with the investments made, the proposed activities have been thought to be of interest of tribal women and youth and providing their free, prior and informed consents.

17. The engagement and feedback mechanisms for the target group will establish inclusive, fair, and transparent processes and formal communication channels for target groups and other stakeholders to participate in all stages of each intervention, from planning to implementation, monitoring and evaluation. Free FPIC and Grievance Redress Mechanisms (GRM) will be included and costed in the design.

18. The intervention area defining targeting criteria, agroecological zones suitable for target activities, targeting by types of groups and activities, and elements of characterization of districts are described in the table below:

**Table 1.2. Defining targeting criteria according to agroecological zones and activities**

Name of the PVTG targeted	Name of Districts	Agroclimatic Zone	Main economic activities of the PVTGs	Main agricultural product as per Odisha Agriculture statistics 2018-19
Bondo	Malkangiri	Climate: Warm & humid Broad Soil groups: Red, Lateritic, Black	Weaving of handloom clothes, Bead necklaces making, Carpet weaving, Broomstick making, Vegetable cultivation, Archery	Rice, pulses, food grains, oil seeds, spices, mango, cashewnut
Birhor	Mayurbhanj & Jajpur	Climate: Hot & moist sub-humid Broad Soil groups: Lateritic, Red & Yellow, Mixed Red & Black & Climate: Moist subhumid Broad Soil groups: Red, Lateritic, Deltac alluvial, Coastal alluvial & Saline	Basket, rope and sling making out of siali, fiber, sabai grass and jute, Monkey catching, Khali stitching and pressing.	Rice, pulses, food grains, mango, spices, cashewnut, oil seeds.
Chuktia Bhunjia	Nuapada	Climate: Hot & moist sub-humid Broad Soil groups: Red, Mixed Red & Black and Black	Bead Necklace making	Rice, pulses, food grains, mango, fiber, spices
Didayi	Malkangiri	Climate: Warm & humid Broad Soil groups: Red, Lateritic, Black	Bamboo basketry, Weaving of handloom clothes, Archery, Broomstick making	Rice, pulses, food grains, oil seeds, spices, mango, cashewnut
Dongria Kondh	Rayagada	Climate: Hot & moist, sub-humid Broad Soil groups: Brown forest, Lateritic Alluvial, Red, Mixed Red & Black	Embroidery, Wood carving and decorating, Wall painting, Comb making, Pineapple cultivation and fruit processing.	Rice, food grains, fiber, mango
Hill Kharia	Mayurbhanj	Climate: Hot & moist sub-humid Broad Soil groups: Lateritic, Red & Yellow, Mixed Red & Black	Collection and processing of honey, resin, arrowroot, Broom stick making, Mat making, Khali stitching and pressing	Rice, pulses, mango, spices, cashewnut, oil seeds
Juang	Dhenkanal, Jajpur & Keonjhar	Climate: Hot & moist sub-humid Broad Soil groups: Alluvial, Red, Lateritic, Mixed Red & Black & for Keonjhar: Climate: Moist subhumid Broad Soil groups: Red, Lateritic, Deltac alluvial, Coastal alluvial & Saline	Wood carving	Rice, food grains, spices, mango
Kutia Kandha	Kalahandi, Kondhamal	Climate: Hot & moist sub-humid Broad Soil groups: Red, Mixed Red and Black and Black	Broom stick making, Broom stick making, Mat making, Basketry, Litchi cultivation, Tussar rearing	Rice, food grains, oil seed, fibres, mangoc, guava
Lanjia Soura	Gajapati, Rayagada	Climate: Hot & moist, sub-humid Broad Soil groups: Brown forest, Lateritic Alluvial, Red, Mixed Red & Black And Climate: Hot & moist, sub-humid Broad Soil groups: Brown forest, Lateritic Alluvial, Red, Mixed Red & Black	Icon (wall painting), Wood carving, Stone Terracing & Water management, Cashew plantation & processing	Rice, food grains, oil seed, fibres, mango, guava
Lodha	Mayurbhanj	Climate: Hot & moist sub-humid Broad Soil groups: Lateritic, Red & Yellow, Mixed Red & Black	Sabai rope making, Bamboo Craft	Rice, pulses, mango, spices, cashewnut, oil seeds
Mankirdia	Mayurbhanj	Climate: Hot & moist sub-humid Broad Soil groups: Lateritic, Red & Yellow, Mixed Red & Black	Basket, rope and sling making out of siali, fiber, sabai grass and jute, Monkey catching, Khali stitching and pressing.	Rice, pulses, mango, spices, cashewnut, oil seeds.



<b>Paudi Bhuyan</b>	Angul, Deogarh, Sundargarh & Keonjhar	Climate: Hot & moist sub-humid Broad Soil groups: Alluvial, Red, Lateritic, Mixed Red & Black And Climate: Hot & moist sub-humid Broad Soil groups: Red, Brown forest, Red & Yellow, Mixed Red & Black And Climate: Hot & moist sub-humid Broad Soil groups: Red, Brown forest, Red & Yellow, Mixed Red & Black And Climate: Hot & moist sub-humid Broad Soil groups: Lateritic, Red & Yellow, Mixed Red & Black	Broom stick making, Broom stick making, Mat making, Basketry, Litchi cultivation, Tussar rearing.	Rice, pulses, oil seeds, spices, mango, banana
<b>Soura</b>	Ganjam, Gajpati	Climate: Hot & Humid Broad Soil groups: Saline, Lateritic, Alluvial, Red & Mixed red & Black	Icon (wall painting), Wood carving Carpet weaving, Mulberry cultivation.	Rice, food grains, foil seeds, fiber, spices, mango,

Sources: Odisha Agriculture statistics 2018-19, SCSTRTI and Agro-Climatic Zones in Odisha

### 1.5. Community-based targeting (CBT)

19. The Village Development Association (VDA) will play a catalytic role in the targeting at village level. As part of the free, prior, and informed consent (FPIC) principle and self-driven development, the VDA and its Village Development Committee (VDC) will be the decision maker, and will identify, using participatory approaches, including participatory vulnerability assessment, the most vulnerable population that will benefit from project intervention. This will be done through component 1: community empowerment, taking into consideration the clan structure of the PVTGs and their right to full and effective participation and FPIC. The following table contains some criteria to identify the vulnerability levels (which can be further determined by the PVTGs themselves).

**Table 1.3. Vulnerability criteria**

Item	Criteria
<b>Vulnerable</b>	Youth (especially adolescent girls)
	Household without access to land and that have access only to shifting cultivation and without land titles
<b>Most vulnerable</b>	Women headed household
	Households residing in places that are not accessible by road
	Household with persons with disabilities
	Household without title for homestead and revenue/forest land

Source: Adapted from OPELIP

**Table1.4. Risk identification**

Risk	Mitigation measure
Non PVTGs can take the lead of the Village Development Committee	Ensure that at least 60% VDC members and leadership position are PVTGs (chairman, secretary, treasurer) ensuring full and effective participation of women and youth
Village Development Association is not representing the village and captures the project interventions	Through the FPIC process it will be required that community engages and they are fully informed and grant their consent for intervention

### 1.6. Gender, youth, and social inclusion strategy

20. **Tribal women:** play a crucial role in the conservation and transmission of ancestral traditional knowledge and a collective and community role as caretakers of natural resources and keepers of medicinal and tribal knowledge. Despite their important roles in their communities, tribal women face various challenges from education, health to civil, economic, and social rights. Health standards of tribal women is below the national average. Maternal mortality is high among tribal women because of lack of institutional delivery and unawareness of government schemes. According to SCSTRTI in a report on health status of PVTGs in 2015, 38% of women in reproductive age (15 to 49 years) were under-weight, and 3% suffered severe, 22% moderate, and 29% mild anaemia<sup>2</sup>. Lack of awareness about nutritional requirements, especially during pregnancy exacerbates the vulnerability of tribal women. Accessing health services has always been a major concern for women from Scheduled Tribe areas due to lack of communication and medical system.

21. There is a neglect of females (girls and women) regarding access to health services, nutrition, and education. Lack of education leads to their social and physical vulnerability. Unawareness about their social and political rights leaves them out of decision-making processes and they face discrimination as per their ethnicity. The female PVTG literacy rate as per Baseline Survey, 2018, is 25.55%, which is lower than that of the literacy rate of STs (41.20%) and that of non STSC population is around 64.01 percent at state level (as per 2011 Census). Early marriage is also a challenge for young PVTG women. According to OPELIP, girls are often seen married at the age of 14.<sup>3</sup> Tribal women are mainly not engaged in any kind of continuous work and much like their male counterparts are found to work in agriculture. Most of the tribal women work outside their homes and are engaged in various daily labor and agricultural work. Young children and girls go often to the fields with their mothers and most of the time they do not go to school regularly or become dropouts from school. Household works like cooking, cleaning, washing utensils and clothes, collecting fuel for cooking are done by the female members of the family.<sup>4</sup>

22. Women are actively involved in various agricultural activities, and their contributions are crucial to the success of farming in PVTG communities. Their roles can include land preparation, sowing, weeding, transplanting, and harvesting crops. Women are also responsible for post-harvest activities, such as threshing, winnowing, and storage of agricultural produce. Women in PVTG villages often play a significant role in preserving traditional seeds and knowledge about local crop varieties. They select, store, and exchange seeds, sharing knowledge to future generations. Men are often doing seasonal work outside the communities, leaving temporarily the agriculture sector for service and industry, women are being increasingly playing non-traditional roles. Tribal woman's role in decision making, for instance in land development, crop patterns and purchase and management of animals increases, however in many cases the authority and main decision making remains with men. One major livelihood resource for tribal women are non-timber forest products (NTFP).

23. Only 33% of scheduled tribe women have a mobile phone themselves, compared with 46-68% of women who belong to any other caste/tribe group. Scheduled tribe women who have a mobile phone that they themselves use are also less likely to be able to read SMS messages (53%) than women who belong to any other caste/tribe group (61-79%).<sup>5</sup>

24. Gradually tribal women are enrolled as members of the SHGs, this has been a means to enhance their economic condition and empowerment. As per OPELIP database 7,288 SHGs have been formed; 6578 are functional, noting that members are not utilizing the savings for loans and depositing in the

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<sup>2</sup> Health Status of Particularly Vulnerable Tribal Groups (PVTGs) of Odisha, India, [https://repository.tribal.gov.in/bitstream/123456789/74419/1/SCST\\_2015\\_research\\_0349.pdf](https://repository.tribal.gov.in/bitstream/123456789/74419/1/SCST_2015_research_0349.pdf), July 2015

<sup>3</sup> OPELIP I letter 2429, <http://cms.opelip.org/DOWNLOADS/Notice/20349.pdf>

<sup>4</sup> Siba Sankar, [Tribal Women Participation in Decision Making Process in Odisha: An Analysis](#),

<sup>5</sup> Source: NATIONAL FAMILY HEALTH [SURVEY](#) (NFHS-5)

bank.<sup>6</sup> SHGs are working holistically to encompass different aspects of empowerment through SHG movements. These include expansion of credit linkages to as many SHGs as possible so that SHGs have paid up capital to start economic activities. Through these loans they manage to engage in activities such as bamboo basket making, khalipatra (leaf plate) stitching, ayurvedic medicine, candle, wood toy, tamarind packing, turmeric grinding, packing, and snacks making like (papad, badi, and pickle). They also engage in domestic tailoring, hand embroidery, machine embroidery, fashion designing, and cloth painting among others.<sup>7</sup>

25. To reduce the gender gap among the target population, the project will mainstream actions aimed at the full and effective participation of tribal women, including young women. This will be done by: (i) strengthening women's access land (ii) support the full and effective participation of women in decision-making and leadership bodies, special attention to their inclusion in VDC; (iii) promotion of equitable workloads and engagement of men in nutrition activities; (iv) awareness raising and capacity building on gender equity to integrate gender-sensitive approaches and actions among PMU, MPAs, FNGOs and resource persons; (v) enhancing market opportunities and access to finance for SHGs, women and young entrepreneurs, among others while recognizing their role as bearers of knowledge for biodiversity enhancement. In addition, efforts will be made to further institutionalize the inclusion of women, and other vulnerable groups in project staff.

26. **Tribal youth:** It is important to note that the PVTGs are distinct to mainstream society, for instance PVTG youth population is around 18% of total PVTGs population. Odisha State Youth Policy 2013, with a target population ranging from 13 to 35 years, envisions “Young people of Odisha to be fully enabled, motivated, engaged and empowered to accomplish their full potential, have healthy lives, progress far in education, secure productive livelihoods, participate in their communities, have a say in their future and contribute to the growth and development of the state”. The policy contains favorable strategies for tribal youth in education, skill development and other areas. STs and SCs constitute 2 separate key constituencies of the policy indicating distinct attention of the Government for STs and SCs separately. Youth from ST, SC and the minorities suffer from multiple disadvantages, as do youth from SC communities and other religious and ethnic minorities despite several initiatives meant to empower them. Development efforts in regions with concentrations of this sub-population must deliberately reach out to these groups and ensure that they benefit from any youth programmes. Adolescents are often forced to abandon their studies prior to completion due to several social and economic circumstances. As a result, they either become vulnerable to negative social influences due to idleness, or are obliged to take low skill, low pay jobs to support their families.

27. As part of the IFAD’s Indigenous Peoples Assistance Facility (IPAF)<sup>8</sup>, the project “Empowering Tribal Youth for Nutritional Food Security and Income Enhancement in Koraput District of South Odisha”, was implemented by PRAGATI Koraput. It targeted the tribal youth and it reported that their aspirations include income stability, security, and a better quality of life, better access to land and capital, modern farming techniques, and more linkages to markets. The project was implemented in 34 villages of Koraput district of South Odisha. Its focus was on enhancing knowledge and skills of youth in new innovative farming techniques and reviving traditional food systems by facilitating youth collectives.

28. To motivate youth, Pragati intervened in order to bring the youth together to form a Producer Group, helping them understand that they are contributing to household food security and also earning their livelihood from farming. The youth leaders were selected by consensus within the group, especially youth who had interest in learning and contributing to their peer groups. Out of 1,045 youth

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<sup>6</sup> [OPELIP Supervision Report November 2022](#).

<sup>7</sup> Empowerment of tribal women in odisha: an analytical perspective, <https://www.journalijdr.com/sites/default/files/issue-pdf/9872.pdf>

<sup>8</sup> <https://www.ifad.org/en/ipaf>

identified in 34 intervention villages, 561 youth leaders participated in trainings. Most of the young leaders are dynamic and have leadership skills that enable them to mobilize their peers in respective communities to respond to adverse situations and manage the groups effectively. The Youth Leaders are given the responsibility to participate, learn, and disseminate their knowledge in peer groups and engage effectively in implementation of the practices in their own villages. This experience highlights that tribal youth leadership has emerged in the 34 intervention villages, and in almost every village there were influential youth (men and women) who were able to talk about their community, basic issues of the village, organic farming, seed preservation, role of youth, etc. The youth collectives have brought solidarity among youth and created a space for intergenerational exchange of knowledge.

29. Tribal youth. To contribute to reducing the identified barriers and gaps, the project will promote the following actions: (i) support the full and effective participation of youth in decision-making and leadership bodies, special attention to their inclusion in VDC and the participation of young women; (ii) diversification and creation of economic opportunities that will provide greater access to innovation and markets; (iii) support for business development and technical training for young people as well as access to finance; (iv) special attention to the engagement of youth with intergenerational transfer of knowledge. All activities in favor of young people will be monitored and evaluated through the outreach indicator and age-disaggregated data. Other indicators will be used to document trainings, as well as their participation in community development processes.

30. **Persons with disabilities:** The United Nations Convention on the Rights of Persons with Disabilities (CRPD) recognizes persons with disabilities as those who have long-term physical, mental, intellectual, or sensory impairments that, in interaction with various barriers, may hinder their full and effective and inclusive participation in society. According to the 76th round of the NSO survey conducted between July and December 2018, in India the percentage of persons with disability in the population was 2.2% (2.3% in rural areas and 2% in urban settings). The same study reported that in rural Odisha the share of persons with disability are 3.7% of the male population and 3% of female population. In the case of urban areas an equal share of men and women with disability at 2.8 percent was reported. The project will consider inclusive strategies to benefit persons with disabilities with their participation in VDAs and VDCs as well as benefiting from nutritional interventions and enhancing their access to markets according to their needs and aspirations.

31. **The targeting, gender and social inclusion strategy** builds on OPELIP's gender mainstreaming strategy and will be updated by PMU, in line with progress in the implementation and the results and lessons learned, which will be monitored by the M&E system. The gender, nutrition and social inclusion officer at the PMU will provide information for decision-making on the project to achieve the objectives set out in this strategy. OPELIP II will have a strong focus on social inclusion and will address the following common objectives and cross-cutting priorities of IFAD, the Government of India, and the Government of Odisha: (i) empowerment of rural women; (ii) nutrition-sensitive activities; and (iii) focus on tribal groups.

32. The strategy has a people-centered approach and aims to support OPELIP II to promote participation and meet the needs of tribal women and youth, promote gender equality, transforming discriminatory dynamics based on gender, age, ethnicity, and economic status, ultimately promoting the economic, social, and political empowerment of PVTGs.

33. The strategy is also anchored on the principle of Free, Prior and Informed Consent (FPIC), which is an operational instrument to empower tribal groups, ensuring full and effective participation in decision-making on proposed investments, their access to land, territories and resources, and their livelihoods. FPIC in OPELIP II will be an iterative process and count with a permanent dialogue with the ST and PVTGs. This will require the following actions:

- a. Ensuring that women and men have equal access to project interventions (rural public infrastructure, nutritional benefits, production services and marketing support), promoting a balance in the workload and ensuring that 50% of women and 18% youth are direct beneficiaries.
- b. Increasing the representation and voice of women and youth, persons with disabilities in decision-making on the development of VDAs and VDPs, while taking into consideration household dynamics through participatory methodologies such as GALS visioning tool, PLA and PRA.
- c. Ensuring that most vulnerable groups benefit from nutrition interventions, while preserving biodiversity and recognizing their ancestral tribal knowledge and practices.
- d. Specific attention is paid to the inclusion of men in nutrition related activities like kitchen gardens and nutrition education to support balanced workloads and HH decision making.
- e. Strengthening economic empowerment through capacity and financial development of tribal women and youth (technological, financial, and commercial literacy) and financing of sustainable enterprises that will enable them to generate income.
- f. Promoting economic and social empowerment, decision making, workload balancing, and peer-to-peer exchanges. Project staff will be trained in the approach to gender equality and women's empowerment in a cross-cutting manner, as well as in the facilitation of youth inclusion, the importance of seeking FPIC for tribal communities, and the inclusion and empowerment of most vulnerable members of the community.
- g. Preventing gender-based violence. The project will contribute to reducing any act based on gender through: (i) sensitization on the importance of addressing GBV, application of IFAD's no tolerance for Sexual Harassment (SH)/Sexual Exploitation and Abuse (SEA) for project staff and project's activities and operations; (ii) map out and partner with GBV prevention and response actors in project adjoining communities at the district level; and (iii) have GBV risks adequately reflected in all safeguards instruments, contracts with suppliers and other third parties to be funded with IFAD funds.
- h. Ensuring the engagement of landless households in project activities, specially focusing on nutrition benefits, engaging them in kitchen garden activities in Component 2.

34. IFAD Policy on Gender Equality and Women's Empowerment contributes to attainment of the goal of IFAD's strategic framework enabling poor rural women and men to improve their food security and nutrition, raise their incomes and strengthen their resilience. Addressing gender inequalities and empowering women are vital to meeting the challenge of improving food and nutrition security and enabling poor rural people to overcome poverty. Agricultural growth is enhanced if both women and men are enabled to participate fully as economic actors. Development programmes are more relevant and sustainable if both women and men are able to participate in rural institutions and express their own needs and priorities in decision-making spaces. OPELIP II is aligned with IFAD's Policy on Gender Equality and Women's Empowerment focusing on 3 key pillars:

- a. Promote economic empowerment to enable rural women and men to have equal opportunity to participate in, and benefit from, profitable economic activities.
- b. Enable women and men to have equal voice and influence in rural institutions and organizations.
- c. Achieve a more equitable balance in workloads and in the sharing of economic and social benefits between women and men.

35. These will be put in action through the different project activities under each component.

<b>Results</b>	<b>Activity</b>	<b>Indicator</b>	<b>Main responsibility</b>
<b>Structure is set so that FPIC sought and full and effective participation of women and youth in decision making processes</b>	VDP preparation (consolidation + transformation)	Number of VDAs formed/ Number of women and youth/ persons with disabilities in decision making positions in VDC	Overall follow up of gender and SI strategy by the capacity building& gender officer and M&E, SECAP specialist
<b>FPIC sought and full and effective participation of women and youth in decision making processes</b>	VDP implementation	Number of women and youth/persons with disabilities in decision making positions in VDC	Overall follow up of gender and SI strategy by the capacity building& gender officer / Tribal/ PVTG specialist
<b>SHG, groups of women are formed and strengthened</b>	Strengthening of SHGs	Number of SHG strengthened and number of women engaged	Follow up of gender and SI strategy by the capacity building& gender officer /marketing and enterprise development
<b>Improved nutrition behaviors</b>	Improving key behaviors using PLA engaging men and other decision makers	Percentage of women reporting minimum dietary diversity (MDDW) <sup>12</sup> ; Disaggregation by women, households, and household members	Follow up of gender and SI strategy by the capacity building& gender officer + implementing partner on nutrition
<b>Improved nutrition of children and women</b>	Spot feeding centers	Percentage of women reporting minimum dietary diversity (MDDW); Disaggregation by women, households, and household members	Follow up of gender and SI strategy by the capacity building & gender officer + implementing partner on nutrition
<b>Continued education of girls</b>	education of girls and early marriage prevention	Number of girls benefited	Follow up of gender and SI strategy by the capacity building& gender officer + implementing partner on nutrition
<b>Improved access to healthy food</b>	Promotion of HH kitchen garden	Percentage of women reporting minimum dietary diversity (MDDW) <sup>12</sup> ; Disaggregation by women, households, and household members	Follow up of gender and SI strategy by the capacity building& gender officer + implementing partner on nutrition
<b>Improved participation of women in production groups</b>	Development of AICs	Number of women and youth participating	Follow up of gender and SI strategy by the capacity building& gender officer / NRM specialist
<b>Improved livestock and agricultural production by women and youth</b>	Agricultural and livestock intensification	Number of women and youth benefiting	Follow up of gender and SI strategy by the capacity building & gender officer / NRM specialist
<b>Improved skills to access to markets</b>	Improved market linkages	Number of women and youth and persons with disabilities benefiting	Follow up of gender and SI strategy by the capacity building & gender officer

			/marketing and enterprise development
<b>Improved access to markets by women and youth</b>	Support micro enterprise development	Number of women and youth and persons with disabilities benefiting	Follow up of gender and SI strategy by the capacity building & gender officer /marketing and enterprise development

## 1.7. Environment and social category

The proposed environmental and social category for OPELIP-II project is substantial, based on the SECAP screening tool. The rating has been revised after the field mission by the SECAP and climate specialists in late July 2023. The project covers a large geographic area and the size of the population affected by project interventions is significant.

**Biodiversity risks:** Has been assessed substantial mainly due to inherent risks specific to this region that are outside of project control, especially in the case of convergence schemes that will have to be closely monitored during design. In this framework, a Biodiversity Impact Assessment (which will incorporate the Biodiversity Action Plan) for the assessment is necessary. The PDT prepared the ToRs for the assessment. Project areas include, or share a boundary with restricted areas, forest areas, and biodiversity-sensitive ecosystems. The project will have a zero-forest encroachment and deforestation strategy, plans not to impact on any sensitive areas or result in loss of natural habitat and biodiversity. The project will not involve inputs of fertilizers and other chemical products. Good climate-resilient agricultural practices will be promoted for crop production and livestock. However, since the project area is primarily rainfed, crop production may be impacted by seasonal changes and unpredictable precipitation, namely: changing timing of the rainy season, intense rainfall, reduced or extended rainy periods, intermittent long gaps in the rainy season, etc. Steep topographical feature is likely to be adversely affected during extreme rainfall leading to landslide/soil erosion. Proximity to protected areas/wildlife sanctuaries, dense forest cover may also impose constraints to project interventions, and this may need to be appropriately mitigated.

**Resource efficiency and pollution prevention:** The risk for this is moderate as the project will promote only organic and natural inputs. However, to mitigate any risk, a Pesticide Management Plan (PMP) will be structured in the project early implementation. The PDT prepared the ToRs of the assessment.

To improve drinking water facilities and irrigation in remote communities a run-off river scheme will be implemented. The run-off river scheme comprises a temporary bund structure across the water course to divert and convey a part of water of the stream (around 5-10%) under gravity through buried pipeline and distribution outlets. The downstream flow pattern is not changed as a minimal part of the water from stream is diverted to outlet. The downstream villager's dependent on the same flow is getting the benefit and not deprived of the stream flow as total water is not stored by constructing big masonry check dam.

**Cultural heritage risks:** have been reassessed moderate, given the participatory approaches the project will carry, and the practices observed in the field, where tribal communities participated in the decision making of infrastructure that could have any impact on sites, structures, or objects with historical, cultural, artistic, traditional, religious values, or intangible forms of culture. OPELIP-II shall rely on FPIC and will not allow any activity with adverse impact on cultural heritage.

**Indigenous people:** The risk is assessed as substantial as the project builds on the experience engaging the PVTGs and tribal communities in Odisha. The project is designed to: (i) secure ownership of and access to lands and territories to tribal groups; (ii) strengthen their institutions; (iii) ensure free, prior, and informed consent (FPIC); (iv) value tribal knowledge systems; and (v) promote the nutritional benefits of traditional food and practices via project activities. The project will be nutrition sensitive and prioritize tribal groups. The FPIC implementation plan is part of the design, encompassing the whole of Component 1, including adequate budget allocation, and given that the totality of target population belongs to tribal

groups, the Indigenous Peoples Plan will not be a stand-alone document but integral part of project design.

**Labor and working conditions:** The risk is assessed as moderate. The project will promote and use technologies and practices that do not pose occupational safety and health risks, including dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; and ergonomic hazards. Discriminatory practices, gender inequality and unequal opportunities, denial of freedom of association and collective bargaining have been assessed and the project will promote better working conditions. Labour Management Procedures have been developed at design and will be continuously updated during implementation.

**Community health, safety, and security:** The risk is assessed as moderate. The project is nutrition sensitive and has analyzed nutritional aspects carefully. OPELIP worked in water management provided support to PVTG communities to lower risk of water borne diseases. Impacts on ecosystems and ecosystem services relevant to communities' health as well as gender-based violence, including sexual harassment, exploitation, and abuse, because of labor influx, land redistribution, or other actions that alter community dynamic have been assessed and the project through its participatory approaches will actively seek to avoid any of those risks.

**No resettlement will be implemented by the project.** The risk is assessed as moderate. Run-off river schemes are based on socio-environment, economic and technical feasibility studies, which evidence that there will be no submergence affecting the villages settled on the upstream of reservoir area. Hence, there is no issue regarding rehabilitation and resettlement while implementing DBI schemes.

**Financial Intermediaries and direct Investments.** The risk is assessed as low. The risks are evaluated based on the institution's capacity, portfolio classification, compliance with the local legal framework, communication with stakeholders, and provision of support services. Overall, the risks are generally rated as low for various criteria, indicating a relatively low likelihood and consequence of negative outcomes.

## 1.8. Climate risk classification

The SECAP climate risk rating stands as moderate. The climate risk screening is composed by the following steps: i) hazard identification; ii) exposure assessment; iii) sensitivity Assessment; and iv) adaptive capacity and climate resilience (Annex 5). The main climate change-related impacts in the project area are associated with:

- (i) Changes in temperature (CMIP5 climate projection of 1.9°C temperature increase according to RCP 8.5 for 2040-2059 timeline period and 3°C temperature increase for the period 2060 -2079) - increased maximum and minimum temperatures, particularly in the summer, and the effect of heat stress on agricultural and livestock productivity.
- (ii) Future precipitation changes (-4% to +8% change comparing with the 1986- 2005 baseline) and uncertainty in precipitation distribution (duration, intensity, frequency of extreme wet or dry events – particularly during the monsoon), and effect on water availability to PVTG households – including drinking water and limitations on number of agricultural seasons. The analysis found an increased trend in annual rainfall and a decreasing trend in annual number of rainy days.
- (iii) New incidences of weather-related disasters such as hailstorms, wildfires, landslides in hilly regions, livestock diseases and pests. Out of the 14 districts targeted for OPELIP-II, 2 districts (Dhenkanal, Jajpur) are vulnerable to flooding and 2 districts (Ganjam, Gajapati, Keonjhar, Mayurbanj) are currently vulnerable to wind and cyclone.

Due to the increasing climate change dynamic and its negative impact in the project area (depletion of soil nutrients, soil erosion and landslides, floods and increase in pest and disease) there is a need to integrate climate-resilient good agricultural practices and technologies that can strengthen local livelihoods and improve sustainable agriculture. In addition, water and soil



conservation measures, rainwater harvesting, appropriate crop selection, sustainable harvesting, and improved processing of NTFP, and community-based disaster management system may also be proposed as mitigation measures. Smallholder farmers and target groups display a moderate awareness of climate risks and related adaptive and mitigation measures. Project efforts to build the adaptive capacities of its beneficiaries will emphasize the need for disaster risk planning, climate resilient cropping, and reduced post-harvest losses, among other interventions that build the beneficiary's capacity to cope with, or recover from, the effects of climatic shock events.

## II. DEVELOPMENT OBJECTIVE AND STRATEGIC APPROACH

36. OPELIP-II overall goal is to contribute to the improvement of the wellbeing of households in PVTG areas in Odisha. The program development objective (PDO) is the nutritional status of households in target PVTG villages is sustainably improved. Under the framework of the development of agrifood systems in India and in Odisha, this PDO will be achieved by promoting stronger community institutions and local governance over public goods, productive assets, and natural resources; increased household adoption of healthy dietary practices; and improved agricultural productivity, market linkages, and household incomes. The PDO level impact will be measured with the use of three two indicators: (1) percentage of households with intensified and/or diversified sources of livelihoods; and (3) percentage of women reporting improved quality of diets (Minimum Dietary Diversity of Women - MDDW).

### 2.1. Intervention approach and strategy

1. **Theory of change (ToC):** PVTGs are the most marginalized and vulnerable groups in India, characterized by their weak community engagement in planning and development processes; poor rural local institutions and weak capacity to access and deliver services to HHs; limited knowledge about diverse, safe and locally available nutritious food; limited adoption of climate-resilient diversified homestead production; poor adoption of climate-resilient agriculture and livestock practices; weak access to productive and resilience-building infrastructure; and feeble financial inclusion, financial literacy, and business management capacities. These underlining problems relate to three main **pathways of change**, which address three critical bottlenecks that prevent PVTG communities from overcoming poverty, and improving incomes, nutrition security and resilience in the state of Odisha. These include: (i) weak planning and service provision capacity of community based organizations (CBO) and delivery mechanisms, which limits participation and ownership in shaping their own development priorities, social services and basic infrastructure required to enhance and strengthen the human capital base of PVTG communities; (ii) high levels of undernourishment and poor dietary practices (particularly women/children); and (iii) limited agricultural productivity, access to markets, and household incomes.

2. To address these major challenges OPELIP II will implement complementary interventions, which combine efforts on: (a) strengthening community structures and delivery mechanisms, and increasing awareness and knowledge about supporting services and programs; (b) improving knowledge and adoption of healthy and safe diets based on tribal food heritage and biodiversity, and increasing homestead food production and access to nutritious diets; and (c) closing critical gaps in NRM infrastructure, promotion of climate-resilient agriculture and biodiversity practices, enhancing productivity and marketing of crop and livestock, and strengthening access to services & finance. To maximize impact, the program is designed based on five foundational elements, which are both the building blocks to achieve the outcomes in each of the pathways of change, and **the driving forces for**

**achieving lasting changes and high performance** in building a demand-driven, resilient, and productive agriculture and reducing household food insecurity and malnutrition in PVTG communities. These elements are: supporting institutional and governance strengthening; promoting gender, youth, tribal, and socio-economic inclusion; promoting climate-resilient practices and technologies; strengthening access to productive and post-production infrastructure, and facilitating private sector engagement.

3. The project's components are implemented in an integrated way, with the community structures and institutional capacities strengthened in Component 1 playing an important role to maximize impacts achieved on the nutrition and home production activities in Component 2, and the agricultural, livestock, and SME activities implemented in component 3. Similarly, the improvement of nutritional status of household members promoted under Component 2, will lead to important impacts on increasing productivity in productive activities, and on reducing household health related costs. In turn, the increase of productivity and incomes related to crop, livestock, and enterprise activities promoted under component 3, will greatly impact the household's capacity to fund their nutritional needs, and empower household members to better engage in community planning and development processes. As articulated in the ToC figure in Annex 1, achieving component level outcomes depend not only on the outputs under the same component, but also on achieving outputs in other components.

4. **Planning and operational modalities:** Considering the mix of villages that were already supported by OPELIP (541 villages) and the 1,138 PVTG villages that are new to IFAD project interventions in the State, and also the need to use a more bold strategy to deepen the impact of IFAD investments on nutrition, sustainable agriculture and livestock intensification, and small and micro enterprise development, OPELIP II will utilize a two pronged (consolidation and transformation) approach to reach the full range of target PVTG villages in fashion that prioritizes the current priority needs in target PVTGs. The work in each village, will either follow a consolidation planning and implementation process (OPELIP villages), or a transformation process, which will target new PVTG villages with a revamped comprehensive set of activities.

- 1) **Consolidation (OPELIP villages):** following the development of updated *consolidation Village Development Plans (VDP)*, the proposed program will work to consolidate the work done in OPELIP villages to strengthen community governance and capacities, while also placing important efforts on deepening the involvement of households in nutrition activities (e.g. behavior change using PLA), sustainable agriculture intensification (existing clusters; climate-resilient technologies), NRM, climate-resilient crop and livestock practices (blending tribal & technical knowledge) & biodiversity, improving NTFP collection and marketing, strengthening the utilization of post-harvest and processing facilities and product aggregation, strengthen linkages with a diversified number of markets, and promotion of SMEs and access to finance.
- 2) **Transformation (new villages):** following the development of new *transformation Village Development Plans (VDP)* and utilizing an enhanced field implementation modality, which brings more effective service delivery closer to farms and households, OPELIP II will implement the full range of activities to strengthen community governance and capacities, involving households in nutrition behavior change using PLA & home food production, sustainable agriculture intensification, NRM, climate-resilient crop and livestock practices & biodiversity, improving NTFP collection and marketing, improving/constructing productive, resilience-building and post-harvest infrastructure, strengthening linkages with markets and

institutional buyers, and promoting SMEs and access to finance in a culturally relevant manner.

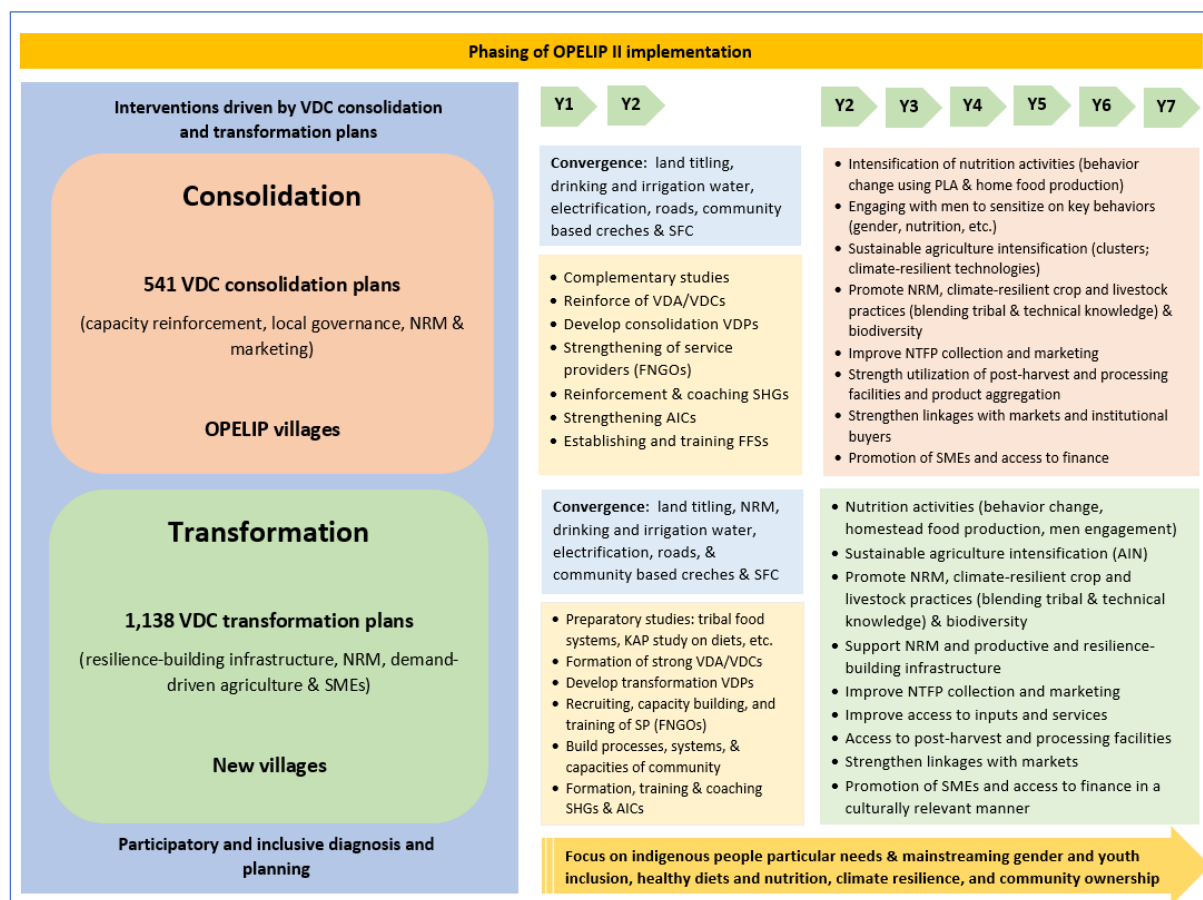
5. Given that consolidation villages have benefited by OPELIP, the main difference of the consolidation planning and implementation process differ from the transformation process, primarily on the fact that in consolidation villages OPELIP-II will update existing VDPs, making sure that it identify opportunities to both reinforce the activities that were implemented under OPELIP and also place more focus on activities that received low attention in OPELIP, as is the case of activities to intensify the nutrition activities started in OPELIP, strengthen the utilization of post-harvest and processing facilities and product aggregation, improve linkages with markets and service providers, and using a demand-driven approach to promote SMEs and access to finance. In consolidation villages the project will not implement any community and NRM and risk-reduction infrastructure. In the case of the new villages benefited through the transformation plans, these will receive the full range of project and convergence activities outlined in the three components, and the transformation development plans will be prepared based on preparatory studies (Figure 1.2).

6. **New implementation modalities and phasing:** given the need to improve the quality of last-mile service delivery, OPELIP II will implement important changes in the composition of the technical expertise that will be used at the MPA and village levels. There will be three Community Resource Person (CRP) responding to specific technical needs of beneficiaries at the village level.<sup>9</sup> Interested youth from the project area will be trained as Barefoot Engineers in technical aspects such as design, installation, and maintenance of irrigation systems, NRM interventions, etc. to provide support to communities during and after project implementation. The FNGOs will continue to play an important role on delivery, however CRPs will no longer be part of their pull of staff supporting the project. Also, the recruitment, training, monitoring, and performance appraisal of FNGOs (also of CRPs and other service providers) will receive much higher attention enabled by the increased technical capacity at the PMU and MPA levels. Since the delivery of the project is grounded on local structures, both the consolidation and transformation phases will start in the first year of the project, with the first two years tending to focus more on community empowerment and institutional capacity building activities, while year's 2-7 on nutrition, agriculture, livestock and marketing, and enterprise development activities.

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<sup>9</sup> The CRPs are the following: (a) community empowerment, social inclusion, institutional strengthening; (b) financial inclusion, nutrition, and behavior change; and (c) NRM, agriculture, livestock, marketing, and SME development.

**Figure 1.2. Phasing approach for OPELIP II**



### III. COMPONENTS AND IMPLEMENTATION METHODS

7. The project PDO will be achieved through the implementation of three main complementary components, which together seek a more holistic transformation in the way that PVTG communities and households assess needs, plan development activities, and engage with Government service delivery; address household dietary and nutrition needs; and engage and manage their livelihoods and economic activities in a way that are inclusive and climate resilient.

#### Component 1: Community empowerment and institutional strengthening

##### A. PVTG context in Odisha

8. PVTGs in India are distinct tribal communities that face higher vulnerability compared to other tribal groups due to factors such as small and shrinking population size, geographical isolation, land alienation, low education levels, and social discrimination. The Government of India (GoI) has developed specific protective measures to provide necessary support to these communities. Odisha is well known for having the highest concentration of PVTGs, and the government places special emphasis on addressing their needs and promoting their well-being. The State is home to 13 of the 75 identified PVTGs in India, making it the state with the largest PVTG population. These communities can be found in over 1,600 villages across the state that have been officially recognized as PVTG villages. The 13 PVTGs of Odisha are the Bonda, Birhor, Chuktia Bhunjia, Didayi, Dungaria Kondh, Hill Kharia, Juang, Kutia Kondh, Lanjia Saora, Lodha, Paudi Bhuyan, Saora, and Savar.

9. PVTGs are typically characterized by smaller populations, lack of written language, pre-agricultural economic systems, and a slower pace of technological and economic development. Their geographic locations, often remote and difficult to access, pose significant challenges in the delivery of social services. Unfortunately, these PVTG communities have been lagging in numerous developmental indicators. For instance, the literacy rate in PVTG-dominant areas is only about 31.5%, much lower than the state average of 77.3%. Similarly, the average per capita income for PVTGs is approximately USD 1.1 per day, significantly lower than the state average of USD 5.03 per day. Most PVTG households rely on informal credit systems, with only about 15% of them having access to formal credit. Agriculture, a primary source of livelihoods for these groups, also poses challenges as less than 18% of PVTG lands are equipped with irrigation facilities, compared to a state average of 72.5%. Moreover, almost a third of PVTG households do not have access to land, and those that are land only have in average 1.6 acres.<sup>10</sup>

10. To address these disparities, the Government of India has initiated numerous development programs designed to improve PVTGs' access to healthcare, education, housing, and livelihood opportunities, while striving to preserve their unique cultural heritage. In Odisha, the implementation of these initiatives involves close collaboration with local NGOs and community organizations. Despite these efforts, considerable challenges persist. Much of this is due to the remote locations of these tribes, their unique cultural nuances, and the fragile nature of their ecosystems. Moreover, the PVTGs also face challenges due to weak community engagement in planning and development processes. This is a result of several factors, including:

1. **Marginalization and isolation:** The PVTGs' geographical isolation often translates into socio-economic and political marginalization, making it difficult for them to voice their needs and concerns in mainstream development dialogues;
2. **Limited awareness and education:** Low levels of literacy and education among PVTGs limit their understanding of their rights and entitlements, impeding their ability to advocate for themselves effectively;
3. **Language and cultural barriers:** The distinctive languages and cultural practices of PVTGs often act as barriers to their effective participation in broader societal processes. The lack of interpreters and culturally sensitive support mechanisms exacerbates this issue;
4. **Lack of representation:** The underrepresentation of PVTGs in decision-making bodies at various levels restricts their voice and ability to influence policies and programs that directly impact their lives.

11. Therefore, the socio-economic development of PVTGs necessitates an approach that is comprehensive, culturally sensitive, and nuanced, acknowledging and addressing these multifaceted challenges.

## **B. Lessons learned and improvements in implementation structure**

12. This component draws on the lessons learned from the implementation of the Odisha PVTG Empowerment & Livelihoods Improvement Programme (OPLEIP). It particularly emphasizes the role of Village Development Associations (VDAs) and facilitating Non-Governmental Organizations (NGOs) in bottom-up participatory planning and implementation. Key takeaways from the experience include: (a) engaging households in the bottom-up development of village-level plans fosters empowerment at the household level and equips VDAs and Village Development Committees (VDCs) with insights for resource prioritization, also leading to enhanced accountability; (b) the empowerment of vulnerable

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<sup>10</sup> [https://repository.tribal.gov.in/bitstream/123456789/73865/1/SCST\\_2019\\_research\\_0069.pdf](https://repository.tribal.gov.in/bitstream/123456789/73865/1/SCST_2019_research_0069.pdf)

groups like PVTGs requires sufficient investment in time and resources to strengthen the development process (consultative mechanisms, participation in meetings/training, etc.); (c) responding to the target groups' multifaceted needs requires collaboration across institutional partners and programs (convergence efforts). Effective coordination across departments has been a critical success factor in IFAD-supported projects in Mehalaya, Jharkhand, and Odisha (LAMP, JTELP and OPELIP), channeling complementary investments in favor of tribal communities; and (d) entry-point activities are critical to building trust, rapport, and confidence of PVTGs in the project and administrators. The selection of these activities needs to be demand-driven.

13. The OPELIP project introduces through this component new elements to enhance the effectiveness of planning and delivery at the village level. These new elements underscore the importance of the learning process taking place in IFAD's programming in the country and the evolution in strategy, which are more sensitive to inclusion, cultural preservation, and local empowerment. These enhancements include:

1. **Household level sub-plans:** The inclusion of household-level strategies in the VDP (Vulnerable Tribal Groups Development Programme) enables a more precise and targeted approach, catering to the needs of households, while also considering the communal aspect that is crucial for PVTGs;
2. **Inclusion of social and cultural objectives:** Recognizing the distinct social and cultural context of PVTGs, the VDPs will also incorporate objectives aimed at preserving and promoting these unique cultural assets;
3. **Leveraging existing social structures:** This component acknowledges the social constructs and tribal governance systems already existing within the villages and leverages these to formalize VDAs. This ensures a smoother transition and encourages community ownership;
4. **Participatory planning for VDPs:** The process for VDP planning is designed to be more participatory, seeking active involvement from the community. The emphasis is on having an inclusive planning process, allowing vision setting and the identification of clear objectives towards their empowerment to lead development processes and to realize their aspirations;
5. **Inclusion of traditional Sardar (Chief) and structures:** Recognizing the influence of traditional tribal hierarchies and societal structures, this aspect of the plan aims to actively engage with traditional tribal chiefs (Sardars) and other community leaders who continue to wield significant social influence over tribal behavior and norms. This will ensure a more effective and culturally sensitive implementation process, respectful of the existing traditional structures and governance systems within these communities.
6. **Community resource person (CRP) positioning:** CRPs under OPELIP II are staff members of the VDAs, who work as assistants to the VDC for institutional development and capacity building. This new arrangement ensures full ownership and engagement of the VDA in development process.

### C. Objectives, expected results and approach

Indicator	Target
<i>Expected result: Community institutions are empowered and equipped to engage in community-centric planning and execution</i>	
Households reporting they can influence decision-making of local authorities and project-supported service providers	75%

Households reporting that they have access to at least five different entitlements of the government	80%
Households satisfied with project-supported services	80%
Land area under irrigation from convergence (ha)	2,000
Watershed area treated through convergence (ha)	3,400

14. This component aims at strengthening local governance and community institutions, improving the delivery mechanisms of public goods and social services, increasing awareness and knowledge of supporting services and programs, and expanding the number of households in PVTGs benefiting from government convergence schemes. The program emphasizes the inclusion of all community members, particularly women and youth, in the planning and implementation of development initiatives, while also recognizing PVTGs’ cultural heritage and identity and taking advantage of their tribal knowledge, culture, spirituality, and governance systems. The overall objective is to empower PVTG communities, foster their self-governance, and promote their inclusion in development processes, leading to self-sustaining and resilient societies and improved livelihoods, resilience, and well-being. The approach of the program is rooted in an inclusive, bottom-up participatory planning and implementation process, which encourages ownership, commitment, and sustainability. Component 1 serves as a foundation for the subsequent components of the program, ensuring a structured and holistic approach to community development. The program will work in 1,138 newly identified PVTG villages and consolidate efforts in 541 villages previously engaged under the OPLEIP program. This dual strategy allows for building on past successes and ensuring a cohesive and sustainable growth strategy.

## **Subcomponent 1.1. Strengthen community-driven development planning**

### **A. Justification and main objectives**

Indicator	Target
<i>Expected results: Improved community and household participation in planning processes</i>	
Percentage of VDCs functional and receiving funds	85%
Percentage of functional VDCs that are high quality (graded A/B)	80%

15. The main justification for strengthening community-driven development planning in PVTGs relates to the unique vulnerabilities and challenges that these communities face. By better involving PVTGs in the planning process, development initiatives become more context-sensitive, empowering, and sustainable. The subcomponent aims to enhance community engagement and participation in planning and development processes; enable VDA formation and VDP plan preparation with fullest community participation; and leverage existing social groups and festivals to promote community cohesion and strengthen cultural identity. These will be achieved by addressing the following issues faced by PVTGs in Odisha: (a) weak community engagement in planning and development processes; (b) marginalization and isolation of PVTGs from mainstream development efforts; (c) limited awareness and education among PVTGs; (d) language and cultural barriers hindering effective participation; and (e) lack of representation of PVTGs in decision-making spaces.

### **B. Approaches and main activities**

16. The proposed approach focuses on promoting community engagement and participation through the establishment of Village Development Associations (VDAs). Existing community structures will be transformed into VDAs, and community members will actively participate in the preparation of Village Development Plans (VDPs) using participatory tools such as Participatory Rural Appraisal (PRA)

and Gender Action Learning System (GALS) vision planning. By implementing this approach, the subcomponent aims to empower PVTGs, enhance their participation in decision-making, strengthen community cohesion, and promote sustainable and inclusive development in PVTG communities. As part of this approach this subcomponent will focus on the following activities:

1. **Pre VDA formation community mobilization:** Involves mobilizing the community members and creating awareness about the importance of forming a VDA and taking their consent. The aim is to generate interest and active participation in the development process;
  2. **VDA formation and election of VDC members:** Facilitate the formation of the VDA, which serves as a representative body for the community. This includes conducting elections to select members for the VDCs, which will be responsible for decision-making and overseeing the implementation of development activities (will have the participation of women and youth);
  3. **Start-up fund:** one off financial support to the VDCs for its initial operational needs, such as acquiring necessary supplies and equipment. The start-up fund will be utilized for procuring office supplies, mats, weighing machines, tables, chairs, and setting up basic infrastructure.
  4. **Engagement of service provider for VDP preparation:** To ensure the effectiveness and integrity of the VDP preparation process, a credible service provider will be engaged. This provider will assist the VDC in facilitating participatory exercises, collecting data, and drafting the VDP document based on the community's inputs, priorities, and vision;
  5. **VDP preparation:** It is a participatory process that engages community members in identifying their needs, aspirations, and priorities. The VDC, will work with community members on formulating a comprehensive plan outlining the development goals and strategies for the village;
  6. **Awareness raising campaign:** to raise awareness on Free Prior and Informed Consent and PVTGs/TG human rights-based approach.
17. **Community mobilization:** Pre-formation community mobilization will ensure the active participation of community members and stakeholders in the formation of VDAs and VDCs, The following activities will be conducted before the VDA formation:
1. Organize a community meeting to introduce and explain the purpose, objectives, and benefits of the VDA to community members. This meeting will provide an opportunity for the community to understand the project and its potential impacts;
  2. Conduct small focus groups with community members, including elected representatives such as the Gram Pradhan, to gather input, feedback, and ideas. Engage them in discussions to ensure their active participation in the VDA formation process;
  3. Conduct consultation workshops at the Micro Project Agency (MPA) level with tribal authorities, including the Sardar and Executive Committee. Foster dialogue and collaboration between the project team and tribal leaders to gain their support and involvement (meeting twice every year);
  4. Share project information with other community members in their respective villages. Interested villages will express their agreement to participate in the project and begin the process of VDA formation. This agreement will be documented through a letter from the village, which is a crucial step in the FPIC process, aligning with IFAD's policy of engagement with indigenous people and tribes (Annex O for draft letter - FPIC).



18. **Initial household meetings:** To initiate dialogue with households in the program villages, the following steps will be taken:

1. Conduct informal meetings with traditional village leaders, elected Panchayat representatives, ASHA workers, existing Self-Help Groups (SHGs), women, men, and village youth. Engage in discussions to gather input and plan for a formal meeting at the village level to constitute the VDA and VDC, ensuring the presence of all members and adults from each household;
2. Extend invitations for a formal meeting (Palli Sabha) to all adults in the program village, including multiple hamlets if applicable. The project team will visit the settlements, conveying the message and sharing details about the program. A formal presentation about the program will be made during the scheduled Palli Sabha, with the participation of all adults from the program village.

19. **Concept seeding in Palli Sabhas:** During the Palli Sabha, the concept seeding process will be initiated to introduce the program and engage the community in meaningful discussions. By seeding the concept and fostering community discussions, the program aims to ensure that community members have a clear understanding of its objectives and opportunities. This participatory approach empowers the community to actively contribute to the planning and implementation process, ensuring that the program addresses their priorities and needs effectively. The FNGO will facilitate the process, and the traditional headman will chair the meeting. The following steps will be followed:

1. Present the concept, objectives, implementation approach, components, and phased implementation of the program. Provide a clear understanding of the program's purpose and potential benefits for the community;
2. Engage participants in discussions about previous development programs in the village, sharing experiences and insights, and encouraging spaces for women and youth voices. Discuss the status of natural resources, food security, vulnerability factors, and community infrastructure. Highlight the relevance of the program and encourage participants to think about the specific issues;
3. Explain the scope of the program, including the implementation modalities and opportunities for developing land and water resources, as well as improving overall living conditions. Help community members understand how the program can support them in addressing their priorities and improving their livelihoods;
4. Schedule a second meeting for participants to discuss the program among themselves in their respective hamlets or sub-settlements. Encourage them to identify potential members for the VDC and discuss activities of common interest that they may want to undertake even before full-scale planning is initiated.

### **C. Formation of Village Development Associations (VDA)**

20. The FNGO along with the MPA team will take the lead on the formation of the VDAs. They will collaborate closely to facilitate and guide the entire process of establishing the VDA, ensuring active community participation and engagement ensuring women and youth voices are heard. The formation will take place through the following activities:

21. **Identification and assessment of the existing mechanisms** within the village for organizing festivals and cultural programs, where the community actively contributes. Give priority to formalizing

the existing structure and incorporating it into the VDA framework. This will ensure that the community's efforts in organizing cultural events are recognized, supported, and sustained;

22. **Convene a general body meeting** where community members gather to discuss the goals and objectives of the VDA. Participants will have the opportunity to share their perspectives, voice their aspirations, and collectively draft the by-laws of the VDA. The by-laws will serve as a guiding framework for the functioning and governance of the VDA, ensuring transparency, accountability, and the active participation of all community members. The meeting will provide a platform for open dialogue, fostering ownership and collective decision-making in shaping the future of the community through the VDA;

23. **Plan a village-level celebration** to foster community cohesion on the day of the first general assembly. This celebration will serve as a joyful occasion where community members come together to celebrate the beginning of the VDA and the collective journey towards sustainable development. The celebration may include cultural performances, traditional games, music, dance, and a shared meal, creating a festive atmosphere that promotes unity, collaboration, and a sense of belonging among community members;

24. **Facilitate the democratic election of VDC members** aiming to engage local leaders from existing governance structures within the community. This inclusive approach will avoid the creation of an external body and ensure a smooth inception process.

25. **Facilitate the establishment of three additional committees** within each VDA (the Forest Rights and Conservation Committee (FRCC), Social and Financial Audit Committee (SFAC), and Health and Education Committee (HEC). These committees will play vital roles in implementing specific activities related to land allocation and conservation, social and financial audits, and health, nutrition, and education coordination. It is key to strengthen and reorganize these committees under the program to ensure their effectiveness and alignment with the

program's objectives. Provide guidance and support to the VDA members in selecting qualified individuals from the community to serve on these committees. Emphasize the importance of inclusion and representation, ensuring the participation of marginalized groups, women, and youth in the committee formation process. Foster collaboration and coordination among the committees, enabling them to work together towards the sustainable development of the village.

26. **Discuss with VDCs about roles and responsibilities of the Community Resource Person (CRP)**, emphasizing the importance of selecting candidates who possesses the necessary qualifications, such as at least an 8<sup>th</sup> grade of education and not exceeding 12<sup>th</sup> grade, and preferably a woman to promote gender equality and inclusion. Facilitate a transparent and inclusive process where community members can nominate potential candidates for the CRP position. Conduct a thorough evaluation of

**Box 1. Key principles for the constitution and functioning of VDCs**

- At least 50% of the VDC membership should be women to promote women's participation in decision-making (youth must also be encouraged and supported to take leadership positions).
- Ensure that at least 60% of the VDC members to be from PVTG households, also taking two out of three key positions (Chairman, Secretary, and Treasurer).
- Rotate one-third of VDC members every two years, fostering inclusion and allowing for fresh perspectives and ideas (maximum tenure of VDC should not exceed 3 years)
- Elected representatives of Palli Sabha and other institutions may not be eligible to become VDC members, ensuring independence and avoiding potential conflicts of interest.
- Conduct regular elections of VDC members on a yearly basis to promote accountability and democratic processes within the VDA.
- Limit the tenure in office to two one-year terms to prevent the concentration of power.
- Prioritize resource-poor households in development works, land distribution, and access to forest resources.
- Maintain accountability to the entire community and establish a transparent management system, including regular audits accessible to the community, to ensure the proper utilization of resources.
- Establish a system of quarterly reporting and seek its approval, promoting transparency and community oversight in the VDC's activities.
- Free, prior, and informed consent (FPIC) must be obtained from each village, represented by households, demonstrating their willingness to form VDAs and actively participate in the program.

the candidates based on their qualifications, experience, and commitment to community development. Ultimately, through a collective decision-making process, identify a suitable candidate who will serve as the CRP for the VDA. The primary responsibility of the CRP is implementation and providing assistance to the VDCs (the expenses related to the CRP has been budgeted under Component 1.2).

27. **Support the formulation of bylaws** in meetings to define the objectives of the VDA, their rules, and establish social, cultural, and economic objectives that align with the community's aspirations. Encourage active participation from VDC members, women and youth and community representatives to ensure that the bylaws reflect the collective vision and goals of the community. The discussions should cover key aspects such as:

- Identifying the main objectives and purpose of the VDA, including its role in promoting sustainable development, addressing community challenges, and enhancing the well-being
- Defining the structure and composition of the VDA, including the roles and responsibilities of different positions within the association
- Outlining the decision-making processes, governance mechanisms, and procedures for regular meetings and accountability
- Establishing mechanisms for financial management, including budgeting, auditing, and transparency in handling funds
- Addressing issues related to membership, including the criteria for membership, admission process, and membership rights and responsibilities
- Setting up mechanisms for conflict resolution and dispute settlement within the VDA
- Incorporating provisions for the representation of marginalized groups, particularly women and the PVTGs, ensuring their active involvement in decision-making processes

28. **Register the VDA under the Society Act – 1860** to establish its legal status and raise recognition of legal status of the VDA, which is essential for carrying out its activities, accessing resources, and engaging with external stakeholders. It also ensures that the VDA operates in accordance with the legal framework and regulations governing such associations. The registration process should be carried out in compliance with the relevant regulations and requirements. The steps involved in the registration process may include: (a) gathering the required documentation, such as the draft bylaws, minutes of meetings, and other relevant records; (b) submitting the application for registration to the appropriate government authority along with the necessary fees; (c) following up with the authorities to ensure the smooth processing of the registration application; (d) addressing additional requirements or queries raised by the registration authority; and (e) obtaining the certificate of registration under the Society Act - 1860, which validates the legal status of the VDA.

29. **Facilitate the opening of bank account** for program funds in the nearest bank branch. The three VDC office bearers become co-signatories responsible for managing the account. Channel the Village Development Fund (VDF) through this account to finance activities outlined in the VDP. Develop and approve rules and procedures for managing the VDF in a VDA meeting to ensure transparency. The VDC will establish a Memorandum of Understanding (MOU) with the MPA, signifying their commitment to the fundamental principles of OPELIP. These principles include: (i) ensuring benefits primarily reach marginalized groups and resource-poor households within the community; (ii) involving all sections of the community, with a particular focus on women and youth, in the formulation of development plans for the village; (iii) establishing transparent management and accounting procedures that are open to community inspection; (iv) contributing voluntary labor to the implementation of development activities; and (v) taking responsibility for the operation and maintenance of community assets created under the program.

## D. Start-up fund

30. The objective of the start-up fund is to provide financial support to the VDC for its initial operational needs, such as acquiring necessary items and equipment. This fund is intended to facilitate the effective functioning of the VDC and its activities.

### 31. Utilization of the Fund:

- Eligible Expenses:
  - Procurement of stationary, including paper, pens, folders, and other office supplies.
  - Purchase of mats, weighing machines, tables, and chairs for the VDC office.
  - Costs associated with setting up basic infrastructure required for the VDC's operation.
- Ineligible Expenses:
  - Expenditures related to food or refreshments.
  - Any expenses not directly related to the establishment and operation of the VDC.

### 32. Fund Management and Accountability:

#### 1. Responsibilities:

- The Community Resource Person (CRP) and the VDC will be jointly responsible for the management and utilization of the start-up fund.
- They should exercise careful financial stewardship, ensuring that the funds are used exclusively for eligible expenses.

#### 2. Documentation and Record-Keeping:

- All expenditures made from the start-up fund should be duly documented.
- The CRP and VDC should maintain proper records, including invoices, receipts, and other supporting vouchers for each expense incurred.
- These records should clearly indicate the purpose, date, and amount of each expenditure.

#### 3. Statement of Expenditure (SOE):

- The CRP and VDC are required to prepare a monthly or quarterly Statement of Expenditure (SOE) detailing the expenses incurred from the start-up fund.
- The SOE should provide a breakdown of the expenses, including the nature of the expenditure, date, amount, and supporting vouchers.
- The CRP and VDC should submit the SOE to the appropriate authority for review and verification.

#### 4. Verification and Accountability:

- The project management or designated authority will periodically review the SOEs and supporting vouchers to ensure compliance with the fund's guidelines.
- The CRP and VDC should be prepared to provide clarifications or additional information upon request.

#### 5. Transparency and Audit:

- The utilization of the start-up fund should be transparent and open to community inspection.
- The financial records, including the SOEs and supporting vouchers, should be made available for audit purposes as and when required.

## E. Engagement of Technical Service Provider (TSP)

33. The specialized agency is actively engaged in the project to provide 10 model VDPs in each MPA and conduct training of trainers for the FNGOs on VDP preparation. They play a pivotal role in ensuring quality control over the preparation of all VDPs. By imparting their expertise and knowledge, the specialized agency ensures that the VDPs are well-structured, comprehensive, and aligned with the participatory planning methodologies, serving as exemplary models for other communities. The Terms of Reference in Annexes N provides a comprehensive description of their respective roles and responsibilities within the project, and description of the activities that they will undertake. The details of FNGO role and engagement are provided in Component 1.2.

## F. Village Development Plan (VDP)

34. The VDP is a comprehensive seven-year development plan that addresses social, cultural, economic, and natural resource management aspects. The aim of the VDPs is to create a holistic plan that reflects the needs and aspirations of the community, promoting sustainable development and improved well-being. The idea is that these plans help communities to mobilize and improve the use of resources from community contributions, OPLEIP II, convergence schemes, and support from banks and financial institutions. The service provider will take the lead supporting the PVTGs in the preparation of the VDP, with support from the MPA and the FNGO.

The VDP comprises four types of plans, each addressing specific aspects of community well-being:

### Box 2. Guiding principles for VDPs

#### Basic components of VDPs

- Land and water resource development
- Productivity enhancement, livelihoods, and nutrition security
- Community infrastructure gaps
- Festival and cultural programs

#### The key principles in preparing the VDPs

- Should reflect the informed choices and aspirations of all the people in the village, especially women and youth
- Lead to enhanced food and nutrition security and resilience
- Should enhance the current productivity of the natural endowments and available human resources in the village
- It should lead to improved access to fair markets and public service facilities and overall improvement in living conditions
- The plan is developed at the VDA level, incorporating nearby hamlets. It includes annual action plans and budgets and is flexible to adapt to changing circumstances.
- Prepared participatorily, involving community-level Participatory Rural Appraisal (PRA) and GALS Vision planning exercises and household-level exercises facilitated by Self-Help Groups (SHG)
- Male and female should actively participate in these exercises to ensure inclusive decision-making and representation of diverse perspectives within the community

- 1. Land and Water Resource Development:** This plan aims to sustainably manage land and water resources in the village and its surrounding areas. It focuses on practices like land conservation, watershed management, and water harvesting to enhance agricultural productivity and optimize resource utilization. By implementing cluster-level interventions, the VDP ensures targeted and effective efforts for long-term benefits to the community. Comprehensive information regarding the strategies for land and water resource development is elaborated in Section 3.1,
- 2. Productivity Enhancement, Livelihoods, and Nutrition Security:** The VDP tailors interventions based on house-level plans to meet specific household needs. It creates sustainable livelihood opportunities, such as agriculture-related activities, livestock farming, and entrepreneurship development, empowering households to become economically self-reliant. Additionally, initiatives like promoting balanced diets and agricultural diversification combat malnutrition within the community.
- 3. Community Infrastructure Gaps:** Addressing the community's infrastructure needs is a crucial component of the VDP. It focuses on essential facilities like roads, schools, health centers,

sanitation facilities, and electricity access to improve the overall quality of life for residents. The VDP incorporates convergence activities from both the Government of Odisha (GoO) and the Government of India (GoI) to optimize resources and facilitate better infrastructure outcomes.

- 4. Festival and Cultural Programs:** The VDP recognizes the importance of cultural heritage and social cohesion in community development. It plans and organizes cultural events and festivals to foster a sense of pride and identity among community members. These activities celebrate local traditions and customs, promoting unity, understanding, and cooperation within the village.

35. **VDP planning process:** The VDP planning process incorporates several key features, ensuring active community participation and comprehensive analysis. These features include:

- 1. Continuous interaction with villagers:** The planning team, consisting of FNGO, TSP, and MPA staff, engages in continuous interaction with the villagers. This ongoing engagement allows for a deeper understanding of the community's needs and aspirations.
- 2. De-linking from project budgets:** The planning process is distinct from project budgets. Instead, the community is empowered to access resources from various mainstream programs. This approach ensures flexibility in resource allocation and encourages a more inclusive and sustainable development strategy.
- 3. Community consent and involvement:** The community's active involvement is sought, and their consent is taken on the amount of time they will invest in the planning process.
- 4. Thematic exercises and participatory methods:** A series of thematic exercises are planned, utilizing various participatory methods. These exercises help identify and address specific issues and needs within the community.
- 5. Data tabulation and analysis:** After the community meetings, the facilitator tabulates the generated data and analyzes it during the next meeting. This data-driven approach aids in identifying trends and patterns, informing the planning process.
- 6. Plan development:** The sequence of participatory exercises, data synthesis, presentation, and intensive community discussion culminates in a well-debated action plan on specific themes. This ensures that the plan reflects the community's priorities and aspirations.
- 7. Exploration of diverse thematic areas:** The planning process covers a broad range of thematic areas, including demography, education, health, infrastructure, markets, land rights, indebtedness, vulnerability, agriculture, natural resources, water, forests, gender roles, and cultural aspects. This comprehensive exploration ensures that various aspects of community well-being are considered in the VDP.

36. The VDP planning process is designed to be inclusive and participatory, engaging the community at both the village and household levels. The process involves a series of (PRA/ GALS Vision exercises) exercises and discussions the figure below to gather data, identify needs, and formulate action plans.



37. Besides of the items in the figure above, it is crucial to: (a) utilize methodologies like Gender Action Learning System (GALS) or Participatory Action Research (PAR) to facilitate the community in envisioning their desired future. This may include creating a vision journey mural that incorporates traditional tribal paintings; and (b) conduct the household-level planning process for the VDP involves SHGs' meetings with the participation of both male and female members. During these meetings, vision planning tools are used to develop household plans that cover natural resource management, convergence schemes, entitlements, gender balance, equitable balance in workloads and, food security and nutrition and other relevant aspects. Details of the PRA exercise is provided in Annex Q.

38. **Approval of VDPs by VDA:** The proposed perspective plans consolidated for the entire village should be presented in the VDA for its approval. In addition, every year an Annual Plan will be presented and approved for transmission to the MPA. Once the VDP has been approved by the VDA, it must pass a resolution to that effect and a copy of the resolution signed by the VDC office bearers and all the Palli Sabha members should be part of the report. The resolution should state that the VDA will take full responsibility to implement, provide support to the VDC, make any contributions as per the plans and cooperate fully with the concerned NGO and MPA. A list of all households should be a part of the VDP together with a list of office bearers of the VDC. The VDP approved by the VDA should be submitted to the MPA for approval. The VDP may be modified as needed considering experience and periodic reviews and any such modification will have to be approved by the VDA. Every year an Annual Plan will be made and presented for approval to the VDA.

### G. Awareness raising campaign on FPIC and PVTGs/TG human rights-based approach

39. FPIC is applied as an operational instrument that empowers local and tribal communities, ensuring mutual respect and full and effective participation in decision-making on proposed investments that may affect their rights, their access to lands, territories and resources, and their livelihoods. FPIC is implemented as an iterative process, solicited through consultations in good faith with the representative institutions endorsed by communities. IFAD is the first international financial

institution to adopt FPIC as an operational principle in its Policy on Engagement with Indigenous Peoples (2009) and as a criterion for project approval. FPIC is a tool to increase the agency of indigenous peoples, leaving behind the “beneficiary” type of engagement and instead enhancing community ownership of the investments, its results and sustainability. It will promote ten guiding principles: (i) acknowledging tribal cultural heritage and identity as assets; (ii) applying FPIC; (iii) enhancing community-driven development; (iv) promoting equitable access to land, territories and resources; (v) valuing tribal knowledge; (vi) enhancing the resilience PVTGs ecosystems (environmental issues and climate change); (vii) promoting access to markets; (viii) supporting empowerment; and (ix) promoting gender equality; and (x) food sovereignty and nutrition. This campaign will be provided by a service provider with experience in communicating about human-rights based approach and will create visual material to share the key principles of engagement, enhancing gender equality (considering IFAD’s policies and relevant laws). The campaign will be designed to meet specific PVTG needs who are the main target groups together also with government staff, NGOs, and relevant stakeholders engaging with tribal groups.

40. FPIC will serve as a strategic tool, drawing insights from in-depth climate, culture, and biodiversity assessment plans that build upon the foundation set by the biodiversity action plan. This approach will help delineate specific areas of protection, such as water sources, buffer zones, fuel wood locations, and biodiversity hotspots. It will also map out local knowledge and varieties that need safeguarding under FPIC. In this framework, FPIC ensures the empowerment of local and tribal communities, guaranteeing mutual respect and their active, informed participation in decisions related to proposed investments that might impact their rights, land access, and livelihoods.

#### **H. Implementing modalities**

41. Subcomponent 1.1 of the program is implemented through a well-organized and collaborative approach, with key individuals and service providers working in synergy to achieve its goals. At the centre of this effort is the Programme Officer (Community Institution and Rural Finance), based in the PMU, who holds the overarching responsibility for overseeing all activities within this component. Working closely with stakeholders, the Programme Officer lays the foundation for effective institution-building and rural finance initiatives. Supporting the Programme Officer at the Micro Project Area (MPA) level is the Institution Building and Rural Finance Officer. This officer, reporting to the Manager and under the matrix management of the Programme Officer, plays a vital role in providing hands-on support to local communities. They facilitate institution-building efforts and promote access to rural finance opportunities, contributing to sustainable development and social empowerment.

42. The FNGO is another key contributor to Component 1. Positioned at the MPA level, this organization plays a substantial role in driving community mobilization efforts and fostering the formation of Village Development Associations (VDAs). They work closely with the Technical Service Provider to prepare comprehensive Village Development Plans (VDPs). The FNGOs will be contracted on a performance basis, and will provide support and monitor the VDPs implementation, extending comprehensive support to community institutions like VDAs, VDCs, SHGs, AICs/SSAGs. FNGOs will be expected to have specialized expertise in Tribal/PVTG issues and deep knowledge of the specificity of the needs and challenges of individual tribes in their areas of influence. They will also be required to involve staff that speak some of the local languages of the tribal groups that they will support. The FNGOs will focus on bringing convergence activities to the household level, providing guidance, and offering tailored implementation support to maximize the project's impact. Additionally, to address specific training needs of the PMU, MPA, FNGO, and CRP, a specialized training institution will be



engaged. Detailed ToRs for the FNGOs and Training Service Provider have been elaborated in Annex N. To ensure the highest standards in VDP preparation and FNGO training, the Technical Service Provider plays a crucial role. Positioned at the MPA level, they develop 10 model VDPs for each MPA and impart training to FNGOs. Moreover, they maintain quality control over all VDPs to ensure adherence to established guidelines and practices. The role and responsibility of the key persons as follows:

**43. Program Officer (Community Institution and Rural Finance - PMU):**

- Overall responsible for overseeing all activities within Component 1.
- Sets the foundation for effective institution-building and rural finance initiatives.
- Works in close collaboration with various stakeholders.

**44. Institution Building and Rural Finance Officer (MPA):**

- Reports directly to the Manager and is matrix-managed by the Programme Officer.
- Provides hands-on support to local communities at the MPA level.
- Facilitates institution-building efforts and promotes access to rural finance opportunities.
- Contributes to sustainable development and social empowerment.

**45. Facilitating Non-Governmental Organization (FNGO - MPA):**

- Drives community mobilization efforts at the MPA level.
- Fosters the formation of Village Development Associations (VDAs).
- Prepares comprehensive Village Development Plans (VDPs) with support from the Technical Service Provider.

**46. Technical Service Provider (MPA):**

- Develops 10 model VDPs for each MPA.
- Imparts training to FNGOs on effective VDP preparation.
- Ensures quality control over all VDPs to comply with established guidelines and practices.

## I. Implementation plan

Activity	Description	Y 1	Y 2	Y 3	Y 4	Y 5	Y 6	Y 7
<b>For new 1138 villages (transformation)</b>								
Pre VDA formation community mobilization	Mobilizing the community members							
	Creating awareness about the importance of forming a VDA							
	Obtaining consent from the community members							
	Generating interest and active participation in the development process							
VDA formation and election of VDC members	Facilitating the formation of the VDA							
	registration and bank account opening							
	Conducting elections to select VDC members							

	Ensuring the participation of women and youth in the VDC							
	VDC members rotation and election							
Start-up fund	Providing one-off financial support to the VDCs							
	Procuring necessary supplies and equipment (e.g., office supplies, mats, weighing machines)							
Engagement of service provider for VDP preparation	Identifying and engaging a credible service provider							
	The service provider assists the VDC in facilitating participatory exercises							
	Facilitation of VDP preparation based on community inputs, priorities, and vision							
VDP preparation	Engaging community members in identifying needs, aspirations, and priorities							
	Working with the VDC to formulate a comprehensive plan							
	Outlining development goals and strategies for the village in the VDP							
	VDP Revision, and adaptation to Emerging Scenarios.							
Awareness raising campaign	Conducting an awareness campaign on Free Prior and Informed Consent							
	Raising awareness among the community members about their rights and participation							
Training and Capacity Building	Training of VDAs/VDC in participatory planning							
<b>For old 541 villages (consolidation)</b>								
VDA/VDC support	Ensuring the participation of women and youth in the VDC							
	VDC members rotation and election							
VDP preparation	Engaging community members in identifying needs, aspirations, and priorities							
	Working with the VDC to formulate a comprehensive plan							
	Outlining development goals and strategies for the village in the VDP							
	VDP Revision, and adaptation to Emerging Scenarios.							
Awareness raising campaign	Conducting an awareness campaign on Free Prior and Informed Consent							

	Raising awareness among the community members about their rights and participation								
Training and Capacity Building	Training of VDAs/VDC in participatory planning								

## Subcomponent 1.2 Improving delivery mechanisms of community services

### A. Justification and objective

Indicator	Target
<i>Expected result: Increased access to government entitlements and development opportunities for target households</i>	
Number of defunct SHGs revived by the project	6,000
Persons whose ownership or user rights over natural resources have been registered in national cadasters and/or geographic information management systems	3,500

47. The weak delivery of public goods and social services to PVTGs in Odisha poses significant challenges. The remoteness and isolation of PVTG communities, coupled with low capacity and awareness, hinder their ability to make decisions and result in limited access to essential services and development opportunities. Additionally, the diverse socio-cultural needs of PVTGs require their active involvement in shaping their own development processes, emphasizing the importance of inclusive and participatory approaches. This subcomponent will address the weak delivery of public goods and social services to PVTGs by enhancing the delivery mechanisms and improving awareness amongst PVTGs. Through coaching and mentoring support, guidance, and culturally sensitive approaches OPELIP II will bridge the gap between development programmes and the unique socio-cultural needs of PVTGs, ensuring that services are contextually relevant and effective. Additionally, it will empower PVTGs to actively participate in decision-making and shaping their development needs to achieve more sustainable and meaningful outcomes. This subcomponent aims to: (a) improve the delivery of public goods and social services to PVTGs by providing comprehensive hand-holding support and guidance; (b) enhance community engagement and ownership through a deeper understanding and appreciation of local culture; (c) facilitate the implementation of VDPs and support the functioning of community institutions; (d) maximize the project's impact and relevance by bringing convergence activities to the household level and tailoring implementation to individual households; and (e) establish a robust feedback mechanism through the expansion of the annual outcome survey to include a beneficiary satisfaction survey.

### B. Approach and main activities

48. The approach adopted places a strong emphasis on building and strengthening the capacity of the VDA and VDC to effectively carry out the planned activities. Additionally, the approach aims to enhance the capabilities of grassroots institutions, such as SHGs, AICs, and SSAGs as they play pivotal roles as implementing partners in executing the VDP. By providing them with the necessary support and resources, these institutions become key contributors to the success of the program. In order to ensure that the development efforts are rooted in the community's needs and aspirations, Community Resource Persons (CRPs) are recruited from within the local population. These individuals are entrusted with the crucial task of reporting to the VDC, facilitating community engagement, and ensuring that community voices are heard and considered in the decision-making process.

49. To equip these community institutions with the requisite skills and knowledge, targeted training programs are designed. The training encompasses various vital aspects, such as financial management, community procurement, governance, management and effective project execution. By imparting these essential competencies, the approach empowers the CRPs, VDC members, SHGs/AICs/ SSAG and VDA to take charge of the development plan's implementation, resulting in a community-led and sustainable approach. The Key activities as follows:

1. **Implementation of Village Development Plans (VDP):** Effective implementation of the VDPs, will include ensuring the functioning of VDCs, active participation of Village VDAs, and providing necessary training to VDC members on governance, community procurement, financial management, and other relevant skills. Special emphasis will be placed on the active participation of women and youth. It also involves building the capacity of VDAs and VDCs to effectively deliver on their responsibilities, including allocating entry point activity funds and performance-based funds to VDAs based on performance.
2. **Placement of community resource person (CRP):** A CRP will be placed at the VDA level, reporting to the Chairman of the VDC. The CRP will be matrix managed by the MPA Institutions and Rural Finance Officer. The CRP will play a crucial role in providing support, guidance, and mentoring to the VDA and community members, ensuring effective implementation of development initiatives.
3. **Reinforcement of self-help groups (SHG):** Strengthening SHGs through support, coaching, and mentoring. It involves establishing a memorandum of understanding (MoU) with the Odisha Livelihoods Mission (OLM) to leverage and link SHGs with the OLM structure. Efforts will also be made to revive SHGs in accordance with OLM guidelines. CRPs will provide support in bookkeeping and facilitating regular meetings at the village level. Further, facilitation will be provided for investments, livelihood activities, and strengthening access finance.
4. **Facilitation of Forest Rights Act (FRA) land allocation:** Expedite the allocation of land under the Forest Rights Act (FRA) to eligible households. It involves providing technological support in land demarcation and supporting the documentation process to ensure that eligible households receive their rightful land entitlements. Ensuring women benefit from land titling.
5. **Support to agriculture intensive clusters (AICs):** Providing support and guidance to AICs, including capacity building on group management, governance, and record-keeping to enhance the productivity and effectiveness of the AICs.
6. **Facilitation of convergence schemes:** Facilitating convergence schemes at the village and household levels. Efforts will be made to coordinate and expedite the implementation of schemes on drinking water, infrastructure, and other services to improve the well-being of communities.
7. **Engagement of the FNGO:** For the implementation of VDP and engagement of specialized service provider in building capacity of PMU, MPA, FNGO, CRPs, and VDC would be availed.

50. These key activities aim to strengthen community institutions, enhance livelihoods, expedite land allocation, support agricultural development, and promote the effective implementation of development initiatives through a coordinated and participatory approach.

### C. VDP implementation

51. **Community Resource Person (CRP):** The CRP will play a key role within the VDA and VDC structure. In contrast to previous practices where CRPs were staff of the FNGO, the current approach emphasizes CRPs as staff of the VDA to promote village empowerment and highlight their decision-making role. The CRP will serve as an assistant to the VDC and play a crucial role in maintaining the books, records, and minutes of the meetings. They will act as a bridge between the project, VDA/VDC, and the community, ensuring effective communication and coordination. The CRP will also be responsible for training and supporting SHGs and AICs. Additionally, the CRP takes charge of village-level coordination and facilitates the implementation of convergence activities. As mentioned in subcomponent 1.1, the CRP is recommended by the VDC members based on their competency during the formation of the VDC. The project will provide intensive training to CRPs on financial management, community procurement, record keeping, and orientation on various convergence schemes.

52. Given the mix of OPELIP (old) and new villages, in villages where a transformation plan will be developed (1,138 new villages), new CRPs will be recruited from the local community and engaged as VDA assistants to promote ownership and empower the communities. These CRPs will have an intimate understanding of the local context, cultural dynamics, languages, and community needs. This will enable them to effectively engage with community members, facilitate participatory decision-making processes, and ensure that the VDA and VDC activities align with the aspirations and priorities of the community. It will also enhance transparency, accountability, and local leadership within the VDA and VDC. It will strengthen the sustainability of these institutions, as the CRPs are directly invested in the development and well-being of their own communities. Their presence will also facilitate the transfer of knowledge, skills, and responsibilities to the community, enabling them to take ownership of their development journey (ToR of CRP is attached in Annexes I).

53. In consolidation villages (541 OPELIP villages) the project will be recruited from the pool of existing CRPs who were previously engaged in the OPELIP project. The selection will be based on their past performance and experience in effectively carrying out their roles. Each CRP will be responsible for supporting approximately 20-25 VDA in their respective OPELIP villages. Their main role will be to facilitate convergence among various development programs and initiatives, implement the VDP, and leverage additional sources of financing for village development. In OPELIP villages, the CRPs will play a crucial role engaging the VDA members and the community in promoting cultural and social events, ensuring the maintenance and upkeep of community infrastructure, facilitating convergence of resources and schemes, and exploring opportunities for financing income-generating activities. They will also be responsible for identifying the training and capacity building needs of the community members, especially the SHGs. By leveraging their expertise and experience, the CRPs will contribute to the sustainable development of the OPELIP villages, ensuring effective utilization of resources and promoting the economic and social well-being of the community. Their engagement will strengthen community-led initiatives, foster local ownership, and drive positive change in the villages.

54. **VDA and VDC meetings:** in both new and OPELIP villages the VDC meetings will be held monthly, and it is the responsibility of the CRP to record the minutes of these meetings. A minimum attendance of 70% of the VDC members is required to form a quorum. During these meetings, discussions will focus on various topics including VDP implementation progress, social and cultural objectives, project-related updates, as well as reviewing financial books and records. In addition, the VDA meetings will be conducted on a quarterly basis. For these meetings, a minimum attendance of 50% of all adults in the community is required to establish a quorum. The CRP will facilitate these meetings and ensure that the minutes are accurately recorded. The VDA meetings serve as a platform for broader community participation, where discussions can encompass a wide range of topics related to community development, cultural activities, and the overall well-being of the community. By

promoting regular VDC and VDA meetings, the project will ensure active community engagement, transparency, and accountability. These meetings will provide opportunities for community members to voice their opinions, share their concerns, and contribute to the decision-making processes that shape their village's development. The active participation of women and youth and spaces for their voices to be heard will be ensured.

55. **Annual Work Plan and Budget (transformational and Consolidation):** The Annual Work Plan and Budget (AWPB) is a crucial component of the project planning process as it ensures that the objectives and activities outlined in the VDP are effectively implemented. The AWPB process follows a bottom-up approach, giving the VDA a significant role in planning and resource allocation. Active participation of women and youth will be ensured. The VDC takes the lead in preparing its own AWPB, aligning it with the priorities and needs identified in the VDP. The VDA approves the AWPB through a resolution, demonstrating community ownership and commitment. The VDA's AWPB is then reviewed and consolidated by the MPA, ensuring coherence and alignment with the overall project objectives and strategies. This consolidation process provides a comprehensive view of planned activities and resource allocations at the MPA level. Subsequently, the MPA incorporates the VDA AWPBs into the Project AWPB, which integrates the plans and budgets from all participating villages. This holistic view of activities and budgets allows for coordination, synergy, and efficient allocation of resources across the project. The AWPB exercise is conducted at least three months before the start of the financial year, allowing ample time for thorough review, consolidation, and approval, ultimately ensuring effective planning and implementation of activities to maximize the impact of the project.

56. **Bookkeeping and community procurement:** Bookkeeping and financial management of the VDA play a crucial role in ensuring transparency, accountability, and effective utilization of financial resources. It involves maintaining accurate records, managing funds, and adhering to sound financial practices. Additionally, community procurement processes are essential for fair and efficient procurement of goods and services for the VDA's activities.

- a) **Bookkeeping:** The VDC is responsible for maintaining proper financial records, including income, expenses, and financial transactions. This includes recording all financial activities, such as receipts, payments, and bank transactions. Accurate and up-to-date bookkeeping provides a clear picture of the VDA's financial position and facilitates informed decision-making. The CRP plays a key role in managing the financial records, ensuring they are accurate and up to date. The VDC should review the Statement of Expenditure (SOE) prepared by the CRP for each meeting to monitor the financial progress. FNGOs will help VDCs and facilitate the filing and archiving of supporting documents for all VDC-level financial transactions in the Government's e-office system. In addition, FNGOs will facilitate VDCs in using the online banking system of the commercial bank to transfer funds to vendors and beneficiaries.
- b) **Community procurement:** Community procurement processes are designed to ensure fair and transparent procurement of goods, works, for the VDA's activities. The PMU, OPELIP will design community procurement guidelines and indicate the thresholds for the procurement activities. These guidelines will outline the procedures and document templates for procurement. This promotes accountability, value for money, and the involvement of local businesses. The CRP and VDC members should adhere to these guidelines when conducting procurement activities, including preparing request for quotation documents, evaluating bids, and issuing purchase orders for the items being procured.. At the VDA level, transparent information sharing of the procurement undertaken should be done.

57. **Capacity and skills building for implementing development interventions:** To bolster bookkeeping, financial management, and community procurement practices, the project will implement comprehensive capacity building and training programs for Village Development

Committee (VDC) and Community Resource Person (CRP) members, along with other relevant stakeholders. The training sessions will emphasize essential aspects such as financial literacy, advanced record-keeping techniques, budget management, and efficient procurement procedures. By providing these training opportunities, the project aims to empower CRP and VDC members with the necessary skills and knowledge to handle financial resources adeptly and in compliance with regulatory standards. Through enhanced financial literacy, they will be better equipped to make informed decisions regarding financial planning and resource allocation, thus ensuring optimal utilization of available funds and resources.

58. The training will also emphasize effective record-keeping practices, enabling CRP and VDC members to maintain accurate and transparent financial records. This will not only aid in tracking expenditures and revenues but also facilitate accountability and transparency within the community. Furthermore, the sessions on budget management will focus on creating realistic and sustainable financial plans that align with the community's developmental goals. CRP and VDC members will learn to prioritize projects, allocate resources efficiently, and monitor the progress of various initiatives. The training will cover community procurement procedures, ensuring that members are well-versed in the proper and transparent handling of procurement processes. This knowledge will foster fair competition, prevent mismanagement of funds, and promote responsible utilization of resources for community projects. Regular financial audits and spot checks should be conducted to assess the VDA's financial health and compliance with financial procedures. The MPA accountant would oversee these audits and checks to identify any discrepancies, weaknesses, or areas for improvement in financial management practices.

59. **Promotion of cultural and religious festivals:** The project will sensitize VDAs to ensure that the planning and organization of the cultural events are integrated into the VDP, aligning with the social and cultural objectives of the community. This includes considering the participation of various community members, including marginalized groups, and promoting inclusivity and diversity.

60. **Entry point activity:** The program will place great importance on gaining the community's trust and active participation to ensure successful implementation. In OPLEIP, the entry point activity played a crucial role in building trust within the close-knit community. To facilitate this, each VDA is allocated INR 300,000 to prioritize activities that address the pressing needs of the entire community. These activities may include community infrastructure projects such as building schools, health centers, or improving water supply and sanitation facilities. Additionally, the VDA will consider initiatives that preserve indigenous knowledge and promote local arts and crafts, celebrating cultural and traditional values. The entry point activity serves as the first collective decision-making process for the VDA, empowering them to take charge of their development and create a positive impact on their community.

61. **Training on governance and management:** To strengthen the capacity of the VDCs, training sessions will be conducted for VDC members on governance principles, roles and responsibilities, gender equality and effective management practices. The aim is to provide guidance on decision-making processes, conflict resolution, and participatory planning to enhance the VDC's ability to lead and manage community development activities. VDC members will also receive training on financial management, resource mobilization, and community procurement.

62. **VDA CRP stipend:** To recognize the valuable contribution of the VDA's CRPs and ensure their regular engagement, an honorarium system will be established. CRPs will receive a monthly stipend or honorarium channeled through the VDA, based on their responsibilities and level of support to the VDA activities. Their performance will be monitored and evaluated, and the stipend will be linked to their performance in supporting the VDAs and achieving project objectives.

63. **Training and exposure to CRPs:** Training programs and capacity-building sessions will be conducted for VDA CRPs to enhance their skills in community mobilization, participatory planning, bookkeeping, and project implementation. Exposure visits and learning opportunities will be provided for CRPs to visit successful VDAs and SHGs in other regions, enabling them to learn from their experiences, share best practices, and strengthen their knowledge base. Specialized training programs on relevant topics such as project management, financial literacy, and social entrepreneurship will also be offered to enhance the CRPs' effectiveness in supporting the VDA and community development initiatives.

64. **Top-up grant for well-performing VDAs:** A top-up grant scheme is designated to incentivize and reward VDAs that demonstrate exceptional performance in implementing their VDPs. Well-performing VDAs (scoring above 65% through the maturity assessment) will receive additional financial resources of INR 300,000 to support the implementation of priority activities and address specific community needs identified through the VDP. Annual assessments and evaluations of VDAs based on predetermined criteria will be conducted to determine their eligibility for the top-up grant, ensuring transparency and fairness in the selection process (see Annex R).

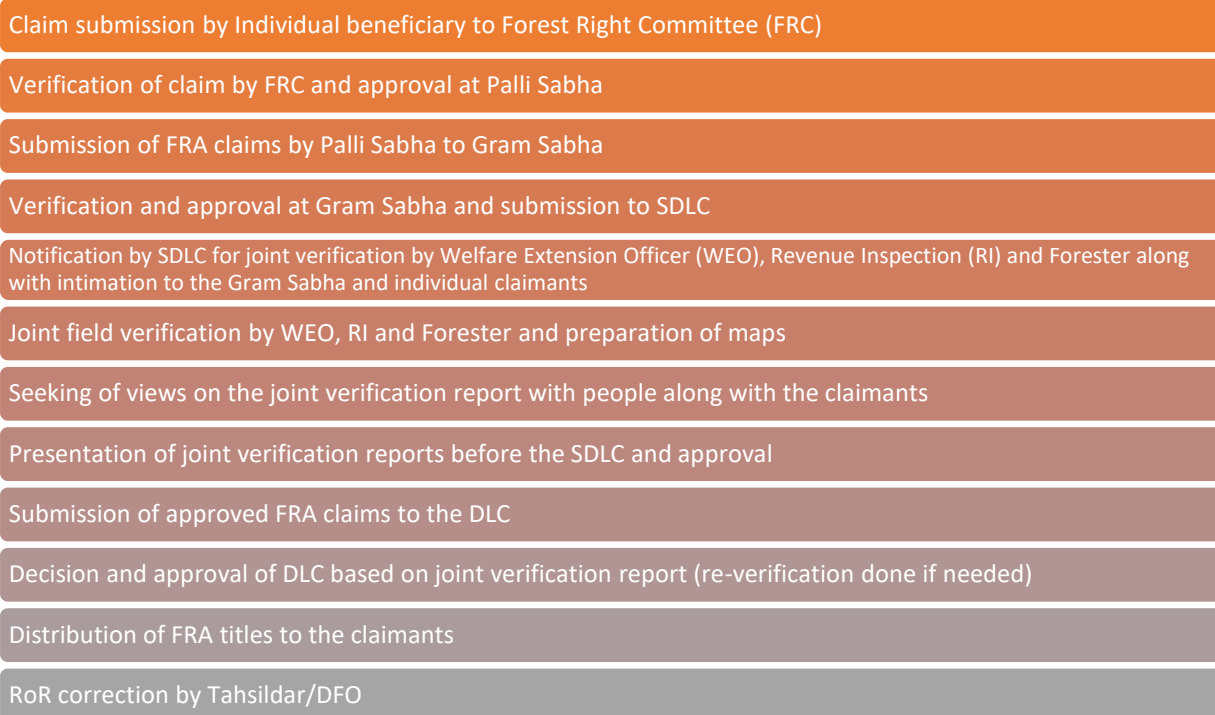
#### **D. Land allocation under FRA**

65. One of the key learnings from the implementation of OPLEIP is the need for accelerate support from professionals to expedite the land allocation process. The efficient allocation of land is crucial as it enables the implementation of various components and activities that are dependent on land, such as agricultural-related initiatives. To ensure effective facilitation of the land allocation process, it is essential to engage individuals who possess a deep understanding of the local area. Therefore, hiring a service provider may not be the most suitable approach, and instead, the involvement of retired personnel and experts familiar with the region is proposed. A gender sensitive approach will be promoted, so that women can access to land titles, prioritizing women heading households and joint titling for households. Retired personnel, such as Ameen<sup>11</sup> and other local experts, will help the project to expedite the land allocation process while also conducting the land allocation activities with greater accuracy. These individuals have intimate knowledge of the area, including its geographical features, local customs, and land-related regulations. Their experience and familiarity with the community will enable them to navigate potential challenges and address issues effectively, ensuring a smooth and efficient land allocation process. The following steps of the FRA Application Processing and Distribution of Titles will be done:

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<sup>11</sup> "Ameen" is a person appointed by the government or authorized by the revenue department to carry out surveys and measurements related to land. Ameen's play a crucial role in land-related matters, especially during land surveying, demarcation, and record-keeping processes.





66. In the implementation of the Forest Rights Act (FRA), field verification, land allocation activities, and accurate mapping are crucial for establishing clear and identifiable rights for forest-dependent communities. To address these challenges, the subcomponent will engage retired personnel, training, and the use of high-accuracy GNSS devices for land surveying and geo-referencing. The following activities will be undertaken to enhance the technical intervention and improve the efficiency and accuracy of land allocation activities under the FRA:

1. **Hiring of retired personnel:** Project will hire retired Revenue Inspectors (RIs), Amins, Foresters, and other technical personnel with expertise in land allocation activities. These individuals will support the activities related to land surveying, demarcation, and identification of titled land under the FRA at the Micro Project Agency (MPA) level.
2. **Personnel for Land Allocation Activities at PMU:** OPELIP II will also hire senior Ammen at the PMU level to oversee and coordinate the land allocation activities. These personnel will work closely with the MPA and retired personnel to ensure seamless implementation and adherence to the prescribed procedures.
3. **Training of retired personnel:** OPELIP II will provide comprehensive training programs to the hired retired personnel to update their knowledge and skills in land allocation activities under the FRA. The training will focus on the legal provisions, surveying techniques, demarcation methodologies, and the use of high-accuracy GNSS devices for accurate mapping.
4. **Households survey and land survey awareness:** As part of the technical intervention, OPELIP II will conduct household surveys to gather relevant information on land and assess the land requirements of the forest-dependent communities. Concurrently, awareness programs will be conducted to educate the communities about the land surveying process, the importance of accurate mapping, and their rights under the FRA.

5. **High accuracy GNSS devices:** OPELIP will procure high-accuracy Global Navigation Satellite System (GNSS) devices for geo-referencing FRA land and other land development activities. These devices will enable precise mapping and demarcation of land boundaries, ensuring the accuracy and reliability of land allocation processes.

67. This proposed land allocation intervention, which includes hiring retired personnel, training, and the use of high-accuracy GNSS devices, will significantly enhance the efficiency, accuracy, and transparency of land allocation activities under the FRA. By ensuring accurate mapping and demarcation of land boundaries, forest-dependent communities will have clear and identifiable rights, empowering them to effectively manage and utilize their forest resources, ensuring women benefit from it. This comprehensive approach will contribute to the successful implementation of the FRA and the empowerment of forest-dependent communities in Odisha.

### **E. Empowerment of self-help groups (SHGs)**

68. The SHGs play a significant role in strengthening the financial landscape, reducing indebtedness, and promoting economic activity within the target villages. The CRPs at the VDA level will work closely with the GPLF (Gram Panchayat Level Federation) to monitor, coach, and support the SHGs in the villages. OPELIP II recognizes the importance of SHGs and will undertake activities such as SHG revival, formation of new SHGs, and capacity building for the members. The CRP will provide guidance and support to the SHGs in maintaining proper bookkeeping practices, ensuring transparency and accountability in their financial transactions. In addition, the project will facilitate bank linkages for the SHGs, enabling them to access formal financial services and expand their economic activities. This will promote financial inclusion and empower the SHGs to make informed financial decisions. To leverage existing structures and ensure sustainability beyond the project lifetime, the project will sign a Memorandum of Understanding (MoU) with the OLM. This collaboration will enable the project to utilize the existing OLM structure, MIS data, expertise, and resources in supporting the SHGs. The following activities will be implemented to support SHGs in the target villages:

69. **Formation and revival of SHGs:** this will entail the following activities in both consolidation and transformation target villages:

- a) **Conduct community meetings to raise awareness** about the benefits of SHGs, highlighting their role in economic empowerment, social cohesion, and women's empowerment. Emphasize the importance of collective action and mutual support.
- b) **Identify potential members through community mapping exercises**, engaging with local leaders, and conducting household surveys to assess interest and eligibility. Prioritize the inclusion of marginalized groups, women, and vulnerable individuals.
- c) **Facilitate the formation of SHGs** by organizing introductory sessions that explain the concept, principles, and benefits of SHGs. Encourage active participation and ownership from the community.
- d) **Provide comprehensive training to SHG members** on group dynamics, leadership development, financial literacy, bookkeeping, and enterprise development. Build their capacity to manage their group effectively and make informed financial decisions.
- e) **Support SHG members in conducting regular meetings**, setting group norms, and maintaining proper records of transactions and savings. Train them in bookkeeping practices to ensure transparency and accountability.

- f) **Facilitate the democratic election of SHG office bearers**, ensuring representation from marginalized groups and promoting gender equality. Encourage the active participation of women in leadership roles.
- g) **Establish linkages with financial institutions** such as banks, microfinance institutions, and cooperative societies to facilitate access to credit, savings, and insurance services for SHGs. Advocate for favorable terms and conditions that are suitable for SHGs.
- h) **Provide ongoing mentoring, handholding support, and capacity-building** to SHGs to strengthen their functioning and sustainability. Offer guidance on income-generating activities, market linkages, and value chain development.
- i) **Promote adherence to the guidelines** issued by the National Rural Livelihoods Mission (NRLM)<sup>12</sup> and collaboration with the state and local government bodies responsible for SHG promotion.

70. **SHG grading:** Aiming at encouraging continuous improvement, sustainability, and positive contributions of SHGs to community development, the SHGs will undergo a performance evaluation process conducted by the Gram Panchayat Level Federation (GPLF) following the guidelines of the Odisha Livelihoods Mission (OLM). A grading system will be used to assess the performance of SHGs based on various criteria and serve as a means for improvement<sup>13</sup>. The GPLF will provide feedback, guidance, and capacity-building support to SHGs based on their grading results.

71. **The CRP specific responsibility for SHG as follows:** By supporting the OLM existing structure at the village level, the CRP will strengthen the capacity and sustainability of the SHGs. Their assistance in attending SHG meetings, helping with bookkeeping, and providing overall guidance will contribute to the effective functioning and growth of the SHGs. This collaborative effort between the CRP, SHGs, and OLM will enhance the overall impact of the project in promoting livelihood development, poverty reduction, and women's empowerment at the grassroots level. Some of the key responsibilities of the CRPs on SHGs are the following:

1. **Facilitating SHG meetings:** The CRP will provide guidance and support to the SHG members in conducting effective meetings, facilitating discussions, and addressing challenges and/or issues that may arise.
2. **Assisting in bookkeeping:** The CRP will help SHG members in recording their savings, loan transactions, interest calculations, and other financial activities as well training on bookkeeping in a systematic and organized manner.
3. **Financial management support:** The CRP will work closely with the SHG members to develop financial literacy and entrepreneurship skills, empowering them to make informed decisions regarding their economic activities.
4. **Capacity building and training:** The CRP will conduct regular capacity-building sessions for SHG members to enhance their understanding of various aspects related to SHG functioning, financial management, and livelihood development.
5. **Linkages with OLM:** The CRP will serve as a bridge between the SHGs and the OLM structure at the village level. They will ensure effective communication and coordination between the SHGs and the OLM representatives.

<sup>12</sup> <https://daynrlmbl.aajeevika.gov.in/Circulars/Handbook%20on%20SHG.pdf> and <https://www.slbctn.com/uploads/Incentive%20Scheme%20for%20Banks%20for%20Tracking%20and%20Revival%20of%20Dormant%20dt%2004.12.2014.pdf>

<sup>13</sup> <https://daynrlmbl.aajeevika.gov.in/Circulars/Handbook%20on%20SHG.pdf>

6. **Monitoring and reporting:** The CRP will be responsible for monitoring the progress and performance of the SHGs, conducting regular visits to assess their activities, and providing feedback for improvement.

72. **Other key activities:**

1. Translation of SHG module in local languages:
2. Exposure visits of SHGs within the State:
3. Printing of books and records as per OLM format:
4. Upgradation of MIS system for OLM data exchange:
5. MoU Signing with Odisha Livelihood Mission (OLM) for SHG:

## **F. Strengthening of AIC and SSA groups**

73. **Formation of Agriculture Intensive Clusters (AIC) and Steep Slope Agriculture Groups (SSAG):**

To empower farmers to enhance their agricultural productivity, increase marketing, and improve incomes the program will strengthen AICs and SSAGs. Through group formation, capacity building, market linkages, and exposure visits, the project will foster collective action, knowledge sharing, and market-oriented agricultural practices. This holistic approach will contribute to the overall development and sustainability of the agricultural sector, promoting rural prosperity and food security. It will be done through a collaborative effort led by the CRP) in coordination with the Junior Agricultural Officer at the MPA and the FNGO. The process begins by identifying suitable households within the cluster who have expressed an interest in participating in the group. The CRP, along with the MPA Junior Agricultural Officer (JAO), and Krushi Saathi conduct awareness sessions and community meetings to introduce the concept of AICs/SSAGs and explain the potential benefits to the participating households.

74. The idea is to highlight the advantages of collective action, such as increased bargaining power, access to input and output markets, and shared knowledge and resources. The group formation is flexible and can consist of both male and female members. It is important to encourage the participation of marginalized farmers, women, youth, and other disadvantaged groups to promote gender equality and social inclusion within the groups. Once the interested households have been identified, the CRP and the JAO facilitate the establishment of the AICs/SSAGs. This includes guiding the households through the process of forming the group, setting up governance structures, and defining roles and responsibilities. Clear rules and regulations are established to ensure transparency, accountability, and effective decision-making within the group. Key activities in this process include:

- Conducting community meetings and awareness campaigns to promote the formation of AICs and SSAG).
- Facilitating the identification of interested farmers and stakeholders, including women and youth willing to participate in the groups.
- Provide training on group dynamics, governance, and decision-making processes to ensure effective functioning of the AICs/SSAGs.
- Developing bylaws for the groups to ensure transparency, accountability, and inclusion.
- Encouraging the participation of women, marginalized farmers, and other disadvantaged groups in the AICs/SSAGs to promote gender equality and social inclusion.

75. **Capacity Building and Training:**

- Conduct capacity-building sessions for AICs/SSAGs on various agricultural practices, modern farming techniques, sustainable agricultural practices, and value addition.
- Provide training on financial management, market linkages, and business development to enhance the groups' entrepreneurial skills and profitability.
- Facilitate workshops and knowledge-sharing sessions on best agricultural practices, crop diversification, and climate-smart farming techniques.
- Foster learning exchanges between AICs/SSAGs and successful farming communities or experts to enhance knowledge transfer and skills development.

**76. Access to inputs and services:**

- Facilitate access to quality seeds, fertilizers, pesticides, and other necessary inputs for agricultural production.
- Establish linkages with agricultural extension services and government agencies to provide technical support, guidance, and training on crop management, pest control, and soil health improvement.
- Advocate for the provision of necessary infrastructure, such as irrigation systems, storage facilities, and transportation networks, to support agricultural activities.

**77. Monitoring and evaluation:**

- Develop monitoring and evaluation mechanisms to assess the performance and impact of AICs/SSAGs (a performance measurement guideline has been provided in Annex S)
- Regularly review the progress of AICs/SSAGs in terms of production, income generation, market access, and collective decision-making.
- Conduct impact assessments to evaluate the social, economic, and environmental benefits achieved through the strengthening of AICs/SSAGs.
- Incorporate feedback from AICs/SSAGs and relevant stakeholders to make necessary adjustments and improvements in the support provided.

**78. Graduation of AICs/ SSAG to formal legal Producers Group:** After two years of operation, an assessment will be conducted to assess the fitness and performance of these groups. Refer to subcomponent 3.2 for more details on the assessment methodology. Based on their performance, these institutions will be encouraged to register as formal legal producers' groups. The facilitation of this process will be carried out by the FNGO and CRP. Once registered, these groups will act as nodal points for the respective AICs and SSAG in their area. They will undertake the procurement and aggregation of produce and act as intermediaries between the market and AICs/SSAG. This formal recognition and role will further empower the AICs and SSAG, enabling them to operate more efficiently and effectively in the market.

## **G. Convergences schemes**

**79.** The project aims to impact target communities and enhance the quality of life in villages through facilitating the convergence of essential services at the village level and implementing key development schemes as per the VDP more holistically. In addition, OPELIP II will integrate and facilitate key development initiatives such as the National Rural Employment Guarantee Scheme and programs run by the Fisheries & Animal Resources Development Department (FARD). The MPA Manager will serve as the focal person for these convergence activities, responsible for coordinating with line departments and introducing schemes based on the VDP. The CRP will coordinate activities

at the village level, ensuring effective execution and encouraging local participation. These services and initiatives include:

<b>Name of the schemes</b>	<b>Gol/GoO</b>	<b>Activity</b>
Conservation-cum-Development of PVTGs	Gol	Connectivity, Electrification (Solar Grid), Communication boat, small scale Irrigation(DBI, Solar Based Irrigation), HH Drinking water etc.
Mahatma Gandhi National Rural Employment Guarantee Act	Gol & GoO	Land levelling, Staggered trench, Stone bunding, Horticultural plantation, Water Harvesting Structure, Masonry Check dam, CC Road, Institutional boundary wall, Percolation Tank, Farm Pond etc.
Rashtriya Krishi Vikas Yojana	Gol	Diversion drain, Masonry check Dam, Diversion Based Irrigation
Fisheries & Animal Resources Development Department	GoO	Poultry, Goat distribution
Odisha Livelihood Mission	GoO	Grading, GPLF, CLF, loans from GPLF
Odisha Millet Mission	GoO	Millet promotion and productivity enhancement with value addition
PHRS-AZMI PREMJI FOUNDATION (OPNIP)	Co funding- CCD	NRC cum Creche establishment, Supporting SFC, MFC, Ensuring nutritional security among children, Pregnant & Lactating women.
Forest Rights Act (FRA)	Gol	Land allocation to eligible HH
SHG Bank Linkage programme	NABARD	Linking SHGs to banks for access to loans
Pradhan Mantri Krishi Sinchayee Yojana (PMKSY)	Gol	Irrigation scheme
Pradhan Mantri Fasal Bima Yojana (PMFBY)	Gol	Crop Insurance
Livestock Insurance, National Livestock Mission	Gol	Livestock insurance

#### **H. Engagement of FNGO**

80. FNGO will be engaged at MPA level to implement overall field activities in collaboration with VDC in and CRPs. The detailed ToR for the FNGOs is provided in Annex N.

#### **I. Engagement of service provider for capacity building**

81. The project will engage specialized service provider to provide targeted capacity development and exposure to the staff of FNGOs, CRPs, and MPA staff. The focus is on community empowerment, strengthening community institutions, community-level leadership development, conflict management, and public assets management. Annex N provides details ToR for the assignment.

## J. Implementation modalities

82. The overall modality of Subcomponent 1.2 involves various structures, groups, and individuals working collaboratively to achieve its objectives. At the heart of this component are the PMU and MPAs, which play key roles in coordinating and overseeing the activities. Additionally, there are FNGOs, Community CRPs, and Training Service Providers who actively participate in the implementation and capacity-building aspects. The Program Officer (Community Institution and Rural Finance) at the PMU holds the overall responsibility for Component 1 activities. They provide strategic direction, coordination, and supervision to ensure the successful implementation of the component. The Institution Building and Rural Finance Officer, based at the MPA level, reports to the Manager and is matrix managed by the Program Officer (Community Institution and Rural Finance). This officer is involved in various aspects of institutional strengthening, rural finance, and supports the MPA in implementing the component's activities.

83. FNGOs, are actively engaged in the implementation of Village Development Plans (VDP), convergence schemes, and SHGs, AICs/SSAG strengthening. They play a vital role in strengthening these community institutions and organizing training sessions at the village level. At the VDA level, the CRP serves as an assistant to the VDC and provides coaching and mentoring to SHGs, AICs, SSAGs, and the VDC itself. They are responsible for maintaining books and records at the VDC and also assist SHGs/AICs/SSAGs in maintaining their financial records. The Training Service Provider, operating at the PMU level, is responsible for assessing the training needs of various stakeholders, including PMU staff, MPAs, FNGOs, CRPs, and VDCs. They tailor and deliver customized training programs to enhance the capacity and skills of these individuals and groups involved in the component's implementation. The key role and responsibility as follow:

- **Program Officer (Community Institution and Rural Finance) – PMU:**
  - Overall in charge of Component 1 related activities.
- **Institution Building and Rural Finance Officer – MPA:**
  - Involved in institutional strengthening and rural finance activities.
  - Supports the MPA in implementing Component 1 activities.
- **FNGO – MPA:**
  - Engaged in the implementation of Village Development Plans (VDP), convergence schemes, SHGs, and AICs/SSAG institutional strengthening.
  - Conducts training for the Village Development Committee (VDC).
- **CRP - VDA level:**
  - Acts as an assistant to the VDC.
  - Provides coaching and mentoring to SHGs, AICs, SSAGs, and the VDC.
  - Responsible for keeping books and records at the VDC.
  - Assists SHGs/AICs/SSAGs in maintaining their financial records.
- **Training Service Provider – PMU:**
  - Engaged to assess training needs.
  - Provides customized training for PMU, MPA, FNGO, CRPs, and VDC.

## K. Implementation plan

Activity	Key Responsibilities	Y 1	Y 2	Y 3	Y 4	Y 5	Y 6	Y 7
<b>For new 1138 villages (transformation)</b>								
Implementation of Village Development Plans (VDP)	VDC monthly and VDA quarterly meeting							
	Provide necessary training to VDC members on governance, community procurement, financial management, and skills.							
	Training of VDAs on measuring implementation progress and monitoring							
	Entry Point activity							
	Top up grant for well performing VDAs							
Engagement of CRPs	CRP at the VDA level, reporting to the VDC Chairman.							
Reinforcement of Self-Help Groups (SHG)	Strengthen SHGs through support, coaching, and mentoring.							
	Establish a memorandum of understanding (MoU) with Odisha Livelihoods Mission (OLM) to link SHGs with OLM structure.							
	Revive and Formation of SHGs in accordance with OLM guidelines.							
	bookkeeping and facilitate regular SHG meetings at the village level.							
	Facilitate investment and livelihood activities and establish bank linkages for accessing loans.							
	Grading of SHGs							
Support to Agriculture Intensive Clusters (AICs)	Provide support and guidance to AICs/SSAG.							
	Conduct capacity-building on group management, governance, and record-keeping for AICs.							
	graduation of preforming AICs/SSAG to producers group							
Facilitation of Convergence Schemes	Facilitate convergence schemes at the village and household levels.							
	Hiring of retired Ammen for land allocation facilitation under FRA							
	GIS mapping and claim submission of HH for land allocation under FRA							
Service provider	Engagement of Facilitating Non-Governmental Organization (FNGO) for each MPA							
	Engagement of a training service provider for capacity building of the PMU/MPA/FNGO/CRPs							
<b>For old 541 villages (consolidation)</b>								
Implementation of Village Development Plans (VDP)	VDC monthly and VDA quarterly meeting							
	Provide necessary training to VDC members on governance, community procurement, financial management, and skills.							



	Training of VDAs on measuring implementation progress and monitoring							
Engagement of Community Resource Person (CRP)	CRP covering 20 VDA, based at centrally located VDA							
Reinforcement of Self-Help Groups (SHG)	Strengthen SHGs through support, coaching, and mentoring.							
	Facilitate investment and livelihood activities and establish bank linkages for accessing loans.							
Support to Agriculture Intensive Clusters (AICs)	Provide support and guidance to AICs/SSAG.							
	Conduct capacity-building on group management, governance, and record-keeping for AICs.							
	graduation of performing AICs/SSAG to producers group							
Facilitation of Convergence Schemes	facilitate convergence schemes at the Village and household levels.							

#### L. Risks and mitigation measures

84. The implementation of Component 1 requires important efforts to mitigate risks that may undermine the impact of the project. Thus, the project has a mitigation strategy to reduce the impact of these risks, including conducting extensive community mobilization activities, implementing targeted programs for marginalized groups, conducting awareness campaigns and capacity-building programs, utilizing local interpreters and translators, enforcing minimum representation in decision-making bodies, excluding political elected representatives from VDCs, conducting sensitization programs, and providing continuous support and guidance through CRPs. These measures aim to address the identified risks and ensure meaningful community engagement, inclusion, and effective implementation of the Village VDPs.

Risk	Likelihood	Impact	Mitigation Strategy
Weak community engagement	High	High	<ul style="list-style-type: none"> <li>- Conduct targeted community mobilization and sensitization programs</li> <li>- Use participatory approaches, such as PRA and GALS, to actively involve community members</li> <li>- Recruit dedicated CRPs from the same community</li> <li>- Integrate development plans into village dynamics, including cultural practices and traditions</li> </ul>
Marginalization and isolation	Medium	High	<ul style="list-style-type: none"> <li>- Implement targeted programs to address social and economic exclusion and provide equal opportunities to all</li> </ul>
Limited awareness and education	Medium	Medium	<ul style="list-style-type: none"> <li>- Conduct awareness campaigns and provide capacity-building programs to enhance knowledge and skills</li> </ul>
Language and cultural barriers	Medium	Medium	<ul style="list-style-type: none"> <li>- Use local interpreters and translators and ensure culturally sensitive communication strategies</li> </ul>
Insufficient representation in decision-making	Medium	High	<ul style="list-style-type: none"> <li>- Enforce the minimum representation of PVTGs and women in VDCs to ensure inclusive decision-making</li> </ul>

Risk of elite capture	Low	High	<ul style="list-style-type: none"> <li>- Ensure minimum representation of PVTGs and women in VDCs</li> <li>- Conduct regular VDA meetings</li> <li>- Expand scope of outcome survey to include beneficiary satisfaction survey</li> </ul>
Limited understanding of participatory planning	Medium	Medium	<ul style="list-style-type: none"> <li>- Conduct sensitization programs to enhance understanding and promote meaningful community engagement (allocate dedicated resources for CRPs)</li> <li>- Provide continuous training and capacity-building for CRPs</li> <li>- Monitor progress and provide feedback and support to CRPs</li> </ul>

### **M. Exit strategy and sustainability**

85. To ensure the sustainability of the activities and changes generated through Component 1 and to promote the continued development of the target PVTG communities, an effective exit and sustainability strategy is designed. This strategy is grounded both in the premise that community structures and processes will be strong enough to continue after the program’s withdrawal, and also that the capacity of households, groups, and community structures will be raised to a point that they are able to take ownership of their development processes and manage the long-term sustainability of their initiatives. Key elements of the exit strategy and sustainability plan include:

- **Capacity building and institutional strengthening:** The project will focus on building the capacities of local communities, VDAs, VDCs, and other community institutions. This will include providing comprehensive hand-holding support, guidance, and coaching through CRPs, which are recruited from the same community and will continue to provide support to ensure the sustainable operation of the VDAs and VDCs even after the project concludes.
- **Community ownership and engagement:** The project aims to foster community engagement and ownership by actively involving community members in decision-making processes. Through the formation of VDAs and the preparation of VDPs, the project promotes the participation of community members in planning and implementing development initiatives. This community engagement will be further enhanced through regular VDA meetings and the inclusion of social and festival plans within the VDPs. This will ensure that FPIC is implemented as an iterative process, solicited through consultations in good faith with the representatives endorsed by community.
- **Collaboration with stakeholders:** The project recognizes the importance of stakeholder engagement and collaboration to achieve shared goals. Leveraging the expertise, networks, and resources of tribal heads, Pali Sabha elected representatives, and other key stakeholders, the project will ensure the involvement of relevant actors in the development processes. Collaborative efforts with stakeholders, such as the collaboration with OLM for SHGs and convergence schemes, and the participation of Gram Panchayats, will contribute to the sustainability of the interventions.
- **Monitoring and feedback mechanisms:** The project will implement a robust monitoring and evaluation system, including the expansion of the annual outcome survey to include a beneficiary satisfaction survey. This feedback mechanism will enable continuous learning, improvement, and adaptation of the interventions. It will also provide a platform for community members to express their concerns, provide feedback, and stay informed about the progress of the VDPs.
- **Integration with government programs and services:** The project aims to align its interventions with existing government programs and services to ensure the long-term sustainability of the outcomes. By strengthening the delivery mechanisms of community services and facilitating the engagement of NGOs as service providers, the project promotes the integration of its initiatives into the broader government systems. This integration will enable the communities to continue accessing government entitlements and development opportunities beyond the project's duration.

## Component 2. Household food and nutrition security

### A. Nutrition context in Odisha

86. According to the global nutrition report 2022<sup>14</sup>, in India 34.7% of children under 5 years of age are affected by stunting, which is higher than the average for the Asia region (21.8%); and 17.3% of children under 5 years of age affected by wasting, higher than the average for the Asia region (8.9%) and among the highest in the world. India has shown limited progress towards achieving the diet-related non-communicable disease (NCD) targets, as 6.2% of adult women (aged 18 years and over) and 3.5% of adult men are living with obesity. India's obesity prevalence is lower than the regional average of 10.3% for women and 7.5% for men. At the same time, diabetes is estimated to affect 9.0%

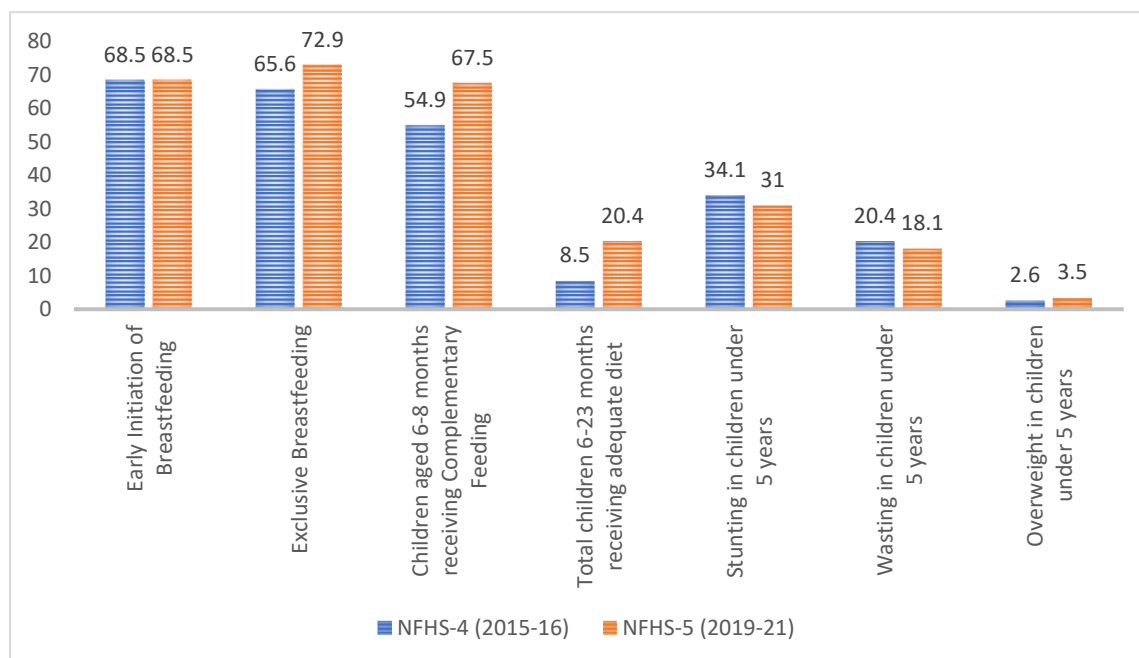
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<sup>14</sup> Global Nutrition Report. 2022 Global Nutrition Report: Stronger commitments for greater action. Bristol, UK: Development Initiatives, 2022; <https://globalnutritionreport.org/resources/nutrition-profiles/asia/southern-asia/india/>

of adult women and 10.2% of adult men. However, the 2022 report of the State of Food Security and Nutrition in the World<sup>15</sup> revealed that the prevalence of undernourishment in the total population decreased from 21.6% between 2004-2006 to 16.3% between 2019-2021, whereas 1.9% of children under 5 years were overweight in 2020.

87. While the state of Odisha has made good progress over the last decade, the prevalence of malnutrition amongst children and women of reproductive age group remains high. The latest data from National Family Health Survey-5 (2019-21)<sup>16</sup> for the state of Odisha indicates that 31% of children under the age of 5 are stunted. While the practices of early initiation of breastfeeding and exclusive breastfeeding within the first 6 months show satisfactory coverages, the most pressing concern is the low levels of minimum acceptable diet in children aged 6-23 months, which stands at 20% as per the latest data from NFHS-5. Minimum acceptable diet is a comprehensive indicator that shows the diet diversity and meal frequency in children aged 6-23 months. Evidence suggests that poor diet diversity and meal frequency are strong predictors of stunting.

**Figure 2.1. Child feeding practices and nutritional status of children in the state of Odisha, India**



88. The high prevalence of anaemia among women of reproductive age group (WRA) is another area of concern. NFHS-5 (2019-21) survey estimates indicate that the prevalence of anemia among all women aged 15-49 years is 64.3%, which has gone up from 51% as per NFHS-4 (2015-16). The state of Odisha is off track with respect to progress made on 5 out of 6 global nutrition targets<sup>17</sup> that are to be achieved by 2030. Hence there is an urgent need to accelerate nutrition programming by integrating nutrition sensitive actions to achieve maximum coverage of key nutrition interventions.

89. Another key finding revealed through disaggregated analysis of malnutrition data is that the prevalence of malnutrition is much higher in tribal and PVTG communities across the State. A sample study<sup>18</sup> conducted by Indian Council of Medical Research- Regional Medical Research Centre (ICMR-

<sup>15</sup> FAO, IFAD, UNICEF, WFP and WHO. 2022. The State of Food Security and Nutrition in the World 2022. Repurposing food and agricultural policies to make healthy diets more affordable. Rome, FAO. <https://doi.org/10.4060/cc0639en>

<sup>16</sup> International Institute for Population Sciences (IIPS) and ICF. 2021. National Family Health Survey (NFHS-5), India, 2019-21

<sup>17</sup> As per the data from NFHS-5 (2019-21), the state has already achieved the target for Exclusive breastfeeding during the first 6 months.

<sup>18</sup> Disease profile of Particularly Vulnerable Tribal Groups (PVTGs) in Microproject Areas of Odisha; ICMR-Regional Medical Research Centre Bhubaneswar; 2018-19

RMRC) Bhubaneswar in collaboration with SCSTRTI in the year 2018-19 covered all the existing 17 MPAs. The data from the study indicates that as many as **52.1% of under-5 children were stunted, 64.2% were wasted and 73.2% were underweight** at the time of the study. Similarly, the **prevalence of anaemia among women was as high as 75%**. Even though this data is not directly comparable to the state and district figures from successive rounds of NFHS, it does raise the concern that the PVTG areas tend to be remote and often get excluded in terms of delivery of flagship government schemes and interventions. It was also observed during the design mission field visits that many small PVTG hamlets often face challenges in accessing nutrition and related health services from the nearby Anganwadi centre/Health sub-centre due to the remoteness of the hamlets, difficult terrain, and poor conditions of roads.

90. The same study<sup>18</sup> also gives useful insights into the nutritional practices of the PVTG communities through the 24-hour recall method. The percentage of PVTG households that consumed cereals, pulses, and vegetables (all three) at dinner was only 10.7%, while the corresponding figure for lunch was 12.3%. An assessment in OPELIP project areas conducted in 2018 indicated that the household dietary diversity score (a key measure for household level food security) for PVTG households was 5.75. While a dietary diversity score of 5.75 is satisfactory, one should be careful that more than half the score was made up of less nutritious food items such as oil and fats, sugar and sweets, and miscellaneous food items. Most households still have no access to nutritious foods such as meat, milk and milk products, and legumes.

91. To intensify nutrition programming in the state, the government has recently begun the implementation of the *Mukhyamantri Sampurna Pushti Yojana (MSPY)* to improve nutrition status of adolescent girls, pregnant women, lactating mothers, and underweight children in the state. As part of this initiative, the state government will provide eggs, *ladoos* and other nutrition supplements to all adolescent girls in the age group of 15-19 years in Odisha and camps will be organized for the screening of adolescent girls for anaemia. Additional rations comprising of nutritious food items will be provisioned for pregnant women, nursing mothers and malnourished children under the age of 6 years. In addition, many nutrition specific and nutrition sensitive interventions are being implemented by the Department of Health & Family Welfare, Department of Agriculture & Farmers' Empowerment and Department of Fisheries and Animal Resources Development.

## B. Objectives, expected results and approach

Indicator	Target
<i>Expected result: Target households adopted new healthy dietary practices and improved nutritional status</i>	
Percentage of women reporting improvements in Minimum Dietary Diversity for Women ( <b>MDD-W</b> ) in Reproductive age group 15-49 years	750%
Percentage of children in the age group 6-23 months reporting minimum diet diversity	60%
Number of nutrition sathi active at village level	1,138
Number of NRC supported that are operational after three years	287
Number of MSFC and SFC supported by the project that are operational	1,138
Households with access to increased number of food groups available (HDDS)	75%

92. OPELIP II is a nutrition-sensitive project that will address malnutrition by promoting behavior change communication and nutrition education to build awareness among communities on healthy diets; facilitating access to nutrition entitlements for all the households in the target geographies (subcomponent 2.1); and improving availability and consumption of diverse nutritious foods at the household level through establishment of homestead kitchen garden (subcomponent 2.2) and

backyard animal husbandry (subcomponent 3.1). The project will leverage local food biodiversity in the tribal food system, which has been supported by research studies and aligned with tribal groups aspirations to promote biodiversity of local foods, which is interlinked with their local knowledge, practices, languages, culture, and environment. The project is well aligned with IFAD’s Nutrition Action Plan (NAP) 2019-2025, which have guided OPELIP-II design to mainstreaming nutrition throughout the project components, particularly related to: Action area 1. Designing nutrition sensitive COSOPs and projects; Action area 2. Implementation capacity; and Action area 4. Knowledge, communications, and evidence.

93. OPELIP II would contribute to improved household level food security; and improved nutrition for women of reproductive age (WRA) & children by focusing on the following key outcomes:

- **Minimum Dietary Diversity-Women (MDD-W):** OPELIP II will pay a strong focus on achieving dietary diversity for women considering the following:
  - a. Women and, women of reproductive age (15-49 years) are vulnerable to micronutrient deficiencies due to their physiological higher demand as compared to adult men;
  - b. Women can be disadvantaged in intra-household distribution of nutritious foods and diets in resource-poor settings that is the primary target for IFAD operations;
  - c. Dietary diversity will promote micronutrient adequacy before pregnancy and during pregnancy to lactation for improved maternal nutrition and child health predominantly during the critical first 1,000 days of life.

94. Using the MDD-W, a population-level qualitative indicator, the project will measure the proportion of women 15-49 years of age who consumed food items (at least 15g) from at least five out of the ten defined food groups the previous day or night. It is associated with a higher probability of nutrient adequacy for 11 micronutrients.

- **Minimum Dietary Diversity for children aged 6 to 23 months (MDD-C):** The minimum dietary diversity (MDD) score for children 6-23 months old is a population-level indicator designed by the World Health Organization (WHO) to assess diet diversity as part of infant and young child feeding (IYCF) practices among children 6-23 months old. This indicator is one of eight IYCF indicators developed by the WHO to provide simple, valid, and reliable metrics for assessing IYCF practices at the population level. MDD-C is computed with 8 food groups and an intake of at least five groups out of eight food groups, is rated as good dietary intake.
- **Household Dietary Diversity Score (HDDS):** HDDS is a qualitative measure of food consumption that reflects household access to a variety of foods. HDDS is a measure of household food security and is not meant to be used in accessing dietary diversity at individual level. Household Dietary Diversity (HDD) is computed with 12 food groups and at household level, an intake of less than five food groups out of the 12 groups is classified as a poor household dietary diversity.

95. To achieve the nutrition outcomes mentioned above, OPELIP II will act through multiple pathways- better availability and affordability of nutritious and diverse foods, increasing incomes through value chains and improved productivity, and finally by improving consumption of nutritious diverse foods at the household level through behavior change activities.

**Table 2.1. OPELIP II impact pathways to improved nutrition**

Pathway	Area of Intervention	Relevant Programme Component
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Increasing incomes through value chains and improved productivity	<ul style="list-style-type: none"> <li>▪ Sustainable intensification of climate-resilient crop and livestock production</li> <li>▪ Marketing and value addition</li> <li>▪ Microenterprise development and access to finance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Component 3: Improving agricultural productivity, market linkages and incomes</li> </ul>
Better availability and affordability of nutritious, diverse, and local food items through stronger market linkages		
Improved consumption of nutritious diverse diets at the household level	<ul style="list-style-type: none"> <li>▪ Behavior change and nutrition education</li> <li>▪ Homestead kitchen gardens</li> <li>▪ Better access to nutrition, WASH and related health entitlements through convergence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Component 2: Improving Food and Nutrition Security</li> </ul>

96. The Food and Nutrition Security component of OPELIP II focuses on behavior change communication (BCC) and nutrition education to build awareness among communities on healthy diets; facilitating access to nutrition entitlements for all the households (with a special focus on PVTG households) in the target geographies; and improving availability and consumption of diverse nutritious foods at the household level through establishment of homestead kitchen garden. During the first year of the programme, the focus will be on development of Village Development Plan (VDP) for both the consolidation set of villages and transformation set of villages. While the consolidation VDP will focus on consolidating the work that has been done while also placing efforts on deepening the involvement of households in nutrition activities, the transformation VDPs will focus on identifying the specific challenges that the community faces with respect to nutrition and development of an action plan to address these challenges in a participatory manner. To strengthen the mandate of nutrition within the VDP and the implementation of nutrition activities planned under the project, support will be provided by Nutrition, Gender and Social Inclusion Assistant at the cluster level<sup>19</sup> and Nutrition, Gender and Social Inclusion Officer at the MPA level. The village-level Nutri Sathis onboarded through the SHGS in all the transformation set of villages will also provide ground level support in the development of VDP once they are recruited after the formation of VDA. The overall support for the implementation of activities under this component will be provided by Programme Officer- Capacity Building, Gender, and Nutrition at the state level.

97. It is proposed to onboard a technical support agency for the entire period of the programme to support the planning, implementation and supportive supervision of the nutrition activities envisaged under this component. In addition, the agency will also support the development of digital nutrition education modules and will undertake quick process evaluation studies to assess the implementation status.

98.

## Subcomponent 2.1. Behavior change and nutrition education

### A. Justification and main objectives

Indicator	Target
<i>Expected result: Households acquire new knowledge about healthy diets and adopt good nutrition practices</i>	
Percentage of households with improved nutrition Knowledge Attitudes and Practices (KAP)	80%
Percentage of children in the age group 6-23 months reporting minimum diet diversity	60%
Number of nutrition sathi active at village level	1,138
Number of Nutrition Resource Centers (NRC) that are operation after three years	287
Number of mother and child spot feeding centers strengthened	1,138

<sup>19</sup> A set of 10-15 villages will form a cluster, with additional considerations for geography, terrain and spread of the villages.

99. Continuing the momentum that has been built during OPELIP, this new phase (OPELIP II) will focus on improving food and nutrition security in a much more comprehensive and sustainable manner. To achieve this, the project will follow three key principles, which have guided the development of programme design for Component 2:

- *Integrating lessons learned from OPELIP:* Several promising interventions towards ensuring food and nutrition security have been implemented as part of OPELIP, and it has given useful insights regarding what has worked and what could be improved further. The focus under OPELIP II would be to intensify the nutrition activities within the programme to ensure nutritious, diverse, and safe diets for the PVTG communities, with a special focus on women and children.
- *Participatory approach with community engagement:* Involving communities in change processes is kept at the core of planning and implementing the nutrition interventions to ensure that community needs are addressed in a way that empowers them. The project will leverage local food biodiversity in the tribal food system. The focus on biodiversity for food and nutrition has been supported by research studies and aligned with tribal groups aspirations to promote biodiversity of local foods, which is interlinked with their local knowledge, practices, languages, culture, and environment.
- *Convergent programming:* The project will strengthen the delivery of nutrition programmes in PVTG villages/hamlets by ensuring convergence with the functionaries of line departments (Department of Women and Child Development & Department of Health and Family Welfare) responsible for implementation of key nutrition programmes. The project will create a sustainable model of how nutrition related entitlements can be tracked at household level thereby ensuring that all PVTG households have access to the key nutrition and related health entitlements as part of the flagship schemes being implemented by GoO. All the nutrition interventions planned under the project would be complementing the existing government schemes and would reinforce them as much as possible.

100. Based on the lessons from OPELIP and other IFAD-supported programmes in India, OPELIP II aims to build further on the work that has been done while seeking to exploit opportunities for impact at scale. Considering the COSOP 2018-2024 recommendation with respect to food and nutrition security, OPELIP II will focus on:

- a. Increasing and diversifying dietary intake by assisting households to increase their incomes and assets
- b. Promoting nutrition-sensitive agriculture
- c. Diversifying into nutrition-dense crops, livestock products and kitchen garden activities
- d. Empowering women and providing nutrition education
- e. Engaging with men and other decision makers to create an enabling environment that prioritizes nutrition of women (particularly pregnant women and nursing mothers) and children
- f. Improving the incomes and nutrition of the PVTGs households whose livelihoods rely on rainfed agriculture and forest products
- g. Promoting programs specifically aimed at improving the nutrition status of children, girls, and women, and increasing food and water security
- h. Promoting traditional foods and medicines and access to health, sanitation, and education services



## B. Lessons learned from OPELIP and other projects in Odisha and beyond

101. OPELIP has undertaken comprehensive activities under the ambit of Odisha PVTG Nutrition Improvement Programme (OPNIP) that contributes to improved nutrition outcomes for PVTG women and children, particularly through the provision of services in nutritional centres in close collaboration with the SHGs who have taken over the management of these nutritional centres. OPELIP has undertaken several initiatives in improving diet diversity, including:

- a. Setting up dal poshak banks to make pulses available to select SHG households
- b. Improving food availability through agriculture/horticulture interventions that include nutrient dense crops such as millets, maize, pulses, fruits etc.
- c. Distributing poultry and goatery units for select poor households
- d. Promoting on-farm demonstrations, FFS, nutrition interventions, kitchen gardens, crop diversification and promotion of nutrient-dense food items
- e. Operationalizing nutrition resource centers cum creches in the most vulnerable PVTG villages/hamlets, spot feedings of Anganwadi targeted children, spot feeding of pregnant and lactating women, and growth monitoring.

102. Under OPELIP, the targeted nutrition and improved housing and animal shelter programs, together with promotion of local crop varieties and agronomic guidance helped enhance nutrition, improve health, and increase productivity. As of July 2023<sup>20</sup>, 61 *Matru Sishu Poshan Kendra* cum Creche, and 563 farmer field schools (92% of target) were achieved. As per the programme MIS data of PHRS partnered through Azim Premji Foundation (APF) with OPELIP, out of 295 children enrolled in creches during October, 2017 to February, 2022, 35.3% had improved from being severely wasted to the normal category. Currently 61 MSPK cum creches (with 46 more forthcoming), 169 MSFCs and 131 SFCs are operational across the 17 MPAs.

103. By August 2022, a total of 106,780 households have been reached by the project (with 21,790 women headed households) and a total of 450,378 persons have received services promoted or supported by the project (with 238,224 women, 212,154 men, 254,532 indigenous people) such as benefiting from the nutrition centres, benefiting from IGAs, receiving support as members of SHGs, etc. 37,439 HHs have been provided with targeted support for improving nutrition, against the target of 31,000 HH. Currently the project is being implemented in 1,125 villages in 17 MPAs, located in 22 blocks in 12 districts. For the past two years, the project has focused core activities on PVTG households in the target villages.

104. **Nutrition interventions that have worked well under OPELIP:**

- a. Improved housing and animal shelters programs with promotion of local crop varieties and agronomic guidance helped enhance nutrition, improve health, and increase productivity.
- b. Discussions with women and men in the field showed improved knowledge on optimum nutrition practices at the household level.
- c. Improved convergence with line departments (DWCD and DHFW) to ensure better access to key nutrition entitlements for PVTG women and children.
- d. Provision of a balanced diets (2 snacks and 1 meal per day per child) and access to a healthy and hygienic environment showed improvement of some underlying determinants of

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<sup>20</sup> OPELIP MIS Report for the month of July 2023

nutrition, including access to safe and sufficient quality food, adequate care, and a hygienic environment.

- e. Discussions in the field highlighted that the project has successfully reduced child marriage.

105. **Key challenges:** Certain cultural norms and social beliefs in the project areas led to certain dietary restrictions, for example, prohibiting the consumption of goat milk due to the belief that it will make one sick.

### C. Approaches and main activities

106. The key approach that is used in this subcomponent to bring about behavior change, and adoption of nutritious and diverse diets is to intensify the engagement at community and household level. The village-level nutri-sathi with support from the Nutrition, Gender and Social Inclusion Assistant would lead the delivery of context-specific audio-visual education modules to the women using SHG as the main platform. The nutri-sathi will also conduct home visits to the households to ensure uptake of optimum nutrition behaviors. In addition to the awareness sessions organized at the SHG meetings, the project will create enabling conditions by engaging with men and other decision makers in the community. The project will create platforms for strengthening the delivery of nutrition services to children, pregnant and nursing mothers by supporting the establishment of creches and spot feeding centres through convergence with the nutrition programmes implemented by other line departments within GoO.

107. **Improving key behaviors of WRA using Participatory Learning Action (PLA) approach:** Based on the experiences and learnings from OPELIP, the proposed program intensifies the village level activities using the Participatory Learning and Action (PLA) approach, to better understand the tribal food systems and promote optimum nutrition behaviors to improve the diets of adolescent girls, women and children while enhancing local agro-biodiversity. The platform of women Self-Help group (SHG) will be leveraged in all the 1,138 villages to deliver focused modules on women empowerment, nutrition and WASH using a digital approach, facilitated by a trained village level nutri-sathi. In the old 541 villages, the PLA meetings would continue in 350 villages which have been chosen for the meetings as part of OPELIP.

108. In the preparatory phase (first year), studies will be undertaken to map the tribal food systems and their practices. In addition, a KAP study covering child feeding practices and issues around nutrition of women will also be conducted to enable development of context-specific audio-visual PLA modules.

109. A set of 12 modules (one module for every month) will be developed covering key themes like social determinants of malnutrition, IYCF practices, complementary feeding, dietary diversity, childhood illnesses, early marriage, anaemia, and nutrition related entitlements. The project would support battery operated pico projectors (portable mini projectors) and speakers so that the audience could be engaged using story telling approaches to address social determinants of malnutrition. The specific objectives behind conducting PLA meetings are:

- a. Build knowledge, bring change in practice and attitude among the community on health and nutrition.
- b. Ensure involvement of the community in managing nutrition specific, nutrition sensitive, health and nutrition governance issues.
- c. Trigger actions at community level for changing practices.

- d. Promote community level actions linking the public systems working on health, nutrition, drinking water & sanitation, Panchayati Raj etc.
- e. Create grass root level resource persons on health and nutrition.

110. **Roll out of PLA process:** Following the State level ToT, MPA level trainings will be planned for village nutrition volunteers and identified creche workers. Post training, the PLA process at the community and village level shall be undertaken through monthly meetings at the village.

- a. In the new villages, these meetings will be facilitated by the Nutri-sathis with support from the creche workers. In OPELIP villages, these meetings will be conducted by the creche workers and SHG members. One module shall be transacted in each of the monthly meetings. The MPA-level nutrition, gender, and social inclusion officer (NO) and cluster-level nutrition, gender and social inclusion assistant (NA) shall provide support to the Nutri-sathis, creche workers and SHG members in the delivery of the modules, in the initial period.
- b. NOs & NAs along with the nutri-sathis/CWs/SHG members should decide a convenient time and place to organize the PLA meetings in the village in consultation with the mothers.
- c. An amount of Rs. 2500 has been provisioned for each meeting, which includes honorarium of nutri-sathi @ Rs. 2000 per month. Rs. 500 shall be utilized in procuring materials required for transacting the modules (ribbons, sticks, doll, scarf etc), refreshments (tea and seasonal fruits/biscuits) and other items required for the PLA meeting. Some activities and contests may also be undertaken during these meetings and the above funds may be utilized for that.
- d. In addition to the monthly meeting conducted with the help of the NOs & NAs, the nutri-sathis & SHG members are expected to sit with the women of the community once every month, to repeat the modules and discuss actions for bringing in change in the community. This will strengthen community engagement and bring in ownership. The nutri-sathi would also conduct household visits to undertake counselling on key nutrition issues and to promote uptake of optimum behaviours at household level.

111. **Engaging with men and other decision makers:** The objective of this activity is to sensitize the menfolk and other decision makers on key issues around nutrition to create an enabling condition for women empowerment and prioritizing nutrition of adolescent girls, women, and children. The themes around which the audio-visual content will be developed are **continued education & right age at marriage, optimum nutrition practices during the first 1000 days, sharing household responsibilities, controlling alcoholism, and improving WASH practices**. The platform of weekly haats will be leveraged to engage with the menfolk. The developed content will be broadcasted at weekly haats to sensitize the community on importance of nutrition and to address their queries. The Nutrition Assistant will play a key role in organizing this activity, supported by the village-level nutri-sathis. Funds have been provisioned for hiring of vehicle and the project supported devices (pico projectors and speakers) will be used for conducting the activity. Important events like VDC meetings and festivals would also be leveraged to create awareness on key nutrition issues and to further engage with men.

112. **Facilitating nutrition entitlements through convergence:** Convergence efforts will be intensified in OPELIP II to ensure that all the households receive their key nutrition and health related entitlements delivered through the flagship schemes of the government. The project staff at village, cluster and MPA levels will ensure that convergence is established with key functionaries of the Department of Women & Child Development and Department of Health & Family Welfare at all levels. The following actions will be taken at different levels:

- a. **State level:** a formal mechanism will be established to engage between the key departments to highlight challenges and to discuss the strategies for better service delivery in PVTG areas. Joint guidelines will be issued to the districts to strengthen the service delivery in PVTG areas. The nutrition focal point within the PMU will be supported by the technical agency to develop these guidelines and to organize half-yearly meetings to share progress and highlight gaps in programming if any.
- b. **District level:** quarterly convergent reviews have been planned under the chairpersonship of the District Collector to highlight the progress made under the project and to highlight success stories and challenges. The reviews shall be attended by key district level and block level functionaries of Health and WCD departments along with the relevant staffs from the MPA. The Nutrition Officer at the MPA level shall be responsible for sharing the progress with technical support from the technical agency supported under the project.
- c. **MPA/block level:** joint training and planning exercise would be undertaken at MPA level on an annual basis to focus the attention of different departments on the PVTG villages and to ensure that these villages are reflected into the service delivery plans of different departments.
- d. **Village level:** the nutri-sathi will identify priority households (PVTG households, households with pregnant/nursing mothers, children under the age of 6 years, adolescent girls) and undertake home visits to ensure that key nutrition entitlements are being delivered to the households. The nutri-sathi will also map the days on which Village Health and Nutrition Day (VHND) is being conducted and would mobilize the community along with ASHA worker to ensure that people access the services.

113. Under the project, late marriage incentives will be provided to 10,500 girls over 7 years on fulfilling the conditions with respect to education attainment and age at marriage. Girls from PVTG households in PVTG villages under the project marrying after the age of 18 years are eligible to receive the late marriage incentive. The incentive is released through an account payee cheque to the girl and handed over in a community meeting in presence of villagers to encourage other girls and their family to adopt similar practices. Existing guidelines that have been developed as part of the Late Marriage Incentive scheme would be followed to strengthen the intervention.

114. **Community based Creches for children 6 months to 3 years:** A crèche is day-care center for small children aged 6 months – 3 years, who are too young and not yet ready to go the Anganwadi Centers. A crèche provides a safe and hygienic space for healthy growth and development of small children where they have access to nutritious meals daily, growth monitoring, early childhood stimulation, and close motherly care and attention of a trained crèche worker for 7-8 hours daily, 6 days a week. Under the project, the 107 creches operational in the OPELIP villages would be supported for another 2 years post which they would be mainstreamed into government budgets. 287 new creches will be made operational in the new 1,138 villages over year 2 and year 3 of the project. The operational costs for running new creches would be supported for a period of 5 years, post which it is expected that these would be mainstreamed within the government budgets.

115. The villages for establishing creches would be identified based on malnutrition burden, number of children in the age-group of 6 months to 3 years and the buy-in of the community. Each creche would be supported by two trained creche workers and a creche committee would be constituted to ensure community's participation in the key decisions related to the programme. The creche intervention will be implemented in close convergence with the Integrated Child Development Services (ICDS) scheme of the Department of Women & Child Development by leveraging some food items (eggs and Chhattua) that are provided to all children aged 6 months to 3 years as part of Take-

Home Rations. The creche capacity building, MIS and operational protocols that have been developed as part of OPELIP would continue to be used to strengthen and scale-up the intervention.

116. **Spot feeding centres:** With an objective of improving maternal nutrition, spot feeding activities for pregnant women and nursing mothers would be initiated in all the 1138 new villages from year 2 onwards for a period of five years, while the existing 169 spot feeding centres would be supported for another 2 years. The spot feeding for children aged 3 to 6 years will be implemented in select villages that are nutritionally vulnerable and remote. The identification of these villages will be done considering the distance of PVTG village/hamlet from the Anganwadi centre and the number of children 3 to 6 years in the PVTG hamlet. It is estimated that 210 new child spot feeding centres will be established while the existing 110 would be supported for another 2 years within the project. Both these spot feeding interventions will be implemented by the members of the Self-Help groups (SHGs) and trainings would be imparted to the SHG members who are in charge of delivering these services. The one-time costs towards the procurement of utensils etc and recurrent costs for purchase of food items would be supported under the project. The protocols and guidelines that have been developed under OPELIP will be utilized to strengthen and scale-up the intervention. Key food items like eggs and other nutrition entitlements for pregnant/nursing mothers and children would be leveraged from the Integrated Child Development Services (ICDS) of the Department of WCD.

#### D. Implementation plan

117. **Consolidation villages (OPELIP villages):** Since most of the nutrition activities under OPELIP were initiated only in the year 2022, the support towards continuing these for the first 2 years of OPELIP II will be provisioned under the project, after which these activities shall be introduced to government budgets for continuation. The nutrition focal point in the PMU will play a leading role in documentation and advocacy efforts towards mainstreaming these activities within government programs and budgets.

118. **Transformation villages:** In addition to scale-up of the nutrition activities to the new PVTG villages, the transformation phase will also witness intense engagement with the women through the Participatory Learning and Action (PLA) meetings which would become a key platform for nutrition education targeting basic, underlying, and immediate determinants of malnutrition. A nutrition focused village-level worker (Nutri-Sathi) would also be identified from within the SHGs in each of the 1138 villages to focus on ensuring that all households receive basic nutrition and related health entitlements that are mandated by the flagship schemes implemented by Govt. of Odisha. The nutri-sathi would also take lead in organizing the PLA meetings at village level and undertake household visits to priority households for counselling on key nutrition issues. Most of the activities planned under Transformation phase would be implemented for a period of 5 years, beginning from year 2. Efforts will be made to mainstream these activities into government budgets from year 7 onwards.

	Description of Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
A.	<b>Consolidation Phase (in old 541 villages)</b>							
1	Monthly PLA meetings at village level							Mainstreamed within government budgets
2	Community based Creches for children 6 months to 3 years							Mainstreamed within government budgets
3	Spot feeding centres for pregnant women, nursing mothers and children aged 3 to 6 years.							Mainstreamed within government budgets

<b>B.</b>	<b>Transformation Phase (in new 1138 villages)</b>							
1	Improving key behaviors of WRA using Participatory Learning Action (PLA)							
	Mapping local/traditional food varieties and KAP study on child feeding practices and women's nutrition							
	Women Empowerment Module Development							
	Monthly PLA meetings at village level							
2	Engaging men and other decision makers							
	Development of AV content on selected issues							
	Nutrition sensitization at weekly haats							
	Sensitization of men/decision makers at VDC meeting							
3	Facilitating nutrition entitlements through convergence							
	Review meeting of progress and coordination with line departments							
	Household level tracking of service delivery of key nutrition entitlements							
	Late Marriage Incentive for girls							
4	Community based Creches							
	Ground work for establishment of creches							
	Operationalization of creches							Mainstreamed
5	Spot feeding centers							
	Groundwork for operationalization of spot feeding centers							
	Operationalization of spot feeding centers for pregnant women and nursing mothers							Mainstreamed
	Operationalization of spot feeding centers for children aged 3-6 years							Mainstreamed

## Subcomponent 2.2: Promotion of homestead food production

### A. Justification and main objectives

Indicator	Target
<i>Expected result: Households have increased access to diverse number of food groups as measured by the Households Diet Diversity Score (HDDS)</i>	
Households provided with targeted support to improve their nutrition	80,000
Villages where local recipe demonstration are conducted	1,138

119. The concept of farming and cultivation is not new to the tribal communities of India. However, it has remained limited to cash crop cultivation and mostly used for revenue generation. The main objective of introducing the concept of nutri-gardens is to encourage tribal households to cultivate healthy fruits and vegetables in their backyards. A nutri-garden ensures an inexpensive, regular, and handy supply of fresh food, which is basic to nutrition. Green vegetables and fruits contain vitamins and minerals, which protect household members against diseases. Tribal and rural communities have easy access to all the essential resources like land but they lack knowledge about the nutritional value and scientific consumption pattern of the available and easily cultivable nutritious food products. Hence, nutri-gardens may be regarded as a simple but effective option to:

- Bridge the gap between the available resources and its utilization in a sustainable manner
- Address malnutrition issues
- Introduce healthy eating practices

120. An OPELIP assessment conducted in 2018 indicated that the household dietary diversity score (a key measure for household level food security) for PVTG households was 5.75, which is considered satisfactory. However, more than half the score was made up of less nutritious food items such as oil and fats, sugar and sweets, and miscellaneous food items. Most households still do not have enough access to other food items such as meat, milk and milk products, and legumes. Interventions under this subcomponent aims to improve the availability of nutritious food items at the household level with an objective of improving household food security. The project aims to improve the household level food security by promoting establishment of homestead kitchen gardens in 80,000 households in target geographies. To achieve this, the project will facilitate intensive mapping of PVTG food systems and understanding the current knowledge and practices with respect to diets.

## **B. Lessons learned from OPELIP and other projects in Odisha and beyond**

121. As per the OPELIP programme MIS for July 2023, about 22,050 kitchen gardens (86% of target) have been established under OPELIP with anecdotal evidence of households consuming foods from these gardens. An IFAD supported panel study<sup>21</sup> tried to understand the impact of kitchen gardens on food security, dietary quality, child anthropometry and incomes among PVTG communities in Odisha. The findings from this study indicate that on average, home gardens contribute to better household food security, higher dietary quality of men and women but do not contribute to higher children's dietary quality and anthropometry. Also, home gardens increase monthly per adult equivalent incomes by 37% and reduce the prevalence of poverty by 11.7 percentage points. Quantile regression results suggest that home gardens enhance food security and incomes in all quantiles, but richer farmers benefit more than poorer farmers. Overall, home gardens can enhance household food security, dietary quality of men and women, and income gains among vulnerable farming population groups, but they may not suffice to improve child dietary quality and anthropometry.

122. Another challenge that was observed was that the kitchen gardens supported under the project had little continuity, with households waiting for new handouts of seeds every year. To address these challenges, following changes have been made under OPELIP II:

<sup>21</sup> Ogutu, S.O., Mockshell, J., Garrett, J., Labarta, R., Ritter, T., Martey, E. et al. (2023) Home gardens, household nutrition and income in rural farm households in Odisha, India. *Journal of Agricultural Economics*, 00, 1-20. Available from: <https://doi.org/10.1111/1477-9552.12525>

- a. Developing a context informed model of the household kitchen garden that integrates the fruit trees and creepers that can survive on less water.
- b. Enhanced engagement with households to preserve seeds for the next season or to put aside some money to purchase seeds when required.
- c. Strengthening behaviour change communication at the household level through provision of village-level nutri-sathi to prioritise diverse diets for children. Recipe demonstration has also been integrated within the PLA meetings to build the knowledge of mothers/caregivers on integrating diverse diets into children's diets.

### **C. Approaches and main activities**

123. The key approach adopted is to intensify community awareness on the importance of diverse diets and highlighting homestead kitchen gardens as one of the key ways to ensure availability of diverse food at the household level. Specific attention will be given to ensuring continuity of these kitchen gardens over the years, by building a strong engagement with the households through nutri-sathi and provision of key technical inputs through the Nutrition, Gender, and Social Inclusion Assistant. Key activities that have been planned under this subcomponent are development of an implementation manual, supporting households in establishment of kitchen garden by provisioning key inputs, recipe demonstration at community meetings for continued behavior change focus and supporting the establishment of kitchen gardens at the tribal residential schools.

124. The technical agency that will be onboarded to support the nutrition activities under the project will develop a customized implementation manual for establishing kitchen garden at household level integrating the learnings from OPELIP focusing on food groups that are lacking in the diets of the PVTG communities and acknowledging local practices. The kitchen garden guidelines that have been developed as part of OPELIP and other state schemes will also be reviewed by the technical agency and consultations organized with partners that have supported establishment of kitchen gardens at household level.

125. At the village level, households will be selected for establishing kitchen gardens giving priority to PVTG households and households that have available land and are willing to put in efforts to establish and maintain the kitchen garden. Key inputs like seeds, equipment and fencing will be provided during the first year to the households selected for establishing kitchen gardens. The nutri-sathi with support from Krushi Saathi will constantly engage with the selected households to ensure continuity of kitchen gardens and to encourage the communities to store the seeds or keep some money to purchase seeds from year 2. In addition to promotion of homestead kitchen garden, the project will continue its focus on improving consumption of these food items at the household level by recipe demonstration sessions organized at the monthly PLA meetings at the village level. The recipe demonstration activities would be facilitated by the nutri-sathi with support from the cluster-level Nutrition, Gender, and Social Inclusion Assistant.

126. The project through the Nutrition, Gender and Social Inclusion Officer will also support the sensitization of functionaries of tribal residential schools on the importance of diverse diets and the role of kitchen garden. He/she will also support the tribal residential schools to establish the kitchen garden. Initial support for establishment of kitchen garden at school by provisioning key inputs has been built under the project.



## D. Implementation plan

127. The table below gives a snapshot of activities planned under this subcomponent and the implementation timelines:

	Description of Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
A	<b>Transformation Phase (in new 1138 villages)</b>							
1	<b>Promotion of household kitchen garden</b>							
	Preparation of implementation manual by the technical support partner							
	Engaging with Households selected for establishing kitchen gardens and provisioning inputs							
	Recipe Demonstration at monthly PLA meetings							
	Kitchen garden at tribal residential schools							

## E. Risks and mitigation measures

128. Under component 2, the following risks have been identified and their mitigation measured thought through:

- **Neglecting the tribal food heritage and moving to rice consumption:** It is expected that the project will be able to map and promote the tribal foods, integrate the tribal food items into the recipe demonstration sessions to promote them. Through the mapping of tribal food systems and PLA meetings, the project will also attempt to identify the Neglected and Underutilized species (NUS) that are nutritious and climate-resilient which could be a sustainable source of ensuring dietary diversity.
- **Lack of water in many of the PVTG hamlets:** While the project will try and ensure that all PVTG hamlets get access to water in a few years, the design of the kitchen garden will ensure a mix of fruits and creepers that do not require much water, in addition to vegetables that is one of the most neglected food groups, but requires water for cultivation. The project will also facilitate convergence with Department of Panchayati Raj and upcoming PVTG Mission to facilitate the provision of water at the village/household level to promote optimum WASH practices.
- **Low levels of awareness on healthy diets among PVTG communities:** Another risk identified is low levels of awareness among PVTG communities on what constitute a diverse nutritious diet, which would be addressed through enhanced community engagement using multiple platforms and multiple approaches focusing on promotion of regular consumption of locally available nutritious food items, prioritizing the needs of adolescent girls, women, and children.
- **Poor delivery of nutrition and related health entitlements in remote PVTG hamlets:** In order to address this, the project will create significant awareness amongst the target groups on their nutrition and related health entitlements; and the project team would also work with other departments responsible for implementation of flagship nutrition schemes to ensure that adequate provisions are made in their workplans to address the needs of the PVTG communities and that the PVTG hamlets are reflected in their service delivery plans. Discussion and Review mechanisms will be instituted at state and district levels to bring attention to the issues related to malnutrition and poor diets in PVTG communities.

Risk	Likelihood	Impact	Mitigation Strategy
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Neglecting the tribal food heritage and moving to rice consumption	Medium	High	<ul style="list-style-type: none"> <li>- Mapping the traditional food systems that would include the Neglected and Underutilized species.</li> <li>- Community meetings will focus on recipe demonstrations focusing on ways to integrate the traditional food items into the daily diets.</li> </ul>
Lack of water in many of the PVTG hamlets	Medium	Medium	<ul style="list-style-type: none"> <li>- Building a fit-for-purpose design of the homestead kitchen garden that integrates fruit and creepers that do not require much water.</li> <li>- Converging with key schemes of other departments that provision water, to facilitate the provision of water at household/village level.</li> </ul>
Low levels of awareness on healthy diets	Medium	High	<ul style="list-style-type: none"> <li>- Strengthening the community engagement through the monthly nutrition education meetings</li> <li>- Household visits by the village level nutri-sathi to ensure uptake of optimum nutrition behaviours</li> </ul>
Poor delivery of nutrition and related health entitlements	High	Medium	<ul style="list-style-type: none"> <li>- Engaging with communities to ensure better demand for nutrition and related entitlements.</li> <li>- Converging with line departments to ensure better service delivery in PVTG areas.</li> </ul>

## F. Exit and sustainability strategy

129. Under OPELIP II, the focus would be on creating changes in dietary practices and habits of PVTG communities that would bring about sustainable changes in the nutrition situation of the women, children and overall PVTG population. For this, the village-level nutri-sathis would play a key role in engaging at the household level and supporting the uptake of optimum nutrition behaviors and practices. Another key element that would ensure sustainability is improved convergence that would be established with the other line departments of GoO responsible for providing nutrition entitlements at the household level. The community nutrition activities would create better demand for nutrition services and entitlements within the PVTG communities and convergence with other departments would ensure better nutrition service delivery in the PVTG areas. To ensure the sustainability of the direct nutrition service delivery interventions that are envisioned under OPELIP II like creches and spot feeding intervention, efforts would be made to mainstream them into government budgets. To achieve this, the following strategies would be employed:

- a. Documenting the effectiveness of nutrition interventions through commissioning studies and process documentation that capture the impact on the lives of children, women and adolescent girls; and cost effectiveness of the interventions.
- b. Mapping the available funding sources within the state budget of different departments, PVTG mission, Conservation cum Development Fund, and other sources like Corporate Social Responsibility (CSR) and District Mineral Foundation (DMF) that could be leveraged to ensure continuity.

## Component 3. Improving agricultural productivity, market linkages, and incomes

### A. Agriculture context in Odisha

130. Agriculture and related sectors contributed 18.29% of the Gross Value Added (GVA) in 2019-2020<sup>22</sup> and is the most important source of rural livelihoods in the Indian economy, accounting for 45.6% of the country's workforce. The sector has been growing at an average rate of 4.6% during the

<sup>22</sup> [https://www.niti.gov.in/sites/default/files/2022-04/Discussion\\_Paper\\_on\\_Workforce\\_05042022.pdf](https://www.niti.gov.in/sites/default/files/2022-04/Discussion_Paper_on_Workforce_05042022.pdf)

last six years. Cropping contributes nearly 55%<sup>23</sup> of the GVA of the sector with livestock growing rapidly to 30% in recent years, indicating the importance of these two sub-sectors in the rural economy. Livestock is one of the fastest growing sub-sectors in the agriculture economy of the country. It grew at a CAGR of 7.9% from 2014-15 to 2020-21 (at constant prices). It accounts for nearly 26% of the income of small-holder farmers. Together with its allied activities, livestock provides milk and milk products, meat, and meat products, and constitutes a major supplier of food and food articles, raw materials, and finished products. The sector provides a cushion against climatic and economic shocks to a large section of the society particularly to the people living in drought prone, hilly, tribal, and other remote areas where crop production on its own may not be capable of engaging them fully.

131. In Odisha, agriculture accounts for 18%<sup>24</sup> of the State’s Gross Domestic Product (GDP) and 61.8% of the workforce. State agricultural value added has been growing at a rate of nearly 4.5% for several years now. More than half the sector’s GDP is generated from four products: paddy, meat, milk and brinjal. Paddy accounts for 24.4 percent of the value, meat 11.3 per cent, milk 9.1 per cent and brinjal 6.8 per cent (total share of vegetables is 25.3 per cent). This underscores the importance of cropping and livestock in rural economy and rural household incomes in the State.

132. For PVTGs cropping and livestock rearing are important sources of food, nutrition, and incomes. However, while the country and the State have been enjoying a boom in the agriculture sector, PVTGs show a low scale and low productivity in cropping and livestock rearing. This hinders their ability to engage with more profitable markets for their produce, which further limits returns from these livelihoods. This component seeks to address this issue by helping PVTGs to sustainably intensify and scale-up cropping and livestock production using a demand-driven approach, while also empowering them to access more profitable markets. The combination of increased productivity and production along with marketing would enable these communities to increase their incomes.

## B. Objectives, expected results and approach

Indicator	Target
<b>Expected result:</b> <i>The productivity and commercialization of crop, livestock, and NTFPs products are sustainably improved, and the incomes PVTG households are increased</i>	
Targeted households increase their annual agriculture household incomes (agriculture, livestock and NTFP activities only, real) by at least 30%	60%
Targeted households report an increase in crop productivity of selected crops by at least 30% (compared to baseline)	40%
Households reporting adoption of environmentally sustainable and climate- resilient technologies and practices	60%
Percentage of farmers reporting an increase in sales of agricultural products (by at least 30% as compared to baseline)	75%
Percentage of supported enterprises (individual and collective) functioning after two years of project support	60%

133. Using a demand-driven approach to sustainable agriculture and NRM, this component is structured to provide comprehensive support to PVTG communities to: i) perform demand-driven sustainable<sup>25</sup> intensification of climate-resilient crop and livestock production;<sup>26</sup> ii) improve access to

<sup>23</sup> Economic Survey 2022-23

<sup>24</sup> [https://agri.odisha.gov.in/sites/default/files/2021-05/Executive%20Summary%20of%20SAMRUDHI%20-Agriculture%20Policy%202020%20in%20English\\_0.pdf](https://agri.odisha.gov.in/sites/default/files/2021-05/Executive%20Summary%20of%20SAMRUDHI%20-Agriculture%20Policy%202020%20in%20English_0.pdf)

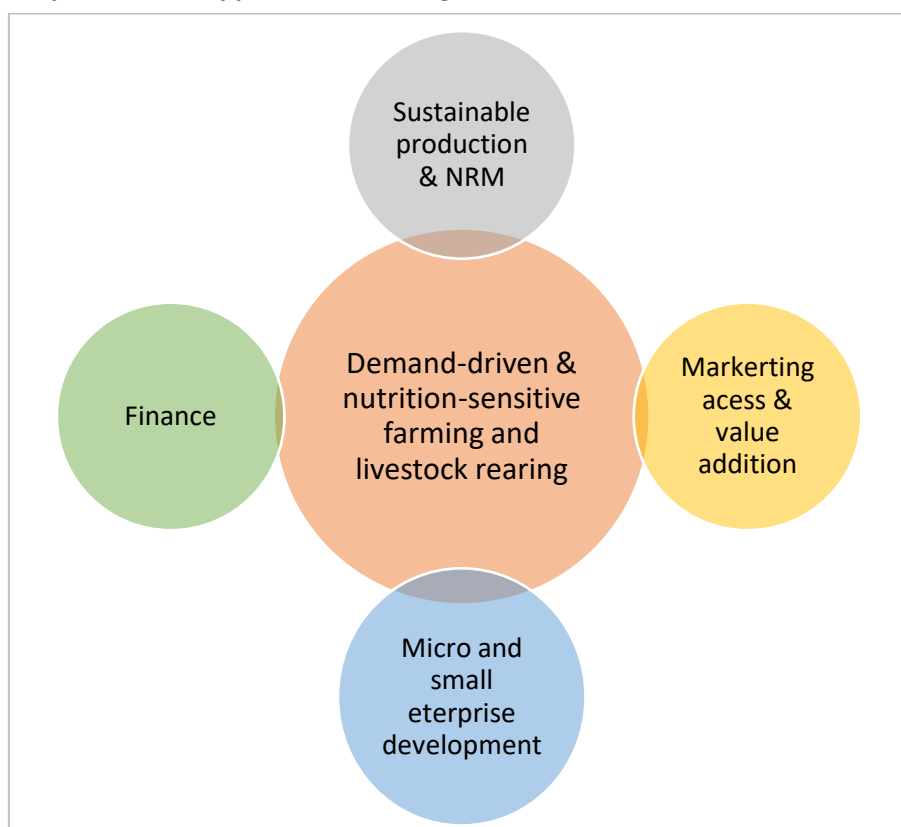
<sup>25</sup> A strong natural resources management (NRM) approach will underpin intensification of both livelihoods

<sup>26</sup> Project will support organic and natural farming technologies that is based on Low External Input Sustainable Agriculture (LEISA) principles

markets and increase value addition of crop, livestock, and NTFP products; and iii) promote enterprise development and access to finance.

134. The approach is premised on sustainably enhancing land and water resources in the area through specific NRM based interventions, which then enables communities to undertake intensification of cropping and livestock rearing. The project will provide technical and financial support to communities to move from the current subsistence level farming to more market-responsive production practices. Communities will be assisted in accessing more profitable markets to sell the increased produce. The project will also support groups and individuals to set up enterprises based on the new opportunities that intensification of production opens. Finally, the project will help communities access finance to sustain and scale-up activities to provide a multiplier force to project interventions. Figure 3.1 below shows the key elements of how this component seeks to assist communities to increase incomes of project households.

**Figure 3.1. Comprehensive support to enhancing livelihoods**



### **Sub-component 3.1. Sustainable intensification of climate-resilient crop and livestock production**

135. This sub-component deals with the sustainable intensification of cropping and livestock production in the project area backed by a strong natural resources management approach that will help to restore, conserve, and sustain natural resources, productive assets, the ecosystem, and biodiversity, which are key to sustain the increased levels of production and productivity. This sub-component is sub-divided into two main parts related to cropping and livestock activities.

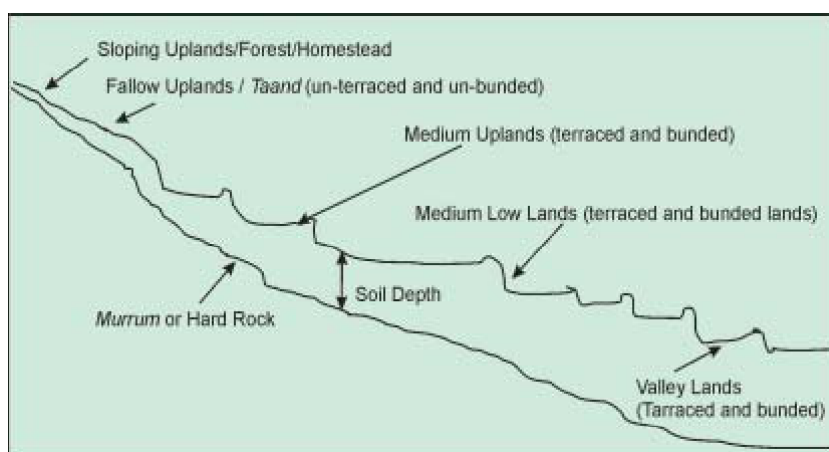
## Sustainable intensification of climate-resilient crop production

### A. Justification and main objectives

Indicator	Target
<i>Expected result: Sustainable intensification of climate-resilient agricultural production and increased crop productivity</i>	
Land brought under climate-resilient management (ha)	10,920
Area under Agriculture Intensive Clusters production (ha)	6,070
Area of Steep Slope Agriculture lands stabilized for agriculture (ha)	4,850
Area of land developed ha)	16,000
Number of AIC groups set up <sup>27</sup>	900
Number of SSAG set up	600
Number of households covered under AIC	22,500
Number of households covered under land development	40,000
Number of active Krushi Saathis	1,400

136. The entire project area under OPELIP II comprises 14 districts and is spread across over 1,679 villages within the Agro-climatic Zone VII<sup>28</sup>, which is characterized by undulating hilly terrain, crisscrossed by several seasonal and perennial streams and rivers that are fed by high rainfall (average of ~1400mm annually) that occurs during the four months of monsoon (June-September). Arable land is limited, and land use is dominated by forest cover. The soil in this region is mostly nutrient-poor, red sandy, or red and yellow, subject to erosion due to high rainfall, slopy terrain and high run-off. The combination of an undulating and hilly terrain and high rainfall produces wide variation in soils, slope, water availability, soil depths, etc. even within the boundaries of the smallest village. Though there are variations across the upper, middle, and lower reaches, the overall pattern repeats itself village after village (dry uplands with shallow soils, dry midlands with deeper soils, and wet lowlands with deep soils<sup>29</sup>. Terrain dictates land use and crops.

**Figure 3.2. Typical terrain in project area**



137. Land development is done only on low and medium lands (terracing) to enable paddy cultivation mainly with traditional tribal knowledge. Access to irrigation is very limited in the project area and cropping is limited to kharif (rainy/monsoon season July to October). Production system is largely

<sup>27</sup> 600 AICs from Transformation and 300 from Consolidation phase villages

<sup>28</sup> AC Zone VII covers Jharkhand, Chattisgarh, entire non-coastal Odisha, SW parts of West Bengal and some part of Madhya Pradesh and Maharashtra.

<sup>29</sup> "Implementing Integrated Natural Resource Management Projects under the National Rural Employment Guarantee Act, 2005 – A Resource Book", PRADAN

subsistence driven and uses little or no external inputs. Productivity is low and the scale of operations is small. A typical crop calendar in a PVTG village would be as follows:

**Table 3.1. Typical cropping in a PVTG village**

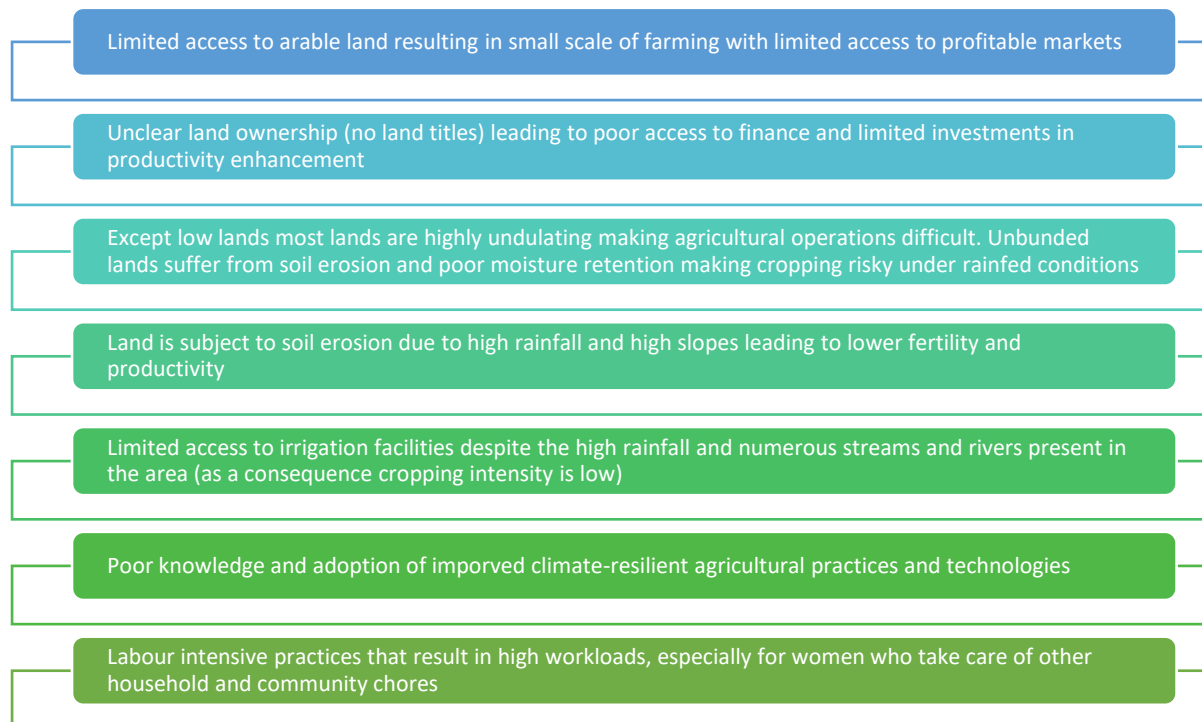
Season	Months	Common Crops Grown	Practices
<b>Kharif</b>	June - October	Rice, Maize, Finger Millet (Ragi), Pigeon Pea (Arhar/Toor)	Rain fed by most PVTGs HH
<b>Rabi</b>	November - April	Wheat, Barley, Peas, Lentils, Chickpeas (Gram), Oilseeds	A few PVTGs HHs
<b>Zaid</b>	April - June	Summer vegetables and fruits	A few PVTGs HHs

138. Two broad systems of cropping are practiced by PVTGs in the project area, viz., **settled agriculture** in terraced area (mainly transplanted paddy) and unbunded medium uplands where other dryland crops such as millets, oilseeds, pulses are grown; and **shifting or podu<sup>30</sup> cultivation** in steeply sloping unbunded uplands where mixed crops are grown and more recently cash crops such as turmeric, pineapple, ginger, cashew are being grown.

139. PVTG farming households in the project area are immersed in a vicious cycle of low productivity and poverty, where the use of traditional cropping and animal husbandry practices (often unsustainable and low yielding) lead to low productivity, resulting in resource degradation, which in turn lead to poverty, and an inability to move away from the use of traditional practices. It is typical to see farmers in the project area suffering from resource degradation, poor crop management, low productivity, poor management of land and water resources, all leading to low incomes. OPELIP-II seeks to address these problems by enabling households to develop their lands, intensify cropping while managing natural resources to ensure that productivity is sustained. The most important problems that farmers and livestock producers face include:

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<sup>30</sup> This involves clearing a piece of land (usually a forest), burning the vegetation, and then planting crops in the nutrient-rich ash. After two years of cultivation, the land is left fallow to regenerate, and the community moves on to a new area.



140. The specific objective of this sub-component is to address the problems of scale of production and productivity by intensifying cropping, increasing the scale of operations while maintaining diversity and adopting climate-friendly<sup>31</sup> and resilient approaches<sup>32</sup> to production that also enhance biodiversity. This is expected to result in not only increased productivity, but also increased production that will enable households to reach more rewarding and profitable markets. This will be achieved by making investments in land and water infrastructure, providing support on production technologies and inputs, and enabling groups to work on the “Small-Farmer-Large-Field” (SFLF) concept.

**Box 3. “Small Farmers Large Field (SFLF)”**

SFLF is a collective action model designed to overcome the disadvantages faced by millions of small and marginal farmers due to diseconomies of scale and lack of bargaining power in the supply chain. This model is participatory and flexible and allows small farmers to benefit from economies of scale by organizing themselves into groups and synchronizing and harmonizing selected operations. It was piloted in two villages of Odisha, with 112 farmers (35 females and 77 males). These farmers organized themselves into groups and synchronized their operations such as nursery bed management, transplanting, and harvesting collectively to achieve economies of scale. The SFLF farmers purchased inputs (seed and fertilizer) and sold paddy as a group to increase their bargaining power in price negotiations. The results from this pilot study showed that the participating farmers almost doubled their profits. Apart from the monetary benefits, these farmers saved time in many joint activities, including input (seed and fertilizer) purchase, product sale, and nursery bed management. Other important benefits of the harmonization and synchronization of farming operations were social cohesion and sustainability of the farming system.

[Small Farmers Large Field \(SFLF\): A Synchronized Collective Action Model for Improving the Livelihood of Small Farmers in India \(springer.com\)](#) Sampriti Baruah · Samarendu Mohanty · Agnes C. Rola

<sup>31</sup> All interventions will be backed by a strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production

<sup>32</sup> Project will promote and support Low External Input Sustainable Agriculture (LEISA) and Organic/Natural Farming, which is line with what PVTGs are currently doing.

## B. Lessons learned from OPELIP & key improvements in OPELIP-II

### 141. Lessons learned from OPELIP:

- NRM activities must be designed to support livelihood activities to create impact in terms of income and productivity. As a standalone activity they are not impactful to households.
- Merely supporting households with land development or inputs is not sufficient to increase productivity and incomes. It must be backed by intense training and technical assistance to boost technology adoption, marketing, and access to finance.
- Given the smallholdings of farmers, scale of production can be increased only when they are organized into production clusters and take up synchronized farming. Without scale of production, access to markets will be local and limited.
- Households must be organized into coherent production groups to manage community assets such as irrigation systems and grow crops for the market. Merely, delivering assets will not be sufficient to create sustained impact.
- Investments in developing irrigation is required to increase cropping intensity, production, and productivity. It can be done at the community level.
- Since cattle is let free for grazing after kharif crop is harvested, fencing (both social and physical) is needed for taking up crops during rabi and zaid.<sup>33</sup>
- A dedicated and well-trained CRP (hereinafter referred to as Krushi Saathi to distinguish from the CRP-IB) is needed to develop technical skills of the community and mold them into a well-knit production group.
- Given the vulnerability of natural resources in the area and inability of households to afford high costs of cultivation, OPELIP shifted to organic/natural farming techniques to protect the ecosystem and lower the cost of production.
- There is a huge potential to converge with existing schemes to better support and sustain project investments. However, accessing such schemes needs perseverance and innovation too. A good example is significant convergence with MNREGS was achieved after a Technical Officer (TO) was appointed at the MPA level using administrative fees that is part of MNREGS budget for the implementing agency (OPELIP). The TO was responsible for coordination, documentation and reporting on MNREGS work.

### 142. OPELIP-II will carry forward the approach of OPELIP with a few modifications:

- NRM activities will be taken up to support livelihood investments. For example, catchment areas will be treated to sustain irrigation command area created in the project.
- Project will focus on only three sets of interventions to intensify crop production: **land development** (1 acre per household), **Agriculture Intensive Clusters** (AIC, 10-20 acres covering 15-30 households each), and **Steep Slope Agriculture Groups** (SSAG, 1 acre per household).
- Production groups (AICs and SSAGs) will be provided intense support not only for production technology adoption but also for molding them into well-knit groups (Component 1).
- Only organic and natural farming technologies will be promoted in the project.
- A dedicated and well-trained Krushi Saathi well versed in crop production using organic and natural inputs will be developed in each village to anchor the production groups.
- A Technical Service Provider (TSP), specializing in Farmer Field School approach using organic and natural farming techniques will provide technical training to MPAs, FNGOs and Krushi Saathis.

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<sup>33</sup> Rabi and zaid are the winter and summer cropping periods in a year



- For NRM works not directly related to AICs and SSAGs, project funds will not be used (Convergence with MNREGS will be fostered).

### C. Approaches and main activities

143. Crop production will be enhanced in the area through land development, Agriculture Intensive Clusters (AIC) and stabilization of steep slope agriculture lands. The land development through levelling, bunding and application of soil amendments to reduce acidity will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. AICs are contiguous patches of land (10-20 acres) that will be supported with bunding, irrigation and bund plantation<sup>34</sup> and will be operated on the “small-farmer-big-field” concept of growing only 2-3 crops in a season in a synchronized manner to reach scale of production to enable easier access to markets. Crops will be chosen by the AIC farmers’ group based on what is consumed locally, marketable, easy to grow and remunerative. These focus on a few crops envision to increase efficiency in the use of productive resources, productivity, and economies of scale, ultimately increasing farming incomes. This will not prevent, however, the farmers and their households from continuing to produce other types of crops (vegetables, fruits, pulses, etc.) in smaller scale in their farms, primarily using homestead gardens. This complementarity of activities at the household level aims to sustain households’ access to diverse set of foods produced in the farm, while also increasing purchase power through increased incomes. AIC groups will be imparted rigorous training on production technologies through a Farmer Field Schools (FFS) approach by a dedicated Technical Service Agency engaged by the project, which will facilitate the participation of women and youth and value tribal knowledge. AICs will aim at cropping in at least two seasons in a year, kharif and rabi.

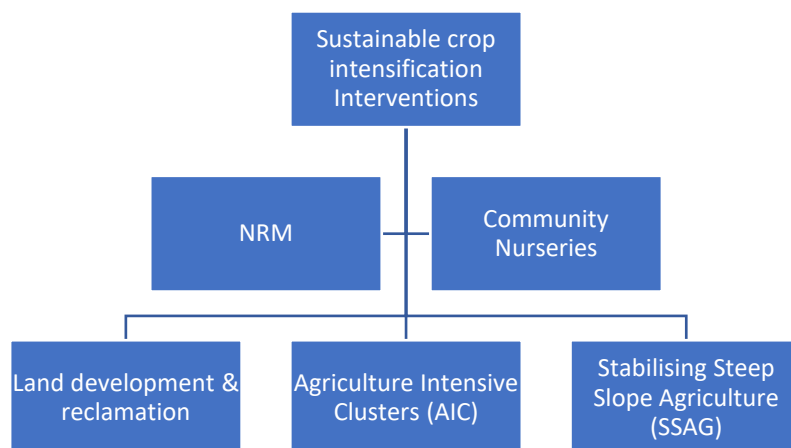
144. The strategy for intensification of crop production considers climate risks stemming from events such as droughts, loss of soil fertility due to erosion, loss of biodiversity, etc., and prepares the community for climate change adaptation and builds their adaptive capacities. Augmented land and water resources are the basic building blocks of intensification of crop production. Natural resources management approaches ensure that soil erosion is controlled and water availability in the form of soil moisture and water for irrigation is increased. Both these measures contribute to addressing droughts and loss of fertility. Organic/natural farming methods increase adaptation to climate change through multilayer cropping (increases resilience to production and market failures); permanent soil cover that enhances soil organic carbon, water-holding capacity of soils; non-chemical pest management that enhances biodiversity of fauna, etc. A farmer field school approach helps communities learn root-cause analysis and critical thinking that will help them adapt to emerging challenges due to climate change.

145. The key project interventions are as shown and sketched below:

### Figure 3.3. Main activities for sustainable crop intensification

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<sup>34</sup> Drumstick, curry leaves, agathi – a good fodder for goats



146. **Pre-implementation Concept Seeding:** Bottom-up planning is the basic building block of OPELIP-II. Key community institutions such as VDA, VDC and SHGs are involved in preparing a Village Development Plan (more fully described in Component 1). Before preparation of the plan, through a series of meetings the community will be oriented about the purpose of this sub-component, concept of SFLF, natural farming, demand-driven production system, what is expected from the community and what the project will support. These meetings will be facilitated by the FNGO and MPA team and are expected to build the aspirations of the community and help them organize themselves to take up intensified climate-resilient cropping.

147. **Preparation of Village Resource Development Plans (VRDP):** As a sub-plan of the VDP, a VRDP will be prepared by the VDC with technical support from the FNGO, MPA and the Technical Service Provider for preparation of VRDPs. The Krushi Saathi from the village will also be part of the technical team. The plan will address three broad resource development issues: development of village land to be used for AICs; development and stabilization of steep slope agriculture land; and water management including rainwater run-off management, rainwater harvesting, and irrigation. The process of preparing the VRDPs will comprise of the following steps:

- a. Collect land-use land cover, soil, drainage, and slope cadastral maps of the project village.
- b. Map the village landscape segments or patches differentiated based on drainage pattern and soil depth on the village cadastral maps.
- c. Identifying specific treatment, development activities and recommended (in consultation with the owner) usage for each patch in consultation with the households owning the patch and demarcating these on the map.
- d. Estimate and document the material and labor required, timeline and cost for the proposed treatment for each patch.
- e. Record the names of the households benefiting along with the area of land owned by them for each patch, with special attention to women headed households.
- f. Identify and record water sources from where irrigation could be provided to homesteads and other lands to be used for settled cultivation.
- g. Prepare and document plans for irrigation development, showing the area to be irrigated and water conveyance route (use a sketch map if the water source is away from the village landscape for which VRDP is being made).
- h. Prepare and document the cost, bill of materials, households likely to benefit, area likely to be irrigated, and timeline for each irrigation program proposed in the village.

- i. Identify and map potential sites for harvesting rainwater by constructing check dams and measures to minimize the harmful effects of run-off from the terrain upstream of the village and outside the village boundaries.
- j. Identify sites where steep slope agriculture is being carried out (on a cadastral map if the sites are inside the village boundary, on a sketch map otherwise), record owner-wise area, proposed development activities to be taken up to stabilize steep slope agriculture land and the cost of such activities.
- k. Consolidate the plans for different activities and patches of land, the cost, labor and material requirements and household to benefit as a single VDP.
- l. Extract at the level of households the details of activities and costs.
- m. Identify tribal knowledge that can be blended with technical knowledge, and specific needs and demands of women and youth.

148. It is to be noted that the VRDP is different from a classical watershed development plan as the PVTG villages occupy only a small part of the watersheds in which they are located and most of the watershed area outside the village generally has good tree cover. Therefore, while broad hydrological principles will be considered, the entire watershed will not be developed, and the focus will be on developing the landscape within the village boundaries and the steep slope agriculture land in use by the villagers. The key outputs of the VRDP are:

- *Land development & reclamation plan:* Land with georeferencing<sup>35</sup> and related households identified for land levelling and reclamation. Tentative plan with cost estimate prepared.
- *AIC development plan:* Contiguous patches of land with georeferencing and related households identified for development of AIC. Land development activities such as bunding, source and means of irrigation and tentative design are also identified. Catchment area to be treated is also delineated with treatment needed to sustain water flow for irrigation in AIC. Tentative plan with estimate prepared.
- *Steep slope agriculture land development plan:* Steep slope agriculture land with georeferencing and related households are identified. Extent of stone bunding, trenching, plantation to be taken up including species is estimated and tentative plan prepared.
- *NRM plan for other areas:* For areas other than the above NRM interventions are to be implemented with convergence funds. This may include both private and common land that is subject to erosion or can serve as a water recharge or storage zone, plantations on steep slopes to protect drinking water sources, etc.

149. The VRDP will be a comprehensive plan to carryout NRM activities in the village, but project funds will only support the following: (a) land development and reclamation for a Maximum of 1 acre for each family that does not have any levelled land; (b) AIC for 10-20 acres in a contiguous cluster covering about 15-30 families in 1-2 villages and about 40-50 acres of catchment that feeds the AIC command area; and (c) stabilizing steep slope agriculture land for 1 acre per household that are not covered under AIC. All other interventions identified under VRDP will be implemented by the VDC using funds from convergence.

150. **Approval of VRDPs:** VRDPs are presented to the VDA as sub-plans of the VDPs and once approved by the VDA it is submitted to the MPA for approval and is then included by the PMU in OPELIP II plans for implementation. A copy of the approved plan is sent to the VDC for implementation. The VRDP forms the basis for all interventions to be taken up under this component. It is a living document and may be revised from time to time by the VDC after following due consultations with

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<sup>35</sup> Georeferencing includes geofencing

the VDA and MPA. Before execution, final design, costing and workplan will be prepared by the VDC with support of Junior Engineers (JE) from FNGO and MPA. These will be approved by the MPA (District Programme Management Committee) and submitted to PMU for final approval and fund release to the VDC.

151. **Execution of approved plans:** After VRDPs are approved the project will move into the implementation of the different interventions as follows:

- a) **Land development and reclamation:** *Identified* land will be levelled to reduce the major slope, field bunded and water disposal structure provided. Farmyard Manure (FYM) and where needed soil amendments to reduce acidity will be applied to make the land fit for cultivation.
- b) **Setting up Agriculture Intensive Clusters:** A typical AIC will comprise 10-20 acres of contiguous patches of land spread across 1-2 villages. Support will be provided for field bunding with low-cost field to field water disposal structures. Bunds will be planted with shrubs for food, fodder, fuel, and manure. The entire area will be fenced with solar/barbed wire to prevent cattle from grazing in the area. Irrigation will be provided with sprinklers. A maximum of 5 sprinkler sets would be needed to cover an AIC. Irrigation system will be based on the following order of preference:
  - **Diversion based scheme:** These will tap perennial or semi-perennial sources of water from springs and streams upstream of the command area. Where necessary, a weir would be constructed to divert the water into buried PVC pipes via a stilling basin to transport water to the agricultural fields. PVC pipes are preferred as these are cheaper than masonry channels, are easy to transport and install, can be installed in a much shorter time, have long life and are free of maintenance. Where it is not feasible to dig trenches to bury pipes due to rocky terrain, masonry channels or HDPE pipes may be used. Where the flow is not adequate a storage tank may be constructed upstream of the irrigated area to store water at night when irrigation is typically not done.
  - **Lift irrigation:** While most villages are likely to have perennial streams or springs upstream, in some cases the water sources, such as streams or ponds, may be only downstream from the agricultural land. In such cases, lift irrigation comprising of a pump of suitable capacity, buried PVC pipes for transporting water to the fields and a safe pump house may be taken up. Where grid electricity is available, electric pumps may be used with the cost of extending electric connection to the pump from the grid included in programme cost; else solar pumps may be installed.

152. Catchment area<sup>36</sup> serving the irrigation command will be treated with suitable measures such as bunding, plantations, percolation tanks, drainage line structures to ensure sustainability of flow in the irrigation source feeding the AIC.

153. AIC groups will be provided with a Village Toolkit comprising equipment such as sprayers, tools for land preparation, dibbling, transplanting, weeding, harvesting, etc.

- a) **Stabilizing steep slope agriculture lands:** On steep slopes stone bunding with trenching is the preferred measure to prevent soil erosion and retain soil moisture. In addition, plantations comprising fruit, fuel, fodder species will be supported. These will be in addition to the main crop that the SSAG plans to cultivate such as pineapple, turmeric, cashew, etc.
- b) **Establishing Community Nursery:** Shade-net nurseries up to 300 square meters in size will be established in 100 villages in the project area that also have an AIC. These nurseries will be served by the irrigation system set up in the AIC. They will supply seedlings and saplings to

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<sup>36</sup> 2 acres of catchment will be treated for every 1 acre of irrigation command created.

AICs and SSAGs in addition to selling to other buyers in the area. The VDC will select either an SHG or an entrepreneur to operate the nursery as a business.

#### D. Intensification of crop production

154. Crop production will be intensified through natural farming systems and the technical capacity of producer groups built through a Farmer Field School Approach that is described below. Special attention will be given to develop the capacity of women and youth. In formulating a natural farming-based package of practices, opportunities to value and blend tribal knowledge will be sought. Institutional capacity building of these groups to function as producer groups is described in Component 1.

155. **Natural farming system:** The project proposes to adopt natural farming as the main avenue to increase productivity, production and returns to farmers in a sustainable and ecosystem-friendly manner. The Department of SC&ST Development, Government of Odisha (GoO) has signed an MoU with Rythu Samadhikarana Samstha<sup>37</sup> (RySS, Andhra Pradesh) to pilot natural farming in tribal areas of Odisha. Natural farming is being promoted by the GoI under a national mission titled Bhartiya Prakratik Krishi Paddhati<sup>38</sup>. Thus, natural farming has moved from being an approach used on the margins to a mainstream one with substantial government interest and support. Natural Farming is a chemical-free farming system rooted in Indian traditions enriched with modern understanding of ecology, resource recycling, and on-farm resource optimization. It is considered as an agroecology based diversified farming system which integrates crops, trees, and livestock with functional biodiversity. The key features of this approach are:

- No or limited use of external inputs
- Priority to quality local seeds (use of locally adapted varieties)
- On-farm produced microbial formulation for seed treatment (such as bijamrita),
- On-farm made microbial inoculants (Jivamrita) for soil enrichment
- Cover crops and mulching with green and dry organic matter for nutrient recycling and for creating a suitable micro-climate for maximum beneficial microbial activity in soil
- Mixed or multiple cropping that includes growing multiple crops on a piece of land at the same time such that they complement each other rather than compete for resources. Thus, plants with different heights, root depths, and times of flowering will be grown together. This fosters biodiversity and minimizes risks and ensures steady income to the farmer.
- Managing diversity on farm through integration of trees
- Management of pests through diversity and local on-farm made botanical concoctions (such as neemastra, agniastra, neem ark, dashparni ark etc.)
- Integration of livestock, especially of native breed for cow dung and cow urine as essential inputs for several practices and
- Water and moisture conservation.

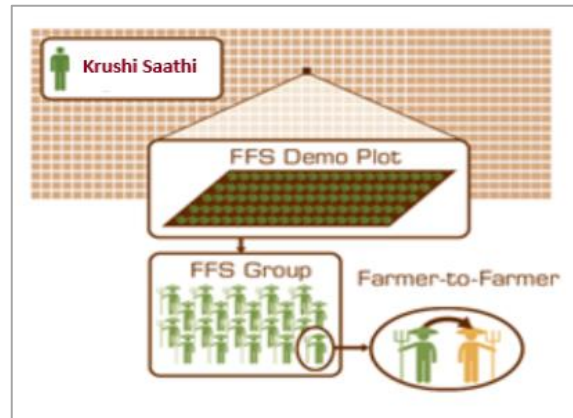
156. Produce from these systems will be organic/naturally grown and free from harmful chemicals. Natural farming, based as it is on locally available resources, fosters sustainability and independence of production groups. Both these factors are important for a successful exit plan.

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<sup>37</sup> RySS is a society set up the Government of Andhra Pradesh to promote natural farming

<sup>38</sup> <http://naturalfarming.dac.gov.in/NaturalFarming/Concept>

157. **Farmer Field School (FFS) Approach:** The project will adopt an FFS approach to building the capacities of AIC and SSAG members in sustainable crop production based on natural farming systems. FFS is a participatory education approach that brings together a group of small-scale farm producers to solve production problems through sustainable agriculture. The FFS approach offers space for hands-on practical group learning, enhancing skills for observation and critical analysis and improved decision making by local communities. Key characteristics of an FFS approach include:<sup>39</sup>



- Working in groups (15-25 farmers including youth and women)
- Season-long activities (following the phenological stages of the crops)
- Regular meetings/sessions during the season
- Study and learning plots to compare current practices with improved/alternative practices
- Each FFS session includes:
  - Agro-ecosystem analysis
  - A group dynamics exercise
  - Gender empowerment messages and activities
  - Studying a special topic
  - Feedback on the session
- Facilitation, not teaching

158. As a participatory method based on adult learning behavior (peer to peer learning, learning by doing) FFSs are well-suited for building capacities of PVTGs in natural farming, which need a lot of observation and critical thinking, especially with reference to interaction of crops with the ecosystem. The project will hire a Technical Service Provider (TSP) that specializes in natural farming and the FFS approach and who will value and seek opportunities to blend tribal knowledge into the capacity development. FFS support from the TSP to a village will be for a period of one to two years and will cover 1-2 crops every season. In the following years, the Krushi Saathi with support from the JAO, FNGO and MPA and the VAW (Village Agriculture Worker, FNGO) is expected to train the FFS groups. The key outcome of an FFS approach will be well-trained AIC and SSAG groups in crop production. In addition, the very process of FFS will foster collective work and create well-knit production groups that have the critical thinking to solve problems.

159. **Capacity building of FNGO, MPA staff and Krushi Saathi in consolidation phase villages:** During the first year of operations, the Technical Service Provider for natural farming and FFS will train FNGO (Village Agriculture Worker, Junior Agriculture Officer) and MPA (Junior Agriculture Officer) staff as Master Trainers. Simultaneously the TSP will also train Krushi Saathis in consolidation phase villages. The training curriculum will include:

- SFLF concept and rollout
- Seasonal crop planning based on demand, potential returns and crop water requirement
- Natural farming concept and steps in rollout
- Preparing natural farming inputs such as bijamrut, jeevamrut, ghanajeevamrut, neemastra, etc.
- Using natural farming inputs, frequency, and quantity for crop management

<sup>39</sup> <https://www.fao.org/3/i/5296e/i5296e.pdf>

- Conducting FFS, setting up learning goals, observing and recording results, farm field day and ensuring participation of women and youth
- Setting up demonstration and control plots in lead farmer fields, seeking opportunities to value and blend tribal knowledge

160. These trainings will be mainly field based and will be rolled out in consolidation phase villages where AICs have already been set up. In addition, the project will prepare audio-video modules in local tribal or Odiya language to reinforce the learning from time to time. These modules will be administered by the VAW and Krushi Saathi and will follow the following format: (a) introduce the topic or concept; (b) stop the video and allow for discussions; (c) restart video which will prompt questions to be addressed; (d) Krushi Saathi/VAW will address questions not covered in the video; and e) end the video with success stories and recap of lesson learned.

161. **Capacity building of Krushi Saathis, producer groups in transformation phase villages:** In transformation villages Master trainers will train Krushi Saathis and producer groups in natural farming and FFS during the second year with intense hand-holding support from the TSP. From the third year onwards, MPA, FNGO and Master Krushi Saathis will provide training to producer groups on their own.

162. **Seasonal crop planning and performance review:** Producer groups will prepare crop plans<sup>40</sup> every season<sup>41</sup> based on crop rotation patterns, agronomic conditions, potential demand for the products<sup>42</sup> and profitability potential. This will also consider adequacy of irrigation to meet the crop water requirements. Crop plans prepared will be documented and shared by the Krushi Saathi to the MPA for linking with required marketing support. At the end of every season, as a part of the FFS, the group will review performance of the crop in terms of production, marketing, and returns, and these will be used to inform amendments in plans for the subsequent seasons.

163. **Input management and crop production:** Producer groups will follow the package of practices<sup>43</sup> learned regarding crop management. Krushi Saathis will guide the groups in following the PoP and synchronizing crop management activities to achieve scale of production. Input support provided to the producer groups will be routed through the VDC and used to purchase seeds and inputs needed for preparing natural farming products. Input support will be provided for a maximum of two years. Members will repay the VDC for inputs received, in cash or kind by the end of every cropping season. After two years, each group is expected to have sufficient funds to manage input cost with the funds from repayments kept with the VDC. The project will encourage the Krushi Saathi or any other entrepreneur to produce natural farming inputs<sup>44</sup> and sell to the producer groups. In both AICs and SSAGs, while the main crop would be one or two in each season based on market demand, in line with the principles of natural farming and the need to diversify, multiple crops will be grown simultaneously. This approach not only reduces the risk of production or market failure, but also gives a continuous stream of food and income to households. In addition, it will contribute to biodiversity that is vital to keep the agro-ecosystems healthy. Krushi Saathis will periodically report progress of crop production to the MPA to ensure that marketing efforts are appropriately calibrated.

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<sup>40</sup> Crops plans will have details of crops, area, inputs required, date of sowing and expected date and quantity of harvest

<sup>41</sup> 100% area will be cultivated in AIC and SSAG during kharif. During rabi and summer about 40% and 20% area in AICs will be cultivated. In SSAs no rabi and summer cropping is envisaged for annual crops. Perennials such as cashew will continue.

<sup>42</sup> See sub-component 3.2 for details on market information and intelligence

<sup>43</sup> Seed treatment with bijamrut, mulching with live plants and crop waste, periodic spraying of jivamrut and application of ghanajivamrut, use of neemastra and other preparations based on pests and diseases observed, weeding and using them as mulch, keeping permanent crop/plant cover to protect the soil from erosion and direct heat of the sun

<sup>44</sup> Most of the inputs are locally available in the village such as cow dung, cow urine, leaves of plants such as neem, calotropis. Some items such as gram flour and jaggery may have to be purchased. Drums and other containers for making and storing these inputs would also need to be purchased.

164. **Marketing of agricultural products:** OPELIP II will improve market access to enable farmers to better commercialize their products and increase farm incomes. The project's approach leverages the role of AICs and other groups as local aggregators for market-driven production, both for purchasing inputs and selling outputs. The project will play a role on the development and promotion of niche markets and indigenous foods, leveraging their unique selling proposition (e.g. health benefits). The AICs will receive support in business development and planning processes, and based on their investment plans, assistance will be provided for investments in post-harvest infrastructure, such as primary processing, storage facilities, and sorting centers. The program will focus on promoting and linking the produce from sloping lands, particularly pulses, turmeric, ginger, cashew, and pineapple to markets (processors, exporters, value-added product manufacturers, etc.). Harvested produce will be prepared by cleaning, sorting, grading, and packaging in appropriate quantities based on the product and market being addressed. This aspect will be covered under sub-component 3.2 in greater detail.

### **E. Managing community infrastructure**

165. Community infrastructure such as irrigation systems and community nurseries will be supported in the target villages and owned by the VDC and managed by the user group such as AIC for irrigation and SHG/entrepreneur for community nurseries.

166. **Irrigation system:** AIC groups will be asked to start saving regularly and periodically from the time the plans are approved till execution to build a corpus for managing and maintaining the assets being created. Contributions can be in the form of cash or kind (preferably non-perishable produce) that the VDC will sell and credit the respective contributors in a ledger account that they will maintain. In addition, payment in cash or kind for use of the irrigation system will be made seasonally at a rate fixed by the AIC in consultation with the VDC. The initial contribution and user fee will be maintained in the VDC account and recorded in a separate ledger for AIC. These funds will be available to the AIC group for use when required for repair and maintenance. AICs will target a corpus of Rs.50,000 by the end of 2<sup>nd</sup> year of use of the asset. The project will incentivize such groups with a maximum grant of Rs.25,000 for those mobilizing Rs.50,000 as corpus. A suitably graded mechanism may be developed by the PMU for those mobilizing less than the targeted amount.

167. Irrigation systems will be operated using sprinkler sets and irrigation will be provided to command area under each outlet based on a pre-agreed seasonal schedule that specifies day of the week and frequency. Irrigation will not be provided to an individual farmer based on demand that is out of turn. This system of schedule-based irrigation considers crop planning and crop requirements and ensures there are no conflicts in using the system.

168. **Community nursery:** Community nurseries will be operated as an enterprise by either SHGs or entrepreneurs. Those interested will be expected to deposit with the VDC 5% of the total cost of the assets in cash or kind upfront and execute an agreement with the VDC to operate and pay appropriate user fee. The VDC will use the upfront payment and periodic fee collected to create a corpus for maintenance of the asset. Nursery operators will be provided with business development services to develop business plans in addition to technical training on operating and managing production of planting material. Operators will be linked to AICs and SSAGs to generate order and fulfil them. MPA and FNGO will coordinate to help nurseries access such orders. In addition, nurseries will develop and sell to other customers too.



## F. Implementation modalities

169. This section describes how various stakeholders will come together to implement the activities described in the previous sections and how the implementation will be phased out over the period of the project. OPELIP-II puts the community at the centre of planning, implementation and achieving results. The VDP, a living document, expresses the aspirations and vision of the community and sets out the various plans that encompass interventions to be undertaken to achieve desired results. To support this the project has a detailed architecture of people and institutions that play different roles, each supporting and complementing the other. AICs and SSAGs, are the key producer groups for intensifying crop production and work under the overall guidance and supervision of the VDC/VDA. To function as effective groups, the VDC through the CRP-IB supports institution building aspects of AICs and SSAGs (more fully described in Component 1). These groups are assisted in technical matters of crop production, post-harvest management and marketing by the Krushi Saathi. VAWs and the JAO, FNGO provide technical guidance and backstopping support to the Krushi Saathi as well as the groups.

170. On engineering aspects such as irrigation, NRM activities and setting up community nurseries, the community is supported by the JE, MPA and FNGO. The VAW (one for every 10 villages) is a key FNGO staff that interfaces with the community, especially the Krushi Saathi for all aspects of this component. S/he provides intensive support on crop production technologies, setting up and managing AICs and SSAs, etc. The FNGO, is the key field implementing arm in the project and has a dedicated Junior Agriculture & Livestock Officer (JA&LO) for managing all aspects related to NRM and crop production. S/he guides and supervises the VAW and the Krushi Saathi. The JA&LO is also supported by the Junior Engineer, FNGO, wherever needed for engineering related works. The JE reaches out to the community directly and through the VDC and Krushi Saathi. FNGOs are monitored and supported by the JAO and the JE at the MPA level. The MPA is responsible for the functioning of the FNGOs and achieving results as planned in the AWPB. The MPA is guided and monitored by the PMU through a Project Officer (NRM ) and a Senior Engineer among other key staff for activities related to crop production and NRM. Checks and balances are provided in the form of a District Project Implementation Committee that supervises the functioning of the MPA.

171. Specialized Technical Service Providers (TSP) who will support the project in technical aspects of VRDP preparation and roll out of natural farming will be procured by the project. The TSP for VRDP preparation will prepare the approach, methodology, reporting, etc., for VRDPs; train project, FNGO and community cadres in preparation of VRDPs. The TSP will provide direct support to the MPA for preparing VRDPs in about 10% of the MPA's project village. In the remaining, the JE, MPA will take the lead with support from JAO, MPA and FNGO, JE, FNGO, VAW, Krushi Saathis to prepare VRDPs. The TSP will quality check the VRDPs, thus prepared and finalize them for submission to the VDA for approval. The TSP for Natural farming and FFS will be overall responsible for design and roll out of natural farming in the project area through an FFS approach. They will develop appropriate training modules and materials for large scale training of farmers. They will train VAWs and Krushi Saathis as Master Trainers to continue providing training to the community in every season.

172. The Project Officer (NRM ) at the PMU is overall responsible for implementation of all activities related to intensifying crop production and NRM. S/he is assisted by an Agriculture Specialist for crop production aspects and works closely with the Senior Engineer to guide and monitor all engineering issues related to crop production. Roles and responsibilities of key field staff, community cadre and institutions are presented below. Detailed ToRs for all stakeholders mentioned in this section are in Annex K.

173. **FNGOs:** Junior Agriculture & Livestock Officer and Junior Engineer will work under the technical guidance and supervision of their counterparts in the MPA. They will be fully responsible for all

activities related to agriculture and engineering respectively in all project villages. They will be directly responsible for performance of Krushi Saathi and producer groups including regular crop production, operation and maintenance of irrigation systems, community nursery, etc. They will be responsible for ensuring information flow for MIS, required documentation for processing payments to VDC, Krushi Saathi, etc., from time to time. Together, with the IB & RF Coordinator at MPA and FNGO, they will facilitate capacity building of producer groups as a well-knit working team. The JA& LO along with the VAW will ensure that producer groups prepare crop plans every season, adhere to natural farming PoPs, produce crops of a quality that meets market requirements and review performance regularly. The JE will be directly responsible for execution of all engineering works in the project and will be assisted by others including VAW and Krushi Saathis.

174. **Krushi Saathi:** The Krushi Saathi is a vital link between the community and the project and is responsible for articulating the needs and aspirations of the community and delivering actions agreed with the project. Functionally the Krushi Saathi serves the producer groups and is supervised by the VDC who also makes payments based on work done assessment. Key activities are:

- Implement the SFLF concept by dividing the producer group into smaller units that will function as a single farm in terms of operations.
- Training of producer groups on natural farming methods and preparation of inputs
- Seasonal crop planning based on demand and profitability
- Monitoring adoption of PoP, crop growth and harvest estimates
- Review of crop performance at the end of every season and adoption of corrective measures in subsequent plans
- Facilitate identification of lead farmer (demonstration plot where FFS will be carried out) and control plot
- Facilitate FFS based learning for the producer groups conducted by the TSP
- Provide technical guidance to the producer groups and liaise with the FNGO, MPA for technical support where needed
- Documentation and reporting of crop plan, crop status and harvest estimates
- Coordinate with Marketing & ED Officer, MPA and FNGO for marketing of produce
- Participate in preparation of VRDP
- Ensure gender and social inclusion and FPIC is sought during the project, valuing tribal knowledge, and promoting opportunities to blend/use it.

175. **Producer groups (AICs and SSAGs):** These are the groups that will benefit from intensification of crop production. They will work with support from the Krushi Saathi to learn, own and adopt natural farming methods of crop production. They will manage the assets created under the project that support crop production and produce crops as agreed in the crop plan. They will report to the VDC periodically on their performance. Along with the Krushi Saathi, producer groups are a vital part of the exit strategy to manage the intensified production system beyond the project period. Therefore, during project period their key responsibilities will be to plan and grow crops as per demand following natural farming methods, pay for goods and services used such as seeds, inputs, irrigation system, seedlings, repair of pumps, etc., harvest and prepare the produce as per market demand. They will ensure gender and social inclusion and value tribal knowledge and promote opportunities to blend/use it.

176. **Village Development Council (VDC):** The VDC is the apex community institution in the project and is responsible for planning, identification of activities and beneficiaries, execution of infrastructure, handling finances, supervising producer groups and other user groups, liaising with external institutions for technical, financial, and other support from time to time. They are responsible for the smooth functioning of producer groups and will help resolve conflicts when they arise. It is the

main institution that interacts with the project on a regular basis. The VDC reports to the VDA periodically.

177. **Links with other components and sub-components:** This sub-component is supported by Component 1 in preparation of VRDP as a sub-plan for the VDP, identification of AIC and SSA beneficiaries, capacity building of these groups to function as producer groups, bookkeeping, group management norms, etc. Component also addresses implementation of NRM activities in convergence with MNREGS through the VDC. Marketing support is accessed through sub-component 3.2 while enterprise support for community nurseries and processing requirement are met through sub-component 3.3. Finance is facilitated through activities described in sub-component 3.3.

## G. Implementation plan

Outcome	Activity	Y1	Y2	Y3	Y4	Y5	Y6	Y7
<b>Consolidation of activities in 541 OPELIP villages</b>								
Intensification of cropping activities in AICs of 541 old Villages.	Inclusion of crop intensification activity in VDP	■	■					
	Identification and Training of VAW and Krushi Saathis in natural farming methods	■	■	■	■	■	■	
	Training of JAO, JE, MPA and FNGO on Project concept and modalities	■	■	■				
	FFS based training and demonstration to farmers through TSP		■	■	■			
	Input support for two years for adoption of PoP to VDC to be rotated thereafter	■	■	■				
<b>Transformation activities in 1138 new villages</b>								
Strengthening ecosystem for crop production.	Inclusion of VRDP in VDP	■	■	■	■			
	Identification and Training of VAW and Krushi Saathis in natural farming methods	■	■	■	■	■		
	Training of JAO, JE, MPA and FNGO on Project concept and modalities	■	■	■				
	FFS based training and demonstration to farmers through TSP		■	■	■	■		
	Input support for two years for adoption of PoP to VDC to be rotated thereafter		■	■	■	■	■	
	Development of Training tools, videos, live setups	■	■			■	■	
Setting up production infrastructure	Preparation of VRDPs	■	■	■				
	Land Development and Reclamation		■	■	■	■	■	
	Agriculture Intensive Clusters		■	■	■	■		
	Stabilizing Steep Slope Agriculture		■	■	■	■		
	Community Nurseries		■	■	■	■	■	
Other activities	Procuring TSP for VRDP preparation	■						

Procuring TSP for Natural Farming and FFS																				
Formation of AIC groups																				
Formation of SSA groups																				

## H. Risks and mitigation measures

Risk Category	Likelihood	Impact	Severity	Mitigation Measures
Severe pest and disease outbreaks	Medium	High	Medium-High	<ul style="list-style-type: none"> <li>Graded approach to pest and disease management. If locally made natural pesticides are not effective, organic pesticides, bio-pesticides, hormonal traps, etc. will be promoted</li> <li>Promote crop diversification and rotation</li> <li>Farmers trained in agroecology farming to identify root causes and develop solutions</li> </ul>
Market price drops making crops unremunerative	Medium	High	Medium	<ul style="list-style-type: none"> <li>Promotion of demand-driven production decision-making</li> <li>Promote crop diversification</li> <li>Diversified marketing channels</li> <li>Connect with niche markets based on naturally grown produce which are not subject to major price fluctuations</li> </ul>
Conflicts in the producer group	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Foster a community-based approach (SFLF) and ensure that trainings (including FFS) reinforce joint action.</li> <li>Set VDCs to resolve conflicts with help from traditional community leaders</li> </ul>

## I. Exit and sustainability strategy

178. Sustaining impacts stemming from project interventions long after the project has ended is the key outcome for a successful exit strategy. OPELIP II will ensure this by embedding elements of exit strategies during every stage of implementation. The key elements are:

- Group action:** This builds on the already existing community cohesion in PVTG villages. All activities from training to crop production are done on a group basis. Even the FFS approach while allowing for individual initiatives ensures that learning is a group activity and a dynamic peer to peer activity.
- Robust financial arrangements for asset management:** Producer groups using assets created in the project are expected to create a body and add to it through user fees deposited regularly for maintenance of assets. Project incentivizes this by providing a grant to those groups that reach a targeted amount by a certain period of the project. Since these funds are under the control of the VDC, there is little chance for misuse by the producer groups.
- FFS approach facilitates learning by doing and observation:** FFS approach has been chosen to deliver technical training to producer groups because it is based on adult learning methods that include non-formal learning, peer to peer learning and group activities. These approaches are expected to foster changes in not just knowledge by also skills and attitudes to problem solving. A strong grounding in agroecology, root cause analysis and critical thinking for

problem solving will be built through FFS based training that will help the groups independently navigate production related problems that may arise from time to time.

- **Natural farming system relates well to local methods and has less dependence on external inputs:** PVTG communities use very little external inputs in producing crops. However, since they are not backed by sound agroecological principles, productivity is low. Natural farming methods will help them learn these principles and adopt them easily since they are based on locally available inputs. Moreover, since they are very low-cost compliance will be high even after project completion.
- **Linking to emerging new programmes on natural farming:** These groups will be linked to emerging new programmes from Govt. of India such as Bhartiya Prakratik Krishi Paddhati and Department of SC&ST pilots on natural farming methods so that they continue to get technical and marketing support for their produce.

179. Technically well-equipped groups that are well-knit with a robust support system are expected to continue with intensive climate-resilient crop production leading to sustained impacts in terms of productivity, production, and incomes to PVTG households.

## Intensifying climate-resilient livestock production

### A. Justification and main objectives

Indicator	Target
<i>Expected result: Increased livestock production, productivity and share of livestock in overall household incomes</i>	
Number of households supported to adopt improved goat rearing practices	77,000
Number of households supported to adopt improved poultry rearing practices	80,000
Number of Community Service Providers (CSP) trained and functional	500

180. Odisha has identified livestock as one of the important contributors to poverty reduction, especially goat and sheep rearing. The state has a variety of goats and sheep breeds, and it stands 9<sup>th</sup> in goat population in the country. Around 30% of rural households are engaged in rearing sheep and goats. It has been realized by the state departments that goat and sheep are predominantly reared by women, contributing significantly to the income of landless and vulnerable households, especially in PVTGs communities. The Fisheries and Animal Resources Development Department (FARD) is the nodal department from the GoO for livestock development in the state. It is implementing several schemes to benefit livestock farmers. It has established a good network of veterinary dispensaries through which it provides support for routine vaccination, health care, and insurance coverage of animals. As per the Livestock Master Plan 2022/23-2026/27, the state is expecting demand for goat and sheep meat to increase by 28% and is therefore, planning to increase their population by 75% in next fifteen years.

181. Livestock, especially goats, sheep, and desi chicken, are an integral part of living style of tribal communities in Odisha, and especially for PVTGs it is a part of their culture. They keep animals primarily to use them in festivals and family functions. They also keep animals like cows and bullocks for draft power and manuring. However, since livestock other than cattle, are raised more for self-consumption rather than for the market, the scale of livestock rearing is small with almost no expenditure on their management. The result is poor fertility, poor herd size and low weight gain, which impact incomes. A typical PVTG household would have a few goats and country chickens in their back yards that thrive upon local grazing and scavenging near the house. They share living spaces with the family. A SWOT analysis of goat and sheep rearing in PVTG villages is presented below:

**Table 3.2. SWOT analysis of livestock in PVTGs**

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> <li>• Livestock can easily graze on nearby, forest and slopy mountains (feeding costs negligible)</li> <li>• Small number of goats can be reared in a corner of hut without dedicated shelters</li> <li>• Goats and sheep are utilized in family functions and festivals and have high demand (no taboos)</li> <li>• Livestock are easily exchanged and sold in time of need</li> <li>• Sheep and goats can tolerate droughts and harsh climatic conditions</li> </ul>	<ul style="list-style-type: none"> <li>• PVTG HHs have poor enterprising skills and focus on production and productivity enhancements.</li> <li>• Household owners often face financial constraints, leading to limited paying capacity, which in turn makes them hesitant to seek paid animal healthcare services.</li> <li>• Poor literacy so introduction of improved practices through formal is more challenging</li> <li>• HHs are in remote inaccessible areas, so service delivery is more challenging</li> </ul>
THREAT	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• High mortality of animals due to poor management and disease outbreaks</li> <li>• Poor health/hygiene conditions may lead to increased mortality of livestock</li> <li>• Limited paying capacity may prevent HHs from utilising services and purchase inputs</li> <li>• Limited use of proper animal shelters may retard the growth of animals</li> <li>• Nearby forest may lead to predation and attract wild animals to human dwellings</li> <li>• Low fertility of animals due to poor practices may affect profitability</li> </ul>	<ul style="list-style-type: none"> <li>• PVTG people have great advantage of free natural stress-free livestock rearing</li> <li>• Available family labour can be utilised efficiently</li> <li>• Livestock rearing have direct impact on the incomes of women</li> <li>• Project activities may make livestock more resilient to climatic situations, crop failure, and lack of employment opportunities</li> <li>• PVTGs can utilise their indigenous knowledge of herbs and traditional rearing with modern technology to enhance production</li> <li>• Livestock produce can be traded easily among villagers</li> </ul>

182. There is ample scope for increasing the scale and intensity of livestock production in the livelihoods of PVTG households and link to the growing demand for meat in the State. OPELIP II will work with PVTG households on livestock rearing to bring their livestock activities to scale and increase its significance in family incomes. The project will largely address the issues related to mortality, low productivity and fertility, and limited commercialization of livestock products. The program fosters the sustainable intensification of climate resilient livestock production" is to increase the share of livestock income in overall HH income sustainably. Some of the specific results expected in this sub-component include increased awareness about proper goat/sheep/poultry rearing and management practices, increased average herd/flock size, expanded sales of livestock, increased utilization of inputs and services in livestock production, increased adoption of hygienic and health management practices, and increased consumption of livestock products like meat and eggs by households.

### **B. Lessons from OTELP and OPELIP**

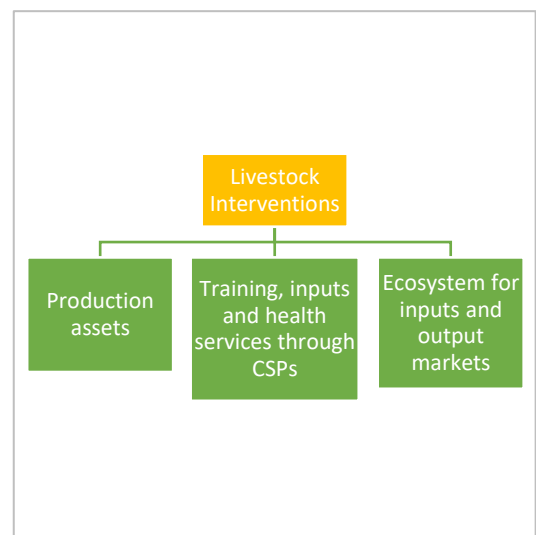
183. During the implementation of OTELP and OPELIP several lessons were learned which were useful to inform the design of OPELIP II, including:

- *Effective household mobilization:* The successful implementation of OTELP and OPELIP initiatives highlights the importance of fair mobilization of households to encourage active participation in livelihood activities, leading to enhanced livelihoods.

- *Dual responsibility of CSPs:* The project's establishment of Community Service Providers (CSPs) with dual roles as entrepreneurs and service providers to farmers has proven beneficial. These CSPs contribute to livestock activities, but it's essential to ensure proper remuneration for their work either from the community or the project.
- *Vital role of trained Livestock Inspectors:* The presence of trained Livestock Inspectors within the project has significantly contributed to supporting the livelihoods of households, emphasizing the importance of skilled personnel in such initiatives.
- *Convergence efforts and funding:* Strong convergence efforts, amounting to INR 153.6 million from FARD, for providing animals to farmers have demonstrated the positive impact of coordinated funding and resources.
- *Collaboration with veterinary departments:* The establishment of good linkages with veterinary departments to provide services to farmers has proven effective in supporting livestock-related activities.
- *Shifting towards sustainable impact:* The project's shift from providing free animals to productivity enhancement interventions has been a crucial step towards ensuring sustainable impact on livelihoods.
- *Preference for traditional desi birds:* Despite challenges such as high mortalities and slow growth, the project has observed a strong preference for traditional desi birds over low-input birds introduced by the animal husbandry department to PVTG HH.
- *Demand for goat rearing:* There is significant demand for goat rearing, indicating the potential for targeted support and interventions in this area.
- *Challenges in liaising with markets:* The project has faced difficulties in liaising with private markets for input purchases and output sales. Addressing these issues, streamlining processes, and enhancing efficiency are crucial for improved outcomes.

### C. Approaches and main activities

184. Intensification of livestock (goat, sheep, and desi birds) as a livelihood in OPELIP-II will impact 95,000 households with at least one livestock activity. The project is planning to cover 15,000 households in consolidation villages (OPELIP villages) with access to improved productivity services and capacity enhancement programs. In transformation villages (new villages) 62,000 households will be benefited by goat production activity and 80,000 households by desi poultry production activities. There is a large demand for goat, sheep, and desi birds products in the region and beyond, which can support the intensification of these activities in the region, and greatly lead to household incomes increase. OPELIP II focuses on resolving the current challenges of mortality, productivity, and marketing through: creation of production assets for the PVTG households like shelters and animals; supporting the livestock owners with training, inputs, and health services through community service providers; and developing an ecosystem to support and sustain livestock production system, through coordinated approaches among entrepreneurs, lead farmers, and enterprises at village level.



185. **Pre-implementation planning:** The OPELIP-II is designed to be implemented in bottom-up approach, where the direct stakeholders are involved and engaged in own development under the broad lines of the project. The households are to be organized to take decisions to have maximum

utilization of resources. The village level community institutions such SHGs, VDA and VDC play an important role in bringing out behavioural changes for individuals. Therefore, from the onset the concept of intensive livestock rearing will be shared, and the community will be prepared to organise the modalities under the guidance of FNGOs and MPA staff. The concept sharing will require series of community meetings during the VDP preparation. The community will identify the suitable youth to be promoted as Community Service Providers (CSP), and enterprise owners like mother units, goat breeder units, hatcher etc. They will be supported for training, financing, and handholding to run their business.

**186. Capacity Building of service providers, beneficiaries, and enterprises:** Sustainable livestock intensification will require change in knowledge, skills, and behaviour, along with provision of services that are affordable and accessible.

**Table 3.3. Training and capacity building topics**

Stakeholder	Training	Training process
Goat farmers	Cleaning and hygiene of shelters , feeding & nutrition, health care management, breeding, and marketing	Result demonstration and FFSs at village level. Peer learning and sharing. Promotion of good animal keeping practices through village fairs (refer to Annex T, how to conduct farmers field school)
Poultry farmers	Cleaning and hygiene of shelter, feeding & nutrition, health care management, breeding, and sale of birds and eggs	Result demonstration and FFSs at village level. Peer learning and sharing.
Community Service Providers	Techniques of various aspects of goat/sheep/poultry management, health management, breeding, and marketing. Understanding of local culture and services provision	Training from institutes, workshops, regular meetings, and handholding. Skill development trainings on vaccination, deworming, and first aid
Livestock Inspectors	Techniques to support a team of 7-15 CSPs, understanding of yearlong activity calendar, input linkages, and monitoring	Trainings and workshops
Enterprises (poultry mother units & breeder units)	Cleaning and hygiene of shelter, feeding & nutrition, health care management, breeding, and sale of birds and eggs	Training with the help of expert agency. Field demonstration with farmers
Enterprise goat breeder units	Selection of parents, raising good quality bucks, general management, record keeping, and selling of bucks	Training with the help of expert agency. Field demonstration with farmers

**187. Provision of improved shelters for goats and poultry:** It has been found that 80% of PVTGs households are living below poverty and their dwellings is in very precarious conditions. Most of the houses in villages were constructed under various Gol schemes only and the self-constructed are of temporary, low roof, thatched and poor quality. There is no provision to keep animals in those houses. So, the households are forced to keep all their animals in a common shed with little maintenance and cleanliness. These sheds lack appropriate floors for animals to lie down, watering and drinking space, lights, etc. In addition, these sheds are rarely cleaned, creating issues associated with poor housing, which ultimately translate into poorer productivity and incomes for farmers. The low roof and small area sheds cause severe stress due to heat and increases the speed of disease transmission and severity of diseases. Poor sheds also impact the fecundity of animals and increases the incidence of undiagnosed mortality of young animals. In the OPELIP-II, considerable emphasis will be given around



creation and construction of animal sheds both for poultry and goats/sheep. Farmers will be supported to construct more durable and appropriate sheds to provide ample floor space to animals, and enhance fertility, reduce mortality, and improve growth rate of animals. Sheds will be created with 50% beneficiary contribution in form of labour and local raw materials. The shed designs will be created as per the geography and expert suggestions. The specifications for housing are detailed in the table below.

**Table 3.4. Specifications of housing for livestock**

Type of Shed	Dimensions (square feet)	Finance Rule
Goat shelters for (3+1) adults	100	50% beneficiary & 50% project matching grant fund
Goat shelters for (10+1) adults	250	
Poultry shelter for 200 birds/400 chicks	200	
Poultry shelter/cage for 20 birds	40	

188. **Provision of assets (goats/bucks/sheep/desi poultry) to farmers:** PVTGs HHs have limited ownership of animals, also the quality of animals owned are deteriorated due to poor health management and inbreeding. There is also variability in the herd sizes due to uncertain mortalities and lack of capital to invest. There is ample interest among most of the PVTGs to own birds and goats as mode of investment and selling in times of need. OPELIP II will reach 50% of targeted HHs with livestock assets. During the project 62,000 HHs will be supported with at least 3 adult goats and 80,000 HHs with 40 desi bird chicks each. There will be provision of one buck for every 15 HHs in the village for breeding purposes. The buck owner, which will be identified by the VDC, will get 3 adult females and one male buck from the project. The buck owner may charge for the breeding services, to meet the extra cost of feeding and maintenance of Bucks. The bucks will be supplied from the Goat breeder entrepreneurs. The goats and desi chicks will be provided completely through the convergence from FARD. The landless, small & marginal farmers, and women headed HHs will be targeted as priority for receiving this assistance (the details of the quality is given in Annex Y (Non-negotiable items for quality of goats/sheep/poultry)).

189. **Provisioning of grant to VDC/SHG to meet the input expenses:** The livestock rearing requires some routine preventive care and management like vaccination, deworming, and supplementary dietary provisioning, which can impact lead to reduced mortality of animals and increased productivity. These activities require small recurring costs and PVTG HHs are reluctant to take the services because of lack of cash income, although services are available locally. In OPELIP-II, the HHs will be supported with working capital grants to meet these required expenses for a period. The fund will be given to VDC as grant and the VDC will pay the service provider for the services. The VDC will recover the amount from the members in cash or in kind taking all the services and inputs together. The support grant per member will be around INR 1500 per HH for goat and INR 300 per poultry farmer to meet the expense for one cycle. The details of required services are given in Annex X (Service activities for a Goat Farmer).

190. **Support livestock production activities:** One of the essential aspects of successful livestock farming is engaging in production activities that promote optimal outputs. A well-structured and scientific approach is vital to maximize production while minimizing losses. Timely and judicious use of inputs and services plays a crucial role in achieving these goals. Here are some key production activities that contribute to a thriving livestock enterprise Annex V (Current practices and Gaps in value chain provides more details):

- a. **Proper feeding regimen:** Designing a balanced and nutritious feeding regimen is fundamental for the health and productivity of livestock. Providing a well-balanced diet that meets the specific nutritional requirements of each species and age group ensures better growth rates, reproductive performance, and overall well-being. The farmers will be trained and demonstrated to use the available agriculture byproducts and forest produce to meet the nutrient requirements. They will be also trained on supplementation of concentrate diet and minerals to enhance the productivity. The PVTG HHs are near to forest fringe areas and, where there are sufficient barren lands to support the grazing of goats. Apart from that, the project will also facilitate agroforestry on bunds with drumstick (*Moringa Oleifera*) and Agathi (*Sesbania grandiflora*), which are popular goat fodders and will provide another nutrient-dense source of feed for animals. There will also be production of agriculture by-products in the village, which will support animal feed the fodder needs of livestock.
- b. **Healthcare and disease prevention:** Regular health checks, vaccination programs, and preventive measures are crucial to safeguarding livestock from diseases. Proactive disease management not only reduces mortality and morbidity but also minimizes the use of antibiotics and treatments, thus ensuring the production of healthy and safe animal products. The village level CSP will be strengthened to provide routine deworming and vaccination services under the guidance of local veterinary doctors. He will also link the critical cases to the veterinary hospitals.
- c. **Breeding and genetics:** Selecting and breeding animals based on desirable traits can significantly improve the productivity of the herd or flock. Strategic breeding programs aimed at enhancing traits such as growth rate, milk production, or disease resistance can lead to the development of high-performing livestock. In the project the farmers will be trained on continuous selection of breeding animals based on good productive characters. The goat breeders will produce better genetics animals and sell them for rearing. The good quality bucks produced at breeder houses will be sold to farmers HH to improve the productivities.
- d. **Proper housing and shelter:** Providing suitable housing and shelter is essential for the well-being of animals, especially in adverse weather conditions. Comfortable and hygienic living spaces promote better growth and reduce stress, leading to improved productivity. The project will support better animal shelters for all selected HH in the village.
- e. **Reproductive management:** Effective reproductive management practices, such as heat detection, artificial insemination, or natural breeding, ensure higher reproductive rates and optimal calving or lambing intervals. This results in a steady supply of young animals for further production. The regular handholding by CSP/LI along with training demonstration by lead farmers will bring necessary behavioral changes for reproductive management.
- f. **Record keeping and data analysis:** Maintaining comprehensive records of livestock performance, health, and management practices helps identify trends, areas of improvement, and potential challenges. Analyzing this data allows farmers to make informed decisions and implement corrective actions to enhance production efficiency.
- g. **Environmental sustainability:** Integrating sustainable practices, such as manure management, waste recycling, and water conservation, reduces the environmental impact of livestock farming. It also improves the farm's overall sustainability and supports a positive public perception of the livestock industry.

**Table 3.5. Production activities**

Intervention	Goat/Sheep	Poultry
Animal shelters	- Appropriate shed space to animals	- Appropriate spacing per bird - Nesting space for egg layers

	<ul style="list-style-type: none"> <li>- Regular cleaning and maintenance</li> <li>- Similar age animals kept aside</li> </ul>	<ul style="list-style-type: none"> <li>- Regular cleaning and maintenance</li> </ul>
Feeding and nutrition	<ul style="list-style-type: none"> <li>- Grazing with inhouse feeding</li> <li>- Feed supplementation</li> <li>- Supplementation with mineral mix or minerals salt blocks</li> </ul>	<ul style="list-style-type: none"> <li>- Grazing in limited area</li> <li>- Supplementation with concentrate feed</li> </ul>
Health management	<ul style="list-style-type: none"> <li>- Regular vaccination and deworming</li> <li>- Pre- and post-natal care</li> <li>- First aid</li> </ul>	<ul style="list-style-type: none"> <li>- Regular vaccination &amp; deworming</li> <li>- Vitamins</li> <li>- First aid</li> <li>- Biosecurity measures</li> </ul>
Breeds and breeding management	<ul style="list-style-type: none"> <li>- Appropriate sex ratio in herd</li> <li>- Elite male for breeding</li> <li>- Exchange of bucks at 18 months</li> </ul>	<ul style="list-style-type: none"> <li>- Only in breeder sheds</li> <li>- Appropriate sex ratio</li> </ul>

191. **Community Service Providers (CSP):** The CSP is an important link in the village to provide routine care and management services to farmers towards a sustainable livestock production system. The CSP is identified from the same community, and he/she is trained on various aspects of livestock production. The CSP is a resource person in the village, to which the livestock keepers will approach for any help or services. The regular from the CSPs will make her/him identifiable and approachable. Each CSP will support HH in 3-4 village and will be monitored through the LIs of FNGOs. The CSP will be paid by the project for the initial period of 3 years based on the work they perform, and subsequently paid for services directly by farmers based on any services rendered. The livestock service work in the PVTG villages will also be converge through the “Pranimitra” promoted in state SRLM, where CSP support is not feasible. The CSP will be linked to private market to get the inputs and to sell off outputs. More detail on CSPs is provided in Annex U (Community Service Provider-Livestock).

192. **Enterprise promotion:** The PVTG HHs have strong cohesion for sharing work, hunting, enjoying festivals, and taking common decisions. There is less business interdependence and enterprises due to lack of knowledge, investments, and poor investment power in the members of the community. OPELIP II is planned to groom youth/women as enterprises with some trainings, investment cost-sharing and handholding support. The livestock aggregators and enterprises play a pivotal role in bolstering livestock farmers' endeavors, resulting in enhanced production levels and increased profitability. By offering comprehensive support and guidance, this entity becomes an indispensable partner for farmers seeking to optimize their livestock operations. The various enterprises and their products are described below. ANNEX-AB (No of Enterprise)

**Table 3.6. Details of livestock enterprises**

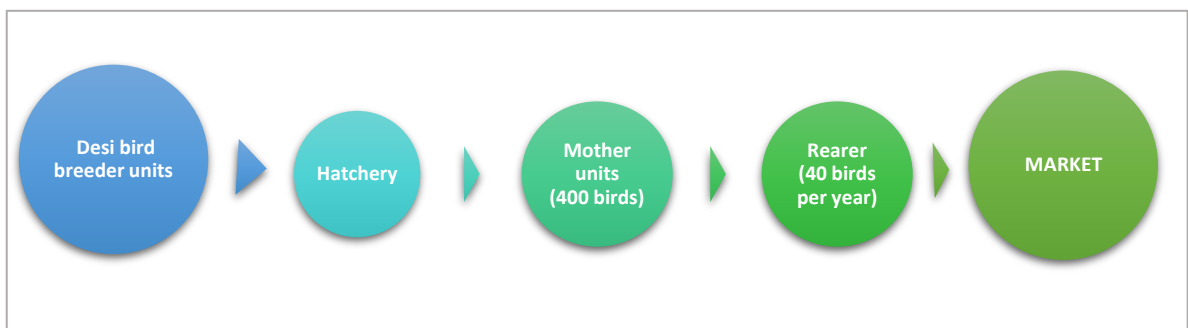
Enterprises	Investment Per Unit (INR)	Number	Product	Purpose
Mother units	2,00,000	800	21–28-day old, hardened chicks	For rearing HHs
Desi bird breeder unit	2,00,000	50	Fertile eggs	For Hatcheries
Hatchery	3,00,000	10	Day old desi chicks	For mother units
Goat breeder unit	1,60,000	248	Elite bucks and goats	For rearing farmers
Feed mixing units	1,50,000	18	Feed for poultry and goats	For farmers
Marketing entrepreneur	35,000	280	Goats, poultry, and eggs	For farmers

a) **Goat breeder farmer:** The availability of elite healthy adult male and female to start the production is always a bottleneck in livestock projects. The farmers must rely on local markets to get the female goats for production. There is no market for male uncastrated goats (bucks), so they are not available in market either. The goat breeder farmer is one of the lead farmers who will rear 10 adult females and one elite healthy male goat. The farmer will be responsible for multiplying the good genetic goats at his shed and sell to the farmers. In OPELIP-II, there will be one goat breeder per 250 HHs, who will supply one buck per 15 HHs, to manage the breeding. The breeder will be able to supply 6-8 bucks of good quality every year. The project will support the Goat Breeder with 80% grant with 20% self-contribution.

b) **Mother units:** The availability of poultry chicks in large numbers is another bottle neck to promote back yard poultry farming. The day-old chicks are very fragile and vulnerable to stress. The mother units procure the day-old chicks from the hatchery and rear them for 21-28 days and then they are transferred to the rearing HH. In OPELIP-II, there will be one mother unit per 100 HHs, which will provide 10 chicks per HH in 4 batches in a year. The mother unit will have a shed of 200 square feet to rear 400 chicks per month (in a year it will produce about 4,000 chicks). The same concept has been tested with fair success in OPELIP.

c) **Desi bird breeder units:** The desi bird breeder unit follows the same approach of MUs in size, but they will rear the birds until maturity for hatchable egg production. The unit will rear around 160 female hens and 40 male cocks to produce the fertile eggs. The eggs will be collected daily, sorted, graded and the small eggs will be sold to market for consumption and bigger eggs to hatcheries. The 160 eggs desi breeder units will have a hen day average of 25-30% and there will be egg production of 40 eggs daily. The 50% eggs will be sold to hatcheries for chick production. In OPELIP II, the 50-bird breeder unit will be established in one MPA as innovation and experimentation.

d) **Hatchery units:** The portable hatchery units of 500-1000 eggs capacity, will be established by entrepreneurs along with the desi bird breeder HHs. There will be one hatchery per 10 breeder HHs. The Hatchery will be serviced by the breeder HHs as well local egg producers. The incubation and hatching are done for 20 days, and usually 50-60% eggs are hatched in desi eggs. The quality of chicks is better than the natural hatching as low-quality eggs are rejected at setting stage. There is possibility FOR getting desi chicks of good quality in high number by this process, although the hatchability is low as compared to the commercial birds. The day-old chicks from the hatchery will be supplied to the Mother Units for rearing. A key constraint with the hatchery units is that they need 24-hour electricity supply, so a backup solar panel with



battery will be required.

e) **Feed mixing units:** The concentrate feed is important intervention for intensification of livestock. The feed helps to increase growth rate and the immunity of animals. The small amount of concentrate helps to improve the utilisation of grass and dry fodder. In the current situation

the farmers rarely provide any concentrate supplements to their livestock. They must depend on local grazing and leftovers of agriculture. There is very low demand for goat and poultry feed in the PVTG areas, thus limited availability in the market and increasing the prices when they are available. In OPELIP-II, the emphasis will be given to produce mash feed with the help of locally available grains and agriculture byproducts. The enterprise will utilize the local labor and by-products, so the cost will be low for such feed. There will be one feed mixing machine established in each of the MPAs with a capacity of one ton/day. See Annex Z (Establishment of feed mixing unit).

f) **Marketing entrepreneur:** The marketing entrepreneur will link the livestock products especially live animals, birds, and eggs to market. The role of entrepreneur will be aggregation of produce, look of suitable markets, arrange for logistics and sell the produce. The entrepreneur will be trained, exposed, and supported to do the business. There will be working capital support from the VDC, to manage the business.

193. **Disease and pest management demonstration:** The livestock rearing is always at risk of disease attacks due to various reasons. There is high endemicity of disease in the environment, which get erupted during stress and target the poor immune weak stocks. There is lack of forecast and understanding of pattern of disease attacks, so a general preventive approach is taken to minimize the losses. Disease prevalence has been identified as a major risk in OPELIP II, and this has been an issue in previous projects too. To minimize animal loses due to disease the project will use the following approach:

a) **Animal health camps:** The project will develop strong linkages and support with the FARD to utilize their services to arrange animal health camps. In OPELIP there was good support and impact of health camps. The animal health camps are organized to provide expert support for treatment, preventive vaccination and deworming and general health check-up. The health camps are also utilizing as point for knowledge dissemination, recognition of good farmers, and knowledge sharing among farmers. These camps will be done through convergence with FARD, Odisha. There will be at least one health camp in a year for every 4-5 villages.

b) **Demonstration of vaccination/deworming/supplementation:** The vaccination, deworming, feed, and mineral supplementation are required for livestock intensification. But it is challenging to convince PVTG farmers to try and adopt these practices. So the project will use demonstrations to showcase the effect and impact of such interventions. During the health camps FFSs members will be selected to demonstrate the impact.

c) **Diagnostic support and learning:** The diagnostic disease screening will be required to formulate the disease management strategy for the area. The diagnostic study will be conducted with the help of expert agencies, veterinary colleges, and FARD, Odisha department. The activity will include collecting blood samples, faecal samples, any other sample from field and getting diagnose in lab to understand the pattern of disease and their severity.

d) **Developing training and awareness tools/contents:** A major challenge in OPELIP II is creating awareness to boost technology adoption in PVTG and non-PVTG HHs. The use of written materials is futile as literacy rate is very poor as whole and its worst among the women farmers. The project will develop standard Package of Practices, audio-visual materials in major PVTG languages. The various video content which needs to be developed are.

**Table 3.7. Suggested topics for video training modules**

Area	Topics	Language
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Goat Rearing	<ul style="list-style-type: none"> <li>- Standard SOP for goat rearing</li> <li>- Impact of deworming, vaccine, and feed supplementation</li> <li>- Dissemination of best practices from one geography to other</li> <li>- Video documentation</li> </ul>	Odia, and local tribes languages
Poultry Rearing	<ul style="list-style-type: none"> <li>- SOP for poultry mother units, breeder units, hatchery, and farmers</li> <li>- Dissemination of best practices</li> <li>- Video documentation</li> </ul>	

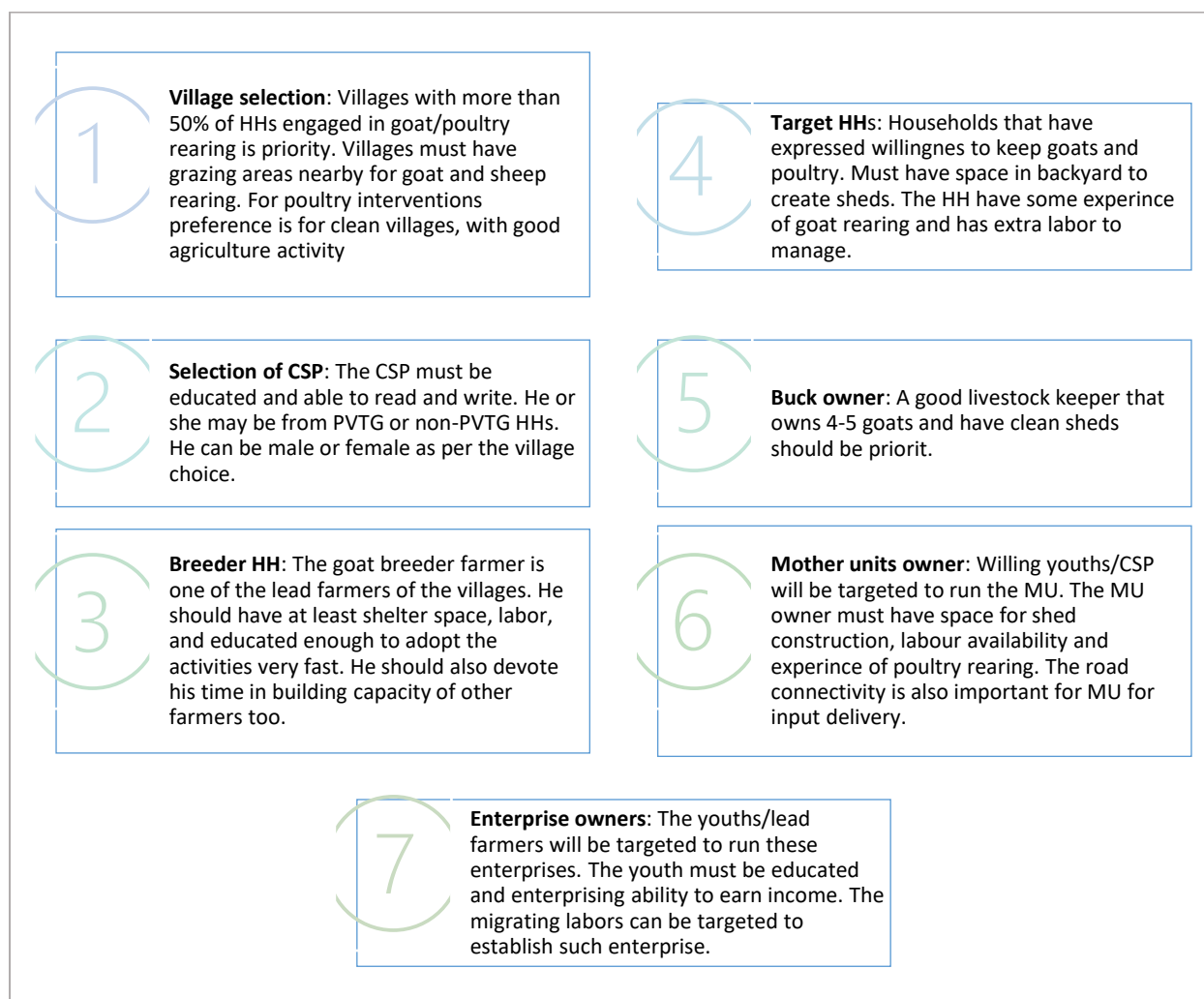
194. **Linkage with input and output markets:** The production activities will require inputs like feed, mineral supplements, vaccine, medicine etc. The timely availability of inputs is very critical to facilitate the production. The PVTG HH are less aware about the inputs, and it will take time for adoption and initiate self-purchase. There is wide variation in type of inputs and the various brands available in market, which may confuse the farmer. The Community Service Provider for Livestock (CSP-Livestock) is key person in the community, who will procure the inputs from market and sell them to farmers. The CSP will make some profit on the inputs also he can club the inputs with the services. The farmers will produce live goats, kids, bucks, poultry bird, eggs etc. The livestock intensification will bring sudden increase in production of goats, poultry, and eggs in small area. If the strategic planning of marketing of products is not done, there will be fall in price and increases the chances of exploitation. The farmers may be reluctant to go for another cycle of production due to loss, drudgery, and stress. There must be good incentive for production. The output will be linked to the local as well as distant market with the help of market entrepreneur and FNGO hand holding.

#### D. Implementation modalities

195. The project identifies mortality of animals, poor productivity, and low production as the main issues in increasing the surplus production and income. In livestock production systems the individual HHs are the point of production and productivity enhancement activities. The role of individual farmers is very important in creating appropriate assets like shelters, animals, utilizing the inputs and services and routine care and management. The OPELIP II is relying on exhaustive capacity building, demonstrations and arranging farmers field schools to bring behavioral changes and adoption of new technologies and practices for production and marketing. There are some simple technical managements like routine deworming, vaccination of livestock, on time first aid etc., which are beyond the capacity of farmers and the private quacks exploit the farmers for these services. The project is building the capacity of one of the village youths (CSP-Livestock), who will provide these services after rigorous training, and gain a sustainable income for himself. As most of the PVTGs have poor access to finance and household incomes are limited, the project will finance the initial support as grant to create comfortable shelters for livestock and through convergence it will facilitate access and ownership of animals. The project will create a body of working capital at VDC level so farmers can pay for the services on time. The contribution of various stakeholders in project implementation is indicated below.

196. **Targeting criteria:** the project will use a set of criteria to select households and participants for the different types of promoted activities. Some of these criteria are detailed in the figure below.

**Figure 3.3. Criteria for targeting of beneficiary households**



**Table 3.8. Inputs and outputs**

Item	Production Inputs	Product
Name of products	Vaccines, ayurvedic medicines, feed supplements, mineral blocks, mineral powder, vitamins etc.	Live goat, live poultry, eggs etc.
Responsibilities	CSP	CSP, Marketing Entrepreneur, FNGO, MPA Staff
Point of purchase or sell	Nearby Market	Local and distant markets
Important points for procurement	<ul style="list-style-type: none"> <li>The demand should be aggregated, taking account of demonstration and fund availability.</li> <li>The demand should be aggregated at higher level to have significant volume.</li> <li>The demand should be conveyed to market, well in advance to allow participation.</li> <li>A minimum inventory should be maintained with the CSP.</li> </ul>	<ul style="list-style-type: none"> <li>Marketing plan done before going for production of poultry and eggs.</li> <li>The nearby local market consumption pattern should be analysed.</li> <li>The distant market to be explored taking consideration of logistics, mortalities, and weight loss.</li> <li>The farmers should be convinced for wholesale price and retail price.</li> </ul>

	<ul style="list-style-type: none"> <li>The CSP should have some working capital to purchase and store inputs.</li> </ul>	<ul style="list-style-type: none"> <li>The local seasonal demand, function and Festivals is to be targeted.</li> <li>There are lean seasons in the year, the production and marketing should not be done.</li> </ul>
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197. **Implementation of the Project Management Unit (PMU) and other institutions:** The PMU is headed by Programme Director, and Programme officer livestock will be responsible for implementing the livestock activities. S/he will be supported by other executives and PMU staff for project implementation. The PMU at state level is overall responsible for implementation of the program. The team need to engage appropriate TSA, Gov department (FARD), and other verticals of OPELIP to develop the implementation strategy. The PMU will be responsible for engaging the MPA and FNGO staff in a direction to complete the activities on time and achieve the project goals. It is also responsible for fund flow to VDC, monitoring and documentation of work. The PMU will always guide and support the team for creating long term impacts from the project activities.

- a) **Technical Support Agency (TSA):** The Technical Support Agency will support the PMU in technical aspects of project, like developing appropriate phasing strategy based on the availability of resources and ability of community to adopt new technologies. The TSA will develop proper strategy and tools around for capacity building of project staff, CSP, and farmers. The TSA will develop customise package of practices and recommend on type of breeds to be used for production, deworming and vaccination calendar, and appropriate drugs. The TSA will provide technical hand holding support to livestock inspectors and Junior livestock officers in the project period to enhance the adoption of activities by the farmers. (Detailed TOR in Annex-M)
- b) **Project Management Unit at MPA:** The MPA will be the implementing agency at district or block level. The MPA will have selected FNGOs to support in project implementation. The MPA is headed by Project Officer, and it will have a Junior Livestock officer to manage the livestock related work. In MPAs where the reach is less the Junior Agriculture officer will also manage the livestock work. The important role for the MPA is to provide guidance to FNGOs and monitoring their work. The MPA will abide by the annual plan developed by the state and implement the activities with the support of FNGOs. It is the lead agency at district level to facilitate all the convergence activities like animal health camps, inputs, and other gov schemes. The MPAs will also support in project documentation and MIS flow.
- c) **Facilitating NGO:** The FNGOs are selected by PMU/MPA for implementation of the activity at MPA level. The FNGO have very crucial role in project implementation. The FNGO must recruit one Livestock Inspector (LI) for every 10-15 CSP. The FNGO is responsible for conceptualization and development of plan for livestock activity at block and district level. The micro plan for livestock activity should be based on availability of market, grazing area, veterinary departments, etc. The LI of FNGO will provide guidance to CSP on day-to-day basis. Ensure participation of farmers in various trainings and demonstrations. The FNGOs are responsible for quality of deliverables at village level.
- d) **Village Development Committee (VDC):** The VDC formed at VDA level, will facilitate development of a Village development Plan, with incorporation of livestock activities as per requirement. The VDC will identify appropriate farmers and enterprise owners for the livestock activity in the village. The VDC is the last mile monitoring institution, so it must ensure proper utilization of funds for the benefit of farmers. The VDC will monitor and guide



the CSP for the various production related work. It will also ensure proper fund flow for the assets and inputs individual beneficiaries.

### E. Implementation plan

Outcome	Activity	Y-1	Y-2	Y-3	Y-4	Y-5	Y-6	Y-7
<b>Consolidation of Activities in Old 541 Villages</b>								
Intensification of livestock activities in 541 old Villages.	Inclusion of Livestock activity in VDP	■	■					
	Strengthening & Training of existing CSPs	■	■	■	■	■	■	
	Training of LI, Staff on Project	■	■	■				
	Training and Demonstration to Farmers.		■	■	■	■		
	Input support, adoption & production activity for Goat Rearing to VDC	■	■	■	■	■	■	■
	Animal Health camps	■	■	■	■	■	■	■
<b>Transformation Activities in New 1138 Villages</b>								
Strengthening ecosystem for livestock production.	Inclusion of Livestock activity in VDP	■	■					
	Strengthening & Training of existing CSPs	■	■	■	■	■	■	■
	Training of LI, Staff on Project.	■	■	■		■	■	
	Training and Demonstration to Farmers.	■	■	■	■	■	■	■
	Input support, adoption & production activity for Goat Rearing to VDC	■	■	■	■	■	■	■
	Animal Health camps	■	■	■	■	■	■	■
	Development of Training tools, videos, live setups	■	■			■	■	
Strengthening assets quality at individual HH level for Goat & Poultry Rearing.	Support for Creation of Goat/Sheep Shed			■	■	■	■	
	Support for purchase of Goat/Sheep			■	■	■	■	
	Input support for goat rearing			■	■	■	■	
	Introduction of Buck to lead farmers				■	■	■	
	Support for Poultry Night Shelter/cage			■	■	■	■	
	Support for purchase of Poultry Birds			■	■	■	■	
	Working capital for poultry feeding			■	■	■	■	
Strengthening enterprise ecosystems in the village to support and sustain livelihood of individual HH for Goat & Poultry Rearing.	Support for Feed Mixing Units			■	■	■		
	Support for Goat Breeder HH			■	■	■	■	
	Support for mother units			■	■	■	■	■
	Support for Hatchery Units			■	■	■		
	Support for Poultry Breeder for Deshi Chchiken			■	■	■		
	Support for Business of Market Entrepreneur for Goats/Poultry			■	■	■	■	■

## F. Risks and mitigation measures

198. Geographic isolation, frequent festivals and celebrations, local dialects and languages make it difficult for the project and service providers to reach out to PVTG households. To address these issues the project is developing a cadre of locally based Community Service Providers to serve livestock farmers in the project area. In addition, the following risks are identified along with mitigation measures.

Area	Challenge/Risk	Mitigation Strategy
Climate	Long monsoon days, hot & humid climate cause stress and occurrence of many diseases, causing mortality	<ul style="list-style-type: none"> <li>- Number of goats/birds reduced before monsoon</li> <li>- Good ventilated pucca sheds</li> <li>- Deworming and vaccinating before monsoon</li> <li>- Ensure proper nutrition of animals</li> </ul>
Mortality	Unexpected mortality of goats and kids	<ul style="list-style-type: none"> <li>- Use scientific approach to understand the reasons for mortality and take proper action</li> <li>- Preventive package to minimize mortality</li> <li>- Proper space in sheds</li> <li>- Create reserves and soft loans for farmers to re-start ventures</li> </ul>
Technical know-how	Limited availability of vets nearby	<ul style="list-style-type: none"> <li>- The interventions should focus on preventive care with ayurvedic preparations and treatment based on ethano-veterinary principle</li> <li>- The use of antibiotics and drugs will be done under veterinary doctors' supervision only</li> <li>- Regular grooming and training of staff</li> </ul>
General day to day management	Poor management of livestock by community/individuals	<ul style="list-style-type: none"> <li>- Demonstrations on good management practices with the help of lead farmers</li> <li>- Recognize villages based on minimum number of members doing better management</li> <li>- Constant handholding support by the CSP</li> </ul>
Feed Shortage	Shortage of feed and less time for grazing causing death. Kids deaths due to lack of milk in mothers	<ul style="list-style-type: none"> <li>- Training on monsoon feeding</li> <li>- Storage of feed like hulls, dry pods, green leaves, azolla, and silage</li> <li>- Supplementation with concentrate feed</li> <li>- Hay/dry leaves prepared and stored</li> </ul>
Marketing of goats/birds	Market gluts may lead to lower prices for farmers, which affect proper selling time	<ul style="list-style-type: none"> <li>- Improving local markets</li> <li>- Linking the produce with markets from other areas</li> </ul>
Purchase of animal assets	Low weight poor quality new goats/poultry purchased to save money by farmers	<ul style="list-style-type: none"> <li>- VDC should control to ensure the quality of goats.</li> <li>- VDC and villagers trained on quality purchase of livestock.</li> <li>- VDC to approve the payments as per guidelines</li> <li>- The VDC must follow the non-negotiable guidelines as given in appendices. (ANNEX-Y)</li> </ul>
Service provider	Reluctant to provide the services to farmers	<ul style="list-style-type: none"> <li>- Incentivize SPs to be active</li> <li>- Monitoring by LIs</li> <li>- Performance monitoring and recognition</li> </ul>

## G. Exit and sustainability strategy

199. The sustainability strategy of the project to sustain services and maximize impact is based on the following exit strategies:

- Livestock is already part of PVTG culture and lifestyle, the project is bringing a more intensified approach

- Capacity building is not only focusing on knowledge transfer but working on behavioral change in managing livestock for the market
- Input and output services are offered as a fee-for-service model through a dedicated CSP
- A full-scale ecosystem of input suppliers and output marketers is being set-up each working as an enterprise
- Livestock farmers will be linked to FARD through CSPs for accessing knowledge and service that are beyond the capability of CSPs.

### Sub-component 3.2: Marketing and value addition

#### A. Justification and main objectives

Indicator	Target
<i>Expected result: Improved access to markets for smallholders and increased engagement in agri-processing activities</i>	
Number of farmers groups that are engaged in repeat selling to channels facilitated by the project	900
Number of farmer groups that have set up primary processing (or higher) facilities	600

200. PVTG in India operate in a distinct manner when participating in their local weekly markets, or 'Haat'. Their market activities are shaped by a set of prevailing conditions, including limited resources, information gaps, and the roles of intermediaries. PVTG communities predominantly sell vegetable, fruits and other perishable goods directly in retail, while they tend to trade grains with collectors/traders. This operational mode often leads to unideal marketing conditions, as the communities prefer to sell their entire stock rather than carry unsold goods back to their far villages. Primary processing of goods is not practiced among these communities, further influencing their selling practices. Livestock like goats and chickens are typically sold based on size, with no weighing, and are often bought by middlemen who visit the villages or local Haats. The function of aggregating goods, which could potentially increase their selling price, is primarily conducted by collectors and middlemen at the local Haats. Similarly, produce harvested from slopy lands is either sold at the Haat or collected directly by traders.

201. A significant characteristic of the PVTG market practice is the lack of awareness about current market prices for their products. This often results in the sale of raw goods at significantly low prices. For instance, raw turmeric in June 2023 was sold by PVTG households at INR 40, whereas informed farmers in same area could secure INR 63 for the same. The quality of raw produce from PVTG communities, often marked by residues, ash, high moisture content, and foreign particles, further shapes their market experience. This quality issue restricts them from benefiting from certain initiatives, such as the TDCCOL's minimum price support for Ragi. The presence of impurities in their produce necessitates selling it at a lower price to traders. In summary, the current state of the PVTG communities in local markets is influenced by various conditions and practices. To move towards a more sustainable and equitable trading environment, it may be necessary to address these factors with targeted interventions, such as providing market information, access to processing facilities, and improvements in the overall value chain. The key problems faced by PVTG households in marketing their produce profitably are:

- Lack adequate marketing and price information
- Lack knowledge of quality parameters needed by different markets
- Marketing reach is limited to local haat or aggregator/commission agent

- Lack of storage, cleaning, sorting grading and packaging of produce resulting in market rejection or lower pricing
- Produce is often sold by size (animals) or volume (number of bags) rather than by weight leading to lower revenues
- Small-scale of production and individualized marketing effort leading to uneconomic size of operations to reach larger and more profitable markets
- Little or to no value addition

202. OPELIP II is planning to intensify production of crops and livestock in the project area through structured and planned interventions. To complement these efforts and ensure PVTG communities derive the maximum benefit in terms of income, there is need not only to support farmers to market their increased production profitably, but also build an ecosystem to sustain the impact. This sub-component details the measures that OPELIP II will take in this regard.

203. The objective of this sub-component is to enhance market access for smallholders and increase their engagement in agri-processing activities. The anticipated outcomes of this subcomponent include:

1. *Increase in sales price and diversified market linkage:* By improving market access and establishing strong linkages with market, AICs and SSAGs and Livestock Aggregators will have the opportunity to sell their products at higher prices and access a wider range of markets. This will lead to increased income and improved market competitiveness.
2. *Increase in awareness of AICs and SSAGs, livestock aggregators on market opportunities:* Through training and capacity-building programs, AICs and SSAGs, and livestock aggregators will gain a better understanding of market trends, demands, and opportunities. This increased awareness will enable informed decisionmaking and strategically position their products in the market.
3. *Enhanced market participation and integration:* Enhance the participation of smallholders in agricultural value chains and promote their integration into formal markets. This will enable them to access better prices, establish long-term market relationships, and benefit from market-driven production practices.
4. Integrating nutritional needs of PVTGs into the crop diversification initiative to improve the health and well-being of the PVTG community, seeing them not only on their potential to market but also as consumers so that this activities can contribute to building a sustainable and resilient food system that is connected to their cultural heritage, traditions, consumption patterns and generates profits.

204. Overall, the subcomponent seeks to empower PVTGs groups by providing them with the necessary knowledge, skills, and market connections to succeed in Agri-processing activities and maximize their income potential.

## **B. Lessons learned from OPELIP and modifications in OPELIP II**

205. During the implementation of OPELIP several lessons were learned which were useful to inform the design of OPELIP II, including:

- Completing land allocation and cluster level intervention activities in a coordinated manner in first few years is crucial for effective market linkages.
- Specialized skill sets are needed for successful market linkages, including brokering, business planning, credit facilitation, pricing, and guidance.
- Relying solely on government procurement agencies (TDCCOL and ORDMAS) may not be sufficient, and engaging with private sector buyers can provide better market opportunities.

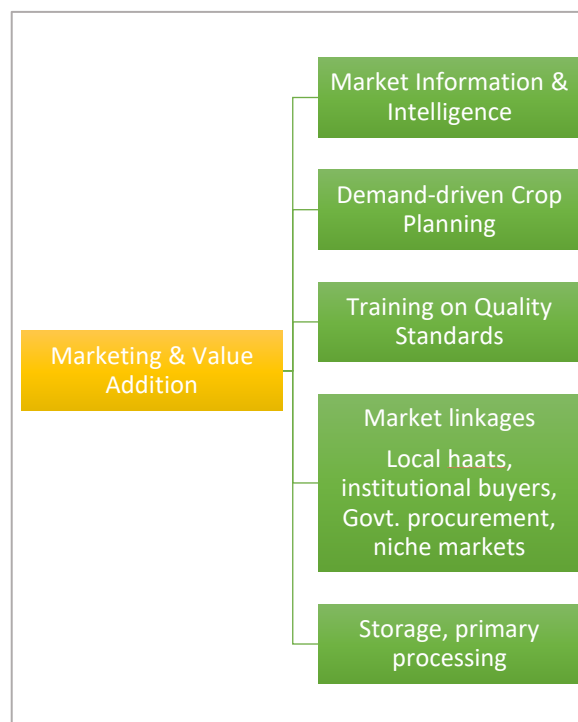
- Livelihood activities should go beyond asset transfer and focus on strengthening the overall livelihood ecosystem and adopting market-based strategies.

**206. New elements introduced in OPELIP II:**

- Building a demand-driven production and economic system by equipping AICs/SSAG and Livestock aggregator with necessary resources and skills for market-oriented agriculture.
- Brokering partnerships with the private sector to improve market linkages and access to value chains.
- Emphasizing primary processing and value addition activities to enhance the marketability of agricultural products.
- Facilitating access to finance, including to support AICs/SSAG/ Livestock Aggregators in managing production cycles and meeting market demand consistently and independently, thereby creating a sense of ownership and reducing dependency on project inputs from subsequent years.
- Providing on-the-ground support from professionals with expertise in market dynamics and agricultural value chains to assist AICs/SSAG/ Livestock Aggregators in navigating challenges and making informed decisions.

**C. Approaches and main activities**

207. This subcomponent is designed to boost market accessibility for 21,000 households from 900 AICs and 12,000 households from 600 SSAGs. Additionally, under livestock, around 280 livestock aggregators are projected to reach approximately 142,000 households engaged in livestock activities. The subcomponent adopts a gradual approach. The AICs/SSAGs will progress through different levels of development, gradually advancing towards more sophisticated marketing and value-added activities. The approach includes a step-by-step progression plan, capacity-building initiatives, and market expansion strategies. It emphasizes the importance of becoming market ready and provides training and support to enhance capabilities. Notably, the AICs of OPELIP will receive training and orientation under this sub-component, but they will not receive any inputs such as market infrastructure, as they have already received this support in OPELIP. Top of Form



208. **Strategy for sourcing and target products:** The AICs, SSAGs, and Livestock Aggregators will play a crucial role as sourcing points and will be encouraged to adopt demand-driven production<sup>45</sup> and engage in collective selling. After a two-year evaluation period, successful and qualified groups will be encouraged to formalize themselves as Producers Groups. These performing AICs/SSAGs will act as nodal points for aggregating, sorting, and processing produce from other AICs and SSAGs in the area.

<sup>45</sup> See Sub-component 3.1.1 that describes seasonal crop planning based on market demand, profitability, ease of cultivation

Formalizing their legal status will also make them eligible for bank accounts, warehouse receipt loans, and other advantages. The establishment of these nodal AICs/SSAGs and their formal status aims to increase scale, strengthen market linkages, enhance value addition, and improve the overall market performance of AICs and SSAGs. This approach will contribute to their long-term economic growth and sustainability. Furthermore, the infrastructure support provided to Nodal AICs/SSAG.

Nodal	Sourcing Point	Products
AICs /SSAGs	AICs	Rice (Scented, Black Rice), Ground Nut, Watermelon, Millets (like Foxtail, Little, and Barnyard millets), Medicinal Plants (like Ashwagandha, Tulsi, Amla, Giloy, Shatavari, Moringa), Organic Vegetables, Seed potato, Cashew nut, Turmeric, Ginger, Black pepper , Pine apple, Watermelon
Livestock Aggregator	HHs	Goat, birds, eggs

**209. The key activities of this sub-component include:**

- 1. Production planning:** Promoting a demand-driven approach to production planning for the AICs/SSAG. This involves analyzing market demand and trends to guide farmers in selecting the right crops and commodities to cultivate suitable for the area. By aligning production with demand, the AICs can optimize their output, reduce post-harvest losses, and ensure a steady supply of high-demand products.
- 2. Skill development, training, and module development:** Providing training programs to enhance the skills of farmers and AIC/SSAG members in quality standards and primary processing techniques. This will enable them to improve the value addition of their agricultural products.
- 3. Market infrastructure:** Establishing primary processing, storage facilities, and sorting centres to enhance the post-harvest handling and preservation of agricultural products in the Nodal AICs/SSAG. This infrastructure will contribute to maintaining the quality and value of the produce.
- 4. Commodity mapping and market exploration:** Identifying specific commodities with market potential and conducting market research to explore new market opportunities for the AICs/SSAG/ Livestock Aggregators. This will help in strategic planning and targeted marketing efforts.
- 5. Linkages with haats:** Facilitating direct linkages between the AICs/SSAG/ Livestock Aggregators and local marketplaces, ensuring better market access and reducing intermediaries.
- 6. Linkages with private players:** Facilitating partnerships and agreements between the AICs/SSAG and private players in the agricultural value chain. This can include procurement agreements, contract farming arrangements, and collaboration for value-added processing and marketing.
- 7. Linkages with Government Procurement Agencies:** Establishing linkages with government procurement agencies, including the Millet Mission and others. These linkages aim to provide additional choices and opportunities to AICs/SSAGs
- 8. Access to capital finance:** Promoting access to capital finance for AICs/SSAG, and individual households through initiatives like the Kisan Credit Card scheme. This will provide them with financial resources to invest in agriculture-related activities and improve their farming practices. Working capital loans for Livestock Aggregators would be facilitated.

9. **Niche market development fund:** Establishing a fund to support the development of niche markets and value chains for specific commodities. This fund will provide financial resources for market research, product development, and promotional activities. Further, partnerships with Slow Food would be explored to establish connections with The IFAD grant on food heritage.

**Figure 3.4. Support to AICs/SSAGs/SHGs for market access and value addition**



**210. Demand-driven production planning:** The Ajeevika Kendra at MPA level collaborates with sub-component 3.2 executives to analyze the potential for growing crops. The analysis will be undertaken at the beginning of the project and will be frequently updated, and will entail price analysis, gather cost of production data, and conduct a comparative study to assess income generation potential and price fluctuation risks. The Agriculture and NRM officers oversee the analyzes of the risks related to demand-driven farming. This requires:

- Conducting a comprehensive analysis of market demand and trends, including consumer preferences, emerging markets, agro- and bio-diversity, and identification of crops with highest market value and potential.
- Identifying key market channels, including local wholesale markets, markets in neighboring states, and wholesale Mandis or Gadi, to capture market opportunities.
- Developing a production plan in consultation with the AICs/SSAG that aligns with market requirements and focuses on high-demand crops or value-added products.
- Share the production plan with AICs/SSAGs and gather their feedback and consent to ensure their active participation and alignment with their capabilities and resources.
- Jointly prepare an implementation plan for the season, incorporating the inputs and suggestions from AICs/SSAG to ensure smooth execution.

211. **Market intelligence and information dissemination:** This aims to empower AICs/SSAGs and SHGs with timely data on market trends, prices, and agricultural practices. By providing market intelligence, price information and technology updates AICs/SSAG/SHGs can make more informed decisions, enhance productivity, and access better opportunities. This requires:

- The Ajeevika Kendra should actively develop relationships and build networks with wholesalers and buyers from various Mandis (wholesale markets) to establish direct market linkages and collect information.
- In addition, leveraging online platforms (like India-mart) can provide buy leads and opportunities for posting, which can assist in testing the market and understanding market trends.
- The Ajeevika Kendra would establish a robust market intelligence system by collecting relevant data on market prices, demand-supply dynamics, and consumer preferences. This can be achieved through conducting market surveys, engaging in interactions with market intermediaries, and consistently monitoring market trends.
- Krushi Saathi will receive regular updates on market information and will be responsible for disseminating this information to the AICs/ SSAG. This will ensure that AICs/SSAG are well-informed about the latest market trends, prices, and potential business opportunities.
- Provide comprehensive training and capacity-building programs to AIC/SSAG members, equipping them with the knowledge and skills to understand market information and effectively incorporate it into their production planning and marketing strategies.
- Actively encourage the active participation and feedback from AICs/SSAG, ensuring that their specific needs and challenges related to market information are addressed.
- Foster strong partnerships with market stakeholders, including traders, processors, and retailers, to enhance the flow of market information and establish reliable channels for direct market linkages. This collaboration will facilitate smoother and more efficient access to markets for the AICs/SSAG.

212. **Market-Oriented Training and Capacity Building:** The Ajeevika Kendra would develop the training modules and impart training to the AICs/SSAGs:

- i. Design and deliver comprehensive training programs for AIC/SSAG members to enhance their understanding of market-oriented agriculture. This includes providing knowledge and skills on various aspects such as quality standards, packaging techniques, grading, and branding. For instance, AIC/SSAG members will be trained on humidity control techniques to maintain product quality, ash content and foreign particle removal methods for cleaner produce, and cleaning and drying processes to ensure optimal product condition. These training programs will equip AIC/SSAG members with the necessary knowledge and skills to meet market requirements and enhance the overall quality of their agricultural products.
- ii. Emphasize the importance of obtaining a Certificate of Analysis for their products. A Certificate of Analysis is a document that provides detailed information about the product's composition, quality parameters, and compliance with regulatory standards. By obtaining a Certificate of Analysis, AIC/SSAG members can demonstrate the quality and authenticity of their products to potential buyers. This can enhance their credibility in the market and increase the trust and confidence of buyers in their produce.
- iii. Enhance the capacity of AICs/SSAG in understanding market dynamics and trends. This includes providing training on analyzing market demand, identifying market niches, and understanding consumer preferences. AIC/SSAG members will learn how to identify emerging market trends and adapt their production accordingly. By enhancing their market



intelligence and understanding, AICs/SSAG will be better equipped to make informed decisions and optimize their market-oriented agricultural practices.

- iv. Foster the development of effective marketing strategies within the AICs/SSAG. This includes providing training on market segmentation, targeting, and positioning. AIC/SSAG members will learn how to identify and target specific market segments based on their product characteristics and consumer preferences. They will also gain knowledge on effective pricing strategies, distribution channels, and promotional activities to maximize their market reach and competitiveness.

**213. Facilitate linkages between AICs/SSAGs and market actors:** The Ajeevika Kendra will take the lead in establishing and nurturing relationships with buyers, traders, retailers, and processors to create direct market linkages for AICs/SSAG. This involves actively seeking out potential market partners and initiating discussions to explore business opportunities. In order to facilitate meaningful interactions, site visits will be organized where buyers can visit the AICs/SSAG and assess the quality of their products first-hand. Additionally, AICs/SSAG executives will be taken to meet potential buyers, providing them with the opportunity to interact and build relationships. Guidance and support will be provided to AICs/SSAG in preparing for market interactions. This includes assisting them in preparing samples of their products and obtaining relevant certifications, such as the Certificate of Analysis (CoA), which demonstrates the quality and authenticity of their products. AICs will also be provided with information on price trends in the market, enabling them to set competitive prices for their products. To foster collaboration and cooperation among AICs/SSAG, they will be encouraged to work together in collective marketing initiatives. This will involve aggregating their products and jointly marketing and selling, as well jointly buying inputs (refer Annex AC). A collective marketing and selling guide has been developed and provided to AICs/SSAG as a resource to support them in this endeavor. By working collectively, AICs/SSAG can achieve economies of scale, enhance their bargaining power, and access larger markets.

**214.** Training and capacity-building programs will be offered to AICs/SSAGs to enhance their negotiation skills, contract management abilities, and market intelligence. This will equip them with the necessary knowledge and skills to effectively engage with buyers, negotiate favourable terms, and make informed business decisions. By empowering AICs/SSAG with these capabilities, they will be better positioned to establish strong and sustainable market linkages, contributing to their long-term success and increased income generation. Top of Form Bottom of Form

**215. Business planning and financing:** The project will assess the performance and readiness of AICs/SSAGs after two years, using grading criteria specified in Annex C of the program guidelines. Qualified AICs/SSAGs will receive support from the Ajeevika Kendra in business planning and will be encouraged to formalize their legal status. This support will help them determine the fixed asset and working capital requirements for their operations. The infrastructure needs of AICs/SSAGs, such as primary processing equipment, storage facilities, and sorting centers, will be assessed to enhance product quality and value addition. Up to INR 500,000 will be allocated for fixed asset support, specifically targeting AICs/SSAGs that have excelled in collective marketing, market-oriented production practices, and generating significant sales revenue (refer Annex AD for AICs/SSAG Performance Measurement). The selected AICs/SSAGs will act as nodal points for aggregating and collecting produce from other AICs and SSAGs. This consolidation of resources and coordination will strengthen their market position and enhance their ability to meet market demands effectively.<sup>46</sup>

**216.** All assets that are developed will be the exclusive property of the AICs/SSAGs. Beyond just ownership, the AICs/SSAGs will also undertake the role of monitoring and managing these assets to

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<sup>46</sup> The AICs (consolidation) will not be supported by the project from any fixed asset investment

ensure they are maintained and utilized effectively. When it comes to infrastructural developments, it's of utmost importance that the project takes steps to make certain that land lease agreements are not only secured but are also formalized explicitly under the names of the AICs/SSAGs. This approach safeguards the interests of the AICs/SSAGs and ensures continuity and clarity in asset management and rights.

217. **Access to finance:** In terms of financing, the working capital for production will be sourced from members' savings or facilitated through credit arrangements with banks or Self-Help Groups (SHGs). A significant facilitation provided will be for access to the Kisan Credit Card<sup>47</sup>, which enables farmers with patta land to obtain credit from financial institutions to finance their agricultural activities. These initiatives aim to increase access to finance for AICs/SSAG, enabling them to meet their working capital requirements, invest in growth, and enhance their overall financial stability. By establishing linkages with banks and leveraging government-supported programs, the project seeks to enhance the financial inclusion and sustainability of AICs/SSAG, contributing to their long-term success and growth.

218. **Promoting indigenous products and niche markets:** The fund reserved for targeting market niches could be utilized to cultivate various opportunities. Service contracts associated with this initiative would be awarded to suitable contractors and service providers. The following activities are to be undertaken on case-by-case basis:

- Recognize and showcase the unique selling propositions (Organic naturally grown) of indigenous foods and traditional products, highlighting their cultural significance, nutritional value, and sustainable production practices.
- Work collaboratively with marketing agencies, tourism departments, and other relevant stakeholders to create awareness and promote indigenous products in local and regional markets.
- Conduct targeted marketing campaigns and promotional activities to educate consumers about the benefits and distinct features of indigenous products, emphasizing their connection to local culture and heritage.
- Participate in trade fairs, exhibitions, and events that focus on indigenous products, providing opportunities for AICs to showcase their products and establish business connections.
- Develop packaging and branding strategies that effectively communicate the authenticity and uniqueness of indigenous products, enhancing their market appeal and value proposition.
- Explore partnerships with retail outlets, restaurants, and specialty stores that cater to niche markets, creating channels for the distribution and sale of indigenous products.
- Facilitate capacity-building initiatives for AICs in product development, quality control, and value addition to enhance the competitiveness of indigenous products in the market.
- Collaborate with relevant agencies to obtain certifications, such as Geographical Indication (GI) tags or organic certifications, that can further enhance the market positioning and value of indigenous products.
- Continuously monitor market trends and consumer preferences to identify emerging niche markets and adapt promotional strategies accordingly.
- Evaluate the impact of promotional activities and market interventions on the marketability and market share of indigenous products, making necessary adjustments to optimize their market performance.

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<sup>47</sup> Farmers with land title can receive collateral free loans, loan amount is decided based on the size of their land.

219. **Livestock aggregation:** The marketing channels and target market are distinct and will be mentioned separately. The Livestock Aggregators will play a vital role as intermediaries between the local and main central markets. In addition to the support and training provided, the sub-component aims to facilitate various channels for marketing:

- **B2B meat shops:** Livestock Aggregators would be facilitated to collaborate with business-to-business (B2B) meat shops, serving as wholesalers or retailers. Establishing connections with such entities will enable them to supply larger quantities of livestock products for bulk distribution to different retail outlets.
- **Meat shop association:** Engaging with meat shop associations can benefit the Livestock Aggregators. These associations often act as industry representatives, providing valuable networking opportunities, support, and knowledge exchange among members.
- **B2C restaurants:** The Livestock Aggregators will explore partnerships with business-to-consumer (B2C) restaurants and eateries. By supplying their products to restaurants, they can tap into a diverse consumer base and gain higher price realization.
- **B2G (business-to-Government):** Government institutions such as schools, hospitals, and other public entities can serve as potential buyers for livestock products. Collaborating with the government sector can provide stable and consistent demand, contributing to the Livestock Aggregators' long-term sustainability.

220. Further, one of the main constraints faced by Livestock Aggregators in their role as intermediaries is the availability of working capital to purchase animals and birds from households (HHs). Buying from HHs is a crucial aspect of their operations as it involves sourcing the livestock products from PVTG HHs. However, lack of sufficient funds can hinder their ability to procure the required quantities of livestock. To address this challenge, the sub-component responsible for supporting Livestock Aggregators will take specific measures. Firstly, they will engage with Self-Help Groups (SHGs) to facilitate loans if the livestock aggregator HH is represented in the SHG.

221. In addition to SHGs, the sub-component will also collaborate with banks to explore other financial solutions. The subcomponent will negotiate for an overdraft facility, which provides a line of credit that allows the Livestock Aggregators to withdraw funds up to a certain limit, based on their creditworthiness. This will offer them the flexibility to manage fluctuations in demand and ensure a steady supply of livestock products to the market. In cases where an overdraft facility might not be available or suitable, the sub-component will work with banks to secure term loans (such as Mudra Loan Scheme).

#### **D. Implementation modalities**

222. **Key responsibility and persons/institutions:** The access to markets and value addition subcomponent operates through a structured framework involving various groups and individuals working to achieve its objectives. The Programme Officer (Marketing and Enterprise Development) at the PMU assumes the crucial responsibility of overseeing the activities of components 3.2 and 3.3, providing expert guidance to the Marketing and Enterprise Development Officer at the MPA level, who in turn assumes a leadership role in implementing components 3.2 and 3.3 within the MPA. They also responsibly to manage Ajeevika Kendra, ensuring integration of efforts.

223. The Ajeevika Kendra plays a pivotal role as a critical service provider at the MPA level, offering expert technical support and guidance. Their responsibilities extend to conducting specialized training programs, providing valuable market intelligence, and establishing essential networks with traders and private players in the agricultural sector. At the village level, the Krushi Saathi assumes a key role

in executing cluster-level interventions. Working closely with the MPA, they organize AICs/SSAGs, disseminate essential information, collect samples, and facilitate the production plan. Their collaboration with Junior Engineers enhances efficiency in maintaining and repairing processing units at AICs/SSAG (Small Scale Agribusinesses). The production in these AICs/SSAG, supported by component 3.1, is demand-driven, ensuring that farmers cultivate crops and raise livestock based on market needs and preferences.

224. For livestock-related activities, the Village Level Community Service Provider (CSP) - Livestock takes charge, focusing on all aspects related to livestock. The AICs/SSAGs and Livestock Aggregators play vital roles in primary processing, value addition, and efficient sales of agricultural products. The main roles and responsibilities of these individual are as follows (Annex L provides ToR of Marketing and Enterprise Development Officer):

- **Programme Officer (Marketing and Enterprise Development) at PMU:**
  - Overall responsibility for component 3.2 and 3.3 activities
  - Line management of Marketing ED officer at MPA level
- **Marketing and Enterprise Development Officer at MPA:**
  - In charge of component 3.2 and 3.3 at MPA level
  - Line management of Marketing and ED officer of FNGO and Ajeevika Kendra
- **Ajeevika Kendra (Service provider at MPA):**
  - Technical backstopping for the initiative
  - Running specialized training programs
  - Providing market intelligence
  - Establishing networks with traders and private players
- **Krushi Saathi at Village Level:**
  - Cluster level intervention at the field
  - Organizing AICs/SSAG
  - Disseminating essential information
  - Collecting samples
  - Facilitating the production plan
- **Village Level Community Service Provider (CSP) - Livestock:**
  - Focused on livestock-related activities
- **AICs/SSAG and Livestock Aggregators:**
  - Responsible for the production plan and its implementation
  - Engaging in primary processing, value addition, and sales of agricultural products

### E. Implementation plan

225. The activity is for both old and new villages, as both will benefit from improved market access. However, only market infrastructure support will be provided to AICs/SSAG from new villages, while AICs from old villages will not receive this specific support.

Ky activities	Details	Y 1	Y 2	Y 3	Y 4	Y 5	Y 6	Y 7
Production Planning	Analyze market demand and trends to guide farmers decisionmaking							

	Workshops and training sessions demand-driven production planning							
	Facilitate preparation of AICs/SSAGs' production plans							
Skill Development, Training, and Module Development	Develop training modules on post-harvest handling, value addition, and quality control.							
	Deliver training to enhance the skills of farmers and AIC/SSAG members in quality standards and processing							
	Organize hands-on practical sessions to enable farmers to apply learnings							
Market Infrastructure (only for transformational new villages)	Identify nodal AICs/SSAGs based on performance							
	Identify suitable locations and establish primary processing centres, storage facilities, and sorting centres in Nodal AICs/SSAG							
	Ensure the proper design & construction of market infrastructure							
	Implement quality control measures to maintain the freshness and value of agricultural products							
Commodity Mapping and Market Exploration	Conduct commodity mapping to identify specific products with market potential.							
	Update commodity mapping and market potential							
	Undertake market research to explore new market opportunities for AICs/SSAG/Livestock Aggregators.							
	Develop strategic plans to target high-demand markets and enhance market competitiveness							
Linkages with Haats	Facilitate direct linkages between AICs/SSAG/Livestock Aggregators and local marketplaces (haats)							
	Organize marketing events and farmer-producer meets to foster connections with potential buyers							
	Establish a feedback mechanism to assess and improve market linkages							
Linkages with Private Players	Identify potential private players in the agricultural value chain							
	Facilitate discussions and negotiations for procurement agreements, contract farming, and value-added processing partnerships							

Linkages with Government Procurement Agencies	Establish connections with government procurement agencies, such as the Millet Mission & others.							
	Promote AICs/SSAGs as reliable suppliers to government agencies							
	Train AICs/SSAGs in quality standards required for government procurement							
	Facilitate the application process for the Kisan Credit Card scheme and assist farmers on the benefits							
	Explore options for working capital loans for Livestock Aggregators to improve livestock-related activities under Mudra Scheme							
Niche Market Development Fund	Call for proposal under Niche Market Development Fund							
	Allocate resources from the fund for market research, product development, and promotion							
	Partnerships with Slow Food to connect with the IFAD grant on food heritage							

## F. Risk and mitigation measures

Risk Category	Likelihood	Impact	Severity	Mitigation Measures
<b>Market Demand and Trends Fluctuations</b>	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>- Regularly conduct market research and gather market intelligence to identify emerging trends and demands.</li> <li>- Promote diversified crop cultivation and value-added products to adapt to changing market demands.</li> <li>- Establish strong linkages with market stakeholders and explore partnerships with private players.</li> <li>- Encourage AICs/SSAGs to work collectively to mitigate risks associated with individual market fluctuations.</li> </ul>
Macroeconomic Factors: Economic fluctuations, changes in government policies such as declaring MSP can distort the market,	Medium	High	Medium-High	<p>Commodity diversification and engagement</p> <p>Diversify market and product portfolio to reduce dependence on a single market or commodity.</p> <p>Establish a robust market intelligence system to monitor economic trends and policy changes.</p> <p>Provide training on adapting to changing market dynamics and policies.</p>

				Explore regional markets for diversification.
Climate Change and Natural Disasters: Climate change-related risks, such as erratic weather patterns, droughts, floods, or pest outbreaks, can adversely affect agricultural production and disrupt supply chains.	Medium	Medium	Medium	Climate adaptive Agriculture and selection of crop such as millet can mitigate the risks to some extent. Promoting climate-smart agriculture practices. Promotion water management and conservation. pest and disease surveillance systems through Krushi Saathi. diversification of crops and livestock. Invest in resilient infrastructure.

### G. Exit and sustainability strategy

226. The exit strategy aims to ensure the long-term sustainability of market access and value addition interventions implemented under this component. The strategy includes the following key elements:

- **Strengthening local capacities:**
  - Building the capacities of AICs/SSAGs through training and capacity-building programs in demand-driven production, value addition, and market linkages.
  - Continuous mentoring and support to equip local stakeholders with the necessary tools and expertise.
- **Formalizing nodal AICs/SSAG:**
  - Supporting performing AICs/SSAGs to formalize their legal status as Producers Groups or Farmer Organizations.
  - Providing exit strategy support to these selected AICs/SSAGs, including market infrastructure and business planning.
- **Facilitating Public-Private Partnerships:**
  - Fostering collaboration with private sector entities to establish sustainable market linkages.
  - Facilitating agreements and partnerships between AICs/SSAGs and private sector stakeholders.

227. The exit strategy will be implemented progressively, ensuring that local stakeholders are ready to sustain market access and value addition efforts. Continuous engagement with government agencies, private sector stakeholders, and development partners will be sought to facilitate a smooth transition and long-term sustainability.

### Sub-component 3.3: Enterprise development and access to finance

#### A. Justification and main objectives

Indicator	Target
<i>Expected results: Resilient growth of micro-enterprises in target project areas</i>	

Percentage of supported enterprises (individual and collective) functioning after two years of project support	60%
Number of Individual microenterprises promoted by the project	2,840
Number of SHG microenterprises promoted by the project	3,120

228. In the unique circumstances of PVTGs residing within the OPELIP II areas, the dynamics of micro-enterprise activity are influenced by a variety of socio-economic and geographical factors. These communities primarily live in remote and mountainous regions, which limits their access to mainstream economic opportunities. As a result, the micro enterprises run by PVTG entrepreneurs are rare. Traditionally, PVTGs rely on subsistence agriculture, non-timber forest product (NTFP) collection, and small-scale handicrafts for their livelihoods. Moreover, unique challenges persist, especially among the youth who often migrate in search of wage work. While they acquire skills, they lack entrepreneurial ideas to utilize them effectively. PVTG entrepreneurs tend to adhere to traditional business practices, lacking the foresight and strategic planning required for future growth and relevance in the market. The constraints are further amplified by financial issues, inadequate infrastructure, outdated processing techniques, and challenges related to marketing and management.

229. Due to following traditional business models, PVTGs encounter difficulties in venturing into micro-enterprise activities, as they may not always be open to innovation or change. Additionally, their target consumer base is limited because of their geographical isolation. The struggles they face with finances, coupled with the aforementioned factors, further exacerbate the precarious nature of their economic activities.

230. **Enhancing entrepreneurial opportunities for PVTGs:** Enhancing entrepreneurial opportunities for PVTGs in OPELIP II areas necessitates a comprehensive and systematic approach. Identifying ambitious individuals and SHGs with innovative ideas, supporting them through business idea testing, and offering pre and post-investment assistance. Targeted training to enhance the skills of PVTGs in various sectors such as agriculture, handicrafts, textile among others. This will enable them to produce high-quality products that can compete in the market while preserving their cultural identity. Facilitating access to finance, providing marketing support, and fostering networking opportunities will enable PVTG micro-enterprises to thrive in the market. Emphasizing the three pillars of business development - understanding the numbers, building supply chain connectivity, and creating a strong value proposition - will ensure the success and sustainability of these ventures, empowering PVTGs to achieve economic self-reliance and prosperity in their communities.

231. The objective of this sub-component is to promote and strengthen microenterprises within the PVTGs community by providing targeted support, access to finance, and capacity-building opportunities. Expected Results:

1. *Enhanced entrepreneurial skills and knowledge:* The sub-component intends to provide specialized ground-level support by establishing Ajeevika Kendra, coaching, and mentoring to PVTGs entrepreneurs. As a result, they will acquire the necessary skills and knowledge to efficiently manage their businesses, make informed decisions, and adapt to changing market dynamics.
2. *Increased number of viable microenterprises (SME):* The sub-component aims to facilitate the establishment and growth of a higher number of viable microenterprises within the PVTGs community. By providing support based on market demand and viability, more PVTGs individuals (youth, men, and women) and groups will be encouraged to take up entrepreneurial activities, leading to economic empowerment.
3. *Improved incomes and livelihoods:* Through enhanced access to finance, training, skill development and market linkages, PVTGs engaged in SMEs will experience improved income



levels and more secure livelihoods. The focus on demand-based and profitable enterprises will ensure that the economic activities generate sustainable income streams for the beneficiaries.

4. *Increased access to finance:* By connecting PVTGs entrepreneurs with financial institutions and introducing measures such as the Mudra Schemes, the sub-component seeks to improve their access to finance. This will enable them to invest in their enterprises, scale up operations, and address working capital needs.

## **B. Lessons learned from OPELIP & modifications in OPELIP II**

232. During the implementation of OTELP and OPELIP several lessons were learned which were useful to inform the design of OPELIP II, including:

- Shift the focus towards building demand-based and profitable enterprises, emphasizing sustainability over merely reducing drudgery.
- Craft and Handicraft are integral part of PVTG culture and important sources of income, and should be promoted for income diversification;
- Provide specialized ground-level support to coach, mentor, and handhold these enterprises on a day-to-day basis. This personalized guidance will empower the entrepreneurs, enhancing their business acumen and enabling them to navigate challenges effectively, leading to sustainable growth and success.

233. **New elements introduced in the current component:**

- Establish Ajeevika Kendra as a central hub for comprehensive entrepreneurial development support, providing resources for business planning, coaching, mentoring, and networking at MPA level with gender and cultural sensitivity and that values tribal cultural heritage.
- Emphasize the importance of viable enterprise models, including handicrafts and handlooms, considering scalability, profitability, and market demand.
- Promote individual entrepreneurship development, particularly among women and youth, to foster role models in the community and facilitate equitable business dealings within the PVTG community.
- Support enterprises through a co-financing approach, ensuring ownership and shared benefits, thereby enhancing the sustainability and success of these ventures.
- PVTG women will play a pivotal role in enterprising, with their cultural knowledge and entrepreneurship, to create thriving businesses that enhance tribal heritage and embrace economic empowerment.

## **C. Approaches and main activities**

234. The sub-component ventures encompass a range of activities, including processing centres for turmeric, honey, and tamarind, as well as hatcheries, breeding units, feed meal units, and NTFP aggregation and trading. The sub-component aims to provide support to 2,840 individual entrepreneurs (tribal women, men, youth), 3120 group-based SHG enterprises.

235. The approach for Microenterprise Development and Access to Finance through the Ajeevika Kendra is centered on empowering PVTGs entrepreneurs by providing them with personalized support and resources to establish and grow sustainable microenterprises. The process begins with a comprehensive selection procedure, identifying entrepreneurs with innovative business ideas and

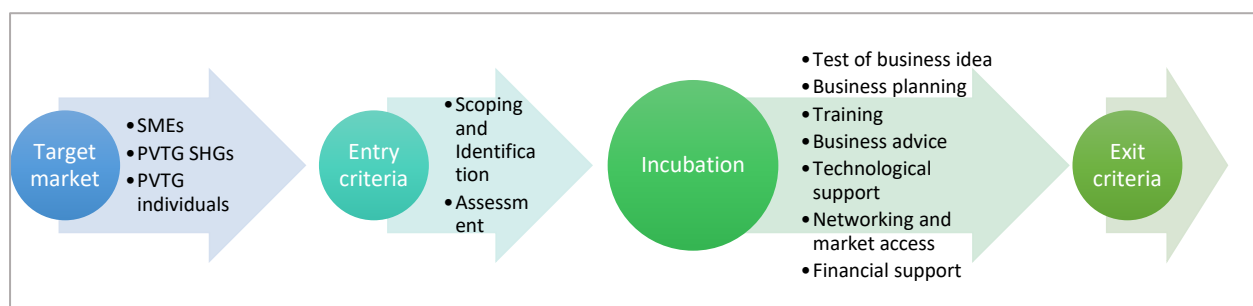
promising market potential. Once chosen, these entrepreneurs receive specialized training and mentorship programs to enhance their entrepreneurial skills and market understanding.

236. The Ajeevika Kendra (established at MPA level) plays a crucial role in assisting these entrepreneurs in developing robust business plans and viable models. It also facilitates access to finance through partnerships with banks and financial institutions, ensuring that they have the necessary capital to kick-start their ventures. To reduce operational costs, shared infrastructure and technology support are provided, and networking opportunities are offered to connect entrepreneurs with potential buyers and market channels.

237. An essential aspect of this approach is its focus on women and youth empowerment, creating an inclusive and collaborative environment where entrepreneurs can learn, grow, and eventually transition to independent operations. To facilitate this subcomponent, Ajeevika Kendra will be established at the MPA office. Beyond merely economic benefits, the approach instills a sense of pride and self-development in PVTG individuals as they actively contribute to their community's well-being. Moreover, engaging in microenterprise activities also enables the preservation of their traditional practices, reinforcing their cultural resilience, and safeguarding their customs for future generations. This comprehensive approach aims to uplift PVTGs and foster sustainable development while preserving their rich cultural heritage. The key activities of this sub-component are as follows:

- Establishment of Ajeevika Kendra at MPA level, staffed by a specialized technical service provider to offer pre and post-investment business support.
- Scoping and identification of individual entrepreneurs and potential ventures.
- Assessment of Self-Help Groups (SHGs) to identify their entrepreneurial potential.
- Business advisory and skill development services provided to both individual entrepreneurs and SHGs.
- Facilitating business plan financing for SHGs and Individual entrepreneurs .
- Creating market linkages and networking opportunities for the supported enterprises.
- Implementing a robust monitoring and evaluation mechanism to track the progress and impact of the interventions.
- Ensure that all microenterprise development initiatives are culturally sensitive and respectful of PVTG customs, traditions, and beliefs. Avoid practices that could lead to cultural erosion or exploitation.

**Figure 3.5. Process diagram to support microenterprise development**



238. **Target market:** The Ajeevika Kendra aims to support a diverse range of microenterprises within the MPA, catering to both Self-Help Groups (SHGs) and individual entrepreneurs (women, youth, men). The enterprises targeted for support encompass a variety of sectors, indicative of the unique socio-economic context of the MPA and the identified business potentials and Supporting nutrition-sensitive agriculture and Agrobiodiversity.

**Figure 3.6. Potential priority enterprises in project area**

No.	Potential Target Enterprises	Target Market
1.	Turmeric processing	Agricultural sector (spice production)
2.	Puffed rice production	Food and cereal industry
3.	Lemongrass oil extraction	Essential oil and aromatherapy market
4.	Sabai Craft and Dongariya Shawl Production	Handicrafts and Textile Industry
5.	Tamarind De-seeding and Processing	Food Processing Industry
6.	Broom stick manufacturing	Home and commercial cleaning industry
7.	Saal seed oil extraction	Vegetable oil market
8.	Mahua Flower Drying and Processing	Food and Possibly Liquor Industry
9.	Herra bahera processing	Ayurvedic and herbal products market
10.	Honey processing	Food industry and natural sweetener market
11.	Hatchery units	Poultry industry
12.	Breeding units	Livestock industry
13.	Trading and processing units (Input/Output)	Various Sectors, specifically NTFP

239. These target markets are not exhaustive and can be expanded based on local resources, market demand, and other influencing factors.

240. **Entry criteria:**

- **Scoping:** The scoping process is a critical step in identifying potential entrepreneurs and Self-Help Groups (SHGs) within the community. This procedure will be carried out with the assistance of various community resource persons, namely, CRPs, CSPs of Livestock, Barefoot Engineers, Krushi Saathi. These local resources and community members play an essential role in the scoping process due to their deep understanding of the community and its individuals. Their first-hand knowledge and direct interaction with community members make them particularly well-equipped to identify potential entrepreneurs and SHGs based on specific criteria. (refer Annex AE)
- **Criteria for Identifying Individuals at field level:**
  - *Motivation and commitment:* Individuals should demonstrate a high level of motivation and commitment to starting and running an enterprise. This can be gauged through their interest, engagement, and follow-through on tasks and initiatives.
  - *Skills and experience:* Individuals who possess relevant skills or experience related to the enterprise should be considered. This could include prior work experience, training, or even self-taught skills.
  - *Innovation and creativity:* Preference can be given to individuals who display innovative thinking and creativity, as these are critical traits for entrepreneurship.
  - *Community support:* Consideration should also be given to individuals who have strong community support. This could be in the form of family support or wider community backing. Preference to be given to PVTG individuals above non PVTG individuals.
  - *Commitment to nutrition, social inclusion, and well-being:* Identify individuals who prioritize the nutritional and social well-being of the communities in their microenterprise development efforts. Ensuring that the initiatives contribute to improved health and social outcomes is vital.
- **Criteria for Identifying SHGs:**

- *Cohesion and Cooperation:* A strong SHG should exhibit a high level of cohesion and cooperation among its members. Should be graded as A for last 18 months. It should have a history of working together effectively and maintaining group harmony.
- *Collective Skills and Resources:* The SHG should have collective skills and resources that can contribute to the success of an enterprise. This could include shared knowledge, skills, or assets.
- *Shared Vision and Goals:* A successful SHG should have a shared vision and goals for its enterprise. This shared vision will help drive the group towards success.
- *Demonstrated Success:* Consideration can also be given to SHGs that have demonstrated success in past ventures, as this indicates the group's ability to effectively manage an enterprise. Preference to be given to PVTG SHGs over non-PVTG SHGs.

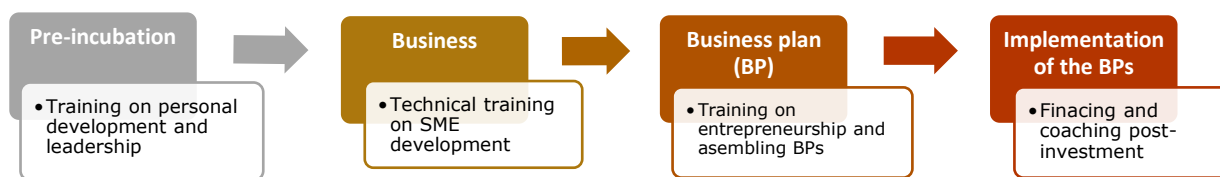
241. Through this comprehensive scoping process, the Incubation Centre can effectively identify potential entrepreneurs and SHGs, thereby fostering entrepreneurial growth and economic development within the community. Annex b provides for a simple form to identify the entrepreneurs.

242. **Assessment:** To objectively evaluate the readiness and potential of the identified individual entrepreneurs and Self-Help Groups (SHGs) for operating successful businesses within the Particularly Vulnerable Tribal Groups (PVTGs) context, a simple yet comprehensive assessment is required. This detailed assessment is segmented into two parts: one tailored for individual entrepreneurs and the other for SHGs. For individual entrepreneurs, the evaluation considers several key criteria. Firstly, it examines the clarity and feasibility of their business concept and its potential for effective implementation within the community context. Secondly, it investigates how the entrepreneur's plan utilizes local resources, encompassing natural, human, and cultural assets, and whether their approach ensures sustainable use of these resources. Next, the assessment considers whether there is a viable plan for market linkages, examining how the product or service will reach the intended market. Furthermore, it checks for a basic understanding of the financial aspects of the business, such as costs, expected earnings, and financial sustainability. The individual's resilience and adaptability, and their plan to deal with potential challenges or setbacks is also an essential part of the assessment. Lastly, it explores whether the entrepreneur is well-integrated, and supported within the community.

243. As for the SHGs, similar criteria are used for evaluation with some nuances. The assessment ensures that the SHG's business concept is clear, feasible, and can be effectively implemented within the community context. It checks if the group's plan makes optimal use of local resources. The viability of the SHG's plan for establishing market linkages is considered, as well as the group's understanding of the financial aspects of the business. The group's resilience and adaptability, their contingency plans, and their integration and support within the community are also key factors in the evaluation. A detailed examination of their books and past performance would be undertaken. The site visit could be undertaken on a case-by-case basis to gain deeper understanding.

244. **Incubation:** The incubation process will follow a pre-incubation process focused on training on personal development, a phase for technical training on SME development, followed by a phase for the preparation of business plans, and finally a important post-investment phase related to access to financing and post-investment coaching.

**Figure 3.7. Stages of the process to select investment sub-projects**



- *Test of business idea:* The SHGs and individual entrepreneurs are central in this stage. They work together with the Ajeevika Kendra to validate their business ideas, taking into consideration the local market context, resources, and their skills. They also play a vital role in identifying potential challenges and opportunities for their business idea.
- *Business planning:* SHGs and individual entrepreneurs are involved in crafting a detailed business plan. This process helps them understand the operational, marketing, financial, and strategic aspects of running a business. They learn to project financials, identify target markets, and plan marketing strategies, which in turn develops their business acumen.
- *Training:* Training programs are designed to equip the SHGs and individual entrepreneurs with the skills they need to manage their businesses successfully. They actively participate in these training programs, which can range from technical skills specific to their business, to general management and financial literacy skills.
- *Business advice:* Continuous guidance and advice are provided to SHGs and individuals. This process encourages them to regularly interact with experts, ask questions, learn from their experiences, and make informed decisions about their businesses.
- *Technological support:* SHGs and individuals are given hands-on training to understand and use necessary technologies and equipment for their businesses. This not only equips them with vital technical skills but also makes them more confident in using and adapting to new technologies.
- *Networking and market access:* SHGs and individual entrepreneurs are supported in building networks and establishing market linkages. They are encouraged to actively participate in networking events, trade fairs, and meet potential suppliers, distributors, or customers. This helps them understand the market dynamics and the key actors in their business's value chain.

245. This active involvement of SHGs and individual entrepreneurs in the Ajeevika Kendra process is critical. It not only equips them with the necessary skills and knowledge to run a successful business, but it also empowers them to take ownership of their enterprise, increasing their confidence and motivation.

246. **Facilitating financial support from the project and banks:** SHGs and individual entrepreneurs are provided guidance on how to secure funding for their businesses. They actively participate in preparing pitches for investors, applying for loans or grants, and managing their finances effectively. This engagement gives them a solid understanding of the financial aspects of their business and equips them with the skills needed to maintain financial sustainability.

247. The project employs a co-investment<sup>48</sup> mechanism for financing business plans<sup>48</sup>. For individual entrepreneurs, the project provides 60% of the necessary funding, while the entrepreneurs contribute 40% of the required funds. This allows the entrepreneurs to have a stake in their businesses, promoting commitment and responsible management.

<sup>48</sup> The beneficiary contribution will be in cash, and a joint account will be opened to secure both the beneficiary's and project's contributions.

248. In the case of SHGs, the business plans are financed 50% by the project and 50% by the SHGs. The SHGs' contribution can be through savings or loans. This ensures the SHGs have a vested interest in the success of the enterprise. Moreover, SHGs (consolidation) in OPELIP villages are supported through coaching, mentoring, and credit facilitation, with 100% of the investment financed by the SHGs themselves. The Ajeevika Kendra plays a crucial role in facilitating financial support. It leverages various schemes available for SHGs and individual entrepreneurs such as Mudra Yojana for individuals and connects them with banks. This assistance enables the SHGs and individuals to access funds needed for their businesses. This approach promotes financial inclusion and encourages SHGs and individuals to build strong relationships with formal financial institutions. The Financial Institutions

249. **Facilitating access to bank loans:** The financial landscape may often feel daunting, especially for PVTGs. To help individual entrepreneurs and SHGs secure bank loans for their initiatives, Ajeevika Kendra will introduce a clear, step-by-step guidance process. By providing practical training, mentorship, and tapping into government schemes, Ajeevika Kendra will serve as a pivotal connector. The steps that Ajeevika Kendra will undertake to facilitate loan access are detailed in the following section:

Financial Literacy Focus:

- **Workshops and Training:** Regular, tailored sessions for individual entrepreneurs and SHGs to grasp crucial financial aspects such as interest rates, repayment structures, and the relevance of prompt repayments.
- **Educational Resources:** Distribution of comprehensible pamphlets, brochures, and digital materials highlighting core financial principles.

Basic Accounting and Cash Flow Management Training:

- **Hands-on Training:** Interactive lessons guiding participants on ledger maintenance, transaction recordings, and cash flow analysis.
- **Digital Tools:** Introduction to easy-to-use accounting software or apps specifically designed for microenterprises to manage their financial data.

Highlighting Creditworthiness:

- **Credit Score Insight:** Elaborate on the function of credit scores, their significance, and the ramifications of varying scores.
- **Counseling Sessions:** Personalized meetings enabling entrepreneurs to gain clarity on their credit position and methods to enhance it.

Assistance in Documentation:

- **Document Checklist:** Comprehensive enumeration of all essential papers sought by banks and regulatory bodies.
- **Documentation Tutorials:** Coordinated sessions emphasizing the value of each document, acquisition methods, and the importance of consistent updates.
- **Gathering and Organizing Key Documents:** Focus on assisting entities in compiling and structuring vital documents, including business licenses, tax returns, and financial statements.

Guidance in Drafting Business Plans:

- **Business Plan Workshops:** Concentrated sessions elucidating components of a compelling business plan, inclusive of market evaluation, financial forecasting, and potential risks.

Utilizing Government Schemes:

- Informational Sessions: Workshops detailing the facets of the government scheme, its advantages, qualifying parameters, and the application procedure.
- Application Support: Aiding entrepreneurs in the Mudra loan and CM SHG loan scheme application process, ensuring all requisite documentation is in place.

#### Fostering Banking Connections:

- Networking Events: Hosting events allowing microenterprise proprietors to interface with regional bankers, acquiring insights into their loan criteria.
- Relationship Enhancement: Playing a role in fostering ties between enterprises and financial institutions.

#### Sensitization of Bank officials

- State & District Level Bankers Committee – attending meetings and sensitizing bank officials on the project, SHGs and Individual Entrepreneurs

250. District and Block level Bankers sensitization: Inviting bankers to the SHGs events, on site visits, Ajeevika Kendra trainings for bankers to gain first hand experience. **Exit criteria:** The goal of the incubation center is to help entrepreneurs and SHGs become self-reliant and operate their enterprises successfully without continuous support. Therefore, the exit strategy for the Ajeevika Kendra centre must be planned strategically. The Kendra can consider withdrawing its support based on the following exit criteria:

1. *Business stability:* The enterprise has demonstrated stability over a consistent period, showing steady revenues and profitability. It has reliable cash flow and can cover its operating expenses.
2. *Management competency:* The entrepreneurs or SHGs have shown that they can effectively manage the business, make informed decisions, and solve problems independently. They have gained the necessary skills and knowledge through the incubation process.
3. *Self-sustainability:* The enterprise is self-sustainable, meaning it can maintain its operations and growth without relying on continuous support from the incubation centre. This includes the ability to secure financing independently.
4. *Market integration:* The enterprise has successfully integrated into the market, established solid business networks, and has a loyal customer base. It is able to navigate market dynamics and respond to market changes effectively.
5. *Ability to handle risks:* The entrepreneurs or SHGs have shown an understanding of the potential risks involved in their enterprise and have strategies in place to mitigate these risks.
6. *Compliance:* The enterprise complies with all legal and regulatory requirements and demonstrates good governance and ethical business practices.
7. *Operational tenure:* The business has been operational and consistently active for at least two years. This timeframe suggests the entrepreneurs or SHGs have navigated multiple business cycles, handled various challenges, and established a solid operational structure.

251. Further an assessment of the maturity of the microenterprises and their readiness for exit will be undertaken (refer Annex AG). The withdrawal of support should be a gradual process to ensure that the enterprise can manage the transition smoothly. This gradual exit strategy can involve reducing the intensity of support over time, conducting periodic check-ins, or providing on-demand support until the enterprise is fully independent. The exact timeline and process can vary depending on the specific circumstances and needs of each enterprise. It's also crucial that the exit strategy and criteria are communicated clearly to the entrepreneurs or SHGs at the onset of the incubation process. Each

case will have its unique circumstances, so the Ajeevika Kendra should exercise flexibility and discretion in their application. The aim should be to ensure the entrepreneurs or SHGs are in the best position to continue their journey to success independently, contributing positively to their communities and the local economy.

#### **D. Implementation modalities**

252. **Key Responsibility and Person/ Institutions:** This subcomponent operates through a well-structured framework encompassing various groups and individuals collaborating to achieve its objectives. At the core of this program is the Programme Officer (Marketing and Enterprise Development) at the PMU level and Ajeevika Kendra. Working in tandem with the PMU, the Marketing and Enterprise Development Officer at the MPA level takes charge of executing components of 3.3 within the MPAs. They play a crucial role in guiding and managing the Ajeevika Kendra, facilitating seamless integration of efforts. The Ajeevika Kendra, managed by a service provider, serves as an essential service provider at the MPA level. It is primarily responsible for conducting all entry assessments, incubation, and exit strategies under component 3.3. The Ajeevika Kendra plays a significant role in ensuring effective execution and outcome delivery.

253. At the village level, the CRP play vital roles in identifying and scoping potential entrepreneurs, both individual and members of SHGs. They are instrumental in establishing a strong foundation for the initiative at the grassroots level, forming the basis for successful implementation and impact. Additionally, the Krushi Saathi and the Village Level Community Service Provider (CSP) – Livestock also contribute to identifying and scoping potential entrepreneurs, both individual and members of SHGs, in the respective fields of agriculture and livestock. The role and responsibility as follows (ToR of Service Provider for the Management of Ajeevika Kendra is in Annexes N):

- a) **Programme Officer (Marketing and Enterprise Development) - PMU:**
  - Overall responsible for component 3 3.3 activities within the Market Intelligence and Information Dissemination initiative.
  - Provides line management and guidance to the Marketing and Enterprise Development Officer at the MPA level.
- b) **Marketing and Enterprise Development Officer - MPA:**
  - In charge of implementing components 3.3 at the MPA level.
  - Responsible for managing the Marketing and Enterprise Development Officer of the FNGO and Ajeevika Kendra.
  - Ensures effective execution and coordination of activities at the MPA level.
- c) **Ajeevika Kendra (Managed by Service Provider) - MPA:**
  - Focuses on carrying out all entry assessments, incubation, and exit strategies under component 3.3.
  - Plays a pivotal role in ensuring successful execution and outcome delivery.
- d) **Community Resource Person (CRP):**
  - Identifies and scopes potential entrepreneurs, both individual farmers and members of Self-Help Groups (SHGs).
  - Establishes a strong foundation for the initiative at the grassroots level.
- e) **Krushi Saathi NRM (Village Level):**
  - Identifies and scopes potential entrepreneurs in the field of agriculture.
  - Contributes to the successful implementation of agricultural activities.
- f) **CSP - Livestock (Village Level):**
  - Identifies and scopes potential entrepreneurs in the field of livestock.
  - Contributes to the successful implementation of livestock-related activities.



254. The support is provided for both consolidation and transformation AICs, except for fixed asset support from Project for infrastructure is not provided.

### E. Implementation plan

255. The activity is for both OPELIP and new villages, as both will benefit from micro-enterprise activities and improved access to finance. However, SHGs and individuals from the OPELIP villages will not receive project support to finance their business plans.

Major activity	Activities	Y 1	Y 2	Y 3	Y 4	Y 5	Y 6	Y 7
Establishment of Ajeevika Kendra at MPA level	Set up a Ajeevika Kendra for providing expert guidance and assistance to microenterprises							
	Employ specialized technical personnel to ensure effective support and advisory services.							
	Ajeevika Kendra's availability as a resource center for potential entrepreneurs							
Scoping and identification of individual entrepreneurs and potential ventures	Conduct assessments to identify potential entrepreneurs operating within the MPA							
	Analyze various business opportunities and sectors with growth potential							
	Identify innovative ventures and start-ups that can benefit from the Kendra's support							
Assessment of SHGs to identify their entrepreneurial potential	Evaluate the capacities of SHGs in undertaking entrepreneurial activities							
	Identify SHGs with the potential to engage in microenterprise activities							
	Explore opportunities for business development and microenterprise support among SHGs							
Business advisory and skill development services to individual entrepreneurs and SHGs	Offer personalized business advisory services to individual entrepreneurs and SHGs							
	Provide skill development training to entrepreneurs on financial management, marketing, and product development							
	Advisory support to SHGs to build collective business acumen and foster cooperation							
Facilitating business plan financing for SHGs and individual entrepreneurs	Assist entrepreneurs and SHGs in developing comprehensive and viable business plans							
	Facilitate access to financial institutions and programs to secure funding for microenterprises							
	Advocate for financial support schemes tailored to the unique needs of SHGs and SMEs							
Project co-financing	Co-finance SHGs and individual in new villages							
Creating market linkages and	Forge strong linkages between SMEs and potential buyers, traders, and markets							

networking opportunities for the supported enterprises	Organize networking events and platforms to connect entrepreneurs with key industry players							
	Facilitate collaborations and partnerships to enhance the market reach of microenterprises							
Implementing a robust monitoring and evaluation mechanism to track the progress and impact of the interventions.	Develop a comprehensive monitoring and evaluation system to assess the effectiveness of the Ajeevika Kendra's initiatives							
	Regularly collect data and feedback to measure the progress and impact of supported SMEs							
	Use evaluation findings to inform decisions and refine strategies for continuous improvement							
Ensuring that SMEs development initiatives are culturally sensitive and respectful of PVTG customs, traditions, and beliefs.	Cultural sensitivity training for Kendra personnel and stakeholders involved in the initiative.							

#### F. Risks and mitigation strategies

Risk Category	Likelihood	Impact	Severity	Mitigation Measures
Business continuity	Medium	High	Medium-High	<ul style="list-style-type: none"> <li>- Develop a business continuity plan that outlines actions to be taken during unexpected disruptions</li> <li>- Identify critical business functions and establish backup plans</li> <li>- Address supply chain interruptions, natural disasters, or economic shocks</li> <li>- Conduct regular drills and training sessions to prepare entrepreneurs for potential emergencies</li> </ul>
Cultural and social barriers	Medium	High	Medium-High	<ul style="list-style-type: none"> <li>- Cultural sensitivity training for stakeholders to promote inclusive entrepreneurship</li> <li>- Awareness raising of the importance of respecting PVTG customs, traditions, and beliefs in business</li> </ul>

#### G. Exit and sustainability strategy

256. The exit strategy of Ajeevika Kendra is closely tied to the exit criteria set for the incubation process, intended to ensure the long-term sustainability and resilience of the enterprises it supports. These criteria include a thorough review of each enterprise's operational stability, management competency, financial self-sustainability, market integration, ability to handle risks, adherence to

regulatory requirements, and resilience to market competition. A significant milestone in the exit criteria is the achievement of at least two years of successful operations. This period of successful business operations underlines the enterprise's viability and its ability to survive and thrive in the marketplace independently. Through the consistent support and guidance provided by Ajeevika Kendra, the incubated enterprises are envisioned to reach a maturity level where they can operate successfully, even after the project's conclusion. In essence, the exit strategy of Ajeevika Kendra is to leave behind a cohort of self-sustaining, resilient, and prosperous enterprises that will continue to contribute to the community's socio-economic development well into the future.

#### **Component 4. Programme management, monitoring, evaluation, and learning**

257. **Institutional anchoring and coordination:** The institutional capacities and structures built/strengthened during OPELIP will be a starting ground for the implementation arrangement of this new phase. The Scheduled Tribes and Scheduled Castes Development Department (STSCDD) will continue to be the lead implementing agency, which through the PMU and MPAs will effectively implement the project. Implementation arrangements at State and MPA levels have the capacities for planning, procurement, financial management, monitoring and evaluation, interdepartmental coordination, managing basic implementation structures in decentralized locations, designing participatory local community operations manual etc. In OPELIP-II the implementation and coordination arrangement will have important improvements, specifically in the areas of financial management, procurement, and environmental and social safeguards at the MPA and community levels. The institutional anchoring and coordination will have two main pillars: (1) Governance, through three Committees at State, PMU and MPA levels, chaired by Government officials; and (2) Management, through PMU, MPAs and VDA for a decentralized community-driven approach.

258. **Administrative and financial management (FM):** As part of the design the inherent FM risk was considered substantial due to the low FM staff capacity at implementing agencies, the complex nature of implementation arrangements, including the need for maintaining accounting records for about 1,000+ VDCs/FNGOs in the project accounting software, and potential internal control weaknesses at MPA and VDC levels. OPELIP-II ensures the recruitment of qualified FM staff for the PMU and MPAs, limiting advances to VDCs for only VDC salaries and small project expenses. Also, the introduction of an e-office filing and archiving system for all expenditures at VDC, FNGO, and MPA levels to mitigate risks, or the tally system, which can be upgraded to meet project requirements. To further mitigate FM risks the project also secures the development of the PIM and Financial Management Manual (FMM) with clear descriptions regarding the: (a) supporting documents filing and accounting recordkeeping for all implementing partners; (b) implementation of cloud-based Tally accounting software for accounting record keeping, financial reporting and accounts reconciliations; and (c) use of the services of a consulting firm for quarterly verification and reconciliation of accounting records in Tally with books of accounts for each of 1000+ VDCs/FNGOs.

259. The project team should undertake the following actions by March 31, 2024, to ensure a smooth transition from phase one to OPELIP II:

- Purchase and customize Tally accounting software for OPELIP-II needs, including automatic IFRs generation and quarterly reconciliation of VDCs/FNGOs accounts with MPAs/PMU records;
- Develop and finalize PIM and Financial Management Manual (FMM) for OPELIP II, which should include detailed roles and responsibilities for PMU/MPAs/VDCs/FNGOs;

- Customize e-office system for filing and archiving supporting documents for VDCs/FNGOs/MPAs accounting transactions, or alternatively tally to capture all VDC/FNGO/MPA level documents to generate and customize reporting systems to mitigate FM risk;
- Complete the competitive selection of adequately qualified and experienced FM staff for PMU and MPAs.

260. The mitigation measures incorporated into the project design will ensure that OPELIP-II has a solid internal controls framework and financial management arrangements for accurate and timely record keeping and financial reporting. The current budget and funds flow arrangements practiced within OPELIP are satisfactory to IFAD and similar arrangements will be in place for OPELIP-II. The project will explore using state-level CAG (Comptroller and Auditor General, local SAI) to audit OPELIP-II financial statements. The project legal documents will include retroactive financing provisions to finance contracts from PDR approval until entering into force.

261. **Procurement:** The project procurement under OPELIP-II will be undertaken as per IFAD Procurement Guidelines, 2020 and Procurement Handbook, 2020 as amended and using IFAD Standard Bidding Documents and other document templates, as an exception to IFAD General Conditions of Agricultural Development Financing. Odisha General Financial Rules has a chapter on procurement and executive instructions are separately issued. Though there is a recommendation to use National Task Force SBD issued by Government of India, these are not mandatory. Though the predecessor project also followed IFAD Procurement Guidelines, there were significant weaknesses noted by the Missions and Audit reports, mainly due to non-availability of skilled procurement staff at the MPA level and a separate Procurement Staff at PMU was engaged only last year. Lack of adequate procurement expertise and positions at different levels of implementation (PMU, MPA) had an impact on different pillars of assessment.

262. Procurement arrangements under the project will be strengthened by establishing a Procurement Unit headed by a Senior Procurement Specialist and assisted by a Procurement Officer and Assistant. In each of the MPA there will be a Procurement Assistant. The procurement risk assessment identified knowledge gaps at current PMU and there is a need to orient the current and new staff on IFAD Procurement Guidelines and other systems. These gaps will be addressed through a comprehensive training programme. Other mitigation measures proposed include (i) adoption of e-procurement systems for receiving bids and proposals above a certain threshold (Government of Odisha IT systems at <https://eNivida.odisha.gov.in> or <https://tendersodisha.gov.in>); (ii) use of IFAD End-to-End procurement system (OPEN) for procurement planning, implementation and other subsequent upgrade modules; (iii) adopting an e-office suite (from CMGI, Odisha) for approvals and storing of documentation; (iv) adopting community participation procurement only for low value procurement of goods and works and (v) IFAD prior review of engagement and appointment process of procurement staff. The inherent risk rating for procurement at design is 'substantial'. Procurement thresholds as per the risk assessment will be informed as the Project Procurement Arrangements letter. Government of Odisha should also designate and inform IFAD about the Independent Investigative Authority to receive, investigate and proceed for action, for the complaints of prohibitive practices in the project.

263. **Planning, monitoring and evaluation, knowledge management and communication:** The OPELIP project has developed a Management Information System that consists of several modules such as the SHG module, agriculture module, livestock module, etc. The entire MIS has been designed, developed and is being maintained in-house by the project team. However, there are certain key shortcomings in the MIS that will be addressed during the next phase of the programme:

- a) Currently the MIS track the selected activities at the household level supported by the project (i.e., PEF, AICs, land development, poultry, goatery, etc.) and with that it also captures the summary of the project activities. However, it is more challenging to integrate all activities to know the total project outreach. It also becomes difficult to provide disaggregated data as required for the IFAD core indicators. It is suggested that the next phase of the project has a MIS that can track the data at the household level and in a more integrated manner;
- b) A key reason for the lack of disaggregated data is that data is not entered in the MIS at the source, but summary data is entered at the MPA/PMU level. For the next phase of the project, it is suggested that the project MIS prepares a data entry module that records data at the household level right at the level of CRPs/VDAs;
- c) A GIS module is essential since it will help identify the land parcels that have been allocated under FRA to project beneficiaries. The project has also taken a decision of providing every beneficiary household at least 1 acre of land leveling. This is likely to continue to in the next phase of the project. It is important that the project records the location of these land parcel on a GIS platform to ensure that there is no duplication of benefits. In the next phase of the project, since the project is looking to develop Agriculture Intensive Clusters as a strategic intervention, a GIS platform is even more required more the planning and tracking of AIC land parcels.

264. As part of the next phase of the project, the project should have a robust M&E system including a robust baseline survey. The baseline survey instrument should have modules that are in line with the best practices for measuring indicators related to income, agricultural production, food and nutrition security, empowerment, etc. The project M&E should also be backed by thematic studies that inform the project on key insights and progress along the causal pathway. In addition, all people-centered data should be disaggregated by gender and age.

#### IV. COORDINATION, ADMINISTRATIVE AND FINANCIAL MANAGEMENT AND M&E

##### 4.1. Institutional anchoring and coordination

265. **Overview:** The implementation of a government-owned investment project such as OPELIP-II, requires a complex interweave of institutions and structures that are closely involved in the Governance and management of the project. To alleviate unnecessary challenges related to these complexities, OPELIP-II fully builds on the best practices and lessons learned and the substantial progress made by OPELIP, which will be largely replicated (with improvements) in this proposed project. The institutional capacities and structures built/strengthened during OPELIP will be a starting ground for the implementation arrangements of this new phase. The Scheduled Tribes and Scheduled Castes Development Department (STSCDD) will continue to be the lead implementing agency, which through the PMU and MPAs will effectively implement the project, supported by facilitating NGOs at MPA level for last mile delivery mechanism. Implementation arrangements at State and MPA levels have the capacities for planning, procurement, financial management, monitoring and evaluation, interdepartmental coordination, managing basic implementation structures in decentralized locations, designing participatory local community operations manual, etc. However, at the MPA and village levels implementation and coordination arrangements have been strengthened, particularly in the areas of financial management, procurement, and environmental and social safeguards. The institutional anchoring and coordination will have two main pillars: (1) *Governance*, through three Committees at State, PMU and MPA levels, chaired by Government officials; and (2) *Management*,

through PMU, MPAs and VDAs for a decentralized community-driven approach. The organizational structure will stay flexible in terms of providing both field level and subject matter specialists on a demand led basis. At State level the PMU will continue to provide strategic and operational directions to MPAs/FNGOs resources headed by the Chairman OPELIP II and supported by the Program Director. The Special officer (SO), currently heading the Micro Project Agency will oversee the OPELIP II implementation at the MPA level supported by the Welfare Extension Officer (WEO). Apart from the two seconded resources at the MPA level, the project will provide additional human resource support as listed in Annex A, Table A.2.

**266. Project Management at State and MPA levels:**

**267. Project Management Unit (PMU):** execution of the project will be through the PMU set-up within the STSC Department headed by Commissioner-cum-Secretary ex-officio Chairman OPELIP II. The Programme Director (PD) reporting to Chairman will be appointed by Government of Odisha, responsible for overall project management including: (a) programme planning, implementation, and monitoring; (b) financial management and procurement; (c) management and administration; and (d) coordination with GoI and IFAD. PD will be assisted by Deputy Programme Director (DPD), in monitoring and overseeing execution of programme activities at different levels of implementation. In addition, DPD will also be the Nodal Officer for Convergence, responsible for coordination with various line departments. Top three positions of the PMU will be on secondment from Government of Odisha with few more deputation on need basis to improve the delivery mechanism of PMU, while all the other positions including thematic area specialist and experts will be hired through a competitive process. OPELIP II not only has a much larger scope in terms of number of districts, villages, and households, but it also uses an approach that is design to deepen impact, reinforce the results of OPELIP, and foster sustainability. Therefore, the implementation structure will be further strengthened with more thematic areas specialists and support staffs that are essential for a proper implementation. The organigram of the overall PMU structure and project-staffing details at PMU level is provided in Annex A.

**268. Governance structure at State and District levels:** At the state level, there already exist two high-powered committees:

- a) **State Level Programme Steering Committee (SLPSC):** Chaired by Development Commissioner with Commissioner-cum-Secretary STSC Department as Member Secretary and other members from key line departments to review overall performance of the programme and to provide overall policy support and guidance. The SLPSC will meet twice in the year, to review the progress of the programme and ensure the interventions are in line with State and National priorities.
- b) **State Level Programme Management Committee (SLPMC):** The second layer of governance system will be under lead implementing agency STSC Department having a PMC with Commissioner-cum-Secretary as ex-officio Chairman and Programme Director as the Member Secretary and representation from key line departments. The SLPMC will meet at least once every quarter and will have the primary responsibility of providing direction and guidance for project implementation, which would entail budget allocations, planning, funds flow, monitoring and evaluation, learning, course correction, convergence with other line departments etc.
- c) **District Level Programme Implementation Committee (DLPIC):** Chaired by the District Collector, will be responsible for the implementation at the MPA Level. DLPIC will meet at least once every quarter to discuss the project implementation progress, constraints, and

remedies, while the key result area for this committee would be to ensure better convergence of various state and central sector schemes at the village level.

- d) **Project management at MPA level:** The programme staffing structure at MPA level will continue as in the current phase with few additional staff for livestock, marketing and enterprise development, Institutional Building and Rural Finance and Procurement. The project staffing details at MPA level are provided in Table 2. MPA will be supported by facilitating NGO(FNGO), which will mirror some of the thematic area specialists at MPA level.

269. **Staff Recruitment:** For the new phase additional staff recruitment will be based on the ToRs (annexes A to M). The recruitment process will be managed by an HR agency to facilitate the entire end-to-end recruitment process for additional staff and gap filling at PMU and MPA levels.

## 4.2. Financial management

270. The project's financial management manual outlines the financial procedures to be followed by the PMU, MPAs, FNGOs, and VDCs during the preparation and planning, implementation, and completion of the project. The manual aims to describe in detail the necessary steps to be undertaken by the relevant project and finance staffs (FCs) in particular, when undertaking actions related to: a) planning and budgeting; b) accounting; c) records management; d) internal controls; e) flow of funds; f) withdrawal of financing proceeds; g) processing of payments; h) financial reporting; i) fixed asset management; j) audit arrangements; k) supervision by IFAD; and l) project completion and loan closure. This manual is to be considered a living document and it is to be reviewed and updated regularly as necessary. It is to be read together with the PIM. It is also important to note that this manual makes references to the following IFAD key documents: Financing Agreement, IFAD General Conditions, Financial Management and Financial Control letter (FMFCL), IFAD Guidelines on Project Audits, and the Project Financial Management and Financial Control Handbook for borrowers. Therefore, it is fundamental that the project staff, especially the Project Director and the Finance staffs master these documents before the implementation of the project begins. Detailed Manual in Annex xx.

271. Financial Management Manual (FMM) in Annex XXX has detailed financial management policies and procedures. The following are key financial management arrangements that the project will follow during the implementation:

- a) IFAD's FM policies and procedures and Government regulations for accounting and budgeting will be mandatory to follow during the implementation of the project.
- b) The project will be pre-financed by the state government and will use a reimbursement disbursement method to reimburse IDAD's share of project expenditures.
- c) The project team and CAAA will use ICP to request funds from IFAD. The latest IFRs will be linked to each WA and submitted via the Finance Execution Model of ICP. The IFAD Client Portal (ICP) with a new module, called the Financial Execution module (FE module), is used to direct upload of certain project financial reports into the IFAD Client Portal (ICP). The CAAA (Role of 'Borrower Author' in ICP) will upload the IFR into the system and link the WA to the IFR before submitting it to the Borrower/Recipient for approval in ICP and final submission to IFAD.
- d) IFAD's anti-corruption guidelines will be mandatory during the project implementation.
- e) FM roles will include Finance Manager and three accountants at the PMU level, one accountant at each MPA with less than 100 VDCs, and two accountants at MPAs with more

than 100 VDCs. FNGO accountant will assist with online banking to all VDCs and uploading supporting documents into e-office software. PMU and MPAs accountants will maintain Tally accounting records for all VDCs, MPAs, FNGOs, and PMU. Roles and responsibilities for key FM staff are included in the FMM.

- f) Budgeting will follow internal government budgeting regulations, and a draft AWPB will be submitted to IFAD 60 days before the start of the relevant FY. Detailed budgeting guidelines are in FMM.
- g) Internal controls: The project will employ necessary FM resources, including FM staff and consultants, to carry out quarterly reconciliation of VDCs' books of accounts with Tally records maintained for all MPAs. The online banking system of HDFC and e-office software will mitigate the risk of inadequate accounting record keeping and filing of supporting documents. Consultants will be hired to prepare internal audit reports each semester.
- h) Indian National Accounting Standards will be applied to prepare project financial statements. Cloud-based Tally accounting software will be used for accounting record-keeping and financial reporting. The software will automatically generate quarterly IFRs.

Internal controls are the weakest FM area for OPELIP II. Therefore, FMM has detailed policies on how to improve internal controls over operations and accounting record keeping.

### 4.3. Procurement

272. The draft PIM is prepared during the design process for the project. This needs to be confirmed by the LPA and the final PIM to be submitted to IFAD for review and approval. Any revisions to the PIM, requires IFAD review and approval. Procurement of goods works and services under the project financed from resources provided or administered by IFAD will be undertaken in accordance with IFAD's Procurement Guidelines and Handbook (dated December 2020) and as amended from time to time. In the absence of national law which safeguards the interests of transparency, fairness, and grievance redressal of the participating bidders/suppliers, IFAD Procurement Guidelines shall be followed both at the central and at the decentralized levels by all implementing entities. Refer to the Financial Management, Procurement and Governance Procurement section of the PDR and the Annex 7 on Procurement Plan.<sup>49</sup>

### 4.4. Planning, monitoring and evaluation

273. **Planning:** Programme planning will be an on-going process with annual reviews of activities at all levels (PMU, MPA, VDC) contributing to the development of Annual Work Plans and Budgets (AWPBs). The AWPBs, together with the log frames' quantified results-based indicators and process indicators, will be the primary basis for programme monitoring, for identifying and integrating management priorities for implementation, forecasting procurement requirements, and facilitating the mobilization of staff and resources when needed. An initial AWPB has been prepared for the initial 12-month period and will be used to ensure the timely start-up and usage of start-up funds prior to the start of implementation of the project. The activities are based on the design document, but consultations with main stakeholders (including other line departments, and MPA staff) will play an important role in ongoing annual work planning process. Overall coordination of project components lies with the Project Director. After initial targeting and roll-out planning has been undertaken, the main responsibility for planning and coordination will lie at the MPA. AWPBs will be developed and

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<sup>49</sup> IFAD recommended [Project Procurement](#) related documents could be further explored.



consolidated at the MPA level, with support of the Manager (M&E), who will also be responsible for the final compilation. Final approval of the work plans rests with the Project Director.

274. **Annual work plan and budgets (AWPB):** AWPBs will cover the IFAD loan, counterpart funding from Govt. of Odisha, Convergence through State Sponsored Schemes and Centrally Sponsored Schemes, private sector, and beneficiary contributions. The programme structure is output based, with each activity developed to achieve a certain output, which guides the outcomes. The same structure should be followed for future AWPBs, with a clear indication of responsibilities and division of budget lines amongst each of the Managers and the MPAs. The annual plan will be treated as an indicative plan of project activities that sets targets, budgetary estimates, and success indicators over the implementation duration. The annual plan will be consolidated based on the plans submitted by each MPA. As the instrument for implementing the project according to its design, the annual work planning and budgeting process will:

- a. Assess the previous year's achievements in comparison with the previous year's work plan and budget and in view of MPA review reports.
- b. Plan activities for the year to achieve the outputs specified in the Results Framework of the project.
- c. Coordinate and consolidate plan of activities from all MPA teams (specialists), technical agencies, GoO line departments etc.
- d. Review plans for staff/ beneficiary training
- e. Align with annual procurement planning process.

275. The Project would follow the planning process undertaken by the ST&SC Development Department of the State Government. In the third quarter of the financial year in the month of December /January the Project Management Unit (PMU) will request the Government to make budgetary provisions for the project based on a consolidated AWPB. A participatory process would be followed by the implementing agencies to draw up their AWPBs. This exercise would also focus on performance planning. The PMU would prepare a procurement plan that corresponds to the AWPB. The PMU compiles the AWPBs and the procurement plans and sends to the Government for approval every February. The approved AWPB is then prepared in the IFAD AWPB format and sent to IFAD, along with the procurement plans, for approval. The approved AWPB would be used for reviewing performance and progress during the supervision missions.

276. A decentralized process will be put in place by the PMU that tracks project progress at the MPA level. The MPA staff will coordinate the implementation of their MPA plans. The MPA Teams will comprise Project Manager, IB&RF Officer, Junior Engineer, Junior Agriculture Officer, Junior Livestock Officer, Marketing Officer, MIS Executive, Accountant and Procurement Assistant. The MPA Plans will be consolidated at the PMU level into a Project-wide draft AWPB. The consolidated AWPB will subsequently be shared with IFAD for review and expression of "No Objection". The draft should be sent to IFAD latest by 31st October of every year or 60 days before the start of the next Project Year. IFAD will have 30 days for review and provision of "No Objection" and the PMU will have a full month to revise and finalize the AWPB. This process is critical to ensure the timely submission of the draft to each level of approval. The AWPBs will be the basis for implementation.

277. To ensure flexibility in implementation, the plans can be adjusted on a quarterly basis in the light of information collected from the field together with the experience of MPA level staff. These revisions will be made at the MPA level with adjustments made following the technical meetings where the problems of MPAs would be discussed. The quarterly plans should include a list of interventions with budget and output estimates and a budgeted assessment of all inputs required for

the MPA. Some of the input procurement, however, may be made in bulk from the PMU. Within the quarterly work plan budget, funds can be reallocated between interventions if under spending occurs. The quarterly plans should be submitted together with a procurement plan that lists items to be procured by the PMU. The quarterly plans should be submitted two weeks ahead of the start of the quarter. Changes to the AWPB must be sent for no-objection by IFAD.

278. **Participatory planning:** Planning will be participatory, and an initial activity would be to make the key stakeholders and community organisations (VDA, VDC, SHGs, etc.) aware of the various kinds of support and investments that the project will make under each component. Sensitisation about the project goal and objectives is an important step prior to need assessment. This will be facilitated through the village entry level activities that are planned under the project. The Village Development Plan (VDP) will act as the tool to assess the community needs, prioritise them and to develop a realistic multi-year perspective plan for each of the project sub-components. Project partner agencies (public and private) will support the development of the VDP for planning and facilitate the process, with the full involvement of staff from FNGOs, MPAs and other resource agencies. Once the VDPs are drawn-up, they will be made into annual plans. Based on these annual plans each MPA will prepare a project management plan and the Annual Work Plan and Budget for the project.

279. **Monitoring and Evaluation (M&E):** Monitoring and Evaluation in the project will build on the work conducted under OPELIP which has proved to be a good tool for effective project implementation management. The system, however, will be a more comprehensive incorporating a centralized and integrated Cloud Based Management Information System (MIS). The current MIS is being managed in-house and while the ownership of the MIS will continue to remain in-house, the PMU will engage relevant technical agencies/specialists to improve the MIS system in the first year of project implementation. The MIS will be strengthened on two aspects: (a) Household level tracking; and (b) inclusion of a GIS module that captures details on land development, FRA titles, etc. It would also include information on component wise physical and financial progress, Results, and Impact Measurement System (RIMS) including the core indicators with a special focus on reporting disaggregated data (based on gender, youth, etc.) and tracking household level benefits.

280. The objective of the system is to collect reliable data and information for measuring performance and progress towards achievement of results; and to provide information about success and failures, so that corrective measures can be taken for successful implementation of project activities. It will also be used as a learning tool to provide information for critical reflection on project strategies and operations and supporting decision-making at various levels as a basis for results-based management. During the initial years, the project monitoring system will provide information to see how the project activities are being implemented and what adjustments are required to be made during implementation. Later it will be used as a tool to assess achievement of outcomes and impacts. The Project will recruit capable staff and build their capacities to make the M&E system effective and efficient.

281. **Monitoring and Evaluation Unit:** The project will continue to maintain its existing M&E unit and strengthen them with capacity building and onboarding of specialists or technical agencies as required. The M&E system will be designed to offer comprehensive and reliable information to improve planning and decision-making for results-based management. At PMU level, M&E will be led by a Manager of M&E supported by Manager (MIS) and MIS executives at the MPA level. The project will also use the reach of the CRPs to capture concurrent data. The M&E Manager will oversee the M&E function and will be responsible for planning, monitoring, reporting, evaluation and assessment, learning, knowledge management and communication, as well as ensuring appropriateness and efficiency of implementation related to targeting. The MIS executives will be recruited and placed at

the MPAs, under the overall supervision of the M&E Manager. The MIS Executives at the MPAs with the support of the M&E Manager will lead the MPA level planning and monitoring activities.

282. **M&E System:** The M&E system will assess progress and achievements of the interventions with the objective of monitoring and guiding programme implementation (in terms of relevance, efficiency, and success in impacting the lives of the target groups), sharing knowledge; and evaluating programme impact. As mentioned before, the system will be participatory and decentralized involving key target groups. The M&E system of the project will consist of the following:

- a. Baseline survey to assess the current socio-economic situation in the targeted project areas. The baseline survey will also help to establish the status of the log frame indicators.
- b. Management Information System that will include household level tracking and a GIS module for effective tracking of activities at the household level.
- c. Impact Evaluation (using the COI methodology) that will consist of the Annual Outcome Surveys and the end line survey while the Annual Outcome Survey will help track the progress of key outcome indicators and help understand the project's progress along the "causal pathway" as highlighted in the Theory of Change.
- d. Additional thematic studies that will help deep dive into areas of particular interest. It will also help in identification of case studies for knowledge management and capturing lessons learnt.

283. **Project MIS:** The M&E team in consultation with the key technical specialists for the project should define will ensure that relevant information regarding project activities is collected and recorded in the MIS system. The MIS will support recording of information related to the log frame, AWPB, M&E framework as well as KPI's related to projects targets- physical, socio-economic, financial etc. Additionally, the MIS system should also support workflow management for data validation, analysis of information such as performance ratings, production analysis, historical analysis etc. The MIS system should also support generation of key reports and serve as a repository for knowledge products etc. The key indicative functions of the MIS system are below:

- a. Support user management based on name, login id, access control, mobile numbers, email id's etc.
- b. Support user privilege-based logins with hierarchical structure as per project organogram.
- c. Create proper workflows along with add/edit access controls based on user profiles to ensure data accuracy and validity (apart from system validation checks)
- d. Support Data encryption based on user profile for sensitive information such as bank accounts, national identifiers etc.
- e. Monitor and track the implementation and performance of key activities and report on key indicators.
- f. Support data collection from CRPs
- g. Report on progress of key log frame indicators and other indicators
- h. Report disaggregated data for key indicators.
- i. Support easy to use user interfaces for data capture which is bilingual (if required), customizable and configurable.
- j. Present geospatial reporting over the available data.
- k. Present real-time monitoring/reporting and analysis of available data.
- l. Generate dashboards that show key indicators for different project stakeholders.
- m. Capability to export reports in tabular and graphical formats (PDF, CSV, excel etc).

284. **Project logical framework (LogFrame):** The project log frame will constitute the basis for the 3 tier M&E system that will include: (i) output monitoring with focus on physical and financial inputs, activities and outputs; (ii) outcome monitoring for the measurement of benefits at household and community levels; and (iii) impact assessment evaluating project impact for the target groups in comparison with objectives. The log frame provides a simple framework for monitoring programme key performance indicators and for presenting the logic in reports etc. The log frame reflects the Theory of Change behind project design and the reasoning behind the selected activities and outputs, for reaching the outcomes and objectives. The number of indicators included in the log-frame is limited in number and will act as key performance indicators. This will be supplemented by a series of more detailed progress indicators and data to be collected. All M&E data, analysis, and reporting will be disaggregated by gender, SC/ST and youth. The project will develop a detailed M&E plan based on the project log frame that can include additional indicators. These indicators will be included in the MIS and the AOS (as appropriate) for measuring and tracking.

285. **Core Indicator (COI) framework:** The project will use locally adapted COI framework for designing surveys at baseline and completion as the main quantitative survey tools. The baseline survey and the end line survey will be conducted by an independent third-party technical agency to verify results and impact, and to draw lessons for wider application. Additional surveys and thematic studies will also be undertaken through independent consultants or agencies. An annual outcome survey will be conducted from PY2 to report on key outcome indicators and other aspects that are driving change due to project activities. The system will be participatory, decentralized, and compliant with IFAD requirements, and relevant data, analysis and reporting will be disaggregated (by gender and age). The data will inform the preparation of above mentioned AWPBs and annual progress reports compatible with ORMS. Allocations for knowledge generation and dissemination, thematic studies, baseline survey, end-line survey and project completion review have been made in the project budget.

286. **Baseline survey:** The baseline survey is meant to provide the basis for measurement of results and comparisons over time for the mid-term review, and ex-post evaluations. The baseline survey will be undertaken to better understand the socio-economic conditions in the targeted villages. The survey will also help measure key changes among the targeted households such as empowerment, community-based decision-making processes, agriculture and livestock practices, access to finance and markets, trends in migration, etc. Certain modules of the baseline survey will specifically target the community institutions, women, and youth to better understand their issues. The baseline survey will be undertaken during the first six months after the start of project implementation and will use the COI methodology. The baseline survey data collection will be complemented by the community level planning process. Efforts will be made to identify gender issues and gaps so that these can be addressed.

287. **Annual outcome survey:** IFAD is encouraging projects to undertake annual outcome surveys to monitor and measure the immediate results of project implementation. Outcome monitoring will assess the immediate outcomes/effects resulting from project interventions— such as adoption of improved technologies, starting new enterprises, access to services and resources, and increasing farm and value addition, etc. These surveys are to be conducted annually, with the objective of: (a) regularly measure positive or negative changes taking place at the household level; (b) provide early evidence of project success and failure; (c) provide timely performance information so that corrective action can be taken if required; and (d) assess efficiency of targeting.

288. **Completion survey:** the completion survey will assess the contribution of OPELIP II in achieving the overall goal of the project applying the COI methodology. This evaluation will be consistent with the baseline, mid-term, and end-of-project surveys and will interview a pool of same beneficiaries across waves. The research will be designed in such a way as to produce separate estimates for indicators of OPELIP II and control group households (feasibility of having a control group will be discussed with the impact evaluation firm given that the project is working with PVTGs). Indicators will

include Core Indicators to be measured as per IFAD's guidelines and PDO and goal level indicators. Information to be collected on these indicators may be expanded from that in the standard COIS questionnaires based on the project's requirements and lessons that are learnt during project implementation. The AOS will help in understanding the "causal pathway" for the changes in the intermediate outcomes and provide ideas on course correction (if required). The surveys will be coordinated by the M&E Manager of the PMU.

289. **Community based monitoring:** Participatory Monitoring and Evaluation will occur at the VDA level and would involve the MIS Executives at the MPA level to set up Participatory Monitoring and Evaluation (PME) forums at the VDA level. This would involve developing simple progress charts, activity sequencing charts, etc. to help the organizations monitor their own progress, evaluate performance, identify implementation issues. The VDP will provide the basis for input monitoring, output monitoring, process monitoring and outcome monitoring at community level. To meet the monitoring and evaluation requirements, the FNGOs personnel together with the Community Resource Persons (CRPs) will be responsible for including the following requirements into the respective development plans: output targets for the community, schedule of delivery of inputs, projection of beneficiaries, and responsibilities and timing for reporting. The MIS executive will check validity and consistency of data collected from the VDAs prior to submission in the MIS and production of reports and send the compiled data to the PMU for analysis and reporting.

290. **Reporting:** Timely reporting and communication are important to take corrective actions and to learn from implementation experience to further improve project management effectiveness and efficiency. Monthly, quarterly, and annual reports including reports from studies would be produced by the Project. For IFAD corporate reporting, Half-yearly, Annual Progress Reports are required. Formats and content of the reports will be further developed at the start of implementation by the project M&E team at the PMU. The detailed M&E plan will serve as the key document for deciding on the indicators that need to be reported from the MIS, AOS and household surveys.

- a) **Monthly Progress Reports (MPR):** will be prepared from the project MIS developed to generate information at the MPA and state level and compiled at the PMU. Information in the report will contain component wise physical and financial progress against annual targets. This report will form the basis for monthly progress review at all levels.
- b) **Quarterly Progress Reports (QPR):** Besides reporting physical and financial progress this report will contain information on difficulties encountered in implementation and corrective actions and solutions to address constraints as well as communities' response to project-initiated activities.
- c) **Half yearly and Annual Progress Reports:** will be prepared from information compiled by the PMU on component wise physical and financial progress from the project MIS. It will contain summarised information from MIS, and the findings of the annual outcome survey. The report will also describe major achievements, issues, and constraints on project progress. These reports will be based on the format shared by IFAD based on their corporate reporting formats. These reports will be submitted to IFAD and GoI. The PMU will prepare the half-yearly progress report by the end of October and the annual progress report by the end of May. The six-month reports (with the annual report being larger) will be submitted to IFAD and GoU.
- d) **Results and Impact Management System (RIMS):** As part of its corporate reporting system, IFAD has developed the Results and Impact Management System (RIMS), which aims to create a common set of core indicators that can be compared across projects and countries. All IFAD-financed projects supervised by IFAD are required to report on the indicators annually, as well as undertake RIMS compliant baseline and impact assessment studies for reporting on core indicators of child malnutrition, food security and household assets. Considerable effort has been made during the design to ensure that this reporting

requirement is consistent with the reporting requirements internally in the programme. Each year, by 31 March, the programme will report on the selected core indicators and on programme outreach, for the previous calendar year, in an Excel format provided by IFAD.

291. **Learning System:** The project learning system comprises of monthly, quarterly, and annual review meetings, capturing information on progress, lessons and finding solutions for implementation constraints.

- a) Monthly progress review will be done based on monthly progress reports developed by the PMU. It would include reviews of physical and financial progress of MPAs, FNGOs and other service providers. The PMU will review implementation of activities leading to project outputs in terms of adequacy and timely utilization of project resources.
- b) Quarterly review meetings will be used during the quarterly review meetings at the MPA and at the PMU level. Over and above reviewing physical and financial progress for the quarter against annual targets the project will also review the performance of FNGOs, service providers, CRPs, etc. Discussions should also be conducted on implementation constraints, document lessons, emerging best practices and decide on actions to improve implementation.
- c) Annual project reviews will be carried out towards the end of the fiscal year around first week of April, to assess performance in the achievement of physical and financial progress against annual targets. In addition, there will be a review of results reflected in the Outcome Surveys. There will also be a review assessing success and failures and lessons learned. Annual reviews should also be conducted among the VDA which will be facilitated by the FNGOs. The community meeting should discuss the achievements as laid out in the VDP and discuss priorities for the next year.
- d) A mid-term review (MTR) will be conducted halfway through implementation (beginning of PY4) to assess the performance of the project, results attained against the established objectives, and the efficiency and effectiveness of the project. The MTR will evaluate whether the Project is on course to achieve the objectives and will identify any constraints and recommend remedial measures to achieve them. The recommendations will consider the likelihood of achieving the Project's targets during the remaining time and may modify those targets.
- e) Before completion, an impact assessment will be undertaken to inform the Project Completion Report (PCR) which will provide an assessment of the accomplishments of the project and analysis of its performance. As the project reaches completion point, the PMU would prepare a Project Completion Report with the support of an external agency. IFAD and the Government will then undertake a project completion review before the loan closing date.

292. **M&E capacity building:** Capacity building of project staff will be undertaken through structured orientation training programme, exposures and refresher training, and information sharing. Orientation training will be done during induction of new staff, and the refresher training on a half yearly basis. The orientation training will focus on developing an understanding of the project log frame among all project staff and the different tools being used to report on the log frame indicators. The training will also provide details on the trickling down of the log frame indicators to the MPA level. The refresher training will reflect on the utility of the M&E system in generating relevant and timely information for project management, look at the quality of reports, and examine constraints faced by staff while collecting data. In addition, the project will also facilitate partnerships with training organizations, consultants (KAP survey, impact surveys and PME technical assistance), and with other development projects, to exchange of information and learning. It will facilitate the use of the IFAD

M&E tool kit. There will be separate targeted trainings on the use of MIS, GIS modules and other data collection tools.

- (a) *Orientation training:* This training will give the project staff a good understanding of the project log frame, monitoring and evaluation system, and its use in managing for results. The training module would be designed to impart the necessary skills and knowledge, so that the project staffs are able to get the M&E system up and running. Training topics could include use of the integrated cloud-based MIS; M&E for Results Based Management; organizing M&E activities during a year; data to collect for project performance indicators; ways to collect different types of data, source of data for different types of data; the use of data collection forms; storage of data; analysis and report writing. The training will include qualitative methods of collecting data; triangulation of data from focus group and key informant interviews; case study preparation; combination of quantitative and qualitative information; and communication to different stakeholders. Another topic is use of M&E information for the MIS and for management decisions.
- (b) *Refresher training:* As the need for M&E skills will change over time, and staff will also change, there will be the need for refresher training. The purpose of this training is to keep up the M&E skills for project staff, and to meet their new and emerging skill needs. The refresher training workshops will also help in reviewing and updating the systems. Half-yearly refresher training and reviews will take place for the first two years and subsequently be held once a year after every annual project reviews.
- (c) *Technical assistance for M&E:* The project will need technical assistance for a) improvement of the current MIS; b) Inclusion of GIS modules in the MIS; c) development of an app for data collection directly at the ground level; d) participatory M&E system. At the same time these aspects would also form part of the capacity building strategy. The Project will systematically plan this support and ensure that it features in the project's annual AWPB. The M&E Manager will be responsible for procuring these services in consultation with the Project Director and IFAD India Country Office.

**293. Learning and knowledge management:** Learning and Knowledge Management (KM) will ensure that Project implementation is a continuous learning process in which quantitative and qualitative data will be compiled, analyzed and disseminated as lessons learned, together with thematic studies and stories from the field that explain challenges encountered and results achieved. The PMU will document the emerging experiences, lessons and best practices and share them widely. Additional technical assistance will be sourced by PMU for producing knowledge products as needed. The knowledge management activities will include: (i) publishing an annual report that highlights the project's best practices and lessons; (ii) engaging with various local and national media outlets to bring greater visibility of project activities; (iv) creating awareness about the project activities through social media; (v) developing posters, information videos on pertinent topics; (vi) preparing traditional knowledge related documentation (viii) the organization of knowledge sharing events such as review meetings and workshops at state and district levels; and (ix) policy consultative initiatives. The knowledge management activities will be shared with a broader range of stakeholders through a series of knowledge sharing events. Research papers/Studies/ Strategy papers will be prepared on different thematic areas and peer reviewed by experts/ practitioners.

294. The project will develop knowledge products on topics that include interventions such as: (i) access to land entitlements through FRA; (ii) role of NRC/creches in uplifting the nutrition status of OVTG communities; (iii) indigenous agriculture products of PVTG communities; (iv) ethno-veterinary practices related to livestock management; (v) social customs of PVTG communities and its role in resilience to climate change, natural hazards, etc. Other thematic topics will be identified during project implementation.

295. Documenting traditional knowledge (TK) is a way of guaranteeing the social, cultural, and economic interests of indigenous peoples and local communities. Given the importance of the PVTG customs and way of life, the project will hire a specialized agency or experts who can document these TK and put to effective use such traditional knowledge of the indigenous people and PVTGs and help to preserve the knowledge for the communities. The basic principles to be followed during such exercises include:

- a. Careful planning, assessing options and setting objectives of the documentation.
- b. Consultation with indigenous peoples and local communities and relevant stakeholders
- c. Collecting and organizing in a coherent manner, following planned actions and activities
- d. Conducting a series of post-collection and organization activities related to the management of the documentation system or register that may have been created. It includes, among other things, managing access to and use of the documented TK.

296. **ICT4D related innovations:** ICT4D digital services have the potential to be used in the context of Village Development Planning, planning for agriculture clusters, tracking for FRA entitlements, monitoring of health among livestock, access to finance, etc. ICT4D interventions will be incorporated into the MIS system including having a web and mobile based monitoring mechanism with regular reporting options. The project will also aim to take benefit of the Government of India initiative of digital transformation of agriculture sector through IDEA framework (India Digital Ecosystem of Agriculture).

297. **Use of knowledge products:** The project operations are expected to create valuable knowledge on key development themes of relevance for tribal communities in Odisha and other states in India. PMU will document the emerging experiences, lessons and best practices and share them widely. Availability of verified quantitative and qualitative information on the project's results will be essential for scaling up the model. Additional technical assistance will be sourced by PMU for producing knowledge products as needed. The PMU will also disseminate knowledge and experiences with the wider community of development practitioners in Asia through IFAD's website and social media platforms, KM portals and practitioners' networks and publications.

298. The project will capture the traditional knowledge (TK) of the PVTG communities and optimally integrate them in project activities. Any new practices that are being introduced by the project should be compatible with the practices and TK of the PVTG communities. The knowledge generated within the project should be used to: (i) improve project performance and delivery; (ii) allow flexibility to changing circumstances; (iii) document and share innovations, best practices, including project's successes and failures to improve project intervention (iv) support innovations and up-scaling; and (v) support country and global level policy engagement, including through liaising with other tribal development projects in country, and engaging with the Indigenous Peoples' Forum at IFAD. Particular attention will be given to documenting innovative models that are being tested through the project to inform policy makers and promote crowd-in private investment.

299. The project's KM activities will support the effective flow of relevant information between project staff, beneficiaries, and other stakeholders. A comprehensive KM action plan will be developed in the early stage of implementation. The objective of knowledge management is to ensure the project units can generate and document practices that are useful to build practical knowledge and know-how that leads to improve project performance and results. Output, outcome, and impact data generated by the M&E system will inform high-quality case studies, briefs, and reports. The project will generate and disseminate knowledge to the stakeholders across the state and work towards fostering an enabling policy environment for PVTG and tribal development, sustainable agriculture and livestock practices, skill development and enterprise promotion among tribal youth, nutrition practices among tribal women, etc. The policy engagement ambition of the project encompasses the state as well as the national and international levels. By showcasing good practices for tribal development, the project aims at influencing policy making and policy implementation, as well as



contributing to global advocacy. The latter will be facilitated by IFAD through the engagement with the Indigenous Peoples' Forum at IFAD and the UN Permanent Forum on Indigenous Issues.

#### 4.5. Supervision, mid-term review and completion plans

300. **Start-up workshop:** In the first year, a Workshop will be organized to sensitize all project stakeholders, including STSC Department, Key line departments, PMU/MPA staff and District Offices about the approach of the project and its key components and implementation arrangements. The Start-up workshop will aim at developing a common understanding of the project's underlying design principles, processes and development objectives. The workshop will also allow partners to understand their role in the project, reflect on logframe/ theory of change, including verification of indicators, baselines and target values. The tools and procedures for financial management, procurement, selection of beneficiaries for different components, strategies for M&E and KM will also be introduced to key staff undertaking these key functions. Similar workshops would subsequently be organized in every participating district to sensitize local partners about the project.

301. **Supervision and implementation support missions:** Annual supervision missions and Implementation support missions will be conducted jointly with the government of Odisha and IFAD, in close collaboration with other relevant stakeholders like line departments. IFAD will mobilize expertise to facilitate supervisions and reviews missions as an opportunity to assess achievements and lessons jointly with the state government to review innovations, and to reflect on improvement measures. These supervision missions will therefore be an integral part of the KM cycle, with mission members playing a supportive role. There will be seven SMs and ISMs each, over the seven-year project's lifecycle.

302. **Mid-term Review (MTR):** A MTR will be conducted halfway through implementation (beginning of Project year 4) to assess the performance of the project, results attained against the established objectives, and the efficiency and effectiveness of OPELIP II management. The MTR will evaluate whether the Project is on course to achieve the objectives and will identify any constraints and recommend remedial measures to achieve them. The recommendations will consider the likelihood of achieving the Project's targets during the remaining time and may modify those targets. Before completion, an impact assessment will be undertaken to inform the Project Completion Report (PCR) which will provide an assessment of the accomplishments of the project and analysis of its performance.

303. **Project Completion Review:** As the project reaches completion point, the PMU would prepare a Project Completion Report. IFAD and the Government of Odisha will then undertake a project completion review before the loan closing date.

#### 4.6. Learning, knowledge management and communication

304. The project's KM activities will support the effective flow of relevant information between project staff, beneficiaries, and other stakeholders. A comprehensive KM action plan will be developed in early in implementation. The objective of KM is to ensure that the project can generate and document the practical knowledge that is useful to improve project performance and results. Output, outcome, and impact data generated by the M&E system will inform high-quality case studies, briefs, and reports. PMU will document the emerging experiences, lessons and best practices and share them widely. The knowledge management activities will include: (i) publishing an annual report that highlights the project's best practices and lessons learned; (ii) engaging with various local and national media outlets to bring greater visibility of project activities; (iv) creating awareness about the project activities through social media; (v) developing posters and information videos on pertinent topics; (vi) preparing traditional knowledge related documentation (viii) the organization of knowledge sharing

events such as review meetings and workshops at state and district levels; and (ix) policy consultative initiatives.

305. KM will ensure that Project implementation is a continuous learning process in which quantitative and qualitative data will be compiled, analyzed, and disseminated as lessons learned, together with thematic studies and stories from the field highlighting challenges and results achieved. The knowledge generated within the project should be used to: (i) improve project performance and delivery; (ii) allow flexibility to changing circumstances; (iii) document and share innovations, best practices, including project's successes and failures to improve project intervention (iv) support innovations and up-scaling; and (v) support country level policy engagement. Particular attention will be given to documenting innovative models that are being tested through the project to inform policy makers and promote crowd-in of private investment. Also, a special focus will be given to documenting traditional knowledge (TK) of the PVTGs as a way of guaranteeing the social, cultural, and economic interests of these indigenous communities. The project will hire a specialized agency or experts who can document these TK and effectively use to preserve the knowledge for the communities.

306. **ICT4D related innovations:** ICT4D digital services have the potential to be used in the context of Village Development Planning, planning for agriculture clusters, tracking for FRA entitlements, monitoring of health among livestock, access to finance, etc. ICT4D interventions will be incorporated into the MIS system including having a web and mobile based monitoring mechanism with regular reporting options.

307. **Use of knowledge products:** The project operations are expected to create valuable knowledge on key development themes of relevance for tribal communities in Odisha and other states in India. PMU will document the emerging experiences, lessons and best practices and share them widely. Availability of verified quantitative and qualitative information on the project's results will be essential for scaling up the model. Additional technical assistance will be sourced by PMU for producing knowledge products as needed. The PMU will also disseminate knowledge and experiences with the wider community of development practitioners in Asia through IFAD's website and social media platforms, KM portals and practitioners' networks and publications.

308. The knowledge generated within the project should be used to: (i) improve project performance and delivery; (ii) allow flexibility to changing circumstances; (iii) document and share innovations, best practices, including project's successes and failures to improve project intervention (iv) support innovations and up-scaling; and (v) support country and global level policy engagement (see # 300 above). Particular attention will be given to documenting innovative models that are being tested through the project to inform policy makers and promote crowd-in private investment.

309. The project's KM activities will support the effective flow of relevant information between project staff, beneficiaries, and other stakeholders. A comprehensive KM action plan will be developed in the early stage of implementation. The objective of knowledge management is to ensure the project units can generate and document practices that are useful to build practical knowledge and know-how that leads to improve project performance and results. Output, outcome, and impact data generated by the M&E system will inform high-quality case studies, briefs, and reports.

310. The project will generate and disseminate knowledge to the stakeholders across the state and work towards fostering an enabling policy environment for PVTG and tribal development, sustainable agriculture and livestock practices, skill development and enterprise promotion among tribal youth, nutrition practices among tribal women, etc.

#### **4.7. Project readiness action plan**

311. The project will be implemented over seven years with regular implementation starting from FY 2024-2025. However, a seamless transition from the earlier phase of the project to OPELIP II, will necessitate some preparatory work like, including: (i) hiring of key/additional staff; (ii) initiating of

procurement processes for FNGOs and technical service providers; (iii) initiating baseline survey; (iv) preparation and updating of MIS software, etc. Hence, a 6-month readiness action plan is provided in the chart below.

**OPELIP II - Project Readiness Action Plan October 2023 –March 2024 (6 months)**

Key Activities	Action	Responsibility	Months					
			1	2	3	4	5	6
			2023			2024		
			Oct	Nov	Dec	Jan	Feb	Mar
Engagement of Facilitating NGOs	Draft TORs	PMU						
	Review and Finalise	PMU						
	Complete process on OPEN System and obtain necessary approvals	PMU &IFAD						
	Advertise and initiate process of shortlisting and on-boarding of the FNGO	PMU						
Engagement of specialised service provider for Ajeevika Kendra	Draft TORs	PMU						
	Review and Finalise	PMU						
	Complete process on OPEN System and obtain necessary approvals	PMU &IFAD						
	Advertise and initiate process of shortlisting and on-boarding of the service provider	PMU						
<b>Improving agricultural productivity, market linkages, and incomes</b>								
Consolidation in old villages(541)	Identification and listing of CSP and Krushi Saathis at MPA level	PMU						
Hiring process of Technical Service Provider	Draft TORs	PMU						
	Review and Finalise	PMU						
	Complete process on OPEN System and obtain necessary approvals	PMU &IFAD						
	Advertise and initiate process of shortlisting and on-boarding	PMU						
Convergence	Meeting/Consultations with FARD	PMU Director						
	Schedule meeting with FARD to understand the budget allocation for FY 2023-24 and provisioning by the Department in OPELIP I &II villages for defining activities in by the project in AWPB for FY 2023-24	PMU						

Key Activities	Action	Responsibility	Months					
			1	2	3	4	5	6
			2023			2024		
			Oct	Nov	Dec	Jan	Feb	Mar
Initiation of Recruitment Process of Technical Service Provider for Natural Farming/FFS and VRDP Preparation	Draft ToR	PMU						
	Review and Finalise	PMU						
	Complete process on OPEN System and obtain necessary approvals	PMU & IFAD						
Revision of existing guidelines and preparation of new guidelines	Guidelines and costing for land development, AIC, irrigation schemes, plantations, community nursery, natural farming based cropping, input incentive management, irrigation management, etc.	PMU						
Engagement of specialised service provider for VDRP facilitation service provider	Draft TORs	PMU						
	Review and Finalise	PMU						
	Complete process on OPEN System and obtain necessary approvals	PMU & IFAD						
	Advertise and initiate process of shortlisting and on-boarding of the service provider							
Preparation of ESCMF and other instruments  <i>SECAP Review Note, ESCMF, Cultural Heritage Management Plan, Indigenous People's Plan, FPIC Plan, Labour Management procedures, Climate Financing Analysis.</i>	Recruit consultants							
	Conduct studies							
	Finalize ESCMP and other instruments							
	Review and finalize							
Seeking FPIC (Free, Prior and Informed Consent)	Request for secondment of Tribal/PVTG specialist from STSCRTI	PMU Director						
	Review FPIC implementation plan	PMU						
	Identification of potential partners for FPIC and human-rights based approach awareness campaign	PMU						
	Disseminate IFAD policy of engagement with Indigenous Peoples/tribal groups among staff/ FNGOs	PMU						

Key Activities	Action	Responsibility	Months							
			1	2	3	4	5	6		
			2023			2024				
			Oct	Nov	Dec	Jan	Feb	Mar		
Social Inclusion	Develop gender, social inclusion action plan based of gender, nutrition and social inclusion strategy	Gender, nutrition and social inclusion specialist, PMU								
	Disseminate IFAD policy on gender equality and women's empowerment among staff/ FNGOs									
	Initiate process of recruitment of consultant who will provide Social Inclusion (gender, youth, PwD) training at start-up for project staff									
<b>Fiduciary Action Plan</b>										
Customize e-office system for filing and archiving supporting documents for VDCs/FNGOs/MPAs accounting transactions.	Draft ToR for obtaining license	PMU								
	Review and Finalise	PMU								
	Complete process on OPEN System and obtain necessary approvals	PMU & IFAD								
	Procure and initiate implementation	PMU								
Purchase and customize Tally accounting software for OPELIP II needs, including automatic IFRs generation and quarterly reconciliation of VDCs/FNGOs accounts with MPAs/PMU records.	Draft ToR for software	PMU								
	Review and Finalise	PMU								
	Complete process on OPEN System and obtain necessary approvals	PMU & IFAD								
	Advertise and initiate process of procurement and implementation	PMU								
Complete the competitive selection of adequately qualified and experienced FM staff for PMU and MPAs.	Draft ToR									
	Review and finalise									
	Complete process on OPEN System and obtain necessary approvals									
	Initiate the selection process									
Customize online banking system for PMU, MPAs, FNGOs and VDCs	Install and test online banking system	PMU								
<b>M&amp;E and MIS</b>										

Key Activities	Action	Responsibility	Months							
			1	2	3	4	5	6		
			2023			2024				
			Oct	Nov	Dec	Jan	Feb	Mar		
Upgrade OPELIP MIS to meet OPELIP II needs  (Household level tracking in the MIS)	Complete HH id allocation for all OPLEIP beneficiaries	PMU								
	Complete migration of current MIS data to HH level tracked data	PMU								
	Hire system analyst, developer (Draft ToR and initiate process to hire system analyst/developer)	PMU								
Development of GIS module	Prepare demarcated GIS maps for OPELIP II villages									
	Initiate development of GIS module									
	Hire GIS analyst ((Draft ToR and initiate process to hire)									

## APPENDICES

### Annexes A: Program staffing details

**Table A.1. Staff Positions at PMU Level**

#	Staff Position	Number of Staff	Comments
1	Chairman OPELIP II	1	Government staff seconded
2	Programme Director	1	Government staff seconded
3	Deputy Programme Director	1	Government staff seconded
3a	Veterinary Expert	1	Deputation from F&ARD
3b	Nutrition Expert	1	Deputation from W&CD
4	Programme Officer (Community Institutions and Rural Finance)	1	Project Staff
4a	Community Institution and Rural Finance Specialist	1	Project Staff
5	Programme Officer (Capacity Building, Gender and Nutrition)	1	Project Staff
5a	Specialist Training and Social Inclusion	1	Project Staff (2 nutrition specialist either to be added or through TSA)
6	PVTG/Tribal Expert	1	Government staff seconded (STSCRTI)
7	Senior Engineer	1	Project Staff
7a	Assistant Engineer	1	Project Staff
8	Manager GIS	1	Project Staff
8a	GIS Specialist	1	Project Staff
9	Programme Officer (NRM)	1	Project Staff
9a	Agriculture Specialist	1	Project Staff
10	Programme Officer (Marketing and Enterprise Development)	1	Project Staff
10a	Marketing Specialist	1	Project Staff
10b	Enterprise Development Specialist	1	Project Staff
11	Programme Officer (Livestock)	1	Project Staff
11	Sr. Procurement Specialist	1	Project Staff
11a	Procurement Specialist	1	Project Staff
11b	Procurement Assistant	1	Project Staff
12	Manager Finance	1	Project Staff
12a	Account Assistant	2	Project Staff
12b	Account Assistant (Audit)	1	Project Staff
13	Manager (M&E)	1	Project Staff
13a	Knowledge Management and Communication Specialist	1	Project Staff

13b	Data Analyst	1	Project Staff
13c	MIS Manager	1	Project Staff
13d	Developer (deployed through an agency)	1	Project Staff
13e	MIS Assistant	2	Project Staff
13f	SECAP Specialist	1	Project Staff
14	Manager Human Resources and Administration	1	Project Staff
14a	Executive Assistant	3	Project Staff
14b	Data Entry Operator	5	Project Staff
14c	Support Staff	3	Project Staff

**Table A.2. Staff positions at MPA level**

#	Staff Position	Number of Staff	Comments
1	Special Officer (SO)	1	Government staff seconded
2	Welfare Extension Officer (WEO)	1	Government staff seconded
3	Project Manager (PM)	1	Project Staff
4	Gender, Nutrition and Social Inclusion Officer	1	Project Staff
4a	Cluster Level Nutrition Assistant (existing positions of Gram Panchayat Nutrition Assistant changed to CLNA currently 89 such positions are there + 26 more to cover 541 old villages for 2 years thereafter 90, on an avg 5 per MPA)	5	Project Staff (provisioned under component 2.1)
5	Junior Engineer	1	Project Staff
6	Junior Agriculture Officer	1	Project Staff
7	Marketing & Enterprise Development Officer	1	Project Staff
8	Junior Livestock Officer	1	Project Staff (total 7 where the number of villages are more)
9	IB and RF Officer	1	Project Staff
10	MIS Executive	1	Project Staff
11	Accountant (MPAs with more than 100 villages will have two)	1	Project Staff
12	Procurement Assistant	1	Project Staff

**Table A.3. VDA/Village level structure**

#	Staff Position	Number of Staff	Comments
1	CRP (Community Resource Person)	1	1 per village in 1138 new villages 1 per 5 villages in 541 old villages
2	Krushi Saathi for NRM and Agriculture	1	Stipend based remuneration



3	Community Service Provider ~ Livestock( 1 for every 3 villages)	1	Stipend based remuneration for first three years, total 500 CSP
4	Nutri Sathi	1	Stipend based remuneration

## Annexes B: Program organigram

Chart B.1. Overall project structure

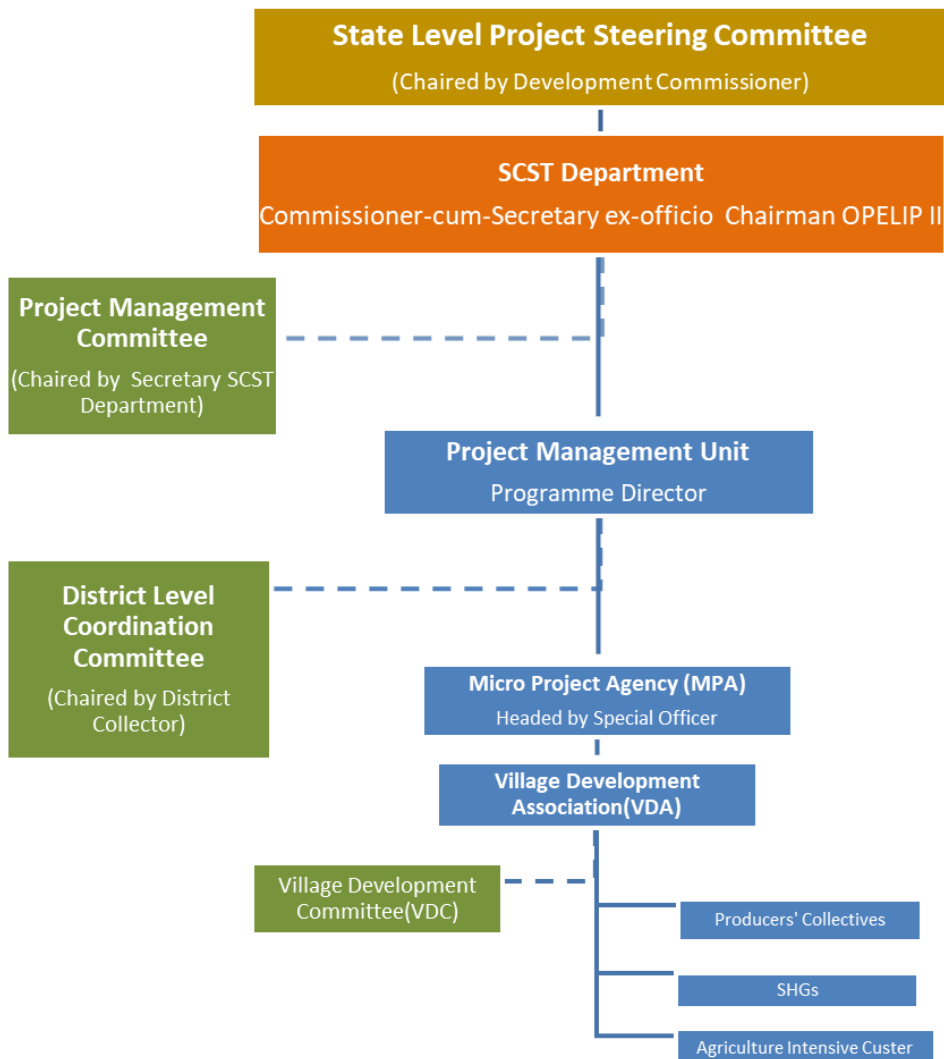
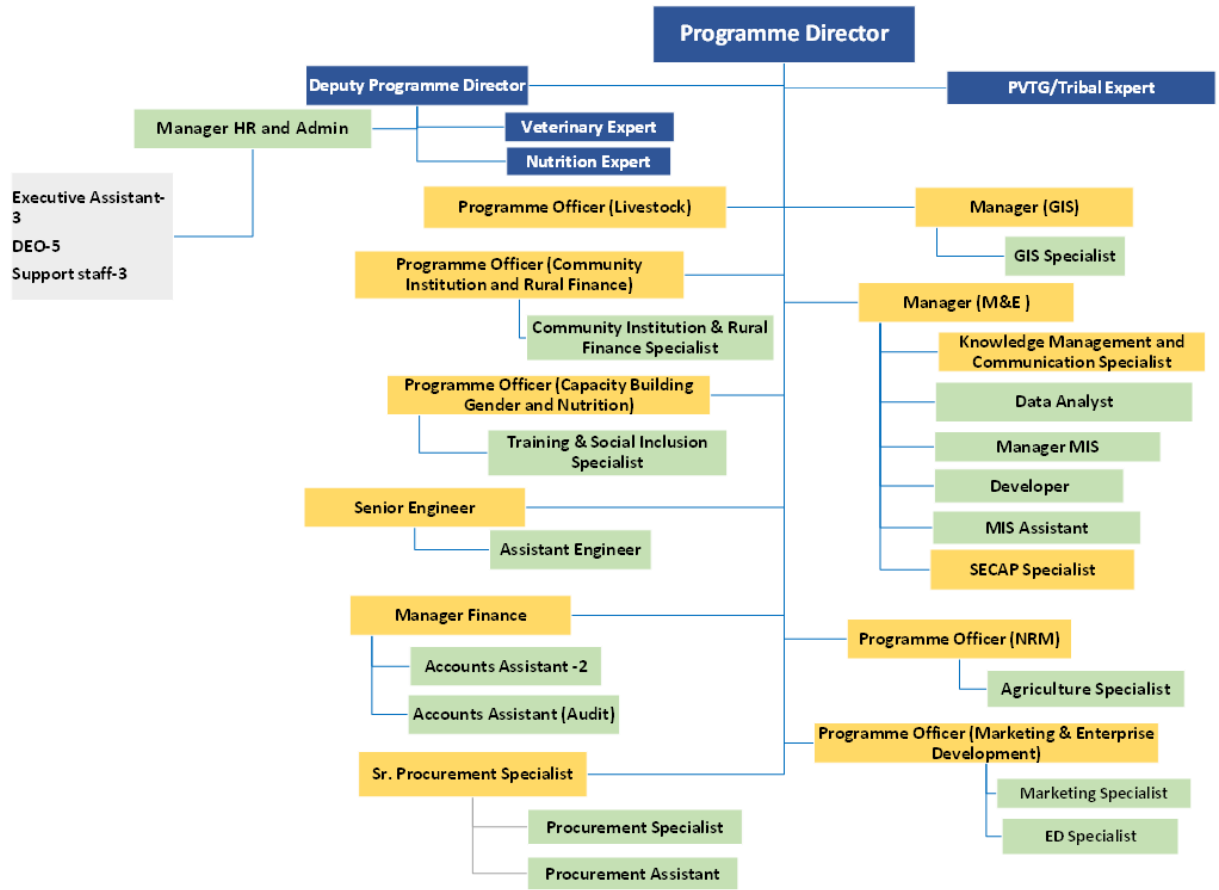
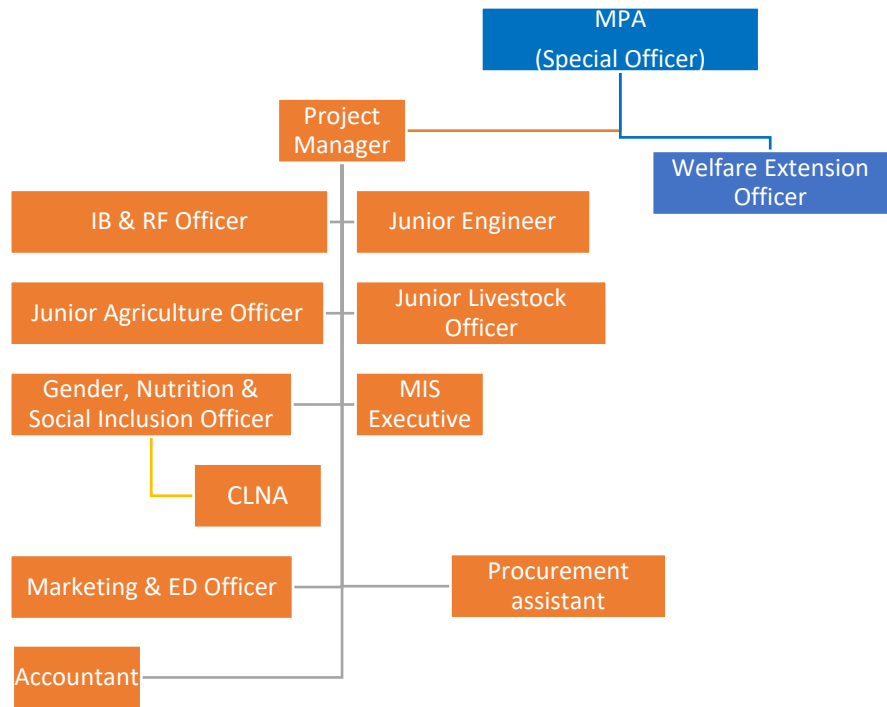


Chart B.2. Structure of the Project Management Unit (PMU)



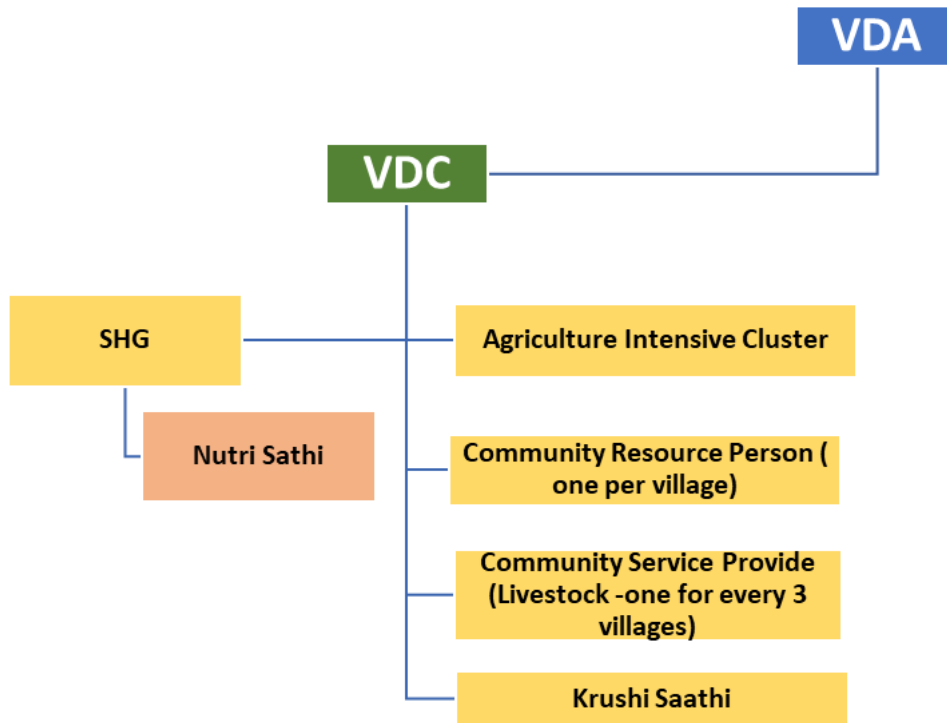
	Government Seconded Officials		Thematic specialist/Unit head (hired)		Assistants/Specialist
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**Chart B.3. Structure of the Micro-Project Agency (MPA)**



	Government Seconded Officials
	Hired staff by project

Chart B.4. Structure of the Village Development Association (VDA)



## Annexes C: Project management ToR (Government seconded staff)

Terms of Reference
Type: Chairman OPELIP II
Name: <b>Commissioner cum Secretary STSC Department ex-officio CPD</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project aims to build on the achievements and lessons of OPELIP.</p> <p>STSC Department of Government of Odisha is the lead implementing agency of the project and Commissioner cum Secretary heads the department. The position holder will also be the Chair of the Project Management Committee at the State level. The proposed project will be implemented under the direct supervision of the Secretary.</p> <p><b>II. Overall objective</b></p> <p>The Chairperson OPELIP II will provide overall leadership and policy guidance to the PMU.</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Oversee the terms and conditions of subsidiary Agreements to be executed between Government of Odisha and Project Implementing Agency</li> <li>- Organize Project Steering Committee and Project Management Committee meetings</li> <li>- Ensure that the budget requirements of project are provided into the overall budget of the Government of Odisha</li> <li>- Ensure timely release of funds to the PMU</li> <li>- Exercise signatory powers in accordance with Financial rules on the following: <ul style="list-style-type: none"> <li>o type of documents to be signed,</li> <li>o Signing bank cheques as per financial limits</li> </ul> </li> <li>- Attend the Department of External Affairs review meeting at Government of India level</li> <li>- Provide necessary support in high level coordination between PMU/MPA and various line department to leverage convergence activities in project areas</li> <li>- Promote the relationship with PVTGs and ST following the principles of engagement defined in the <a href="#">IFAD's policy of engagement with Indigenous Peoples</a></li> </ul> <p><b>Qualifications and timeline</b></p> <p><b>IV. Required qualifications and experience</b></p> <p>Commissioner cum Secretary STSC Department ex-officio Chairman OPELIP II</p> <p><b>V. Duration and timeline</b></p> <p>7 years (starting 1<sup>st</sup> April 2024)</p>

Terms of Reference
Type: Programme Director
Name: <b>Programme Director</b>

## General Description of task(s) and objectives to be achieved

### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

### II. Overall objective

The Programme Director will report to Chairman OPELIP II and lead the overall delivery of all aspects of the project and ensure close coordination between the PMU and MPA staff and other Technical Support Agency and activities within scope, budget and timeline under the guidance of the SLPSC and SLPMC to achieve high quality and timely results and project deliverables.

### III. Roles and responsibilities

- Promote the relationship with PVTGs and ST following the principles of engagement defined in the IFAD's policy of engagement with Indigenous Peoples/IFAD's policy of engagement with Indigenous Peoples and full and effective participation of tribal women and youth
- Foster support and convergence with key departments such as Rural Development, Forest, Agriculture, Women and Child Development, Animal Husbandry, etc. as well as linking the activities with national flagship programmes such as MGNREGS, etc
- Guide, supervise and implement the programme activities as per financing agreement, project implementation manual, poverty and gender strategies and other relevant project document;
- Carry out Day-to-day administration of the Programme;
- Ensure to meet the basic monitoring and evaluation requirements of the project such as timely preparation and submission of annual progress report, half-yearly progress report, results management framework, annual outcome survey, baseline/MTR/endline survey, etc
- Supervise daily activities of the PMU, evaluating performance and operating effectiveness (including on-going staff performance evaluations and feedback), making recommendations for change, as necessary;
- Preparation of Annual Work Plans, including monthly targets and deliverables as well as annual spending targets in accordance with the Project Document. Tracking of work outputs throughout the year in light of these Annual Work Plans;
- Assumes direct responsibility for managing the project budget by ensuring that:
  - o project funds are disbursed properly;
  - o expenditure is in accordance with the project document and project work plans;
  - o accounting records and supporting documents are properly kept and financial reports are prepared;
  - o financial operations are transparent and financial procedures/regulations are properly applied;
- Facilitate the flow of funds to the MPAs and other implementing agencies and ensure proper utilization of the programme funds placed with them.
- Good communication (verbal and written) and strong interpersonal skills (human resources management) and ability to work in a team (leadership);
- Ensure timely submission of reimbursement claims by PMU and other project partners for timely consolidation
- Excellent analytical and writing skills;

- Liaise with the MPAs, Line Departments, Resource NGOs, facilitating NGOs and financial institutions to ensure well-coordinated programme activities.
- Good computer skills especially in MS Word, Excel, PowerPoint;
- Supervise all activities related to staff recruitment, HR management, procurement and funds release
- Maintain close coordination with the funding agencies including Government of India and state government and timely submission of progress reports and financial statements as stipulated in the Programme
- Coordinate the periodic supervision of the programme activities by funding agencies including its various entities to meet the fiduciary and programme management responsibilities;
- Organize meeting, workshops, and seminars to raise awareness about the project and to disseminate lessons learnt from the project to a wider audience, as appropriate. This will include all technical aspects of the project and those relating to environmental and social safeguards

### Qualifications and timeline

#### IV Required qualifications and experience

- A senior All India Services Officer, with a minimum of 10 years of work experience in Odisha and a sound understanding of tribal development issues
- Should have demonstrated experience and knowledge of procedures applicable to multi- or bi-lateral financing.
- Academic degree in Agronomy and rural Development, Business and Administration Management, Monitoring & Evaluation, Social Sciences or related studies and documented previous experience in similar assignments. A Master degree will be a preference;
- proven knowledge and experience of tribal development in Odisha

#### V. Duration and timeline

7 years (starting April 1<sup>st</sup>, 2024)

#### Terms of Reference

Type: Deputy Programme Director

Name: **Deputy Programme Director**

#### General Description of task(s) and objectives to be achieved

##### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP

Deputy Programme Director reporting to PD and Chairman OELIP II will assist PD in the overall day to day operations of the project and in addition will take charge of the convergence related activities

## II. Overall objective

The Deputy Programme Director will assist the Programme Director in the overall delivery of all aspects of the project and ensure close coordination between the PMU and MPA staff and other Technical Support Agency and activities within scope, budget and timeline under the guidance of the overall guidance of CPD and PD.

## III. Roles and responsibilities

- Manage all aspects related to personnel and general administration in close coordination with the Programme Director
- Coordinate the activities of all Programme staff both in PMU & MPA and NGOs
- Nodal officer for Administration, Convergence and HR functions
- Focal person to guide and facilitate Programme Officers in the preparation of respective project strategy, guidelines, manuals, etc for capacity building, Village Development Plan or Village Development & Livelihood Plan, poverty targeting, gender mainstreaming, knowledge management, etc
- Focal person for seeking expression of interest, short-listing, evaluating the bids, and preparing partnership agreements/contracts related to recruitment of NGOs, TAs, etc
- Coordinate the preparation of Work plans and budgets and submission to the Governing Body and nodal agencies;
- Consolidate annual work plan & budget and submit to the Governing Body and nodal agencies
- Design and implement a participatory monitoring and evaluation system in close collaboration with the selected resource NGO/M&E Agency
- Coordinate All Revenue & Land related matter in the Programme areas;
- **Coordinate with all the line department to ensure high level of convergence in the project villages**
- Assist Programme Director in his /her on day to day functions
- Supervise activities related to legal defense fund & coordinate for court related matter;
- Attend to any other works may be assigned by the Programme Director
- Promote the relationship with PVTGs and ST following the principles of engagement defined in the IFAD's policy of engagement with Indigenous Peoples  
[https://www.ifad.org/documents/38711624/39417924/ip\\_policy\\_e.pdf/a7cd3bc3-8622-4302-afdf-6db216ad5feb](https://www.ifad.org/documents/38711624/39417924/ip_policy_e.pdf/a7cd3bc3-8622-4302-afdf-6db216ad5feb) and full and effective participation of tribal women and youth
- 

## Qualifications, timeline, and evaluation

### IV. Required qualifications and experience

An officer from Odisha Administrative Service (OAS) Cadre on deputation, preferably with minimum of 15 years of service experience, and proven knowledge and experience of tribal development in Odisha.

### V. Duration and timeline

7 years (starting April 1<sup>st</sup>, 2024)

## Annexes D: Human resources and administration staff

Terms of Reference
Type: Manager
Name: <b>Human Resources and Administration</b>



## General Description of task(s) and objectives to be achieved

### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP

Manager HR will support PD and DPD in overseeing the administrative and organizational functions of the project

### II. Overall objective

Manager HR reporting to PD and DPD Human Resource Manager will lead and direct the routine functions of the Human Resources.

### III. Roles and responsibilities

- Manage all aspects related to personnel and general administration in close coordination with the DPD and PD
- Regularly track open positions against at MPA and PMU level and take necessary action to fill the position
- Drive Goal setting and track if employees are clear about their role and goals
- Pre payroll monthly check on employee data to ensure its accuracy
- Seek and understand HR trends for the team and address any known issues
- Update any critical exit to leadership immediately
- Conduct Exit interview and track response; conduct post exit survey after 3 months to gain additional insight for voluntary exits
- Ensure as HR, there is full understanding of all policies and terms and conditions of the contract
- Track employee escalations and that they are fairly investigated, tracked, responded to. Check for any root cause or pattern and solve for the same
- Conduct with PD and track mid-year and year end appraisal process
- Ensure inclusion of women and PVTGs in project staff

## Qualifications and timeline

### IV. Required qualifications and experience

### V. Duration and timeline

7 years (starting April 1<sup>st</sup>, 2024)

## Terms of Reference

Type: Specialist

Name: **PVTG/Tribal Expert (Secondment from SCSTRTI)**

### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and

Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

OPELIP II PMU will ensure adequate human and financial resources are allocated to drive the successful FPIC implementation (with particular emphasis on the participations of youth, women). In this regard, OPELIP II will benefit from the secondment of a tribal/PVTG specialist, who will coordinate with gender, nutrition, and social inclusion officer, FNGO, community resource persons and village level overall.

## **II. Overall objective**

To ensure that tribal groups needs and aspirations and FPIC considerations are effectively integrated into a development project or program. The specialist plays a crucial role in promoting the rights of PVTGs and ensuring the inclusion of marginalized and vulnerable groups in all project activities and outcomes.

## **III. Roles and responsibilities**

The officer will be responsible to coordinate and facilitate the FPIC implementation defined in the project (SECAP Annex), specially thought the activities in component 1 and work closely with the capacity building, gender, nutrition specialist. She/he will work closely with the IFAD Indigenous Peoples and tribal issues team to ensure the operationalization of the IFAD Policy of engagement with Indigenous Peoples and FPIC implementation plan for OPELIP II. Under the general supervision of the project director, the officer will perform the following activities:

### **Project Implementation:**

- Advise and support the project manager, other members of the PMU, district officers and field officers in the effective FPIC implementation;
- Review the draft gender and social inclusion strategy, tailor it to the needs of the project going forth (that needs to be updated regularly) in coordination with the other PMU experts and include input on the cultural relevance of activities targeted to tribal groups;
- Enhance the capacities of project staff and partners in engaging with tribal groups according to the IFAD Policy of engagement with Indigenous Peoples and work closely with MPAs, FNGO, research partners, any other service providers to enhance the understanding and valorization of PVTGs heritage;

### **M&E and Knowledge Management:**

- Organize and conduct research on PVTG local traditional knowledges and practice
- Together with the M&E and knowledge management staff, establish an M&E system that captures disaggregated data on tribal groups
- Document and share M&E, learning and communication products
- Analyze data to ensure that there are no adverse impacts on target groups as a result of project implementation and suggest remedial measures if necessary

### **Capacity development:**

- Undertake regular capacity assessment on FPIC and engagement with tribal groups and provide capacity-building for staff at the field level, PMU, FNGOs implementing partners and service providers.

### **Communication:**

- Liaise with the IFAD country office and IFAD indigenous peoples and tribal issues team on questions regarding gender, youth, tribal engagement and social inclusion in implementation, knowledge sharing and other aspects
- Serve as a channel of communication between the project and others working on tribal groups in government, implementing agencies, other development partners and IFAD
- Help project colleagues access the information they may need on tribal issues and share good practices

**Advocacy and networking:**

- Establish linkages with other inclusion programmes implemented by national, international and intergovernmental agencies on tribal groups
- Develop strategic partnership with relevant agencies from the government, CSOs, and other service providers engaged in Tribal groups
- Present evidence-based information on good practices in engagement with tribal groups
- Support the service provider on FPIC and human rights based approach awareness campaign and use the material generated to continuously raise awareness on tribal groups needs and aspirations and FPIC
- Be an agent who is constantly listening to PVTGs needs and promotes spaces for their voices to be heard and taken into account, facilitating their participation in meetings, for a and international events if possible.

**Qualifications and timeline****IV. Required qualifications and experience**

- Masters degree in social sciences, law
- At least three years working experience with tribal groups
- Experience in designing and delivering training modules
- Highly motivated and committed to the engagement and valorization of tribal heritage
- Working knowledge of spoken and written English and Odia

**V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need

7 years (starting April 1<sup>st</sup>, 2024)

**Terms of Reference**

Type: Executive Assistant

Name: **Executive Assistant**

**General Description of task(s) and objectives to be achieved****I. Background**

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP

**II. Overall objective**

Executive assistant reporting to Manager HR , will support in direct the routine functions of the Human Resources and admin.

**III. Roles and responsibilities**

- The monthly release of Telephone, Electricity, House Rent, advertisement and Internet bills
- Approval of Tour programme, tour dairy and particulars of journey

- Supporting Manager HR in HR related documentation and processes
- Reimbursement of TA bills of concerned Programme of all Officers and staff
- Issue of Periodical Increment Certificates in favour of Deputed Government staff
- Support to PIO for supply of information under RTI Act-2005 online/offline
- Information pertaining to Assembly / parliament question
- Issue of Office Order
- Issue of Lok Seva Bhawan Pass
- Release and Settlement of advance
- Maintenance, distribution and record of Office stationeries items.
- Responsible for checking Office mail on daily basis
- Diary and dispatch
- Management of PMU office including systematic storage and care of all files, reports, documents, etc. relating to the programme;
- Support/undertake office work including typing, downloading data, service data entry, filing of information, etc.;
- Attend to any query about the programme from government, public or any authorized entities including any assembly questions;
- Provide assistance in organizing meetings, workshops, training programmes, managing stores & stationaries, records & office files;
- Focal point for general maintenance and safe custody of all office assets including office almirahs, phones, fax, wi-fi, photocopier, books, etc.;
- Focal point for records of office vehicles including periodic check of vehicle log books and other records relating to vehicle movement, repairs, insurance, etc;
- Provide general assistance to the office management including general office cleanliness, minor repairs in the office, etc.;
- Assisting Programme Director in performing any office task specifically assigned by the Programme Director;
- Miscellaneous minor functions as may be assigned from time to time.

#### **EA to PD (if appointed)**

- To keep the Programme Director (if EA to PD), PMU, OPELIP free from routine nature of work by mailing correspondence, filing papers, making appointments, arranging meeting and collecting information so as to give the officer more time to devote himself to the work in which he has specialized.
- Keep an accurate list of engagements, meetings etc. and reminding the Programme Director sufficiently in advance
- Maintain tour details with all relevant records of PD, OPELIP.
- Support/undertake office work including typing, downloading data, service data entry, filing of information, etc.
- Provide assistance in organizing meetings, workshops, training programmes & managing office files.
- Safe custody of office assets.
- Any other works as assigned by PD, OPELIP time to time.

#### **Qualifications and timeline**

#### **IV. Required qualifications and experience**

- Graduate in any subject with Diploma in computer application
- 5 years of experience in Office Management and HR function
- Ability to communicate in English and regional language

#### **V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Data Entry Operator

Name: DEO

#### General Description of task(s) and objectives to be achieved

##### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP

E support PD and DPD in overseeing the administrative and organizational functions of the project

##### II. Overall objective

DEO reporting to Manager HR , will support in other programme officer including Manager HR in data entry, data management and follow-up with different Micro Project Agencies under OPELIP

##### III. Roles and responsibilities

- Responsible for data entry, data management and follow-up with different Micro Project Agencies under OPELIP.
- Assist to Programme Officers for day-to-day office work.
- Support/undertake office work including typing, downloading data, service data entry, filing of information, etc.;
- Any other matter may be assigned by the Programme Director
- Support/undertake office work including typing, downloading data, service data entry, filing of information, etc.
- Provide assistance in organizing meetings, workshops, training programmes & managing office files.
- Any other works as assigned by Manager HR time to time.

#### Qualifications and timeline

##### IV. Required qualifications and experience

- Graduate in any discipline with Diploma in computer application (DCA) from a registered Organization
- 3 years of experience in a reputed Govt. Programme/Organization or bi-lateral/ externally-aided projects will be added advantage
- Ability to write and communicate in English and Odiya language.
- 50 wpm in Computer typing
- Ability to communicate in English and regional language

## V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Support Staff

Name: **Support Staff**

### General Description of task(s) and objectives to be achieved

#### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP

E support PD and DPD in overseeing the administrative and organizational functions of the project

#### II. Overall objective

Support Staff reporting to Manager HR , will support the in fulfilling all the housekeeping and upkeep of the office premise

#### III. Roles and responsibilities

- Will be responsible for opening and closing of the office of PMU, OPELIP with proper cross checking before leaving.
- Will be responsible for welcoming Visitors and Guests and the employees of the other offices.
- Deal with inquiries or needs from the visitors and inform the concerned officials.
- Monitor and authorize entrance and departure of employees, visitors, and other persons to guard against theft and maintain security of office premises.
- Carrying and delivering files and letters within the office premises and also to others offices as well.
- Collecting and distributing Couriers or Parcels and procured office equipment and stationeries among the officials.
- Picking-up and delivering items from outside as and when required.
- Monitoring the devices and the stationery items at proper place within the workplace.
- Preparing and presenting beverages (Tea & Snacks) for office staff & visitors.
- Will assist the office staffs in wide range of office activities.
- Any other work allotted by the Manager HR and other officials of OPELIP.

### Qualifications and timeline

#### IV. Required qualifications and experience

- Minimum Class 10th pass

- Minimum 5 years' experience in office support services
- Ability to read and communicate in Odiya language.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Annexes E: Monitoring and evaluation team

<b>Terms of Reference</b>
Type: Manager
Name: <b>Monitoring and Evaluation</b>
<b>General description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP</p> <p>M&amp;E will report to PD</p> <p><b>II. Overall objective</b></p> <p>The Manager (M&amp;E, SECAP) is responsible for guiding the overall M&amp;E strategy implementation within the Project and vis-a-vis partners, plus providing timely and relevant information to the Project Director and Project stakeholders upon analysis of data. This requires close coordination and communication with the Project Partners, component leads, and field staff as well as consultants of M&amp;E-related external missions. Critical tasks for the Manager (M&amp;E, SECAP) is to ensure a highly effective, fully functional, and robust project management information system (PMIS) and prepare AWPB and reports as per the requirements of IFAD.</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Prepare, the detailed M&amp;E plan of the project and ensure its smooth operation in effective and timely manner.</li> <li>- Prepare Annual Work Plan and Budget (AWPB) in consultation with the project team ensuring alignment with Project strategy and ensure regular analysis on AWPB implementation, project performance, outcomes, and impact.</li> <li>- Prepare quarterly, half-yearly and annual progress reports, thematic survey reports, and ad-hoc technical reports in accordance with approved reporting formats and ensure their timely submission to IFAD and Government of Odisha.</li> <li>- Analyze data for routine evidence-based project management and discuss review meetings of the project in terms of implications for future action.</li> <li>- Identify implementation problems, bottlenecks or delays and inform the Project Director about the need for corrective actions.</li> </ul>

- Prepare consolidated ORMS tables and other data tables, and regular update of Log frame indicators to be submitted periodically to IFAD.
- Organize review workshops at different levels to get feedback for planning to the next cycle and organize planning workshops for the endorsement of the plans prepared.
- Provide training and continuous support to all project staff including MPA teams and CRPs in charge of data collection to ensure data quality and reliability and properly understand M&E/MIS system and reporting requirements, with a focus on much more regular use of these data to drive project decisions.
- Ensure MIS are up to date with data from all components/subcomponents on regular basis and
- review the quality of existing data and take measures as needed and ensure data generated from the MIS are linked with project log frame and IFAD operational Result Management System (ORMS).
- Organize systematic process for routine field visits and verification of the accuracy, validity and completeness of M&E data; and collect formal and informal feedback from project beneficiaries on their satisfaction with project activities.
- Prepare TORs for conducting periodic studies, thematic surveys, COI surveys and project completion surveys including the description of the proposed survey methodology (sampling frame and sample size, draft questionnaire) and provide the appropriate guidance to the selected service providers in order to ensure timely and reliable survey reports.

### Qualifications and timeline

#### IV. Required qualifications and experience

- Masters' degree in economics, business management, statistics or equivalent with at least 10 years of professional experience in development field.
- At least 7 years of proven experience specific with planning, design and implementation of M&E systems, Communication and/or Knowledge Management.
- Sound knowledge of M&E methods and approaches including quantitative, qualitative, and participatory approaches.
- Experienced in M&E development and implementation and/or facilitating learning-oriented analysis sessions of M&E data with multiple stakeholders, data management and information analysis.
- Experience in conducting large scale agricultural surveys and data analysis
- Ability to work in a multi-disciplinary team and facilitate the working of other team members.
- Excellent communications skills - spoken and written, both in English and Odiya and possess good report writing skills. Working knowledge of Hindi would be an added advantage.
- Good interpersonal skills and the ability to work effectively with a range of institutions.
- Excellent knowledge of excel and other statistical packages (STATA, R) and of data collection software
- Preferences will be given to:
  - o Candidate with experience in managing M & E and Knowledge Management within development Project preferably projects/Projects funded by multilateral financing organizations.
  - o Understanding of the planning and reporting system and procedures of IFAD Candidates working with IFAD projects/Projects in the past in the similar capacity will be given due preference.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)



## Terms of Reference

Type: Officer (*as a specialized position outsourcing will be preferred*)

Name: **Knowledge management and communications**

### General Description of task(s) and objectives to be achieved

#### I. Background

KM and Communication will report to M&E manager and work in tandem with the M&E team

#### II. Overall objective

The Knowledge Management and Communications Officer is responsible for guiding the overall KM strategy implementation within the Project and vis-a-vis partners. This requires close coordination and communication with the Project Partners, component leads, and field staff as well as consultants of KM related external missions. Critical tasks for the Knowledge Management and Communications Officer is to ensure a highly effective, fully functional, and robust KM Plan to capture knowledge and lessons generated in the project for its wider dissemination at various level. The position works in close coordination with relevant IFAD staff from the Asia and the Pacific Division as well as the Strategy and Knowledge Department (SKD) in coordination with the Project Management and IFAD's Country Office.

#### III. Roles and responsibilities

- Develop a coherent, practical strategy and annual work plan(s) that outline all KM related tasks, roles and responsibilities for the project.
- Ensure that knowledge, lessons learned, and best practices are properly identified in all thematic areas, and analysed, distilled and documented through various means (studies, videos, case studies, Policy brief, how to do Note etc. both print and web articles) and are regularly shared to the relevant audience (project partners, policy makers, development partners) through appropriate means (including the participation in relevant meetings and events).
- Support and build capacity of project staff to develop knowledge products based on learning from the project execution and dissemination of knowledge products.
- Facilitate internal communication and networking among project stakeholders.
- Act as focal point for development and maintenance of data, documents, print materials, photo database, audio-visuals and management of press and other media inquiries as well as Project branding and visibility.
- Identify KM technical assistance that the Project needs to contract to capture and share lessons learned and prepare ToR and guide for its recruitment as well as monitor and supervise the quality of the assigned tasks.
- Organize and facilitate knowledge sharing workshops and events among the Project's various stakeholders, GoO & IFAD networks, peer groups to exchange experiences and help ensure that they can learn from each other's experiences, lessons, good practices.
- Development of brochures, reading materials and monographs on watershed management, methodology of the project concept of community-driven and process led development, concept of ownership, and details of its contribution to the project among the stakeholders.
- Development of key messages on the following issues to be used in phased manner as time lined in project's PIM on the following topics: .
  - o SECAP – awareness about importance of IPM, its uses, SECAP guidelines, how to use SECAP elements in Project implementation.
  - o Ownership of project by communities and VDCs/VDAs/GPs, Govt. and NGOs as facilitators
  - o Awareness about Natural Resources Management and need for source rejuvenation.
  - o Transparency in planning and decision making.
  - o Providing information regarding income generation programmes for the farmers and vulnerable groups.

- Dissemination of information on sustainable and climate resilient agriculture and horticulture practices and agribusiness strategy.
- Popularizing participatory monitoring and evaluation
- Production of audio visual and audio programmes, slide presentation, documentary and other print material that may be required.
- Documentation of success stories/experiences.
- Content and design of posters, brochures, pamphlets, and other print material.
- Coordinate programme of stakeholder feedback and review workshops as part of Project Completion Process
- Undertake any other duties as requested as directed by Project Manager.
- Ensure that the principles of engagement defined in the IFAD's policy of engagement with Indigenous Peoples will be followed in KM and communications and engage with the Indigenous Peoples and tribal issues team at IFAD.

### Qualifications and timeline

#### IV. Required qualifications and experience

- Masters' degree in development, communication, or journalism or equivalent with at least 10 years of professional experience in development field.
- At least 7 years of proven experience specific with planning, design and implementation of Communication and/or Knowledge Management.
- Sound Knowledge of KM tools and methods and approaches including quantitative, qualitative, and participatory approaches
- Experienced in KM with multiple stakeholders, data management and information analysis.
- Experienced in writing and editing articles, policy briefs and text for professional publications, development of audio-visuals, web-based and other social media outreach.
- Ability to work in a multi-disciplinary team and facilitate the working of other team members.
- Excellent communications skills - spoken and written, both in English and Odiya and possess good report writing skills. Working knowledge of Hindi would be an added advantage.
- Good interpersonal skills and the ability to work effectively with a range of institutions.
- Preferences will be given to:
  - Candidate with experience in managing Knowledge Management within development Project preferably projects/Projects funded by multilateral financing organizations.
  - Understanding of the planning and reporting system and procedures of IFAD

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

<b>Terms of Reference</b>
Type: Manager
Name: <b>Management Information System (MIS)</b>
<b>General Description of task(s) and objectives to be achieved</b>

## **I. Background**

MIS manger will report to M&E manager and will be part of M&E team

## **II. Overall objective**

The Manager (MIS) shall be working under the close supervision of the Project Director and in close collaboration with the Manager (M&E). The overall objective of the assignment is to strengthen the web-based MIS system of the project for concurrent reporting of project activities and MIS Dashboard.

## **III. Roles and responsibilities**

- Extract key information from MIS, and other primary and secondary sources, preferably using automated tools.
- Undertake data cleaning exercise and fixing of coding errors and related problems to ensure good quality data systems relating to MIS Dashboard KPIs
- Analyze MIS data relating to project activities, outcomes and goals using statistical tools to interpret patterns and trends.
- Prepare data analysis reports, trend charts, presentations, inter alia, on programme performance and outcome for the PMU and project managers to take data-driven decisions.
- Support the Manager (MIS) in ensuring data quality and data-visualisation of the MIS Dashboard
- Help identify data-gaps and methods to improve data collection, analysis, and reporting.
- Work with the MIS Develop, and other technical team and the departments to identify process improvement opportunities towards data-driven governance principles.
- Perform any other related task assigned by Project Director, Manager (M&E, SECAP) and Manager (MIS)

## **Qualifications and timeline**

### **IV. Required qualifications and experience**

- Masters/Bachelors in Computer Technology, Computer Applications or closely related subject from any recognized university
- Should have good skills on Data administration, data management, and computer and information technology.
- Working Experience: The candidate must have at least 5 years of experience in managing MIS systems and Data Analysis of projects for any public or private sector organization.
- Computer Skills : Should have analytical and problem-solving skills, interpersonal and communication skills, time management skills, knowledge of Java or PHP and Postgres;
- High level of Computer Skills, including proficiency in Internet based applications, MS Word, MS Excel and MS Power Point etc.
- High levels of proficiency in English and Odia. Working knowledge of Hindi would be an added advantage.
- Preferences will be given to:
  - o Understanding of the planning and reporting system and procedures of IFAD

### **V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

## **Terms of Reference**

Type: Analyst

Name: **Data Analyst (M&E team)**

## **General Description of task(s) and objectives to be achieved**

### **I. Background**

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP

Data Analyst will report to PD and M&E manager and will be part of M&E team

### **II. Overall objective**

The Data Analyst will report to the Project Director, Manager (M&E), contribute towards the objectives of the MIS, and enable data driven insights to drive project's performance improvement and course correction.

### **III. Roles and responsibilities**

- Extract key information from MIS, and other primary and secondary sources, preferably using automated tools.
- Undertake data cleaning exercise and fixing of coding errors and related problems to ensure good quality data systems relating to MIS Dashboard KPIs
- Analyze MIS data relating to project activities, outcomes and goals using statistical tools to interpret patterns and trends.
- Prepare data analysis reports, trend charts, presentations, inter alia, on programme performance and outcome for the PMU and project managers to take data-driven decisions.
- Support the Manager (MIS) in ensuring data quality and data-visualisation of the MIS Dashboard
- Help identify data-gaps and methods to improve data collection, analysis, and reporting.
- Work with the MIS Develop, and other technical team and the departments to identify process improvement opportunities towards data-driven governance principles.
- Perform any other related task assigned by Project Director, Manager (M&E) and PD

## **Qualifications and timeline**

### **IV. Required qualifications and experience**

- Masters/bachelor's in computer technology, Computer Applications or closely related subject from any recognized university
- Should have good skills on Data administration, data management, and computer and information technology.
- Working Experience: The candidate must have at least 5 years of experience in Data Analysis of projects for any public or private sector organization.
- Computer Skills: Should have analytical and problem-solving skills, interpersonal and communication skills, time management skills, knowledge of Java or PHP and Postgres;
- High level of Computer Skills, including proficiency in Internet based applications, MS Word, MS Excel and MS Power Point, data visualization applications like Tableau, power BI etc.
- High levels of proficiency in English and Odia. Working knowledge of Hindi would be an added advantage.
- Preferences will be given to:
  - o Understanding of the planning and reporting system and procedures of IFAD

### **V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Developer (project may explore hiring the agency and getting a resource deployed to PMU)

Name: **Developer MIS (M&E team)**

### General Description of task(s) and objectives to be achieved

#### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP

Developer will report to PD , M&E and MIS manager and will be part of M&E team

#### II. Overall objective

The Developer (MIS) will report directly to the Manager (MIS) and assist in all technical matters relating to development and implementation of MIS system during project tenure. The incumbent will be responsible for the overall MIS design, development, upgradation, and implementation: including development and enhancement of MIS, issue tracking and solving, and providing training to project staff.

#### III. Roles and responsibilities

- Design, build, and maintain efficient, reusable, and reliable code in MVC, ASP.NET with C# and Oracle.
- Review existing system, optimize code, update MIS, and make user interface more user friendly.
- Design oracle database tables, packages, procedures, and triggers.
- Develop tools for data sharing between government organizations.
- Develop MIS technical documentation (such as system design document, configuration manual etc) and maintain version control of such documents to make it most up-to-date technical documents for future reference.
- Implement appropriate security measures and standards during MIS development and enhancement.
- Maintain and modify programs; make approved changes by amending flow charts, develop detailed programming logic, and coding changes.
- Test and troubleshoot programs utilizing the appropriate hardware, database, and programming technology.
- Recommend technical changes for implementing system developed during project.
- Train, develop and support local level staffs, service unit staff to operate the online MIS, GPS handheld devices, mobile applications, etc.
- Ensure Timely fixation of errors/bugs encountered in the MIS by PMU, MPA staff.
- Ensure the effective delivery and performance of MIS System according to the agreed work plan.
- Develop documentation throughout the software development life cycle (SDLC) and provide report to MIS Team Leader monthly basis.
- Assist in other IT related activities as assigned

## Qualifications and timeline

### IV. Required qualifications and experience

- Bachelor's degree in computer engineering, Electronics and Communication Engineering or related field from recognized University/College.
- Should have a sound knowledge of RDBMS and software development life cycle.
- Knowledge of ASP.Net, Windows applications, CSS, HTML, C#.net, Database (Oracle), restful web service for developing service layer.
- Designing skills of CSS3, HTML 5.0 and knowledge of other design frameworks will add advantage.
- Strong inter-personal and communication skills.
- Experience in working with team and team building spirit.
- Knowledge of Test-driven development and unit testing.
- Ability to learn business processes quickly and provides technical solutions.
- At least 3 years of professional work experience in computer programming using ASP.Net, ASP.Net MVC, C#.net, Oracle database
- Must have working experience in working with Government web-based software.

### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

## Terms of Reference

Type: Assistant

Name: **MIS Assistant (M&E team)**

### General Description of task(s) and objectives to be achieved

#### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

Assistant will report to PD, M&E and MIS manager and will be part of M&E team

#### II. Overall objective

The MIS Assistant will report directly to the Manager (MIS) and assist in all technical matters relating to development and implementation of MIS system during project tenure. The incumbent will support the Manager (MIS) in the overall MIS design, development, upgradation, issue tracking and solving, and providing training to project staff.

#### III. Roles and responsibilities

- Provide support in the design, development, upgradation of the web-based Project MIS
- Support and conduct the analysis, and assessment of quality of Project activities, outputs, outcomes, and impact.
- Assist in preparation of Analytical Reports on project related activities.
- Assist in designing/redesigning and maintaining the MIS and M&E System of the Project.

- Assist in designing/redesigning and maintaining the M&E Dashboard of the Project.
- Assist the PMU and the MPA level project staff in operating handheld GIS devices for geo referencing, mobile applications for data entry, conducting analysis at the MPA levels and the PMU level.
- Assist in designing/redesigning and maintaining a website to be developed for the Project.
- Any other task to be assigned from time to time.

### Qualifications and timeline

#### IV. Required qualifications and experience

- Bachelor's degree in engineering / Postgraduate in Computer Science/IT or equivalent
- Three years' first-hand experience of working on MIS Systems including two years' experience in Data Analysis and report generation in any renowned organisation.
- Prior work experience in MIS/data analysis especially in the development sector will be given preference.
- Strong hands-on experience of using Microsoft Excel and other reporting tools is desired.
- Soft skills including proficiency in other aspects of MS Office and presentation skills.
- Proficiency in writing and speaking English and reading and speaking Odia.
- Skills in official communication, documentation of Good Practices, preparation/consolidation of reports on progress of various activities under the Project

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: **SECAP Specialist**

Name: **SECAP Specialist**

#### General Description of task(s) and objectives to be achieved

##### I. Background

SECAP Specialist will report to Programme Director

##### II. Overall objective

The SECAP Specialist will play a pivotal role in ensuring that all projects under the SECAP framework undergo rigorous social, environmental, and climate assessments to foster sustainable and inclusive development.

##### III. Roles and responsibilities

- Develop and implement comprehensive social, environmental, and climate assessment procedures for projects within the SECAP framework, adhering to IFAD's environmental and social safeguards policies.

- Conduct thorough assessments and screenings of project proposals to identify potential social and environmental risks and opportunities for climate resilience enhancement.
- Engage with project teams, partner organizations, and local communities to ensure their meaningful participation in the assessment process.
- Provide technical expertise and guidance to project teams in developing effective social and environmental management plans and climate adaptation strategies.
- Monitor the implementation of social and environmental management plans, assess their effectiveness, and recommend improvements where necessary.
- Facilitate knowledge sharing and capacity building activities to enhance the understanding of social, environmental, and climate assessment procedures among project teams and partners.
- Ensure alignment with international best practices and standards related to climate resilience, environmental impact assessment (EIA), social impact assessment (SIA), and climate vulnerability assessments.
- Prepare high-quality reports and documentation on social, environmental, and climate assessments for internal and external stakeholders.

## QUALIFICATION AND TIMELINE

### IV. Required qualifications and experience

- A master's degree or higher in environmental science, social sciences, climate change, sustainable development, or a related field.
- At least 5 years of professional experience in conducting social and environmental assessments for development projects, with a focus on climate change adaptation and mitigation.
- Strong understanding of climate resilience, environmental impact assessment (EIA), social impact assessment (SIA), and climate vulnerability assessments.
- Familiarity with international environmental and social safeguard standards and their practical application in development projects.
- Experience working with rural communities and a commitment to participatory approaches in assessments and project design.
- Demonstrated ability to develop and implement social and environmental management plans and monitoring frameworks.
- Excellent communication and interpersonal skills, with the ability to work effectively with diverse stakeholders.
- Proficiency in English is required. Knowledge of other languages, particularly those relevant to IFAD's focus regions, would be an advantage.

### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years



<b>Terms of Reference</b>
Type: Executive
Name: <b>MIS Executive (MPA level)</b>
General Description of task(s) and objectives to be achieved
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP. Assistant will report to PD, M&amp;E and MIS manager and will be part of M&amp;E team.</p> <p><b>II. Overall objective</b></p> <p>The MIS will report directly to the Project manager (MPA) and Manager M&amp;E (PMU) to assist in all technical matters relating to implementation of MIS system during project tenure at MPA level. The incumbent will be responsible for collecting inputs MIS and generating progress reports, monthly review and action plan, consolidating information at the district level and providing regular updates to the PMU at the state level.</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Will be responsible for Collecting inputs from the project area from the last mile delivery staff (FNGO, CRP, CLNA etc) in the specified format;</li> <li>- Feeding into the MIS and generating progress reports, trends on a monthly basis for review and action by the MPA technical team and management;</li> <li>- Consolidating information at the district level and providing regular updates to the PMU at the state level</li> <li>- Support and conduct the analysis, and assessment of quality of Project activities, outputs, outcomes, and impact.</li> <li>- Assist in preparation of Analytical Reports on project related activities.</li> <li>- Assist the PMU and the MPA level project staff in operating handheld GIS devices for geo referencing, mobile applications for data entry, conducting analysis at the MPA levels and the PMU level.</li> <li>- Any other task to be assigned from time to time.</li> </ul>
<b>Qualifications and timeline</b>
<p><b>IV. Required qualifications and experience</b></p> <ul style="list-style-type: none"> <li>- Graduation (Any Discipline) with Diploma in Computer Application (PGDCA)/BCA or equivalent from recognized university/institutes.</li> <li>- Three years' first-hand experience of working on MIS Systems</li> <li>- Prior work experience in MIS especially in the development sector will be given preference.</li> <li>- Strong hands-on experience of using Microsoft Excel and other reporting tools is desired.</li> <li>- Soft skills including proficiency in other aspects of MS Office and presentation skills.</li> <li>- Proficiency in writing and speaking English and reading and speaking Odia.</li> </ul>

## V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

## Annexes F: Capacity building, gender, and nutrition

Terms of Reference
Type: Programme Officer
Name: <b>Capacity Building, Gender and Nutrition Officer</b>
<b>General Description of task(s) and objectives to be achieved</b>
<b>I. Background</b> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p>
<b>II. Overall objective</b> <p>The objective of the role is to lead the implementation of nutrition activities in the assigned Micro Project Area (MPA) in collaboration with the PMU OPELIP and the nutrition, gender and social inclusion assistant at the cluster level. The specialist plays a crucial role in promoting gender equality, addressing nutrition challenges, and ensuring the inclusion of marginalized and vulnerable groups in all project activities and outcomes. The incumbent will also be responsible equity focused planning and monitoring the nutrition activities. S/He would also ensure convergence with the functionaries of Department of Women &amp; Child Development and the Department of Health &amp; Family Welfare to ensure that PVTG households receive the key nutrition and related health entitlements with a specific focus on adolescent girls, pregnant women, nursing mothers and children</p>
<b>III. Roles and responsibilities</b> <ul style="list-style-type: none"><li>- The officer and focal points will be responsible to coordinate and facilitate the implementation of the gender, social inclusion interventions defined in the project and work closely with the implementation partner is on board to support nutrition. She/he will work closely with the IFAD Indigenous Peoples and tribal issues team to ensure the operationalization of social inclusion mainstreaming in the project investments &amp; the implementation of the household methodology approaches and the implementation of the Policy of engagement with Tribal groups. Under the general supervision of the project director, the officer will perform activities to mainstream gender and social inclusion and nutrition with special focus on PVTGs and other Scheduled Tribes as they constitute 100% of targeted population of OPELIP II:</li><li>- Advise and support the project manager, other members of the PMU, district officers and field officers in the effective mainstreaming of targeting, gender, social inclusion and nutrition in project activities</li><li>- Ensure that Free, Prior and Informed consent is sought along the project cycle and provide advice for the effective engagement with PVTGs and ST</li><li>- Facilitate capacity building of nutrition assistants, creche workers, village level nutria-sathi, CRPs &amp; community.</li></ul>

- Monitor and report on progress of all nutrition related activities under the project and coordinate with different stakeholders for success of the programme.
- Review the draft gender and social inclusion strategy, tailor it to the needs of the project going forth (that needs to be updated regularly) in coordination with the other PMU experts
- Monitor the PLA meetings, spot feeding initiatives and creche to ensure quality implementation at the ground level.
- Ensure nutrition sensitive budgetary provision while preparing AWP & B.
- Develop the gender, social inclusion and nutrition action plan targeted for tribal groups and following the IFAD policy of engagement of Indigenous Peoples and tribal groups, based on the level of project initiatives/activities within the province, in coordination with the other PMU, MPA, FNGO and PVTG consultation;
- Facilitate the implementation of the gender, nutrition and social inclusion activities in close collaboration with relevant stakeholders (e.g., FNGO and research partners, any other service providers)
- Work with other PMU experts to critically review the revised PIM to see how each component and subcomponent addresses gender and social inclusion issues, and identify opportunities for strengthening implementation for a gender and social inclusion perspective
- Review basic project implementation processes to provide feedback and suggestions on how to achieve the best possible project outcomes with respect to targeting, gender equality and women's empowerment, nutrition and social inclusion
- Ensure that activities of the gender, targeting, nutrition and social inclusion strategy are reflected in the following:
  - Preparation of the AWP/B
  - Design and implementation of the project M&E system
  - Project progress reports
  - Project supervision
  - Participate in the development of detailed ToRs and tender documents of national and local service providers to various project components to ensure that target groups will be able to participate effectively in all components and meet the project's targets (if relevant)
  - (sensitization on the importance of addressing GBV, application of IFAD's no tolerance for Sexual Harassment (SH) /Sexual Exploitation and Abuse (SEA) for project staff and project's activities and operations, as part of the social inclusion awareness trainings; (ii) map out and partner with GBV prevention and response actors in project adjoining communities at the district level; (iii) have GBV risks adequately reflected in all safeguards instruments, contracts with suppliers and other third parties to be funded with IFAD funds
- Assess the situation with regard to malnutrition among the children and mothers through regular field visits.
- Ensure regular functioning of creches (MATRU SISHU POSHAN CENTRE).
- Ensure awareness/sensitization among the community/SHGs on various safe health & nutrition practices.
- Regular visit to community and attend different ongoing health & nutrition related programmes at Anganwadi Centre, Sub Centre and ensure service delivery availed by community.
- Take steps to liaise with other government programmes and seek programme support for undertaking health & nutrition training through convergence.
- Coordinate with other Line Departments and implementing partners including the WCD & MS and Health & FW Departments for joint programming and activities in the areas of health, sanitation and nutrition.
- Provide support in documentation of best practices followed at different levels.
- Keep updated database on health & nutrition in programme areas.

**M&E and Knowledge Management:**

- Together with the M&E and knowledge management staff, establish an M&E system that captures disaggregated data on gender, youth and social inclusion (age, poverty, etc)
- Document and share M&E, learning and communication products
- Analyse data to ensure that there are no adverse impacts on target groups as a result of project implementation and suggest remedial measures if necessary

**Capacity Development:**

- Undertake regular capacity assessment on gender and social inclusion and link with the nutrition implementation partner and provide capacity-building for staff at the field level, PMU, FNGOs implementing partners and service providers

**Communication:**

- Liaise with the IFAD country office and IFAD indigenous peoples and tribal issues team on questions regarding gender, youth, tribal engagement and social inclusion in implementation, knowledge sharing and other aspects
- Serve as a channel of communication between the project and others working on gender and social inclusion issues in government, implementing agencies, other development partners and IFAD
- Help project colleagues access the information they may need on gender and social inclusion issues and share good practices link timely with the nutrition partner to channel requests

**Advocacy and networking:**

- Be familiar with gender, nutrition and social inclusion policies of the institutions linked to the project, including national policies and those of ministries, implementing institutions and financing agencies, including IFAD
- Establish linkages with other gender, women's or social inclusion programmes implemented by national, international and intergovernmental agencies
- Develop strategic partnership with relevant agencies from the government, CSOs, and other service providers engaged in gender, women, youth, tribal and social inclusion programmes
- Present evidence-based information on good practices in gender, youth, tribal and social inclusion in national forums
- Any other assignments as entrusted by PD, OPELIP /PMU, OPELIP time to time.

**ifications and timeline**

**IV. Required qualifications and experience**

- Postgraduate Degree in Social Work / Rural Development/Sociology/ Nutrition or MBA in Rural Management.
- Work experience of minimum 10 years in the field of child development /nutrition programme. Work experience on tribal health will be an added advantage.
- Good analytical, negotiation and communication (oral and written) skills both in English & Odia
- Computer literate and conversant with MS Office and its application, internet, e-mail
- Knowledge/familiarity with the national flagship programmes (NRHM, ICDS and others) and prior experience of working with Government is an asset.
- Demonstrated ability to work in a multi-disciplinary environment and to establish harmonious and effective working relationships with governmental, non-governmental and civil society organizations

**V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Specialist

Name: **Specialist- Training and Social Inclusion- at PMU level**

### General Description of task(s) and objectives to be achieved

#### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

#### II. Overall objective

The Specialist- Training and Social Inclusion will be responsible to coordinate and facilitate the implementation of the capacity building and social inclusion interventions defined in the project. She/he will work closely with the IFAD Indigenous Peoples and tribal issues team to ensure the operationalization of social inclusion mainstreaming in the project investments & the implementation of the household methodology approaches and the implementation of the Policy of engagement with Indigenous Peoples.

Under the general supervision of the project director, the specialist will perform activities to mainstream social inclusion with special focus on **PVTGs and other Scheduled Tribes as they constitute 100% of targeted population of OPELIP II:**

#### III. Roles and responsibilities

Project Implementation:

- Assist Programme Officer (CB, Gender & Nutrition) in the development of training plans and their implementation;
- Assist in the review and design of training modules, and their field testing before actual use. Also assisting the Programme Officer (CB, Gender & Nutrition) in the development of training schedules/calendar;
- Lead the maintenance of a database of trainers and other resource persons;
- Assist in organizing Training of Trainer (TOT) workshops, sensitization workshops, various technical trainings at the state and district levels, as well as refresher trainings, at regular intervals.

- Undertake field visits for ensuring need-based quality training of on various thematic areas as per programme requirement;
- Support Programme Officer (CB, Gender & Nutrition) in making arrangements for training venues, training kits, meals, disbursement of TA/DA claims of participants, etc.;
- Prepare of draft reports in respect of each training conducted;
- Conduct workshop evaluation and assessing the efficacy of training methodologies;
- Advise and support the project manager, other members of the PMU, district officers and field officers in the effective mainstreaming of social inclusion in project activities;
- Review the draft social inclusion strategy, tailor it to the needs of the project going forth (that needs to be updated regularly) in coordination with the other PMU experts;
- Develop the social inclusion guidelines targeted for tribal groups and following the IFAD policy of engagement of Indigenous Peoples and tribal groups, based on the level of project initiatives/activities within the province, in coordination with the other PMU, MPA, FNGO and PVTG consultation;
- Facilitate the implementation of the social inclusion activities in close collaboration with relevant stakeholders (e.g., FNGO and research partners, any other service providers);
- Work with other PMU experts to critically review the revised PIM to see how each component and subcomponent addresses social inclusion issues, and identify opportunities for strengthening implementation for a social inclusion perspective;
- Ensure that activities of the social inclusion strategy are reflected in the following:
  - Preparation of the AWP/B
  - Design and implementation of the project M&E system
  - Project progress reports
  - Project supervision
- Participate in the development of detailed ToRs and tender documents of national and local service providers to various project components to ensure that target groups will be able to participate effectively in all components and meet the project's targets (if relevant)
- Perform any other tasks related to planning and/or implementation of capacity building and social inclusion activities as required by Programme Director time to time.

#### **QUALIFICATION AND TIMELINE**

##### **IV. Required qualifications and experience**

- Master's degree in social sciences, rural development or related discipline
- At least five years working experience on capacity building and social inclusion issues
- Experience in rural development projects
- Experience in designing and delivering training modules
- Highly motivated and committed to social inclusion
- Working knowledge of spoken and written English

##### **V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

<b>Terms of Reference</b>
Type: Officer (MPA level)
Name: Gender, Nutrition and Social Inclusion Assistant (cluster level position, each cluster having ~15 villages)
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p> <p>The objective of the role is to lead the implementation of nutrition, social inclusion and gender activities in the assigned cluster (~15 villages) in collaboration with the nutrition focal point at the MPA level and CRPs/nutri-sathis/SHG workers/Creche workers at the village level. The incumbent will also be responsible for ensuring convergence with the functionaries of Department of Women &amp; Child Development and the Department of Health &amp; Family Welfare to ensure that PVTG households receive the key nutrition and related health entitlements with a specific focus on adolescent girls, pregnant women, nursing mothers and children. The incumbent will also support the village-level nutri-sathis in identification of vulnerable households (women-headed, households with PwD, ultra-poor, landless) so that the focus on such households be increased.</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Plan the implementation of all the nutrition, gender and SI activities of the project.,</li> <li>- Provide continuous capacity building support and guidance to the village level nutri-sathi, SHG members and creche worker to bridge the gap between training and job requirements.</li> <li>- Establish convergence with line departments to ensure focused micro plans are prepared to cover PVTG villages for delivery of key nutrition and related health services.</li> <li>- Monitor and report on progress of all nutrition activities that are being implemented under the project.</li> <li>- Ensure awareness/sensitization among the community/SHGs on various safe health &amp; nutrition practices.</li> <li>- Ensure that relevant data is collected for all programmatic activities.</li> <li>- Be the first contact for grievance redressal and conflict resolution.</li> <li>- Prepare and submit regular activity and financial reports to the PMU.</li> <li>- Carry out any other tasks related to project as may be instructed from PMU/MPA time to time</li> </ul> <p><b>IV. Required qualifications and experience</b></p> <ul style="list-style-type: none"> <li>- Bachelor's degree in with minimum knowledge on computer-based works like MS-WORD, MS-EXCEL, internet browsing and e-mail.</li> <li>- Preference shall be given to science graduate.</li> <li>- Three years' first-hand experience of working in rural development programmes.</li> <li>- Proven experience of working in nutrition, community mobilization and social inclusion projects is desirable</li> <li>- Soft skills including proficiency in other aspects of MS Office and presentation skills.</li> <li>- Proficiency in writing and speaking English and reading and speaking Odia.</li> </ul>

- Skills in official communication, documentation of Good Practices, preparation/consolidation of reports on progress of various activities under the Project

**V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

<b>Terms of Reference</b>
Type: Officer (MPA level)
Name: <b>Gender , Nutrition and Social Inclusion Officer (MPA Level)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p> <p>The objective of the role is to lead the implementation of nutrition , social inclusion and gender activities in the assigned cluster (~15 villages) in collaboration with the nutrition focal point at the MPA level and CRPs/nutri-sathis/SHG workers/Creche workers at the village level. The incumbent will also be responsible for ensuring convergence with the functionaries of Department of Women &amp; Child Development and the Department of Health &amp; Family Welfare to ensure that PVTG households receive the key nutrition and related health entitlements with a specific focus on adolescent girls, pregnant women, nursing mothers and children. The incumbent will also support the village-level nutri-sathis in identification of vulnerable households (women-headed, households with PwD, ultra-poor, landless) so that the focus on such households be increased.</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Plan the implementation of all the nutrition, gender and SI activities of the project.,</li> <li>- Provide continuous capacity building support and guidance to the village level nutri-sathi, SHG members and crèche worker to bridge the gap between training and job requirements.</li> <li>- Establish convergence with line departments to ensure focused micro plans are prepared to cover PVTG villages for delivery of key nutrition and related health services.</li> <li>- Monitor and report on progress of all nutrition activities that are being implemented under the project.</li> <li>- Ensure awareness/sensitization among the community/SHGs on various safe health &amp; nutrition practices.</li> <li>- Ensure that relevant data is collected for all programmatic activities.</li> <li>- Be the first contact for grievance redressal and conflict resolution.</li> <li>- Prepare and submit regular activity and financial reports to the PMU.</li> </ul>



- Carry out any other tasks related to project as may be instructed from PMU/MPA time to time

### Qualifications and timeline

#### IV. Required qualifications and experience

- Bachelor's degree in with minimum knowledge on computer-based works like MS-WORD, MS-EXCEL, internet browsing and e-mail.
- Preference shall be given to science graduate.
- Three years' first-hand experience of working in rural development programmes.
- Proven experience of working in nutrition, community mobilization and social inclusion projects is desirable.
- Soft skills including proficiency in other aspects of MS Office and presentation skills.
- Proficiency in writing and speaking English and reading and speaking Odia.
- Skills in official communication, documentation of Good Practices, preparation/consolidation of reports on progress of various activities under the Project

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Annexes G: Livestock team (PMU and MPA)

#### Terms of Reference

Type: Programme Officer

Name: Livestock at PMU

#### General Description of task(s) and objectives to be achieved

##### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

##### II. Overall objective

The Programme officer (State) is the lead officer to support the implementation of the project. He/She will be supported by other support staff at PMU.

##### III. Roles and responsibilities

- Develop strategy for implementation of livestock related interventions under the project in defined time to achieve the desired goals. Develop clear milestones for delivery of the project.
- Conducting state level monitoring and periodic review of the entire implementation plan. Identify issues, seek support, or facilitate innovative solutions.
- Facilitate recruitment and selection of appropriate staff at MPA level.
- Training and capacity building of project staff on various activities and modalities of sub-component and its integration with other subcomponents.
- Developing annual work plan and targets to achieve.
- Facilitating MPA and FNGO to develop micro plans of the village and district.

- Input and output linkage facilitation.
- Convergence facilitation with line departments.
- Trouble shooting in the project activities.
- Facilitate movement of funds from the state to the MPA/VDC on time.
- Monitoring the activities like selection, training, of CSP, enterprise owners.
- Management of contract and work delivery of Technical Support Agency
- Documentation and reporting
- Manage the work delivery of MPA and FNGOs.
- Participate in any other work related to Project.

#### Qualifications and timeline

#### IV. Required qualifications and experience

- Graduate in Veterinary Sciences & Animal Husbandry , post-graduate will be preferred
- Minimum of 12 years field experience for in research/ extension in livestock sciences/rural livelihood enhancement project in tribal areas; experiences in working with tribal households and knowledge about development issues related to tribal communities will be an advantage or candidates having experiences in tribal development programmes/ external aided projects would be given preference
- Should have proven experience for at least 10years in large scale livelihood projects related to livestock.
- Should have worked in community-based livestock models along with excellent skills to liaison with Government, private and other stake holders.
- Soft skills including proficiency in other aspects of MS Office and presentation skills.
- Proficiency in writing and speaking English and reading and speaking Odia.
- Skills in official communication, documentation of Good Practices, preparation/consolidation of reports on progress of various activities under the Project
- Demonstrated ability to work in a multi-disciplinary environment and to establish harmonious and effective working relationships with governmental, non-governmental and civil society organizations

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

#### Terms of Reference

Type: Junior Officer

Name: Junior Livestock Officer (at MPA level)

#### General Description of task(s) and objectives to be achieved

##### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

##### II. Overall objective

The Junior livestock officer will report to project manager at MPA and PO Livestock at PMU level. The Junior livestock officer must implement and monitor all livestock related activities of MPA. He will be supported by Livestock inspectors of the FNGO. The Junior livestock officer will be responsible to customize the project as the geography and environmental conditions.

**III. Roles and responsibilities**

- Guide the FNGO team on development of VDP with inclusion of livestock.
- Bring clarity among the CSP, LI and other staffs on activity and modalities of project.
- Arrange the training and capacity building of LI and CSP.
- Facilitate convergence and liasoning at MPA level.
- Prepare the beneficiary list of the project.
- Facilitate flow of MIS.
- Facilitate flow of funds and its utilisation.
- Review the quality of work and assets developed during the project.
- Review and guide the team to achieve the targets.
- Seek support from the PMU, to facilitate better implementation of the project.
- Monitoring and reporting the activities.
- Participate in any other work related to Project.

**Qualifications and timeline**

**IV. Required qualifications and experience.**

- Graduate in Veterinary Sciences & Animal Husbandry/Agriculture, or post-graduate in rural management will be preferred, with experience in community-based livestock work.
- Minimum of 5-7 years field experience for in research/ extension in livestock sciences/rural livelihood enhancement.
- The knowledge of computer and MS office is essential.

**V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

<b>Terms of Reference</b>
Type: Field Staff, FNGO
Name: <b>Livestock Inspector (FNGO)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p>

The Livestock inspector is responsible for productivity and production enhancement at individual HH level. The LI will support CSP at village to execute the day-to-day activities.

### III. Roles and responsibilities

- Develop micro plan VRDP for the village with inclusion of livestock activities along with VDC.
- Facilitate identification of households, CSP, and enterprise at villages
- Identification of enterprise owners and organizing training and handholding.
- Arrange regular monthly review of enterprise owners and facilitate mutual learning.
- Arrange and facilitate flow of inputs to farmers.
- Monitoring the activities at HH level like shed construction, animal induction, utilization of inputs for production activity and marketing.
- Convergence with local veterinary hospital for disease management, health camps and disease monitoring.
- Planning of annual production and activity.
- Training of CSP, handholding support, and payments.

Generation of required documents and MIS flow. Any other task assigned by the Special Officer/Programme Manager/ JAO, MPA from time to time.

### Qualifications and timeline

#### IV. Required qualifications and experience.

- Graduate of from recognized university with 3-4 experience in community-based work.
- Experience of working with ST/PVTG households and knowledge about development issues related to STs/PVTGs will be an advantage.
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills in English and Odia and preferably in the local tribal language

#### V. Duration and timeline

The position is at FNGO, this TOR is an indicative requirement

## Annexes H: Geographic information system

Terms of Reference
Type: Manager
Name: <b>Geographic Information System (PMU)</b>
General Description of task(s) and objectives to be achieved
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p>

## **II. Overall objective**

The Manager (GIS) will provide GIS analysis inputs for all land-based development work being done by the project. The incumbent will digitize the layer using I.T tools and develop maps for data collection. The incumbent will also verify the data collected and prepare the final maps that can be uploaded in a web portal. The Manager (GIS) will work on and advise to upgrade the geospatial data base application for the different initiatives of the project. The Manager (GIS) will help in the procurement of images and geo referenced data sets and any other such like activities through a third-party agency. The Manager (GIS) will maintain a GIS module on the web-based MIS and upgrade digital maps and remote sensing analysis using latest technological tools for better presentation of complex data used for decision making.

## **III. Roles and responsibilities**

- Assist the Project Team to develop a methodology for GIS data collection.
- Lead the digitalization of the village maps using google maps, topographical sheets, land use land change maps, water resources, watershed maps and any other sources including satellite images.
- Develop maps that can be used to locate water sources, reservoirs, Dams and Command areas etc. in the project areas.
- Develop Scan and geo-reference field maps.
- Provide support to the web-based MIS portal in the process of developing the GIS module as part of the MIS.
- Provide technical support and input for the implementation of GIS-related activities undertaken by the project.
- Provide backstopping support and technical guidance to project staff with respect to any GIS activities.
- Work closely with other project team for upgrading geo-spatial database applications and for the procurement of images and geo-referenced data required by the project.
- Establish data collection/analysis, reporting and management information systems protocols.
- Support in the maintenance of GIS modules of the web-based MIS portal and upgrade digital maps, using latest technological tools.
- Continually identify, acquire, and enrich the database with external spatial data relevant to project activities.
- Prepare maps and undertake spatial analyses including development of thematic maps, analysis of remote sensing data for the themes of interest.
- Undertake field visits when needed, in conjunction with field staff, in order to verify the maps and spatial analyses produced and to determine levels of accuracy.
- 

## **Qualifications and timeline**

### **IV. Required qualifications and experience**

- Must possess a master's or advance degree in, Geography, Computer Sciences, GIS, M.Tech in Remote Sensing or Post Graduate Diploma in Remote Sensing & GIS Application from recognized university / institute.
- At least 10 years professional experience in using GIS in different fields of remote sensing and/ or GIS applications.
- Previous experience with agriculture, watershed development, irrigation sector projects. Handling GIS software like Arc GIS, QGIS etc.
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills, with demonstrated ability to make effective presentations to diverse audiences.

### **V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Assistant

Name: Geographic Information System (PMU)

### General Description of task(s) and objectives to be achieved

#### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

#### II. Overall objective

The GIS Assistant will report directly to the Manager (GIS) and assist in all technical matters relating to development and implementation of GIS system during project tenure. The incumbent will support the Manager (GIS) in the overall GIS requirements, development of digital maps, upgradation of maps, analysis of remote sensing data, issue tracking and solving, and providing training to project staff.

#### III. Roles and responsibilities

- Provide support in the design, development, upgradation of the GIS modules of the web-based Project MIS
- Support the digitalization of the village maps using google maps, topographical sheets, land use land change maps, water resources, watershed maps and any other sources including satellite images.
- Support the development of village level demarcated maps with details relevant to project activities.
- Support and conduct the analysis, and assessment of quality of Project activities, outputs, outcomes, and impact based on remote sensing data collected by the project.
- Assist the PMU and the MPA level project staff in operating handheld GIS devices for geo referencing, mobile applications for data entry, conducting analysis at the MPA levels and the PMU level.
- Assist in designing/redesigning and maintaining a website to be developed for the Project.
- Any other task to be assigned from time to time.
- 

### Qualifications and timeline

#### IV. Required qualifications and experience

- Graduate in Geography/ Geology/ Applied Geology with Diploma in Remote Sensing & GIS Application or equivalent from recognized university / institute.
- At least three years professional experience in using GIS in different fields of remote sensing and/ or GIS applications.
- Previous experience with agriculture, watershed development, irrigation sector projects.
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.

- Strong written and oral communication skills, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Annexes I: Institutions and rural finance team

Terms of Reference
Type: Programme Officer
Name: <b>Community Institutions &amp; Rural Finance (PMU)</b>
<b>General description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p> <p>To support the development and strengthening of community institutions and rural financial systems within the program's areas of operation and overall, in charge of Community empowerment and institutional strengthening</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Overall supervision and guidance for the community institution and rural finance activities at MPA level including preparation of the work plan and budget;</li> <li>- Capacity building of MPA staff and NGO level staff in developmental activities;</li> <li>- Prepare necessary guidelines and manuals for capacity building die institution building and rural finance, etc.;</li> <li>- Coordinate with MPA Staff for promotion/strengthening of SHG/federation /apex institutions.</li> <li>- Guide the team on financial inclusion, bank linkage, monitoring PAR, loan ageing etc.</li> <li>- Develop rural finance guidelines/training module/report return/SHG software and monitoring of SHG management/federation/apex institutions.</li> <li>- Provide guidance to field staff for the preparation of business development plans and convergence with line departments.</li> <li>- Responsible for implementation of various institution building &amp; social mobilization measures for strengthening CBOs taken or to be taken in the programme from time to time.</li> <li>- Assist in the implementation of capacity-building activities for strengthening of community institutions and Community Mobilizers/Community Service Providers, etc;</li> <li>- Undertake regular knowledge management activities for the sector; document successful and good interventions as case studies;</li> <li>- Regular follow up and monitoring with MPA staff;</li> <li>- Coordinate with other line departments and implementing partners including the Dept. of Mission Shakti &amp; OLM for joint programming and activities in the areas of SHGs.</li> <li>- Undertake periodic/regular review visits, identify issues and constraints relating to SHG, and conflict management and support the MPA and NGOs in addressing and overcoming the challenges;</li> </ul>

- Any other task as may be assigned by the Programme Director.

**M&E and Knowledge Management:**

- Together with the M&E and knowledge management staff, establish an M&E system that captures disaggregated data on gender, youth and social inclusion (age, poverty, etc)
- Document and share M&E, learning and communication products
- Analyze data to ensure that there are no adverse impacts on target groups as a result of project implementation and suggest remedial measures if necessary

**Capacity Development:**

- Undertake regular capacity assessment on community institution and rural finance and provide capacity-building for staff at the field level, PMU, FNGOs implementing partners and service providers

**Communication:**

- Help project colleagues access the information they may need on community institutions and rural finance

**Advocacy and networking:**

- Develop strategic partnership with relevant agencies from the government, CSOs, and other service providers engaged in community institutions and rural finance programmes
- Present evidence-based information on good practices in community institutions on national forums

Any other assignments as entrusted by PD, OPELIP /PMU, OPELIP time to time.

**Qualifications and timeline**

**IV. Required qualifications and experience**

- Post Graduate degree in Management/Sociology/Social Works/Economics/ Rural Development/Rural Management from recognized university.
- Minimum 10 years of post-qualification experience in community institution building & rural finance in a Government Programme/Organization or bi-lateral/externally-aided projects..
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills, with demonstrated ability to make effective presentations to diverse audiences.

**V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

**Terms of Reference**

Type: Specialist

Name: **Community Institutions and Rural Finance (PMU)**

**General Description of task(s) and objectives to be achieved**

**I. Background**

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting



April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

## **II. Overall objective**

The rural finance specialist will report directly to the Programme Officer(Community Institutions & Rural Finance) and assist in all technical matters relating to development and implementation of rural finance related activities during project tenure.

## **III. Roles and responsibilities**

- Overall supervision and guidance for the rural finance activities at MPA level including preparation of the work plan and budget;
- Capacity building of MPA staff and NGO level staff in developmental activities;
- Prepare necessary guidelines and manuals for rural finance;
- Coordinate with MPA Staff for promotion/strengthening of SHG/federation /apex institutions.
- Guide the team on financial inclusion, bank linkage, monitoring PAR, loan ageing etc.
- Capacity building of MPA staff and NGO level staff in developmental activities;
- Prepare necessary guidelines and manuals for capacity building of MPA,FNGO, CRPs, VDCs;
- Coordinate with MPA Staff for promotion/strengthening of SHG/federation /apex institutions.
- Maintaining relations with community members, organizations, businesses, and other entities to coordinate service delivery and identify needs
- Facilitating community outreach by building relationships with community members
- Responsible for implementation of various institution building & social mobilization measures for strengthening CBOs taken or to be taken in the programme from time to time.
- Assist in the implementation of capacity building activities for strengthening of community institutions and Community Mobilizers/Community Service Providers, etc;
- Develop rural finance guidelines/training module/report return/SHG software and monitoring of SHG management/federation/apex institutions.
- Provide guidance to field staff for the preparation of business development plans and convergence with line departments.
- Responsible for implementation of various institution building & social mobilization measures for strengthening CBOs taken or to be taken in the programme from time to time.
- Undertake regular knowledge management activities for the sector; document successful and good interventions as case studies;
- Regular follow up and monitoring with MPA staff;
- Coordinate with other line departments and implementing partners including the Dept. of Mission Shakti & OLM for joint programming and activities in the areas of SHGs.
- Undertake periodic/regular review visits, identify issues and constraints relating to SHG, and conflict management and support the MPA and NGOs in addressing and overcoming the challenges;
- Any other task as may be assigned by the Programme Director.

## **Qualifications and timeline**

### **IV. Required qualifications and experience**

- Post Graduate degree in Management/Sociology/Social Works/Economics/ Rural Development/Rural Management from recognized university.
- Minimum five years of post-qualification experience in community institution and rural finance in a Government Programme/Organization or bi-lateral/externally-aided projects..
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.

- Strong written and oral communication skills, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Junior Officer (MPA)

Name: **Institution Building and Rural Finance Officer (MPA)**

#### General Description of task(s) and objectives to be achieved

##### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

##### II. Overall objective

The IB & RF officer will report directly to the Project Manager (MPA) and Programme Officer (Community Institutions & Rural Finance) and assist in all technical matters relating to development and implementation of community institutions and rural finance during project tenure at MPA level.

##### III. Roles and responsibilities

- Mobilizing community and promoting different cadres of institutions (SHG, VDA, VDC, UG etc.) at different level
- Coordinating and supervising all activities related to training and development of Palli Sabha level committees, SHGs, and Village Volunteers
- Coordinating with the line agencies to ensure harmonization of government sponsored schemes with that of the OPELIP interventions;
- Assisting in forming and training SHGs, preparing lending procedures and policies for intra-group lending, providing equity grants linking with banks and reviewing performance in collaboration with the facilitating NGOs;
- Conducting district level workshops for bank staff, NGO officials, community leaders, lead bank staff and NABARD officials to increase the level of confidence between the tribal communities and the formal financial institutions;
- Assisting the facilitating NGOs to obtain loans from the Programme to on-lend to SHGs;
- Assisting NGOs to establish linkages with different agencies;
- Organising study tours and exposure visits for bankers and SHG members;
- Acting as nutrition focal person, and coordinating with health and ICDS for reducing malnutrition in the target communities;
- Implementing the gender strategy of OPELIP in the MPA target areas;
- Conducting various gender sensitization workshops as per the requirement of project;
- Supervising and monitoring for gender equity in all activities;

- Monitoring project activities and reporting accordingly;

### Qualifications and timeline

#### IV. Required qualifications and experience

- Minimum Graduate degree in Management/Sociology/Social Works/ Rural Management from recognized university, post graduate will be preferred.
- Minimum five years of post-qualification experience in community institutions development and rural finance work in a Government Programme/Organization or bi-lateral/externally-aided projects..
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Junior Officer, FNGO

Name: **Institution Building and Rural Finance Coordinator (Team Lead) at FNGO level**

#### General Description of task(s) and objectives to be achieved

##### I. Background

Programme officer (Community Institutions and Rural Finance) position is based at PMU level and is overall responsible for

##### II. Overall objective

The Institutions Building and Rural Finance Coordinator Team Leader will support the implementation of activities under Component 1, focusing on strengthening community institutions. Their role includes strategic planning, capacity building for VDA, VDC, AICs, SSAG, SHGs promoting convergence initiatives, preparing Village Development Plans, monitoring progress, and engaging with stakeholders.

##### III. Roles and responsibilities

- Bring clarity among the CRP on activity and modalities of the project, especially on capacity building and institution strengthening.
- Responsible for all field-level work under Component 1 at VDA level.
- Assisting the VDA/VDC to prepare the VDP in collaboration with a technical service provider.
- Take the lead in the respective MPA on forming and training SHGs, preparing lending procedures and policies for intra-group lending, providing loans linking with banks, and reviewing performance in collaboration with facilitating NGOs.
- SSAG/AIC training of group formation and management.
- Formalization of performing AICs/SSAG into producer groups.

- Coordinate with OLM to facilitate SHGs' bank linkages and access to other funds available through GPLG, enabling them to access credit facilities for their entrepreneurial activities.
- VDP implementation and convergence related coordination at VDA level.
- Ensuring women and youth representation in decision-making.
- Conducting district-level workshops for bank staff, NGO officials, community leaders, lead bank staff, and NABARD officials to increase the level of confidence between the tribal communities and the formal financial institutions.
- Organizing study tours and exposure visits for bankers and SHG members.
- Facilitate the flow of information to MIS.

#### Qualifications and timeline

#### IV. Required qualifications and experience

- Minimum Graduate degree in Management/Sociology/Social Works/ Rural Management from recognized university, post graduate will be preferred.
- Minimum five years of post-qualification experience in community institutions development and rural finance work in a Government Programme/Organization or bi-lateral/externally-aided projects..
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

This position is at FNGO level, the ToR is indicative of the requirement.

### Terms of Reference

Type: Community Resource Person

Name: **Community Resource Person (CRP) VDA**

#### General Description of task(s) and objectives to be achieved

##### I. Background

Community Resource Persons (CRPs) will be hired from the Particularly Vulnerable Tribal Group (PVTG) community with the active involvement of Village Development Committee (VDC) members, provided they meet the minimum eligibility criteria. The CRPs will be stationed in the Village Development Area (VDA) and will work as assistants to the VDC/VDA. They will report directly to the Chairman of the VDC and will be matrix-managed by the Facilitating Non-Governmental Organization (FNGO).

##### II. Overall objective

The CRP will be overall responsible for the comp 1 activities at the VDA level.

##### III. Roles and responsibilities

- Act as the focal person for Village Development Committee (VDC) and Village Development Association (VDA) as well as other community institutions within the village. Serve as the primary point of contact and liaison between these entities.
- Facilitate VDA/VDC meetings and take minutes of the proceedings. Ensure that all discussions, decisions, and action items are accurately recorded for future reference and follow-up.

- Assist the VDA in maintaining the book of records, ensuring that all relevant information, data, and documentation are properly organized and up-to-date. Ensure compliance with financial management and community procurement rules of the project.
- Provide support to the Gram Panchayat Level Federation (GPLF) in maintaining the books of accounts of Self-Help Groups (SHGs) in the village. Assist in financial record-keeping and tracking the progress of SHGs' economic activities.
- Support and conduct training programs for Agricultural Interest Groups (AICs) and Steep Slope Agriculture Groups (SSAG) on essential skills like bookkeeping, group governance, and management. Help these groups develop sustainable and effective management practices.
- Provide training and coaching to SHGs, AICs, and SSAGs to enhance their capacity and skills. Conduct trainings to improve their understanding of financial matters, group governance, collective action, and income-generating activities.
- Promote women and youth full and effective participation in community development activities. Encourage their active involvement in decision-making processes and ensure their voices are heard.
- Valorize and preserve tribal cultural heritage by organizing cultural events, workshops, and awareness campaigns. Celebrate and share traditional practices and knowledge within the community and beyond.

#### **Qualifications and timeline**

#### **IV. Required qualifications and experience**

- Preferably a woman, educated up to 8<sup>th</sup> standard but not more than 12<sup>th</sup> standard, in case of PVTG relaxation will be made in educational qualification.
- Upper age limit 45 years, with 5 years relaxation for exceptionally qualified candidates

#### **V. Duration and timeline**

The position is at village level.

## **Annexes J : Engineering team**

<b>Terms of Reference</b>
Type: Senior Engineer
Name: <b>Sr. Engineer (PMU)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p> <p>Overall planning, supervision and guidance for the engineering activities including convergence funds from CCD, SCA, RKVY, MGNREGA and others at MPA level including preparation of the work plan and budget and procurement relating to the sector.</p>

### III. Roles and responsibilities

- Develop guidelines, engineering designs, models and standard costing for all engineering interventions
- Set up a system of technical quality assurance and approval of engineering structures during design, execution and O&M phases
- Together with the PO(NRM) monitor and guide preparation of VRDP and its incorporation in the VDP
- Facilitate identification, selection, training and deployment of Barefoot Engineers
- Monitor and guide execution of all planned engineering structures in a cost-effective and timely manner as per AWPB
- Training and capacity building of project staff on various engineering related activities and modalities
- Developing annual work plan and targets to achieve.
- Develop guidelines and Standard Operating Procedures as required from time to time
- Facilitate movement of funds from the state to the MPA/VDC on time.
- Assessment of the sites for construction of community infrastructures / engineering structures;
- Developing strategy and procedures for community procurement for rural engineering activities, quality check/control mechanism, and participatory monitoring and evaluation in community infrastructures;
- Outlining parameters for M&E data in the sector; regular data collection, validation, analysis and evaluation of the activities;
- Liaising with other line department to ensure inter-agency coordination for Programme interventions;
- Regular follow up and monitoring with MPA staff on rural/community infrastructures, effective utilization, management and maintenance of the infrastructures, etc;
- Design and facilitate implementation of O&M including user tariff setting, collection of tariff, creation of maintenance fund at community level for use and upkeep of equipment/assets created under the project
- In coordination with the capacity building Programme Officer, to facilitate community learning and exposure visits for effective utilization, management and maintenance of infrastructures;
- Any other tasks as may be assigned by Programme Director
- Capacity building of MPA staff and NGO level staff in developmental activities;
- Preparing the engineering design and cost estimates for all engineering structures;
- Assessment of the sites for construction of community infrastructures / engineering structures;
- Checking the quality of all construction works;
- Developing strategy and procedures for community procurement for rural engineering activities, quality check/control mechanism, and participatory monitoring and evaluation in community infrastructures;
- Outlining parameters for M&E data in the sector; regular data collection, validation, analysis and evaluation of the activities;
- Liaising with other line department to ensure inter-agency coordination for Programme interventions;
- Regular follow up and monitoring with MPA staff on rural/community infrastructures, effective utilization, management and maintenance of the infrastructures, etc;
- In coordination with the capacity building Programme Officer, to facilitate community learning and exposure visits for effective utilization, management and maintenance of infrastructures;
- Any other tasks as may be assigned by Programme Director.

### Qualifications and timeline

#### IV. Required qualifications and experience

- Post-Graduate in Agricultural Engineering /Civil Engineering from a recognized university/institute
- Minimum of 12 years field experience relating to village development/Community Infrastructures / soil and water conservation engineering in the public sector or have worked in similar rural development/tribal development project funded by reputed NGOs/INGOs/bilateral/multilateral agencies.
- Experience in working with tribal households will be an advantage or candidates having experiences in tribal development programmes and external aided programme in state level would be given preference.

- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

<b>Terms of Reference</b>
Type: Assistant
<b>Name: Engineer (PMU)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p> <p>Assist Sr. Engineer in overall planning, supervision and guidance for the engineering activities including convergence funds from CCD, SCA, RKVY, MGNREGA and others at MPA level including preparation of the work plan and budget and procurement relating to the sector.</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Assist in overall planning, supervision and guidance for the engineering activities including convergence funds from CCD, SCA, RKVY, MGNREGA and others at MPA level including preparation of the work plan and budget and procurement relating to the sector;</li> <li>- Assist in Capacity building of MPA staff and NGO level staff in developmental activities;</li> <li>- Preparing the engineering design and cost estimates for all engineering structures;</li> <li>- Assessment of the sites for construction of community infrastructures / engineering structures;</li> <li>- Maintaining database, Documentation of successful case studies and good practices in engineering activities</li> <li>- Assist in checking the quality of all construction works;</li> <li>- Facilitate implementation of O&amp;M including user tariff setting, collection of tariff, creation of maintenance fund at community level for use and upkeep of equipment/assets created under the project</li> <li>- Liaising with other line department to ensure inter-agency coordination for Programme interventions;</li> <li>- Assist in regular follow up and monitoring with MPA staff on rural/community infrastructures, effective utilization, management and maintenance of the infrastructures, etc;</li> <li>- Any other tasks as may be assigned by Programme Director.</li> </ul>
<b>Qualifications and timeline</b>
<p><b>IV. Required qualifications and experience</b></p> <ul style="list-style-type: none"> <li>- Graduate in Agricultural Engineering /Civil Engineering from a recognized university/institute</li> </ul>

- Minimum of five years field experience relating to experience relating to village development/ Community Infrastructures / soil and water conservation engineering in the public sector or have worked in similar rural development/tribal development project funded by reputed NGOs/INGOs/bilateral/multilateral agencies. Expertise/Exposure to Auto-CAD 2D, 3D will be an added advantage
- Experience in working with tribal households will be an advantage or candidates having experiences in tribal development programmes and external aided programme in state level would be given preference.
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

<b>Terms of Reference</b>
Type: Junior Officer/Engineer
Name: <b>Junior Engineer (MPA)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p> <p>To support the overall supervision and guidance for all engineering related works at the village level including preparation of the work plan and budget</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Assist the VDC in preparing land and water resource development component of the VDP, including irrigation systems, land development etc.</li> <li>- Assist the VDC make proposals for various community infrastructure activities to be taken up by the MPA.</li> <li>- Train the VDC members, Barefoot Engineers and Krushi Saathis in implementation of VDP.</li> <li>- Provide implementation supervision and support to VDC in implementation of the VDP including land development, irrigation, community nursery, etc.</li> <li>- Assist the MPA &amp; FNGO team in preparing AWPB related to community infrastructure.</li> <li>- Assessment of the sites for construction of community infrastructures / engineering structures;</li> <li>- Preparing the engineering design and cost estimates for all engineering structures;</li> <li>- Technical sanction or facilitate in according technical sanction of all related community infrastructure activities.</li> </ul>



- Facilitating community procurement for rural engineering activities, quality check/control mechanism, and participatory monitoring and evaluation in community infrastructures;
- Checking the quality of all construction works;
- Regular follow up and monitoring with FNGO JE on rural/community infrastructures, effective utilization, management and maintenance of the infrastructures, etc.;
- Facilitate implementation of O&M including user tariff setting, collection of tariff, creation of maintenance fund at community level for use and upkeep of equipment/assets created under the project
- Facilitating collection of regular data, validation, analysis relating to infrastructure activities.
- Assist the VDC develop proposals for convergence with various government programmes, such as MGNREGS, CCD, RKVY, SCA etc.
- Liaising with other line department to ensure inter-agency coordination for community infrastructure activities
- Assist VDC to establish O&M systems for NRM infrastructure.
- Assist in all baseline and impact assessment studies.

Any other task assigned by the Special Officer/Programme Manager from time to time.

### Qualifications and timeline

#### IV. Required qualifications and experience

- Graduate Degree/Diploma in Civil/ Agriculture Engineering;
- About 3 years of experience for Graduates or 5 years' experience for Diploma holder in Community Infrastructure /Watershed Development/ Soil and Water Conservation with demonstrated knowledge of one or more of the following works: rainwater harvesting structures, diversion irrigation, Rural Community Infrastructure/ Drinking Water.
- Experience of working with ST/PVTG households and knowledge about development issues related to STs/PVTGs will be an advantage.
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills in English and Odia, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Junior Officer, FNGO

Name: **Junior Engineer (FNGO)**

#### General description of task(s) and objectives to be achieved

##### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst

PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

## **II. Overall objective**

To support the implementation of all NRM and intensification of crop production related works at the village level by the VDC, AIC and SSA groups

## **III. Roles and responsibilities**

- Facilitate VDC in preparing land and water resource development component of the VDP, including irrigation systems, land development etc.
- Facilitate VDC make proposals for various community infrastructure activities to be taken up by the MPA.
- Assist in training the VDC members, Barefoot Engineers and Krushi Saathis in implementation of VDP.
- Facilitate and support VDC in implementation of the VDP.
- Preparing AWPB related to community infrastructure by collating proposals of VDCs
- Assessment of the sites for construction of community infrastructures / engineering structures;
- Preparing the engineering design and cost estimates, layout for all engineering structures;
- Facilitating community procurement for rural engineering activities, quality check/control mechanism, and participatory monitoring and evaluation in community infrastructures, land development, irrigation systems, community nursery, etc.
- Facilitate VDC in executing all community infrastructure, land development, irrigation systems and provide supervision from time to time
- Checking the quality of all construction works;
- Facilitate VDCs to maintain case records, Measurement Book, Muster Roll, books of account.
- Regular follow up and monitoring of VDCs on rural/community infrastructures, effective utilization, management and maintenance of the infrastructures, etc.;
- Train and facilitate VDC/user groups in O&M including user tariff setting, collection of tariffs, creation of maintenance fund at community level for use and upkeep of equipment/assets created under the project
- Train/organize training of Barefoot Engineers in repair and maintenance of equipment and assets set up under the project
- Facilitating collection of regular data, validation, analysis relating to infrastructure activities.
- Assist the VDC to develop proposals for convergence with various government programmes, such as MGNREGS, CCD, RKVY, SCA etc.
- Liaising with other line department to ensure inter-agency coordination for community infrastructure activities
- Assist VDC to establish O&M systems for NRM infrastructure.
- Assist in all baseline and impact assessment studies.
- Any other task assigned by the Special Officer/Programme Manager/ JE,MPA from time to time

## **Qualifications and timeline**

### **IV. Required qualifications and experience**

- Graduate Degree/Diploma in Civil/ Agriculture Engineering;
- About 3 years of experience for Graduates or 5 years' experience for Diploma holder in Community Infrastructure /Watershed Development/ Soil and Water Conservation with demonstrated knowledge of one or more of the following works: rainwater harvesting structures, diversion irrigation, Rural Community Infrastructure/ Drinking Water.
- Experience of working with ST/PVTG households and knowledge about development issues related to STs/PVTGs will be an advantage.

- Strong written and oral communication skills in English and Odia and preferably in the local tribal language

#### V. Duration and timeline

To be provided by FNGO, this ToR is an indicative requirement for Junior Engineer at select FNGOs.

### Annexes K: NRM and agriculture team

Terms of Reference
Type: Programme Officer
Name: <b>Natural Resource Management (PMU)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p> <p>To support the overall supervision and guidance for the NRM/agriculture/ horticulture/ Kitchen Gardening /forestry activities at MPA level including preparation of the work plan and budget;</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Prepare or facilitate preparation of resource or training materials / manuals for capacity building of project staff in INRM;</li> <li>- Prepare and facilitate implementation of promotion of crop clusters including land development and irrigation in MPA areas.</li> <li>- Overall supervision of Crop Planning and water Budgeting of crop clusters.</li> <li>- Overall supervision of NRM activities such as soil and water conservation activities and irrigation, plantation work in program and also coordinate them for all other fundings such as MGNREGA, CCD, SCA, RKVY, OMBARC etc.</li> <li>- Prepare guidelines in consultation with NGOs and other technical support (such as experts / consultants) for preparation of Village Development Plan (VDP);</li> <li>- Build Capacity of MPA staff and NGO level staff in developmental activities particularly on Integrated Natural Resource Management;</li> <li>- Facilitate field based Integrated Natural Resource Management (INRM) training for the FNGOs &amp; MPA staff and based on the training, make further facilitation to prepare INRM based Village Development Plan (VDP) that combines Land &amp; Water Resource Development with forestry and farming system development for livelihoods and fostering implementation through convergence i.e. MGNREGS etc.</li> <li>- Facilitate up-scaling of the good practices under Agriculture and Horticulture Development in the programme areas through convergence;</li> <li>- Develop strategies to ensure timely availability of quality planting materials (seeds, seedlings, Horticulture saplings etc) as per people's demand;</li> <li>- Liaising with the PR &amp; DW, Agriculture, Horticulture, Forest and other line department to ensure inter-agency coordination for Programme interventions as well as extension services;</li> </ul>

- Undertake necessary M&E and knowledge management activities relating to INRM in the project; document successful case studies and good practices in NRM;
- Regular follow up and monitoring with MPA staff;

**M&E and Knowledge Management:**

- Together with the M&E and knowledge management staff, establish an M&E system that captures NRM/Agri data
- Document and share M&E, learning and communication products
- Analyze data to ensure that there are no adverse impacts on target groups as a result of project implementation and suggest remedial measures if necessary

**Capacity Development:**

- Undertake regular capacity assessment on NRM and agriculture activities and provide capacity-building for staff at the field level, PMU, FNGOs implementing partners and service providers

**Communication:**

- Help project colleagues access the information they may need on NRM and agriculture activities

**Advocacy and networking:**

- Develop strategic partnership with relevant agencies from the government, CSOs, and other service providers engaged in NRM and agriculture activities
- Present evidence-based information on good practices in NRM and Agriculture led interventions on national forums

Any other assignments as entrusted by PD, OPELIP /PMU, OPELIP time to time.

**Qualifications and timeline**

**IV. Required qualifications and experience**

- Post Graduate Degree in Agriculture / Agriculture Engineering/ Horticulture as one of the subjects;
- Minimum of 12 years field experience in extension/ rural livelihood enhancement project/ implementing integrated natural resource management/ Natural Farming Practices and agricultural activities in tribal areas; experiences in working with tribal households and knowledge about development issues related to tribal communities will be an advantage or candidates having experiences in tribal development programmes and external aided programme in state level would be given preference.
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills in English and Odia, with demonstrated ability to make effective presentations to diverse audiences.

**V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

<b>Terms of Reference</b>
Type: Specialist
Name: <b>Agriculture (PMU)</b>

## General Description of task(s) and objectives to be achieved

### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

### II. Overall objective

The Specialist Agriculture will report directly to Programme Officer (NRM ) to support in the overall supervision and guidance for the agriculture led activities at MPA level including preparation of the work plan and budget;

### III. Roles and responsibilities

- Organize technical trainings for project staff as well as community cadre
- Assist in preparation and facilitation for implementation of promotion of Agriculture Intensive Clusters and Stabilizing Steep Slope Agriculture crop clusters including land development and irrigation in MPA areas.
- Coordinate with other staff at PMU to ensure producer groups are given all modules of institutional capacity building training in a timely manner
- Monitor the performance of TSP on natural farming and FFS
- Monitor and guide the work of JAO (MPA and FNGO) and VAWs in implementing crop production and operations of Community Nursery
- Coordinate with Senior Engineer and Assistant Engineer and NRM Specialist at the PMU and JE at MPA and FNGO for engineering aspects of AIC, SSA and Community Nursery
- Coordinate with PO (Marketing and Enterprise Development) to ensure that producer groups are linked to markets and crops grown are marketed profitably
- Facilitate funds release from PMU to MPA/VDC for crop production
- Assist in preparation or facilitate preparation of resource or training materials / manuals for capacity building of project staff in agriculture/ horticulture/ Kitchen gardening /forestry activities at MPA level including preparation of the work plan and budget;
- Assist in facilitating up-scaling of the good practices under Agriculture and Horticulture Development in the programme areas through convergence;
- Liaising with the Agriculture, Horticulture, Forest and other line department to ensure inter-agency coordination for Programme interventions as well as extension services;
- Ensure data flow for MIS from the field and updating of documentation
- Maintaining database, Documentation of successful case studies and good practices in Agriculture
- Regular follow up and monitoring with MPA staff;
- Any other tasks as may be assigned by the Programme Director/PO(NRM).
- Recognize and value indigenous knowledge

## QUALIFICATION AND TIMELINES

### IV. Required qualifications and experience

- Graduate Degree in Agriculture / / Horticulture / as one of the subjects;
- Minimum of 5 years field experience in extension/ rural livelihood enhancement project/ implementing agriculture activities in tribal areas; experiences in working with tribal households will be an advantage or candidates having experiences in tribal development programmes and external aided programme in field level

would be given preference Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.

- Strong written and oral communication skills in English and Odia, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

<b>Terms of Reference</b>
Type: Junior Officer, MPA
Name: <b>Junior Agriculture Officer (MPA)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p> <p>To support the overall supervision and guidance for NRM/agriculture/ horticulture/ Kitchen Gardening /forestry activities at village level including preparation of the work plan and budget</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Bring clarity among the Krushi Saathi, FNGO and other staffs on activity and modalities of project, especially SFLF concept and organic/natural farming methods</li> <li>- Assisting the Programme Manager to review and approve NRM and crop production related plans</li> <li>- Facilitate setting up of AICs and SSAs at the village level</li> <li>- Coordinate with other staff at MPA to ensure producer groups are given all modules of institutional capacity building training in a timely manner</li> <li>- Arrange FFS based training and capacity building of VAW, Krushi Saathi on organic/natural farming</li> <li>- Monitor and guide the work of the TSP on Natural Farming at the village level</li> <li>- Coordinate with the JE, MPA to ensure that land and water related infrastructure aspects of AICs, SSAs and Community Nurseries are set up as per the VRDP plans and are functional</li> <li>- Facilitate preparation of season crop plans, their implementation and review by producer groups</li> <li>- Coordinate with Marketing &amp; ED officer at MPA and FNGO, Ajeevika Kendra to ensure that effective market intelligence flows to the producer groups in time for crop planning and crops grown are marketed at profitable prices.</li> <li>- Implementation of NRM/ Plantation/ Kitchen Garden activities of the program including all convergence funding MGNREGA, CCD, SCA, RKVY, OMBADC etc.</li> <li>- Facilitate procurement of NRM and agriculture related items in the project</li> <li>- Work closely with the FNGO JAO, VAWS, Krishi Saathi for effective implementation of different activities</li> </ul>

- Prepare the beneficiary list of the project.
- Facilitate flow of MIS.
- Facilitate flow of funds and its utilisation.
- Review the quality of work and assets developed during the project.
- Seek support from the PMU, to facilitate better implementation of the project.
- Monitoring and reporting the activities

Any other task assigned by the Special Officer/Programme Manager from time to time

### Qualifications and timeline

#### IV. Required qualifications and experience

- Graduate Degree in Agriculture / / Horticulture / as one of the subjects;
- Minimum of 5 years field experience in extension/ rural livelihood enhancement project/ implementing agriculture activities in tribal areas; experiences in working with tribal households will be an advantage or candidates having experiences in tribal development programmes and external aided programme in field level would be given preference
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills in English and Odia, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Junior Officer, FNGO

Name: **Junior Agriculture & Livestock officer (FNGO)**

#### General Description of task(s) and objectives to be achieved

##### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

##### II. Overall objective

To support the implementation of all NRM and intensification of crop production and livestock intensification related works at the village level by the VDC, AIC and SSA groups

##### III. Roles and responsibilities

- Bring clarity among the Krushi Saathi, VAW and Livestock Inspector on activity and modalities of project, especially SFLF concept and organic/natural farming methods

- Assisting the VDC to prepare INRM and crop production related plans
- Support VDC in setting up AICs and SSAs at the village level
- Ensure producer groups are given all modules of institutional capacity building training in a timely manner
- Deliver/ facilitate FFS based training and capacity building of VAW, Krushi Saathi on organic/natural farming with the help of TSP on Natural Farming at the village level
- Provide directions to Livestock Inspector and CSP
- Coordinate with the JE, MPA/FNO to ensure that land and water related infrastructure aspects of AICs, SSAs and Community Nurseries are set up as per the VRDP plans and are functional
- Support producer groups in preparation of season crop plans, their implementation and review by producer groups
- Train Krushi Saathis and VAWs in preparing seasonal crop plans based on water budget, demand, returns, etc.
- Coordinate with Marketing & ED officer at MPA and FNGO, Ajeevika Kendra to ensure that effective market intelligence flows to the producer groups in time for crop planning and crops grown are marketed at profitable prices.
- Implementation of NRM/ Plantation/ Kitchen Garden activities of the program including all convergence funding MGNREGA, CCD, SCA, RKVY, OMBADC etc.
- Work with other officials of MPAs and FNGOs for promotion of integrated Livestock based models on integrated farming system
- Facilitate setting up of livestock-based livelihoods such as poultry, goat rearing, piggery, etc. in programme areas
- Prepare the beneficiary list of the project.
- Facilitate VDCs to maintain case records, including procurements done, expenses, material purchased/sold, etc., relating to NRM and crop related activities.
- Prepare and maintain data base of all NRM & agricultures allied activities of the program
- Facilitate flow of information to MIS

Any other task assigned by the Special Officer/Programme Manager/ JAO,MPA from time to time

### **Qualification and timelines**

#### **IV. Required qualifications and experience**

- Masters or Bachelor degree in Agriculture/Horticulture.
- About 3 years of experience for Masters or 5 years' experience for Graduates in INRM/Watershed Management/ organizing crop/livestock demonstrations, field days and conducting extension at community level. Demonstrated knowledge and experience in soil and water conservation. Conducted training of agriculture workers or para vets. Has delivered 2 training on gender issues in crop and/or livestock production. Experience in the development of podu cultivation is an advantage.
- Experience of working with ST/PVTG households and knowledge about development issues related to STs/PVTGs will be an advantage.
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills in English and Odia and preferably in the local tribal language

#### **V. Duration and timeline**

To be provided by FNGO, this ToR is an indicative requirement for selection at FNGOs level



<b>Terms of Reference</b>
Type: Village Agriculture Worker
Name: <b>Village Agriculture Worker (FNGO)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p> <p>To support VDC and Krushi Saathi in planning, implementation of NRM and crop production and marketing activities at the village level.</p> <p><b>III. Roles and responsibilities</b></p> <p>VAW reports to the JAO, FNGO</p> <ul style="list-style-type: none"> <li>- Assist in conducting INRM and crop planning in villages and finalizing VDP including land development, Agriculture Intensive Clusters, Steep Slope Area stabilization, and other NRM works</li> <li>- Assisting VDC and Krushi Saathi in organizing land development, setting up AIC and SSA including bunding, irrigation system, bund plantation, etc.</li> <li>- Assist the IB&amp;RF Officer in building institutional capacity of producer groups</li> <li>- Facilitate delivery of FFS initially by the TSP for Natural Farming and FFS and later do it him/herself</li> <li>- Orient and train Krushi Saathi and AIC groups on SFLF (Small-Farmer-Large-Farm is a way of doing synchronized farming) concept and its implementation</li> <li>- Regular training of Krushi Saathi and other members of the AIC and SSAG on crop production using organic/natural farming methods including preparation of organic/natural farming inputs, aggregation, sorting grading, etc.</li> <li>- Provide technical backstopping to Krushi Saathi on crop production</li> <li>- Facilitate Krushi Saathi to carryout a participatory season crop planning based on suitability, demand and returns</li> <li>- Facilitate Krushi Saathi and the producer groups to review performance of crop production seasonally</li> <li>- Support the producer groups be channelizing market and weather information to support crop production</li> <li>- Support Krushi Saathi to help organize aggregation, sorting, grading and cleaning of produce to meet market requirements</li> <li>- Train Krushi Saathi and producer groups on preparing simple crop-water budgets and use them to prepare crop plans</li> <li>- Crop cutting of various crop and maintain database</li> </ul>

- Train Krushi Saathi, AIC groups in managing irrigation system, setting user tariffs, collecting tariffs, setting up a maintenance funds.
- Train Community Nursery Operators to operate and maintain the nursery
- Collect all data related to agriculture and incorporate same in MIS/GIS platform, especially seasonal crop plan, periodic growth and harvest estimates and final yield
- Facilitate and handholding VDC in implementation of NRM/ Plantation/ Kitchen Garden activities of the program including all convergence funding MGNREGA, CCD, SCA, RKVY, OMBADC etc.
- Any other tasks as may be assigned by SO/PM/JAO, MPA/FNGO

## Qualifications and timeline

### IV. Selection process

There will be one Village Agricultural Worker (VAW) for every 10 villages. The VAW will be engaged by the NGO by the following procedure.

#### Process of Selection of VAW:

A committee should be constituted under the Chairmanship of Special Officer and shall have following members:

- Local Agriculture Officer (JAO/AAO) for VAW from the Agriculture Department
- FNGO Chief Executive
- Project Manager, MPA
- FNGO Team Leader
- JAO / IB&RF Officer from MPA(preferably JAO for VAW)

The committee should verify the tentative list of candidates submitted by the FNGO. The FNGO should submit a list of candidates that is a minimum 10 times the number of individual posts. The committee should verify the original documents and substantiate the experience of the candidates for the post as well as the proposed cluster of villages to be allotted for the candidates.

In case of any difficulty in finding the suitable candidates, the FNGO may consult local BDO/AAO for getting a greater number of local eligible candidates from the programme villages. After selection, results for the same should be communicated to the PMU for reference. The engagement should be for one year and will be renewed every year on performance basis. The engagement will be purely temporary in nature and co-terminus with the project. A list of empaneled candidates for the same shall be maintained for the above in order to avoid delay in fresh selection and the merit list of empaneled candidates should be valid for one year. The renewal for the same will be made by the Special Officers. For selection of VAW and LI/LA, candidates from nearby villages /programme villages / PVTG community should be given preference over other candidates.

### V. Required qualifications and experience

- Diploma in Crop science /Vocational studies on Agriculture from reputed Institute, in case of PVTG relaxation will be made in educational qualification ( for relaxation Special Officer should consult PMU)

#### Professional Experience:

- Having a good past performance record
- S/He shall be able to extensively travel within allotted target villages& should not have major health ailments;
- Upper age limit 45 years, with 5 years relaxation for exceptionally qualified candidates

### V. Duration and timeline

To be driven by MPA and FNGO, this ToR is an indicative requirement for selection at FNGOs level.

<b>Terms of Reference</b>
Type: Krushi Saathi
Name: <b>Krushi Saathi (VDA/VDC)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p> <p>The Krushi Saathi is a vital link between the community and the project and is responsible for articulating the needs and aspirations of the community and delivering actions agreed with the project in the domains of NRM, crop production and marketing.</p> <p><b>III. Roles and responsibilities</b></p> <p>Functionally the CRP serves the producer groups and is supervised by the VDC who also makes payments based on an assessment of the work done.</p> <ul style="list-style-type: none"> <li>- Act as the focal/resource person for NRM, land, water and crop production in the community</li> <li>- Assist in conducting INRM and crop planning in villages and finalizing VDP including land development, Agriculture Intensive Clusters, Steep Slope Area stabilization, and other NRM works</li> <li>- Facilitate FFS based learning for the producer groups conducted by the TSP (and ensure full and effective participation of women and youth)</li> <li>- Maintain a model plot where crops and their production process based on organic/natural farming methods is shown along with control plot where FFS is also conducted by the TSP</li> <li>- Implement the SFLF concept by dividing the producer group into smaller units that will function as a single farm in terms of operations.</li> <li>- Training of producer groups on organic/natural farming methods and preparation of inputs</li> <li>- Seasonal crop planning based on demand and profitability</li> <li>- Monitoring adoption of PoP, crop growth and harvest estimates</li> <li>- Review of crop performance at the end of every season and adoption of corrective measures in subsequent plans</li> <li>- Provide technical guidance to the producer groups and liaise with the FNGO, MPA for technical support where needed</li> <li>- Documentation and reporting of crop plan, crop status and harvest estimates</li> <li>- Coordinate with Marketing &amp; ED Officer, MPA and FNGO for marketing of produce</li> <li>- Any other tasks as may be assigned by VDC/VAW</li> <li>- Recognize and value indigenous knowledge</li> <li>-</li> </ul>

## Qualifications and timeline

### IV. Selection process

One Krushi Saathi will be engaged for every villages

#### Process of Selection:

- Village Development Association will select the Krushi Saathi. FNGO will explain the functions of the Krushi Saathi to the VDA and members will be asked to identify one person for the task, someone they feel has a helping orientation and will be able to perform the task well.
- The NGO should also explain the eligibility criteria, job description, academic qualification and remuneration etc. to the meeting of the VDA.
- The said meeting will be attended by the FNGO team leader as well as the Special Officer /Project Manager of the Micro Project Agency. The proceedings of the same should be made and signed by the members of VDA, FNGO team leader, Special Officer. After approval in the Village Development Association (VDA) the Krushi Saathi should be engaged by the MPAs. The engagement should be for one year and will be renewed every year by VDA & MPA on the basis of assessment of performance. The engagement will be purely temporary in nature and coterminous with the project.
- Renewal and change of Krushi Saathi will have to follow the same procedure of selection as mentioned above. A list of the empanelled candidates for Krushi Saathi should be maintained (minimum 2) for the above to avoid delay in fresh selection and the merit list of empaneled candidates should be valid for one year.

#### Minimum Eligibility Criteria:

- She/He should be an active lead farmer respected in the community for knowledge of crop production and having agricultural lands and also cultivating different crops in natural ways/non-chemical farming
- She/He must be less than 45 years and more than 18 years of age
- Must be a literate man/woman, with minimum of seventh standard pass, from the same village ( If not available in the village, near-by village may be explored)
- She/He should have good written and oral communication skills with basic numeric skills.
- She/He should not have any mobility constraints for discharging the role.
- She/He should not hold any political office or be currently employed by GO/NGO either on part-time or full-time basis
- PVTG candidate will be selected, if PVTG candidate not available then order of preference will be given to 1.ST 2. SC 3. Other.
- Having a good past performance record
- S/He shall be able to extensively travel within allotted target villages & should not have major health ailments
- At least having experience in social mobilization/SHG promotion or other rural development work requiring extensive mobilization and organization of village communities

### V. Duration and timeline

To be driven by MPA, FNGO and VDC.

## Annexes L: Marketing and microenterprise development team

Terms of Reference

Type: Programme Officer

Name: **Marketing and Enterprise Development (PMU)**

## **General Description of task(s) and objectives to be achieved**

### **I. Background**

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

### **II. Overall objective**

Overall supervision and guidance for marketing and enterprise development activities at MPA level including preparation of the work plan and budget.

### **III. Roles and responsibilities**

- Capacity building of MPA staff and NGO level staff in business plan development and its execution;
- Prepare necessary guidelines and manuals for marketing and enterprise development, etc.;
- Coordinate with MPA Staff for Marketing and linkage building for NTFPs, and agriculture produces,
- Developing short and long-term marketing plan for agriculture intensive clusters, and other producer groups
- Developing suitable communication tools for the farmers and the stakeholders
- Guide the team on forward and backward linkage building for NTFPs and agriculture production
- Develop marketing guidelines/training module/reports.
- Provide guidance to field staff for the preparation of business development plans and convergence with line departments.
- Assist in the implementation of capacity-building activities for strengthening of community institutions like PGs/VDVKs/FIGs etc;
- Undertake regular knowledge management activities for the sector; document successful and good interventions as case studies;
- Regular follow up and monitoring with MPA staff;
- Coordinate with other line departments and implementing partners including TDCCOL, ORMAS/ the Dept. of Mission Shakti & OLM for joint programming and activities in PVTGs areas.
- Undertake periodic/regular review visits, identify issues and constraints relating to marketing, and support the MPA and FNGOs in addressing and overcoming the challenges;
- Recognize and value indigenous knowledge and tribal heritage
- Any other task as may be assigned by the Programme Director.

#### **M&E and Knowledge Management:**

- Together with the M&E and knowledge management staff, establish an M&E system that captures marketing data
- Document and share M&E, learning and communication products
- Analyse data to ensure that there are no adverse impacts on target groups as a result of project implementation and suggest remedial measures if necessary

#### **Capacity Development:**

- Undertake regular capacity assessment on marketing and enterprise development activities and provide capacity-building for staff at the field level, PMU, FNGOs implementing partners and service providers

#### **Communication:**

- Help project colleagues access the information they may need on marketing and enterprise development data

#### **Advocacy and networking:**

- Develop strategic partnership with relevant agencies from the government, CSOs, and other service providers engaged in marketing and enterprise development activities
  - Present evidence-based information on good practices in marketing led interventions on national forums
- Any other assignments as entrusted by PD, OPELIP /PMU, OPELIP time to time

### Qualifications and timeline

#### IV. Required qualifications and experience

- Master's degree in Business Administration/Management/Rural Management/ Development or equivalent from recognized university / premier institute;
- Minimum 10 years of post-qualification experience in agriculture marketing and enterprise development for a Agriculture firm, development project
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills in English and Odia, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Specialist

Name: **Marketing (PMU)**

#### General Description of task(s) and objectives to be achieved

##### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

##### II. Overall objective

To support Programme Officer (marketing and enterprise development) in overall supervision and guidance for marketing and activities at MPA level including preparation of the work plan and budget

##### III. Roles and responsibilities

- Capacity building of MPA staff and NGO level staff in business plan development and its execution;
- Prepare necessary guidelines and manuals for marketing;
- Support coordination with MPA Staff for Marketing and linkage building for NTFPs, and agriculture produces,
- Developing short and long-term marketing plan for agriculture intensive clusters, and other producer groups
- Developing suitable communication tools for the farmers and the stakeholders
- Guide the team on forward and backward linkage building for NTFPs and agriculture production
- Develop marketing guidelines/training module/reports.

- Provide guidance to field staff for the preparation of business development plans and convergence with line departments.
- Assist in the implementation of capacity-building activities for strengthening of community institutions like PGs/VDVKs/FIGs etc;
- Undertake regular knowledge management activities for the sector; document successful and good interventions as case studies;
- Regular follow up and monitoring with MPA staff;
- Coordinate with other line departments and implementing partners including TDCCOL, ORMAS/ the Dept. of Mission Shakti & OLM for joint programming and activities in PVTGs areas.
- Undertake periodic/regular review visits, identify issues and constraints relating to marketing, and support the MPA and FNGOs in addressing and overcoming the challenges;
- Any other task as may be assigned by the Programme Director.
- Any other assignments as entrusted by PD, OPELIP /PO (marketing and ED), OPELIP time to time

### Qualifications and timeline

#### IV. Required qualifications and experience

- Master's degree in Business Administration/Management/Rural Management/ Development or equivalent from recognized university / premier institute;
- Minimum 5 years of post-qualification experience in agriculture marketing and enterprise development for an Agriculture firm, development project
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills in English and Odia, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Specialist

Name: **Enterprise Development (PMU)**

#### General Description of task(s) and objectives to be achieved

##### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

##### II. Overall objective

To support Programme Officer (marketing and enterprise development) in overall supervision and guidance for enterprise development activities at MPA level including preparation of the work plan and budget

### III. Roles and responsibilities

- Capacity building of MPA staff and NGO level staff in business plan development and its execution;
- Collaborate with the Programme Officer to develop a comprehensive work plan and budget for enterprise development activities at the Micro Project Area (MPA) level.
- Conduct market assessments and analyse market trends to identify potential opportunities for PVTG products and services.
- Provide guidance and mentorship to PVTG entrepreneurs and SHGs in developing viable business models and enhancing the marketability of their products.
- Facilitate market linkages between PVTG entrepreneurs, SHGs, and relevant market actors to enhance market access for PVTG products.
- Design and implement marketing and branding strategies for PVTG products to promote their unique cultural heritage and craftsmanship.
- Work towards strengthening supply chains to improve the overall efficiency and competitiveness of PVTG enterprises.
- Facilitate access to financial services and institutions for PVTG entrepreneurs to support their enterprise growth and expansion plans.
- Organize training workshops and capacity-building sessions for PVTG entrepreneurs on marketing strategies and entrepreneurship skills.
- Establish a robust monitoring and evaluation system to assess the progress and impact of enterprise development interventions.
- Prepare timely and accurate reports on the status of enterprise development initiatives and maintain comprehensive documentation of activities.
- Engage with relevant stakeholders and partners to foster collaboration and support for enterprise development initiatives.

### Qualifications and timeline

#### IV. Required qualifications and experience

- Master's degree in Business Administration/Management/Rural Management/ Development or equivalent from recognized university / premier institute;
- Minimum 5 years of post-qualification experience in agriculture marketing and enterprise development for an Agriculture firm, development project
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills in English and Odia, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Junior Officer , MPA



Name: **Marketing and Enterprise Development Officer (MPA**

## **General Description of task(s) and objectives to be achieved**

### **I. Background**

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.

### **II. Overall objective**

The Marketing and Enterprise Development Officer at the Micro Project Area (MAP) level holds the key responsibility of coordinating all activities related to components 3.2 and 3.3. Additionally, this role involves ensuring the efficient functioning of the Ajeevika Kendra within the designated area. The officer will report directly to the Manager at the MAP level and will also have a matrix management reporting line to the Programme Officer (Marketing and Enterprise Development) at the Project Management Unit (PMU) level.

### **III. Roles and responsibilities**

- Coordination and Planning:
  - o Collaborate with stakeholder, component 3.1 and 1 to develop a comprehensive work plan and budget for enterprise development activities at the MAP level.
  - o Ensure alignment of the work plan with the objectives and strategies of OPELIP II and consider the unique needs and opportunities of PVTG communities.
- Entrepreneur Support:
  - o Provide guidance and mentorship to PVTG entrepreneurs and self-help groups (SHGs)/ AICs/SSAG in developing viable business models and enhancing the marketability of their products and services.
  - o Support entrepreneurs in diversifying their products and adding value to their offerings.
- Market Assessment and Linkages:
  - o Conduct market assessments to identify potential market opportunities for PVTG products and services.
  - o Facilitate market linkages between PVTG entrepreneurs, SHGs, AICs/SSAG and relevant market actors to enhance market access and foster sustainable trading relationships.
- Financial Linkages:
  - o Assist PVTG entrepreneurs in accessing financial services and institutions, helping them secure loans, credits, or grants to support their enterprise growth and expansion plans.
- Training and Capacity Building:
  - o Organize training workshops and capacity-building sessions for PVTG entrepreneurs on marketing strategies, entrepreneurship skills, financial management, and other relevant areas.
  - o Empower entrepreneurs with the necessary knowledge and tools to independently manage and grow their businesses.
- Ajeevika Kendra Functionality:
  - o Ensure the efficient functioning of the Ajeevika Kendra within the designated area.
  - o Coordinate activities and resources to optimize the Kendra's impact and effectiveness.
- Reporting and Documentation:
  - o Prepare timely and accurate reports on the status of enterprise development initiatives, including progress, challenges, and success stories.
  - o Maintain comprehensive documentation of activities, outcomes, and lessons learned for future reference and learning.

- Collaboration and Communication:
  - o Collaborate with the Programme Officer (Marketing and Enterprise Development) at the Project Management Unit (PMU) level to ensure effective communication and coordination between the MAP and PMU levels.
  - o Engage with relevant stakeholders

### Qualifications and timeline

#### IV. Required qualifications and experience

- Master's degree in Business Administration/Management/Rural Management/ Development or equivalent from recognized university / premier institute;
- Minimum 5 years of post-qualification experience in agriculture marketing and enterprise development for an Agriculture firm, development project
- Demonstrated analytical and writing skills and ability to deliver high quality output while working with a diverse range of stakeholders.
- Strong written and oral communication skills in English and Odia, with demonstrated ability to make effective presentations to diverse audiences.

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

## Annexes M: Finance and procurement team

Terms of Reference
Type: Manager
Name: <b>Finance Manager (PMU)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP</p> <p><b>II. Overall objective</b></p> <p>The Finance Manager, under the direct supervision of the Project director , and within the framework of projects appraisal reports and loan/grant agreements, is responsible for the financial and administrative management of the PMU , including Accounting, Budgeting , financial reporting, internal controls, auditing arrangement, flow of funds and the efficient management of projects resources.</p> <p><b>III. Roles and responsibilities</b></p>

- Prepare together with the Project director the Annual work plan and budget and the budget and financing plan.
- Master IFAD key documents such as, the disbursement handbook, procurement guidelines and handbook, IFAD guidelines for project audits, the Financing Agreement (FA) and the FMFCL.
- Develop and maintain an efficient accounting system and reliable internal control procedures and guidelines for financial reporting and recordkeeping.
- Ensure adequate maintenance of accounting software for the project accounting record-keeping and financial reporting.
- Ensure bank accounts and accounts with implementing partners are reconciled on a quarterly basis.
- Ensure all supporting documents are adequately maintained for all project financial transactions.
- Ensure external and internal audit reports are sent on time.
- Ensure external and internal audit report recommendations are timely implemented.
- Ensure IFRs are timely prepared and sent to CAAA and IFAD
- Ensure IFAD Supervision report recommendations are timely implemented.
- Responsible for the preparation, review and monitoring of projects budgets including financing plan, procurement plan (together with the Procurement Officer), and staff development plan (together with the training focal point)
- Prepare/verify all withdrawal applications for submission to IFAD, and ensure the availability of funds for all planned activities. Manage the projects bank accounts, approve and co-signs all payments.
- Prepare and provide financial reports including the sources and uses of funds statement, incurred expenditures by component, expenditure category and financier, designated account reconciliation statement, fixed asset list and cash flow forecast etc. for submission to the Project steering committee, LPA and IFAD on a quarterly basis, and maintain all records in a form appropriate for audit.
- Lead the process of contracting an external audit firm to conduct an independent audit of the annual project accounts, ensuring that annual audits are carried out within the specified timeframe.
- Develop and maintain a system of financial control over all expenditure incurred by implementing partners.
- Responsible for developing and managing an effective and performance based human resources management system.
- Supervise and coordinate the work of staff placed under his/her direct authority.
- Review and regularly update the Financial and Administrative Manual of the PMU.
- Develop together with the Financial finance staff the Accounting manual of the PMU.
- Responsible for the organization and supervision of the PMU office, assets, logistics, and all administrative matters.
- Undertake any other activities assigned by the Project Director.

### **Qualifications and timeline**

#### **IV. Required qualifications and experience**

- Accounting or Finance, undergraduate degree
- At least 5 years of experience in a similar position
- Chartered Accountant of India
- Excellent knowledge of Indian Accounting and Audit standards

#### **V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Assistant

Name: **Accountant Assistant(PMU)**

### General Description of task(s) and objectives to be achieved

#### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP

Accountant assistant is part of PMU FM team and primarily responsible for maintaining Tally accounting software for PMU.

#### II. Overall objective

Accountant assistant will be responsible for maintaining accounting records in the accounting software for PMU, reconciliation of accounts and consolidation of financial reports for all implementing partners.

#### III. Roles and responsibilities

- Under the direct supervision of the Finance Manager (PMU); specific duties include:
- Assist the Finance Manager (PMU) in the implementation of a sound financial management system.
- Prepare financial reports, including monthly funds reconciliation, and monthly, quarterly, semi-annual and annual statements;
- Prepare transaction vouchers, and input all transactions into the PMU accounting system before submission to the Finance Manager (PMU) for approval;
- Process all payments, ensuring that PMU procedures are strictly adhered to;
- Process monthly payroll, payment of salaries to staff and project contributions;
- Manage and report on the use of Petty Cash in accordance with the approved procedures;
- Assist the Finance Manager (PMU) in the preparation of withdrawal applications and IFRs;
- Prepare cash flow forecasts as required;
- Monitor financial returns from Implementing Partners, including periodic visits to their offices;
- Assist in the preparation and monitoring of annual operational budgets
- Functional supervision and training of Accounts & Administrative Assistants in PMU.
- Maintenance of a well organized and up-to-date filing system for accounting and financial records as well as a fixed asset tagging system;
- Perform physical inventory of project assets each year;
- Assist the Finance Manager (PMU) in the preparation of the accounting manual of the PMU
- Provide assistance to the external auditors as required;
- Undertake any other activities assigned by PMU management.

#### IV. Required qualifications and experience

- Accounting or Finance, undergraduate degree
- At least 2 years of experience in a similar position

- Good understanding of Indian Accounting and Audit standards

#### **V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### **Terms of Reference**

Type: Accountant Assistant – Audit

Name: **Accountant Assistant – Audit**

#### **General Description of task(s) and objectives to be achieved**

##### **I. Background**

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP

Accountant Assistant - Audit will be part of PMU FM team and primarily be responsible for accounts reconciliation between MPAs and VDCs/FNGOs.

##### **II. Overall objective**

The Accountant Assistant - Audit will be primarily responsible for the timely implementation of internal audit report recommendations, reconciliation of accounts between MPAs and VDCs/FNGOs, and maintaining adequate filing system for all financial supporting documents.

##### **III. Roles and responsibilities**

- Support internal auditors to complete and submit timely internal audit reports.
- Work with MPAs and VDCs to timely implement all internal audit report and external audit report recommendations.
- Monitor reconciliation of accounts between MPAs and VDCs/FNGOs
- Monitor filing of supporting documents for all financial transactions.
- Assist FM in reconciling accounts between PMU and MPAs.
- Assist FM in other related matters.
- Undertake any other activities assigned by PMU management.

#### **Qualifications and timeline**

##### **IV. Required qualifications and experience**

- Accounting or Finance, undergraduate degree
- At least 2 years of experience in a similar position
- Good understanding of Indian Accounting and Audit standards

##### **V. Duration and timeline**

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

### Terms of Reference

Type: Accountant

Name: **MPA accountant**

#### **General Description of task(s) and objectives to be achieved**

#### **I. Background**

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP

MPA Accountant is part of MPA team and primarily responsible for maintaining Tally accounting software for MPA transactions.

#### **II. Overall objective**

MPA Accountant will be responsible for maintaining accounting records in the accounting software for MPA, reconciliation of accounts and consolidation of financial reports for all MPA level implementing partners.

#### **III. Roles and responsibilities**

Under the direct supervision of the MPA Special Officer and Finance Manager ( PMU ) ; specific duties include:

- Assist the Finance Manager (PMU) and SO ( MPA) in the implementation of a sound financial management system.
- Prepare financial reports, including monthly funds reconciliation, and monthly, quarterly, semi-annual and annual expenditure statements.
- Prepare transaction vouchers, and input all transactions into the MPA accounting system before submission to the Finance Manager (PMU) for approval.
- Process all payments, ensuring that PMU/MPA procedures are strictly adhered to.
- Process monthly payroll, payment of salaries to staff and project contributions.
- Manage and report on the use of Petty Cash in accordance with the approved procedures.
- Assist the Finance Manager (PMU) in the preparation of withdrawal applications and IFRs.
- Prepare cash flow forecasts as required.
- Monitor financial returns from Implementing Partners, including periodic visits to their offices.
- Assist in the preparation and monitoring of annual operational budget.
- Maintenance of a well organized and up-to-date filing system for accounting and financial records as well as a fixed asset tagging system;
- Perform physical inventory of project assets each year;
- Assist the Finance Manager (PMU) in the preparation of the accounting manual of the PMU
- Provide assistance to the external auditors as required;
- Undertake any other activities assigned by PMU management.

## Qualifications and timeline

### IV. Required qualifications and experience

- Accounting or Finance, undergraduate degree
- At least 2 years of experience in a similar position
- Good understanding of Indian Accounting and Audit standards

### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024)

## Terms of Reference

Type: Senior Specialist

Name: **Sr. Procurement Specialist (PMU)**

### General Description of task(s) and objectives to be achieved

#### I. Background

Project Management Unit is the Lead Project Agency for implementing OPELIP-II in the State. Project procurement is the responsibility of the LPA. The position of the Senior Procurement Specialist is to lead on all procurement related matters with the oversight and administrative control of the Project Director.

#### II. Overall objective

The Senior Procurement Specialist will coordinate and support on all procurement actions of the project.

#### III. Roles and responsibilities

The responsibilities of the Senior Procurement Specialist will be as follows:

- With reference to the project design document, IFAD procurement guidelines and Procurement Handbook, draw up draft project procurement manual for the project for approval by PMC and IFAD. Prepare and include relevant Community Procurement Guidelines and formats, if required and include in the PIM.
- To update the 18 month Procurement Plan prepared during design and ensure that the Plan is continuously updated in accordance with the procedure and procurement plan agreed with IFAD.
- To liaise with IFAD procurement staff.
- To co-ordinate with concerned subject matter specialist on procurement matters, especially preparation of TOR, technical specification etc.
- To lead preparation of bidding documents, evaluation, letters of awards, draft contracts etc. in the procurement of good/works and services including consultancies, in compliance with IFAD Procurement Guidelines and Procurement Handbook.
- To submit necessary documents as per the Project Procurement Arrangements Letter, to IFAD for those items subject to prior review.
- To facilitate/assist in getting NOC from IFAD wherever required.
- To co-ordinate with project team, organize and support evaluation committees for prompt evaluation.
- To make necessary arrangement for contract signatures.
- To supervise update of Contract Management details in IFAD ICP-CMT and prepare amendment letters to the contracts. As part of the contract management, in coordination with the concerned officials monitor the contractual provisions for compliance.

- To lead on providing capacity building and mentoring support to other PMU Procurement Staff and MPA Procurement staff.
- To keep progress of procurement activities against procurement timetables, highlight variations in progress, record reasons and identify remedial actions, if any.
- Assist Project Director for placement of various documents/papers before Project Management Committee for review and approval, all types of audits of procurement activities, post review of IFAD, contracts exception reporting, etc.
- To liaison with any other appropriate authority for any dispute among the parties relating to procurement.
- To provide documentations and data to IFAD fielded Supervision Mission and Implementation Support Missions.
- To perform any other relevant work related to the project procurement assigned by the Project Director.

## Qualifications and timeline

### IV. Required qualifications and experience

#### Qualifications & Experience:

- a. **Formal Academic from recognized University or equivalent:**
  - Graduate in commerce, business, finance or management
- b. **Relevant Training:**
  - Purchasing management and procurement systems
- c. **Work Experience**
  - Post qualification, minimum ten (10) years of demonstrated managerial experience in managing procurement in the organization with complete understanding and experience on national procurement procedure, especially preparation of Expression of Interest, Notice Inviting Tender, Terms of Reference, Request for Proposal and bidding document for procurement of consultant services, goods and works. Preference will be given for experience in handling World Bank procurement procedures.
- d. **Desirable Qualification:**
  - Post Graduate Diploma in Material/Supply Management
  - Thorough knowledge of procurement procedures of International Financial Institution financed projects.
  - Completion of Procurement training from a national level institute
  - MBA from any recognized university or institute.
- e. **Preferred Skills:**
  - Good written and verbal communication skills
  - Computer literacy general MS package
  - Proficient in computer based spread sheets for data analysis
  - Proactive, work with minimum supervision, and as a team builder

### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024).



## Terms of Reference

Type: Specialist

Name: **Procurement Specialist (PMU)**

### General Description of task(s) and objectives to be achieved

#### I. Background

Project Management Unit is the Lead Project Agency for implementing OPELIP-II in the State. Project procurement is the responsibility of the LPA. The position of the Procurement Officer is to assist the Senior Procurement Specialist on all procurement related matters.

#### II. Overall objective

The Procurement Officer will report to the Senior Procurement Specialist on all project procurement matters and will be under the administrative control of the Project Director.

#### III. Roles and responsibilities

The responsibilities of the Procurement Officer will be as follows:

- To co-ordinate with concerned subject matter specialists on procurement matters, especially preparation of TOR, technical specification etc.
- To assist in preparation of bidding documents, and other documentation
- To manage the receipt and safe storage of quotations/bids/proposals
- To co-ordinate with project team, organize and support evaluation committees for prompt evaluation.
- To update of Contract Management details in IFAD ICP-CMT and prepare amendment letters to the contracts. As part of the contract management, in coordination with the concerned officials monitor the contractual provisions for compliance.
- To monitor the MPA Procurement progress and inform Senior Procurement Specialist on the challenges and delays
- To review the compliance of the community institutions to the Community Participation Procurement Guidelines and ensure all required documents are correctly maintained
- To keep progress of procurement activities against procurement timetables, highlight variations in progress, record reasons and identify remedial actions, if any.
- To ensure correct maintenance of procurement correspondence and documentation required in hard copy files or electronic copy.
- To provide documentations and data to IFAD fielded Supervision Mission and Implementation Support Missions.
- To perform any other relevant work related to the project procurement assigned by the Senior Procurement Specialist or the Project Director.

### Qualifications and timeline

#### IV. Required qualifications and experience

##### Qualifications & Experience:

- a. **Formal Academic from recognized University or equivalent:**
  - Graduate in commerce, business, finance or management
- b. **Relevant Training:**
  - Purchasing management and procurement systems
- c. **Work Experience**

<ul style="list-style-type: none"> <li>• Post qualification, minimum 5 years of demonstrated managerial experience in procurement in the organization with complete understanding and experience on national procurement procedure.</li> <li>• Minimum of one year of experience in handling project procurement in an externally aided project.</li> </ul> <p><b>d. Desirable Qualification:</b></p> <ul style="list-style-type: none"> <li>• Post Graduate Diploma in Material/Supply Management</li> <li>• Completion of Procurement training from a national level institute or completion of procurement training conducted by an IFI.</li> </ul> <p><b>e. Preferred Skills:</b></p> <ul style="list-style-type: none"> <li>• Good written and verbal communication skills</li> <li>• Computer literacy general MS package</li> <li>• Proactive, work with minimum supervision, and as a team player</li> </ul> <p><b>V. Duration and timeline</b></p> <p>The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.</p> <p>7 years (starting April 1<sup>st</sup>, 2024).</p>
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<b>Terms of Reference</b>
Type : Assistant
Name: <b>Procurement Assistant (PMU)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>Project Management Unit is the Lead Project Agency for implementing OPELIP-II in the State. Project procurement is the responsibility of the LPA. The position of the Procurement Assistant is to assist the Senior Procurement Specialist and Procurement Officer on all procurement related matters.</p> <p><b>II. Overall objective</b></p> <p>The Procurement Assistant will report to the Senior Procurement Specialist on all project procurement matters and will be under the administrative control of the Project Director.</p> <p><b>III. Roles and responsibilities</b></p> <p>The responsibilities of the Procurement Assistant will be as follows:</p> <ul style="list-style-type: none"> <li>- To assist in preparation of bidding documents, and other documentation</li> <li>- To manage the receipt and safe storage of quotations/bids/proposals</li> <li>- To update of Contract Management details in IFAD ICP-CMT.</li> <li>- To maintain and update list of registered vendors for different procurement categories</li> <li>- To maintain the procurement documentation in appropriate filing procedures</li> <li>- To maintain all the reference documents related to Procurement</li> <li>- To ensure the advertisements/notices are published in newspapers/project website and Government of Odisha e-procurement portal.</li> <li>- To update project website on award of contracts</li> </ul>

- To perform any other relevant work related to the project procurement assigned by the Senior Procurement Specialist or the Project Director.

### Qualifications and timeline

#### IV. Required qualifications and experience

##### Qualifications & Experience:

- Formal Academic from recognized University or equivalent:**
  - Graduate in any discipline
- Work Experience**
  - Post qualification, at least 3 years of handling administrative issues in an organization
- Preferred Skills:**
  - Good written and verbal communication skills
  - Computer literacy general MS package
  - Proactive, willing to learn

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024).

### Terms of Reference

Type: Assistant

Name: **Procurement Assistant (MPA)**

#### General Description of task(s) and objectives to be achieved

##### I. Background

Project Management Unit is the Lead Project Agency for implementing OPELIP-II in the State. Project procurement is the responsibility of the LPA. The position of the Procurement Assistant is to initiate and manage procurement related matters at MPA level within the delegated powers of MPA.

##### II. Overall objective

The Procurement Assistant will report to the Procurement Officer, PMU on all project procurement matters and will be under the administrative control of the Special Officer, MPA.

##### III. Roles and responsibilities

The responsibilities of the Procurement Assistant will be as follows:

- To assist in preparation of request for quotations, and other documentation as per the Procurement Plan timelines and budget
- To manage the receipt and safe storage of quotations/bids/proposals
- To assist the MPA Procurement Committee in evaluating the quotations for finalizing the award in line with IFAD Procurement Guidelines.
- To assist in obtaining delivery of items as per the Purchase order indicated technical specifications and numbers
- To provide monthly information to PMU for update of Contract Management details in IFAD ICP-CMT.
- To maintain and update list of registered vendors for different procurement categories for sending RFQs.

- To maintain the procurement documentation in appropriate filing procedures
- To maintain all the PMU correspondence related to Procurement
- To assist and support the community institutions in compliance to Community Procurement Guidelines and verification of documents
- To maintain all documents in the e-office module
- To follow up on audit observations/SM observations related to procurement
- To perform any other relevant work related to the project procurement assigned by the Procurement Officer, PMU or the Special Officer, MPA.

### Qualifications and timeline

#### IV. Required qualifications and experience

##### Qualifications & Experience:

- a. **Formal Academic from recognized University or equivalent:**
  - Graduate in any discipline
- b. **Work Experience**
  - Post qualification, at least 3 years of handling administrative issues in an organization
- c. **Preferred Skills:**
  - Good written and verbal communication skills
  - Computer literacy general MS package
  - Proactive, willing to learn

#### V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

7 years (starting April 1<sup>st</sup>, 2024).

## Annexes N: ToR Service Providers

Terms of Reference
Type: Service Provider
Name: <b>Facilitating Non-Governmental Agency (FNGO)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The project aims to support the formation of Village Development Associations (VDA), preparation and implementation of Village Development Plans (VDP) in participatory manner in the targeted project areas. The FNGO will play a crucial role in facilitating the formation of VDAs, mobilizing communities, and ensuring the successful implementation of VDP activities.</p> <p><b>II. Overall objective and scope of the assignment</b></p> <p>The main objectives of the FNGO's engagement are as follows:</p> <ul style="list-style-type: none"> <li>• Facilitate the formation of VDAs in targeted villages through community participation, ensuring inclusivity, active participation of women and youth representation.</li> <li>• Mobilize and engage the community in participatory planning processes for the development of VDPs that are culturally relevant and that empower communities and that are well suited to the holistic</li> </ul>

perspectives and cosmovision of tribal groups, whereby ecosystems, social and economic systems are intertwined.

- Support the implementation of VDP activities, ensuring effective utilization of allocated resources.
- Value tribal knowledge and practices with particular attention to inter-generational transfer of knowledge between elders and youth.
- Strengthen community institutions and promote their active involvement in decision-making and implementation processes.
- Foster convergence with government programs and ensure effective linkages with relevant stakeholders.

### **III. Scope of work:**

The scope of work for the FNGO in the OPELIP encompasses various activities aimed at supporting the formation of Village Development Associations (VDAs), facilitating participatory planning, and ensuring successful implementation of Village Development Plans (VDPs) in the targeted project areas. The FNGO's role is crucial in mobilizing and engaging communities, empowering marginalized groups, and fostering sustainable development practices in line with the tribal cosmovision.

### **IV. Roles and responsibilities**

The FNGO will undertake the following tasks and responsibilities:

- Conduct community mobilization activities to raise awareness about the project, VDA formation, and the importance of active participation.
- Facilitate the formation of VDAs in targeted villages, ensuring representation from marginalized groups and Particularly Vulnerable Tribal Groups (PVTGs), women and youth.
- Support the VDAs in conducting regular meetings, maintaining proper records, and ensuring effective governance and management.
- Assist the VDAs in conducting Participatory Rural Appraisal (PRA) and Gender Action Learning System (GALS) vision exercises to identify community priorities and develop the VDP.
- Support the VDAs in implementing VDP activities, including infrastructure development, livelihood initiatives, social initiatives, and capacity building programs.
- Facilitate convergence with government programs and ensure effective coordination and collaboration with relevant stakeholders.
- Monitor and evaluate the progress of VDP implementation, identify challenges, and provide timely recommendations for improvement.
- Support the VDAs in maintaining financial transparency and accountability, including proper utilization of allocated funds and timely reporting.

**Deliverables:** The FNGO will be responsible for delivering the following outputs:

- Formed and functional VDAs in targeted villages, with inclusive representation and full and effective participation of women and youth.
- Comprehensive and participatory VDPs developed in collaboration with the community under the guidance of Technical Service Provider of VDP.
- Timely implementation of VDP activities, as per the agreed-upon work plans.
- Regular progress reports, including financial reports and updates on the status of activities.
- Documentation of best practices, success stories, and lessons learned during the implementation process.

### **Qualifications, timeline and evaluation**

### **V. Required qualifications and experience**

### ***Suggested Minimum Staffing***

The FNGO should have minimum Institution Building and Rural Finance coordinator (also act as team Leader), Junior Agriculture and Livestock officer, Junior Engineer, Marketing and Enterprise Development Officer, Livestock Inspector, Village Level Agriculture Worker, and Accountant.

1. **Institution Building and Rural Finance Coordinator (also acting as Team Leader):** The coordinator is a responsible for overseeing and coordinating all activities related to institution building, rural finance and convergence activities. They provide strategic direction, ensuring that capacity-building efforts are aligned with the project's objectives. As the acting team leader, they lead and motivate the team, foster collaboration among members, and drive project success.
2. **Junior Agriculture and Livestock Officer:** This officer is an expert in agriculture and livestock practices. They work closely with rural communities, promoting modern and sustainable farming techniques. Their role involves providing training, technical guidance, and support to enhance agricultural productivity and livestock management.
3. **Junior Engineer:** The junior engineer is responsible for infrastructure-related aspects of the projects. They oversee the design, planning, and execution of essential rural infrastructure, such as irrigation systems, roads, and water supply facilities.
4. **Marketing and Enterprise Development Officer:** This officer specializes in marketing and business development. They identify potential market opportunities for rural produce and products, create linkages with markets, and assist in establishing sustainable income-generating enterprises. Their efforts support rural entrepreneurs, SHGs/AICs/ SSAG.
5. **Livestock Inspector:** The livestock inspector plays a vital role in promoting animal health and productivity. They conduct regular inspections, provide vaccinations, and offer guidance on proper livestock care practices.
6. **Village Level Agriculture Worker:** This field worker operates at the grassroots level, directly engaging with farmers and agricultural activities in villages. They provide hands-on support to farmers, disseminate best agricultural practices, and assist in the implementation of various projects.
7. **Accountant:** The accountant is responsible for assisting VDAs in financial management and record-keeping. They ensure transparent and accurate accounting of project funds, maintain financial reports, and facilitate budgeting and financial planning, as well conduct spot checks and monitoring of VDA accounts.

The FNGO should possess the following qualifications and expertise:

- Demonstrated experience in community mobilization, participatory planning, and implementation of development projects.
- Have a turnover of more than 5 Cr in last three years
- Demonstrated experience of facilitating convergence with Government programs with yearly resource generation of at least INR 2 Cr through such convergence over the past 3 years
- Experience in Community Organizations (SHGs, Farmers groups, Producers groups, Village Development Association) promotion & managed
- Familiarity with the local context and understanding of the social, cultural, and economic dynamics of the project areas.
- Knowledge of government programs and policies related to rural development and livelihood enhancement.
- Strong facilitation, communication, and coordination skills to engage and empower community members.
- Experience in working with marginalized groups, PVTGs, and promoting gender equality and social inclusion in more than one state.
- Good organizational and managerial skills to ensure effective VDA formation and VDP implementation.

- Ability to monitor and evaluate project activities, identify challenges, and propose appropriate solutions.
- Proficiency in report writing, data analysis, and documentation.

**VI. Duration and timeline**

The engagement of the FNGO will be for one year and subject to renewal based on performance throughout the entire duration of the project. Performance evaluations will be conducted periodically to assess the FNGO's effectiveness in implementing project activities and achieving the desired outcomes. Based on these evaluations, the engagement may be extended to ensure continuous support and successful project implementation.

<b>Terms of Reference</b>
Type: Service Provider
Name: <b>Agency for Facilitation of Village Development Plan (VDP)</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The Village Development Plan (VDP) is a crucial component of the project, aiming to guide and support the sustainable development of the village. The purpose of this ToR is to outline the responsibilities and requirements for the service provider responsible for facilitating and preparation of the VDP at VDA level.</p> <p><b>II. Overall objective and scope of the assignment</b></p> <p>Specific Objectives:</p> <ul style="list-style-type: none"> <li>- Develop 10 Model Village Development Plans (VDP) in each Micro Planning Area (MPA) that promote participatory planning, prioritize development goals, and preserve tribal/PVTG cultural heritage. The VDP will encompass four types of plans to address community well-being comprehensively. <ul style="list-style-type: none"> <li>o Land and Water Resource Development: Implement sustainable practices like land conservation, watershed management, and water harvesting to enhance agricultural productivity and optimize resource utilization through cluster-level interventions.</li> <li>o Productivity Enhancement, Livelihoods, and Nutrition Security: Tailor interventions based on household-level plans to create sustainable livelihood opportunities, such as agriculture, livestock farming, and entrepreneurship development. Promote balanced diets and agricultural diversification to combat malnutrition within the community.</li> <li>o Community Infrastructure Gaps: Address infrastructure needs, including roads, schools, health centres, sanitation facilities, and electricity access, to improve the overall quality of life for residents, utilizing convergence activities from the Government of Odisha (GoO) and the Government of India (GoI).</li> <li>o Festival and Cultural Programs: Plan and organize cultural events and festivals to foster a sense of pride and identity among community members, celebrating local traditions and customs to promote unity and cooperation within the village.</li> </ul> </li> <li>- Train Field Non-Governmental Organization (FNGO) staff on VDP preparation, developing a training-of-trainer model for efficient implementation.</li> <li>- Conduct an in-depth analysis of the village's existing social, economic, and environmental conditions.</li> </ul>

- Formulate strategies and action plans to address identified challenges and leverage opportunities for sustainable development.
- Provide quality control and consolidation of all detailed seven-year VDP document developed by the FNGO.
- Follow the free, prior and informed consent principle and adhere to IFAD's policy of engagement with Indigenous Peoples and ensure full and effective participation of women and youth

### **Scope of Work**

#### **1. Conduct Training for MPA, NGO Staff, and CRPs:**

- Provide step-by-step training on preparing the Village Development Plan (VDP).
- Train participants on collecting relevant maps and census data, mapping village features, and conducting Transect walks.
- Teach methods for resource mapping and demarcation of patches, considering land ownership and physical characteristics.
- Guide participants on collecting basic household and village data.
- Engage with the Village Development Association (VDA), community members, and Self-Help Groups (SHGs) to gather inputs and feedback.
- Conduct a comprehensive needs assessment and situational analysis to identify priority areas for intervention through community and household-level exercises.
- Ensure an inclusive and gender-responsive planning process, involving all community members, including youth, marginalized, and vulnerable groups.

#### **2. Patch-wise Planning Training:**

- Train MPA, NGO staff, and CRPs on identifying patches on the map and conducting site visits or transect walks.
- Facilitate exercises to enhance productivity, reduce risk, and promote regenerative management systems.
- Guide participants in developing and recording future usage and productivity enhancement plans for each patch, owner-wise.
- Cover various aspects like problem identification, option generation, proposed treatment and usage plans, and cost estimation.

#### **3. Post-Training Implementation Support:**

- Consolidate a comprehensive VDP document with detailed strategies, activities, timelines, and budget estimates.
- Provide support during the implementation of VDPs.
- Conduct two implementation support visits of five days each for each MPA throughout the year.
- Assess the knowledge and skills of trainees.
- Assist in consolidating plans and developing an overall treatment plan, productivity enhancement, crop diversification plan, budget, financing plan, land use plan, labour budget, and implementation schedule.
- Assist in creating annual plans to guide project progress.

### **III. Roles and responsibilities**

The service provider will be responsible for the following activities:

- Facilitating PRA, GALS Vision planning with the Village Development Association (VDA), community members, and HHs (through SHGs) to gather inputs and feedback.
- Conducting a comprehensive needs assessment and situational analysis to identify priority areas for intervention through community and HHs level exercise.
- Undertaking an inclusive and gender-responsive planning process to ensure the inclusion of all community members, including youth and marginalized and vulnerable groups.



- Facilitating the formulation of sub-plans and HH level plan, including land and water management, crop diversification, livelihoods, and community infrastructure.
- Incorporating best practices and lessons learned from previous development initiatives in the village.
- Ensuring alignment with the project objectives,
- Providing technical expertise and guidance to the FNGO, VDA and community members throughout the planning process.

Deliverables: The service provider is expected to deliver the following outputs:

- VDP for 10 per MPA
- Training of Trainer for FNGO in DVP facilitation preparation
- Quality control and technical support to FNGO on VDP preparation in all villages
- PRA reports, GALS Vision report including minutes and key findings.
- Needs assessment and situational analysis report.
- Sub-plans for land and water management, crop diversification, livelihoods, and community infrastructure.
- Action plan with clear activities, timelines, and responsible stakeholders.
- Draft VDP document for review and feedback.
- Final VDP document incorporating all feedback and inputs.

### **Qualifications, timeline and evaluation**

#### **V. Required qualifications and experience**

1. Principal Trainer and Coordinator:
  - Responsibilities: This expert will be in charge of developing training modules and overseeing the planning, organization, and delivery of the training and post-training activities. They should have a minimum of 10 years of experience in designing and delivering training related to Integrated Natural Resource Management (INRM) Planning in watersheds, rural development projects, and livelihoods improvement projects, preferably in tribal areas. Additionally, they should possess over 10 years of experience in Participatory Net Planning/Participatory Patch Planning. The Principal Trainer will hold a Master's degree in agricultural engineering, agricultural allied sciences, civil engineering, or related fields.
2. One Trainers:
  - Responsibilities: These trainers will work under the guidance of the Principal Trainer and assist in delivering the training and post-training activities. They should have a minimum of 5 years of experience in conducting training related to the preparation of village development plans or micro plans in watersheds, rural development projects, and livelihoods improvement projects, with a preference for experience in tribal areas. Additionally, they should have over 3 years of experience in Participatory Net Planning, Participatory Patch Planning, or Livelihood Planning. The Trainers will hold a bachelor's degree in agricultural engineering, agricultural allied sciences, civil engineering, or related fields.
3. Two trainers (PRA and GALS Expert):
  - Responsibilities: This expert will specialize in Participatory Rural Appraisal (PRA) and Gender Action Learning System (GALS). They will provide expertise in facilitating PRA and GALS exercises during the planning process. The PRA and GALS Expert will possess substantial demonstrable experience in conducting participatory assessments and promoting gender-responsive planning.

Requirements for the Agency/Organization:

- The agency/organization must be legally registered and provide a self-attested copy of the registration certificate along with the PAN (Permanent Account Number) number and a self-attested copy of the PAN card.
- The agency/organization should not have been blacklisted by Central/State Government or any Government agencies, and they must provide a self-declaration to this effect by their authorized representative.

- The agency/organization should have a minimum of 10 years of work experience in designing and administering trainings for the preparation of village development plans/micro plans in watersheds, rural development projects, and livelihoods improvement projects, with preference given to experience in tribal areas. The experience should be counted as of 31st March 2017.
- The agency/organization should have more than 5 years of experience in Participatory Net Planning/Participatory Patch Planning specifically in the Eastern Plateau and Hills Agro Climatic Zone of India, as of 31st March 2017.
- The agency/organization should have a minimum of 3 principal trainers and 5 trainers who meet the qualifications and experience criteria mentioned above.

#### **VI. Duration and timeline**

The assignment is for two years.

#### **Terms of Reference**

Type: Service Provider

Name: **Agency for providing training for PMU, MPA, FNGO and CRPs**

#### **General Description of task(s) and objectives to be achieved**

##### **I. Background**

The assignment forms an integral part of the OPELIP II. The primary objective of OPELIP II is to enhance the livelihoods of PVTGs through community empowerment, strengthened institutions, and improved leadership at the grassroots level. To achieve this goal effectively, it has been recognized that the capacity and skills of the staff from various organizations and committees involved in OPELIP II need to be further developed in key areas such as community empowerment, institution strengthening, conflict management, gender equality, social inclusion, intercultural dialogue, and Free, Prior and Informed Consent (FPIC) processes. Therefore, the assignment entails engaging a qualified consultancy firm with expertise in community development and empowerment to conduct a comprehensive capacity needs assessment, design customized training modules, and deliver training and exposure programs. The goal is to equip the staff with the necessary knowledge and skills to successfully implement community development initiatives, foster sustainable growth, and improve the livelihoods of the targeted PVTGs in the region of Odisha.

##### **II. Overall objective and scope of the assignment**

Specific Objectives:

- Provide capacity development and exposure to staff (FNGOs, CRPs, VDC, and MPA) in the operational areas of OPELIP II.
- Enhance their knowledge and skills in community empowerment, strengthening community institutions, community-level leadership development, conflict management, and public assets management.
- Conduct a comprehensive capacity needs assessment to identify areas requiring development and analyze existing skills and knowledge gaps.
- Develop interactive and tailored training modules aligned with best practices, policies, and project objectives.
- Organize training and exposure programs to improve staff understanding, knowledge, and facilitation skills in community empowerment and institution strengthening.

- Facilitate an interactive learning environment to encourage collaboration and practical application of concepts.
- Provide post-training follow-up activities to support staff in implementing their learnings effectively.
- Monitor and evaluate the application of acquired knowledge and skills in real-world situations.
- Offer guidance, feedback, and support to address challenges during the implementation phase.
- Conduct a self-evaluation of the consultancy assignment to assess effectiveness, efficiency, and impact.
- Prepare a detailed report outlining activities, processes, outcomes, and lessons learned during the assignment.
- Provide recommendations for further improvements, sustainability, and ongoing capacity development initiatives.

### **Scope of Work**

#### **a. Capacity Needs Assessment:**

- Conduct a comprehensive assessment of the capacity needs of staff working at the MPA level, and village level.
- Identify areas requiring development in community empowerment, strengthening community institutions, community-level leadership, conflict management, and public assets management gender equality and social inclusion, intercultural dialogue, Free, Prior and informed consent processes.
- Analyze existing skills, knowledge gaps, and challenges faced by staff in implementing community development initiatives.

#### **b. Training and Referral Modules:**

- Based on the capacity needs assessment, develop training and referral modules that address the identified gaps and challenges.
- Design modules that are interactive, participatory, and tailored to the specific roles and responsibilities of the staff.
- Ensure the modules align with best practices, relevant policies, and project objectives.

#### **c. Training and Exposure Programs:**

- Organize training and exposure programs for staff at various levels (MPA, FNGOs, CRPs, VDCS).
- Deliver the training programs to enhance staff understanding, knowledge, and facilitation skills in community empowerment and institution strengthening.
- Foster an interactive learning environment that encourages knowledge sharing, collaboration, and practical application of concepts.

#### **d. Post-Training Follow-Up:**

- Provide post-training follow-up activities to support staff in implementing their learnings effectively.
- Monitor and evaluate the application of acquired knowledge and skills in real-world situations.
- Offer guidance, feedback, and support to address any challenges or issues that arise during the implementation phase.

#### **e. Self-Evaluation and Reporting:**

- Conduct a self-evaluation of the consultancy assignment to assess its effectiveness, efficiency, and impact.
- Prepare a detailed report that outlines the activities, processes, outcomes, and lessons learned during the implementation of the assignment.
- Provide recommendations for further improvements, sustainability, and ongoing capacity development initiatives.

### **III. Roles and responsibilities**

The service provider will be responsible for the following activities:

- Conduct a comprehensive capacity needs assessment for staff working at the MPA and village levels.
- Identify areas requiring development in community empowerment, strengthening community institutions, community-level leadership, conflict management, and public assets management, including gender equality and social inclusion, intercultural dialogue, and Free, Prior and Informed Consent (FPIC) processes.
- Analyze existing skills, knowledge gaps, and challenges faced by staff in implementing community development initiatives.
- Develop training and referral modules based on the capacity needs assessment, tailored to the specific roles and responsibilities of staff (FNGOs, CRPs, VDC, MPA).
- Design interactive and participatory training modules aligned with best practices, relevant policies, and project objectives.
- Organize training and exposure programs for staff at various levels, fostering an interactive learning environment.
- Deliver training programs to enhance staff understanding, knowledge, and facilitation skills in community empowerment and institution strengthening.
- Provide post-training follow-up activities to support staff in implementing their learnings effectively.
- Monitor and evaluate the application of acquired knowledge and skills in real-world situations.
- Offer guidance, feedback, and support to address challenges or issues during the implementation phase.
- Conduct a self-evaluation of the consultancy assignment to assess effectiveness, efficiency, and impact.
- Prepare a detailed report outlining activities, processes, outcomes, and lessons learned during the implementation of the assignment.
- Provide recommendations for further improvements, sustainability, and ongoing capacity development initiatives.

#### **Deliverables:**

The consultancy firm will deliver the following outputs as part of the assignment:

Capacity Needs Assessment Report:

- A comprehensive report identifying the capacity needs of MPA, FNGO, and village level functionaries in promoting and managing community institutions like Village Development Associations (VDAs) and Self-Help Groups (SHGs).

Training Curriculum and Referral Material:

- A well-designed training curriculum and referral material that address the identified capacity gaps.
- Clear guidance and reference materials for the staff to further enhance their knowledge and skills.

c. Trainers Database and Training of Trainers (TOT):

- Compilation of a database of qualified trainers who can effectively deliver the training programs.

- Conduct training sessions for the selected trainers to equip them with the necessary skills and knowledge to deliver the prepared/identified modules.

Training Calendar:

- Development of a training calendar that outlines the schedule and sequencing of training programs for all staff through the Training of Trainers (TOT) approach.
- e. Training Impact Evaluation and Recommendations:
- Evaluation of the training impacts delivered by the trained staff.
  - Recommendations for any necessary remedial actions, adjustments, and fine-tuning of the modules and training methods based on the evaluation results.

Qualifications, timeline and evaluation

**V. Required qualifications and experience**

Minimum resource requirement:

- **Team Leader/Project Manager:** One individual with extensive experience in community development, institution strengthening, and project management. This person will be responsible for overall project coordination, overseeing all tasks, and ensuring timely delivery of outputs.
- **Capacity Development Experts/Trainers:** Several experts (number depends on the scale of the project) with experience in community empowerment, leadership development, conflict management, gender equality, and social inclusion. These experts will conduct the capacity needs assessment and design training modules and materials.
- **Training Facilitators:** Depending on the number of training programs and participants, you may need a team of skilled facilitators. These facilitators will conduct the training and exposure programs at various levels (MPA, FNGOs, CRPs, VDCs).
- **Monitoring and Evaluation Specialist:** One or more individuals with expertise in monitoring and evaluation to track the progress of the capacity development initiatives, assess the impact of the training, and provide recommendations for improvements.

Requirements for the Agency/Organization:

- **Expertise and Experience:** The consultancy firm should have demonstrated expertise and experience of at least 15 years in the field of community empowerment, institution strengthening, and leadership development, particularly in working with marginalized communities and PVTGs and women and youth. They should have a track record of successful projects or assignments in similar contexts.
- **Cultural Competence:** The firm should possess a deep understanding of the cultural dynamics, traditions, and social structures of PVTGs in Odisha. They should be able to navigate the cultural sensitivities and adapt their approaches accordingly to ensure effective engagement and collaboration with PVTG communities.
- **Knowledge of Odisha:** The firm should have a good understanding of the social, economic, and political context of Odisha, particularly as it relates to PVTGs. They should be familiar with the existing policies, programs, and initiatives in the state that are relevant to community development and empowerment.
- **Team Composition:** The firm should have a multidisciplinary team with experts in areas such as community development, institution building, leadership development, and training facilitation. The team members should have relevant qualifications, experience, and skills to deliver the required services outlined in the Terms of Reference (ToR).
- **Local Connections and Partnerships:** It would be advantageous for the firm to have established connections and partnerships with local organizations, NGOs, and institutions in Odisha. These partnerships can enhance the firm's ability to access local knowledge, networks, and resources for effective implementation of the assignment.

- Capacity to Deliver: The firm should have the necessary capacity, resources, and infrastructure to deliver the scope of work outlined in the ToR. This includes the ability to conduct capacity needs assessments, develop training modules and materials, organize training programs, provide follow-up support, and evaluate the impact of the capacity development initiatives.
- Financial Soundness: The firm should demonstrate financial stability and sustainability, with the capacity to manage project finances efficiently and effectively. They should have a proven track record of financial management and reporting.

**VI. Duration and timeline**

The assignment is for entire project duration renewed annually based on the performance.

<b>Terms of Reference</b>
Type: Service Provider
Name: <b>Agency for awareness campaign on FPIC and human-rights based approach</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The awareness raising campaign aims to promote and advocate for the principles of Free, Prior, and Informed Consent (FPIC) and a human rights-based approach in decision-making processes affecting Particularly Vulnerable Tribal Group (PVTG) villages. The primary goal is to educate individuals, organizations, and policymakers about the importance of respecting FPIC and human rights, fostering understanding and collaboration for more equitable and sustainable development. The campaign will develop informative materials, conduct community outreach and dialogues, hold public events and webinars, launch a social media campaign, engage with the media, encourage artistic expressions, form partnerships, and involve youth to amplify the campaign's impact. The service provider chosen for this assignment must demonstrate expertise in organizing awareness raising campaigns, a thorough understanding of FPIC and human rights, cultural sensitivity, strong community engagement skills, and creative communication abilities. Previous experience in working with indigenous and marginalized communities will be considered advantageous. The campaign will deliver educational materials, workshop reports, community engagement reports, media coverage compilations, and case studies highlighting successful examples of FPIC implementation and human rights-based approaches in development projects.</p> <p><b>II. Overall objective and scope of the assignment</b></p> <p><b>Objective:</b></p> <p>The primary goal of this awareness raising campaign is to promote and advocate for the principles of Free, Prior, and Informed Consent (FPIC) and a human rights-based approach in decision-making processes that impact Particularly Vulnerable Tribal Group (PVTG) villages. Through targeted educational initiatives and community engagement, the campaign aims to foster a deeper understanding of FPIC principles and human rights among individuals, organizations, and policymakers. By raising awareness and encouraging collaboration, the campaign seeks to empower PVTG communities in decision-making processes, ultimately promoting more equitable and sustainable development.</p> <p>Scope of Work:</p> <p>The consultancy firm tasked with implementing the campaign will be responsible for the following key activities:</p> <ol style="list-style-type: none"> <li>1. Informational Materials Development:</li> </ol>

- Develop informative brochures, posters, pamphlets, and online resources in local languages to explain FPIC principles, human rights, and the significance of informed consent.
  - Use visual aids and accessible language to effectively communicate complex concepts.
2. Community Outreach and Dialogues:
    - Organize community outreach programs to directly engage with PVTG communities.
    - Conduct dialogues with community members to understand their perspectives, concerns, and aspirations regarding decision-making processes.
    - Discuss how FPIC and human rights-based approaches can empower PVTG communities in the development context.
  3. Public Events and Webinars:
    - Host public events, seminars, and webinars to raise awareness among the general public, policymakers, and the private sector.
    - Invite experts and representatives from PVTG communities to share their experiences and insights.
  4. Social Media Campaign:
    - Launch a dynamic social media campaign to reach a broader audience and promote key messages on FPIC and human rights.
    - Utilize hashtags, infographics, and success stories to create momentum and encourage public support.
  5. Media Engagement:
    - Engage with local and national media outlets to increase awareness about FPIC and human rights.
    - Publish op-eds, articles, and interviews with experts and community leaders to highlight the importance of informed consent and human rights in development initiatives.
  6. Artistic Expressions:
    - Encourage local artists, musicians, and performers to create art, music, and performances reflecting the themes of FPIC and human rights.
    - Organize cultural events celebrating tribal heritage to raise awareness simultaneously.
  7. Partnerships and Alliances:
    - Form strategic partnerships with civil society organizations, human rights groups, academic institutions, and stakeholders working in related fields.
    - Collaborate on joint initiatives to amplify the impact and reach of the campaign.
  8. Youth Engagement:
    - Involve young people through student forums, educational institutions, and youth-led organizations.
    - Empower them to be ambassadors for FPIC and human rights, engaging their communities in the campaign.

### III. Roles and responsibilities

#### Role and Responsibilities:

The consultancy firm undertaking the awareness raising campaign on FPIC and human rights will have the following roles and responsibilities:

- Develop informative materials in local languages, including brochures, posters, pamphlets, and online resources, to explain FPIC principles and human rights.
- Organize community outreach programs and conduct dialogues to engage directly with PVTG communities and understand their perspectives on decision-making processes.
- Host public events, seminars, and webinars to raise awareness among the general public, policymakers, and the private sector, inviting experts and community representatives to share insights.
- Launch and manage a dynamic social media campaign, utilizing hashtags, infographics, and success stories to promote key messages and garner public support.
- Engage with local and national media outlets to increase awareness about FPIC and human rights, publishing op-eds, articles, and interviews.
- Encourage local artists, musicians, and performers to create art, music, and performances reflecting FPIC and human rights themes, and organize cultural events to raise awareness.
- Form strategic partnerships with civil society organizations, human rights groups, academic institutions, and stakeholders, collaborating on joint initiatives to amplify the campaign's impact.
- Involve young people through student forums, educational institutions, and youth-led organizations, empowering them to be ambassadors for FPIC and human rights in their communities.

#### Deliverables

1. **Educational Materials:** informative brochures, posters, pamphlets, and online resources that explain FPIC principles, human rights, and the importance of informed consent. These materials should be available in local languages and be easily accessible to target audiences.
2. **Workshop and Training Reports:** Prepare detailed reports documenting the content, participation, and outcomes of workshops and training sessions conducted during the campaign. These reports should highlight the knowledge gained and skills developed by participants.
3. **Community Engagement Reports:** Document the results of community outreach programs and dialogues. Use these reports to identify common themes and priorities.
4. **Media Coverage:** Compile media coverage, including articles, interviews, op-eds, and social media posts related to the campaign. Analyse the reach and impact of media engagement to assess the campaign's visibility.
5. **Case Studies:** Compile case studies that highlight successful examples of FPIC implementation and human rights-based approaches in development projects. Use these case studies to inspire and guide future efforts.

### Qualifications, timeline and evaluation

#### V. Required qualifications and experience

##### Eligibility criteria

- **Expertise and Experience:** The service provider should have a proven track record in organizing and implementing awareness raising campaigns, especially in the fields of human rights, indigenous rights, social justice, or community development. Previous experience in working with indigenous and marginalized communities would be an advantage.
- **Understanding of FPIC and Human Rights:** The service provider should demonstrate a comprehensive understanding of Free, Prior, and Informed Consent (FPIC) principles and a human rights-based approach. They should be well-versed in the relevant international legal frameworks and guidelines.



- **Cultural Sensitivity and Inclusivity:** The service provider should prioritize cultural sensitivity and inclusivity in their approach. They should be respectful of the diverse cultural backgrounds, traditions, and customs of the indigenous and marginalized communities they will be engaging with during the campaign.
- **Community Engagement Skills:** The service provider should have strong community engagement and facilitation skills.
- **Creativity and Communication Skills:** The service provider should have creative communication skills and be able to develop engaging campaigns using various media channels, including social media, print, audio-visuals, and artistic expressions.

#### **VI. Duration and timeline**

The assignment is for first three years of project duration renewed annually based on the performance.

<b>Terms of Reference</b>
Type: Service Provider
Name: <b>Agency for managing Ajeevika Kendra at MPA level</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The Ajeevika Kendra is an initiative aiming to foster sustainable economic development and empowerment among Particularly Vulnerable Tribal Group (PVTG) entrepreneurs, SHGs, AICs, SSAG under OPELIP II. With a focus on preserving cultural heritage and promoting social inclusion, gender equality, and youth empowerment, the Ajeevika Kendra seeks to bridge the gap between PVTG entrepreneurs and economic opportunities. The service provider will play a crucial role in managing the daily operations and long-term planning of the Ajeevika Kendra, ensuring that tailored support, training, mentorship, and access to resources are provided to PVTG microenterprises, AICs/ SSAG. The initiative aims to create a conducive ecosystem for these microenterprises to flourish and contribute to the holistic growth of their communities.</p> <p><b>II. Overall objective and scope of the assignment</b></p> <p><b>Objective:</b></p> <p>The primary objective of the service provider is to manage the day-to-day operations and long-term planning of the Ajeevika Kendra. Through tailored support, training, mentorship, and access to resources, the initiative aims to bridge the gap between PVTG entrepreneurs and economic opportunities, while preserving cultural heritage and promoting social inclusion, gender equality, and youth empowerment. The overarching goal is to create a conducive ecosystem for PVTG microenterprises to flourish, contributing to the holistic growth of their communities and enhancing their livelihoods.</p> <p><b>Scope of Work:</b></p> <ul style="list-style-type: none"> <li>- Developing and implementing strategies to efficiently manage the Ajeevika Kendra's daily operations and long-term planning.</li> <li>- Identifying and assessing potential PVTG entrepreneurs and self-help groups for participation in the initiative.</li> <li>- Coordinating and organizing skill development programs, workshops, and mentorship sessions for PVTG entrepreneurs.</li> <li>- Establishing partnerships with banks and financial institutions to facilitate access to financing for PVTG entrepreneurs</li> </ul>

- Networking with relevant stakeholders to create market linkages and business opportunities for supported enterprises.
- Implementing a robust monitoring and evaluation mechanism to track the progress and impact of interventions.
- Ensuring the principle of Free, Prior, and Informed Consent is upheld in all interactions with PVTGs, while promoting social inclusion, gender equality, and youth empowerment.

### III. Roles and responsibilities

Role and Responsibilities:

The service provider's key roles and responsibilities include:

- Developing comprehensive strategies and action plans to manage the Ajeevika Kendra effectively.
- Identifying and engaging with PVTG entrepreneurs, assessing their needs, and providing tailored support.
- Coordinating and conducting skill development programs, workshops, and mentorship sessions.
- Support PVTG entrepreneur, SHGs, AICs, SSAG in business planning and ensure full and effective participation of tribal women and youth
- Establishing collaborations with banks and financial institutions to secure financial support for entrepreneurs.
- Networking with stakeholders to create market linkages and business opportunities for PVTG enterprises, AICs/SSAG.
- Designing and implementing a robust monitoring and evaluation framework to measure the initiative's impact.
- Ensuring that all interactions with PVTGs adhere to the principle of Free, Prior, and Informed Consent and promoting social inclusion, gender equality, and youth empowerment.

Deliverables

- Comprehensive strategies and action plans for the efficient management of the Ajeevika Kendra.
- Identified and assessed PVTG entrepreneurs and self-help groups ready for participation in the initiative.
- Conducted skill development programs, workshops, and mentorship sessions for PVTG entrepreneurs.
- Established partnerships with banks and financial institutions to facilitate access to financing.
- Created market linkages and business opportunities for supported PVTG enterprises.
- Implemented a robust monitoring and evaluation framework, including progress and impact reports.
- Number {\_\_\_\_}of business supported and succeeded as per the target of the project
- Regular progress reports, including disaggregated data on identified entrepreneurs (gender, age, tribal group), developed business plans, created market linkages, etc.
- Analysis reports of the monitoring and evaluation mechanism showing the impact of interventions.
- Final report summarizing the project's overall outcomes and achievements.

## Qualifications, timeline and evaluation

### V. Required qualifications and experience

For the successful implementation of the Ajeevika Kendra initiative at each MAP, the service provider will need to allocate three essential resources:

1. Business Planning and Financial Expert:
  - This expert will be responsible for assisting PVTG entrepreneurs in developing viable business plans and financial strategies.
  - They will provide guidance on financial management, budgeting, and securing financing from banks and financial institutions.

2. Agribusiness Expert:

- The agribusiness expert will focus on supporting PVTG entrepreneurs engaged in agricultural and related enterprises.
- They will provide technical expertise, market insights, and best practices to optimize agricultural production and value chains.

3. Microenterprise Expert:

- The microenterprise expert will offer guidance and mentorship to PVTG entrepreneurs running small-scale businesses in diverse sectors.
- They will facilitate skill development, business expansion, and market linkages for microenterprises.

Eligibility criteria

- The selected service provider should possess the following qualifications to effectively manage the Ajeevika Kendra and allocate the required resources:
- Proven experience of 10 years in managing incubation centres, Ajeevika Kendra, or similar projects with a successful track record of empowering marginalized communities.
- Excellent communication, networking, and negotiation skills to build strong relationships with stakeholders and partners.
- A solid understanding of business operations, market dynamics, and financial planning to guide PVTG entrepreneurs towards sustainable growth.
- Strong leadership and strategic thinking skills to drive the Ajeevika Kendra's vision and mission forward.
- Experience and familiarity with working with PVTGs, understanding their unique challenges and opportunities.

**VI. Duration and timeline**

The assignment is for the entire project duration renewed annually based on the performance.

<b>Terms of Reference</b>
Type: Baseline Study Agency
Name: <b>Baseline Survey</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>[insert text]</p> <p><b>II. Overall objective and scope of the assignment</b></p> <p>The baseline survey will be carried out in about 1,138 villages within the 20 MPAs of Odisha and cover about 3,000-4,000 households. The number of households may change depending on requirements and the survey methodology that is finalized.</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"><li>- The general responsibility of the agency will be to conduct the quantitative baseline survey. The agency will work in close collaboration with the IFAD, and OPELIP teams in the development of the methodology to be adopted for the baseline assessment, development and refinement of survey tools, survey field team training, fielding the survey, supervision of all phases of data collection for the quantitative baseline survey, cleaning of the data set, conducting analysis on the data sets and preparing the baseline assessment report. It is preferred that the data collection be conducted with the use of technology</li></ul>

platforms such as hand-held electronic devices for data capture and real-time data transfer and digital servers for data storage (popularly called computer-assisted personal interviewing, or CAPI). Hence, the agency must demonstrate prior experience with digital data collection utilizing hand-held electronic devices.

The detailed scope of work is outlined below:

- Prepare the technical design of the impact evaluation using experimental or quasi-experimental methodology; it should include power calculations, sampling strategy etc.
- Pre-analysis plan which includes detailed methodology of the analysis, indicators, limitations of the evaluations etc.
- Do the preparation work for the baseline data collection such as designing the survey tools, protocols etc.
- Conduct a pilot test of the survey tools with up to 50 households each in 5 villages in at least two blocks in Odisha. The pilot survey will be conducted in two rounds and specific locations for the pilot survey will be finalized in discussions with the M&E teams of OPLEIP. The pilot survey will also test the equipment to be used in the survey, the data management and transfer methods, and field supervision arrangements.
- After pilot testing, the agency will de-brief enumerators, examine the data sets, and make any proposals for changes. After discussion with the M&E teams of OPLEIP and experts from IFAD, final versions of the questionnaires/schedules and data collection software will be prepared and translated into English/Odiya as needed. The OPLEIP team will provide final approval prior to roll-out.
- Deploy required field team with desired experience and expertise and train all field staff (including extra staff to cover turnover) in both the technical aspects of the questionnaire and data collection.
- Carry out a mapping and household listing of the villages in all Blocks and Gram Panchayats in which the survey is to be conducted.
- The OPLEIP/MPA temas will provide the agency with the list of villages, and quantum of households to be surveyed (based on the mapping and listing exercise) and the methodology to follow to identify replacement households.
- Locate sample households in the field. The agency will prepare materials for field staff with maps, names of household heads and any other identifying characteristics, with suggestions from OPLEIP.
- Collect, in an efficient and reliable manner, quantitative data at the household and village level. The survey tool developed for the quantitative data collection will capture data on the intermediate indicators identified for the project, along with the indicators that measure impact in terms of the overall OPLEIP project goals and development objective. The number of households will be decided depending on requirements and the survey methodology that is finalized.
- Clean and analyze data and prepare the technical baseline report.
- Share a brief presentation on findings to OPLEIP and experts from IFAD.
- Submit draft report soft and hard copy (as per agreed reporting plan) for seeking inputs from OPLEIP.
- Incorporate the feedbacks as suggested by OPLEIP and IFAD.
- Submit final report in soft and hard copies. The final report should include an executive summary of the report.

#### **IV. Main deliverables**

- Prepare the technical design document for the impact evaluation containing the overall approach and methodology for carrying out the survey, a detailed work plan, outputs, and staff assignments with levels of effort by task and sub-task
- Final versions of paper-based/ or Mobile app type survey questionnaires

- Documentation of data management processes
- Report from pilot survey and field testing of survey questionnaires
- All training material and field manuals
- Documentation of data collection protocols
- Census data from mapping and listing of households
- Survey data as it is being collected on a continuous basis
- Complete data sets with GPS coordinates of dwellings of all sampled households
- Analysis of data (both qualitative and quantitative) and final technical baseline report

## Qualifications, timeline, and evaluation

### V. Required qualifications and experience

#### Suggested minimum staffing

The agency is expected to have access to the needed personnel, including a technical lead, data analysts, enumerators (including back checkers and spot checkers), field supervisors, and a field manager. All enumerators and supervisors will need to be fluent in English and knowledge of local languages or dialects may be necessary and critical in context of Odisha. Following is an indicative minimum list of staff and their role, the agency can propose additional staff based on their operational plan.

- One **Project Manager** who will be responsible for finalizing the methodology, survey tools, piloting and field testing the survey tools, training of field teams and overall supervision and management of the field activities, data management and final submission of data. The project manager will be required to make regular field visits, including continuous time spent in the field during the data collection phase of the baseline survey. S/he should have led teams on large-scale impact evaluation studies (over 4,000 Households). S/he should have at least 10 years of experience in quantitative evaluation. S/he should have an advanced degree (PhD preferred) in economics/ statistics/ public policy or a related discipline.
- One **Senior Evaluation Specialist** with proven track record of conducting rigorous evaluations. S/he should have independently led the design of a large-scale impact evaluation study (over 4,000 Households). At least one project should be using an experimental or quasi-experimental technique. S/he should have at least 10 years of experience in quantitative evaluation. S/he should have an advanced degree (PhD preferred) in economics/ statistics/ public policy or a related discipline. Specific experience in monitoring and evaluation of public policy programs for at least 5 years would be preferable.
- Two **Data Analysts** with two to three years' experience in data analysis or supervision of household surveys or rigorous (experimental or quasi experimental) impact evaluations. S/he should have a degree in economics/statistics/public policy/development studies or a related discipline. She should have experience working on statistical software packages like – SPSS, R, STATA, CS–PRO, Atlas.ti, etc.
- Four **Field supervisors**: Field supervisors should have experience in data collection and supervision of field team for large-scale household surveys. Regional experience is preferred, and the minimum educational requirement for field supervisors is a master's degree (i.e. 5 years of study after completion of higher secondary / 12th standard). A basic competence in English is preferred though not required.
- **Enumerators**: Enumerators should have experience in data collection for large-scale household surveys. Regional experience and knowledge is preferred. The minimum education requirement for enumerators is a bachelor's degree (i.e. 3 years of study after completion of higher secondary / 12th standard).

#### Equipment and Logistics

The agency will provide the requisite number of hand-held devices and other tools to facilitate digital data collection by survey teams. IFAD and OPELIP bear no responsibility for the payment, storage and field level disbursement and utilization of hand-held devices.

Following is a suggested list of equipment and logistical arrangement for the duration the contract:

- Field Supplies. The agency will prepare all field supplies required for field staff. Every member of a field team should have access to a working hand-held device, as per specifications mentioned above, loaded with the necessary software and modules for their field work. In addition, each field team should have at least one spare device, adequate power adapters and at minimum two charged power banks that can be carried to the field.
- Office Equipment: The agency will secure and have available the necessary office equipment and computer hardware for survey management.
- Maintenance: The agency will take steps to ensure that all equipment and vehicles are properly maintained and quickly serviced /replaced within 24 hours of break down so that the survey remains operational and is completed in stipulated timeframe.
- Authorizations: The agency will secure all required authorizations and clearances necessary to perform the data collection in a timely fashion, with the assistance of OPLEIP.
- Transportation: The agency will make appropriate transportation arrangements to conduct field work. Sufficient transportation to ensure that the field work is carried out smoothly will be needed. Evidence that supervisors have travelled to observe interviews, provide support to their team members, as well as evidence that enumerators have the transportation needed to reach their households will be required.

#### **Training**

The agency will be responsible for preparation, organization, and implementation of training activities, including logistics. The agency will conduct training for the entire field team, for a minimum of 7 days. The agency will prepare manuals for training in English and Odia. Specific training duties which are required of the agency include:

- a. Preparation of training materials and detailed enumerator, back checker, spot checker and supervisor manuals in close collaboration with the OPLEIP team.
- b. In-depth training of all field staff, including practice interviews and other similar exercises.
- c. Conduct of interviews as per agreed procedures (initially by team supervisors).

#### **Data and Information Collected**

All data and information collected as part of the study will be the property of OPLEIP and no portion of it can be used for any purpose other than the purpose of the intended study. The agency shall transfer all data and information collected (electronic or otherwise) to OPLEIP on completion of the study.

#### **Quality Control in the Field**

The following quality control actions would need to be undertaken during the course of the survey (or similar controls to be agreed upon jointly):

##### a) By team of supervisors in every sampled location:

- Visual observation of at least one interview of each enumerator
- Re-visits to a randomly selected sample of **at least 10 percent** of the households visited by each enumerator, to double-check the data recorded in key variables.

##### b) By team of data management staff:

- Back-end data scrutiny of all uploaded questionnaires to ensure that all information recorded is clear and consistent and, where deemed necessary, to clarify with respondents any inconsistencies in their answers with that of the enumerator.

OPLIP may deploy its own team for quality control in the field, and at any point request the agency to show a log of data checks performed, errors rectified and demonstrate back-end data checks.

The agency will report any field errors that they may notice and (a) provide feedback on the instruments to OPLEIP and (b) provide feedback to the software team for updates in case of system errors, which would then be rectified within 12 hours and all devices updated with the rectified version within the 12 hours period.

#### **VI. Duration and timeline**

<b>Milestones for Baseline Assessment</b>	<b>Timelines (from issuance of contract)</b>
Technical design document for the impact evaluation containing the overall approach and methodology	2 weeks
Design of all data collection instruments	4 weeks
Field Testing of data collection instruments and finalization	7 weeks
Data collection – Field visits and assessment	8 – 12 weeks
Submission of Draft Baseline Study Report, and Presentation to PMU	14 weeks
Revision of Draft Reports	15 weeks
Final Revised Baseline Report and Longitudinal Benefit Tracking Report with presentation PPT and all properly coded data files including digitized photographs	16 weeks

#### **VII. Evaluation and selection criteria**

<b>Sl. No</b>	<b>Description</b>	<b>Weightage</b>
1	Successful track record of implementing large-scale household surveys of nation-wide/inter-state/state-wide development projects funded by international funding agencies/GOI or State governments or their agencies/ international NGOs/ corporate sector during the last 5 years. Preference will be given to agencies with past experience in Odisha	20%
2	Infrastructure to support field-based CAPI data collection, electronic archiving of the data ensuring the highest level of confidentiality for research subjects as well as high validity of responses. Preference will be given to agencies with a field presence in Odisha	30%
3	Team composition and CVs of the core team	20%
4	Quality of technical proposal: The technical proposal and the work plan should provide sufficient details about the implementation plan and quality control checks	30%

<b>Terms of Reference</b>
Type: <b>Remote Sensing Agency</b>
Name: Remote Sensing
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>[insert text]</p> <p><b>II. Overall objective</b></p> <p>The OPLEIP PMU within the ST&amp;SC Department of Govt. of Odisha is the nodal agency to monitor all work related to the IFAD funded OPLEIP II project. For this purpose, an M&amp;E team has been established within the PMU. For OPLEIP II, the M&amp;E team is proposing the GIS based MIS that will have all data related to the project areas such as</p>

village boundary, road network, location of physical assets of government, etc. The M&E agency is proposing to procure satellite data from qualified agencies for the project areas with a ground sampling distance of 30 cm (visible spectrum) and 1.2 m in the NIR band. All required hardware and software will be purchased by the PMU. The OPELIP team requires to extract different GIS and remote sensing-based information from the available resources. For this purpose, the office needs to have the services of Remote Sensing agency that will be able to supply periodically (6 monthly) such images and support analysis related to NDVI, etc.

**III. Roles and responsibilities**

- Support the PMU is preparing maps of each village in which OPELIP II will be implemented.
- Link village information and inputs with maps and conduct analytical thematic map and analysis as required by the PMU.
- Support the migration of geo-referenced data related to project activities into the project MIS.
- Analyze remote sensing satellite data and carry out change detection based on baseline data for the areas where the project activities are being implemented.
- Support in demarcation of areas where the project is supported convergence activities related to land development, agriculture, watershed development, irrigation etc.

**Schedule for completion of work**

1. All demarcated maps should be prepared for the 1138 villages within the first year of the project implementation.
2. Change analysis should be conducted at least twice – for kharif cropping season and for the rabi cropping season. If required change analysis may also be required for the zaid cropping season for some areas

**Qualifications, timeline, and evaluation**

**IV. Required qualifications and experience**

**V. Duration and timeline**

Milestones	Timelines (from issuance of contract)
Technical design document containing details of remote sensing data to be acquired for the assignment	2 weeks
Demarcated maps for the 1138 villages	16 weeks
Migration of geo-referenced data into the demarcated maps	Quarterly
Change analysis maps	Yearly
Pdf version of change analysis maps and supporting reports	Yearly

**Ownership**

All demarcated maps and change analysis maps shall be the property of ST&SC Department of Govt. of Odisha. The agency shall have no right to claim the products developed and shall not replicate them without prior consent

of OPELIP Project Director or ST&SC Department of Govt. of Odisha.



<b>Terms of Reference</b>
Type: Consultant
Name: Knowledge Management
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>[insert text]</p> <p><b>II. Overall objective</b></p> <p>The specialist will support the implementation of the project’s KM and learning strategy, including the development and implementation of tools that support this strategy (website, online collaboration platform, learning notes, etc.). The specialist will support in the sharing of project’s knowledge on M&amp;E and learnings of working with PVTGs with external stakeholders.</p> <p><b>III. Roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>- Review the project KM strategy and annual work plans.</li> <li>- Assess current system for documentation of traditional knowledge and methods for consultation with indigenous people and relevant stakeholders.</li> <li>- Develop procedure and protocols to strengthen the documentation and protection of traditional knowledge.</li> <li>- For the particular theme of KM, advise the project team working on KM strategies, tools and approaches, and assisting in the implementation of the work plans.</li> <li>- Based on the theme of KM support in the generating of new knowledge content using the appropriate tool such as capturing lessons learnt, codifying learning from project activities through various approaches and tools such as webinars, leaning notes, case studies, etc.</li> <li>- Develop strategies to mainstream the knowledge gained from such TK documentation into the project activities for wider adoption of project activities.</li> <li>- Promote the project website, by proposing layout changes and proposing ways to post information and original web content based on material developed from learnings from the project implementation.</li> <li>- Based on the theme of KM assist in the development of appropriate multimedia content, including photo galleries, maps, slideshows and videos, logos, graphics, infographics, PowerPoint presentations.</li> <li>- For the knowledge products being planned develop a coherent outreach and dissemination plan. This plan will identify specific goals per audience type and then strategically map KM products to meet these goals.</li> <li>- Advising the PMU team members working on web/communications on web and communications strategies, tools and approaches, and assisting in the implementation of those efforts.</li> <li>- Adhere to IFAD's policy of engagement with Indigenous Peoples and wnsure the application of its principles of engagement</li> </ul>
<b>Qualifications, timeline, an evaluation</b>
<p><b>IV. Required qualifications and experience</b></p> <ul style="list-style-type: none"> <li>- Knowledge of and work experience with international and national Indigenous Peoples’</li> </ul>

- policies and/or the social and environmental standards of the multilateral development banks (MDBs).
- Working experiences with Representative organization of Indigenous Peoples and /or federations of IPOs with mandate, role and responsibility to work on IP issues.
- Track record of working on such IP issues in a gender and inter-generationally inclusive manner.
- Experience with developing KM and communication strategies especially for indigenous peoples
- Experience with design, organization and implementation of KM, knowledge sharing and communication activities.
- Awareness and understanding of up-to-date KM and communication concepts, systems and approaches.
- Excellent oral and written communication skills, and ability to produce quality work under tight deadlines; ability to organize, edit and draft a variety of documents.
- Collaboration platform and website management experience. Online community management experience will be a plus.
- Work experience in fast-paced, client-focused, and multiple-stakeholder environments
- Proven ability to deliver projects and activities on time
- Ability to gather and organize information and to synthesize knowledge from diverse sources of information.

**V. Duration and timeline**

On retainer

<b>Terms of Reference</b>
Type: Service Provider
Name: Technical Support Agency for Nutrition
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective and scope of the assignment</b></p> <p>The technical support agency will support the implementation of the entire food and nutrition security component of the programme which has the following key activities:</p> <ol style="list-style-type: none"> <li>a. Community Mobilization and awareness building using PLA approach leveraging the women SHG groups. Engagement with men to create enabling conditions.</li> <li>b. Nutrition and related health entitlement tracking at the household level and convergence with line departments to improve nutrition service delivery in PVTG villages/hamlets.</li> <li>c. Operationalising creches and spot feeding centres in the most vulnerable villages.</li> </ol>

- d. Homestead food production by establishing kitchen gardens at household level.

In addition to the supporting the above activities, the agency will also help in identifying the opportunities for convergence with other schemes implemented by GoO to further the objective of improving the nutrition status of PVTG communities.

### **III. Roles and responsibilities**

- Strengthen the programme management<sup>50</sup> of nutrition component of OPELIP II by placing three full time technical human resources with expertise in the domains of:
  - o Nutrition programme planning and implementation
  - o Nutrition capacity development
  - o Nutrition data management
- Build the capacities of the entire OPELIP II team to integrate nutrition into the programmatic activities; and specifically of the nutrition staff on the core activities under the food and nutrition security component.
- Lead the development/revision<sup>50</sup> of the audio-visual training modules for PLA meetings, engagement with men, creche & spot feeding interventions and the household-level kitchen garden activity; as per the focus themes identified.
- Conduct other quick process evaluation/documentation studies<sup>50</sup> to know the status of programme implementation and identify challenges that need to be addressed. Indicative areas of process evaluation could be uptake/continuation of household kitchen gardens; nutrition service delivery at PVTG household level; facilitators barriers to consumption of diverse diets at household level.
- Work with the OPLIP II team to agree on the MIS plan in order to collect the relevant information for all the nutrition activities.
- Work with OPELIP II PMU teams for the other components to integrate nutrition sensitive programming to ensure greater visibility and action towards achievement of nutrition outcomes.
- Support the MPA level staff and the Nutrition assistants to monitor the programme and analyse the data to highlight gaps and inform programme implementation.
- Establish a convergence mechanism and a cadence of half-yearly meetings with Department of Women & Child Development and Department of Health & Family Welfare to discuss issues and make workplans to strengthen service delivery in PVTG areas.
- Lead the development of half-yearly reports on status of key nutrition activities being done under OPELIP II complemented with data analysis.
- Provide necessary technical and advisory support wrt methodology and tool finalisation for all the studies that are to be done under the food and nutrition security component.

### **IV. Main deliverables**

- Technical and implementation support to the OPELIP II PMU through placement of qualified HR.
- Capacity Development modules (including audio-visual) for PLA, creches, engagement with men and household kitchen garden
- Process evaluation study reports on themes identified, along with an action plan to address the gaps identified in implementation.

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<sup>50</sup> Budgeted activity.

- Minutes of meeting with heads of other departments on a half-yearly basis.
- Programme documentation reports incorporating data analysis and field visit findings.
- Any other task/deliverable as agreed in consultation with Project Director

### **Qualifications, timeline, and evaluation**

#### **V. Required qualifications and experience**

- A non-for-profit agency registered and having all required compliances in place. Should not be blacklisted by any other department of GoO or at the national level.
- Solid track record experience in supporting implementation of nutrition-specific and nutrition-sensitive programmes. History of working with GoO is desirable.
- Experience of working with the PVTG communities and having deep understanding of indigenous people and their food systems.
- Demonstrated experience of developing capacity building modules and building capacities of large teams through innovative mechanisms.

#### **VI. Duration and timeline**

The technical support agency is envisaged for the entire project period. The selected agency will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

#### **VII. Evaluation and selection criteria**

A combination of technical (80%) and financial (20%) evaluation will be adopted for selection of the technical support agency. The technical evaluation will be based on the following criteria:

- Experience providing technical support to nutrition projects implemented by GoO.
- Technical expertise in capacity building, module development and supportive supervision.
- Experience of supporting implementation of PLA, creche and other convergent programmes.

<b>Terms of Reference</b>
Type: Study or assessment
Name: <b>Mapping of PVTG food systems and Assessment of Knowledge, Attitudes and Practices with respect to Infant and Young Child Feeding (IYCF) practices and Women's Nutrition</b>
<b>General Description of task(s) and objectives to be achieved</b>
<p><b>I. Background</b></p> <p>The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP.</p> <p><b>II. Overall objective</b></p>

Universally, within PVTG communities, there is the knowledge of the natural resources that make up the food environment. Capacity-building to use this knowledge for contemporary nutrition and health promotion of PVTG population is well-received. At the same time, PVTG communities face potential loss of this knowledge due to lack of use by younger members of the society and to gradual loss of elder members who know the most about the resources. Thus, it is important to implement use of this knowledge soon.

Additionally, Indigenous Peoples are often the poorest members of the larger community, and they are targeted by most governments for health improvement and development. However, it has been shown that development often leads to trends in dietary change that lead to increasing risk of chronic disease such as obesity and diabetes. This unfortunate consequence of development can be moderated with increased attention to the principles of diet already contained within the culture, and with recognition of the nutrient properties of traditional food resources, these local foods can be used to their best advantage for health promotion. Also evidence suggests that there is almost an inverse relationship between the level of biodiversity present and the lack of diversity of food on the plate.

In addition, knowledge, and practices with respect to child feeding and nutrition of women (adolescent girls, pregnant women, nursing mothers) is also important in order to have a customized intervention that promotes what is going well while addressing the gaps.

The objectives of this study are:

- a. Understand and document the traditional food systems of PVTG communities; and coming up with a plan to use this contextualized knowledge to improve the dietary diversity.
- b. Understand the knowledge, attitudes, and practices with respect to child feeding; and nutrition of women (specifically adolescent girls, pregnant women and nursing mothers).
- c. Understand the household food security situation.

### **III. Roles and responsibilities**

- Conduct a secondary review with respect to traditional food systems, feeding practices<sup>51</sup> and food security<sup>52</sup> among the PVTG communities in Odisha.
- Build interdisciplinary research team, formulate the methodology of the study and draft quantitative and qualitative tools for data collection.
- Consult the stakeholders on the proposed plan and gather feedback/approval.
- Roll-out of the data collection; organize community meetings using participatory approaches to gather data from the elder members of the PVTG communities.
- Analyze the data and present the findings on the basis of PVTG/geography; along with opportunities so that local foods could be promoted and integrated into the flagship schemes.

### **Qualifications, timeline, and evaluation**

### **IV. Required qualifications and experience**

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<sup>51</sup> For assessing the KAP practices wrt child feeding and women's nutrition, standard guidelines from FAO would be adapted and used. The same can be found here: <https://www.fao.org/3/i3545e/i3545e00.htm>

<sup>52</sup> For measuring household food security, standard guidelines provided by FAO would be adapted and used. The same can be found here: <https://www.fao.org/3/i1983e/i1983e00.pdf>

- Technical agency of national repute that has conducted such studies in tribal context of India/Odisha. The selected technical agency will have the option of onboarding local partners for data collection. Samples of past work would need to be submitted.
- Solid understanding of indigenous food systems; and understanding of MIYCN (maternal and infant young child nutrition)
- Understanding of the concepts of MDD-W, MDD-C and Household dietary diversity scores (HDDS)

#### V. Duration and timeline

As the study findings would inform the development/revision of the dietary diversity modules, the study would be one of the first activities to be rolled-out under the Food and Nutrition Security component. It is estimated that the study would be completed within a period of 3 months.

A joint panel between key members from OPELIP and SCSTRTI would be constituted to guide the selection process, finalize the scope of the study, and provide guidance to the selected agency.

#### Terms of Reference

Type: Service Provider

Name: Technical Service Provider for Organic-Natural Farming

#### General Description of task(s) and objectives to be achieved

##### I. Background

A key outcome of OPELIP-II is to increase incomes of households in PVTG villages by intensifying crop production. Currently, PVTGs show a low scale and low productivity in cropping. This hinders their ability to engage with more profitable markets for their produce, which further limits returns from these livelihoods. OPELIP-II seeks to address this issue by helping PVTGs to sustainably intensify and scale-up crop production using a demand-driven approach, while also empowering them to access more profitable markets. The combination of increased productivity and production along with marketing is expected to enable these communities to increase their incomes.

Specifically, the project will promote organic/natural farming technologies through a Farmer Field School approach to build capacities of project households to intensify cropping while maintaining diversity and adopting climate-friendly<sup>53</sup> and resilient approaches<sup>54</sup> to production that also enhance biodiversity. The project will support communities by making investments in land and water infrastructure, providing support on production technologies and inputs and enabling groups to work on the “Small-Farmer-Large-Field” (SFLF) concept of synchronized farming.

Broadly, two sets of farming groups are envisaged in the project:

- Agriculture Intensive Cluster (AIC)** – A typical AIC will comprise 10-20 acres of contiguous patches of land spread across 1-2 villages covering 25-30 households. Support will be provided for field bunding with low-cost field to field water disposal structures. Bunds will be planted with shrubs for food, fodder, fuel, and manure. The entire area will be fenced with solar/barbed wire to prevent cattle from grazing in the area. Irrigation will be provided with sprinklers. Cropping will be taken up in at least two seasons (kharif and rabi) and depending on water availability in zaid too.

<sup>53</sup> All interventions will be backed by a strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production

<sup>54</sup> Project will promote and support Low External Input Sustainable Agriculture (LEISA) and Organic/Natural Farming, which is line with what PVTGs are currently doing.

- ii) **Steep Slope Agriculture (SSA)**- On steep slopes stone bunding with trenching is the preferred measure to prevent soil erosion and retain soil moisture. In addition, plantations comprising fruit, fuel, fodder species will be supported. These will be in addition to the main crop that the SSAG plans to cultivate such as pineapple, turmeric, cashew, etc.

## II. Overall objective and scope of the assignment

The objective of this assignment is:

*To provide support to the project to design, train and roll out **organic/natural farming technologies** for project households through **a Farmer Field School approach** for AIC and SSA groups.*

**Natural Farming** is a chemical-free farming system rooted in Indian traditions enriched with modern understanding of ecology, resource recycling, and on-farm resource optimization. It is considered as agroecology based diversified farming system which integrates crops, trees, and livestock with functional biodiversity. The key features of this approach are:

- No use of external inputs
- Priority to quality local seeds (use of locally adapted varieties)
- On-farm produced microbial formulation for seed treatment (such as bijamrita),
- On-farm made microbial inoculants (Jivamrita) for soil enrichment
- Cover crops and mulching with green and dry organic matter for nutrient recycling and for creating a suitable micro-climate for maximum beneficial microbial activity in soil
- Mixed or multiple cropping that includes growing multiple crops on a piece of land at the same time such that they complement each other rather than compete for resources. Thus, plants with different heights, root depths, times of flowering will be grown together. This ensures bio-diversity above-ground and below too. It diversifies risks and ensures steady income to the farmer.
- Managing diversity on farm through integration of trees
- Management of pests through diversity and local on-farm made botanical concoctions (such as neemastra, agniastra, neem ark, dashparni ark etc.)
- Integration of livestock, especially of native breed for cow dung and cow urine as essential inputs for several practices and
- Water and moisture conservation.

**Farmer Field School** is a participatory education approach that brings together a group of small-scale farm producers to solve production problems through sustainable agriculture. The FFS approach offers space for hands-on practical group learning, enhancing skills for observation and critical analysis and improved decision making by local communities. Key characteristics of an FFS approach include:<sup>55</sup>

- Working in groups (15-25 farmers including youth and women)
- Season-long activities (following the phenological stages of the crops)
- Regular meetings/sessions during the season
- Study and learning plots to compare current practices with improved/alternative practices
- Each FFS session includes:
  - Agro-ecosystem analysis
  - A group dynamics exercise
  - Gender empowerment messages and activities
  - Studying a special topic
  - Feedback on the session
  - Facilitation not teaching

<sup>55</sup> <https://www.fao.org/3/i5296e/i5296e.pdf>

The programme will support 900 AICs including 600 new ones and 600 SSAGs in the project area spread over 1679 villages. Implementation in the village will be led by a dedicated “Krushi Saathi” (lead farmer-cum-CRP) under the supervision of the Village Development Council and supported by project staff at the MPA<sup>56</sup> and field staff at the FNGO<sup>57</sup> level. In all about 20 JAO each in MPA and FNGOs, about 150 VAWs and 1679 Krushi Saathis have to be trained in organic and natural farming.

The selected TSP will train a set of master trainers (JAO, MPA and FNGO and VAWs) as well as provide direct trainings to Krushi Saathis in the villages.

### III. Roles and responsibilities

- Develop approach and implementation plan for rolling out organic/natural farming through FFS approach
- Develop appropriate production strategy including package of practices for at least 20 crops selected by the project, customised to the geography and crops
- Assess knowledge, skill and attitudes of trainees (Krushi Saathis, Producer Groups, JAO (MPA and FNGO) and VAWs) and develop appropriate training modules and materials for large scale training of farmers on organic/natural farming. These may include:
  - o PoP of Organic/Natural Farming in English & Odia
  - o Multi-level cropping based on companion crops and non-competing crops to optimize utilization of sunlight and reduce risk through diversity
  - o Preparation and use of various bio-inputs<sup>58</sup> for increasing fertility, pest and disease control, etc.
  - o Preservation of Indigenous Seed / Seed Exchange Fair/ Seed Bank
  - o Developing Bio Villages (Indigenous Seed multiplication)
  - o Pre-Monsoon Dry Sowing Practices
  - o Water Budgeting
  - o Crop Planning
  - o Organic & Natural based Pest Management
- Training materials would be in the form of hand-outs, posters, short audio-visuals in Odia and preferably local tribal language
- Roll out training of master trainers (JAO, FNGO, VAW and Krushi Saathis)
- Roll out village level training for Krushi Saathis and producer groups directly and also through master trainers
- Provide handholding and support to Krushi Saathis for project activities, especially pest and disease management

The tentative expected level of effort is shown in the table below:

Name of Training	No of Training	No of Module	Days of Training	Total no of Training Days
<b>State Level ToT to JAO &amp; AO</b>				
PoP on Organic & Natural farming	2	3	4	24
Water Budgeting & Crop Planning	2	2	2	8
Seed Exchange / Seed bank	2	1	2	4

<sup>56</sup> MPA: Junior Agriculture Officer

<sup>57</sup> FNGO: Junior Agriculture Officer and Village Agriculture Worker (1 for every 10 villages)

<sup>58</sup> Beejamrut, Jeevamrut, Neemastra, etc.



Bio Village / Seed Multiplication	2	1	2	4
<b>Total</b>	<b>8</b>	<b>7</b>	<b>10</b>	<b>40</b>
<b>Village Level ToT to Krushi Saathi &amp; VAWs</b>				
PoP on Organic & Natural farming	160	3	4	1920
Water Budgeting & Crop Planning	80	2	3	480
Seed Exchange / Seed bank	80	1	2	160
Bio Village / Seed Multiplication	20	1	2	40
<b>Total</b>	<b>340</b>			<b>2600</b>
<b>Handholding Support on FFS/Model FFS</b>				
	<b>No of FFS</b>	<b>No of Crop</b>	<b>Days of Training in each FFS</b>	<b>Total no of Training Days</b>
	160	2	3	960
Grand Total				3560

#### IV. Main deliverables

- A cadre of master trainers in organic/natural farming technologies who know how to train using an FFS approach
- AICs and SSAGs are able to successfully produce crops using organic/natural farming methods with an increase of at least 30% in yield as compared to baseline
- OPELIP will arrange all the training programs, FFS and bear all the cost. The agency has to provide the resource persons and also to deliver the training.

The agency/organization will submit the following reports:

Sl. No.	Deliverable	Timeline from signing of contract
1	Inception report confirming deployment of all staff as per ToR; formats for training need assessment, PoP for at least 10 crops based on organic/natural farming, work-plan for 1 <sup>st</sup> year	1 month
2	Training needs assessment report, training manual covering curriculum, methods and materials, content, FFS pedagogy for various training as detailed in ToR	3 months
3	Final training modules including course curriculum, training materials (AV aids included), training calendar, pre & post training assessment process and formats	5 months
4	Training of master trainers	As per training calendar
5	Technical backstopping during crop production	On-going
6	Trainee performance assessment report, especially Krushi Saathi	End of every training cycle
7	Training report covering, number of participants, duration, location, modules covered, performance of trainees	Within 1 week of completing the training
8	Seasonal report on post-training implementation support provided covering queries received and resolved, including nature of queries and solution provided	End of every cropping season

10	Final technical report documenting activities conducted and evaluation of capacity building provided	End of contract
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### Qualifications, timeline, and evaluation

#### V. Required qualifications and experience

The Agency/ organization will provide the following key experts for this assignment:

Sl. No.	Key expert	Number & Location	Qualifications	Responsibilities
1	Team Leader & Principal Trainer	1 (full time) PMU, Bhubaneswar	<p>PhD or Master's degree in Agriculture</p> <p>At least 10 years of experience in designing and delivering training related to Organic &amp; Natural Farming preferably in tribal areas</p> <p>10 years of experience in designing and delivering Farmers Field School particularly in Organic &amp; Natural Farming context</p> <p>Experience of at least 5 years in leading a team of 20-30 professionals</p>	<p>Overall responsible for all deliveries in the project in a timely manner to the satisfaction of the PMU</p> <p>Coordination with PMU, MPA and TSP team</p> <p>Provide lead in assessing training needs, knowledge, skills and attitudes of trainees</p> <p>Design of overall approach to the training, including training materials, pedagogy following FFS approach</p> <p>Develop PoPs based on organic/natural farming</p>
2	Training Specialist- FFS	1 (full time) PMU, Bhubaneswar	<p>Master's degree in agriculture, preferably extension</p> <p>7 years' experience in designing and rolling out FFS based training in organic/natural farming</p>	Design of the FFS approach, course curriculum, modules, technical and learning content, materials, learning outcomes, etc.
3	Material designer	1 (part time) PMU, Bhubaneswar	<p>Master's degree in communications</p> <p>5-7 years of experience in designing communication and training materials for agriculture sector, including audio-visuals, computer whiteboard animations, etc.</p> <p>Good knowledge of Odiya</p>	Design of all training materials ready for printing, publishing or production if it is audio-visual or computer whiteboard animations based on course curriculum and content developed
4	Zonal Coordinators	4 Respective zones (full time)	<p>Master's degree in agriculture, preferably in extension</p> <p>5 years' experience in managing large scale training</p>	Coordinate trainings in the zone. Work closely with the MPA and Trainer to develop a training calendar and ensure trainings are

			of farmers. Well versed in FFS methods and good knowledge of organic/natural farming  Fluent in Odiya	delivered in a timely and effective manner.  Assess outcomes of training periodically and suggest improvements in training  Technical backstopping in the zone on organic/natural farming methods
5	Trainer	18 (Full time), respective MPAs	Bachelor's degree in agriculture or any other science or experienced non-graduate master trainers in organic/natural farming  3-5 years' experience (for graduates) and 8-10 years' experience (for master trainers) agriculture extension work, training of farmers, technical support for production, preferably using organic/natural farming.  Experience in FFS approach.  Fluent in Odiya	Developing training calendar in the MPA  Delivering training as per calendar, course curriculum and FFS pedagogy  Technical backstopping to MPA/FNGO on organic/natural farming methods

#### VI. Duration and timeline

The duration of the assignment is expected to be two **years** which could be extended for another year with a mutual consent. It is envisaged that the training would be organized at State level for JAO & AO and village level for the VAWs & Krushi Saathi.

#### VII. Evaluation and selection criteria

- Should be legally registered and provide a self-attested copy of registration, PAN number and self-attested copy of PAN card.
- Should not have been blacklisted by Central/State Govt./Govt. agencies and provide a self-declaration by the authorized representative.
- Should have a minimum of 10 years of work experience in designing, administering trainings, Farmers Field School and also implementation and adaptive practices experience of more than 5 lakhs Farmers on Organic as well as Natural Farming
- Experience of working in tribal areas
- Should have more conducted more than 1000 FFS.
- Should have a minimum of 03 principal trainers, 10 Coordinators and 20 trainers with qualifications & experience indicated above.

## Terms of Reference

Type: Service Provider

Name: **Technical Support Agency (TSA) for implementing livestock intensification in OPELIP-II, Odisha**

### General Description of task(s) and objectives to be achieved

#### I. Background

The phase-2 of Odisha PVTG Empowerment and Livelihoods Improvement Programme (OPELIP) is being implemented in all the notified PVTG areas within the state of Odisha. OPELIP II is a 7-year programme starting April 2024 and aims to contribute to the reduction of poverty and improvement of nutrition security amongst PVTG households in Odisha. The project will be implemented by the Department of ST/SC Development and Backward Classes Welfare, Government of Odisha and intends to build on the achievements and lessons of OPELIP. The livestock rearing is one of most ancient occupation of Nomadic culture and tribes. The PVTGs of Odisha has also strong affinity towards the animal rearing and the livestock like goat, sheep, poultry, and cattle are fitted into their routine living. The intensification livestock is taken as important activity to enhance the income of farmers as most of the farmers are land less and lives near to forest. The livestock rearing requires little skills and there is ample market available for the products.

The project will implement only goat/sheep and poultry rearing activity in livestock intensification. Around 77,000 HH and 80000 HH will be covered under goat and poultry activity respectively. There will be around 800 CSP (1 per 2 villages), 105 Livestock inspectors and project staff at PMU and MPA level. The project will also promote interdependent enterprises like Mother Units, Goat Breeder Units, Feed mills, hatcheries etc. There will be around 1400 enterprise around livestock.

#### II. Overall objective

The TSA will support the PMU, MPA and FNGO on technical aspects of the project. The TSA will be hired by the PMU under the procurement guidelines.

The objective of the assignment are.

- a. Develop and various livestock-based livelihood models for the PVTG in Odisha.
- b. Simplification of livestock production and productivity systems, so that its well adopted by the PVTG and replicated in other Non PVTG areas too.
- c. Strengthen the livestock extension system in the state to reach the remotest area of the state.
- d. Promote sustainable entrepreneurship models around livestock related activities.
- e. Support introduction of innovative practices on hatchery, hatch able egg production and feed mixing units.
- f. Strengthen the M&E system for livestock activities

#### III. Roles and responsibilities

The livestock rearing like goat/sheep and poultry rearing are age old practices in rural areas. The mortality, low production and poor productivity are major challenges. The community is yet to scale their produce to reach the competitive markets outside the village. The shelf life of products is also poor to reach the distant places. The only strength with the products (live animals and eggs) in these community are their natural taste. The component intensification of livestock activity aims in developing surplus production as well as quality of produce to reach the premium market and generate income for the HH. The TSA will be engaged with the other stake holders to achieve the project goal. The scope for TSA are.

- a. **Develop pre-implementation Modules for Project Staff (PMU/MPA/FNGO)**- The Pre-implementation modules include process for VRDP preparation, selection criteria for village selection based on resource mapping, selection criteria for CSP etc. The TSA will also develop modules for inception meetings with the various stake holders at block level.

**b. Develop appropriate package of practice for the goats, poultry farmers, Goat breeder units, Mother units and Hatchery owner.** - The TSA will develop the activity calendar for goat and poultry rearing, types of inputs required for production, work role of CSP & LI.

**c. Develop various types of training modules for the farmers-** The training and capacity building of farmers is identified as major challenges in the project due to lower literacy level and lower participation of farmers in trainings. The TSA will develop various strategy for training to reach the farmers household. The scope of work include.

- Develop process for activity demonstration and farmers field school.
- Develop audio-video modules for farmers and CSP trainings.
- Develop best practices video modules of same area or other areas.

The training modules should be in local language only.

**d. Training of Farmers, CSP, LI and Staff on livestock activity of the project-** There is around 80000 farmers, who will be trained in goat and poultry rearing at least 4 days in project period. The training of huge number of far

- Develop a pool of Master Trainers among the LI and CSP for conducting village level trainings and CSP trainings. The selected CSP or LI will be engaged as trainers and will be paid separate resource fee. There will be requirement of at least 4 Master trainers per MPA to conduct the trainings.
- The TSA will engage their own expert pool to conduct the trainings for staff, LI and CSP and monitor the quality and quantity of village level trainings. The 10% of village level trainings will be demonstrated directly by TSA staff in each of the district/MPA.

Stake Holders	Project Year							Total
	1	2	3	4	5	6	7	
No of Farmers to be trained	0	4,000	15,000	18,000	18,000	18,000	7,000	80,000
No of LI to be Trained	50	67						117
No of CSP to be Trained		240	300	260	0	0		800
Batches								
Farmers Batches to be trained	0	160	600	720	720	720	280	3200
LI Batches to be trained	2	2.68	0	0	0	0	0	5
CSP Batches to be trained	0	10	12	10	0	0	0	32

**e. Conduct and Monitor Trainings and Progress of Enterprise.** - The TSA will develop appropriate business plan for all the enterprise and conduct trainings. The enterprise will be supported by TSA until they become self-sustainable.

**f. Supporting production activities-** The TSA will support in organising and planning of health camps, schedule deworming and vaccination derives, ensuring supplementation of minerals and feed at individual HH level.

**g. Developing Case studies-** The TSA will develop case studies and video documentation of best practices and use them for trainings. There will be one such documentation on each of the activity from each MPA.

#### IV. Main deliverables

Sl. No.	Deliverable	Timeline from signing of contract
1	Inception report confirming deployment of all staff as per ToR; formats for training need assessment, PoP, work-plan for 1 <sup>st</sup> year.	1 month
2	Training needs assessment report, training manual covering curriculum, methods and materials, content, FFS pedagogy for various training as detailed in ToR.	3 months
3	Final training modules including course curriculum, training materials (AV aids included), training calendar, pre & post training assessment process and formats	6 months
4	Training of master trainers	As per training calendar
5	Technical backstopping production	On-going
6	Trainee performance assessment report, especially CSP and Farmers	End of every training cycle
7	Training report covering, number of participants, duration, location, modules covered, performance of trainees	Within 1 week of completing the training
8	Seasonal report on post-training implementation support provided covering queries received and resolved, including nature of queries and solution provided	End of every cropping season
10	Final technical report documenting activities conducted and evaluation of capacity building provided	End of contract

#### Qualifications, timeline, and evaluation

#### V. Required qualifications and experience

S. No.	Required Staff	No. of Staff Required	Minimum Qualification and Experience
1.	Team Leader (Full time)	1	PG in Rural Development from a reputed University./ MVSc. in Extension Education/Livestock Production and Management from a Veterinary Institution. Minimum 12 Years of Experience in Livestock related work especially in Goat, and Poultry and implementation of large-scale livestock development projects especially in tribal areas and for small holders.
2.	Sr Technical Support (Livestock production/Extension/ Disease management) (Full time)	2	MVSc. in Livestock Production and Management from a Veterinary Institution. Minimum 10 Years of Experience working with small ruminants, and Poultry on the implementation of large-scale livestock development projects
3.	Project Executive (Full time)	7	PG in Rural Development. /MSW Minimum 5 Years of relevant experience.

4.	Accountant (Full time)	1	B. Com.  Minimum 4 Years of relevant experience.
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#### VI. Duration and timeline

The TSA must support the project for entire project period

## Annexes O: Draft letters

### Letter - FPIC

[Date]

To: [Name and Designation of the Project Manager] [IFAD Project Name] [Name of Implementing Organization]  
[Address of Implementing Organization]

Subject: Free, Prior, and Informed Consent (FPIC) for [ Project Name] from [Name of the Tribal Community]

Dear [Name of the Project Manager],

Greetings from the [Name of the Tribal Community]!

We, the undersigned members of the [Name of the Tribal Community], hereby grant our Free, Prior, and Informed Consent (FPIC) for the implementation of the [IFAD Project Name] in our village.

[Background about the Tribal Community]: Provide a brief introduction to the tribal community, including its location, cultural heritage, traditional practices, and key features that define its identity.

[Understanding of the IFAD Project]: Explain that the community members have been consulted and are fully aware of the purpose, objectives, and scope of the [IFAD Project Name]. Elaborate on how the project aligns with the community's development aspirations and priorities.

[Consultation Process]: Describe the inclusive and transparent consultation process that was undertaken to seek the community's views, concerns, and aspirations related to the project. Mention the various channels through which community members were engaged, including community meetings, workshops, and one-on-one discussions.

[Statement of Consent]: Provide a clear statement of consent on behalf of the tribal community, signed by the head or representative of the community.

[Signature and Contact Information]: Include the signatures and contact information of the community representative(s) endorsing this FPIC document.

We express our sincere appreciation to [Name of the Implementing Organization], and all involved parties for their commitment to respecting our rights and seeking our consent through the FPIC process. We believe that this collaboration will lead to a mutually beneficial partnership that contributes to the sustainable development of our community.

Thank you for your understanding and cooperation,

[Name of the Tribal Community] [Name and Designation of the Community Representative] [Contact Information of the Community Representative]

**Annexes P: VDA Byelaw**

**Memorandum and Byelaw of Village Development Association**

**MEMEORANDUM OF ASSOCIATION**

1. **Name of the Society** : .....Village Development Association

2. **Office** : The registered office of the organization shall  
Function.

.....  
At - ..... GP-

.....  
P.O- ..... P.S. -

.....  
Block- ....., Dist-

3. **Jurisdiction** : The activities and operation of the association/  
Organization shall be the village area

including  
hamlets of

.....  
.....

4. **Aims and Objectives** :

The objectives of the Association are: -

1. Social Objective
2. Cultural Objective
3. Economic Objective
4. Community Infrastructure
5. To build the capacity of the target households, secure them their entitlements over land and forests, improve their agricultural practices for higher production, promote income-generating micro-enterprises as alternate livelihoods, ensure access to education, health and other services and improve community infrastructure.
6. Enable poor PVTGs and other tribal people create democratic institutional platforms in order to:
  - I. Be able to take charge of all round development of their communities by making plans with the active involvement of each households in the village, especially women, youth and other vulnerable groups and execute such plans in a transparent manner,



- II. Take up the development of their natural resources so that the productive potential of these resources can be enhanced in a sustainable way and the livelihoods of the people, especially the poorest is improved,
  - III. Mobilise resources, especially funds from the government, the Programme and the people in the village, manage such funds, maintain necessary records and report to the appropriate agencies,
  - IV. Operate and maintain community assets created, including common village funds and other common assets efficiently for community's benefit,
  - V. Effectively participate, especially in case of women, in Palli Sabha and various committees formed for welfare and development under Panchayat Raj Laws,
  - VI. Build on and sustain the process of development initiated in the course of the Programme by leveraging resources and support from various public agencies and cooperation of the people of the village, and
  - VII. Be able to integrate into the larger community with dignity and on equitable terms, equipped with information and confidence valuing PVTGs/ST cultural heritage, their knowledge and their role as stewards of nature.
  - VIII. Create and strengthen effective mechanisms that foster genuine community-based decision-making so that both women and men can more effectively participate in, plan, and manage activities that have an impact on their own development and well-being, ensuring community ownership and sustainability of development activities,
7. To provide PVTGs house sites, agricultural land and secure titles over land traditionally used by them under the Forest Rights Act. to ensure food, nutrition and income security for the PVTGs based on the use of the natural resources of land, water and forests in and around their habitat.
  8. To develop the productive potential of the land, water and forest resources owned or accessed by the PVTGs in a sustainable and climate-resilient way so that they can meet their requirements of food, nutrition and incomes by using these resources. Specifically,:
    - i. Enhance the present and future carrying capacity of land and water resources available, especially to the PVTGs in the programme villages,
      - ii. Reduce rainwater run-off and soil erosion,
      - jj. Promote soil regeneration processes and increased year round water availability locally,
      - kk. Increase resilience against weather shocks, such as rainfall variability and droughts,
      - ll. Enhance resilience to climate change risks, and
    - vi. Mobilise and effectively use resources from various Government programmes, including MGNREGS.
  9. Facilitate the development of land and water resources available to the target households through both mechanical, such as rainwater harvesting, land development and irrigation development, and biological measures such as plantations.
  10. To enhance the productivity of land, water and forest resources owned or accessed by the PVTGs in a sustainable and climate-resilient way so that they can meet their requirements of food, nutrition and incomes by using these resources. Specifically:
    - i. enhance productivity of various crops cultivated by the PVTGs with special emphasis on promoting nutrition security,
    - ii. increase cropping intensity,
    - iii. promote cultivation of vegetables on homestead lands,

- iv. diversify farming systems, especially the use of *podu* lands,
  - v. enhance soil fertility, and
11. To ensure income security and access to fair markets for the PVTGs by expanding income generating opportunities and developing marketing collectives.
  12. To enhance the knowledge and skills of PVTG households with regard to traditional home based income generating activities, expand the scale and scope of these activities, create sustainable service and support systems for these activities, enhance the value of the NTFPs collected by the PVTGs, establish viable collectives to realise fair prices for NTFPs and create opportunities for employment in the urban industrial economy.
  13. To ensure secure access for PVTGs to basic services, a healthful living environment and basic communication facilities so that they can engage with fair markets, larger social and political processes and public services and overcome the exclusion they suffer due to physical isolation.
  14. To ensure access to safe drinking water, sanitation, proper housing and living environment, all weather road connectivity, electricity and home lighting, minimal social services and economic infrastructure. The present Village Development Committee (VDC) consists of the following members.

Sl.No.	Name	Designation	Signature
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

15. We the undersigned are forming a society / Association, desirous of getting the society registered under the Society Registration Act. of 1860 in pursuance of the memorandum of association and herewith file a copy in the manner prescribed by the above Act and the rules and regulation of the society.

Sl.No.	Name	Occupation	Signature

**Byelaw of Village Development Association (VDA)**

*Under OPELIP II*

1. Name : .....

Village Development Association (VDA)

**2. Registered Office** : The registered office of the association shall be

Situated in Village.....  
G.P.....P.O.....  
Via.....  
Of .....Block, Dist- .....

**3. Aims and Objective** : Same as mentioned in the memorandum.

**4. Interpretation:**

In the memorandum and rules otherwise excluded by repugnant & or inconsistent with the subject or contest, the following definition and interpretation shall hold good.

(a) The 'association' shall mean the .....

Village Development Association or in short VDA which is essentially an operational body primarily concerned with execution of Odisha PVTG Empowerment & Livelihoods Improvement Programme (OPELIP).

(b) Member shall mean the members of the association.

(c) The 'Village Development Committee' (VDC) shall mean the Governing Body of the association constituted as provided by these rules and regulation.

**5. Village Development Association (VDA)**

The association will meet monthly during the initial two years after formation and quarterly in subsequent years with the facilitation of NGO to evoke/improve the village development plan, monitor and review its progress; approve the statement of account, formation of self help group and also resolve differences and disputes between different groups. Self help groups of amongst members, take concrete resolution if any, to finalize the allegations against the VDC; any allegation by any individual or a group will be first reported to the President of VDA, which will be put up before the special General Body to decide the same or to take action against the defaulters, approve the arrangement for the collection of public / voluntary donation and contribution from the community and individual members, lay down procedure for the operation of maintenance of assets created and take disciplinary action of removal of groups and may take other disciplinary action wherever it deems fit. The Village Development Association (VDA) will select the VDC members and VDC Secretary who is able to read, write and carry out basic arithmetic operations .The VDA will also designate two office bearers (President and Treasurer, with the President from among PVTG in case of mixed villages) from among the VDC, including one woman .

**Membership**

VDA Membership:

There would be three types of membership of the VDA.

- i. General: All adults of the village are eligible to become members of the VDA.
- ii. Nominated: These members would be nominated by either VDA General Body or by the Micro Project Agency (MPA). Such members will not have voting right, usually people like local school teacher, representative of NGO

working in that area, local health worker, Anganwadi worker, line department officers, can be considered for such membership.

- iii. The VDA can decide by majority vote to terminate a member after giving him an opportunity once to prove its position.
- iv. On termination of the Membership, a member can't have right of claim whatever privileges of membership or to any property of the association.

#### **6. Means:**

For the assignments of the above said objective in the memorandum of the association, this association will be empowered to:

- (a) Receive donations, subscription, and gifts, in shape of cash, kind or any other form of assistance from individual, association, private or Govt. agencies.
- (b) Accept any request, gifts, donation, subscription or award so as to accumulate and provide a fund to invest the same and apply the income arising there, for any of the objectives of the association as decided in the VDC.
- (c) For the village development, mostly the amount will be received from the OPELIP for the attainment of the objectives as per need of the VDC and the amount will be placed in a joint savings bank account. This account will be called as "Village Development Fund-OPELIP" and opened in a nearby bank. This account will be opened and operated jointly by three VDC office bearers as co-signatories i.e. president, treasurer and secretary.
- (d) Any fund received from sources other than OPELIP (beneficiary contributions/prizes, donation etc.) shall be kept in a separate bank account named as "Village Development Fund-Others".

#### **7. The Executive Body (Village Development Committee):**

##### **Identification of VDC Members**

Facilitated by the FNGO, a second Palli Sabha is held as soon as possible after the first. The assemblage is encouraged to ask questions and seek clarifications about the programme and the NGO addresses those. Once there is reasonable level of understanding among the assemblage and doubts and concerns have been adequately addressed, the NGO spells out the next steps, namely, forming a VDA comprising of all adults in the jurisdiction of the concerned Programme village and a VDC with women and men representatives in equal numbers, followed by initiation of planning. The roles and responsibilities of the two bodies are to be clarified by the NGO. The assemblage is asked to identify members for the VDC (at least four and preferably no more than 10; equal number of women and men) and a VDC secretary who is able to read, write and carry out basic arithmetic operations. The VDA will also designate two office bearers (president and treasurer, with the President from among PVTG in case of mixed villages) from among the VDC, including one woman. If possible, the office bearers should be able to read and write. Care should be taken to ensure that all hamlets in the jurisdiction of the Palli Sabha are represented in the VDC and for that purpose the number of representatives may be more than four. As far as possible, each hamlet should have a female and male representative. However, if the number of hamlets exceeds five, representation may be limited to one person from the smaller hamlets). The principles to be followed in constituting and in the conduct of the VDCs include:

- i. At least 50% of the VDC membership should be women.
- j. At least 60% members from PVTG.
- k. promote participation of youth

- l. Regular elections of VDC members (yearly).
  - m. Limited tenure (not exceeding two year terms) of office.
  - n. A bias towards the resource poor households in development works, land distribution and access to forest resources.
  - o. Accountability to the entire community for its actions.
  - p. A transparent management system including a regular audit of accounts and performance which is accessible to the entire community.
- ix. Establishment of a system of quarterly reporting back to the VDA and taking its approval.

The FNGO will record brief minutes/key points of the deliberations in a Minutes Register and read those out aloud to the assemblage. Names and signatures/thumb impressions of all present are taken.

The VDC will be responsible to manage day to day activities of VDA, to take decision and implementation of such decisions as may be authorised by the VDA, and shall act as the intermediary between VDA and OPELIP. Before holding VDA meeting for Constitution of VDC a letter of intimation should be sent to the Gram Panchayat for records and information. Similarly for after Constitution of VDC same should be intimated to Gram Panchayat.

### **Constitution of Sub-Committees**

Each VDA will set up three additional committees: (i) Forest Rights and Conservation Committee (FRCC); (ii) Social and Financial Audit Committee (SFAC); and (iii) Health and Education Committee (HEC). Although both FRCC and HEC exist, these are not operational. Under the Programme, these will be reorganised and strengthened and alongside SFAC will be established. FRCC will undertake activities relating to land allocation and conservation under Forest Rights Act, Orissa prevention of land encroachment Act and Orissa Government Land Settlement Act. SFAC will be responsible for conducting social audit and also for facilitating financial audit of the VDC. HEC will coordinate activities related to health, nutrition and education of the programme apart from monitoring the activities of village level Anganwadi (pre-school centre) and ASHA (health) workers and will also undertake social and nutrition focussed entry point activities.

Similarly, some village level organisation (VLO) with its committee for the whole village might have been also constituted and would be functioning for community development purpose. It would be prudent to utilise the strength and constitution of functioning committee of Village for VDC to both synergise developments with participation and to avoid proliferations of Committees to have a cohesive participation.

### **8. Power of Village Development Committee (VDC):**

The VDC shall have to do all such things or required to carry out objectives of the association and as per the guideline and instruction of Govt. In the meeting of VDA may amend or repeal the rules and regulation for the transaction of the business or administration only when a direction comes from the Govt. through Special Officer or government officials.

### **9. Power of Office Bearer:**

**President:** President of the VDA shall be selected / nominated by the VDA. S/ he would also remain the president of the VDC. S/he shall preside all the meetings of the VDC and the VDA. **S/He shall not be paid any honorarium for this.**

Secretary of watershed Committee:

The Secretary would be selected for not exceeding two one year terms. But the VDC can terminate the secretary before the end of the tenure if it felt that s/he is not performing her/his duty properly. The secretary of the VDC will be a paid functionary of the VDC. S/he should preferably be able to read, write and carry out basic arithmetic operations.

The secretary will work under the direct supervision of the President of the VDC and will work as mentioned in the Programme Implementation Manual (PIM).

- S/he will be responsible for help the NGO in convening meeting of the VDC & VDA.

Place the accounts of the VDC annually before the qualified Chartered Accountant for audit.

- Carry out the decision of the VDC and VDA.
- S/he will also help the Self Help Groups for proper execution of their group activities.

#### **10. Meeting and Quorum:**

The NGO will facilitate VDA meetings monthly during the initial two years after formation for review of progress and quarterly in subsequent years.

The NGO will facilitate weekly meetings of the VDC to review progress, resolve problems, if any, in the first two years after formation and as required in subsequent years.

The VDA will deliver some functions such as

- I. Receive and approve the Annual Work Plan & Budget (AWPB), receive and payment accounts, audited report prepared by the Chartered Accountant.
- II. Select the members of the VDC or terminating services of any of its members.
- III. To advise, suggest or recommend the VDC about the policies of the association and its day to day functioning
- IV. To consider or decide any matter which may be brought before the general meeting in the permission of the president or the person presiding over the meeting.

The quorum of the VDC meetings shall be at least 70% of member and for the General Body meeting of the VDA the quorum shall be at least 50% of the member present. However steps should be taken to make sufficient awareness generation so that adults members from each household should attend the meeting and initiative should be taken for participation of more nos. of women and opening spaces for their voices to be heard as well of youth as the programme village size is very less compared other revenue villages. The Secretary in consultation with the President of the VDC shall call a meeting on three days' notice however, in case of emergency; a 24 hours notice may also be given for convening such meetings. In the event of there being no quorum in General Body of the association/VDC, it shall stand adjourned to a future day of which notice shall be given in the prescribed manner and no quorum shall be necessary for any such adjourned meeting.

The President shall preside over all the meeting of the VDC. In case of a tie up in voting, the ex-officio member(s) may exercise his/her vote. Where there is any difference in opinion, the matter may be put to the simple majority to decide.

#### **11. Law Suits:**

The association shall sue or to be sued in the name of the Secretary, Treasures and President of the association jointly.

#### **12. Accounting system:**

The VDC shall follow cash basis of accounting with all books of accounts which shall be maintained at the VDC level. There should be two accounts for each village i.e. "Village Development Fund-OPELIP". The said accounts should be opened in a nearby nationalised bank. The Secretary shall maintain the cash book as well as all the records of VDC as communicated by the PMU, OPELIP with the help of NGO.

- (a) The VDC keeps all the accounts of money and proportional contribution received and expenses by the association and of the matter in respect of which such receipt and liabilities of the association.

(b) The "Village Development Fund-OPELI" and "Village Development Fund-Others" must be audited as per the provisions in Programme Implementation Manual.

(c) The VDC would ensure for collection of the contributions for village development.

The NGO and the VDC as the case may be shall ensure that account of their activities and expenditure are maintained in printed cash book and all vouchers are preserved for audit as per provisions in PIM, OPELIP.

### **13. Withdrawal of Membership**

In the event of a member opting for withdrawal of his membership from VDC, the VDC can decide by majority vote his/her withdrawal or otherwise, after giving him/her an opportunity to prove his/her stand.

OPELIP/The District Collector or any person authorized by them on this behalf shall have the power to supervise the activities and accounts of the village with prior intimation. If the works of the VDA is found to be unsatisfactory, the OPELIP/The District Collector shall cancel the registration of the association. However, before this action is taken, the Association shall be given proper opportunity to place argument in their favour.

### **14. Amendment:**

No amendment or alteration shall be made on the purpose of the association unless it is voted by two thirds of the members present at General Body meeting convened for the purpose and confirmed by three fifth of the members present at a second General Body special meeting. However, any such amendment can be made as only in pursuance to **para 8** of these bye laws.

### **15. Monitoring and Review:-**

VDC shall submit a monthly and quarterly report to the MPA/NGO for scrutiny and onward submission to the concerned higher authority.

The VDC shall be under the administrative and financial control of the Special Officer, MPA. All the copies of the resolutions passed in any General Body meeting or specially convened meetings must be sent to the Special Officer, MPA, through NGO.

### **16. Arbitration:-**

Whenever a decision shall be put up before the special General body meeting to confirm it, and the special General Body meeting decides the same, it shall be final and binding on all the persons concerned. Any dispute or difference arising during the execution of the project work however; will be referred to the Special Officer, MPA

### **17. Dissolution:**

In case of dissolution of the Organisation / Association in accordance with a provision of the Registration Act after meeting all the debts, the property and all assets of the association shall be given to other such association or to the Gram Panchayat as per the decisions of the District Collector.

Certified that the above is the true and correct copy of the rules and regulation of .....VDA.

Further, certified that there is no other registered association in the same name at the same address.

## Annex Q: PRA Exercise for VDP

### PRA tools and GALS Vision tools

#### Livelihood Analysis

This section analyzes the socio-economic circumstances of the village, and shows how to correlate and identify the priority issues. The base line data collected may be analyzed and used for micro planning. During the situation analysis several PRA and FGDs will be conducted to mobilize villagers in the planning process, and to facilitate the collection of information to supplement the planning process. Some of the essential tools elaborated below may be used while conducting micro plan. Some of the tools elaborated below are: social mapping, wellbeing analysis, seasonality matrix, health mapping, indebtedness status etc. The base line information collected during the rapport building phase prior to micro planning process can be used to feed into the micro plan.

#### 6.1.1. Social Map

##### *Purpose*

The Social Map is a PRA tool used in participatory planning processes to assist in helping the community to understand their own settlement patterns, types of houses, village infrastructures and the physical presence of other village institutions (e.g. club house, temple, church, mosque, school building, panchayat office, anganwadi centre), their spiritual centers and culturally relevant spaces. The outcome of the tool will be a village map depicting village roads, houses, settlement pattern, drinking water resources, village institutions, village shops, health centers etc. This map may be used by outside visitors to understand the distribution of village infrastructure and physical assets of the village.

##### *The minimum criteria/essential content*

Social Map should depict the following as a minimum requirement:

- Village roads
- Houses with settlement patterns, icons to provide for social class and if possible for wellbeing class of the households (Caste-wise settlement patterns).
- Village institutions - separate icons to be given to present different village institutions like School, Club house, Panchayat , ICDS centre
- Important religious places within village temple/church/mosque/graveyard if with in village,
- Drinking water resources / other important infrastructure / centre in the village
- List of participants should also be presented with this map either on the same side of the chart paper or in the back.



Micro planning facilitator may include/depict additional information on the social map, however they should be careful not to make this map too clumsy and complex for the villagers to understand.

### ***Process to be followed***

Social mapping may be conducted at village level with villagers as a part of the rapport building process. The facilitator should move around the village and observe the settlement pattern and village infrastructure before initiating this process. While conducting this exercise representation of participants should be from all Sahi/ para of the village. Social map may be drawn up on the ground initially by villagers and should be then transferred to a flipchart immediately, preferably by the villagers themselves. The map should follow the standard practice of keeping an arrow indicating north direction on the upper side of the map.

### ***Presentation in micro plan***

The Social Map should be presented first in the project micro plan. The actual map drawn by villagers on the flipchart should be kept as Annex-1 of the micro plan/VDP. The analysis of the social map needs to be part of the main content of the document. The analysis should be brief and specific to caste-wise settlement patterns, with indication of the poverty pockets, drinking water resources, key village institutions and their control. The map should be self explanatory.

## **6.1.2. Well-being Ranking (WBR)**

### ***Purpose***

The WBR exercise is a very important part of the micro planning process and the micro planning team will need to be sensitive while this exercise is being undertaken with the community. The WBR helps to collect villagers' common perceptions about well-being, poverty and to identify households into various economic classes. The methodology helps to build a common consensus at village level about the financial status of all households in the village, and helps in negotiating equity issues and within the community while planning for distribution of project benefits.

### ***The minimum criteria/essential content***

The process essentially divides the community into 4 categories, classified as (i) very poor, (ii) Poor, (iii) Manageable and (iv) Well-off. Some guidance for the process is shown below:

- List of households with their economic class should be an output of this exercise;
- Caste-wise composition of each well-being class should be derived once the exercise is completed;

- Villagers should give some criteria for all four classes, and a set of such criteria for each of economic class should be an output; these criteria need to be derived once the exercise is complete, and should be identified by the villagers themselves, and not by the facilitation team (process elaborated below);
- The following two tables should be filled and presented in the micro plan:

***Process:***

- Well-being Ranking should be done at an early stage, after the social mapping. The facilitator should have knowledge of the village settlement pattern before conducting the exercise.
- MLP facilitator needs to collect the list of the households of the village. This may be done through interaction with small groups in different sahi/para. Attention needs to be given to ensure that no households should be left out of the list and that there should not be any repetition. To do this cross-checking the list with members of the village will be necessary.
- The name of each household head should than be transferred to each card. While doing this facilitator may need as many cards as the number of household of the village.
- As next step MLP facilitator needs to conduct at least three focus group discussions with small groups of 20-25 people. One out of the three groups should be a woman's group – male groups may have biases while presenting the well being status of a household. MLP facilitator should preferably identify one of the poorest pockets of the village and conduct a focus group discussion there. Before conducting this exercise, brief the group about the purpose but avoid elaborating benefit sharing issues, as this could make people biased.
- While conducting this FGD, ask the group to identify the poorest household in the village. Once that household is identified, the group needs to be facilitated to identify similar households in the village. The group may suggest a few names; keep all those cards on the ground in front of the group, so that they can see these cards and the and names.
- As next step ask the group to pick the name of a household head who they feel is well off. Place that card at the top, enquire for more names/cards in same status. Place all such cards one below the other, and again ask the group for some names who are in manageable category. Now that you have identified the two extremes, in the same way, find two other intermediate groups of households who between the Very poor and the Well-off, and classify these as Poor and Manageable categories. Thus the group can identify four categories of households in the village. Any remaining households may then be placed in one of the 4 categories, as per the choice of the group. Once all households cards are placed in these 4 categories the group members may be asked to crosscheck the list and can make some interchange of cards if they feel this is appropriate.
- Once the classification is completed the group may be asked for the criteria of very poor, poor, manageable and well off categories. The group members participating in the well being exercise may indicate criteria for various well being class.
- This may again be cross checked by triangulating with other groups, which may help to finally identify the indicators for all 4 categories of economic classes for the village. The example given above may vary as per the criteria of the villagers. The indicators/criteria may differ from one village to another.

- While conducting this exercise the facilitator needs to ensure the participation of women and poorer people, and their views should be given priority. Identification of sites for the exercise should include one of the poorest pockets of the village so that criteria for the poor may be captured.

### ***Presentation in micro plan***

A list of households with their wellbeing class needs to be annexed with the microplan/VDP. The main part of the micro plan should present the above mentioned two tables for better understanding of well being class. The analysis should elaborate where in the village this exercise has been conducted, and who was involved. The analysis summary should be brief and specific to be presented in one paragraph. This data should provide information for finalizing the social map and any other natural resource maps.

### **6.1.3 Seasonality Matrix**

#### ***Purpose***

A Seasonality Matrix may be drawn up for several issues and activities such as rainfall, migration, agriculture labour demands, NWFPs, livestock diseases, human health problems, agricultural produce etc. The matrix helps to identify the vulnerability context of the village during a calendar year, and establishes the correlation of various factors influencing poverty. The exercise helps the community to identify the priority routine activities for a calendar year.

Seasonality matrixes may be drawn up separately for each issue, however for better understanding it is suggested that merging a few issues together and conducting one exercise may be preferable.

#### ***Minimum requirement***

Seasonality calendar should be conducted for the following issues, among others:

1. Various NTFP items collected during the year
2. Agricultural labour demand
3. Migration
4. Crops in different seasons
5. Livestock diseases
6. Human health problems.

The Seasonality matrix for item 1 and 4 may be done separately, whilst the rest could be clubbed together – i.e. agricultural labour demand, livestock disease and human health problems may be taken up together in a single matrix. Some other guidance:

- Seasonality matrix on NTFP should suggest which species of NTFP are available in the village and period/month of availability;
- Seasonality matrix on crops should suggest crops in different seasons and on various land types;
- Seasonality calendar agricultural labour demand, livestock diseases and human health problems should present the peak months for all four items and also the lean months. Correlation of the peak and lean months may suggest actionable points.

**Process**

- The seasonality matrix needs to be conducted with a group of villagers small enough to be manageable. The facilitator needs to initiate the discussion at an appropriate time when villagers have some time to think and work together. Once the group is mobilized, the facilitator should initiate use of this tool.
- Team should use the available local materials to draw the matrix on the ground in an open space within the village.
- Following matrix may be used (please follow Oriya calendar):

**TableA.3: Seasonal Calendar**

Agri-Labour Demand						*	****	****	***	**	****	**
Out-Migration									**	***	****	**
Livestock Diseases	*	*	*	*	*	*	*****	****	**	*	*	*
Human Health problems	*	*	*	*	**	*	*****	***	*	*	*	***



<b>Low Land</b>												
Paddy												
Sweet Gourd												
<b>Home stead land</b>												
Vegetable												
Maize												

**Presentation**

The main content of the report should have a brief analysis of the data presented in the tables. The analysis may correlate agriculture peak periods with higher labour demand, human health problems and livestock disease. Migration and employment shortage periods at the village level may also be highlighted in the analysis. Tables may be annexed with a reference number to correlate with the analysis in the main part of micro plan.

**6.1.4 Health mapping**

**Purpose**

A Health Mapping exercise conducted with the community provides an understanding on important diseases, their intensity and the approximate number of households affected. This helps the community to identify possible health prevention activities.

**Minimum requirement**

- A list of priority disease and health problems identified by villagers should be presented in the table
- Facilitator should guide the process to collect approximate number of households affected, the intensity, expenses incurred by affected households and their recommendation on possible remedies.
- List of participants for the focus group discussion should be enlisted and presented with this table.
- The exercise may be conducted in more than one place and collected information may be clubbed together for final presentation in the micro plan.

**TableA.6: Health mapping**

Disease	HH affected	Intensity/Duration	Expenses	Peoples suggestion
Fever				
Malaria				
Diarrhea				
TB				
RTI				
Cold and Cough				

***Process***

A focus group discussion may be conducted with 10-15 participants in a village. Participants for this exercise should be of mixed poverty categories with a strong representation of women. The exercise may be conducted separately for women to highlight gender-specific health issues. The facilitator may collect a list of all diseases and other health related problems and should conduct a priority ranking of all health problems. This exercise may be conducted separately if the list of health problems is long.

**Presentation**

The analysis needs to be brief to highlight the key finding of the exercise. Any recommendations made by people should be analyzed and justified in the document. The table may be annexed with the report.

**6.1.5 Indebtedness Status**

***Purpose***

The Status of Indebtedness helps in understanding various credit sources, the purpose of that credit and the number of people in the village who are indebted. This may help the community to justify project impact at later phase and can be used as base line data for the community. It may also help the community to plan for setting up village credit institutions.

***Minimum requirement***

- The form presented below should be filled.

- Only the names of all households which have taken loan from Banks and other financial institutions should be included.

**Process**

The information needs to be collected through focus group discussions (FGD), which should be conducted in more than one place and preferably in at least 3 locations to provide triangulation of the data collected. While facilitating the discussion, project staff should not raise expectations in the community, or provide any other misleading information. While conducting the FGD the facilitator should check the household number against other lists of households which have been collected. Column number 8 should provide information on defaulters. If loans have been taken several times, column 5 should record the latest loaning year.

**Table A.7**

<i>Sl</i>	<i>Name</i>	<i>HH no.</i>	<i>Wellbeing class</i>	<i>Loan year</i>	<i>Source</i>	<i>Purpose</i>	<i>Repaid / Defaulter (R/D)</i>	<i>Cash/Kind</i>
1	2	3	4	5	6	7	8	9

Process: FGD

**Presentation:**

The main part of the micro plan document should only focus on analysis of the data. The table needs to be annexed with the document.

**6.1.6 Village Business Profile**





Siyali leaf								
Medicinal Plants								
Fuelwood								
<b>Agricultural Products</b>								
Paddy								
Cotton								
Pigeon-Pea								
Mustard								
Green Gram								

Note: VT= Village Traders, HT= Haat trader,

**TableA.9Other products**

Name of Items	Unit	# of hhs involved	Marketing period (Months)	Total production (in a year)	Sale to whom (indicate % of hhs selling to below mentioned sellers)				Sale Price in Rs / Unit
					Govt.	VT	HT	Others	
Milk									
Ghee									
Wooden furniture									
<b>Cloths</b>									
Craft products									

**Presentation**

Presentation of the analysis should be the main part of the report and all tables should be presented as annexes.

**6.1.7. Problem Opportunity Analysis (Livelihoods)**

Identification of priority problem areas for various WBR categories in a village is an important exercise. To identify these problems facilitators should, in consultation of the community, identify specific issues and related problems. The opportunities which exist to address these may also have been reflected by the focus group during discussions.

*Purpose*

This section includes a systematic presentation of livelihoods issues, identified constraints and opportunities. The exercise will help the community and the facilitator to list out the broad livelihoods issues, specific issues and problems. Analysis of the information helps to identify the possible interventions which are transferred to the action plan table, after negotiation with the community.

*Minimum requirement*

The road issues, specific issues, constrain and opportunities identified should be presented in the table below. The facilitator should analyze each of the broad issues to arrive at specific issues and constraints, through interaction with the community.

**Table A.10: Constraints and Opportunities**

Broad issues	Specific Issues	Constraints/ problems	Opportunities	Likely beneficiaries (which class/ caste)

*Process*

MLP facilitators need to list out the broad livelihoods issues on the basis of the information collected and any additional information collected by using various participatory tools. A focus group discussion needs to be conducted with the villagers to identify the specific issues, related constrains and

opportunities. This may require several rounds of discussion with the community for each of the broad issues. Such focus group discussion should be conducted with the poor and very poor categories, to ensure a focus on their problems. It may be difficult for the MLP facilitator to prevent manageable and well off categories from participating in the discussion and dominating it. One solution to this may be locate all poverty pockets in the village and arrange small group discussions in those locations, so that the better-off categories have less opportunity to participate in discussions. However the views and opinions of the better-off should not be overlooked as these may at some time provide useful information, and may contribute to the planning process. As a guide to the MLP facilitator, some of the broad issues have been listed out here. This is not an exhaustive list and may not be relevant for all locations since issues may differ from place to place, and the facilitator should be aware of this. Some examples may be; health, sanitation, education, migration, village conflict, basic village infrastructure, credit system, drinking water, bathing water etc. Broad issues can also be classified into 5 categories of livelihoods capital if this is found useful.

### ***Presentation***

The MLP facilitator should elaborate each of the broad and more specific issues and related constraints in 3-4 paragraphs in the main part of the micro plan, The information collected during the focus group discussion at community level should be presented in the table above.

### **6.1.8 Prioritization of problems (Livelihoods)**

#### ***Purpose***

Problems and constraints identified through the above exercise needs to be prioritized through a pair ranking matrix. This exercise will help the team to identify the priority areas for the community and accordingly provide justification for investment.

#### ***Minimum requirement***

A Pair Ranking table should identify problems and issues, as discussed with the community. The exercise should be conducted in one of the poorest pockets of the village. The exercise may be repeated with different paired problems to get a better understanding of the priorities of poor. A Priority matrix for land treatment issues may be conducted separately, as elaborated in Prioritization of problems (NRM) in Section-B of the document.

#### ***Process***

Pair ranking may be conducted separately for different problems. Prioritization of opportunities may be conducted only for specific problems or issues and cannot be mixed with the opportunities of other issues. While conducting such an exercise pair ranking of problem should relate to specific issues.



Table 4: Illustrative household-wise summary of activities and investment

Beneficiary	Name of patches	Item #s (Table 3)	Plot #s	Area, ha	Interventions	Investment, Rs	MGREGS, Rs	MPA, Rs	People, Rs	Year of work
b	a	1	m	h	5%					
	k	3								

Table 5: Illustrative Intervention-wise summary of activities and investment

Activity	Names of Patch #s	Item #s (Table 3)	Area, ha	Owners	Beneficiaries	Total investment, Rs	MGREGS, Rs	MPA, Rs	People, Rs	Year(s) of work

Table 6: Illustrative irrigation plans

Irrigation source	Names of Patch #s	Beneficiaries	Area, ha	Total investment, Rs	MGREGS, Rs	MPA, Rs	People, Rs	Year(s) of work

Table 7: Illustrative crop productivity enhancement plans



Productivity Enhance ment									
etc.									

Table 11: Illustrative detailed estimates of work and costs

Name of Patch;; Village/Hamlet;; Village;; Panchayat: _____; Block: _____							
Name of Beneficiary:							
Activity: (e.g. 5% model)							
Item #: (from Table 3)							
Item of Work	Details	Quantity	Rate	Amount, Rs	MPA, Rs	MGNREGS, Rs	Others, Rs
e.g. Earth Work							
depth 1	LxWxdepth 1						
depth 2	etc.						
depth 3	etc.						
depth 4	etc.						
Dressing of soil							
Total							



Annexure -5

Illustrative sketches of landscaping interventions to be included in VDP

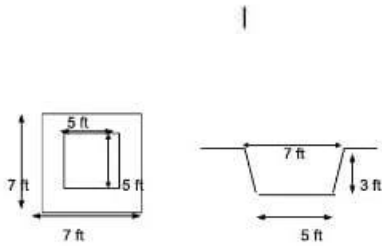


Fig 3: Illustrative sketch of pit in 30-40 model

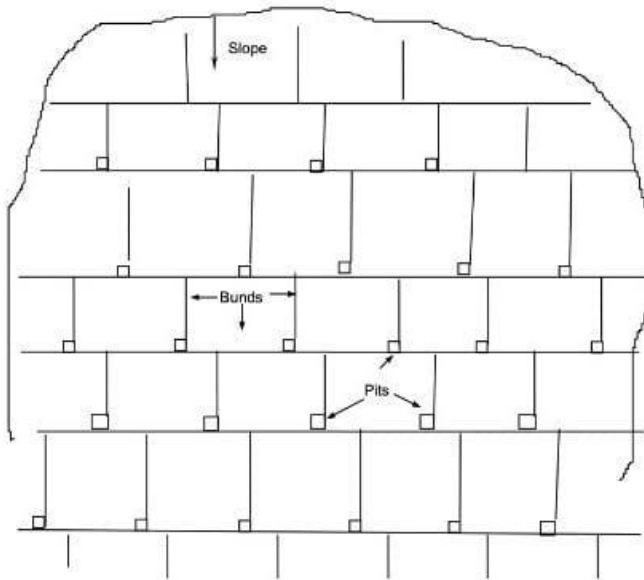


Fig 4: Illustrative sketch of lay out of 30-40 model

Annex R: VDA Maturity Assessment

VDC Maturity Assessment

MPA Name	GP Name	VDA Name

1. Governance and Leadership

1.1 VDC Meetings: Are VDC meetings held regularly? How many were held in the past year?

1.2 Attendance at VDC Meetings: What is the attendance rate at these meetings?

1.3 Rotation of VDC Members: Does the VDC rotate at least one third of its members every two years?

1.4 VDA Meetings: Are VDA meetings on VDP progress held quarterly?

1.5 Attendance at VDA Meetings: What is the attendance rate at these meetings?

## **2. Community Engagement**

2.1 Community Attendance: What is the level of community attendance and participation in VDA meetings?

2.2 User Fee Collection: Is there a system for collecting user fees for the maintenance of infrastructure assets? What is the compliance rate?

## **3. Village Development Plan (VDP) Implementation**

3.1 Plan Development: Was the VDP developed with the involvement of all community members?

3.2 Plan Execution: What level of progress has been made in achieving the VDP goals? What level of community contribution is involved in the implementation of the VDP?

3.3 Community-driven Plan: Is there at least one plan carried out solely by community contributions annually?

3.4 Plan Evaluation: Are there mechanisms for reviewing and updating the VDP based on community feedback and outcomes?

## **4. Financial Management**

4.1 Budget Planning: Is there a clear budget aligned with the VDP?

4.2 Bookkeeping: How robust is the bookkeeping process? Are financial records accurately maintained?

4.3 Financial Accountability: Are financial reports produced regularly and transparently shared with the community?

4.4 Financial Sustainability: Is there a strategy for ensuring the financial sustainability of the VDA activities?

## **5. Community Procurement**

5.1 Procurement Policy: Is there a clear procurement policy, ensuring fairness and value for money?

5.2 Community Involvement: How is the community involved in procurement decisions?

## **6. Social Cohesion**

6.1 Inclusion: To what extent are all community members, including marginalized groups, involved in decision-making processes?

6.2 Conflict Resolution: How are conflicts and disagreements within the community resolved? Is there a structured, fair process in place?

6.3 Collaboration: How effectively does the VDA collaborate with other organizations and stakeholders?

## **7. Meeting Social Objectives**

7.1 Goal Achievement: What progress has been made towards meeting social objectives as outlined in the VDP?

7.2 Impact Assessment: How does the VDA measure its social impact?

## **8. Addressing Social Issues**

8.1 Responsiveness: How quickly and effectively does the VDA respond to emerging social issues?

8.2 Policy Advocacy: How effectively does the VDA engage in advocacy to address social issues?

<b>Give your rating on the answer given by VDA in a scale of 1 to 5 (5 is excellent and 1 is Poor)</b>			
SN.	Name of Evaluator-1	Name of Evaluator-2	Name of Evaluator-3
1.1			
1.2			
8.1			
8.2			
Total			
Individual aggregate	(Total/8)		
Aggregate rating of team		Total of all 3 evaluator/3	
Signature of evaluator-1		Signature of evaluator-2	Signature of evaluator-3

Date:

For each of the above points, use the rating scale from 0 (No evidence of this feature) to 5 (Optimized). This tool can then be used to regularly assess and track the maturity of the VDA, as well as identify areas for improvement.

Overall Remarks of the evaluation Team on the score of rating of VDC- (Please write in additional sheet if needed)

- A: All standards met (Score 80-100%)
- B: Most standards met (Score 60-79%)
- C: Some standards met (Score 40-59%)

*Signature of Special Officer*

### Annex S: AICs/SSAG Garding

<b>Evaluation Criteria</b>	<b>Grading Scale</b> 0 (Not met), 2 (Fully met)
<b>AICs/SSAG Performance</b>	
Regular Meetings	

Regular Bookkeeping	
<b>Collective Production Planning</b>	
Planning Process	
Plan Implementation	
<b>Collective Input Purchase</b>	
Input Plan	
Cost Savings	
<b>Collective Sales</b>	
Sales Strategy	
Profit Margins	
<b>Primary Processing</b>	
Processing Facilities	
Value Addition	
<b>Rabi Production (Winter Crop Production)</b>	
Planning	
Rabi Production	
<b>Kharif Production (Summer or Monsoon Crop Production)</b>	
Planning	
Kharif Production	

The scores from each category can then be summed to give a total score for the AIC/SSAG. For example, if there are 7 categories and each category has 2 points (as in the list I provided in the previous response), the total possible score would be 14 points.

It's important to note that this scale might need to be adjusted based on the importance project assign to each category. For example, if Collective Sales is more important than other categories, project might assign it a higher maximum score.

Lastly, the interpretation of the total score will depend on the range of possible scores. For example, if the maximum possible score is 14, an AIC/SSGA with a score of 7 would be considered as performing at a 50% level.

#### **Annex T: How to conduct Farmers Field School/demonstration for livestock.**

The farmer field school (FFS) will be established by the CSP in the village. The FFS will address all the activities of a production cycle of the livestock. The livestock rearing activities will be divided into a series steps. These steps will be repeated to make the farmers understand each activity of livestock rearing.

Some livestock such as poultry farming has very short production cycle and therefore the FFS can be completed in 30-35 days. While other livestock may take 7-8 months until the farmer get confidence about the activities.

#### **Preparation for FFS**

- i. Arrange for curriculum or the content and items required to conduct the FFS at village level.

- ii. **Training of facilitator-** The facilitation comprises initiating discussions getting in the right directions, concluding, and learning. The role of facilitator is very much important along with his behaviour and motivation during the FFS. The facilitators must be trained before the actual FFS in the field.

### Steps for conducting FFS

- i. The FFS will be conducted in groups of 25-30 HH, who are having more than 2 number of goats (Cluster).
- ii. The demonstration spot will be selected at some common space in village.
- iii. The CSP/LI will select two set of farmers of 5 in each group, one will be with intervention and other without intervention.
- iv. The CSP/LI will record the weight of 10 number of goats from each group.
- v. The CSP/LI will facilitate the farmers to recollect the purpose of meeting, previous learning, and that day program. The facilitator must ensure that all the beneficiaries get involved in the activity and have hands on experience.
- vi. The performance measuring indicators for the interventions must be finalized before the FFS and recorded for the entire cycle. In case of livestock the performance measuring indicators are weight gain and viability of the stock. The weight should be measured on each FFS day and compared with the previous day, set goals and the control group.
- vii. The CSP/LI must ensure that farmer discuss the results of the activities to draw conclusive learning.
- viii. At the end of the cycle the farmers recollect their entire learning and can present to a larger group. The results must be converted to cash income to ensure completeness of the livelihood activity.

### Farmer field School Days

In a typical livestock activity, the farmer field school day can be divided into following.

Days	Events	Remarks
<b>0 days</b>	FFS planning and curriculum development with help of farmers.	Self-planning and owning of the entire events, setting own goals
<b>1st Day</b>	Activities related to Shed construction management.	The farmers will be facilitated to understand the components of livestock housing as defined for each livestock sector. Conduct on ground check for the quality of good and bad shed in village. The TSA must prepare a check list for shed audit.
<b>2nd Day</b>	Breeds and Breeding	Importance of breeds, controlled breeding inbreeding, buck exchange, purchase of new stocks. Visit the shed and identify the kids born from single buck kept for long duration and new bucks.
<b>3rd Day</b>	Health Care	Deworming,
<b>4th Day</b>	Health Care	Vaccination, Nutrition

<b>5<sup>th</sup> Day</b>	General Management	Castration, supplementation with mineral
<b>6<sup>th</sup> Day</b>	General Management	Weaning of Kids, feeding
<b>7<sup>th</sup> Day</b>	Feeds and feeding	Fodder cultivation, Fodder Tree and concentrate feed preparation and feeding.
<b>8<sup>th</sup> Day</b>	Marketing	Marketing of the produce to market, understanding the market.
<b>9<sup>th</sup> Day</b>	Concluding and drawing the learning's and developing the own package of practice.	

The expense sheet of a typical farmer field school for 25-30 farmers will include around INR.

S. No	Particulars	Amount (INR)
1	Training materials like measuring device, stationary, vaccines, medicines, feed etc	As decided by FNGO
2	Facilitator fees	
3	Traveling	
4	Refreshment during the training for all.	
	TOTAL	

### Annex U: Community service provider-Livestock (CSP)

The Community Service Provider CSP is a semi-skilled man/woman entrepreneur from the same local community, who provides minor technical support to the livestock rearers. S/he acts as the link between the women livestock rearers and the paravets or veterinary doctor for providing knowledge and livestock management. The CSP are also called as *Pranimitra*, *Pashusakhi*, *Community Animal Health Worker (CAHW)* in other projects implemented in Odisha.

The selection criteria for CSP should be:

- i. A SHG member or related to SHG member and involved in the livestock.
- ii. Educated up to 8<sup>th</sup>, able to read and write.
- iii. S/he should be able to move in the villages and have sufficient time for the community services.
- iv. S/he should be from the nearby area and belongs to same community.
- v. The other criterion must be considered are, the person should be enthusiastic, active and have aspiration for earning additional income.

**Functions of CSP:** The main functions of CSP are

S.N	Activity	Details	Unit	Rate Per Unit
1	Providing services to individual livestock. (Minor Services)	Vaccination, Deworming, Weighing,	Per Animal	Rs 5-10
2	Providing services to individual livestock. (Major Services)	Examination, castration, and treatment facilitation	Per Animal	Rs 20-40
3	Providing services to individual farmers	Advisory, data capturing, survey, evaluation survey, monitoring data collection, fodder cultivation, other interventions facilitation (Insurance)	Per HH	Rs20
4	Providing Services to Groups	Arranging meetings, discussion and learning forums, trainings, etc	Per Group of 20 HH	Rs 150
5	Providing marketing support services	Sell and purchase of livestock	Per HH	Rs25-50
6	Providing technical learning supports	Exposure visits, training of other NGOs	Per Visits	Rs200
7	Trainers to other CSP	For training of other CSP	Per Training/ day	Rs400+TA

\*The rates are indicative

### Training of CSP

The selected CSP will be trained in three domains like technical part of interventions, helping the community organization and ICT based data management. The details of the domains are

Technical Domain	Community Organization	Data management
Understanding the normal physiology of animals, drug delivery system, and hygiene, nutritional and breeding aspect.	Motivating farmers, organizing them in groups, seeking and delivering services to the beneficiaries'/s.	Understanding the production performance indicators, entering and saving data, generating simple reports for the beneficiaries.

The training of the CSP will be conducted by the TSA engaged or the expert technical implementing agencies. There should be clarity on content, mode, and duration of training and it should include rigorous classroom and

practical sessions in the field. The CSPs should be trained continuously for at least 3 years. The total classroom sessions should not be less than 24 days (200hrs as per the NSDC standards).

### Monitoring and payment of CSP

The activity and targets of the CSP will be monitored by the VDC of the village. The VDA will pay the CSP on satisfaction. The CSP must maintain the required documents of work on prescribed formats. Some of the formats to be maintained are

- i. Baseline survey information of the working area.
- ii. Report on different interventions planned for the farmers.
- iii. Daily work done report.
- iv. Individual farmers' accounts ledger.

### Equipping CSP

The CSP will be equipped with necessary items to provide the services to farmers after training and satisfactory probation. The items must be used for the benefits of the livestock rearers. The items and their probable value are

S.No	Item	Quantity	Purpose	Approx Value
1.	Apron, Caps, Face mask Gloves & Cap	2 Sets	Mainatain hygiene and protect herself	Rs 1000/-
2	Treatment Kit and disease diagnostic kits (castrator, forcep, scissor, thermometer)	1 Set	Provide minor veterinary services.	Rs 3500/-
3	Sling Bag with documents	1 Set	Keeping documents	Rs 1000/-
4	Ice Box	1 Set	For vaccination	Rs 2000/-
5	Weighing scale	1 Set	For weighing of stocks	Rs 1500/-
	Total			Rs 9,000/-

The CSP will be equipped for the first time from the project and in future the consumables will be self-purchased on requirement.

### Tentative payment estimates of CSP from the community.

The CSP is nurtured as an entrepreneur because of her part time engagement with the community and will make her more accountable to the livestock rearers as they pay for the services. The CSP will be provided with work-based incentive from project for 3 Yrs and he will also receive payments from the farmers for the services.



The CSP must manage to earn 7000-8000 per month to remain in this business.

### Dos and Don'ts for CSP

- i. The CSP will provide only minor veterinary services like vaccination, deworming etc (upon consultation with trained para-vets) to the livestock owners.
- ii. S/he will not engage herself in any pathological and surgical conditions of the animals.
- iii. S/he will maintain the high standards of hygiene during handling of animals to protect herself and the animal.
- iv. S/he must comply with all the rules and regulation as formulated by the VDC.

The CSP require continuous support for handling the situations in the field. The TSA will prepare a F&Qs manual on the issues commonly faced by the CSP and their possible solutions. S/he will be in touch of LI/Paravet/Gov Veterinary doctor to get better advice.

## Annex V: Current Practices & Gaps in Value Chain

### Desi Poultry

S.No	Area	Current Practices	Required Interventions
1	Number of Birds Per HH	The farmers are keeping good number of birds the range varies from 4-50 Birds.	To have regular income from poultry birds, the number of birds per HH should be around 25-50 Birds or more.
2	Breed of Birds	The farmers rear local birds, there is not much knowledge on type and breed of birds. There is less acceptance of LIT Birds (OPELIP-I).	The local breed of birds needs to be explored and good breed is to be identified for intervention. The hybrid birds can only be introduced based on market demand.
3	Ecosystem & Environment	The environment is good, and the birds get plenty of food in nearby houses, also goat gets the feed in the nearby forest area, open fields, and backyard.	The birds should not be exposed to the drains as it will give enteric infections, and coccidiosis. Possibly its good if birds move in limited area.
4	Birds Nest & Shed	Most of the farmers keep the birds in their own room along with goats.	There is requirement to provide proper clean hygienic space for birds along with nest for egg laying. The night shelter must be constructed along the

			house with lockable doors to protect from theft and predators.
5	Production system	There is not much focus on production system, the birds are kept free in morning for grazing & scratching and in night they are put inside the house.	There is requirement of feed supplementation during daytime with Outdoor feeders & clean water to be provided with outdoor drinker. The laying birds should get calcium supplementation for better egg laying. The farmers must provide greens, vegetable waste, broken grains, etc. Some vitamins supplementations will be helpful to keep the birds in high immunity.
6	Disease Prevention	There is not much focus on disease prevention.	The disease prevention should include schedule vaccination against Ranikhet disease, protection against coccidiosis, worms, and bacterial infection.
7	Marketing & Sales of Birds	There is not much information on sale of birds.	The birds and eggs need to be collected at regular interval for sale, to make the market stable and dependent on the producers.  The local consumptions is to be promoted, which will give better price.
8	Financing	Convergence	There is requirement of creation of easy financing options to purchase birds along with self-financial management.
9	Training and Capacity Building	Low or None	High engagement of farmers is required for training and learning, to make it sustainable.

## Goat

S.No	Area of Interventions	Current Practices	Required Interventions
1	Number of Goats Per HH	There are 2-20 goats per HH.	To have regular income from goats, a farmer must have 3-10 female does per HH along with one good elite buck.
2	Breed of Goats	The farmers rear Black Bengal goats. In southern districts of odisha, there are Ganjam, Raigarh, Kalahandi Breeds. They are large goat breeds.	The Black Bengal goats are well adaptive to the area, they survive well on the grazing, and produce 2-4 kids in 14 months. The breed is well managed by anyone and fit well for income generation programs. There is no requirement to introduce other breeds in this area.
3	Goat Shelter	Most of the farmers keep the goats in their own room. The goats are asset for them, and they fear for theft and predation.	There is requirement to provide proper floor space per goat, so that they can grow and produce. The less space limits the reproduction psychologically. The shed must be ventilated, having raised flooring, and with lockable doors. The sheds must be constructed near to farmers' house.
4	Production system	The farmers take the animals for grazing regularly in nearby forest.	There is requirement of feed supplementation at home to keep the goats in production. The Black Bengal goats has limitation of milk production, so calcium supplementation is must during lactation.
5	Disease Prevention	There is vaccination done by Govt Veterinary Department for PPR. Deworming also done on demand and by some NGOs.	The disease prevention should include thrice deworming in a year, vaccination of PPR is must and other vaccine is to be given based on disease prevalence. The goats must be supplemented with minerals for optimum production and immunity. The Pranimitra can manage the minor issues like diarrhea, bloat, etc. with ethno-veterinary preparations.
6	Marketing & Sales	The traders visit the villages to purchase the goats.	The markets are very far, and there is less volume in village.

7	Financing Options	Most of them are self-goat and few with convergence.	Easy finance or soft loans to be available for goats.
8	Training and Capacity Building	Low or None	High engagement of farmers is required for training and learning, to make it sustainable.

### Annex W: Veterinary hospitals and LAC in Project Area

SL.N	DISTRICT	NO	OF VETERINARY HOSPITALS	LIVESTOCK AID CENTRE	NO	OF DIAGNOSTIC LABS	NO	OF LIVESTOCK FARMS
1	Kandhamal	20		40	4		90	
2	Kalahandi	30		55	5		120	
3	Deogarh	10		30	3		70	
4	Rayagada	25		50	3		100	
5	Malkangiri	15		35	2		80	
6	Mayurbanjh	35		60	4		110	
7	Nuapada	12		25	2		60	
8	Keonjhar	30		50	3		100	
9	Jajpur	18		40	2		80	
10	Dhenkanal	20		45	3		90	
11	Gajapati	15		35	2		80	
12	Ganjam	30		55	4		120	
13	Sundargarh	25		50	3		100	

### Annex X: Service Activities for a Goat Farmer

S.No	Activity	Frequency Per Year	Amount Spent Per Unit	Responsibility
1	Deworming in Goats	3-4 Times	Rs 10	CSP Livestock
2	Vaccination in Goat	2 Times	Rs 15	CSP Livestock

3	First Aid	1 per month	Rs 50	CSP Livestock
4	Supplementation with Mineral Lick Blocks/Powder	At least 6 Months	Rs 100	CSP Livestock
5	Feed Supplementation	A least 4 Months	Rs 150	CSP Livestock
6	Post Natal Care	3-5	Rs 50	CSP Livestock
7	Breeding Service	3-5	Rs 30	Buck Owner
8	Fodder Cultivation	1 per yr	Rs 20	

### **Annex Y: Non-negotiable items for quality of Goats/sheep/poultry procured & Transported in OPELIP-ii**

Its general tendency of Gov and Non-Gov organisations to provide live animals to poor farmers, in anticipation that they will rear them and get the production and sale it. The farmers are given live male, female goats, live day old or 21 days chicks etc. It has been reported that there is high transmission of diseases during transport, and high mortality of goats happen during transit. These animals are prone to stress due to transport, emotional stress of leaving goat herd, new environment, new feed etc. The stress leads to eruption of various disease like shipping fever in goats, indigestion, diarrhoea, and sometime muscular pain due to travel.

The animals need special care and precautions during early days for adoption in new environment. There are certain other parameters too to minimise mortality at farmers doorsteps. These points to be taken as non-negotiable for project implementing.

- a. Compulsory training of farmers on goat and poultry before handing over or purchase of animals.
- b. The animals need to be purchased/inducted in phase manner, the better farmers to get first.
- c. The goats must be purchased of the qualities below .
  - i. Age of goat should be above 1.5 Yr (More than 1 pair of teeth and less than 2 pair).
  - ii. The goat must have given birth once, if pregnant than its good.
  - iii. There should not be any signs of respiratory disease or symptoms.
  - iv. The animals should be dewormed and vaccinated for PPR.
  - v. The farmer must be feeding minerals to her goats, it gives good immunity.
- d. The poultry must be purchased.
  - i. The day-old chicks should be healthy.
  - ii. The chicks must be reared for 28 days, and they must weigh 150g (Desi Chicks)
  - iii. The delivery of chicks should be done in morning or night.
  - iv. The good sturdy breeds are to be selected.

## Annex Z: Establishment feed mixing unit

The project envisages strategic feeding of balanced concentrates to Goats and Poultry to attain the desired weight in short duration. The feed volume is considerable when aggregated at MPA level and cannot be prepared locally. The promotion of private enterprises from same community will be helpful.

The major inputs to such feed are maize (40-60%), rice bran, wheat bran, soya cakes, and mineral salts. The locally available oil cakes, maize, pulse hulls can be utilized as the soya cake is not produce in Odisha.

### Infrastructure Requirement- Mash Feed Plant

- Land-** Own land
- Housing space for machinery, input storage and finished product-** The space will be constructed by the Farmer.
- Machinery-** The capacity of machinery will be depending upon the volume of feed to be handled but the 400Kg/day semi-automatic plant will be sufficient.

### Cost estimate for the feed Plant

S.No	Particulars	Capacity /Units	Amount
1	Feed Plant machinery like grinder and mixer	50 kg/hr	1.2 lakhs
2	Housing & Storage space	1000 Sq ft	0.4 Lakhs
			1.6 Lakhs

### Feed requirement for the sub-sectors

S.No	Average Farmers	No of	No of Goats/Poultry per HH	Total Goats/Poultry (Avg)/MPA	Feed Required Per Month (Kg)	Adoption Rate	Actual feed Required Per Month kg
1	Goat Farmers (Avg 1500/MPA)	3		4500	9000	10%	900
2	Goat Breeder Farmers	15		6	270	50%	120
3	Poultry Farmers (Avg 3000/MPA)	20		60000	600	10%	60
4	Mother Units/Breeder Units	30		12000	2400	80%	2000
			TOTAL			(Avg)	3000

## Annex AA: Guidance Note on Collective Marketing

The approach input and output aggregation is not limited to collectively selling goods, but is aimed at eventual institutionalization, to make it sustainable rather than undertaking it as a project activity. The benefits of Small-farmer Large Farm concept of synchronized farming are well documented (and many manuals are available on the web), but in the context of the OPELIP II operational area, it has the immense potential to increase the income of the AICs/SSAG.

The activities are to be carried out in three phases as follows:

- i. Introducing the concept and preliminary assessment;
- ii. Market mapping and due diligence; and
- iii) Implementation.

During the first phase, the AICs/SSAG, Krushi Saathi, Ajeevika Kendra the FNGOs, and MPA staff will be prepared to adopt this concept. The sensitization session with the AICs/SSAG and Krushi Saathi should be participatory and straightforward

The sensitization of the community should be participatory as well. The objective is to introduce and explain the idea and capture and address their apprehension on collective marketing. This session will also provide an initial assessment and mapping of the markets and products produced. The concept should be introduced in the following manner:

### Phase I: Introducing the idea to the community and preliminary assessment

- a. Ask the participants about the selling of the product. Guiding questions to facilitate the discussion:  
What you sell or buy? How frequently do you sell or buy? Where do you sell? How do you go to the market ?
- b. Based on the above discussion, point out the challenges that you observe. Guiding points for the debate: i) The time lost in individually going to the market, ii) the money lost in terms of transportation, iii) the distress sell and lower earnings, higher price for input if purchased individually iv) negotiating individually with the buyer, v) if not weighing, potentially losing money
- c. Introduce the concept of collective marketing. Guiding points for discussion
  1. What if we bring all the goods in one place? Or what if we buy all inputs together?
  2. What if we sort/ clean and grade each HH's produce separately and weigh; record on paper how much each HH brought in in terms of grade and commodity. What if we document requirement for each individual and buy them together?
  3. What if we weigh each commodity/ grade and record how much all AICs/SAAG have to sell and buy inputs?
  4. What if all AICs/SSAG members bring in all the goods?
  5. Explain the economic difference between selling individually and selling collectively by bringing all the produce of AICs/SSAG together; explain economics of scale (it is easier to sell 1,000kg than 10 kg and the price is likely to be better). Similarly for the inputs explain the advantage of buying together.
  6. What if we get the price information of the commodities in advance from the nearby markets?
  7. What if we negotiate with the trader with pre-information on sales price, retail price and large quantity?
  8. What if we ask the traders to collect the goods from the AICs/SSAG level or we hire a transporter to deliver the goods? How does that compare to our own transport costs?
- d. There will be farmers with apprehensions, and it is essential not to force them, but it is also vital to clarify the doubts. Nevertheless, if some farmers continue to show doubts/ unwillingness, respect their decision. Some of the following reasons are anticipated:
  1. Some farmers may not sufficiently trust their neighbours/ members and may not wish to join with them in any collective activity. In areas where there is hostility between farmers/ AICs/SSAG members, no amount of persistent gentle persuasion will get them to co-operate with each other.
  2. Some farmers may feel that they already make a good living from their work. Others may find that they can obtain satisfactory sales prices at roadside or village markets.

3. Some farmers may have good relations with traders and feel that they receive fair prices for their goods.
  4. Many farmers live too far away from each other to make the collective activity possible.
  5. Farmers prefer on the spot cash
  6. Please note down all the apprehension in details.
- e. Ask the farmers, whether they know the AICs/SSAG. Ask detail about the members who are representing them? What is their impression of the AICs/SSAG? Do not lead them to the answers.

**Phase II: Mapping the expected commodity**

1. AICs/SSAG level product mapping and estimating product volume. The commodity estimate is vital to understand what are the possibilities of sales. Based on production plan of AICs/ SSAG and expected yield, the mapping to be done.
2. Market scanning and due Diligence. For market mapping competitive intelligence is used to understand how many traders/ SMEs are in the market, what is their turnover, what commodities are traded, and what is their reputation. All of that information is subsequently used to identify the best approach for identifying the trader. This proactive data-gathering phase should precede any trader search, and the best way to get insight into how to use this information is to exploit local knowledge available with FNGOs and MPAs.
3. The next stage is to conduct due diligence on the identified traders. The due diligence on SMEs/ traders has to be carried out through unconventional means because of the information asymmetry. Moreover, the traders would be reluctant to divulge the information or provide access to books of accounts. The two-stage approach for due diligence to be adopted is, i) Non- Financial Analysis, and ii) Financial Analysis.

The non-financial analysis guiding questions have been provided in the table below:

FACTOR	APPROACHES	INDICATOR
Owner’s character	Personal information	Elder (+)
	Age	ID card; appearance
	Education	Ask trader
	Business experience	More educated (+)
	Work history	Ask the trader or third party
	Type of personality	More stable & prudent (+)
	Dedication	Ask the trader or third party
	Reputation - Personal	Greater dedication (+)
	Reputation - Financial	Ask the third party
	Issues on having a liability in the market	Less Issues (+)
Family	Reputation - Business	Ask the trader or third party
	Marriage status	Married (+)
	Children	Ask the trader or third party
	Family responsibility	More responsible (+)



	Family relationship	Ask the trader or ask the neighbour
Social relationships	Credit record	Good record (+)
	Reputation	Ask the third party
	Social circle	Well-connected circle of friends (+)
	Hobby	Ask the trader or ask the neighbour
Industry	Industrial lifecycle	Expansion / peak (+)
	Relevant policies	Support (+)
	Competitors	Less competitors (+)
Competitiveness	Brand familiarity	Well known (+)
	Product quality	Good (+)
	Cost / price	Ask trader and calculate
	Suppliers	Good (+)
	Profit	Calculate & refer to the financial analysis
Market	Market needs	Short supply (+)
	Market understanding	(+)
	Sales channel	Multiple (+)
	Regular customers	More (+)
	One customer > 25% sales	(-)
	Sale volume	Ask trader
	Ability	Business
	Length of time in business	< One year (-)
	Resources: Machines / equipment	> Five years (+)
	Management	Strong (+)
	Liabilities/ assets >80%	(-)

The financial analysis is described below:

Financial Capacity Analysis: While working with small and medium traders, many pieces of information such as audit statement, management accounts, bank account statements, and other financial details are not available in public domain. Moreover, traders may not like to furnish or discuss these details. Nevertheless, there are some options to estimate financial capacity:

1. Stocktaking. It is essential to estimate the value of the stock. The estimation should be done by viewing the store or shop. Ask indirect questions on the value of the goods and make a note of what is available. Be conservative in the estimate. Triangulate this information with the non-financial inquiries related to the market.
2. Sales margin and gross profit. The reviewer should have pre-understanding on the farm gate prices, the wholesale prices, and the retail gate prices of the commodities. With the information available concerning sales volume and stock taking, the reviewer will be able to calculate the sales margin and gross profit. Gross profit is sales minus cost of goods. The other option is to understand the margin of the commodities and multiple the margin with the sales value.
3. Fixed assets. The reviewer should visit the site and get a rough estimate on the fixed business asset owned by the trader and the personal assets such as a house, a vehicle, a mobile phone and appliances. The reviewer would then be able to estimate the asset worth of the traders.
4. Liability. This information is not readily available, and hence only a rough estimate through the non-financial analysis (specifically trader's reputation) can be made. A due diligence report should be prepared based on the review.

### **Phase III Fixing the responsibilities and implementation**

1. Negotiating with traders: Traders know many tricks to improve their profit margin. They may not always tell the truth about the actual market price. They may claim the quality of the goods is not up to standard, when this is not the case. They may threaten not to do business with the farmer unless the farmer agrees to a lower price. They may collude with other traders so that all the traders in the area offer the same, low price.
2. Most of these problems could be overcome if farmers provide themselves with accurate, up-to-date market information. Initially, the Ajeevika Kendra and in collaboration with MPA should obtain the information regarding the commodities from the daily market and periodic market in the block. The information should be provided to the CRPs of the assigned AICs/SSAG through WhatsApp where mobile network is available. When there is a slight price variation in the different market, the average (mean) should be used. In case of high price variation, the median could be used for price determination. The purpose of this exercise is to have a point of reference in terms of pricing while negotiating with the trader.
3. The negotiation usually starts with the trader offering to pay a low price and the AICs/SSAG insisting on a higher price, which should be based on the market information they have received. Unless the AICs/SSAG can be sure that the price they are suggesting is the price the trader will be able and willing to pay, the final agreed price will be somewhere between the trader's offer and the price that the AICs/SSAG first demanded.
4. It should be understood that a AICs/SSAG will never get the very best price for their goods unless they are prepared to refuse to sell to the trader and risk ending the negotiations. It may be, of course, that the AICs/SSAG is in a weak bargaining position, so a realistic expectation has to be made.
5. Record keeping. If the group begins by selling only one batch of goods, say, every two months, record-keeping is very simple. The names of each member of the group have to be kept on a list. The quantity (weight, number of bags, etc.) delivered to the collection point has to be recorded against each name, and quality differences between the goods delivered by each farmer need to be recorded as well.
6. Once the goods have been sold, the proceeds have to be divided up. Some money may have to be paid to those members who have carried out work on behalf of the whole group. These amounts need to be agreed before the transaction takes place along with the responsibility. Some money may have to be set aside in some secure location if the group has decided this in advance. Such funds may for instance be used by the group to save up to buy some equipment. An accurate record must be made of the money in this savings account, and one or two members must be held responsible for its safekeeping.

7. The remaining proceeds must be distributed as quickly as possible to each member according to the amount and quality of produce they have delivered. Members who have given an inferior quality product might have to be paid less if the trader has been unable to pay the best price for that product.
8. These activities are not very complicated though and can be learned in a few days. The CRPs already have experienced in recording the SHGs transaction will find it easy to make such records. In case the number of transactions increases, it is possible that one member of the group will have to spend all their time on keeping records, handling proceeds, and operating savings accounts. Remuneration for this work needs to be agreed between group members and deducted from the obtained sales proceeds.
9. Finally, the group will need to decide whether it wants to distribute all the proceeds for sales to its members or whether to establish a group savings scheme. It may be that the group is too poor or too much in debt to contemplate saving even small amounts of money. Collective marketing, however, should have the effect of increasing the total revenue of the group and there could be considerable advantages in investing savings, either to help obtain credit or to buy new equipment or other inputs. The choice for saving should therefore be reassessed on a regular basis.

### **Annex AB: AICs/SSAG Performance Measurement**

To determine the eligibility of AICs/SSAG for fixed asset support of up to INR 500,000 through the project, the following performance measurement criteria and scoring system can be used:

#### 1. Collective Marketing Performance (30 points):

- Percentage of AIC/SSAG members actively participating in collective marketing activities (10 points)
- Volume of sales generated through collective marketing (10 points)
- Number of market linkages established by the AIC/SSAG (10 points)

#### 2. Market-Oriented Production Practices (25 points):

- Percentage of AIC/SSAG members adopting market-oriented crop selection (10 points)
- Implementation of quality standards in production (5 points)
- Adoption of sustainable and environmentally friendly farming practices (5 points)
- Utilization of market intelligence and information for production planning (5 points)

#### 3. Sales Revenue Generated (25 points):

- Total sales revenue generated by the AIC/SSAG in the previous year (15 points)
- Growth rate of sales revenue over the past three years (10 points)

#### 4. Financial Management and Sustainability (20 points):

- Effective financial management practices, including bookkeeping and record-keeping (10 points)
- Ability to generate surplus funds and reinvest in AIC/SSAG activities (5 points)
- Demonstrated sustainability in managing operational costs and financial viability (5 points)

AICs/SSAG will be assessed based on the above criteria, and scores will be assigned accordingly. The maximum score attainable will be 100 points. To be eligible for fixed asset support of up to INR 500,000, AICs/SSAG must achieve a minimum threshold score of 60.

The maximum points reference can be customized based on the experience of similar entities in the MPA and the overall business volume of AICs/SSAG. This customization ensures that the scoring system aligns with the specific context and reflects the performance benchmarks observed in the regional area.

## Annex AC: Individual entrepreneur/SHG scoping

### Individual Identification Form

Criteria	Description	Yes	No
Motivation and Commitment	Does the individual demonstrate a high level of motivation and commitment to starting and running an enterprise?	[ ]	[ ]
Skills and Experience	Does the individual possess relevant skills or experience related to the enterprise?	[ ]	[ ]
Innovation and Creativity	Does the individual display innovative thinking and creativity?	[ ]	[ ]
Community Support	Does the individual have strong community support, either from family or the wider community?	[ ]	[ ]
Building on Tribal Heritage	Does the enterprise incorporate and build on tribal heritage or cultural practices?	[ ]	[ ]

### Potential Self-Help Group Identification Form

Criteria	Description	Yes	No
Cohesion and Cooperation	Has the SHG demonstrated a high level of cohesion and cooperation among its members? Has it been graded as A for the last 18 months?	[ ]	[ ]
Collective Skills and Resources	Does the SHG have collective skills and resources that can contribute to the success of an enterprise?	[ ]	[ ]
Shared Vision and Goals	Does the SHG have a shared vision and goals for its enterprise?	[ ]	[ ]
Demonstrated Success	Has the SHG demonstrated success in past ventures, indicating their ability to effectively manage an enterprise?	[ ]	[ ]
Building on Tribal Heritage	Does the enterprise incorporate and build on tribal heritage or cultural practices?	[ ]	[ ]

## Annex AD: SHGs/individual selection criteria

### Potential Self-Help Group (SHG) Detailed Assessment Form

Criteria	Description	Yes	No	Observation
Simple Business Concept	Is the SHG's business concept clear, feasible, and effectively implementable within the community context?	[ ]	[ ]	
Use of Local Resources	Does the SHG's plan effectively utilize local resources (natural, human, cultural)?	[ ]	[ ]	
Market Linkages	Is there a plan for how the product or service will reach its intended market, considering local circumstances?	[ ]	[ ]	
Financial Understanding	Does the SHG have a basic understanding of costs, expected earnings, and financial sustainability?	[ ]	[ ]	
Resilience and Adaptability	Is there a plan to deal with potential challenges or setbacks?	[ ]	[ ]	
Community Engagement	Is the SHG well-integrated and supported within the community? Does the business plan align with community goals and benefits?	[ ]	[ ]	
Financial Track Record	Has the SHG maintained proper financial records? Has it demonstrated sound financial management in past ventures?	[ ]	[ ]	
Past Performance	Has the SHG shown evidence of successful past ventures, teamwork, and	[ ]	[ ]	

	effective problem-solving?			
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Potential Individual Entrepreneur Detailed Assessment Form

Criteria	Description	Yes	No	Observation
Simple Business Concept	Is the business concept clear, feasible, and effectively implementable within the community context?	[ ]	[ ]	
Use of Local Resources	Does the individual's plan effectively utilize local resources (natural, human, cultural)?	[ ]	[ ]	
Market Linkages	Is there a plan for how the product or service will reach its intended market, considering local circumstances?	[ ]	[ ]	
Financial Understanding	Does the individual have a basic understanding of costs, expected earnings, and financial sustainability?	[ ]	[ ]	
Resilience and Adaptability	Is there a plan to deal with potential challenges or setbacks?	[ ]	[ ]	
Community Engagement	Is the individual well-integrated and supported within the community? Does the business plan align with community goals and benefits?	[ ]	[ ]	

## Annex AE: Maturity assessment for enterprise

S.No.	Assessment Criteria	Objective Indicators	Financial Indicators
1	Operational Stability	Consistent daily operations; Timely and efficient handling of routine issues; Low downtime	Regular positive cash flow; Stable operational costs
2	Management Competency	Clear organization structure; Defined roles and responsibilities; Evidence of effective decision-making	Effective cost management; Positive ROI; Sustainable growth rate
3	Financial Self-Sustainability	Independent access to financial services; Sound financial management; Ability to cover operational costs with revenues	Break-even point reached; Net positive income; Stable or growing profit margin
4	Market Integration	Strong market linkages; Understanding of market dynamics and customer needs; Adaptability to market changes	Steady or growing sales; High customer retention rate; Positive customer feedback
5	Ability to Handle Risks	Understanding of potential risks; Strategies in place to mitigate these risks; Quick recovery from setbacks	Adequate insurance coverage; Financial reserves for unexpected costs; Low debt-to-equity ratio
6	Compliance	Adherence to all legal and regulatory requirements; Regular compliance checks and audits	No legal issues or fines; Compliance with tax regulations
7	Resilience to Competition	Ability to withstand market competition; Strategies to maintain market position; Regular competitor analysis	Market share maintained or increased; Unique value proposition in the market
8	Track Record	At least two years of successful operations; Consistent growth and progress	Positive growth in revenue and profit over the past two years
9	Future Growth Plan	Clear vision for the future; Strategy in place to achieve growth objectives; Regular updates and adjustments to the growth plan	Projected growth in revenue and profit; Planned investment for future growth; Sustainable financial plan for future growth

## **Annex AF: Financial Management Manual**

### **Acronyms**

AWPB= Annual Work Plan and Budget

CB = Central Bank

FA= Financing Agreement

FE- Finance Execution Model of ICP

FMFCL- Financial Management and Financial Control letter

AC = Finance Manager (PMU)

IFAD = International Fund for Agricultural development

ICP – IFAD Client Portal

IFRs – Interim Financial Reports.

LPA = Lead project Agency

SDR = Special Drawing Rights

MFI = Microfinance Institutions

MOF = Ministry of Finance

PD= Project Director

PIM=Project Implementation Manual

PMU = Project Coordination Unit

PMU= Project Management Unit

WA = Withdrawal Application



## **1.0 Introduction**

The following manual outlines the financial procedures to be followed by the Project Management Unit (PMU), Micro Project Areas (MPAs), Facilitating NGOs (FNGOs), Village Development Committees (VDCs) during the following stages of the project cycle: i) preparation and planning, ii) implementation and iii) completion of the project. The manual aims to describe in detail the necessary steps to be undertaken by the relevant project staff and the Finance staffs (FCs) in particular, when undertaking actions related to a) planning and budgeting, b) accounting, c) records management, d) internal controls, e) flow of funds, f) withdrawal of financing proceeds, g) processing of payments, h) financial reporting, i) fixed asset management, j) audit arrangements, k) supervision by IFAD and l) project completion and loan closure.

This manual is to be considered a living document and it is to be reviewed and updated regularly as necessary. It is to be read together with the Project Implementation Manual. It is also important to note this manual makes references to the following IFAD key documents: Financing Agreement, IFAD General Conditions, Financial Management and Financial Control letter (FMFCL), IFAD Guidelines on Project Audits, as well as the Project Financial Management and Financial Control – Handbook for Borrowers. Therefore, it is fundamental that the project staff, especially the Project Director and the Finance staffs master these documents before the implementation of the project begins.

### **1.1 The Project**

The International Fund for Agricultural development (IFAD) has agreed to provide the Borrower on the terms and conditions set forth in the Financing Agreement, the amount of USD 87 500 000 to implement the project **Odisha PVTG Empowerment & Livelihoods Improvement Programme II (OPELIP II)** (here after referred to as “the Project”). The Project will consist of the following components/Sub-components as outlined in schedule 1 of the financing agreement:

#### **Component 1. Community empowerment and institutional strengthening**

Sub-component 1.1: Strengthen community-driven development planning

Sub-component 1.2: Improving delivery mechanisms of community services

#### **Component 2. Food and nutrition security**

Sub-component 2.1: Behavior change and nutrition education

Sub-component 2.2: Promotion of homestead food production

#### **Component 3. Improving agricultural productivity, market linkages, and incomes**

Sub-component 3.1: Sustainable intensification of climate-resilient crop and livestock production

Sub-component 3.2: Marketing and value addition

Sub-component 3.3: Small & microenterprise development and access to finance

#### **Component 4. Program management, monitoring, evaluation and learning**

Institutional anchoring and coordination

Administrative and financial management (FM)

Procurement

The total budget for OPELIP II is estimated to be around US\$ 448 million over a period of 7 years:

Components	IFAD	Govt. of Odisha	Beneficiary Contribution	Convergence	Total (USD million)	Total (INR million)	% of Total Costs
<b>Component 1: Community Empowerment and Institutional Strengthening</b>	<b>21.3</b>	<b>21.3</b>	-	<b>199.8</b>	<b>242.5</b>	<b>19,884.0</b>	<b>54%</b>
Sub-Component 1.1 Community-driven development planning and delivery	1.9	1.9	-	-	3.8	315.0	1%
Sub-Component 1.2 Improving delivery mechanisms of community services	19.4	19.4	-	199.8	238.7	19,570.0	53%
<b>Component 2: Sustainable Food and Nutrition Security</b>	<b>19.6</b>	<b>19.6</b>	-	<b>1.9</b>	<b>41.1</b>	<b>3,371.0</b>	<b>9%</b>
Sub-Component 2.1 Promotion of homestead food production	16.6	16.6	-	1.9	35.1	2,879.0	8%
Sub-Component 2.2 Behavior change and nutrition education	3.0	3.0	-	-	6.0	492.0	1%
<b>Component 3: Improving agricultural productivity, market linkages, and incomes</b>	<b>34.0</b>	<b>34.0</b>	<b>22.4</b>	<b>48.5</b>	<b>139.0</b>	<b>11,301.0</b>	<b>31%</b>
Sub-Component 3.1 Sustainable intensification of climate-resilient crop and livestock production	27.9	27.9	15.0	22.1	92.9	7,524.0	21%
Sub-Component 3.2 Marketing and value addition	2.2	2.2	-	26.3	30.8	2,528.0	7%
Sub-Component 3.3 Microenterprise development and access to finance	3.9	3.9	7.4	-	15.2	1,249.0	3%
<b>Component 4: Project Management, M&amp;E and KM</b>	<b>12.5</b>	<b>12.9</b>	-	-	<b>25.4</b>	<b>2,083.0</b>	<b>6%</b>
<b>Total</b>	<b>87.5</b>	<b>87.9</b>	<b>22.4</b>	<b>250.2</b>	<b>448.0</b>	<b>36,640.0</b>	<b>100%</b>

This includes US\$ 87.5 million IFAD financing (19.5%), with US\$ 62.5 million PBAS, and US\$ 25 million BRAM resources.

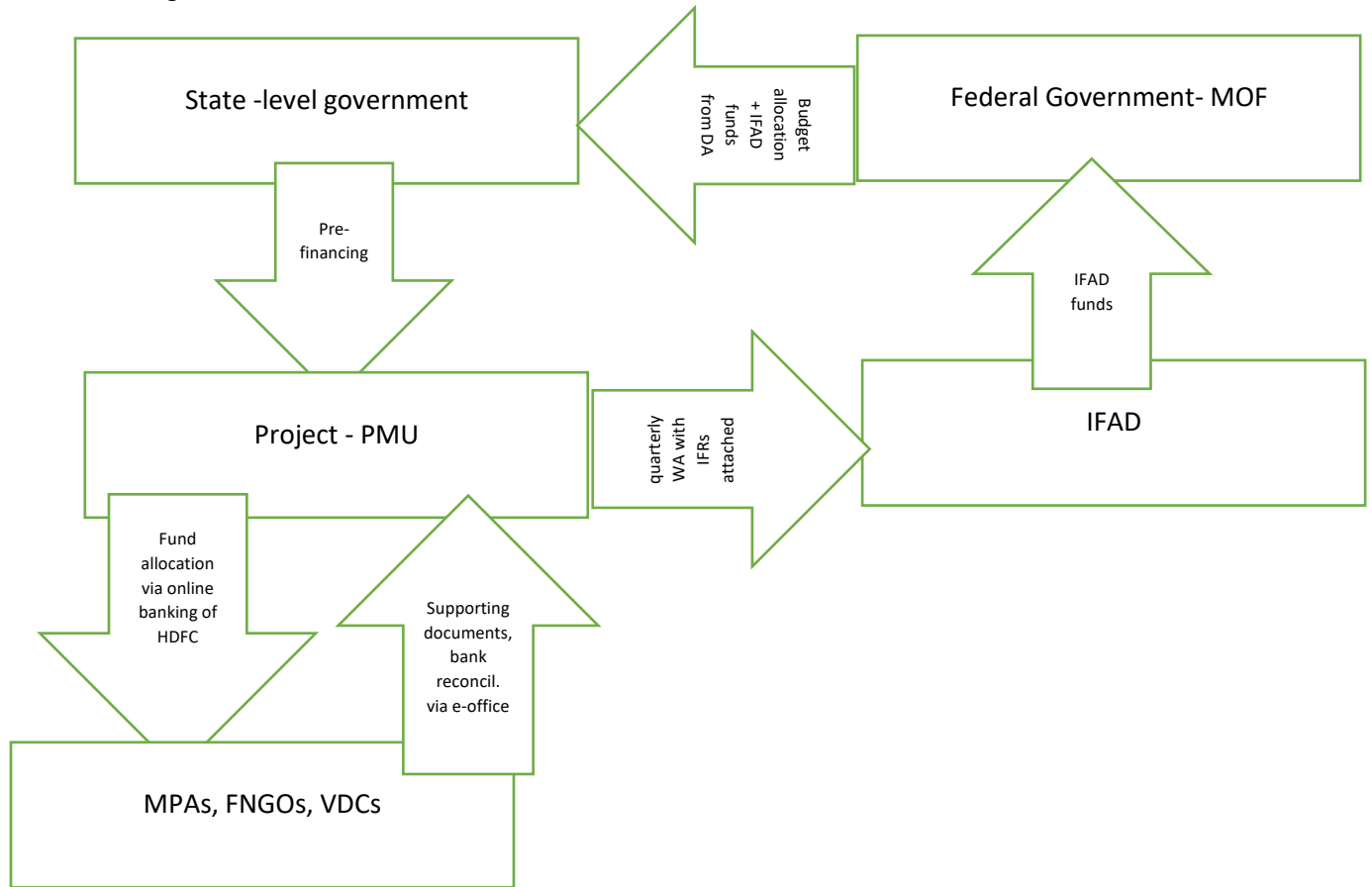
## 1.2 The Project Management Unit

The Project Management Unit (PMU) is responsible for implementing the project and its different components. The PMU will be operating under the Odisha State Government (hereafter referred to as the Lead Project Agency – LPA). The PMU will be located in the capital of Odisha state. In addition, 20 MPAs will be in the project districts and blocks.

To implement the project and its components, the PMU will receive fund allocations via Central Government Treasury (IFAD and the government financing), which will be channelled to MPAs, FNGOs and VDCs through local banks to cover project expenditures, in accordance to the Annual Work Plan and Budget (AWPB) and the expenditure categories as per the schedule 2 of the FA.

The complex nature of implementation arrangements, including the need for maintaining accounting records for about 1 000+ VDCs/FNGOs in the project accounting software, and potential internal control weaknesses at MPAs and VDCs levels will be mitigated by having modern IT systems in place to monitor budget allocations and reporting of actual expenditures. Limiting advances to VDCs for only VDC salaries and small project expenses, the introduction of an e-office filing and archiving system for all expenditures at VDCs, FNGOs, and MPAs levels and using online banking system are mitigation measures.

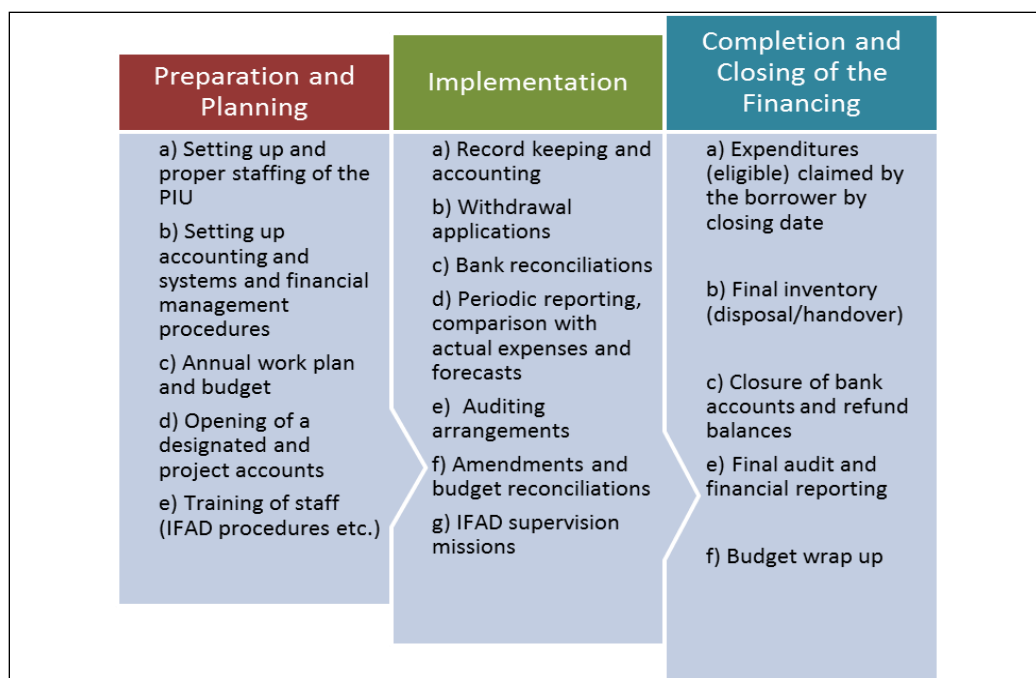
Funds flow diagram:



(Chart 3: The Funds flow arrangements)

The Project and the PMU will be managed by the Project Director who is responsible for setting up the PMU and the proper staffing of it. The project funds will be managed by the Finance Manager (PMU) with support of three finance staff under the direct supervision of the Project Director. PMU will have one Finance Manager and three finance staff. MPAs with less than 100 VDCs will have one accountant and MPAs with more than 100 VDCs will have two accountants. Each FNGO will have one accountant to prepare, file in e-office and store supporting documents.

In order to ensure that the financing proceeds are used for the intended purpose and as efficiently as possible, it is essential that the Finance Manager (PMU) sets up and maintains adequate financial management arrangements in each stage of the project cycle: i) preparation and planning, ii) implementation as well as iii) completion and closing, as illustrated in the chart below.



*(Chart 4: Financial management arrangements in the different stages of the project cycle)*

Given the importance and complexity of managing the PMU, it is essential that the PMU is staffed with qualified and motivated staff. The staff will be managed in accordance with the HR manual and relevant government labour regulations. Equally it is important that the skills of the PMU staff are developed to meet the changing environment of the project. It is the Finance Managers and the HR focal points responsibility to make sure the training needs are identified and that a staff development plan is included in the Annual Work Plan and Budget .

Sample Job descriptions for the Project director, Finance Manager and Finance staff is provided in annex I. A sample staff development plan is provided in annex II: Table 6 of the AWPB.

### 1.3 Anticorruption policy

The management of the project funds shall be sufficiently rigorous to safeguard against Fraud and Corruption. Fraud and corruption include, but are not limited to:

- corrupt practice - offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party
- fraudulent practice - any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation
- collusive practice - an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party
- coercive practice - impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party

IFAD applies a zero-tolerance policy towards fraudulent, corrupt, collusive or coercive actions in projects financed through its loans and grants. 'Zero tolerance' means that IFAD will pursue all allegations falling under the scope of

this policy and that appropriate sanctions will be applied where the allegations are substantiated. IFAD takes all possible actions to protect individuals who submit allegations of fraudulent or corrupt practices in its activities from reprisal. The IFAD anticorruption policy is available on IFAD website at [www.ifad.org/governance/anticorruption/index.htm](http://www.ifad.org/governance/anticorruption/index.htm)). The IFAD website also provides instructions on how to report any alleged wrongdoing to the Office of Audit and Oversight (<http://www.ifad.org/governance/anticorruption/how.htm>).



It is the Project Director's and the Finance Manager's (PMU) responsibility to make sure that all PMU staff including the financial department are aware of IFADs and the lead project agency's anticorruption policy and whistle blowing procedures.

## **2.0 Budgeting and Planning**

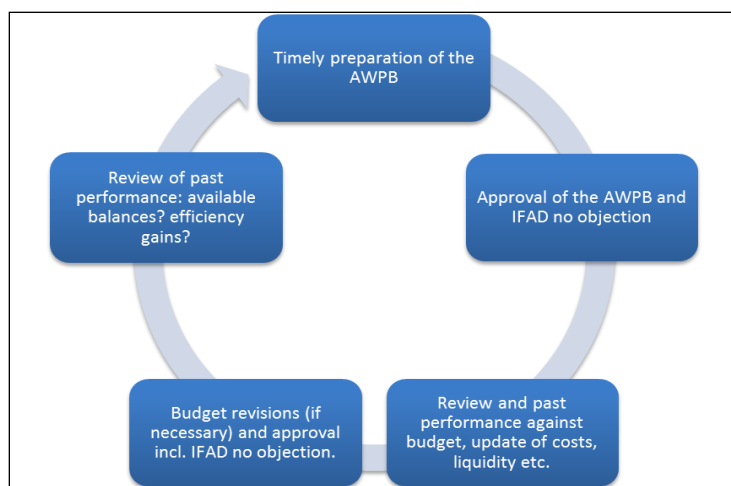
The PMU is responsible for developing an Annual Work Plan and Budget (AWPB). The AWPB is expected to contain several key elements such as:

- i) Introduction and brief background;
- ii) Strategic focus and outputs;
- iii) Major risks and mitigation actions;
- iv) Budget and Financing plan;
- v) Procurement plan;
- vi) Training and technical assistance schedule and,
- vii) PMU staff development plan

The budget and financing plan can be described as a detailed statement of the expected resources available to the project and the planned use of those resources for the upcoming project year. The AWPB and especially the budget and financing plan is an important tool for managing the financial performance of the project and to ensure sufficient cash flow.

The budgeting and planning process comprises of the following parts:

- Preparation of annual, semi-annual, quarterly and even monthly financial plans including procurement, receipts, expenditures and cash flows.
- Review of past performance against budgets and the procurement plan, to promote an understanding of the project cost base;
- Identification of potential efficiency savings; and
- Review of the main expenditure headings in light of the project implementation plan, procurement plan, and expected variations in cost e.g. pay increases, inflation and other anticipated changes.



(Chart 5: The project budget cycle)

## 2.1 Development of the AWPB

Before the beginning of each fiscal year for the project, the Finance Manager (PMU) should in consultancy with other project staff, MPAs and stakeholders, prepare the AWPB for the next year reflecting any updates to the project cost tables detailed in the project design. AWPB should be prepared based on state-level budget allocations agreed and included in the state budget of Odisha. The budget and financing plan should be prepared and presented on a quarterly basis. The data on the number of activities to be implemented in the coming year and the estimates of the total funds needed to finance them should be presented by component and sub-component, by expenditure category as well as by financier. The estimates should be based on the project's (up to date) cost tables. In addition to the financial information described above, the budget should also take into account the physical outreach of the project (number of farmer's to be trained etc.).

When preparing the AWPB the following aspects should be taken into consideration:

- Consistency with other financial reports: It is practical to prepare the budget and financing plan in the same format as the periodic (financial) progress reports and the project financial statements of the project.
- Contingency provisions (physical and price) and allocation of funds from the unallocated expenditure category.
- Post implementation activities e.g. arrangements for after life of project, disposal of project assets (computers, vehicles etc.), future repair and maintenance.
- Availability for funds and arrangements for all audits.

After preparing the draft AWPB, the Finance Manager (PMU) will send it to the Project Director and Steering Committee/LPA for review and clearance/approval before sending it to IFAD for no objection. In accordance with the FA, a draft AWPB has to be submitted to IFAD no later than 60 days before the beginning of the relevant fiscal year of the project. If required the PMU/LPA could propose adjustments in the AWPB during the relevant project year, which would become effective after IFAD' approval.

The AWPB must be accompanied by a procurement plan prepared by the Procurement Officer. The first Procurement plan should cover the first 18 months of the project lifecycle while the subsequent procurement plans should cover 12 months of the project lifecycle.



A sample of a budget and financing plan, procurement plan as well as a staff development plan is provided in Annex II.

## **2.2 Review of the AWPB**

Every quarter, the Finance Manager (PMU) should review the costs incurred during this time period. In case of differences between the planned and actual costs presented in the Annual Budget, the Finance Manager (PMU) should identify the reasons for those differences and detail them in the periodic Financial Reports (IFRs) presented to IFAD. In case of internal problems identified during the costs review, the Finance Manager (PMU) should take the necessary steps to eliminate them. Otherwise, the budget for the next quarters should be readjusted to reflect the difference between actual and planned figures. Budget execution should be monitored each quarter using Tally Accounting software. Budgets should be entered into the accounting system and IFRs generated automatically will include budget execution reports.

## **3.0 Accounting system**

The majority of project activities result in the receipt, commitment or expenditure of funds. The accounting system records, processes and organises this data in order to produce useful financial information in form of AWPB, Interim Financial Reports (IFRs), Withdrawal Applications, Financial Statements etc. needed by the Project Financiers (IFAD, Government, Beneficiaries) as well as the PMU management. The accounting system should reflect the project's needs and be designed to provide the financial information required by all interested parties (PMU, MPAs, LPA and IFAD). It should also fulfil all the legal and regulatory requirements of the borrower. The accounting system is a critical part of the project's financial management system and its design.

The Finance Manager (PMU) is responsible for the following key areas related to the accounting system of the project:

- Designing the accounting system of the project
- Selection and maintenance of an accounting software.
- Development of an accounting manual

### **3.1 Designing the project accounting system.**

When designing the accounting system of the project the Finance Manager (PMU) must undertake the following steps:

**Step one:** Identify the different kind of reports the system is expected to generate, based on the different stakeholders requirements. - What information and in what format needs to be produced by the PMU? As a minimum requirement the Accounting system will need to produce the following reports:

- Statement of cash receipts and payments (by category and by financier),
- Statement of cash receipts and payments (by component),
- Statement of comparative budget and actual amount by component,
- Statement of Designated Account movements,
- Statement of Designated Account Reconciliations,

- Withdrawal Application Statement.
- Cash Flow forecasts for the next two quarters
- Statement of sources and uses of funds
- Variance Analysis

**Step two:** List the transactions and activities, which the system must account for. As a minimum requirement the accounting system must include:

- a) Purchase orders, receipts, check books and other similar documents evidencing receipt, commitment or expenditure of funds.
- b) A journal for primary entry of all transactions, including adjustments, destined to be posted to the ledger.
- c) A petty cash book (PCB) for small cash expenditures below a certain low threshold. The credit side of the PCB should be analyzed into columns, one for each project component,
- d) A bank cash book (one for each source of financing). The credit side should also be analyzed into columns, one for each project component (like PCB). Total of these columns should be posted to their respective ledger accounts monthly.
- e) A ledger containing separate ledger accounts for each project component. The debit side of each ledger account should be analyzed into the expenditure categories defined in the IFAD Financing Agreement (I) Works, (II) Grants and subsidies (working capital, support for enterprises and other support), (III) Goods, Services and Inputs (This would cover equipment, materials, consultancy services etc), IV Training, and (V) Salary and Operating Costs. The ledger accounts should be closed and trial balance prepared at the end of each month.
- f) Fixed asset register to record location, price and date of acquisition (or completion) of all buildings, vehicles, computers, printers, major equipment and furniture. There register should have a separate section for each type of fixed asset.

**Step Three:** Design the specific accounting books, including a chart of accounts and records to be maintained, the transactions to be recorded therein and the precise accounting entries on the occasion of each transaction.

**Step Four:** Incorporate the systemic accounting issues as agreed with IFAD and the government including the used accounting standards and valuation criteria. - In accordance with the project design document, all project accounts will be kept on a double entry system and the used accounting standards will be INDIA National Accounting Standards.

**Step Five:** Resolve accounting issues (if any) rising from the fact that the project is being implemented and expenditures are being incurred in different locations (HQ vs. provincial MPAs and VDCs). - The provincial MPAs are to maintain their accounting records in their respective section of the accounting software modules.

**Step Six:** Determine a tentative list of users and user rights for PMU and each MPA staff member in line with their terms of reference in order to maintain a proper level of security.



### 3.2 The Selection of an Accounting Software

The accounting software of the Project is an important tool for collecting, analysing, storing, and disseminating information that is vital for decision making. In addition, it enhances transparency and accountability of the project activities, provides timely reports, helps detecting errors and shortfalls during project implementation and indicates necessary corrections.

The PMU and all MPAs will use Tally accounting software for accounting record keeping and financial reporting. The software will have capability to generate IFAD-required IFRs and consolidated financial reports for all PMU and MPAs.

### 3.3 Accounting Manual

The accounting manual is an integral part of the financial management manual of the project. It is to be prepared by the Finance Manager (PMU) and the finance staff and will become effective after it has been approved by the Steering Committee of the project. The accounting manual is to be reviewed and updated when needed.

When developing the accounting manual, it is essential that the Finance Manager (PMU) and the finance staff are familiar with the following:

- National legislation and IFAD Financing agreement including the reporting requirements
- India National Accounting Standards
- The features and user manual of the procured accounting software.

The accounting manual should as a minimum address the following subtopics:

#### Used accounting standards:

- India National Accounting Standards

#### Chart of Accounts

The Chart of Accounts is used to: (i) capture the financial data under the appropriate headings and (ii) classify and group financial data for the various financial reports. The structure of the Chart of Accounts caters data to be captured by: (i) the Project components, sub-components, activities (ii) expenditure items under each component and sub-component, (iii) The IFAD expenditures categories for the Project, and (iv) sources of funding. Expenditure categories may also be recorded by using “cost centre” functionality which is commonly available in accounting software’s.

The structure of the Chart of Accounts should conform closely to the project cost tables (as presented in the project design report) to enable comparison of actual project costs during implementation with those estimated during the project preparation.



A sample of a chart of account is provided in annex III

#### Budgeting and budgetary control

The project budget will be recorded in the budget module of the accounting software. Budgeting is discussed more in detail in section 2 of this manual.

#### Recording and processing of transactions

Whenever a transaction takes place under the Project, it should be recorded and processed using the accounting software that meets the project's specific accounting requirements. Processing of payments is discussed in detail in section 8 of this manual.

The recording of transactions under the Project follows the India National Accounting Standards which allows for the recognition of cash inflows in the period they are received and the reporting of expenses in the period those expenditures are paid.

Individual records of transactions are treated as source documents. For the project accounting purposes, the following source documents are considered:

- Purchase orders/ Contracts
- Goods receipts notes
- Acts of work completed
- Acts of services completed
- Purchase invoices
- Service invoices
- Consultants/engineers' reports

All transactions occurred should be registered in the accounting software in accordance with the date of occurrence and under the form of journals. The journal should contain sufficient and detailed information about the date of the transaction, its type, amount and reference to the source document. All the transactions should be entered on the accounting software using the principle of double entry, which means that each transaction should be recorded twice, once on the debit side of the transaction and once on the credit side of the transaction. The accounting software will automatically process those transactions and post them to the ledger accounts, which are accounts where all transactions of similar type are recorded. This processing of transactions also allows for the production of timely reports.

The finance staff should reconcile the project accounts on a monthly basis. In case certain adjustments of entries in the accounting process have to be made, the finance staff should produce a memorandum in which the reasons and the way in which the adjustment has been made is explained. The memorandum will be authorized by the Project Director after being cleared by the Finance Manager (PMU).

#### Petty cash management.

The finance staff will manage and periodically reconcile the petty cash account. The petty cash account is discussed more in detail in the section 6.2 of this manual.

#### Bank account reconciliations

The finance staff will need to perform monthly bank account reconciliations between the PMU and MPAs and quarterly bank account reconciliations between PMU and VDCs/FNGOs. Online banking system of the commercial bank where project will maintain its Project Account will be used to reconcile bank accounts of PMU, MPAs/VDCs and FNGOs. The reconciliation is discussed more in detail in section 6.3 of this manual.

#### Withdrawal of funds

The Finance Manager will be responsible for preparing withdrawal applications to be submitted to IFAD. The necessary procedures are explained in section 7 of this manual and in the IFAD disbursement Handbook.

### Financial reporting:

The finance staff is not only in charge for recording the financial transactions on a daily basis but also for summing up the expenditures made under each component and sub-component and for each activity under those and posting the data on accounting/financial reports on a periodic basis during the reporting periods specified in the FMFCL and in the Financing Agreement. The finance staff will also need to keep track and report on the availability of project funds in the different accounts (Project accounts and petty cash) as well as the commitments made by the PMU. The produced reports will be approved by the Project Director after being cleared by the Finance Manager (PMU). The different financial reports are discussed more in detail in section 9 of this manual.

### Fixed asset register

The finance staff needs to maintain a fixed asset register recording all fixed assets in the fixed asset module of the accounting software. Fixed asset management is discussed more in detail in section 8 of this manual.

### Period for which records are to be kept

The finance staff needs to file the original records in an organised way to be maintained by the PMU/LPA for a minimum 10 years after the project completion. Record management is discussed more in detail in section 4 of this manual.

### Access Levels

The access to the accounting system should be governed by the privileged metrics defining the levels of access by different users: (i) active use for inputting/editing of data; (ii) read-only use; or (iii) no-access. This would allow a separated and controlled access to the Accounting module (i.e. Journal recording, posting to the General Ledger). Each accounting transaction records the user's ID, preventing unauthorized access to the system and an adequate level of protection against the input of false data or the destruction of the records. At the same time, the data-sharing nature of the system involves a strict coordination and active data exchange among its various users (primarily the PMU). In this respect the system should ensure the reliability in information storage and fast data processing.

### Revision of accounting manual

The accounting manual is to be reviewed and updated regularly.

## **4.0 Records Management**

Financial records must be created and preserved for every financial transaction performed under the project. Financial records are defined as any financial information including written, computer data, internal forms, e-mails, or any other form of storage information originated from the PMU and MPAs such as internal forms, journal vouchers, financial reports (Monthly & quarterly) copies of checks and withdrawal applications etc. or received by the PMU and MPAs such as supplier invoices and receipts, bank statements, IFAD documents etc. within the framework of the project's official activities. The objective of this procedure is to preserve the financial records and files for further official use by the LPA, for financial audit and for review by the Fund during the supervision missions. The projects financial records are the property of the LPA/Odisha Government and cannot be removed or destroyed.



It is important to note that in accordance with the IFAD general conditions, the recipient/borrower has to maintain the original records for a minimum 10 years after the project completion.

#### **4.1 Filing of the financial records**

The Finance staffs are responsible for filing the financial records created or received by the project. To fulfil this responsibility, Finance staffs must maintain chronological files in which the financial documents have to be filed for future reference. Filing should be performed daily to prevent the accumulation of papers and to ensure that the financial records are maintained in an up-to-date manner at all times. Each financial record should be filed under its code in a chronological order, with a sequential number assigned to every document. Any kind of additions or amendments to the financial document should be filed in a chronological order immediately following the principal document. In addition to hard copy storage, PMU, MPAs and FNGOs ( for FNGO and VDCs) will be responsible for online filing of all supporting documents in e-office software for each and every transaction posted into Tally Accounting software. PMU will receive licences for all MPAs and FNGOs users for e-office from State Government of Odisha.

#### **4.2 Storage of financial records**

The financial records of the project should be stored in the PMU and MPAs offices for a minimum 10 years after the project completion. The data should be stored within the accounting software and e-office software, as paper copies, as scanned copies and as computer disc copies. The PMU and MPAs should allocate an appropriate storage area for the financial records in paper format and maintain them in locked cabinets, safe from water and fire, to which access is controlled and limited. The PMU and MPAs should also classify the financial records as "Confidential", or "General". All important correspondences should be filed.

#### **4.3 Archiving of financial records**

In order to prevent an unnecessary pile-up of files in a limited office space, the Finance Manager (PMU) and accountant ( MPAs) should make sure that the financial records are archived on a regularly basis. Once a year, the Finance Manager (PMU) and accountant ( MPAs) should make sure that the completed or inactive files are archived in a manner that will allow for easy retrieval of the files in case they are required at some future date.

#### **4.4 Back- up procedures**

To avoid the loss or damage of financial data, the information should be kept in two copies: i) at the computer server of the PMU and ii) in the locked cabinets of the PMU/MPAs offices. Only the Project Director, the Finance Manager (PMU) and accountant ( MPAs) and finance staffs are allowed to access the financial records without authorization. The access of external persons is prohibited except for the auditors & IFAD staff.

### ***5.0 Internal controls***

The PMU will hire consultants to assess internal control framework of the project and issue semi-annual internal audit reports. Internal audit reports will be key to assess internal control environment of the project. A sample Internal Audit services TOR is attached in Annex XV.

Designing, Installing, and maintaining a system of internal financial control is an integral part of the Financial management function. Internal financial controls aim to ensure ) efficiency, ii) reliability, of financial reports and iii) compliance with applicable laws and regulations including the conditions set forth in the financing agreement. The key features of the internal control system are summarised below:

- Segregation of duties;
- Authorization;
- Reconciliations and checks;
- Restricted access; and

- Monitoring and review.

### **5.1 Segregation of duties**

An important element in any control system is the separation of those duties which would, if combined, enable one individual to record and process a complete transaction. It is the Finance Manager (PMU)'s responsibility to ensure that the following duties are segregated under the project: preparation, authorisation, execution, custody, recording and the and operation of systems.

Within OPELIP II financial operations, all transactions and financial operations will be initiated by finance staff, and all approvals, including payment orders and transactions in Tally should be the responsibility of Finance Managers. Project Director/Manager will be responsible for signing off WAs, Payment orders and financial reports, etc. Special Officer of each MPA will be responsible for signing and approving transactions at MPA level.

### **5.2. Authorization**

Authorization controls require the certification that a transaction or event is acceptable for further processing. Several types of authorization are in effect at the project, mainly in the procurement cycle, payment cycle, bank and cash management cycle including reconciliation. The Finance Manager (PMU) and accountant (MPAs) should ensure that the authorizations of PMU and MPAs staff ensure efficient implementation while keeping the risk as low as possible. The authorization of project staff should be in line with their respective job descriptions.

### **5.3 Reconciliations and Checks**

Reconciliations between independent, corresponding sources of data are a key control for identifying errors and discrepancies in balances. The Finance Manager (PMU) and finance staff of PMU and MPAs should perform the following reconciliations each month:

- Bank reconciliation
- Reconciliation between system and special account receipts and payments statement
- Any reconciling or balancing amounts should be promptly cleared. Unusual or long outstanding reconciling items must be brought to the attention of the financial officer. The financial officer will review and sign all reconciliations as evidence of his review.
- Accounts of PMU and VDCs should be reconciled each quarter.

In addition physical checks should be performed on assets held and on petty cash.

### **5.4 Restricted Access**

All data, records and assets should be kept in a physically secure environment. This should cover safe keeping of finance records such as official order forms and bank details. In addition, any petty cash should be kept securely. Financial data and other records should also be protected in the form of back up procedures. All work should be regularly backed up and copy records stored securely off site

### **5.5 Monitoring and Review**

As detailed in financial reporting section 9, periodic financial reports must be prepared and submitted to the fund. For the purposes of internal control, the same information should be prepared and monitored by the project Director on a monthly/quarterly basis. The reports should be prepared on a timely basis and should normally be available for distribution two weeks after the end of the reporting period to which they relate. The periodic reports

should be reviewed by the finance officer and the project director as a minimum. Where necessary, corrective action should be taken to ensure the authorized budget and procurement plan is not exceeded.

### **6.0 Flow of funds, cash and bank account management**

The IFAD Loan will be disbursed over seven years. The Loan Closing Date is the seventh anniversary of the date when the project was declared effective. IFAD disbursement procedures and the accompanied forms are outlined in detail in the FMFCL and the Disbursement handbook which should be read in parallel with this manual. Please refer to section 7 of this manual for more detailed information on the IFAD Disbursement procedures.

#### **6.1 Flow of Funds, opening of designated accounts and project accounts**

As soon as entry into force, IFAD will open a loan account which will be credited with USD 87 500 000. These funds will be transferred to the project in accordance with the financing agreement and the IFAD's disbursement procedures.

The project will open designated account in USD in the Central Bank of the country and project accounts in local currency for each PMU and MPAs.

#### **6.3 Bank reconciliation**

The Finance Manager (PMU) and MPAs accountants must perform monthly reconciliations between project account(s) (treasury) balance recorded on bank statements and local cash book balance, recorded on the system. Performance of the monthly reconciliation should follow the following steps:

- i) Project Account balance recorded on bank statement on reconciliation date is taken as starting figure;
- ii) Add reimbursements/replenishments/other deposits that have been processed and are due to project account, but not yet recorded on bank statements;
- iii) Subtract undelivered cheques. Any long-outstanding cheques should be identified and investigated
- iv) Following these adjustments, the bank statement and local finance system cash totals should agree. Any remaining difference should be reported and investigated;
- v) The completed bank reconciliation statement should be signed by the Project Director/Manager (for MPAs); and
- vi) The reconciliation should be reviewed and countersigned by independent finance team member who understands the reconciliation process.

Due to the volume of work, bank reconciliations between MPAs and VDCs will be performed every quarter. Online banking system of commercial bank where PA is maintained will be key source of information for bank account reconciliation between MPAs and VDCs.

### **7.0 IFAD Disbursement Procedures**

The IFAD disbursement procedures are governed by the FMFCL and the Disbursement Handbook, which will be sent the PMU/LPA upon the project effectiveness. The handbook is also available on the IFAD site.

Three standard disbursement procedures may be used for withdrawal of financing:

#### **Procedure I**

Advance withdrawal (using imprest accounts or revolving funds with replenishment to a bank account(s) designated to receive financing resources in advance). This modality is used to advance and/or replenish

funds to a bank account as designated by the borrower. The Fund may place a limit on the amount to be advanced and/or replenished. Relevant details on the modality – which is project specific – are agreed between the borrower and the Fund, and detailed in the FMFCL.

#### **Procedure II**

Direct payment. This modality is used for eligible project expenditures to be paid directly by IFAD, generally for large contracts, to suppliers, contractors, consultants or third parties, as authorized by the borrower. The payment amount should be minimum US\$ 200,000 for IFAD to be able to process direct payment WAs.

#### **Procedure III**

Reimbursement. This is applicable when eligible project expenditures, reimbursable under the financing, have been pre-financed by the borrower. Such reimbursements are expected to be claimed no later than 90 calendar days from the date of payment by the borrower.

### **7.1 Evidence of Authority to Sign Withdrawal Applications**

The Fund requires the borrower's (or recipient's) representative, as designated in the financing agreement, to furnish satisfactory evidence of the authority and authenticated specimen signatures of the individuals who will sign WAs on behalf of the borrower. This evidence must reach the Fund before the first WA is presented by the borrower and should be the original (photocopies, facsimiles or other means of transmission are not acceptable). A sample template is provided in FMFCL. Each WA should be signed by such duly authorized individuals, and the Fund must be notified of any change in the signatories authorized to withdraw funds from the loan/grant account.

The Fund must also be notified of the designated signatories for operating any designated and/or programme or other accounts, including changes thereto, whether or not these authorized signatories are included in the financing agreement. Such changes, as effected during the life of the project, must be communicated promptly to the Fund. The borrower, guided by the sample in annex 1 of the disbursement handbook, should provide the names and specimen signatures of the newly appointed signatories and include the date when such change is to take effect. The original of such changed documentary evidence is to be provided to the Fund.

### **7.2 The Designated Account**

The flow of funds for the Project starts with the opening of the project Designated Account (DA), denominated in US Dollars, in the national central bank, in accordance with the Funds requirements identified in the Financing Agreement and the FMFCL. The federal MOF (PMU) is responsible for opening and managing the Designated Account including receiving on a monthly basis the DA Statement of Account from the bank and reconciling it against MOF records. Disbursements from the DA should be recorded in the PMU account records as of the date they are made, that is when the checks are issued.

### **7.3 Withdrawal of Financing Proceeds and Supporting Documentation**

Based on the FMFCL and the Disbursement Handbook, the withdrawal of all Project financing proceeds (direct payments to contractors from IFAD, and to reimbursements and replenishments to the designated account) is done through the use of Withdrawal Applications.

It is the Finance Manager (PMU)s and the MOF staff responsibility to make sure that the WAs are correctly prepared, the documentation is complete and submitted to IFAD in a timely manner. In line with the updated IFAD guidelines, all WAs should be accompanied by the latest IFRs.

Upon Project entry into force and after sending to IFAD, the letter designating the two officials authorized to sign Withdrawal Applications (WA) with their names and specimen signatures, the Finance Manager (PMU) will send all necessary documents to MOF for reimbursement of the FAD's share of project expenditures for the first quarter of

project operations. PMU will send to CAAA (MOF) each quarter IFRs and request to submit WA for IFAD's share of project expenditures for the last quarter. CAAA (MOF) will use Finance Execution model of ICP to upload IFRs and link each WA to the latest IFRs.

The following are the list of supporting documents for all payments (Works, goods, consultants' and other services):

- a) The signed contract or confirmed purchase order (Showing the specified amount that is due paid
- b) The bank guarantee for advance payment, as specified in the contract documents
- c) The bank guarantee for performance, as specified in the contract documents
- d) Copies of communications sent by the IFAD country programme manager to the lead project agency (LPA) providing the IFAD's no objection (post or Prior) to the contract award, and
- e) Evidence of payment.

For payments of goods, in addition to a-e:

- f) Supplier's invoice duly certified for payment by the project director – specifying the goods, their quantities and prices
- g) Bills of lading or similar documents; and
- h) As appropriate, the certificate of delivery (to include condition of goods to delivery)

For Payments of Consultants' and other services, in addition to a-e:

- i) The supplier's or consultant's claim, duly certified for payment by the project director and showing sufficient detail. If such Services relate to the importation of goods (for example, freight and insurance payments), adequate reference should be given to enable IFAD to relate each of these items to specific goods whose cost has been or is to be financed by the financing closing date; and
- j) As appropriate, a certificate of delivery of satisfactory services

For progress and retention payments of civil works in addition a-e:

- k) the claim if the contractor, including a financial progress report, stating the work performed and the amount due;
- l) A certificate-signed by the project consultants or owner's representative, if any, or by the borrower's chief engineering officer or resident supervising engineer assigned to the project, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract, and
- m) A copy of the contract payment monitoring form signed in original by the certifying officer.

Together with each WA received for reimbursement, the project must submit the most recent IFRs, the designated account reconciliation Statement, prepared by the finance staff ( PMU) for the same reporting period in which the eligible expenditures are being claimed. This form needs to be accompanied by bank statements of the designated account and that of any other operating, district, project accounts ensuring that the closing bank balances for all these accounts correspond to the balances at the end of the same reporting period as indicated in the WA period.



In order to minimize transaction costs, the Finance Manager (PMU) must make sure that withdrawals from the loan and/or grant account shall be made in amounts of no less than US\$ 200,000 or its equivalent, or such other amount as IFAD may designate in an advice to the borrower from time to time.

### **8.0 Processing of payments**

The Project will mainly finance, small works (rural roads, irrigation infrastructure etc.), consultants' services (design, supervision and studies), goods (office supplies, computers, cars), microfinance in the form of grants and credit as well as PMU operating costs (salaries, travel expenditures etc.). Last section outlined how the PMU will receive funds from IFAD to cover the incurred expenditures related. This section will outline the different steps involved in the outflow of funds from the PMU to the Contractors, Suppliers, Consultants etc. The procurement process of these items, including the hiring process for consultants is detailed in the project procurement manual.

#### **8.1 General instructions**

For all payments, the Finance Manager (PMU) and accountant (MPAs) should ensure that the following steps are performed:

- i) Preparation of Payment request voucher. A payment request voucher should be prepared for each payment.
- ii) Validation of invoice. The following validation checks should be performed by the Finance Manager (PMU) on invoice:
  - Invoice arithmetically correct; and
  - Quantity and price recorded on invoice should be checked back to contract, order, certification of completion/delivery

If there is any discrepancy identified, it should be raised with the vendor prior to proceeding with invoice processing,

- iii) Supporting documentation: the following documents should be attached to the payment voucher to support validation:
  - Copy of invoice;
  - Copy of letter of approval from technical committee or the specialist, minister;
  - Copy of purchase order, goods received note and contract if applicable; and
  - Copy of required guarantees

All vouchers are authorized by the Project Director or Special officer of MPA after signatures of the Finance Manager (PMU)/accountant (MPA).

#### **8.2 Processing of payments for Civil Works and Goods**

Project will incur expenditures related to works in the form of rural roads, irrigation infrastructure etc. and goods in the form of seeds, computers, cars, equipment etc.

The Expenditure Cycle for works and goods is detailed in the following chart:

Before releasing the payment to the contractor or supplier, the Finance Manager (PMU) and accountant (MPAs) will make sure the following processes are followed:

- A. The quantity of goods is checked back to the purchase order and to contract and bid award letter (if applicable). The committee members, assigned by steering committee/LPA after being assured that quality of goods is compliant with the contract conditions deliver an accepted delivery sheet or a compliant report to the Procurement Officer. The Finance Manager (PMU) and accountant (MPAs) will ensure that the Procurement Officer provides all the necessary documents including the invoice and the acceptance/compliant report before proceeding with the payment.
- B. The condition of the goods are reviewed for any damage or impairments. Damaged goods are to be identified and returned to the supplier/replaced. If any goods are rejected or returned to the supplier because they are not as ordered or are of sub-standard quality, the Finance Manager (PMU) and accountants (MPAs) should be notified. Finance Manager (PMU) and accountant (MPAs) must keep a central record of all goods returned to suppliers and maintain a separate record of all goods and equipment delivered by suppliers by contracts funded by the IFAD financing.
- C. All the works, are to be monitored by an architect or engineer. It is good practise to assign the architect/engineer responsible for the design to monitor and assess the works of the contractor. The architect or engineer is responsible for sending compliant reports/certificate of completion to the Procurement Officer in the PMU and MPAs, which includes the percentage of completion of the construction and if the construction materials are compliant with the contract conditions and specifications. A request for payment is prepared by the Procurement Officer to be send to the Finance Manager (PMU) and accountants (MPAs). The Finance Manager (PMU) and accountant (MPAs) will ensure that the payment request includes all the necessary documents including the invoice and the compliant reports/certificate of completion before proceeding with the payment to the contractor for the completed phase.

### **8.3 Processing of payments for Consultants' Services**

Under the Project there are two types of consultants' services; a) Consultants with a lump sum contract, and b) Consultants with a time based contract. For type (a) consultants, payments will be made against the delivery of outputs as detailed in their contracts. For type (b) consultants, payments will be made against the submission of a time sheet and a summary of activities performed. PMU and MPAs members will be paid against the submission of a monthly time sheet. The Expenditure Cycle for type (a) consultants is detailed in the following chart:

Before releasing the payment to the consultant (firms), the Finance Manager (PMU) and accountant (MPAs) will undertake the following steps:

- A) The consulting services reports are monitored by technical committees, assigned by the steering committee/LPA for the purpose of evaluating the deliverables submitted by the consultant (firms). Therefore the Finance Manager (PMU) and accountant (MPAs) will ensure that no payment to the consultant is prepared unless an approved committee report or letter of approval received from the committee assures that the deliverable submitted by the consultant is compliant with the contract conditions, these documents should be passed first through the Procurement Officer.
- B) The consulting services reports are monitored by the specialist responsible for the activity for the purpose of evaluating the deliverables submitted by the consultant (Individual Consultant). Therefore the Finance Manager (PMU) and accountant (MPAs) will ensure that no payment to the consultant is prepared unless an approved report received from the specialist assures that this report is compliant with the contract terms and conditions, these documents should be passed first through the procurement officer.

All Supporting Documents and Internal Forms must be retained at the PMU and MPAs Offices and must be maintained and archived in accordance with the maintenance of records section of this manual.

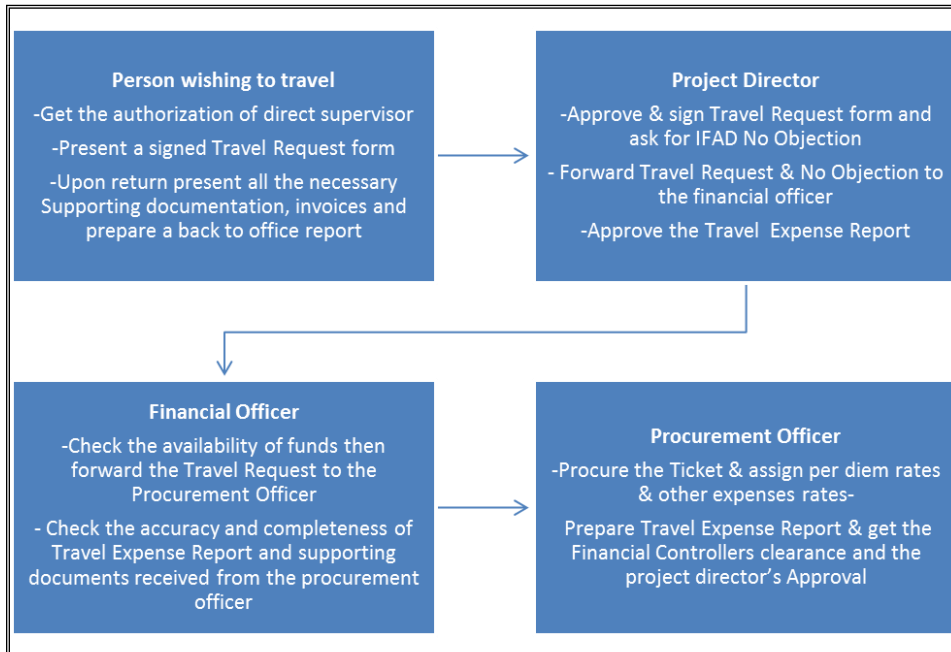
#### 8.4 Processing of Payments for Office Supplies and Other Operating Costs

The payment for office supplies and operating cost will be against the preparation by the procurement officer of a serially numbered checklist evidencing the receipt of office supplies, and the presentation of the Purchase order and supplier invoice. The Finance Manager (PMU) and accountant (MPAs) will compare the information on the checklist to the purchase order and supplier invoice, then sign the checklist. The payment for services is against the presentation by the supplier performing the service of a service invoice.

At the end of each month, the Finance Manager (PMU) and accountant (MPAs) will prepare a serially numbered "List of Payments" that detail all the incurred costs for office supplies and operating costs during the month and present it to the project director for review and authorization. After the project director's authorization of the payments, the Finance Manager (PMU) and accountant (MPAs) will prepare the checks and send them to the project director who will prepare an "Internal Memorandum" detailing the check numbers, amounts, suppliers and explanation of payments.

#### 8.6 Travel Arrangements & Processing of Travel Related Expenditures

Under the Project there is a budget allocated for workshops and study tours as well as staff training courses. The following chart summarizes the transaction cycle that should be followed to get approval for the travel and the expenditures related to it:



(Chart 6: Processing of Payments for Travel and Training)

#### 9.0 Financial Reporting

Periodic financial progress reports are a formal requirement of the IFAD Financing Agreement. Sufficient information must be made available about what money is spent on, how much is spent and what the results are. The major

financial reports include the following: AWPB, monthly financial reports, quarterly interim financial reports ( IFRs), supervision reports, annual financial statements and audit reports.

In addition to the AWPB, supervision reports and audit reports (discussed in detail in section 2, 11 and 12 of this manual), the Finance Manager (PMU) will ensure that the following financial reports are prepared in a timely manner and submitted to IFAD in due time (applicable to reports 2-4 only):

1. Monthly financial reports for PMU internal use only. These reports will be verified during IFAD supervision missions.
2. Quarterly IFRs, to be provided to IFAD within 45 days after the reporting period
3. Annual financial statements, to be provided to IFAD within 4 months after the end of the project fiscal year.
4. Annual financial statements audited by an independent auditor acceptable to the Fund and in accordance with internationally accepted auditing standards and terms of reference cleared by IFAD, to be provided to IFAD within 6 months after the project fiscal year (explained in detail in section 11).

### 9.1 Monthly Reports

In accordance with best practises, the Finance Manager (PMU) and accountant ( MPAs) will prepare monthly financial reports based on the accounting system to aid management decision and control. The monthly management accounts will include the following.

- Monthly Budget Execution Report, summarising the budget-actual comparison of the expenditures incurred, component-wise and category-wise. The report will also include a list of commitments entered into and still to be paid, by component and by category.
- Bank Reconciliation Statement (please refer to annex XIII or form 104 of the Disbursement handbook)

### 9.2 Quarterly IFRs and progress reports

Quarterly IFRs should be submitted to IFAD no later than 45 days after the end of reporting period during the programme implementation period.

The importance of the IFRs lies in the fact that they provide IFAD with sufficient information to determine whether the funds disbursed to the project are being used as intended, the project implementation is on track and the budgeted costs will not be exceeded. The financial information should be linked to the information on physical progress and procurement to give assurance that the financial and physical progress are consistent.

Sample quarterly IFRs are attached in annex XIV. IFRs will be attached to each WA. IFRs will be uploaded to ICP using Financial Execution model and they will be linked to relevant WA.

The Periodic Progress Reports include the following:

- **Project Statement of Cash Receipts and Payments by Category:** This report summarizes the sources of project financing, with the uses of funds in accordance with the disbursement categories foreseen in the Financing agreement with the Fund. This report also states the cumulative expenditures from the start of the project until the date of the report as well as the cash flow forecast for the following semi-annual period.



The standard format for the presentation of this report is provided in Annex VI: Table 1.

- **Uses of Funds by Project category:** This report details the project expenditures by each expenditure category or sub category and by financier.



A sample of a Uses of Funds by Project category is provided in Annex VI: Table 2

- **Uses of Funds by Project Activity:** This report details the project expenditures by each component or sub-component consistent with those foreseen in the Financing Agreement. The total planned, actual and cumulative expenditures in this report should correspond to those mentioned in the uses of funds section of the “Sources and Uses of Funds” report presented above.



A sample format for this report is provided in Annex VI: Table 3

- **Cash flow forecast:** This report summarizes the cash inflow and outflow for the following semi-annual period and is explained in detail in section 9.3. **See sample IFRs.**
- **Designated Account Reconciliation Statement**



Please refer to annex XIII (also form 104 of the Disbursement handbook) for a standard Designated Account Reconciliation Statement.

- **Withdrawal Application Statement:** This report summarizes the claimed and received WA from IFAD during the reporting period.



- A sample of a WA statement is provided in Annex VI: Table 5

- **Contract Expenditures:** This report details all the contracts signed and amounts paid during the quarter by category.



A sample format for this report is provided in Annex VI: Table 6

- **Physical progress report:** This report summarizes the quantitative physical progress made in achieving overall objectives and links them to project expenditures by component and by category. This report should also contain a narrative part on the strategic direction for the next planning cycle as well as the main financial problems encountered.



A sample format for this report is provided in Annex VI: Table 7

### 9.3 Cash Flow Forecast

Preparing periodic cash flow forecasts is essential to ensure the project has sufficient funds to meet its commitments (expenditures to contractors, service providers, suppliers of goods, salaries of the PMU staff, operating and maintenance cost of the PMU and MPAs such as rent, electricity, internet etc.) as they fall due. It is the Finance Manager (PMU) and accountants (MPAs) responsibility to prepare periodic cash flow forecasts by undertaking the following steps:

1. Determining the opening balance of the time period

2. Determine (as accurately as possible) all the cash inflow already secured from different sources during the time period on a monthly basis.
3. Determine (as accurately as possible) all the payments due during the time period on a monthly basis.
4. Based on the calculation (steps 1-3) determine the estimated cash need for time period in question.

When preparing the cash-flow analysis, key sources for information include the AWPB (up-to-date), the procurement plan (up-to-date), disbursement timetable of all signed contracts and historic expense reports for PMU and MPAs' management costs as these can be assumed to stay relatively constant over the implementation period.

Based on the estimated cash flow needs, the Finance Manager (PMU) in consultation with the Project Director will prepare and submit for approval the required budget allocations in a timely manner in order to ensure sufficient liquidity and avoid any delays to the project implementation.

#### **9.4 Annual Financial Statements and Audit Reports**

IFAD requires that the financial statements are prepared in accordance with acceptable accounting standards. (National Standards are also acceptable as long as they meet the minimum requirements) and that the annual statements are provided to IFAD within four months after the end of the fiscal year. In accordance with the Project Design Report, the project will prepare its financial statements in accordance with India National Accounting standards.

The project interim un-audited financial report (IFRs) should include the following information:

- Project Information and performance,
  - Statement of project management responsibilities,
  - Sources and Uses of Funds (by component),
  - Sources and Uses of Funds (by category)
  - Statement of comparative budget and actual amount,
  - Statement of Project Account movements,
  - Statement of Project Account Reconciliations,
  - Withdrawal Application Statement and Notes to the Financial Statements.

It is important to note that IFAD financing proceeds should be disclosed separately from the other financiers (donors, government, beneficiaries etc.). It is also important to note that where the project consists of more than one entity the lead-PMU must provide consolidated financial statements.

The most recent IFRs should be attached to each WA to be submitted to IFAD.

#### **10.0 Fixed Asset Management**

Fixed asset management is an important process that seeks to track fixed assets for the purposes of financial accounting and to ensure preventive maintenance, and theft deterrence. Adequate Fixed asset maintenance also increases the sustainability of the project.

There are three elements in fixed asset management that require the attention of the Finance Manager (PMU) and accountant (MPAs)

- Purchase of equipment
- Setting up and maintaining an asset register including verification
- Setting up a plan for disposal and/or handover of the asset once the project is completed

### **10.1 Purchase of Equipment**

All procurement and payments for project equipment will be processed in line with the guidance provided in the procurement section of the PIM. The finance staff financial officer should assign a unique, sequential asset number to all furniture and equipment items purchased (excluding minor items such as stationary). This must be clearly labelled on each item. Each item of equipment must be recorded in the fixed asset register

### **10.2 Asset Register**

The finance staff must maintain a register of all (material) project equipment. This will be recorded on the asset management module of the accounting software. The asset register should record the following information for each individual piece of equipment: 1) Asset description, 2) Asset number, 3) Serial number of the item, 4) Officer responsible for asset, 5) Funding of asset (IFAD, government etc..), 6) Location; Date of purchase; and 7) Estimated life. The



A sample of a fixed asset register is provided in annex VII.

### **10.3 Asset Verification Review**

The Finance Manager (PMU) and accountant (MPAs) must ensure that a verification count of all equipment recorded in the fixed asset register is performed at least once a year. This should include the following checks:

- Verify that all equipment is still held in the location recorded on the register; and
- Check that equipment is still in a reasonable state of repair.
- Discrepancies between the verification exercise and the fixed asset register should be investigated. Where assets are missing or seriously damaged, they should be removed from the asset register. The removal should be formally documented and approved by the Finance Manager (PMU) and accountant (MPAs) and by the LPA.

The verification review must be performed by different staff from those who use the equipment, to ensure adequate segregation of duty.

### **10.4 Vehicle Maintenance and Fuel**

The drivers are required to record all trips and fuel refills in a logbook and collect all the supporting documentation (invoices etc.). The vehicle logbook provides control over the use of the cars as well as fuel consumption. Fuel distribution is handled by the finance staff. Fuel is purchased on an as-needed basis by giving coupons to the drivers who must use the selected fuel station. The PMU is billed by the station twice a month. Unused coupons

are kept in the office safe in the custody of the Finance staff. For official missions, a special cash provision is given to mission leaders to allow them to purchase fuel (at reputable gas stations) during the trip.

The safety of cars is the responsibility of the recipient staff members and drivers assigned to the vehicles. Consequently, they must ensure that the cars are parked in a secure area when not in use or outside working hours. The drivers are required to monitor the maintenance of their assigned vehicles under the supervision of the PMU and MPAs. The drivers must notify the PMU and MPAs of maintenance needs so that the cars can be serviced on a timely basis. The cars must always be taken to the selected PMU and MPAs garage for repairs and maintenance

The finance staff should on a monthly basis review the mileage and fuel usage as well as any undertaken service as reported in the log book of each car and compare these with the official invoices and travel authorizations etc. to make sure the numbers are accurate.

An insurance policy must be taken by the PMU and MPAs to ensure all cars and passengers against all risks, including damage, theft, fire, as well as injury and property damage to third parties. The insurance must also cover the same risks when the cars are used by the recipient staff members outside of normal working hours.



A sample of a vehicle log and vehicle history record log is provided in annex IX A & B.

### **11.0 Audit Arrangements**

The project audit is an ex-post review of financial statements, records of transactions & financial systems; It examines the adequacy of accounting systems & procedures, capacity to maintain appropriate accounts & documentation of the project/grant expenditures. The objective of the project audit is to provide credibility and assurance of accountability.

OPELIP II financial statements will be audited by state level CAG. If and when CAG is not capable of auditing OPELIP II financial statements, relevant provisions of this manual for the selection of a private sector auditor will be applied.



In accordance with the IFAD general conditions and the IFAD guidelines for project audits, the PMU must have its financial statements audited by an external auditor acceptable to IFAD. The Audited financial statements need to be sent to IFAD no later than 6 months after the end of the fiscal year. The detailed instruction regarding project audit are outlined in the IFAD guidelines for project audits available in IFAD Handbook for Financial Reporting and Auditing of IFAD-financed projects.

### **11.1 The Audit Cycle and Appointing the Auditor**

The complete audit cycle can be divided into the three main roles carried out by the Finance Manager (PMU)/PMU, the Auditor and IFAD.

The PMU and the Finance Manager will:

- Timely prepare TORs of the Audit and submit these to the Fund for no objection,



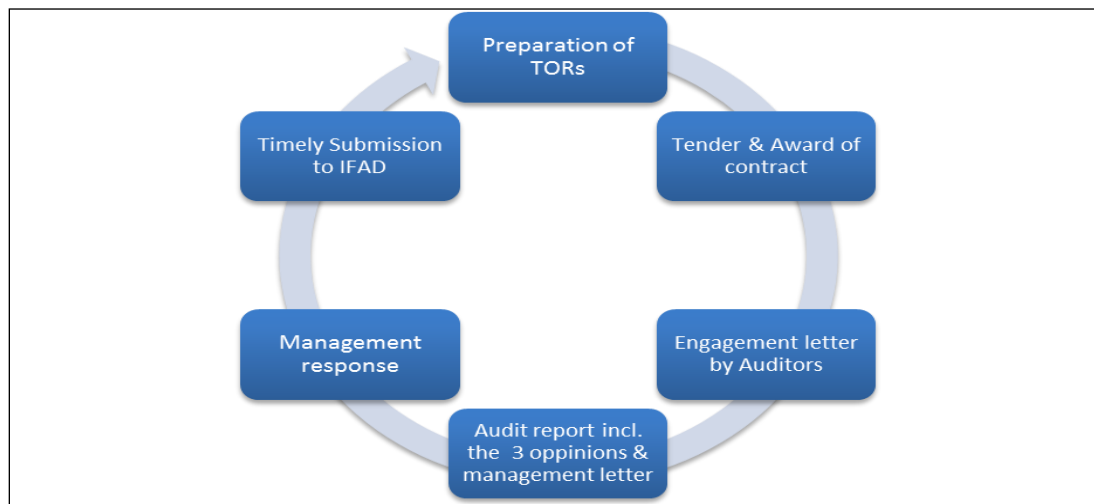
- manage the selection process of the auditor (if relevant)
- and appoints the auditor.
- Prepare the financial statements for reporting period
- Make available all the financial information necessary to the auditors.
- PMU/MPAs should respond to the audit findings and recommendations.
- Submit the audit report to the fund no later than 6 months after the end of the project fiscal year.

The Auditor will:

- perform the audit work
- Indicate any ineligible expenditures
- Provide a management letter

The Fund will:

- Provide a non objection to the auditors TORs
- Monitor timely submission and review of audit reports
- Follow up on remedial action\apply sanction and /or remedies if relevant including suspension of disbursement and or cancellation of loan balance (Legal Notice is sent to the LPA after 3 months of delay. Suspension of disbursement to the project after 6 months delay.)



*(Chart 18: Project Audit cycle)*

When appointing the auditor the Finance Manager will need to ensure that the following steps are followed:

- a) Finance Manager/PMU prepares TORs for the auditor and sends it to IFAD for review and no-objection.

- b) IFAD communicates “no objection” to borrower.
- c) Finance Manager/PMU initiates the procurement process using the agreed TORs.
- d) Finance Manager/PMU informs IFAD of the name of proposed auditor and the procurement process followed for the selection.
- e) IFAD communicates “no objection” to borrower on the selection of proposed auditor upon performance of the necessary due diligence.
- f) Finance Manager/PMU appoints the auditor.
- g) The auditor appointed normally issues a formal engagement letter

### **11.2. TORs of the Auditors and the Engagement letter**

When preparing auditors TORs the Finance Manager (PMU) should address the point outlined below:

- a) Description of the employing project authority or entity;
- b) Term of the auditor’s engagement, namely whether it is for a fiscal year or some other period;
- c) Description and the timing of the financial statements and other material to be provided by project management for the audit;
- d) Terms for delivery of the audit report;
- e) Specification that the audit be carried out in accordance with internationally accepted auditing standards;
- f) Provision of a management letter;
- g) Statement of access to project records, documents and personnel available to the auditor;
- h) Details regarding submission of a proposal and work plan by the auditor.

Furthermore, the contents of the TORS should include:

- a) A description in the TORs of the entity engaging the auditor and whether it is acting on behalf of or is a constituent part of a larger entity
- b) Legal and general descriptions of the project and the LPA, in sufficient detail to enable the auditor to understand their nature, objectives and activities.

The following additional information should also be considered:

- c) Organizational charts;
- d) Names and titles of senior managers;
- e) Names and qualifications of officers responsible for financial management, accounting and internal audit;
- f) name and address of any existing external auditor, if a change is made;
- g) Description of information technology facilities and computer systems in use; and

- h) Copies of the latest financial statements, financing agreement, minutes of financing negotiations, project design document, and annual work programme and budget, if it is available.

The auditors are required to provide a formal engagement letter confirming their acceptance of the appointment and outlining the methodology, scope and responsibilities under the audit. The borrower's representative will sign and return a copy of the letter to the auditor.

### **11.3 The Audit Report**

The Audit Report must include the following elements which should also be reflected in the auditor's TORs:

- An opinion on the Project's financial statements
- In addition to the audit report, the independent auditor will prepare a management letter. This will include comment and recommendations on the adequacy of the financial management system, and on the system of internal control. The management letter should also include a follow up section on the status of implementation of previous years recommendations

### **12.0 IFAD Supervision**

The project will be subject to extensive supervision from IFAD during the whole implementation period to ensure that the PMU fiduciary requirements are completed on time and to minimise the project's fiduciary risk.

If financial arrangements of the PMU and MPAs are deemed acceptable, IFAD will rely on them to provide assurance that the financing proceeds are being used for the intended purposes. In the case that IFAD identifies weaknesses in the financial arrangements, it will require the PMU/LPA to take the appropriate measures to mitigate those risks e.g. changing the design and operation of internal control processes or modifying the disbursement arrangements for an operation.

The IFAD supervision of the project includes the following measures:

- Monitor of timely submission of audit reports and review of these reports
- Verify compliance to audit recommendations and recommendations made by past supervision missions.
- Monitor the submission of timely periodic financial reports, IFRs and review of these reports
- Monitor disbursements rate and the quality of the received Withdrawal Applications
- Annual or semi-annual financial management supervision missions.

### **12.1 Supervision missions by the Fund**

Throughout project implementation, IFAD will conduct annual financial supervisory missions to develop financial management ratings and ensure compliance with the IFAD's requirements. During the supervisory missions, IFAD will assess and monitor the adequacy of the PMU/LPA financial management arrangements such as accounting,

budgeting, internal controls, flow of funds, financial reporting and the auditing practices. The key findings and recommendations of the mission will be captured in the Aid Memoire.

When preparing for and during an IFAD supervisions mission, the necessary supporting actions by the Finance Manager (PMU) will include the following:

- Update and make available for the mission, the project financial information and especially the incurred expenditures by component, by category and by financier as of the last day of the preceding month.



Please refer to annex XI for the financial tables required for the aid memoire

- Update and make available reports on the status of counterpart funding (has the Borrower/Lead Project Agency made available financing proceeds to the Project as planned?)
- Provide a walk through of the existing accounting system including its main modules, budgeting, accounting, financial reports, fixed asset register as well as the security settings in use.
- Facilitate checking of the internal controls, by system “walk through” to ensure that approved procedures are consistently being followed.
- Make available Withdrawal Applications to facilitate the verifying of adequacy, completeness and validity of claims.
- Make available evidence of qualifications and educational background of the financial staff including, organogram of the PMU, CVs, TORs of each position and PMU training plan.
- Update and make available a complete a fixed asset register and facilitate sample test check of physical existence of the asset.
- Make available written procedures regarding financial operations such as processing of transactions, financial administration manual, accounting manual, fixed asset maintenance and records management as well as the lead project agency’s anticorruption policy and whistle blowing procedures.
- Prepare and make available the updated bank account reconciliation statement and bank account statements for all designated and project accounts.
- Arrange meeting with the auditors and any other selected party requested by the mission.
- Make available all necessary documentation and contracts regarding procurement not subject to prior review.
- Provide an update on the actions taken regarding past audit recommendations as well as action points outlined in the past aide memoires.
- Make available the most recent AWPBs, annual and semi-annual reports
- Participate in report writing if necessary.

### **13.0 Loan completion and Closing**

The closing of the loan/grant is due six months after the project completion date. Both the completion and the closing date of the loan have financial implications on the project management such as: development and submission of a recovery plan, ensuring eligibility of expenditures and submission of the necessary documents outlined below. Please also refer to section 1.3 of the Disbursement Handbook.

#### **13.1 Recovery plan**

To ensure that the designated account is completely and timely justified, the financial officer/PMU has to develop and submit to the Fund a so called recovery plan outlining the percentages per withdrawal application that will be recovered and paid respectively. The recovery plan should be submitted to the fund around 6 months before the completion date or when the outstanding balance (amount still undisbursed by IFAD is less than the double of the authorized allocation).



Please refer to annex XII for a sample recovery plan.

#### **13.2 Loan Completion**

As defined in the Financing agreement the completion date of the loan is its 8<sup>th</sup> anniversary; that is eight years after it entered into force. By the completion date all the project activities must have been finalised. The payments can be done also after the completion date, as long as the commitments/ contracts are signed prior to the completion date. Activities that have continued after the completion date are not considered as eligible expenditures and can therefore not be financed by the IFAD funds.

After the completion date but no later than the closing date (six months after the completion date) the PMU can still incur expenditures related to so called winding up expenditures e.g. Final Audit, Project completion report, Project staff salaries involved in the winding up activities, PMU maintenance cost, project completion workshop.

#### **13.3 Loan Closure**

The Fund requires the following to be provided by the PMU in order to close the loan:

- Confirmation of last withdrawal application
- Submission of final audit report
- Submission of project completion report



The Final Audit Report has to cover, the final project year up to the final expenditures and it can be paid from the loan available balance by using for example direct payment or Reimbursement of pre financed expenditures.

## Annex AG: Procurement Manual

### Procurement Arrangements

#### Introduction

The draft PIM is prepared during the design process for the project. This needs to be confirmed by the LPA and the final PIM to be submitted to IFAD for review and approval. Any revisions to the PIM, requires IFAD review and approval.

#### Applicability of Procurement Guidelines

Procurement of goods, works and services under the project financed from resources provided or administered by IFAD will be undertaken in accordance with IFAD's Procurement Guidelines<sup>59</sup> and Handbook<sup>60</sup> (dated December 2020) and as amended from time to time. In the absence of national law which safeguards the interests of transparency, fairness, and grievance redressal of the participating bidders/suppliers, IFAD Procurement Guidelines shall be followed both at the central level and at the decentralised level by all implementing entities.

IFAD recommended Project Procurement related documents could be accessed at <https://www.ifad.org/en/project-procurement>

### 1. Overarching guidelines for Project Procurement

#### Transparency, Competition, Fairness and Elimination of Arbitrariness

Public buying should be conducted in a transparent manner to bring competition, fairness and elimination of arbitrariness in the system. This will enable the prospective bidders to formulate competitive bids with confidence. The following are some important measures to achieve the same and, thus, secure best value for money:

(a) The text of the bid document/Request for Proposals (RFP) should be user-friendly, self-contained, comprehensive, unambiguous, and relevant to the objective of the procurement. The use of terminology used in common parlance in the industry should be preferred.

(b) The specifications of the required goods should be framed giving sufficient details in such a manner that it is neither too elaborately restrictive as to deter potential bidders or increase the cost of purchase nor too sketchy to leave scope for sub-standard supply. The specifications must meet the essential requirements of the project. Efforts should also be made to use standard specifications, which are widely known to the industry.

(c) The bid document/Request for Proposals should clearly mention the eligibility criteria to be met by the bidders such as minimum level of experience, past performance, technical capability, manufacturing facilities, financial position, ownership or any legal restriction etc.

(d) Restrictions on who is qualified to bid should conform to extant Government policies and be judiciously chosen so as not to stifle competition amongst potential bidders.

(e) The procedure for preparing and submitting the bids/RFP; deadline for submission of bids/proposals; date, time & place of public opening of bids/proposals; requirement of earnest money and performance security; parameters

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<sup>59</sup> [https://www.ifad.org/documents/38711624/39421027/procure\\_e.pdf/e1a99511-d57d-4695-a05b-3d9b597d0149](https://www.ifad.org/documents/38711624/39421027/procure_e.pdf/e1a99511-d57d-4695-a05b-3d9b597d0149)

<sup>60</sup> [https://www.ifad.org/documents/38711624/39421018/proc\\_handbook\\_e.pdf/2febc53a-4244-4447-a788-d06a632fd3b5](https://www.ifad.org/documents/38711624/39421018/proc_handbook_e.pdf/2febc53a-4244-4447-a788-d06a632fd3b5)

for determining responsiveness of bids; evaluating and ranking of bids and criteria for full or partial acceptance of bid and conclusion of contract should be incorporated in the bid enquiry in clear terms.

(f) Bids should be evaluated in terms of the criteria already incorporated in the bid document, based on which bids have been received. Any new condition, which was not incorporated in the bid document, should not be brought into consideration while evaluating the bids.

(g) Sufficient time should be allowed to the bidders to prepare and submit their bids.

(h) Suitable provisions should be kept in the bid document allowing the bidders reasonable opportunity to question the bid conditions, bidding process, and/or rejection of its bid and the settlement of disputes, if any, emanating from the resultant contract.

(i) It should be made clear in the bid document that bidders are not permitted to alter or modify their bids after expiry of the deadline for receipt of bid till the date of validity of bids.

(j) Negotiations with the bidders for procurement of goods and works must be avoided. In case of consultancy services negotiations should be conducted with the highest combined ranked consultant, to clarify certain aspects of reporting, agreement on the Accountability Matrix and to confirm the team of experts proposed. For negotiations with the consultants, please refer to the Guidelines for negotiations.

(k) The name of the successful bidder to whom the contract is awarded should be appropriately notified by the PMU for the information of general public, including display at notice board, periodical bulletins, website etc.

#### **Efficiency, Economy and Accountability:**

Public procurement procedures must conform to exemplary norms of best practices to ensure efficiency, economy and accountability in the system. To achieve this objective, the following key areas should be taken care of:

(i) To reduce delays, PMU should prescribe appropriate time frame for each stage of procurement; delineate the responsibility of different officials and agencies involved in the purchase process and delegate, wherever necessary, appropriate purchase powers to the lower functionaries with due approval of the competent authority.

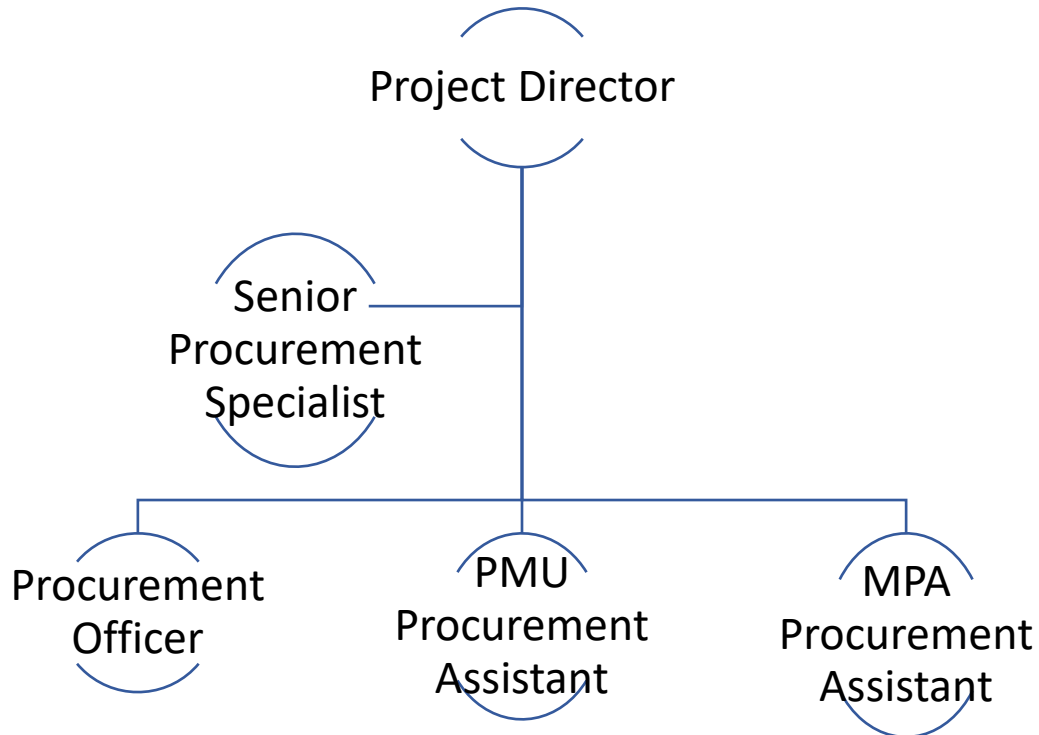
(ii) PMU should ensure conclusion of contract within the original validity of the bids. Extension of bid validity must be discouraged and resorted to only in absolutely unavoidable, exceptional circumstances with the approval of the competent authority after duly recording the reasons for such extension.

#### **Eligibility**

Firms/entities/individuals from any country are eligible to participate in this Project, except: (i) as a matter of law or official regulation, India prohibits commercial relations with that country, or (ii) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, India prohibits any import of goods from, or payments to, a particular country, person, or entity. Where India prohibits payments to a particular firm or for particular goods by such an act of compliance, that firm may be excluded; and (iii) those who are included in the IFAD's debarred list or common debarment list agreed with other IFIs.

## **2. Institutional Setup**

### **Organogram of Procurement Unit**



The Terms of Reference of the Procurement Staff are indicated in Annexure-3.

### 3. Procurement powers of Deputy Project Director, Project Director and Chief Project Director

Description	Deputy Project Director	Project Director	Chief Project Director
Approval of the Procurement Plan and revisions/upgrade	-	Full Powers	-
Office consumables	Upto		
Procurement of goods and related services (Direct contracting)			
Procurement of works and related services (Direct contracting) for PMU and MPAs			
Procurement of Individual consultants for short term (not exceeding 6 months) on single source selection			



Procurement of individual consultants on competitive selection			
Procurement of goods under shopping			
Procurement of works under shopping			
Procurement of goods under competitive bidding			
Procurement of works under competitive bidding			
Procurement of consultancy services under competitive bidding			
Amendment to contracts			
Approval of Implementation Grants to Community Institutions			
Non-financial Memorandum of Understanding			
MoA with Government agencies/Departments			

### 3.1 Procurement Powers of Special Officer to MPAs

Description	Special Officer	Project Director
Office consumables	Upto	
Procurement of goods and related services (Direct contracting)		
Procurement of works and related services (Direct contracting) for MPAs		
Procurement of goods under shopping		
Procurement of works under shopping		

Amendment to contracts		
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#### Engagement of Key Staff

The Financing Agreement will designate the staff considered as “Key Staff” for project implementation. Typically, staff responsible for financial management, procurement, M&E and SECAP related compliance, besides the Project Director are considered as ‘Key Staff’. Key PMU staff can be recruited using a consulting contract which is subject to IFAD No objection. The recruitment must follow an open, competitive and transparent process. The terms of reference, engagement process (advertisement, evaluation of CVs, shortlisting and final selection) will require IFAD no objection. If some of the existing IFAD-financed project are to be engaged for the new project, the suitability and the justification for continuing the contracts will require IFAD prior review and no objection. These staff will also be engaged on consulting contract limited to project duration.

#### Secondment of Government officials to project

he government official is seconded to a temporary assignment in an IFAD funded project. The terms of this assignment depend on the government’s internal regulations and policy. S/he needs to fulfil the technical and managerial requirements as stipulated in the terms of references of the approved project implementation manual. In addition, the Government should confirm that the seconded official is having vigilance clearance from the respective department. While the seconded official positions are indicated in the Cost Tables and the salary and allowances for the position are borne by the Government share. The seconded official could receive travel and DSA for the travels on account of project implementation and any other additional allowance, the Government may agree for the project staff. If a Government official is seconded for the PMU Key staff, IFAD prior review and no objection is required.

Any contract signed for PMU staff shall be compliant with national labour regulations/rules and the ILO Core Labour standards (whichever is more stringent) in order to satisfy the conditions of IFAD’s updated SECAP. Repeated short-term contracts must be avoided unless appropriately justified under the project’s circumstances.

#### **4. Procurement implementation**

The Procurement Unit is the primary responsible unit for preparing and implementing the procurement activities under the project. The Unit should have physical and/or electronic copy of the following:

1. IFAD Procurement Guidelines, 2020
2. IFAD Procurement Handbook, 2020
3. Initial and all updates of the Project Procurement Arrangements Letter issued by the IFAD.
4. Financing Agreement and its amendments
5. Project Agreement
6. Project Implementation Manual approved by IFAD
7. IFAD Standard Bidding Documents and templates

Immediately after signing of the Financing Agreement and Project Agreement, the Procurement Unit should prepare and issue General Procurement Notice (GPN). Template for GPN is included in IFAD templates. GPN could be advertised in leading newspapers and the website of the project.

Responses from interested suppliers/bidders should be organised under each of the Procurement Groups and when the procurement activity is implemented, ensure that the interested suppliers are notified to participate in the bidding process, if still interested.

## **5. Procurement Methods**

The following are the procurement methods applicable for each category of the project procurement during implementation:

### Goods and goods related non-consultancy services:

1. International Competitive Bidding
2. Limited International Bidding
3. National Competitive Bidding
4. National Shopping or Local Shopping
5. Single Source Selection
6. Procurement from UN agencies

### Works and works related non-consultancy services

There are no works under the project which requires International Competitive Bidding or Limited International Bidding. Hence all procurement methods for works are within the country.

1. National Competitive Bidding
2. National shopping or Local Shopping
3. Single Source Selection

### Consultancy Services

1. Quality and Cost Based Selection (QCBS)
2. Quality Based Selection (QBS) with proper justification
3. Fixed Budget Selection
4. Least Cost Selection
5. Consultants Qualification Selection (CQS)
6. Individual Consultants
7. Direct Contracting (Individuals & Firms)

The procedure for undertaking each of the procurement/selection methods are indicated in IFAD Procurement Handbook.

## Procurement thresholds

The thresholds for each of the procurement/selection methods will be updated as per the Project Procurement Arrangements (PPA) Letter issued by IFAD. The thresholds could also be seen in IFAD OPEN portal.

### **6. Procurement Planning**

Planning is a critical part of the procurement process that enables objectives and priorities to be properly set, workloads to be estimated and resources allocated. The procuring entity needs to plan, organize, project and schedule its procurement activities and to identify potential areas for the pooling of needs.

Planning also provides the Lead Project Agency/Government/IFAD with an important tool for monitoring project implementation. Insofar as possible, procurement planning should be integrated with financial planning so that budgets and procurement needs are synchronized insofar as practical.

Any item/activity, which is not included in the relevant AWPB or Procurement Plan will not be eligible for IFAD financing. Therefore, updates/upgrades of the Procurement Plan is essential.

The Procurement Plan will be prepared, upgraded, updated in IFAD End-to-End Procurement System (OPEN) (<https://open.ifad.org>).

As soon as the Project is declared effective and procurement staff at PMU are engaged, a communication with the following details to be sent to IFAD for obtaining user credentials for nominated staff:

First name	Surname	Job Title	Role	Email	Mobile No.
			Project Director		
			Procurement Specialist		
			Procurement Officer		
			Procurement Assistant		
			Project Staff		

Only Project Director and Procurement Staff will have access to create, modify, update and undertake implementation of procurement activities. Nominated project staff will only be able to view. The nomination of Procurement and Project Staff will be done by the Project Director and the nomination of Project Director will be done by the Chief Project Director/Secretary.

The Quick cards to assist the Procurement Staff to manage the activities/documents are available at <https://icp.ifad.org/wps/wcm/myconnect/icp/icp-help-en/help/Project+Procurement+-+Online+Procurement+End-to-End+-+OPEN>

The following details are required for creating a Procurement Plan:

1. Procurement Category

2. Activity title
3. Estimated budget
4. Activity description
5. Procurement method
6. Contracting arrangement
7. AWPB Reference No.
8. Sources of financing for the activity
9. Pre-qualification or post-qualification
10. Single or dual envelope
11. Implementation dates

**7. Prior review by IFAD**

In accordance with paragraphs 49, 66 and 67 of the IFAD Project Procurement Guidelines and IFAD’s Procurement Handbook, the following will be subject to prior review by IFAD and requires IFAD’s No Objection:

- 1 Procurement Plans submitted as part of Annual Work Plans and Budget and any subsequent amendment of these plans;
- 2 General Procurement Notices
- 3 The TOR (Job Description), Advertisement and selection proceedings for the hiring of any staff responsible for carrying out or administering procurement processes as part of the project
- 4 Award of any Memorandum of Agreement irrespective of its value
- 5 Award of any contract for goods and goods-related non-consulting services estimated to cost US\$ 50 000 or more;
- 6 Award of any contract for works and works-related non-consulting services estimated to cost US\$ 50 000 or more;
- 7 Award of any contract for consulting services provided by firms estimated to cost US\$ 30 000 or more;
- 8 Award of any contract for individual consulting services estimated to cost US\$ 10 000 or more;
- 9 Other considerations elaborated in the Project Procurement Arrangements Letter.

In addition, the following steps of the procurement process for Goods/Works/Services also require IFAD’s No Objection for contracts designated for **“prior review”** in the project’s procurement plan.

	<b>Activity / Step of the procurement process for Prior Review Contracts</b>	<b>IFAD “NO” is required</b>
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1	Call/Request for Prequalification document and related advertisement	Yes
2	REOI (Request for Expression of Interest) document for consultancy services and related advertisement	Yes
3	Terms of Reference for consultancy services and related non-consulting services	Yes, usually as part of NO request for issue of the RFP (step 9 below)
4	Technical Specifications for Goods/Works/NCS	Yes, usually as part of NO request for issue of the bid docs (step 9 below)
5	Composition of evaluation committees	Yes, usually as part of steps 9, 13, or 15
6	Prequalification report for Goods/Works/NCS	Yes
7	Shortlisting report for consultants' selection	Yes
8	The use of "prior lists" for shortlisting consultants	Yes
9	Complete Bidding Documents and RFPs and CfPs and related advertisement if applicable	Yes
10	Use of a Performance Guarantee template if other than unconditional, irrevocable and on-demand guarantee	Yes
11	Amendments to the Bidding Documents and RFPs, CfPs	Yes
12	Opening bids/quotes/proposals that are less than 3 (excluding DC/SSS)	Yes
13	Technical evaluation report (in two envelope procedures)	Yes
14	The combined evaluation report (in two envelope procedures)	Yes
15	The single evaluation report (in one envelope procedures) for Goods/Works/NCS/Consulting Services (SSS)	Yes
16	Decisions concerning abnormally low bids	Yes
17	Draft contract	Yes
18	Minutes of negotiation at award for consultancy services (where applicable) or when using DC for Goods/Works/NCS	Yes
19	Rejection of all bids/proposals and cancellation of the procurement procedure	Yes
20	Failure of negotiations and proceeding to next ranked consultant	Yes

21	Proceeding to next ranked bidder if top ranked fails to sign the contract in Goods/Works/NCS	Yes
22	Determination to reject a bid/proposal because of cross-debarment	Yes, usually as part of steps 13, 14 or 15
23	Amendments to contracts exceeding 10% in value (increase/decrease in quantities as a result of evolutionary changes). Additional unforeseen new items exceeding 10% of the contract value is a new procurement subject to Single Source/DC conditions.	Yes
24	Extension of time to contracts exceeding 25% of the original contractual duration in Goods/Works/NC Services/Consulting Services	Yes
25	Termination of a contract in Goods/Works/NC Services/Consulting Services	Yes

## 8. Constitution of Procurement Committees

For undertaking procurement actions during the preparatory phase (pre-project) and during implementation phase, the following Procurement Committees should be established. The Project has the option of establishing Standing Procurement Committee or ad-hoc Procurement Committee for each type of Procurement.

1. Bid/Proposal Opening Committee: This should have a maximum of 3 members and one member being Procurement Officer. Alternate members in case of non-availability of the initial members should also be indicated.
2. Bid/Proposal Evaluation Committee: There should be a minimum of 3 and a maximum of 5 members. Senior Procurement Specialist will be the Member Secretary of this Committee to advise and guide the members on the procedures and prepare documentation. Members exceeding five are normally not recommended, but for complex procurement involving inter-disciplinary themes, justification with the approval of the Project Director could be considered. All members of the Evaluation Committee shall comply to the ethical standards and sign a declaration of impartiality and confidentiality for each procurement action any perceived conflict of interest to be declared prior to start of evaluation of bids/proposals.

## 9. Preventing Fraud and Corruption in the project

The IFAD Procurement Guidelines and Anti Corruption Policy, which are adapted to this Project through the Financing Agreement and IFAD General Conditions for Agricultural Development Financing, require zero tolerance to prohibited practices. Therefore, the procurement process also requires a strict adherence to these Guidelines and Policy.

### Prohibited Practices

The Borrower and LPA, as well as bidders, potential bidders, suppliers, grant recipients, contractors and consultants financed through the proceeds of this Project, shall observe the highest standard of ethics during the selection and execution of such contracts/grants.

**Pursuant to this policy, the following provisions shall be applied throughout the project implementation:**

- (a) For the purpose of this provision, the terms set forth below are defined:
- (i) "Corrupt Practices" mean the offering, giving, receiving, or soliciting directly or indirectly of anything of value to influence improperly the actions of another party.
  - (ii) "Fraudulent Practices" is any act or omission including a misrepresentation that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation. ;
  - (iii) "Collusive Practices" is an arrangement between two or more parties, designed to achieve an improper purpose, including to influence improperly the actions of another party;
  - (iv) "Coercive Practices" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party, or the property of the party to influence improperly the actions of a party.
  - (v) "Obstructive Practices" mean: deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede an IFAD investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or acts intended to materially impede the exercise of the IFAD's inspection and audit rights provided for under sub-clause (e) below.
- (b) The Borrower and IFAD will reject a proposal for award if it determines that the bidder or consultant recommended for award, or any of its personnel. Or its agents, or its sub-consultants, subcontractors, service providers, suppliers and/or their employees has directly or indirectly engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the contract in question;
- (c) IFAD will declare mis-procurement and cancel the portion of the loan allocated to the contract if it determines at any time that representatives of the borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, coercive, collusive or obstructive practices during the procurement or implementation of the contract in question without the borrower having taken timely and appropriate action satisfactory to the DP to address such practices when they occur, including failing to inform the DP in a timely manner at the time they knew of the practices.
- (d) IFAD will declare a consultant or firm ineligible, either indefinitely or for a stated period of time, to be awarded a future IFAD financed contract if it at any time determines that the bidder, supplier, contractor, service provider or consultant has engaged in corrupt, fraudulent, coercive, collusive or obstructive practices in competing for, or in executing, an IFAD-financed contract; and
- (e) All contracts financed out of the proceeds of Project has a provision requiring supplier, contractor or consultants to permit both the Borrower and IFAD to jointly or separately inspect their accounts and records relating to the performance of the contract and to have them audited by auditors appointed by the Borrower and/or IFAD.

All staff involved in the procurement process has a duty to report to the Project Director and IFAD (i.e. through its Country Representative) for any suspected instances of prohibitive practices when identified.



In the case of collusive behaviour, if the evidence suggests that all or some of the bidders or consultants are involved, the evidence should be reviewed by the Project Director, and if necessary the procurement process is cancelled and all of the involved firms or individuals are sanctioned which could be up to the debarment. If the procurement is still in process, then the procurement must be cancelled and reinitiated only after the matters have been addressed properly.

### **Complaint Handling Mechanisms (CHM)**

There are three distinct types of complaints that are typically found in a Project; i.e., (a) complaints concerning bid protest from aggrieved contractors, suppliers, service providers and consultants, which are addressed during or immediately after the bid process, (b) performance disputes, which are governed by the General Conditions of Contract (GCC) and Special Conditions of Contract (SCC), and, (c) non procurement related complaints from any parties, which are addressed in the PIM.

A complaint is any notification regarding an alleged illegal or improper procurement action and/or conduct of procurement officials, consultants, and/or sub-contractors directly or indirectly supporting a project or associated with its implementation, which the complainant believes is wrong, either under the law or on the grounds of unacceptable behaviour.

The Lead Project Agency shall ensure the confidentiality of any complainant and shall hold harmless any person reporting a complaint, oftentimes referred to as a “whistle blower”, with provisions to shield complainant(s) or public official(s) from retaliation when they provide information that they reasonably believe to be a violation of the provisions of the agreed procedures.

All procurement related complaints shall be addressed to the Project Director, to which the LPA shall respond within 7 business days. If LPA needs more time due to complex investigation related to the complaints, then it shall state so in writing to the complainants, but in any case a complaint shall be put into closure within 30 business days.

The complainant need not be personally aggrieved or impacted, and may be acting merely in accordance with a sense of civic duty, such as an NGO or private citizen, in bringing an occurrence to the attention of project authorities.

All complaints, whether notified by persons who feel personally aggrieved or acting out of a sense of civic duty, will be acknowledged and acted upon by responsible authorities in accordance with the procedures specified in this section.

Concerning bid protests, from time to time, with and without justification bidders, suppliers, contractors, service providers and consultants may choose to lodge a complaint concerning some aspect of the contract award process. In the event the contract has been awarded and a contractual relationship exists between the parties, there are established dispute mechanisms in the GCC that shall be followed, up to and including judicial review.

A formal mechanism to satisfactorily respond to bid protest complaints must be followed, consistent with this Manual and the steps to be followed by aggrieved bidders, suppliers, contractors and consultants in the complaints procedure will be specified in the Bid/Request for Proposal documents

Complaints may also be addressed directly to IFAD, to which IFAD will resolve the complaints within its service standard.

### **Conflicts of Interest**

A firm/entity/individuals participating in a procurement process under this Project shall not have a conflict of interest. Any firm/entity/individuals found to have a conflict of interest shall be ineligible for award of a contract.

A conflict of interest is a situation in which a party has interests that could improperly influence that party's performance of official duties or responsibilities, contractual obligations, or compliance with applicable laws and

regulations, and that such conflict of interest is not acceptable under the Project. The Borrower will take appropriate actions to manage such conflicts of interest which may include rejecting a proposal for award if it determines that a conflict of interest has flawed the integrity of any procurement process.

A firm shall be considered to have a conflict of interest in a procurement process if:

- (a) such firm is providing goods, works, or non-consulting services resulting from or directly related to consulting services for the preparation or implementation of a project that it provided or were provided by any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm.; or
- (b) such firm submits more than one bid, either individually or as a joint venture partner in another bid, except for permitted alternative bids. This will result in the disqualification of all bids in which the Bidder is involved; or
- (c) such firm (including its personnel) has a close business or family relationship with a professional staff of the Borrower (or of the project implementing agency, or of a recipient of a part of the loan) who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract unless the conflict stemming from such relationship has been resolved acceptable to IFAD throughout the procurement process and execution of the contract; or
- (d) such firm does not comply with any other conflict of interest situation as specified in the Bidding Documents relevant to the specific procurement process.

It is the duty of all project staff and any other public employee directly or indirectly involved with the procurement process and particularly the preparation of bid documents, bid evaluation, contract negotiations, contract management and payments to avoid any potential conflicts of interest. A conflict of interest arises when the individual has a direct or indirect relationship with a bidder, consultant, contractor, service provider or supplier.

In the event that a project staff or a member of the PC or an employee who is directly involved with the procurement process feels that there is the potential for a conflict of interest they shall declare it to the PC and remove themselves from the procurement process.

#### **Standard of Business Ethics**

All Borrower staff and consultants involved in procurement activities shall observe the Code of Business Ethics as outlined below.

No individual shall use his/her authority or office for personal gain. Personal gain includes accepting or requesting anything of material value from bidders, prospective bidders or suppliers for the individual, his or her spouse, parents, children or other close relatives, or for other persons from whom the individual might gain direct or indirect benefit of the gift.

An individual shall seek to maintain and enhance the reputation of the Government by:

- (a) Maintaining the highest standards of honesty and integrity in all relationships both inside and outside the Entity in which he works;
- (b) Developing the highest standards of professional competence; and
- (c) Using funds and other resources for which he/she is responsible to provide the maximum benefit to the Government

Conflict of interest - An individual shall declare any personal interest that may affect or might reasonably be deemed by others to affect impartiality in any matter relevant to their duties.

Disclosure of personal relationships – an individual shall declare any relationship with a bidder, supplier, contractor, service provider or consultant and shall take no part in either the decision making process or the implementation of any contract where such a relationship exists. A personal relationship is defined as consanguinity or affinity up to the third civil degree.

Confidentiality and accuracy of information - An individual shall respect the confidentiality of information gained in the course of duty and shall not use such information for personal gain or for the unfair benefit of any bidder, supplier, contractor or consultant.

Information given by an individual in the course of their duty shall be true, fair and not designed to mislead.

Competition - All bidders, suppliers, contractors and consultants shall be treated with fairness and impartiality, and avoid any business arrangement that might prevent the effective operation of fair competition.

Business gifts - No business gifts will be accepted from current or potential Government suppliers unless such gifts are of very small intrinsic value (normally below USD 50 equivalent).

Hospitality - An individual shall avoid any business hospitality would be viewed by others as having an influence in making a government business decision as a result of accepting that hospitality.

Reporting - All individuals have a moral and ethical responsibility to report any unethical conduct by a colleague, a bidder or a supplier to their superiors, oversight agencies, IFAD or to the auditors.

Examples of Unethical Conduct - The following are examples of the type of conduct prohibited by this Code of Ethics:

- (a) Revealing confidential or “inside information” either directly or indirectly to any bidder or prospective bidder;
- (b) Discussing a procurement with any bidder or prospective bidder outside the official rules and procedures for conducting procurements;
- (c) Favoring or discriminating against any bidder, prospective bidder or consultant in the Preparing of technical specifications, terms of reference or standards or the evaluation of bids and proposals;
- (d) Destroying, damaging, hiding, removing, or improperly changing any formal procurement document;
- (e) Accepting or requesting money, travel, meals, entertainment, gifts, favors, discounts or anything of material value from bidders or prospective bidders, suppliers, contractors or consultants;
- (f) Discussing or accepting future employment with a bidder or prospective bidder, suppliers, contractors or consultants;
- (g) Requesting any other person to violate the public procurement rules or procedures;
- (h) Ignoring evidence that the Code of Ethics has been violated; and
- (i) Ignoring illegal or unethical activity by bidders or prospective bidders, suppliers, contractors, service providers or consultants, including any offer of personal inducements or rewards or otherwise.

## **10. Preventing Sexual Harassment and Exploitation**

The Fund requires that all beneficiaries of IFAD Funding, including the client and any consultants, implementing partners, service providers, suppliers, sub-suppliers, contractors, sub-contractors, sub-consultants, and any of their agents (whether declared or not) and personnel comply with IFAD's Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse. PMU and MPAs, suppliers and consultants shall take all appropriate measures to prevent and prohibit sexual harassment and sexual exploitation and abuse on the part of their personnel and subcontractors or anyone else directly or indirectly employed by them or any of subcontractors in the performance of the contract. Client and consultants shall immediately report to the client or IFAD any incidents of sexual harassment and sexual exploitation and abuse arising out of or in connection with the performance of the contract or prior to its execution, including convictions, disciplinary measures, sanctions or investigations. The client may take measures, including immediate termination of the contract, against the consultant, its personnel or any subcontractors, if at any time the client becomes aware of proven acts of sexual harassment, sexual exploitation and abuse by the consultant and/or its personnel, directly or through an agent, in competing for, or in performance of, this contract.

PMU shall establish a Committee (with adequate representation of women) to review and recommend further steps of disciplinary measures or investigations. All complaints (anonymous or identified) should be recorded and action taken within the time limit prescribed in the national law/State law. In addition all such complaints and the action taken thereof should be reported to IFAD. The responsibility of reporting for these is with the Project Director or Chief Project Director.

## **11. Contract Management**

It is to be understood that procurement actions do not end when the contract or purchase order is signed. The contractual obligations to be followed up systematically till the intended results are achieved as a result of procurement and cessation of all legal obligations as per the provisions of the contract with the parties.

During the course of contract administration, the receipt of goods/works as per the technical specifications agreed to be monitored and any shortfall/shortcomings to be informed to the supplier and made good. For Consultancy services, the contract management acquires importance as any delay in achievement of deliverables as per the timeline agreed, impact the project implementation. As per the Responsibility Matrix (Annex 1) the contracts to be closely monitored for satisfactory performance and occurrence of any force majeure conditions. Each payment to the consultancy services should be properly validated against the contract provisions and deviations should be communicated to the party, in writing. If unsatisfactory performance continues, appropriate actions to be initiated with strict adherence to the contract. Frequent change of staff without justification should be viewed as non-performance and action to be initiated for suspension/termination.

All disputes related to the contract should be resolved through mutual consultation and if unresolved disputes persist, arbitration process, as per the national law, should be initiated. All contractors should sign an undertaking that without exhausting the arbitration procedures, no judicial intervention should be proceeded. The results of arbitration will be subject to judicial review

The end date of the contracts should be closely monitored and if any amendment/extension is warranted, these should be taken up sufficiently in advance. Amendment or extension of contracts, which lapsed, should be strongly discouraged.

**ICP-CMT**

All contracts irrespective of value should be entered into IFAD Client Portal-Contract Monitoring Tool. ICP-CMT is an online tool, which is dynamic and enables good data harvesting and analysis.

For access credentials, Project should request IFAD by nominating users.

Senior Procurement Specialist and the Procurement Officer should monitor and update the contract details till completion and closing of contracts. Exceptions and Cost over-run items should be reported to the Project Director.

## Annex 1. Responsibility Assignment Matrix

Task	Component heads	Procurement Officer	Senior Procurement Specialist	Project Director
Preparation of AWPB	R			A
Preparation of Procurement Plan and upload in OPEN	C		R	A
Update/upgrade of PP		R	I	
Monitoring achievement/delays in PP			R	A
Initiation of implementation	C		R	
Finalisation of ToR, technical specifications	R	I	I	A
Preparation of RFQ/RFP/Bid documents		R	R	A
Organise pre-bid meetings	C	R	R	
Issuing addendum/corrigendum/clarifications to the prospective bidders	C	R	R	A
Safe custody of bids/proposals received			R	
Organise bid opening meetings and preparation of minutes		R	I	
Preliminary/administrative eligibility evaluation		R	C	
Constitute Technical Evaluation Committees	C		C	R/A
Briefing TEC and assist in the evaluation			R	
Preparation of TEC Evaluation and Combined Evaluation Reports			R	A
Conduct negotiations (in case of services procurement)	C	R	R	I
Preparation of Draft contract/Purchase Order		R	C	
Handling debriefing/protests			R	A
Contract Signature				A
Safe custody of Securities			R	

Receipt/delivery of goods		R		
Monitoring Contract deliverables	R	I	C	
Update contract details in ICP-CMT		R		
Contract administration	R	I	I	
Maintenance of all documentation related to Procurement		R		
Coordination with IFAD on procurement matters			R	
Capacity building of junior procurement staff			R	
Lead Procurement performance audit	C		R	
Resolution of audit observations on procurement		R	R	A
Coordination with IFAD SM/ISM		R	R	

R stands for Responsibility to undertake the task

A stands for Accountability/Approval

C – Consultation required

I – To be informed for further steps

## Annex 2. Procurement Correspondence and Record Management

1. Keeping accurate records and evidence is key to a transparent and auditable procurement process. It is therefore mandatory to keep accurate records of all procurement process communications and use a procurement reference numbering system to ensure a transparent and auditable procurement process.
2. Record-keeping of correspondence and communications are critical for effective management of relations with bidders, suppliers, contractors and consultants since these may commit or bind originators and recipients to a course of action which can have legal, contractual or financial implications.
3. Documentary records in hard copy or electronic format are therefore essential for efficient and effective management, as they provide the necessary evidence to support decision-making and action. Moreover, they provide an audit trail that permits the verification of transparency, accountability and effectiveness.
4. The IFAD require that the Lead Project Agency and/or the Government Department retain documents and records for IFAD review at any time within 10 years of bid or contract completion.

	Document	Preferred format
1.	A copy of the published REOI advertisement or shortlist (if applicable)	Hard copy
2.	A copy of the published pre-qualification and bidding documents and any amendments, extensions or clarifications requested and issued	Hard copy
3.	A record of the tender opening, signed by all TEC members and the bidders present	Hard copy
4.	A full copy of each bid received and evaluated, plus clarifications requested and responses received	Hard copy
5.	A copy of the signed evaluation report	Hard copy
6.	Signed minutes of all meetings related to the procurement, including pre-bid and negotiation meetings, when held	Hard or electronic copy
7.	A contract award notice	Hard copy
8	Any letter of tender acceptance to the supplier, contractor or consultant	Hard copy
9	The signed contract document and contract acceptance	Hard copy
10.	Any contract amendments	Hard copy
11.	All contractual correspondence between the procuring entity and a supplier, contractor or consultant	Hard copy or electronic copy
12.	Post-contract documents related to the fulfilment of contract obligations, especially photocopies of bank guarantees or payment guarantees	Hard copy



13.	Signed minutes of any meetings related to contract management, including contract progress or review meetings	Hard copy
14.	Signed delivery documents evidencing delivery of supplies, or signed completion certificates related to a contract for services or works under the contract, including any contract delivery records	Hard copy
15.	A copy of all invoices for works, services or supplies, including working papers verifying the accuracy of payments claimed and details of the actual payment authorized	Hard copy
16.	A copy of cumulative payment worksheets/records evidencing management of all payments made	Soft copy
17.	All decisions of the Government's approval authority related to the procurement, including the approval of the bidding documents, the approval of the evaluation report(s), the contract award, the approval of contract documents and contract amendments and any decision to suspend or cancel procurement proceedings	Hard copy
18.	A copy of any claims made by the procuring entity with respect to any warranty, non-warranty, short supply, damage and other claims against the contracted vendor or the procuring entity	Hard or electronic copy
19.	In the case of IFAD prior review, a copy of the respective IFAD NO letter	Electronic copy
20.	any other communications related to the procurement in question, including internal entity correspondence	Hard copy or electronic copy

### Annex 3. OPELIP-II Project Procurement Strategy (PPS)

#### Project Overview

Country	India
State	Odisha
Programme Area (as per design)	
Full Project Name	Odisha PVTG Empowerment and Livelihood Improvement Programme Phase II (
Project ID	2000003881
IFAD Loan amount (tentative)	US \$ 86 000 000

Loan Number	TBC
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### Potential contracts in the first 18 months

High value contracts which have an impact on the implementation)

#### Consulting Services

- Engagement of HR outsourcing agency (\$ 1 257 073)(one year cost)
- Service provider for Village Development Plan (\$ 1 249 024)
- Hiring of 23 FNGOs (one year cost) (\$ 2 019 512)
- Baseline survey (\$121 951)
- Technical agency to support nutrition activities (\$ 384 146)
- Resource Agency for FFS (\$ 609 756)
- Remote sensing maps and services (\$ 243 902)

#### Goods

PMU and MPA Office equipments (\$ 523 170)

Provision of inputs for HH kitchen garden (\$ 2 926 829)

Printing of modules and picture cards (\$ 138 780)

#### Works

Entry point activities at the villages (\$ 2 081 707)

Establishment of child care centres ( \$ 2 048 780)

The cost table identifies and budgeted other procurement activities throughout the implementation period. During the implementation, the PMU is required to plan the procurement activities in line with the annual budget planning.

### **Overview of Country, Borrower and Marketplace**

#### **Operational Context**

*Governance aspects:* India is a sovereign, socialist, secular, democratic republic with a parliamentary system of government based on the principle of universal adult franchise. The federal structure of India comprises the central (federal) level, 28 states, and nine union territories (UTs). The size of the expenditure budget of states has increased over the years owing to revenue augmentation by the states as well as increased devolution from the Central Government. The state Governments are assuming greater responsibility in governmental spending in the country. States primarily rely on three sources for financing this expenditure: (a)own resources (approximately 44 percent), (b) transfers from the central

government (approximately 35 percent), and (c) borrowings (approximately 21 percent).

The Constitution of India lays down the framework demarcating fundamental political code, structure, procedures, powers, and duties of government institutions and sets out fundamental rights, directive principles, and the duties of citizens. Article 53 of Constitution of India vests the executive powers of the Union of India with the President of India. The two articles directly related to procurement are 298 and 299. Article 298 of the Constitution stipulates that executive power of the union and each state shall extend to any trade or business activities and to the acquisition, holding, and disposal of property as well as the conclusion of contracts for any given purpose, and Article 299 stipulates entering of contracts. Article 299 authorizes the central and the state governments to contract for works, goods, and services and requires the executive to protect the fundamental rights enshrined in the Constitution which have implications for public procurement. The Constitution allocates some subjects to the Union government, some to the states, and some concurrently to both. Procurement falls under the concurrent list.

There are no standard/model bidding documents for goods, works, services, and consultancy at the at the state levels. At the Union level, Procurement Policy Division prepared model tender documents for goods, works and services. However, these are for the use of the Central Ministries and Central Public Sector Enterprises. As procurement is decentralized, most State Governments use their own bidding documents with varying standards.

In line with the procurement risk assessment, procurement under OPELIP-II will follow IFAD Procurement Guidelines and IFAD Procurement Handbook. Both Government of India and the State Governments recognises precedence of international obligations like IFIs Financing Agreements to use IFI procurement guidelines and document templates. Government of Odisha has implemented large numbers of externally aided projects in different sectors.

The federal procurement framework incorporates two broad types of procurement purchase preferences. First is the 'Make in India' policy, which is a purchase preference for local suppliers who can demonstrate at least 50 percent local content (eligible supplier). The second type of preference is a purchase preference relating to micro, small, and medium enterprises (MSMEs), disadvantaged groups, and start-ups. MSMEs are also exempted from paying certain tender-related fees.

*Economic aspects:* Government of Odisha is a revenue surplus State. OPELIP-II will also be pre-financed by the Government of Odisha, like the predecessor projects. The Government of Odisha is committed to provide counterpart funds and also proactively endeavour to link the convergence of Union and State Government schemes funds to the project communities, through coordination at high levels of

Government. Funds utilisation at sub-units and at community level to be monitored with adequate treasury management practices. As the implementation is spread over large geographical area and the national capacity and availability of locally manufactured products and civil contractors, no international bidding requirements are there in the project procurement approach.

*Sustainability aspects:* Government of Odisha is promoting sustainability of the public goods investment leading to its development priorities. Use of renewable energy sources will be promoted, wherever feasible and positive lifecycle costs. The proposed environmental and social category for OPELIP-II project is substantial, based on the SECAP screening tool. The SECAP climate risk rating stands as moderate. The project will solicit and adopt cost-effective, structurally sound structures to address natural disasters situations. Revenue streams for maintenance and upkeep of public good structures will be implemented with community participation.

*Technological aspects:* Government of Odisha mandates that beyond a threshold value, all public procurement to use e-procurement portal for receiving bids/proposals. PMU, OPELIP-II will obtain credentials for Odisha Government e-Procurement System. The system also has payment options for tender fee and EMD. The project will also introduce e-office suites for PMU and MPAs with the support of CMGI, Odisha. This would streamline the approvals and enable archiving of documents electronically. In addition, mobile apps will be used to enter and validate M&E data with links to project and government monitoring portals.

### **Implementing Agency Capability Assessment**

The IFAD-financed project will be implemented through a dedicated Project Management Unit within the STSCDD, Government of Odisha and 23 Multi-Project Agencies. There is no change in the implementation structure for the current project, except addition of newly constituted MPAs (6). The MPAs are entities with legal framework of Societies, which allow some form of flexibility in implementation. Coordination and oversight structures are similar to the Phase-I project.

Though this is a scale up project, the PMU exhibits significant weaknesses in advance planning, bids evaluation quality and contract management issues. PMU did not have a dedicated Procurement Unit staffed by experienced procurement professionals. Only a junior Procurement staff was engaged without sufficient exposure to IFI procurement guidelines. In the current project, PMU engaged facilitating NGOs for implementation of activities without sufficient oversight functions for quality of deliverables, adjustment of contract price in long term and attrition issues. PMU majorly relied on community participation procurement and significant weaknesses reported in maintenance of procurement documents and financial execution by the audit reports. However, observations of the internal audit

on community procurement have not been resolved adequately. No list of community procurement undertaken available either at MPA level or PMU.

Recognising the lessons learnt on the unsatisfactory performance of procurement functions, several mitigation measures as below are proposed to be implemented to strengthen project procurement functions.

- i. A dedicated Procurement Unit will be established with a Senior Procurement Specialist as head with a Procurement Officer and Procurement Assistant at PMU. In each of the MPAs, one procurement assistant will be engaged.
- ii. A comprehensive training on procurement aspects will be organised.
- iii. Though the initial 18-month PP, big ticket items are planned which will speed up the implementation. Many of the critical consultancy service engagement to be completed before entry into force.
- iv. Performance evaluation and achievement of identified deliverables is a compulsory provision and any shortfall to be followed up for resolution.
- v. Responsibility Matrix designed and included in PIM.
- vi. Audit will also review procurement performance at all levels.
- vii. Large agricultural inputs procurement will be planned in advance of the planting season and appropriate LTA deployed.
- viii. Community participation procurement to be limited to NRM with a cap of USD 5000 equivalent.
- ix. IFAD End-to-End Procurement system (OPEN) and its subsequent enhancements will be deployed.
- x. A second level appellate authority will be notified for all procurement protests.
- xi. Government of Odisha e-procurement system will be used for soliciting bids, opening and notification of award.
- xii. Project website will have dedicated page for tenders and awards.

## **Procurement trends**

Public procurement accounts for a significant level of public expenditure and hence strengthening public procurement systems is central to achieve concrete and sustainable results, build effective institutions, and gain substantial savings in the use of scarce public resources. Public procurement has a strategic function as a mechanism for supporting economic development, conserving and making optimum use of resources through application of sustainable criteria, and increasing job creation and private sector growth including enhanced participation of small and medium enterprises in a country. Government expenditure through public procurement has long been used as a means of stimulating growth at all levels (national, regional, and local), including accomplishing the government's vision and mission.

The Government of India (GoI) has progressively undertaken various initiatives in reforming its public procurement system during the past many years, including setting up a functional Procurement Policy Division (PPD) at the Department of

Expenditure, GoI, revising the General Financial Rules (GFRs), preparing procurement category-wise manuals, adopting the electronic government procurement (e-GP) platform, and setting up the Government Electronic Marketplace (GeM), among many initiatives.

The State of Odisha is one of the participating State in the recent World Bank Country Assessment under Methodology for Assessing Procurement Systems (MAPS). The MAPS report provide valuable insights to recent public procurement reforms and recommendations to address the challenges.

One of the key initiatives implemented by the government is the e-procurement system, which enables suppliers to submit bids electronically and allows for greater transparency and efficiency in the procurement process. The system has been successful in reducing the time and cost of procurement, as well as improving the quality of goods and services procured. The system is also available as an application in Google Play. Payment of fees and EMD are also linked to the system, eliminating paper securities.

### **Market analysis of construction sector**

With the booming Indian economy, construction of infrastructure (roads, highways and real estate) was well developed. There are sufficient groups of players (large, medium and small) servicing this sector at the State level. In rural areas, availability of suppliers is limited to 4-5, as this sector employs manual labour along with equipments. It is difficult for a contractor to move beyond his operational area due to labour mobilization etc. Cartelisation happens to some extent due to small pool of available suppliers. Percentage based bidding is practiced in government contracts, rather than Bill of Quantities.

### **Market analysis of supply sector**

India's economy has been growing steadily over the past decade, with an average annual growth rate of around 6% and the country has emerged as the fifth largest economy in the world. This has led to an increase in consumer spending, which has created opportunities for businesses operating in various sectors.

The market for goods and services in India is diverse, with opportunities in sectors such as agriculture, manufacturing, retail, tourism, and telecommunications. Agriculture is the backbone of India's economy, with about 54% of the population engaged in farming. For 2022-23, the share of Gross value added (GVA) of agriculture and allied sectors in total economy at current prices is 18.3% and growth of GVA of agriculture and allied sectors for the year is 3.3%. There are opportunities in the agriculture sector for businesses that supply inputs such as

seeds, fertilizers, and machinery, as well as for those involved in processing and exporting agricultural products.

India has a very robust seed system comprising both public sector institutions and private seed companies. However, last mile delivery is fragmented with small suppliers and traders.

### **Analysis of Consultancy Market**

The consultancy market in India has been growing steadily in recent years, driven by increasing demand for professional services across various sectors of the economy, including government, private businesses, and non-profit organizations. The Government of India has been actively promoting entrepreneurship and private sector development, leading to an increase in demand for consultancy services in areas such as business planning, market research, and investment advisory. Heavy public investment in infrastructure has also created opportunities for consultancies to offer services related to project management, feasibility studies, and technical assistance.

Overall, the consultancy market in India is expected to continue growing in the coming years, as the country continues to implement its development agenda and attract investment from both domestic and international sources.

### **Procurement Risk Analysis for abovementioned contract/group of similar contracts**

Procurement Type	Risks	Mitigation Measures
Works Contracts	<ul style="list-style-type: none"> <li>• Very small dispersed works not preferred by the contractors</li> <li>• Lack of qualified supervision</li> <li>• High cost of maintenance</li> <li>• High cost of construction materials</li> </ul>	<ul style="list-style-type: none"> <li>• Packaging of works to be done to attract the suppliers</li> <li>• Strengthened engineering capacity at MPA and FNGO level.</li> <li>• Solicit prototypes of climate/disaster proof models.</li> <li>• Promote alternative materials</li> </ul>
Goods Contracts	<ul style="list-style-type: none"> <li>• No proper need assessment conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct detailed needs assessment</li> <li>• Engage in proper advance planning to</li> </ul>

	<ul style="list-style-type: none"> <li>• Dispersed destination delivery not preferred by the suppliers</li> <li>• Small traders in the rural areas do not have the capacity to supply.</li> <li>• Low quality seeds</li> <li>• No advance planning for cropping seasons</li> </ul>	<p>ensure goods are obtained in time, without delaying implementation</p> <ul style="list-style-type: none"> <li>• Use Long Term Agreements with multiple suppliers</li> </ul>
Consultancy Services Contracts	<ul style="list-style-type: none"> <li>• Growing but still small market may result in inadequate expertise in various fields</li> <li>• Project has difficulty in estimating/evaluating the price, as no benchmark price available</li> <li>• Oligopolistic market may constrain competition</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive TORs to ensure selection of qualified suppliers</li> <li>• Automatic advertisement of procurement notices in E-procurement system</li> <li>• Engage technical resource persons in evaluating the proposals</li> </ul>

**Procurement Objective for abovementioned contract/group of similar contracts (related to the 5 Rs)**

1. Maximize Value for Money
2. Timely completion of contracts
3. Achieve adequate competition
4. Selection of qualified suppliers with good track record in implementation and SECAP concerns

**Recommended Procurement Approach for the Project Procurement Approach**

**Works Contracts:**

Attribute	Selected arrangement	Justification Summary/Logic
<b>Specifications (SECAP compliance)</b>	<b>Conformance</b>	SECAP compliance requirements to be adhered: <ul style="list-style-type: none"> <li>i. No child labour to be employed</li> </ul>



		<ul style="list-style-type: none"> <li>ii. Strict oversight for structural stability</li> <li>iii. Mitigation of OSH risks by following statutory legal requirements</li> <li>iv. Making available rest sheds for workers</li> <li>v. Deployment of skilled labour to operate heavy equipments.</li> </ul>
<b>Sustainability Requirements</b>	<b>Yes</b>	
<b>Contract Type</b>	<b>A. Traditional</b>	Most of the works' contracts follow the normal contracting process. These are easy to manage and
<b>Pricing and costing mechanism</b>	<b>A. Schedule of Rates/Admeasurement B Percentage basis (when detailed BoQ is not feasible)</b>	These two methods are applicable and can be used in the pricing and cost mechanism of these contracts.
<b>Supplier Relationship</b>	<b>A. Collaborative</b>	
<b>Price Adjustments</b>	<b>A. None, fixed price</b>	Fixed Price applies or Admeasurement price for small variations authorized.
<b>Form of Contract (Terms and Conditions)</b>	<b>D. State any special conditions of contract</b>	Include SECAP compliance requirements clearly.
<b>Selection Method</b>	<b>A. Requests for Quotations(RFQ)</b>	NCB requirements deter contractors to submit bids. Also the works are dispersed and small.

<b>Selection Arrangement</b>	<b>A. Commercial Practices</b>	In some instances, the market provides the best option
<b>Market Approach</b>	<b>A. Type of Competition</b> <b>1. Advertised RFQ</b> <b>B. Number of Envelopes/Stages</b> <b>1. Single Envelope</b>  <b>C. Negotiations - No</b>	Open competition places the bids to the entire market to obtain  No negotiations are allowed on works contracts
<b>Pre / Post Qualification</b>	<b>B. Post-Qualification</b>	Since bids are advertised in the open market, Post qualification is the most ideal method.
<b>Evaluation of Costs</b>	<b>A. Adjusted Bid Price (corrected for a bidder's minor deviations)</b>	Adjusted bid price is the most ideal method. Before award, bidder has to accept the corrected price.
<ul style="list-style-type: none"> <li><b>Domestic Preference</b></li> </ul>	<b>No</b>	All bidders are domestic. No international bidders would be interested due to small packages.
<ul style="list-style-type: none"> <li><b>Rated Criteria</b></li> </ul>	<b>List the type of criteria to be used (mandatory)</b>	Lowest Price on BoQ or Lowest Evaluated cost.
<b>Debriefing</b>	<b>Preferred</b>	To be conducted after award to identify the errors/failure to submit documents. This would increase the credibility of the organization to widen the competition.

### Goods Contracts:

Attribute	Selected arrangement	Justification Summary/Logic
<b>Specifications (SECAP compliance)</b>	<b>Conformance</b>	<ol style="list-style-type: none"> <li>1. For agricultural inputs (seeds/plant materials) all the materials should have been authorized by the Government for release.</li> <li>2. In case of pesticides, no prohibited pesticides to be procured.</li> </ol>
<b>Sustainability Requirements</b>	<b>Yes</b>	Sustainability should always be considered in all procurement activities
<b>Contract Type</b>	<b>A. Traditional</b>	The standard traditional contract applies to these procurements of goods.
<b>Pricing and costing mechanism</b>	<b>A. Lump Sum</b>	Lumpsum pricing serves well in most of the procurement of goods for the project
<b>Supplier Relationship</b>	<b>A. Collaborative</b>	Collaborative relationships work well where suppliers agree on the prices and terms to be met.
<b>Price Adjustments</b>	<b>A. None, fixed price</b>	Fixed prices will apply to procurement of goods as no

		negotiations are allowed for procurement of goods.
<b>Form of Contract (Terms and Conditions)</b>	<b>D. State any special conditions of contract</b>	
<b>Selection Method</b>	<b>A. Requests for Bids (RFB) B. Requests for Quotations (RFQ) C. Direct Selection</b>	Most of the procurements will go through RFB to give an opportunity for competition and a wide range of competitors. Need assessment to be done and technical specifications in a range (not exact leading to a particular brand/model). Conduct market survey. Direct selection only for very low value consumables for office equipments.
<b>Selection Arrangement</b>	<b>A. Commercial Practices B. Framework Agreements/LTA</b>	Both these methods could be used.
<b>Market Approach</b>	<b>A. Type of Competition 1. Open 2. Advertised RFQ 3. Direct contracting (for low value) 4. Government E-Market Place (GEM) without bids.  B. Number of Envelopes/Stages 1. Single Envelope</b>	Most of these tenders are open to encourage competition amongst suppliers in the market  Single Envelope will be used for procurement of goods.  No negotiations are allowed for procurement of goods.

	<b>C.Negotiations (No)</b>	
<b>Pre / Post Qualification</b>	<b>A. Post-Qualification</b>	Good supplier pool available as such post-qualification will be the most ideal method to be used.
<b>Evaluation of Costs</b>	<b>A. Bid Price (exclusive of taxes) B. Life-Cycle Costs</b>	Bid price substantially compliant to the specifications. Life cycle costs to be considered for capital assets like machinery (for agro processing)
<b>• Domestic Preference</b>	<b>No</b>	International bidding not foreseen. All domestic suppliers (manufactured or already imported prior to supply)
<b>• Rated Criteria</b>	<b>Mandatory</b>	Best evaluated price substantially responsive to requirements.

### **Consultancy Services Contracts:**

Attribute	Selected arrangement	Justification Summary/Logic
<b>Specifications (SECAP compliance)</b>	<b>Conformance</b>	When used on TA/advisory role,

		SECAP requirements to be adopted for final report, which has implications for downstream procurement.
<b>Sustainability Requirements</b>	<b>Yes</b>	Sustainability will be a mandatory requirement for any procurement carried out in this project.
<b>Contract Type</b>	<b>A. Traditional</b>	Most of the consultancy contracts will follow the traditional method
<b>Pricing and costing mechanism</b>	<b>A. Lump Sum B. Time based</b>	Most of the consultancy contracts will be lump sum. However, any of these methods can be used.
<b>Supplier Relationship</b>	<b>A. /Collaborative</b>	Collaborative relationship will apply in all contracts with consultants
<b>Price Adjustments</b>	<b>A. Yes, beyond 24 months B. Negotiated</b>	Both Fixed Price and negotiated contracts methods will be used. Price adjustments to be done for long term contracts beyond 24 months. The consultant and the Client to agree on the modality of increase.
<b>Form of Contract (Terms and Conditions)</b>	<b>D. State any special conditions of contract</b>	Legal recourse to dispute resolution only after exhausting all appellate and arbitration avenues. Replacement of team at contract stage not allowed. Long term contracts, exceeding

		12 months, each replacement requires Client approval. Frequent replacements lead to suspension and termination.
<b>Selection Arrangement</b>	<b>A. Commercial Practices</b> <b>B. United Nations (UN) Agencies</b> <b>C. Government agencies on single source</b> <b>D. Single source</b>	Selection arrangements will be based on standard commercial practices.
<b>Market Approach</b>	<b>A. Type of Competition</b> <b>1.Open</b> <b>2.Limited</b> <b>3.National</b> <b>5.No Competition - Direct Selection</b> <b>B. Number of Envelopes/Stages</b> <b>1.Two Envelopes</b> <b>3.Single Stage</b> <b>4.Multistage</b> <b>C.Negotiations (Yes)</b>	Competition is national. In very isolated cases direct selection could also be used.
<b>Pre / Post Qualification</b>	<b>A. Pre-Qualification</b> <b>B. Post-Qualification</b> <b>C. Initial Selection (limited tendering)</b>	Shortlisting (pre-qualification) applies to majority of the cases. Where the assignment is specific (like audit where there is hesitancy to submit pre-qualification documents, due to ICAI advisory, post qualification could be used.

<b>Consultant Selection &amp; Evaluation Method</b>	<b>A. Quality Cost Based Selection (QCBS)</b> <b>B. Fixed Budget Based Selection (FBS)</b> <b>C. Least Cost Based Selection (LCS)</b> <b>D. Quality Based Selection (QBS)</b> <b>E. Consultant's Qualifications Based Selection (CQS)</b> <b>D. Direct Selection</b>	All these are acceptable
<b>Evaluation of Costs</b>	<b>A. Adjusted Bid Price (after negotiations)</b>	Both methods are applicable
<ul style="list-style-type: none"> <li><b>Domestic Preference</b></li> </ul>	<b>No</b>	No
<ul style="list-style-type: none"> <li><b>Rated Criteria</b></li> </ul>	<b>List the type of criteria to be used (mandatory/desired)</b>	Highest combined score for QCBS. Highest technical score within budget (FBS). Highest technical score with lowest financial cost. Though QBS is allowed, it is not generally used for rural development projects.
<b>Government official (serving/retired/resigned) as part of consultancy team</b>		If the proposed consultant is a government official, IFAD may agree on a case-by-case basis to the hiring of a government official of the Government under consulting contracts in the Borrower/Recipient country, either as an individual or as a member of the team of experts proposed by a



		<p>consulting firm, only when:</p> <p>a) the services of the government official of the Borrower Government are of a unique and exceptional nature, or his/her participation is critical to project implementation;</p> <p>b) his/her hiring would not create a conflict of interest;</p> <p>c) his/her hiring does not conflict with any laws, regulations, or policies of the Government; and</p> <p>d) he/she is on an unpaid leave of absence granted by the current government employer.</p> <p>The contract of the concerned government official (proposed consultant) with its government employer needs to have ended (resigned or retired) or has been halted for the duration of the assignment and an official letter from its current employer to this effect must be submitted.</p>
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**Engagement of Government agencies**

Memorandum of Agreement (MOA) is a form of procurement contract entered between the borrower and a party or parties of special legal status like a ministry, state agency, UN agencies or other international organizations. The MOA specifies

the exact service outputs to be delivered, the delivery schedule and stipulates the corresponding service fees and payments over a specified period of time.

Used typically for specialized non-commercially operating providers of a special legal status.

The use of MOA with private firms is not permitted.

Justification to ensure the best value for money for the project compared to a competitive procurement process involving the private sector.

Payment of any kind of salary to government staff is prohibited. Their DSA/per diem, travel and related expenditures to deliver the services or activities specified in the MOA are permissible.

The MOA is written in the template (Letterhead) of the originating ministry/state entity.

The MOA cannot be legally enforced in normal courts, therefore the risk of non-compliance needs to be reduced as much as possible.

Clear payment modalities (time-based or output-based) and payment schedule needs to be included with a high last (final) payment subsequent to full delivery and acceptance.

The MOA should automatically terminate after its expiry (maximum 12 months) and without any automatic extension. If needed, the MOA can be extended beyond 12 months but any extension is subject to positive performance evaluation and completion of identified deliverables. Delay in performance should not be a reason for extension beyond 12 months.

Initial engagement and extension is subject to IFAD prior review irrespective of value and must be supported with a strong justification why entering into a MOA with the designated entity represents the best option and best value for money for the project compared to a competitive procurement process.

## **Contract Management**

It is to be understood that procurement actions do not end when the contract or purchase order is signed. The contractual obligations to be followed up systematically till the intended results are achieved as a result of procurement and cessation of all legal obligations as per the provisions of the contract with the parties.

During the course of contract administration, the receipt of goods/works as per the technical specifications agreed to be monitored and any shortfall/shortcomings to be informed to the supplier and made good. For Consultancy services, the contract management acquires importance as any delay in achievement of deliverables as

per the timeline agreed, impact the project implementation. As per the Responsibility Matrix of PMU Staff (as included in PIM) the contracts to be closely monitored for satisfactory performance and occurrence of any force majeure conditions. Each payment to the consultancy services should be properly validated against the contract provisions and deviations should be communicated to the party, in writing. If unsatisfactory performance continues, appropriate actions to be initiated with strict adherence to the contract. In consultancy contracts, replacement of team members should not be authorized within 12 months except under extraneous or medical conditions. Frequent change of staff with or without justification should be viewed as non-performance and action to be initiated for reduction in management cost and/or suspension/termination of contracts following due process.

All disputes related to the contract should be resolved through mutual consultation and if unresolved disputes persist, arbitration process, as per the national law, should be initiated. All contractors should sign an undertaking that without exhausting the arbitration procedures, no judicial intervention should be proceeded. The results of arbitration will be subject to judicial review.

The end date of the contracts should be closely monitored and if any amendment/extension is warranted, these should be taken up sufficiently in advance. Amendment or extension of contracts, which lapsed, should be strongly discouraged.

### **Procurement Audit**

Procurement is one of the key driver in project implementation. The procurement management is a process that describes how the public resources should be managed until the closure of the contract, to obtain project objectives. These include preparing the independent estimates, constraints, assumptions, procurement documents, bidding and sourcing of suppliers/technical assistance/consultancy services.

A procurement audit is a project management process that reviews different contracts and contracting processes to determine the completeness, efficiency as well as the accuracy and transparency of the procurement process. It is a structured review that stems from the planning of procurement process through the procurement cycle.

The objective of this particular process is to determine the success and failures that require acknowledgement during the implementation which would inform the Project management to resolve problem areas of internal control.

Procurement audit is basically a method in project management that formally evaluates the performance of the procurement processes being practiced. It is also used to create a record that can be used to shape and streamline the procurement practices of the organization.

It is to be understood that the internal audit team which performs the procurement audit function should deploy qualified persons with procurement skills and experience. The ToR should identify the methodology and sampling checks and tools for compliance. The procurement audit observations and the management responses to resolve these should be submitted to IFAD and placed before the Project Management Committee or Project Steering Committee.

### **Procurement Capacity Development**

The procurement staff engaged for the project should have benchmark qualifications and skills. No staff should be engaged without the benchmark skills.

The capacity of the procurement staff will be augmented in the following manner:

- i. Senior Procurement Specialist and the Procurement Officer should be nominated for the Training Programme on Project Procurement (Basic and Advanced) conducted by Arun Jaitley National Institute of Financial Management within 3 months of engagement.
- ii. ITC/ILO has a project procurement training programme (Blend of online and offline), BUILDPROC. BUILDPROC is a capacity-building programme in procurement for agricultural and rural development. The cost of the programme would be borne by the project resources. To retain the talent, the PMU may specify minimum number of years of service to be completed, beyond certification.
- iii. IFAD India Country Office will conduct additional need based training programmes through its staff and accredited procurement consultants.

### **Procurement Supervision Plan**

IFAD will field an annual Supervision Mission to the project and the Procurement Specialist in the mission among other issues will (i) review the procurement contracting and implementation processes and timeliness and appropriateness of procurement actions; (ii) assess contract administration and management procedures and review the completeness and updated nature of contract data in the Contract Monitoring Tool; (iii) determine whether adequate systems are in place for procurement planning, implementation and monitoring, and whether procurement documentation and records (including securities) are maintained as per required standards and can be relied upon.

In addition to the annual Supervision Mission, IFAD India Country Office will also organise a Startup workshop within 2 months from entry into force.

Additional specific adhoc support missions will also be fielded by IFAD.

Annex 4. SECAP risks associated with the Procurement Matrix

<b>Environmental and Social Safeguards</b>			
<b>Biodiversity conservation</b>	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for Project</b>
1.8 Could the project involve or lead to procurement through primary suppliers of natural resource materials?	Moderate	<b>Moderate</b> Project requires procurement of natural resources through primary suppliers, and resource extraction is tightly regulated	No major construction envisaged however depending on type of construction project in discussion with PPMU will incorporate adequate requirement as part of bid document.  These provision does not need to be incorporated for types of construction work or activities where it is not feasible to obtain nor identify sources of materials in remote rural locations.
<b>Resource Efficiency and Pollution Prevention</b>	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for Project</b>
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Moderate	<b>Moderate</b> Pollutants may possibly be released, either routinely or by accident, but treatment systems are proven and verified. Receiving environment is highly sensitive.	No major construction envisaged however depending on the type of construction and activity bid document and specification shall require contractor or implementer of planned activities ensure adequate provision to measure to minimise the release of pollutants to the environment and to manage waste.

<p>2.4 Could the project involve or lead to significant consumption of raw materials, energy, and/or water?</p>	<p>Moderate</p>	<p><b>Moderate</b></p> <p>The project will require consumption of raw materials, energy, and/or water. This will be a significant component of the project, but impacts can be appropriately managed.</p>	<p>No major construction envisaged however depending on type of construction or activity, project in discussion with PPMU will incorporate adequate requirement as part of bid document to favour ethical and efficient use of raw materials.</p> <p>These provision does not need to be incorporated for types of construction work or activities where its does not identify significant use of raw materials, energy, and/or water materials in remote rural locations.</p> <p>Develop impact assessment tool in term of water usage to identify use of water resources based on type of construction or activity.</p>
<p>2.6 Could the project involve inputs of fertilizers and other modifying agents?</p>	<p>Moderate</p>	<p><b>Minor</b></p> <p>The project requires use of fertilizers, but options are available to replace polluting fertilizers with alternatives.</p>	<p>Project to include in the tender document a list of approved/certified chemicals and incorporate them in the tender. The list of approved/certified would be based on existing national regulation.</p>
<p>2.7 Could the project involve or lead to procurement, supply</p>	<p>Moderate</p>	<p><b>Moderate</b></p>	<p>Project to include in the technical specifications the use</p>

<p>and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?</p>		<p>The project requires use of pesticides, but options are available to replace potentially polluting pesticides with alternatives.</p>	<p>approved pesticides and respect WHO-FAO codes for safe labelling, packaging, handling, storage, application and disposals of pesticides.</p> <p>Incorporate the list of approved/certified pesticides in the tender document. The list of approved/certified would be based on existing national regulations.</p>
<b>Cultural Heritage</b>	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for Project</b>
<p>3.1 Could the project be located in areas that are considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage?</p>	<p>Moderate</p>	<p><b>Minor</b></p> <p>The project is not located in an area that is considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage</p>	<p>As applicable the project will include a requirement for bidder qualifications previous experience in carrying out works in areas that have cultural heritage.</p> <p>Contract clauses to include safeguards to protect chance finds.</p> <p>Provision to be incorporated in consultation with PPMU</p>
<p>3.3 Could the project involve or lead to significant excavations, demolitions, movement of earth, flooding or other</p>	<p>Moderate</p>	<p><b>Minor</b></p> <p>Short-term nuisance. No damage to/or loss of access to land, assets, resources,</p>	

environmental changes?		and/or cultural heritage.	
3.4 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Low	<b>Minor</b> The project is thought to be close to an area that is considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage. The site has been comprehensively surveyed, and all tangible and intangible cultural heritage is well known.	
3.6 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Moderate	<b>Minor</b> The project is located in an area that is considered to be of high cultural heritage value, but the project has no commercial value or interest.	Involve community or community based organisation in the process and to use knowledge.
<b>Indigenous Peoples</b>	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for Project</b>
4.5 Could the project lead to impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	Moderate	<b>Minor</b> The project is located in an area that is considered to be of high cultural heritage value, but the project has no commercial value or interest.	Procurement packaging to work with community directly (community participation in procurement or through local NGO with indigenous knowledge,



			<p>technology and material.</p> <p>Bidder require to have past knowledge or experience and potential include some form of compensation to community if it is contracted out.</p>
<b>Labour and Working Conditions</b>	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for Project</b>
<p>5.1 Could the project operate in sectors or value chains that are characterized by working conditions that do not meet national labour laws or international commitments? (Note: this may include discriminatory practices, high gender inequality and the lack of equal opportunities, denial of freedom of association and collective bargaining, labour migrants)</p>	Moderate	<p><b>Minor</b></p> <p>The project operates in sectors or value chains that have, in the past, not met national labour laws, or international commitments, but is now adequately nationally regulated. However, international value chains are not regularly audited for environmental or social performance.</p>	<p>Project to include an eligibility, qualification requirement or a self-declaration that the bidder does not have any previous convictions for infringement of labour laws.</p> <p>Contract conditions to include respect of ILO core labour standards (no child or forced labour; equal opportunity, non-discrimination and freedom of association).</p> <p>Provisions to be incorporated in consultation with PPMU for all procurement packages and contracts.</p>
<p>5.4 Could the project: (a) operate in a sector,</p>	Moderate	<b>Moderate</b>	Project to include contract clauses for

<p>area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)</p>		<p>The project operates in a sector, area, or value chain where workers are occasionally exposed to significant OSH risks, and where regulation is known to be weak or non-existent.</p>	<p>OSH measures to protect project's workers from injury, illness or impacts encountered in the workplace or while working to be included contract provision</p> <p>Bid evaluation criteria to favour contractors with a high-quality Health and Safety Management Plan (HSMP) may be introduced as applicable in consultation with PPMU for specific value chain actors based on assessed risk factors and exposure.</p> <p>Provisions to be incorporated in consultation with PPMU</p>
<p><b>Community Health, Safety and Security</b></p>	<p><b>Risk Rating</b></p>	<p><b>Consequence</b></p>	<p><b>Guidance for Project</b></p>
<p>6.3 Is there a possibility of harm or losses due to failure of structural elements of the project (e.g. collapse of</p>	<p>Low</p>	<p><b>Moderate</b></p> <p>The project has significant reliance on buildings or infrastructure. Risk of failure is unlikely to</p>	<p>Ensure relevant safety measures and emergency preparedness against natural or human</p>

<p>buildings or infrastructure)?</p>		<p>lead to loss of life or significant environmental damage. The structural integrity of the required infrastructure has been independently verified.</p>	<p>hazards is included in the procurement documents.</p> <p>Bid and contract requires contractor to erect adequate warning signage's and also take up 3rd party insurance and construction insurance. Independent assessment of structural integrity would be undertaken by government during construction.</p>
<p>6.7 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?</p>	<p>Moderate</p>	<p><b>Moderate</b></p> <p>Moderate changes to community dynamics may result in increased potential for gender-based violence or sexual exploitation. Gender-based violence interventions are integrated into project design</p>	<p>Include in the general clauses of the bidding documents of suppliers, subcontractors and service providers compliance with IFAD's policy on preventing and responding to sexual harassment, exploitation and sexual abuse and mandatory references to security policies will be included in tender documents and concluded contracts.</p> <p>We will use IFAD SBD and for all other Components, National Bid Document, IFAD self-certification checklist and provision would be included in the bid document.</p>

Physical and economic resettlement	Risk Rating	Consequence	Guidance for Project
7.4 Could the project result in impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Moderate	<b>Minor</b> The project will result in minor impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse and other forms of arbitration/conflict resolution are available.	Work commencement conditional to satisfactory implementation of Resettlement Action Plan (RAP) by borrower, as certified by the supervision engineer.

The IFAD Self Certification which includes IFAD Right to Audit, Anticorruption and SEA/SH Safeguards is mandatory for all projects. This is simply to ensure that these provision which are not necessarily adequately referenced in the National SBD's (Standard Bidding Documents) are included and adhered to, in line with provision of the GC and IFAD policy documents.

For WB and ADB Projects, the e-GP allows WB and ADB funded projects to select WB/ADB SDB's instead of the National SBD however the e-GP does not provide or allow similar arrangement for IFAD SBD's which we only developed last year. We should explore the potential to incorporate IFAD SBD's in the e-GP. This would minimise the need to include the Self-Certifications.

## Annex AH: Monitoring and evaluation plan

Results Hierarchy	Indicator name	Definition/ Description	Frequency	Data source	Methodology for data collection	Responsibility for data collection
Outreach	Persons receiving services promoted or supported by the project.	Refers to the number of new individuals who have received services or participated to activities promoted or supported by the project during the considered period (annual reporting).	Monthly	MIS	Field reporting	MPA, PMU
Outreach 1a	Corresponding number of households reached	Relative to the previous indicator, refers to the number of new households in which at least one member received services or participated to activities promoted or supported by the project, during the considered period				
Outreach 1b	Estimated corresponding number of total household members	Refers to an estimate of the total number of persons in the households supported by the project (as reported under 1b). This estimate is based on the average number of persons per household recorded in the project intervention area.				
Project Goal	Percent increase in average annual household income (real) of the target households in project areas	The indicator will capture the full household income (with a detailed agriculture module but also focus on wages, entitlements, etc.) in real terms during the project period. The change in overall agriculture household income will be measured over the non-zero value that will be recorded in the baseline household survey, and the midterm and the endline survey will report the progress. The baseline value of this indicator is zero.	Baseline, mid-term, end line	Household survey	Calculation based on survey	Impact Assessment Agency, PMU

Project Development Objective	Women reporting minimum dietary diversity (MDDW)	Women surveyed claiming that they are consuming a diversified diet, which means that they are consuming at least 5 out of 10 prescribed food groups. Only applicable for women between 15-49 age	Baseline, mid-term, end line	Household survey	Calculation based on survey	Impact Assessment Agency, PMU
Outcome 1.1	SF.2.2. Households reporting they can influence decision-making of local authorities and project-supported service providers	Households that participate in VDAs report that: (a) they have influence over decisions taken in the VDA; and/or (b) the VDA they participate in can influence decision-making of local authorities and project-supported service providers.	Annual	Household survey	Calculation based on survey	Impact Assessment Agency, PMU
	SF 2.1: Households satisfied with project-supported services	Beneficiary households interviewed who state that they are fully satisfied with and are using the financial products and services facilitated by the project, in order to invest in a productive or income-generating activity	Annual	Household survey	Calculation based on survey	AOS Agency, PMU
Output 1.1.1	Number of VDCs functional and receiving funds	VDCs develop the Village Development Plan that gets reviewed annually, updated and endorsed by the VDA annually and the project releases funds according to the annual VDP requirements.	Annual	Project MIS	Project MIS	PMU, MPA
	At least 80% of functional VDCs are high quality (graded A/B)	VDCs following project guidelines vis-à-vis their functioning and graded (B and above) according to the VDC grading tool developed by the project.	Quarterly			MPA, FNGO

	Households reporting that they have access to at least five different entitlements of the government	Households that participate in VDAs report that: (a) household members are receiving regular benefits (not mere enrollment) from five different entitlements of the government. These entitlements may include: PDS, MGNREGA, old age pension, PM-KISAN, PM POSHAN, etc. The list of entitlements relevant to the project villages will be enlisted by the PMU.	Annual	Household survey - AOS	Calculation based on survey	Impact Assessment Agency, PMU
Outcome 1.2	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated	Indicator measures the irrigation potential created, or the area that can be irrigated annually by the quantity of water that could be made available by all the connected and completed works up to the end of the water courses or the last point in the water delivery system. Water-related infrastructure includes dams and ditches, irrigation and drainage infrastructure, infrastructure for rainwater harvesting (at field level), wells and other water points, etc. constructed or rehabilitated As part of the VDP updating process, these activities get captured by the project along with GIS references	Annual	Project MIS - GIS Module	Project MIS - GIS Module	PMU, MPA
Output 1.2.1	Number of defunct SHGs revived by the project	Number of SHGs in project areas that are reported defunct in the OLM MIS and have been revived due to project efforts. The same has to be updated in the OLM MIS.	Quarterly	Project MIS	Project MIS	PMU, MPA, OLM
Output 1.2.2	CI 1.1.1: Persons whose ownership or user rights over natural resources have been registered in national cadasters and/or geographic information	Refers to the number of beneficiaries who have been supported in gaining formal ownership or use rights over land (forests, farmland, pasture), (under FRA), as recognized or incorporated in cadastral maps, land databases or other land information systems accessible to the public. The land area that has been allocated is geo-	Quarterly	Project MIS - GIS Module	Project MIS - GIS Module	PMU, MPA

	management systems	referenced and captured in the project MIS.				
Outcome 2.1	1.2.9 Percentage of households with improved nutrition Knowledge Attitudes and Practices (KAP)	Percentage of the targeted households who have acquired new knowledge and have adopted good attitudes and practices (KAP) on nutrition. It is a measurement of change in targeted behaviors that have negative impacts on nutrition as determined by a nutrition situation analysis. The exact list of behaviors will be enlisted by the PMU team.	Annual	Household survey - AOS	Calculation based on survey	Impact Assessment Agency, PMU
	Percentage of children in the age group 6-23 months reporting minimum diet diversity	Women (mother or primary care giver) surveyed claiming whether or not their child consumed any food over the previous 24 hours from each of eight food groups. The feeding practices will vary for children in different age groups. Feeding practices have to be reported separately for children in age groups - 6-11 months; 12 - 17 months and 18-23 months				
Output 2.1.1	Number of nutrition sathi active at village level	Number of nutrition sathi who are actively conducting meetings, demos, household visits etc. as reported from their Monthly Progress Reports	Quarterly	Project MIS	Project MIS	PMU, MPA
Output 2.1.2	Number of NRC supported that are operational after three years	Number of NRC that have been set up the project are able to access funds from WCD for their operational costs and are no longer dependent on project funds	Annual	Project MIS	Project MIS	PMU, MPA



	Number of MSFC and SFC supported by the project that are operational	Number of MSFC and SFC that have been set up the project are able to access funds from WCD for their operational costs and are no longer dependent on project funds				
Outcome 2.2	Households with access to increased number of food groups available (HDDS)	Household dietary diversity, defined as the number of unique foods consumed by household members over the last 24 hours (based on a recall method) and is an important indicator of food security. It is expected that as a result of project interventions, at project closure the average HDDS for the targeted HHs should be equal to the average diversity of the 33 percent of households with the highest diversity (upper tercile of diversity), as measured at baseline	Annual	Household survey - AOS	Calculation based on survey	Impact Assessment Agency, PMU
Output 2.2.1	1.1.8 Households provided with targeted support to improve their nutrition	Number of people that have directly participated in project-supported activities designed to help improve nutrition during the considered period. This will cover the direct support provided by the project to develop kitchen gardens	Quarterly	Project MIS	Project MIS	PMU, MPA
	Number of tribal residential schools where kitchen gardens are established	Number of tribal residential schools where the project will support establishment of kitchen gardens for diversified food availability for school going children				
	Number of villages where the project conducted demonstrations on nutrition recipes	Number of villages where the project conducted demonstrations on cooking nutritious food recipes based on local food groups availability				

	Targeted households increase their annual agriculture household incomes (agriculture, livestock and NTFP activities only, real) by at least 30%	Surveyed households reporting an increase in annual incomes from agriculture activities (agriculture, livestock - goat, sheep, poultry, NTFP - collection, processing, etc.). Other income sources - wages, salary, remittances are not considered for the indicator	Baseline, mid-term, end line	Household survey		
Outcome 3.1	Targeted households report an increase in crop productivity of selected crops by at least 30% (compared to baseline)	Measures increment in the productivity of select five agricultural commodities (paddy, millets, groundnut, ginger, turmeric). Baseline productivity is measured across all project MPAs. The productivity of these five crops will be measured annually across all MPAs.	Annual	Household survey - AOS	Calculation based on survey	Impact Assessment Agency, PMU
	CI 3.2.2: Households reporting adoption of environmentally sustainable and climate- resilient technologies and practices	Project beneficiaries who were trained in environmentally sustainable practices and/or the management of climate-related risks, and who claim that: (a) they have fully mastered these practices; and (b) they are now routinely using these technologies and practices. The list of practices will be prepared based on the activities being promoted by the project.				
Output 3.1.1	CI 3.1.4: Land brought under climate-resilient management	Measures the area of land brought under climate-resilient and more sustainable management practices due to project activities. The list of practices that constitute climate-resilience and sustainable will be developed by the project team	Annual	Project MIS - GIS Module	Project MIS - GIS Module	PMU, MPA

Output 3.1.2	Households practice sustainable livestock intensification	Project beneficiaries who were trained in sustainable livestock intensification mandatory minimum sustainable practices related to health and general management of livestock. The list of practices will be prepared based on the activities being promoted by the project.	Annual	Project MIS	Project MIS	PMU, MPA
Output 3.1.3	Number of CRPs that are able to provide extension services to households (livestock, agriculture, NRM)	Number of CRP/CSP who are actively providing extension services and last mile service delivery to project households as reported from their Monthly Progress Reports	Quarterly			
Outcome 3.2	Share of selected commodities sold through new marketing channels supported by the project	For the selected commodities, the surveyed households report that they are able to sell at least a portion of their total production through new marketing channels as a result of project actions.	Annual	Household survey - AOS	Calculation based on survey	Impact Assessment Agency, PMU
Output 3.2.1	Number of farmers groups that are engaged in repeat selling to channels facilitated by the project	For the selected commodities, the number of groups (AICs, SSAGs, SHGs) that are selling at least a portion of the total production of its members through new marketing channels on a repeated basis as a result of project actions.	Annual	Household survey - AOS	Calculation based on survey	Impact Assessment Agency, PMU
	Number of farmer groups that have set up primary processing (or higher) facilities	The number of farmer groups (SHGs, AICs, SSAGs,) that have set up processing facilities or marketing their produce	Quarterly	Project MIS	Project MIS	PMU, MPA
Outcome 3.3	Enterprises are sustainable and continue operations beyond initial financing	Of all the enterprises that are supported by the project, enterprises that continue to be operation after two years of project support and operate for at least 8 months in a year and report profits.	Annual	Project MIS	Project MIS	PMU, MPA
Output 3.3.1	Microenterprises promoted by the project	Total number of enterprises (group and individual) that receive support from the project (financial and technical)	Annual	Project MIS	Project MIS	PMU, MPA

Outcome 4.1	Project brings on board technical partners for effective project implementation	Total number of partners (technical, functional, knowledge) that are project engages with during the project implemntation. This includes partners engaged through procurement process, cost sharing basis, non financial MoU, financial MoU, etc. This doesn't include FNGOs.	Annual	Project MIS	Project MIS	PMU
Output 4.1.1	Project has a functional MIS with HH level tracking and GIS/RS modules	The web based MIS has been updated to enable HH level tracking of project activties and a web-based GIS module that capture all land based activities and can analyse using remote sensing tools	Annual	Project MIS	Project MIS	PMU

## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II Project Design Report**

#### **Annex 9: Integrated Project Risk Matrix (IPRM)**

Mission Dates: 24 June - 4 August 2023

Document Date: 23/10/2023

Project No. 2000003881

Report No. 6630-IN

Asia and the Pacific Division  
Programme Management Department



## Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
<b>Country Context</b>	<b>Moderate</b>	<b>Low</b>
<i>Political Commitment</i>	<i>Moderate</i>	<i>Low</i>
<i>Governance</i>	<i>Low</i>	<i>Low</i>
<i>Macroeconomic</i>	<i>Moderate</i>	<i>Low</i>
<i>Fragility and Security</i>	<i>Moderate</i>	<i>Moderate</i>
<b>Sector Strategies and Policies</b>	<b>Moderate</b>	<b>Low</b>
<i>Policy alignment</i>	<i>Low</i>	<i>Low</i>
<i>Policy Development and Implementation</i>	<i>Moderate</i>	<i>Low</i>
<b>Environment and Climate Context</b>	<b>Moderate</b>	<b>Moderate</b>
<i>Project vulnerability to environmental conditions</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project vulnerability to climate change impacts</i>	<i>Moderate</i>	<i>Moderate</i>
<b>Project Scope</b>	<b>Substantial</b>	<b>Moderate</b>
<i>Project Relevance</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Technical Soundness</i>	<i>Moderate</i>	<i>Low</i>
<b>Institutional Capacity for Implementation and Sustainability</b>	<b>Moderate</b>	<b>Low</b>
<i>Implementation Arrangements</i>	<i>Moderate</i>	<i>Low</i>
<i>Monitoring and Evaluation Arrangements</i>	<i>Moderate</i>	<i>Low</i>
<b>Project Financial Management</b>	<b>Substantial</b>	<b>Substantial</b>
<i>Project Organization and Staffing</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Budgeting</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project Funds Flow/Disbursement Arrangements</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Internal Controls</i>	<i>High</i>	<i>High</i>
<i>Project Accounting and Financial Reporting</i>	<i>High</i>	<i>High</i>
<i>Project External Audit</i>	<i>Moderate</i>	<i>Moderate</i>
<b>Project Procurement</b>	<b>Substantial</b>	<b>Substantial</b>
<i>Legal and Regulatory Framework</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Accountability and Transparency</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Capability in Public Procurement</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Public Procurement Processes</i>	<i>Substantial</i>	<i>Substantial</i>
<b>Environment, Social and Climate Impact</b>	<b>Moderate</b>	<b>Moderate</b>
<i>Biodiversity Conservation</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Resource Efficiency and Pollution Prevention</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Cultural Heritage</i>	<i>Moderate</i>	<i>Low</i>
<i>Indigenous People</i>	<i>Substantial</i>	<i>Low</i>
<i>Labour and Working Conditions</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Community Health and Safety</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Physical and Economic Resettlement</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Greenhouse Gas Emissions</i>	<i>Moderate</i>	<i>Low</i>
<i>Vulnerability of target populations and ecosystems to climate variability and hazards</i>	<i>Substantial</i>	<i>Moderate</i>

<b>Risk Category / Subcategory</b>	<b>Inherent risk</b>	<b>Residual risk</b>
<b>Stakeholders</b>	<b>Moderate</b>	<b>Low</b>
<i>Stakeholder Engagement/Coordination</i>	<i>Moderate</i>	<i>Low</i>
<i>Stakeholder Grievances</i>	<i>Moderate</i>	<i>Low</i>
<b>Overall</b>	<b>Moderate</b>	<b>Moderate</b>

<b>Country Context</b>	<b>Moderate</b>	<b>Low</b>
<b>Political Commitment</b>	<b>Moderate</b>	<b>Low</b>
<b>Risk:</b> State Government is due for elections next year, 2024. Though, this is not expected to affect programme implementation, there may be some delays in the project start-up	Moderate	Low
<b>Mitigations:</b> India is a stable democracy. No major political risks are perceived that may affect the project. The Government of Odisha have provided the necessary clearances for the project, which will remain effective even in the event of change in governance. The project negotiations will be completed by November 2023, way ahead of the elections. Further, a readiness action plan (6 months) starting October 2023 till March 2024 has been put in place to avoid unforeseen delays.		
<b>Governance</b>	<b>Low</b>	<b>Low</b>
<b>Risk:</b> India is a union of States with a constitutional distribution of powers between the Centre and the State Governments. The government of Odisha has been stable with the same political formation ruling the state for more than 20 years.	Low	Low
<b>Mitigations:</b> No project interventions required. Moreover, IFAD has been working in India for over 40 years, and with the Government of Odisha for over two decades.		
<b>Macroeconomic</b>	<b>Moderate</b>	<b>Low</b>
<b>Risk:</b> India's economy may slow down, coming off a strong recovery in FY21/22 (April 2021–March 2022). The spillovers from the Russia-Ukraine war and the global monetary policy tightening cycle are expected to weigh on India's economic outlook.	Moderate	Low
<b>Mitigations:</b> Project activities and interventions will support resilience of the participating communities.		
<b>Fragility and Security</b>	<b>Moderate</b>	<b>Moderate</b>



<p><b>Risk:</b></p> <p>The project geographies are areas with history of left-wing extremist presence. However, Ministry of Home Affairs, Government of India, has reported that over the period from 2014-2022, there has been 55 per cent reduction in violent incidents perpetrated by Left-wing extremists and 63 per cent in deaths over a period of eight. Ministry of Home Affairs works in close coordination with other Ministries and State Governments for optimum implementation of the flagship schemes at central and state level in Left-Wing-Extremism (LWE) affected areas. Apart from the flagship schemes of various ministries, specific schemes have also been implemented for LWE affected areas, wherein special emphasis has been given on expansion of road networks, improving telecommunications, educational empowerment, and financial inclusion in LWE affected areas. Further, State of Odisha as per MHA report, has reported fewer number of incidents in 2022 (19) compared to 2021 (32). There has been a general trend of fall in number of incidences in the country and specifically in Odisha.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>The project use of comprehensive approach to development of indigenous peoples is in alignment with the policies of Gol and Odisha in areas impacted by left-wing extremism. The focus of the project on community empowerment and inclusive participatory processes will also ensure that there is limited risk of alienation of community from the project or adverse impact. Key activities particularly under comp. 1 further enhances cohesion in the community.</p>		
<b>Sector Strategies and Policies</b>	<b>Moderate</b>	<b>Low</b>
<b>Policy alignment</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>The project is a follow-on of on-going OPELIP project (closing soon) with the same client counterparts and institutional architecture. The alignment with the state and national policies remains strong. Pradhan Mantri PVTG Development Mission launched by Gol is modelled on the proposed project approach or approach of on-going OPELIP. Further the project's goal and objective are aligned with Gol and GoO.</p>	Low	Low
<p><b>Mitigations:</b></p> <p>Design has ensured strong alignment with relevant State level and national policies.</p>		
<b>Policy Development and Implementation</b>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>The project is fully aligned to the sectoral policies, leverages on convergence of existing schemes, and scales up tested interventions. The policies and implementation mechanisms are well established. The risk in implementation is of the speed at which the implementing agency will be able to initiate activities in new villages and delays if any in coordination with other line departments.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>The project has built-in financing for entry point activities in new villages and also, aims to build a structured mechanism for co-ordination and convergence of project activities.</p>		
<b>Environment and Climate Context</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Project vulnerability to environmental conditions</b>	<b>Moderate</b>	<b>Moderate</b>

<p><b>Risk:</b></p> <p>The main climate change-related impacts in the project area are associated with new incidences of weather-related disasters such as hailstorms, wildfires, landslides in hilly regions, livestock diseases and pests. Out of the 14 districts targeted for OPELIP-II, 2 districts (Dhenkanal, Jajpur) are vulnerable to flooding and 2 districts (Ganjam, Gajapati, Keonjhar, Mayurbanj) are currently vulnerable to wind and cyclone. In addition, the project covers a large geographic area and the size of the population affected by project interventions is substantial. Furthermore, project areas include, or share a boundary with restricted areas, forest areas, and biodiversity-sensitive ecosystems.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>Project areas cover a limited number of coastal districts that are susceptible to cyclones. In more inland territories, the threat of drought and heat waves is substantial. However, the project intends to build environmental resilience in these areas by rehabilitating land, promoting soil and water conservation measures, building water harvesting infrastructure, and planting tree-based crops that add to the biodiversity of local ecosystems. The project will strengthen adaptive capacities of the target group. Due to the increasing climate change dynamic and its negative impact in the project area (depletion of soil nutrients, soil erosion and landslides, floods and increase in pest and disease) there is a need to integrate climate-resilient good agriculture practices and technologies that can strengthen local livelihoods and improve sustainable agriculture. In addition, water and soil conservation measures, rainwater harvesting, appropriate crop selection, sustainable harvesting, and improved processing of NTFP, community-based disaster management system may also be proposed as mitigation measures.</p>		
<p><b><i>Project vulnerability to climate change impacts</i></b></p>	<b><i>Moderate</i></b>	<b><i>Moderate</i></b>
<p><b>Risk:</b></p> <p>Project directly finances or creates incentives that encourage or facilitate unsustainable environmental practices (e.g. inappropriate chemical use; encroachment on protected natural environment areas).</p> <p>The main climate change-related impacts in the project area are associated with:</p> <p>(i) Changes in temperature (CMIP5 climate projection of 1.9°C temperature increase according to RCP 8.5 for 2040-2059 timeline period and 3°C temperature increase for the period 2060 -2079) - increased maximum and minimum temperatures, particularly in the summer, and the effect of heat stress on agricultural and livestock productivity;</p> <p>(ii) Future precipitation changes (-4% to +8% change comparing with the 1986-2005 baseline) and uncertainty in precipitation distribution (duration, intensity, frequency of extreme wet or dry events – particularly during the monsoon), and effect on water availability to PVTG households – including drinking water and limitations on number of agricultural seasons. The analysis found an increased trend in annual rainfall and a decreasing trend in annual number of rainy days. Climate change will exacerbate the current trends of floods and droughts by increasing frequency and intensity. It is expected that climate change will lead to:</p> <ul style="list-style-type: none"> <li>• high variability of rainfall, leaving people with two peak periods of food shortage</li> <li>• drought and dry spells every two years in western Odisha, with a major drought every 5 to 6 years</li> <li>• flash floods during the rainy season</li> <li>• heat waves in summer</li> <li>• intense coastal flooding and cyclones</li> </ul>	Moderate	Moderate

<p><b>Mitigations:</b></p> <p>The project will apply IFAD SECAP procedures. The design has planned for this including human resource. The project focus is on building food and livelihood systems resilient to climate-change. The climate-resilient agricultural practices, strengthening of natural resources-based livelihoods, and diversification of livelihood sources will protect the communities from the extreme adverse impacts of climate change. Smallholder farmers and target groups display a moderate awareness of climate risks and related adaptive and mitigation measures. Project efforts to build the adaptive capacities of its beneficiaries must emphasize the need for disaster risk planning, climate resilient cropping, and reduced post-harvest losses, among other interventions that build the beneficiary's capacity to cope with, or recover from, the effects of climatic shock events.</p>		
<p><b>Project Scope</b></p>	<p><b>Substantial</b></p>	<p><b>Moderate</b></p>
<p><b>Project Relevance</b></p>	<p><b>Substantial</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>Stubborn pockets of poverty and uneven patterns of development persist in Odisha and is concentrated in tribal regions. The project holds little risk as it well aligned to the development reality of the region and target communities.</p>	<p>Substantial</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>The project's bottom-up Community Driven Development (CDD) approach, focuses on building, strengthening and empowering local institutions to drive local development. This will help in reducing poverty as well as enable households to improve incomes, nutrition practices, and resilience.</p> <p>Component 1 focuses on mechanisms that will enhance community-driven development to strengthen the human resource base. It includes formation of Village Development Associations/Committee, which is the starting point for the project interventions, and empowerment of the PVTG communities. These VDCs will be responsible for development and implementation of Village Development Plan (VDP), a village perspective plan for 5 or more years developed by the VDC with support of project. All the other component and activities will be reflected in VDP. Formation of these VDAs/VDCs and plans have been one of the highlights of the project. This community driven and participatory approached has worked well in the current phase of the project and one of the main reasons for Government of Odisha to propose a second phase of the project. In addition, the project will be implemented in line with the right to free, prior and informed consent (FPIC), so a FPIC implementation plan and a stakeholder engagement plan will be finalized for securing full and effective participation of PVTGs.</p>		
<p><b>Technical Soundness</b></p>	<p><b>Moderate</b></p>	<p><b>Low</b></p>
<p><b>Risk:</b></p> <p>The project design is hedged on willingness and interest of target group to participate in project activities. The project relies on the experience of OPELIP in terms of approaches and activities that have previously worked. It is on this basis that OPELIP-II is out-scaling and up-scaling such approaches and activities. The Impact Assessment of OPELIP is underway but will not be complete at the time of project design.</p>	<p>Moderate</p>	<p>Low</p>
<p><b>Mitigations:</b></p> <p>The project has studied the baseline survey undertaken by the client in 2018, feedback from OPELIP Mid Term Review and consulted with stakeholders while developing the project approach. Also, the baseline survey of the new PVTG villages is underway though the results of the survey are still awaited, it will provide comprehensive insights into the current state of the new PVTG villages and the critical gaps to be addressed. The project is also anchored on the principles of FPIC and co-design with tribal communities following the IFAD's policy of engagement with Indigenous Peoples.</p>		
<p><b>Institutional Capacity for Implementation and Sustainability</b></p>	<p><b>Moderate</b></p>	<p><b>Low</b></p>

<b>Implementation Arrangements</b>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>Insufficient project management capacity to successfully deliver project. The implementing architecture of the project will be the same as OPELIP and OTELP. The project staff has deep understanding of implementing IFAD projects and majority of OPELIP (on-going investment) staff will continue to support the proposed project.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>Implementation arrangements and staffing was discussed at design., The design includes a readiness action plan to ensure smooth transition. OPELIP-II start-up needs to be timed before OPELIP completion (i.e. 31st March 2024) to avoid any rupture in the organizational setup due to attrition of human resources.</p>		
<b>Monitoring and Evaluation Arrangements</b>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>Insufficient capacity to collect and analyze sufficient / reliable data on project outcomes and impacts. The implementing agency has a functional and in-house developed MIS "eSamrudhi" and a system of data collection exists. OPELIP M&amp;E work was impacted due to the delay in hiring of M&amp;E human resources.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>The project leadership has agreed to prioritize and position M&amp;E staff at the outset of the proposed project. Further, the key focus of KM will be on evidence-based learnings and course correction through an approach of MEL (Monitoring Evaluation and Learning). The MEL approach will be integrated in the M&amp;E, KM and MIS functions to improve planning and decision-making for results-based management. Output monitoring will be done with a focus on physical and financial inputs, activities and outputs. A baseline survey is already undergoing, results of which are expected before the Design mission.</p>		
<b>Project Financial Management</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Project Organization and Staffing</b>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>Although India has a well-developed accounting profession, IFAD-funded projects can't attract good quality FM staff due to low salaries and not attractive career perspectives.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>Complete competitive selection of adequately qualified and experienced FM staff for PMU and MPAs.</p>		
<b>Project Budgeting</b>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>Budgeting will follow government regulations. Collecting budgets for all MPAs ( 20) and VDCs (1000+) will be challenging.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>PIM/FMM will have clear roles and responsibilities for budgeting and timelines.</p>		
<b>Project Funds Flow/Disbursement Arrangements</b>	<b>Substantial</b>	<b>Substantial</b>

<p><b>Risk:</b></p> <p>The state government will pre-finance project expenditures, and IFAD reimburses quarterly. Timely allocation of funds to all MPAs and VDCs will be a vital issue.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>HDFC's online banking module will be implemented to timely allocation of funds and payments</p>		
<p><b>Project Internal Controls</b></p>	<b>High</b>	<b>High</b>
<p><b>Risk:</b></p> <p>There are potential internal control weaknesses at MPAs and VDCs levels due to the number of entities involved ( 1000+) and the low capacity of MPAs and VDCs.</p>	High	High
<p><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>- limiting fund allocations to VDCs,</li> <li>- the introduction of e-office filing system for all expenditures at VDCs, FNGOs, and MPAs levels</li> <li>- introduction of the online banking system for all implementing partners</li> <li>- the development of PIM and FMM with clear roles for supporting documents filing and accounting record keeping for all implementing partners such as MPAs, VDCs, and FNGOs.</li> </ul>		
<p><b>Project Accounting and Financial Reporting</b></p>	<b>High</b>	<b>High</b>
<p><b>Risk:</b></p> <p>Accounting records must be maintained for all MPAs ( 20) plus VDCs ( 1000+) in one accounting software.</p>	High	High
<p><b>Mitigations:</b></p> <p>Implementation of cloud-based Tally accounting software for accounting record keeping, financial reporting and accounts reconciliations and use of the services of a consulting firm to reconcile accounts of 1000+ VDCs.</p>		
<p><b>Project External Audit</b></p>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>State-level CAG will audit project financial statements. The audit may be delayed due to a shortage of staffing resources and other priorities of CAG.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>PMU will actively follow-up with state level CAG to complete the audit on time.</p>		
<p><b>Project Procurement</b></p>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Legal and Regulatory Framework</b></p>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>The risk that the Borrower's regulatory and institutional capacity and practices (including compliance with the laws) are inadequate to conduct the procurement in a manner that optimizes value for money with integrity</p>	Substantial	Substantial

<p><b>Mitigations:</b></p> <p>1) Review periodically the application procurement in accordance with the Project Procurement Manual;</p> <p>2) Review and clear project procurement plan (consolidated) encouraging the use of competitive procurement methods;</p> <p>3) Provide consolidated procurement information on project website (opportunities and awards).</p>		
<p><b>Accountability and Transparency</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p><b>Risk:</b></p> <p>The risk that accountability, transparency and oversight arrangements (including the handling of complaints regarding, for example, SH/SEA and fraud and corruption) are inadequate to safeguard the integrity of project procurement and contract execution, leading to the unintended use of funds, mis-procurement, SH/SEA, and/or execution of project procurements outside of the required time, cost and quality requirements.</p>	<p>Substantial</p>	<p>Substantial</p>
<p><b>Mitigations:</b></p> <p>1) Provide confidential report of complains received, under investigation and resolved;</p> <p>2) Establish appropriate level of procurement reviews post and prior based on risk;</p> <p>3) Identify and report on risk flags during procurement supervision;</p> <p>4) Use IFAD standard bidding documents which include provisions for prohibitive practices and safeguards.</p>		
<p><b>Capability in Public Procurement</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p><b>Risk:</b></p> <p>The risk that the implementing agency does not have sound processes, procedures, systems and personnel in place for the administration, supervision and management of contracts resulting in adverse impacts to the development outcomes of the project.</p>	<p>Substantial</p>	<p>Substantial</p>
<p><b>Mitigations:</b></p> <p>1) Strengthen procurement arrangements by engaging skilled procurement professionals to manage and support project procurement at all levels.</p> <p>2) Periodic training and support to be provided to various implementing agencies teams.</p> <p>3) Nominations to BUILDPROC training and other trainings at national level institutions for procurement staff.</p> <p>3) Ad-hoc offsite coaching by IFAD accredited procurement consultant and/or IFAD Staff.</p>		
<p><b>Public Procurement Processes</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p><b>Risk:</b></p> <p>The risk that procurement processes and market structures (methods, planning, bidding, contract award and contract management) are inefficient and/or anti-competitive, resulting in the misuse of project funds or sub-optimal implementation of the project and achievement of its objectives</p>	<p>Substantial</p>	<p>Substantial</p>

<p><b>Mitigations:</b></p> <p>1. The planning and execution of procurement activities will follow IFAD new IT procurement system (OPEN)</p> <p>2. Procurement Risk Matrix will be updated annually and resolution of gaps. Other IFI MAPS survey report will also be used for identification of risk and deployment of mitigation measures</p> <p>3. Internal audit team will also review the compliances to the established procurement processes</p> <p>4. A grievance redressal mechanism will be set up at the project level to receive complaints and resolution.</p> <p>5. All solicitation, invitation to bids and contract awards will be published in the Odisha e-procurement portal and project website.</p>		
<b>Environment, Social and Climate Impact</b>	<b>Moderate</b>	<b>Moderate</b>
<b><i>Biodiversity Conservation</i></b>	<b><i>Substantial</i></b>	<b><i>Moderate</i></b>
<p><b>Risk:</b></p> <p>The project covers a large geographic area and the number of ecosystems affected by project interventions is substantial. Furthermore, project areas include, or share a boundary with restricted areas, forest areas, and biodiversity-sensitive ecosystems</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>The project will promote nature-based solutions for ecosystem management, upon consultation with local communities and traditional practices. The project intends to build environmental resilience by rehabilitating land, promoting soil and water conservation measures, and planting tree-based crops that add to the biodiversity of local ecosystems. The project will leverage tribal knowledge and promote its use to enhance biodiversity. The convergence activities outside of the scope of this design will be carefully monitored to provide benefits to biodiversity and avoid any potential harm. The project will therefore have zero forest encroachment and deforestation strategy. The Project will not impact on any sensitive areas or result in loss of natural habitat and biodiversity.</p>		
<b><i>Resource Efficiency and Pollution Prevention</i></b>	<b><i>Moderate</i></b>	<b><i>Moderate</i></b>
<p><b>Risk:</b></p> <p>Risks related to fertilizer and pesticide use as well as Project activities that promote livestock activities and dairy production may contribute to the increase of GHGs.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>To address this and other possible environmental impacts, the project will formulate an Environmental and Social Management Plan that will comprise: adequate mitigation measures; climate-smart agriculture practices and adaptation to climate change activities; and the necessary compliance with IFAD environmental, social and climate change safeguard procedures whilst seeking sustainable management of natural resources in the targeted regions.</p>		
<b><i>Cultural Heritage</i></b>	<b><i>Moderate</i></b>	<b><i>Low</i></b>
<p><b>Risk:</b></p> <p>The project is in areas that contain critical tangible and intangible cultural heritage for the scheduled tribes living there. There is a moderate risk that this is negatively impacted or utilized for commercial purpose.</p>	Moderate	Low

<p><b>Mitigations:</b></p> <p>The project has a specific focus on supporting the revival of indigenous and diversified production systems, as well as local handicraft, with an approach to provide fair and equitable sharing of benefits from commercial use of such cultural heritage. FPIC process will ensure ownership and will also allow the identification of any sites of cultural importance for IPs (i.e. burial sites, cultural sites) systematically excluding these areas from project interventions.</p>		
<p><b>Indigenous People</b></p>	<p><b>Substantial</b></p>	<p><b>Low</b></p>
<p><b>Risk:</b></p> <p>The project will be implemented in areas home to IPs. Given their distinct cultural heritage, there is an inherent risk that the project does not respond to the actual needs and vision of PVTGs and does not result in opportunities for community empowerment, improved livelihoods and general benefits to them.</p>	<p>Substantial</p>	<p>Low</p>
<p><b>Mitigations:</b></p> <p>The project builds on the experience engaging the PVTGs and tribal communities in Odisha and is being designed to ensure free, prior and informed consent (FPIC); FPIC will be undertaken as an iterative tool to ensure co-design and ownership of project activities. In addition the project includes (i) secure ownership of and access to lands and territories by tribal groups; (ii) strengthen their institutions; (iii) value tribal knowledge systems (iv) promoting the nutritional benefits of traditional food and practices via project activities. A very important activity is the one related to land allocation. Based on the successful experience of OPELIP, land titling will be supported, with the expectation that this will result in positive impacts on the environment, natural resources, and climate change adaptation. Secure titles to homesteads and land for cultivation will provide social, economic and livelihood security to the PVTGs, restore their sense of dignity, reduce livelihood risks, reduce vulnerability to harassment by local officials and moderate conflicts arising from competing claims on land.</p> <p>The promotion of community institutions and their capacity building and community empowerment will ensure the identification of interventions that are profitable to the PVTGs and will improve their access to nutritious food and markets. As highlighted in the IPRM section on project relevance above, the project's bottom-up Community Driven Development (CDD) approach has already worked well in building, strengthening and empowering local institutions to drive local development.</p>		
<p><b>Labour and Working Conditions</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>Agriculture continues to be the main source of employment for the majority of PVTGs, mostly subsistence agriculture, and increasingly casual labor. Wage rate for PVTGs are lower in the case of casual labor. Project will operate in adequately nationally regulated activities; however, risks emerge as PVTGs often face discrimination and exclusion.</p>	<p>Moderate</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>Project will focus on livelihood promotion for on and off farm livelihood activities. Project will support agricultural work to be more sustainable and productive – including through titling of agricultural land. The work related to market infrastructure, processing centers, etc. will ensure regulations for work safety are applied. The convergence activities related to labour will be carefully monitored and ensure they promote decent working conditions. The project will completely focus on tribal population and PVTGs and will avoid discrimination and will effectively seek FPIC.</p>		
<p><b>Community Health and Safety</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>



<p><b>Risk:</b></p> <p>PVTGs often lack access to basic services such as education, health, drinking water, sanitation and other social services. Malnutrition is a significant issue in Odisha State particularly among women and children. The project is situated in an area where negative impacts from water-borne or other vector-borne diseases are possible.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>Food and nutrition security will be enhanced by up-scaling and out-scaling successful nutrition activities under the OPELIP, including home gardening, nutrition, reproductive health.</p> <p>Activities to enhance women's self-confidence and lead to their overall empowerment (i.e. by organising them, providing opportunities and skills to participate in decision-making processes in the community, etc.) will also have a positive impact in terms of reducing risks related to community health and safety. The project will put in place measures to lower water-borne or other vector-borne diseases risk of building on OPELIP lessons improving water management.</p>		
<b>Physical and Economic Resettlement</b>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>No physical or economic resettlement will be carried out due to project's activity</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>A Resettlement Action plan may need to formulate as per IFAD guidelines.</p>		
<b>Greenhouse Gas Emissions</b>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>Project activities that promote livestock activities and dairy production may contribute to the increase of GHGs.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>Project will promote climate-smart, organic/natural farming including supporting only organic/natural inputs for fertility and pest management. Further, farmers will be encouraged to grow crops other than paddy in the AICs. Both these measures will lead to reduced GHG emissions. Among ruminants, only goats are being supported in the project. They have the least GHG emissions per unit of body weight among ruminants.</p>		
<b>Vulnerability of target populations and ecosystems to climate variability and hazards</b>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>Smallholder farmers and target groups display a moderate awareness of climate risks and related adaptive and mitigation measures.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>Project efforts to build the adaptive capacities of its beneficiaries must emphasize the need for disaster risk planning, climate resilient cropping, and reduced post-harvest losses, among other interventions that build the beneficiary's capacity to cope with, or recover from, the effects of climatic shock events</p>		
<b>Stakeholders</b>	<b>Moderate</b>	<b>Low</b>
<b>Stakeholder Engagement/Coordination</b>	<b>Moderate</b>	<b>Low</b>

<p><b>Risk:</b></p> <p>Insufficient consultation / engagement with stakeholders on key project interventions</p>	<p>Moderate</p>	<p>Low</p>
<p><b>Mitigations:</b></p> <p>Government at state level and national level including lead implementing agency along with other line departments will be consulted and through collaborative process the design will be developed for the new phase. Follow up of the FPIC implementation and stakeholder engagement plan. Further, the project aims at attracting more investment from the private sector and at promoting fruitful partnerships with key actors.</p>		
<p><b>Stakeholder Grievances</b></p>	<p><b>Moderate</b></p>	<p><b>Low</b></p>
<p><b>Risk:</b></p> <p>The project beneficiaries have no channel to voice their grievances. In the current phase of the project, there is a mail drop facility established at PMU and each MPA, an executive assistant has been given the responsibility of collating and reporting these grievances to Programme Director on weekly basis for necessary action. At district and block level, there is a grievance redressal mechanism of government administration, in which the District Collector and Block Development officer conduct a weekly review meeting on the grievances received. Special Officer from Micro Project Agencies have to attend these weekly review meetings to address any grievances related to the project</p>	<p>Moderate</p>	<p>Low</p>
<p><b>Mitigations:</b></p> <p>The community platforms through Gram Sabhas and village development associations offer platform for beneficiaries to voice their grievances. Following counter measures will be put in place regardless</p> <ul style="list-style-type: none"> <li>• Development of FPIC, Stakeholder Engagement Plan and Grievance Redress Mechanism.</li> <li>• Information disclosure norms – particularly in Odia language or in a verbal form (considering the diversity of PVTG dialects) – will be determined on the basis of consultations and in a transparent manner.</li> <li>• GRM-related training, formal record maintenance and resolution approaches, and monitoring mechanisms will be a part of capacity development which will be budgeted. Awareness of GRM will be a part of SEP and FPIC-related processes</li> </ul>		

## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II** **Project Design Report**

#### **Annex 10: Exit Strategy**

Mission Dates: 24 June - 4 August 2023

Document Date: 23/10/2023

Project No. 2000003881

Report No. 6630-IN

Asia and the Pacific Division  
Programme Management Department



## Annex 10. Exit Strategy

1. The sustainability and exit strategy of the project lies on two main elements. On the one hand, achievements under Component 1 will create sustainable and empowered community-driven structures, which will allow project withdrawal and continuing planning and delivery of services in the PVTGs. On the other hand, the project will create lasting results that will change the way that households, framers, women, youth, and SMEs perform and conduct their activities, particularly productive ones. Below there are details of the key exit strategies by component.

2. **Component 1:** to the First, on strengthening community-driven governance and capacity of local community institutions. These are central to ensuring the continued participation of the communities in development processes, advocacy, and planning. OPELIP has demonstrated the benefits of inclusive planning undertaken at the village level and these will be further deepened in OPELIP-II with the initiation of the micro-planning process at the household level. The focus of the project is to build stronger community institutions and help them to reach a stage of maturity by end of the project. This will lay the basis for stronger ownership and community-led participatory planning and implementation of local development activities.

3. Despite of the successes of OPELIP on community strengthening and empowerment, the project also experienced is some contexts issues related to vulnerability factors affecting the capacity of community-based organizations (CBOs) (i.e. Self-Help Groups, VDAs, and VDCs). Thus, OPELIP will place a much stronger emphasis on improving the process of formation and strengthening of these CBOs, by ensuring a more inclusive process in the formation and operation of these structure, increasing their capacities to operate as CBOs (groups), better linking them with sources of trainings and services, improving the way that CBO activities are funded through project support and beyond, and improving their individual productive efforts in the context of their household and economic activities. The strengthened organizations will be empowered, have built-in capabilities to lead development processes, and sustain the accrued project benefits beyond the life of the project. The investment, technical and financial support to CBOs and their cadre will taper off on a yearly basis during the project life.

4. While the main pathway of change of this component leads to strengthening community institutions and local governance over public goods and natural resources, this major change will be sustainably achieved by: (a) recruiting, building the capacity, and training service providers (FNGOs) to support CBOs; (b) facilitating a proper formation and strengthening/establishment of VDAs and VDCs (recognizing tribal governance systems); (c) upgrading/building key social infrastructure (building on their traditional customs); (d) reinforcing, training and coaching SHGs and other key CBOs; (e) facilitating services through convergence schemes (land titling, roads, water, etc.); and (b) facilitating land titling under FRA according to the specific needs of every community.

5.

6. **Components 2 and 3:** OPELIP-II is set to generate bold lasting impacts in the way that households, farmers, livestock producers, and SMEs conduct their household, productive, and economic activities. By supporting capacity development, fostering financial and environmental sustainability, and promoting engagement of value chain operators in commercially viable and mutually beneficial business relationships, smallholder farmers, women, youth, and SMEs in PVTG communities will be in a stronger position to continue developing their productive capacities and investing in the present and future of their families and communities. The project focus on improving dietary diversity and nutrition security will generate household and individual level changes that will have a powerful impact on their level of labor productivity, and productive and income generation capacities (details on the exit strategies used in each component are provided in the PIM).

**7. Subcomponent 2.1:** Under OPELIP II, the focus would be on creating changes in dietary practices and habits of PVTG communities that would bring about sustainable changes in the nutrition situation of the women, children and overall PVTG population. For this, the village-level nutri-sathis would play a key role in engaging at the household level and supporting the uptake of optimum nutrition behaviors and practices. Another key element that would ensure sustainability is improved convergence that would be established with the other line departments of GoO responsible for providing nutrition entitlements at the household level. The community nutrition activities would create better demand for nutrition services and entitlements within the PVTG communities and convergence with other departments would ensure better nutrition service delivery in the PVTG areas. To ensure the sustainability of the direct nutrition service delivery interventions that are envisioned under OPELIP II like creches and spot feeding intervention, efforts would be made to mainstream them into government budgets. To achieve this, the following strategies would be employed:

- a. Documenting the effectiveness of nutrition interventions through commissioning studies and process documentation that capture the impact on the lives of children, women and adolescent girls; and cost effectiveness of the interventions.
- b. Mapping the available funding sources within the state budget of different departments, PVTG mission, Conservation cum Development Fund, and other sources like Corporate Social Responsibility (CSR) and District Mineral Foundation (DMF) that could be leveraged to ensure continuity.
- c. Developing and implementing a dissemination plan to raise awareness amongst relevant stakeholders on nutrition behaviors and practices.

**8. Subcomponent 2.2:** On aspects related to household's access to food, the project aims to sustainably improve the household level food security and access to nutrition diets by expanding the adoption of homestead kitchen gardens by households in target PVTG villages. To achieve this, the project will facilitate intensive mapping of PVTG food systems and understanding the current knowledge and practices with respect to diets, WASH, and other traditions. A customized kitchen garden design will be developed focusing on foods that are poorly represented in the diets of the PVTG communities and will value local knowledge and practices. The main sustainability aspects of this subcomponent lies on:

- a. Providing intensive training on homestead production techniques to farmers, followed of technical assistance provided to HHs throughout the life of the project;
- b. Organizing recipe demonstrations at the village level to stimulate the demand for diversified foods at the household level.

**9. Subcomponent 3.1:** This component seeks to address the vicious cycle of low scale and low productivity in cropping and livestock rearing activities by helping households in PVTG villages to sustainably intensify and scale-up cropping and livestock production, while simultaneously helping them to access more profitable markets. Diversified cropping and livestock rearing suffer from low productivity and limited scale of operations. This subcomponent seeks to address these issues by sustainably intensifying the livelihoods and increasing the efficiency and scale of productive activities, while fostering the diversity of production systems, and adopting climate-friendly and resilient approaches to production. This is expected to result in increased productivity, but also increased production to enable households to reach more rewarding and profitable markets. The sustainability strategy of the project to sustain services and maximize impact is based on the following exit strategies:

- Adoption of improved climate-resilient practices of farmers and AIC groups is sustained (and thus productivity enhancements) through rigorous training on production technologies through a Farmer Field Schools (FFS) imparted by a dedicated Technical Service Agency engaged by the project.

- Expanding the cropping seasons and improving the use of productive resources by promoting at least two seasons in a year, kharif and rabi.
- Stabilizing sloping lands through NRM activities (e.g., stone bunding and taking up plantations on bunds and as intercrops).
- Dedicating the services of Krushi Saathi (normally from the area) under the supervision of the VDC and supported by project staff at the MPA backed by a specialized agency for delivering FFS training.
- Supporting (through the VDCs) the preparation of VRDP (Village Resource Development Plan) to treat the area in a systematic manner to reduce soil erosion, enhance water storage, and increase access to irrigation, while also protecting biodiversity.
- Ensuring that AIC farmers are part of a well-knit unit that is capable of crop planning, managing production to meet market requirements, having a clearly defined protocol for managing assets (irrigation, including tariff collection, maintenance fund, etc.) and able to deal with marketers.
- Livestock is already part of PVTG culture and lifestyle, the project is bringing a more intensified approach
- Capacity building is not only focusing on knowledge transfer but working on behavioral change in managing livestock for the market
- Input and output services are offered as a fee-for-service model through a dedicated CSP
- A full-scale ecosystem of input suppliers and output marketers is being set-up each working as an enterprise
- Livestock farmers will be linked to FARD through CSPs for accessing knowledge and service that are beyond the capability of CSPs.

10. **Subcomponent 3.2:** The exit strategy aims to ensure the long-term sustainability of market access and value addition interventions implemented under this component. The strategy includes the following key elements:

- **Strengthening local capacities:**
  - Building the capacities of AICs/SSAGs through training and capacity-building programs in demand-driven production, value addition, and market linkages.
  - Continuous mentoring and support to equip local stakeholders with the necessary tools and expertise.
- **Formalizing nodal AICs/SSAG:**
  - Supporting performing AICs/SSAGs to formalize their legal status as Producers Groups or Farmer Organizations.
  - Providing exit strategy support to these selected AICs/SSAGs, including market infrastructure and business planning.
- **Facilitating Public-Private Partnerships:**
  - Fostering collaboration with private sector entities to establish sustainable market linkages.
  - Facilitating agreements and partnerships between AICs/SSAGs and private sector stakeholders.

11. The exit strategy will be implemented progressively, ensuring that local stakeholders are ready to sustain market access and value addition efforts. Continuous engagement with government agencies, private sector stakeholders, and development partners will be sought to facilitate a smooth transition and long-term sustainability.

12. **Subcomponent 3.3.** The exit strategy of Ajeevika Kendra is closely tied to the exit criteria set for the incubation process, intended to ensure the long-term sustainability and

resilience of the enterprises it supports. These criteria include a thorough review of each enterprise's operational stability, management competency, financial self-sustainability, market integration, ability to handle risks, adherence to regulatory requirements, and resilience to market competition. A significant milestone in the exit criteria is the achievement of at least two years of successful operations. This period of successful business operations underlines the enterprise's viability and its ability to survive and thrive in the marketplace independently. Through the consistent support and guidance provided by Ajeevika Kendra, the incubated enterprises are envisioned to reach a maturity level where they can operate successfully, even after the project's conclusion. In essence, the exit strategy of Ajeevika Kendra is to leave behind a cohort of self-sustaining, resilient, and prosperous enterprises that will continue to contribute to the community's socio-economic development well into the future.



## India

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### **Odisha PVTG Empowerment & Livelihoods Improvement Programme - II Project Design Report**

#### **Annex 11: Mainstreaming themes – Eligibility criteria checklist**

Mission Dates: 24 June - 4 August 2023

Document Date: 23/10/2023

Project No. 2000003881

Report No. 6630-IN

Asia and the Pacific Division  
Programme Management Department



Mainstreaming themes – Eligibility criteria checklist						
	<input type="checkbox"/> Be gender transformative	<input type="checkbox"/> Be youth sensitive	<input checked="" type="checkbox"/> Be nutrition sensitive	<input type="checkbox"/> Prioritize persons with disabilities	<input checked="" type="checkbox"/> Prioritize indigenous peoples	<input checked="" type="checkbox"/> Include climate finance <input checked="" type="checkbox"/> Build adaptive capacity
<b>Situation analysis</b>	<input type="checkbox"/> National gender policies, strategies and actors <input type="checkbox"/> Gender roles and exclusion/discrimination <input type="checkbox"/> Key livelihood problems and opportunities, by gender	<input type="checkbox"/> National youth policies, strategies and actors <input type="checkbox"/> Main youth groups <input type="checkbox"/> Challenges and opportunities by youth group	<input checked="" type="checkbox"/> National nutrition policies, strategies and actors <input checked="" type="checkbox"/> Key nutrition problems and underlying causes, by group <input checked="" type="checkbox"/> Nutritionally vulnerable beneficiaries, by group	<input type="checkbox"/> National policies, strategies and actors <input type="checkbox"/> Main groupings among PwDs <input type="checkbox"/> Context-based barriers and opportunities for PwDs	<input checked="" type="checkbox"/> International standards, national policies, strategies and key IPs' organizations <input checked="" type="checkbox"/> Main IPs communities, demographic, social, cultural and political characteristics <input checked="" type="checkbox"/> Important livelihoods constraints and opportunities for IPs and their cultural heritage	
<b>Theory of change</b>	<input type="checkbox"/> Gender policy objectives (empowerment, voice, workload) <input type="checkbox"/> Gender transformative pathways <input type="checkbox"/> Policy engagement on GEWE	<input type="checkbox"/> Pathways to youth socioeconomic empowerment <input type="checkbox"/> Youth employment included in project objectives/activities	<input checked="" type="checkbox"/> Nutrition pathways <input checked="" type="checkbox"/> Causal linkage between problems, outcomes and impacts	<input type="checkbox"/> Pathways to PwDs' socioeconomic empowerment using a twin-track approach	<input checked="" type="checkbox"/> Pathways to IPs' socioeconomic empowerment	
<b>Logframe indicators</b>	<input type="checkbox"/> Outreach disaggregated by sex, youth and IPs (if appropriate) <input type="checkbox"/> Women are > 40% of outreach beneficiaries <input type="checkbox"/> IFAD empowerment index (IE.2.1)	<input type="checkbox"/> Outreach disaggregated by sex, youth and IPs (if appropriate) <input type="checkbox"/> Persons with new jobs/employment opportunities (CI 2.2.1)	<input checked="" type="checkbox"/> Outreach disaggregated by sex, youth and IPs (if appropriate) <input checked="" type="checkbox"/> Targeted support to improve nutrition (CI 1.1.8)  <b>Outcome level CIs</b> <input checked="" type="checkbox"/> CI 1.2.8 MDDW <input checked="" type="checkbox"/> CI 1.2.9 KAP	<input type="checkbox"/> Outreach disaggregated by sex, youth, disability and IPs (if appropriate)	<input checked="" type="checkbox"/> Outreach indicator disaggregated by sex, youth and IPs <input checked="" type="checkbox"/> IPs are > 30% of target beneficiaries	
<b>Human and financial resources</b>	<input type="checkbox"/> Staff with gender TORs <input type="checkbox"/> Funds for gender activities <input type="checkbox"/> Funds for IFAD empowerment index in M&E budget	<input type="checkbox"/> Staff with youth TORs <input type="checkbox"/> Funds for youth activities	<input checked="" type="checkbox"/> Staff or partner with nutrition TORs <input checked="" type="checkbox"/> Funds for nutrition activities	<input type="checkbox"/> Staff with disability inclusion-specific TORs <input type="checkbox"/> Funds for disability inclusion-related activities (including accessibility)	<input checked="" type="checkbox"/> Staff with IPs-specific TORs <input checked="" type="checkbox"/> Funds for IPs related activities, including FPIC	IFAD Adaptation Finance \$41,283,000  IFAD Mitigation Finance \$0  Total IFAD Climate-focused Finance \$41,283,000

<b>ECG Remarks</b>	<b>Gender</b> <b>Nutrition</b> <b>Youth</b> <b>Persons with Disabilities</b> <b>Indigenous Peoples</b> <input type="checkbox"/> No social inclusion themes
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