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الاستثمار في السكان الريفيين

الهند
برنامج الفرص الاستراتيجية القطرية
2024-2018

مذكرة إلى السادة ممثلي الدول الأعضاء في المجلس التنفيذي

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المجلس التنفيذي - الدورة الرابعة والعشرون بعد المائة
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الذيول الثالث- عملية إعداد برنامج الفرص الاستراتيجية القطرية، بما في ذلك الدراسات التحضيرية، وعملية التشاور مع أصحاب المصلحة، والأحداث
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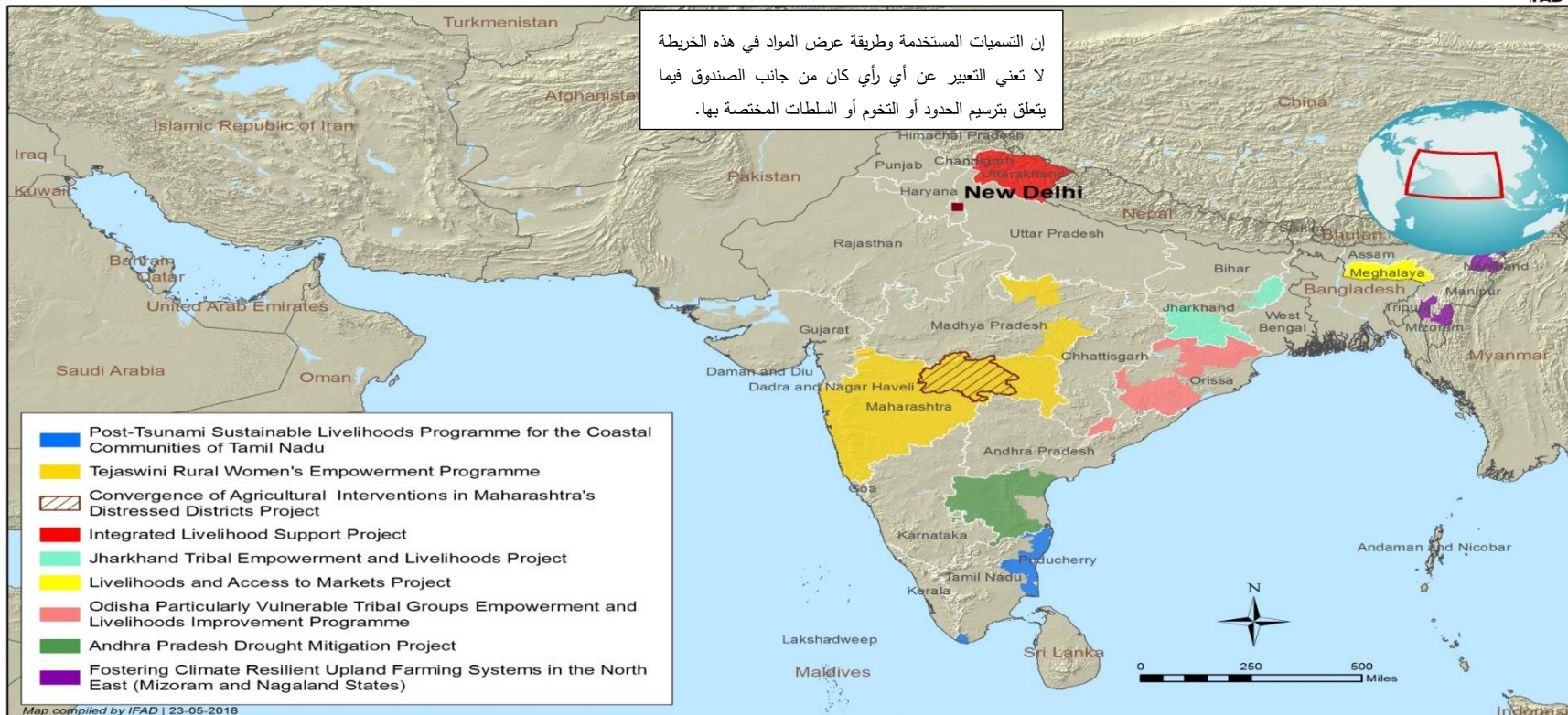
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خريطة العمليات الممولة من الصندوق في البلد

الهند

العمليات الممولة من الصندوق



المصدر: الصندوق الدولي للتنمية الزراعية | 2018-05-23

موجز تنفيذي

- 1- لقد نشأ برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج من خلال انخراط على مدى سنتين مع حكومة الهند وأصحاب المصلحة الآخرين. وهو يعكس جدول الأعمال الإنمائي الطموح الذي وضعتته الحكومة، والطموحات المتصاعدة لمجتمع ريفي في حالة انتقال سريع. ويأخذ تصميم برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج بالاعتبار عملية التعلم والتوصيات التي تمخض عنها تقييم البرنامج القطري لعام 2016¹، ويبيّن على نجاحات البرنامج ويسعى في نفس الوقت لاستغلال الفرص لتحقيق الأثر على نطاق واسع.
- 2- الغاية الشاملة للبرنامج القطري للصندوق في الهند من عام 2018 إلى عام 2024 هو تعظيم مساهمة الصندوق في استراتيجية الحكومة الهادفة إلى مضاعفة دخل المزارعين بحلول عام 2022. وتحقيقاً لهذه الغاية، فإن للبرنامج القطري هدف استراتيجي مركز واحد يتمثل في: **جعل نظم الإنتاج الغذائي والزراعي مريحة، ومستدامة، وقادرة على الصمود.** وسوف تساهم جميع أنشطة الصندوق، الإقراضية وغير الإقراضية، في تحقيقه.
- 3- ستكون المشروعات الاستثمارية التي تستجيب لجدول الأعمال هذا أبسط، وأكبر، وأقصر مدّة، وتعكس عنصراً واحداً أو العناصر الثلاثة الأساسية للهدف الاستراتيجي. وتفكيك هذه العناصر من حيث النواحي البرمجية يعني ما يلي: (1) دعم تحقيق أسعار أفضل، والمؤسسات القائمة على الزراعة، وتعزيز سلاسل القيمة التي لها تأثير مضاعف على الحد من الهجرة، وجعل الزراعة جذابة للشباب؛ (2) التقنيات المجرية والمختبرة مثل الزراعة المستدامة ذات المدخلات الخارجية المنخفضة، بالإضافة إلى ممارسات الزراعة الدقيقة التي تساهم باتجاه تكثيف الزراعة المستدامة؛ (3) تنويع المحاصيل وسبل العيش، وتعزيز الزراعة المتكاملة، وتحسين تغطية شبكات الضمان الاجتماعي لبناء القدرة على التكيف مع تغير المناخ وتقلبات السوق. وستستمر المشروعات في استهداف المناطق المحرومة التي تغلب عليها الزراعة البعلية المعرضة لتغير المناخ - ولا سيما الإقليم الشمالي الشرقي والولايات الشرقية. ومع تركيزه على المزارعين الفقراء والهامشيين من أصحاب الحيازات الصغيرة والمحرومين من ملكية الأراضي، سوف يستهدف البرنامج على وجه التحديد القبائل المصنفة، والطوائف المصنفة، والمجموعات الأخرى المعرضة للفقر وسوء التغذية. وإدراكاً بأن النساء والشباب لا ينخرطون في الزراعة بأعداد كبيرة وحسب، بل هم أيضاً مفتاح التحول الريفي، فسوف يكون هناك تركيز قوي على تمكين المرأة، وانخراط الشباب كعوامل للتغيير، ومبتكرين، ورواد أعمال.
- 4- وسوف تكون خطة توسيع النطاق مدمجة في تصاميم المشروعات، وستتم متابعتها من خلال توليد أدلة قوية، وشراكات مبتكرة مع الحكومة، والقطاع الخاص، وأصحاب المصلحة الآخرين. كما ستتم متابعة التعاون بين بلدان الجنوب والتعاون الثلاثي لتوسيع إيصال الخبرة الزراعية للهند، مع تعزيز أداء قطاع الزراعة في البلد في نفس الوقت. وسوف تساهم الشراكات مع الحكومة، ومراكز المعرفة، والقطاع الخاص،

¹ يرد موجز للتوصيات الرئيسية لتقييم البرنامج القطري (2016) في الاتفاق عند نقطة الإنجاز في الذيل الثاني.

والمجتمع المدني، والشركاء الإنمائيين، بما في ذلك الوكالات التي توجد مقارها في روما، في جدول الأعمال.

5- سوف يغطي برنامج الفرص الاستراتيجية القطرية دورتين من دورات نظام تخصيص الموارد على أساس الأداء: دورة 2019-2021، ودورة 2022-2024. واستنادا إلى معادلة نظام تخصيص الموارد على أساس الأداء، سيبلغ تخصيص الدورة 2019-2021 ما قيمته 166 250 000 دولار أمريكي².

² يمثل رقم نظام تخصيص الموارد على أساس الأداء المخصصات الإشارية لجمهورية الهند، والتي تقدر بمبلغ 166.25 مليون دولار أمريكي. وستعرض المخصصات النهائية على الدورة الخامسة والعشرين بعد المائة للمجلس التنفيذي لكي يتم إقرارها من قبل مجلس المحافظين في دورته الثانية والأربعين في عام 2019.

الهند

برنامج الفرص الاستراتيجية القطرية

أولا - تشخيص الحالة القطرية

ألف - السياق الاجتماعي والاقتصادي

- 1- نظرة عامة. الهند هي سابع أكبر بلد في العالم من حيث مساحة الأرض، مع مجموعة واسعة من النظم الإيكولوجية³ التي توفر مجموعة متنوعة من تحديات وفرص كسب العيش. ومع عدد سكان يبلغ 1.31 مليار نسمة ومعدل نمو سكاني نسبته حوالي 1.2 في المائة سنويا، تستعد الهند أيضا لأن تصبح أكبر بلد في العالم من حيث عدد السكان في حوالي عام 2028. وبينما ينمو عدد السكان الحضريين للبلد بمعدل أسرع بكثير من معدل نمو السكان الريفيين⁴، إلا أن اثنين من كل ثلاثة أشخاص في الهند يعيشان في المناطق الريفية. إلا أنه من المتوقع أن يبلغ عدد السكان الريفيين ذروته حوالي عام 2030 قبل أن يبدأ في الهبوط.
- 2- الاقتصاد. تصنف الهند اليوم كبلد متوسط الدخل من الشريحة الدنيا، ويقدر نصيب الفرد من الناتج المحلي الإجمالي فيها بـ 1 710 دولار أمريكي (2016)، ومؤشر التنمية البشرية بـ 0.624 (2015). وتحتل الهند مرتبة ثالث أكبر قوة اقتصادية عالمية في تعادل القوة الشرائية، ويتوقع أن يكون اقتصادها، الذي ينمو بمعدل يفوق 7 في المائة سنويا، الأسرع نموا بين جميع اقتصادات مجموعة العشرين. ومع التحول الهيكلي الجاري على قدم وساق، يعتبر قطاع الخدمات في الهند أسرع أجزاء الاقتصاد نموا، وساهم بنسبة 54 في المائة من الناتج المحلي الإجمالي في عام 2016؛ بينما تساهم الصناعة بنسبة 29 في المائة، وتساهم الزراعة بنسبة 17 في المائة على التوالي. وآفاق النمو على المدى الطويل إيجابية، نظرا إلى سكان الهند الشباب، وما يقابله من نسبة إعالة منخفضة، ومعدلات ادخار واستثمار صحية، وزيادة الاندماج في الاقتصاد العالمي.
- 3- الفقر. على الرغم من أن الهند ما يزال لديها أكبر عدد من الفقراء في العالم، فقد انخفض الفقر المدقع بشكل كبير. وفي الفترة 2012/2011، تم تقدير معدل الفقر العام بـ 22 في المائة، مع أن هذا الرقم يخفي فجوة كبيرة بين المناطق الريفية والحضرية (26 في المائة مقابل 14 في المائة). ويعيش حوالي 80 في المائة من السكان الفقراء البالغ عددهم 270 مليون نسمة في المناطق الريفية. وقد شهدت الأسر من القبائل المصنفة والطوائف المصنفة ارتقاء صعودا، ولكن الفقر بين هذه المجموعات في المناطق الريفية أعلى من المتوسط (إطار الأمم المتحدة للتنمية المستدامة، 2018). وبالتالي، فإن النمو الشمولي هو أولوية بالنسبة للهند، بما في ذلك التحول الزراعي الشمولي.

³ تتألف النظم الإيكولوجية من المناطق الجبلية المرتفعة في الشمال، والسهول الغانجية المنخفضة، والمناطق الساحلية شبه الرطبة، وهضبة ديكان شبه القاحلة في الطرف الجنوبي لشبه الجزيرة.

⁴ بنسبة 2.2 في المائة، و0.2 في المائة على التوالي (خلال الفترة 2015/2014)، وفي عام 2015 تبقى البلد ريفية في الغالب.

- 4- **التغذية.** تزرع الهند ما يكفي من الأغذية ولديها أكبر نظام توزيع عام في العالم لإيصال الأغذية، بالإضافة إلى شبكة واسعة من الآليات على صعيد الولايات للوصول إلى كل مواطن. غير أن ذلك لم ينعكس في انخفاضات مماثلة في مستويات سوء التغذية التي تبقى مشكلة رئيسية: يعاني 36 في المائة من الأطفال دون سن الخامسة من نقص الوزن؛ و38 في المائة من إعاقة النمو؛ و21 في المائة من الهزال. كما أن نقص المغذيات الدقيقة مرتفع للغاية. وتعاني الفئات الأشد فقراً، والقبائل والطوائف المصنفة، وأولئك الذين يعيشون في المناطق الريفية من أشد حالات سوء التغذية.
- 5- **القضايا الجنسانية.** تحتل الهند المرتبة 125 من بين 160 بلداً على مؤشر عدم المساواة بين الجنسين (مؤشر عدم المساواة بين الجنسين = 0.530 في عام 2015). وبغية ردم الفجوة بين الجنسين تولى الحكومة وبالتالي التمكين الاجتماعي والاقتصادي للمرأة أولوية رئيسية. كما ينعكس ذلك في الدعم القوي لبرامج تحسين سبل العيش، وتعزيز مجموعات المساعدة الذاتية التي خلقت فرصاً للنساء للحصول على التمويل، وخدمات الإرشاد المتعلقة بالمحاصيل وتربية الماشية، والمعدات التي تحد من مشقة العمل، وبالتالي إلى تحسين دخل الأسر وسلطة صنع القرار لدى النساء. وإدراكاً من الحكومة بأن 75 في المائة من النساء العاملات في المناطق الريفية ينخرطن في الزراعة وأنهن يتمتعن بفرص محدودة نسبياً للحصول على الموارد الإنتاجية، فقد وضعت استراتيجية لتعميم المنظور الجنساني من أجل برامجها الزراعية (المجلد الحادي عشر من تقرير اللجنة المعنية بمضاعفة دخل المزارعين، 2017).

باء - القطاع الزراعي والاقتصاد الريفي

- 6- بين عامي 2011 و2017، نما القطاع الزراعي للهند بمعدل متوسط تراوح ما بين 2 في المائة وأقل بقليل من 5 في المائة سنوياً. وكما هو متوقع، فإن حصة الزراعة من الناتج الإجمالي أخذت في الانخفاض. غير أنها تبقى مصدراً رئيسياً لعمالة نحو نصف السكان العاملين في الهند. وقد حفز النمو في هذا القطاع النمو السريع للاقتصاد الريفي غير الزراعي، وكان محركاً رئيسياً للحد من الفقر الريفي.
- 7- على مدى الـ 50 سنة الماضية، تحولت النهج من الاعتماد على المعونة الغذائية إلى أن تصبح مصدراً صافياً ثابتاً للأغذية. وما تزال الحبوب الغذائية والحبوب الزيتية تمثل حوالي 80 في المائة من المساحة المزروعة، مع أن الهند قد عملت على التنوع باتجاه السلع عالية القيمة، وأصبحت أكبر منتج في العالم للحليب، والبقول، ومنتجات البستنة، والمنتجات الحيوانية، وكذلك أكبر مصدر للروبيان والتوابل على مستوى العالم. ومع أن معظم غلات المحاصيل قد تضاعفت ثلاث مرات على الأقل، إلا أنها ما تزال منخفضة نسبياً بحسب المعايير الإقليمية. وعلى الرغم من زيادة المساحة المروية⁵، ما تزال نسبة 55 في المائة من إجمالي المساحة المزروعة ونسبة 40 في المائة من جميع الإنتاج المحصولي بعلية وبالتالي أكثر عرضة لتغير الأمطار الموسمية.
- 8- أحجام المزارع صغيرة الحجم في العادة: فقد انخفض متوسط الحجم من 2.28 هكتار في الفترة 1970/1971 إلى 1.15 هكتار في الفترة 2011/2012، و85 في المائة من الحيازات اليوم هي أقل من 2 هكتار. كما

⁵ لدى الهند اليوم مساحة أكبر من الأراضي الزراعية المروية من أي بلد في العالم.

ترتبط المزارع الصغيرة والهامشية ليس فقط بدخل زراعي أقل، بل أيضا بحصص أقل من إجمالي دخل الأسر المستمد من الزراعة. وبينما تستمر أحجام المزارع في الانخفاض، ما زالت القوة العاملة الريفية للهند تزداد؛ غير أن الميكنة المتنامية المقترنة بزيادة معدلات الأجور الريفية أدت إلى انخفاض حقيقي في العمالة الزراعية (قدره 37 مليون شخص بين عامي 2005 و2012).

9- **تغير المناخ.** الزراعة في الهند شديدة التعرض لتغير المناخ، وهذا يعود إلى حد كبير إلى أن القطاع ما يزال شديد الحساسية للتغيرات الموسمية. وتهدد ندرة المياه الموسمية، وارتفاع درجات الحرارة، ومخاطر الجفاف التي يزداد ثواترها الأمن الغذائي للبلد. وإذا ما استمرت هذه الاتجاهات، فسيُتوقع انخفاض في إنتاج الأرز والقمح بشكل كبير. ويحلول الخمسينيات من هذا القرن، قد يحتاج البلد إلى استيراد أكثر من ضعف كمية الحبوب الغذائية التي قد يتطلبها من دون تغير المناخ. وسوف يؤثر تغير المناخ بشكل خاص على المجموعات الأكثر ضعفاً - المزارعين في المناطق البعلية، والعمال المحرومين من ملكية الأراضي، والنساء اللاتي من المحتمل أن تقل دخلهن بنسبة 20 إلى 25 في المائة (المسح الاقتصادي 2018/2017). وبالتالي فإن التحدي الرئيسي الذي يواجه الهند يكمن في تعزيز اعتماد واسع النطاق للتقنيات الذكية مناخياً ولتدابير التكيف الأخرى التي تدعم الإنتاج والإنتاجية، وتضمن استدامة الأمن الغذائي والتغذوي الوطني.

10- **الفقر والزراعة.** صغار المزارعين في المناطق البعلية هم الأكثر ميلاً للعيش في حالة من الفقر، حيث أنهم يولدون فوائض أصغر قابلة للتسويق، ويواجهون تحديات أكبر في الوصول إلى الأسواق. وهم أكثر عرضة لمخاطر المناخ، كما أنهم غير قادرين على المنافسة في أسواق الائتمان والمدخلات التي تزداد توسعاً. وقد برزت قضايا مثل استنزاف منسوب المياه الجوفية، وتآكل التربة، فضلاً عن الاستخدام غير المتوازن للأسمدة المدعومة التي أضرت على المدى الطويل بخصوبة التربة، كقضايا ملحة في العديد من المناطق. وهي تسلط الضوء على الحاجة إلى تكثيف مستدام للإنتاج الزراعي البعلية، وتحسين إدارة التربة والموارد المائية.

11- **الزراعة والاقتصاد الريفي الأكبر.** بشكل عام، انخفضت نسبة الأسر التي يعتمد مصدر دخلها الأساسي على الزراعة إلى 58 في المائة بحلول الفترة 2013/2012. ويقوم المزارعون بتتبع عملهم نحو عمل (ذاتي) أكثر ربحاً في القطاع غير الزراعي، والتحول إلى مزارعين بدوام جزئي. وأكبر مصادر العمالة غير الزراعية هي قطاع البناء، والنقل، والخدمات. ومن الأنشطة التي تشكل هذه الفئات الثلاث، من الأرجح أن يرتبط ما يقرب من الثلث بسلاسل القيمة الزراعية.

جيم - السياق السياساتي والمؤسسي

12- نظراً إلى أن الزراعة تخضع لسلطة الولاية، فإن حكومات الولايات هي المسؤولة في المقام الأول عن نمو وتنمية القطاع. وتكمل الحكومة المركزية هذه الجهود من خلال دعم السياسات والميزانية، وخطط محددة. بالإضافة إلى ذلك، تصدر المؤسسة الوطنية لتحويل الهند (NITI Aayog) - باعتبارها الهيئة الرئيسية لصنع السياسات في البلاد - أوراق سياساتية/خرائط طريق عرضية لتوجيه الإصلاحات الزراعية. وينخرط القطاع الخاص والمجتمع المدني بشكل متزايد في جميع جوانب الزراعة. ويستثمر القطاع الخاص بصورة متزايدة في تقديم الخدمات إلى المستهلكين النهائيين بأسعار يمكن تحملها.

- 13- تعكس السياسة الزراعية للهند تركيز الحكومة على أولوية رعاية المزارعين والزراعة المستدامة. ووفقاً لذلك، قامت الحكومة المركزية في عام 2015 بتغيير اسم وزارة الزراعة إلى وزارة الزراعة ورعاية المزارعين، وحولت التركيز من تعزيز الإنتاجية إلى مضاعفة دخل المزارعين بالقيمة الحقيقية بحلول عام 2022.
- 14- اقترحت الحكومة المركزية عدداً من الإصلاحات السياساتية لتيسير إصلاح نظام حيازة الأراضي، وإصلاحات السوق، و هذه الإصلاحات في مراحل مختلفة من التنفيذ في الولايات. وفي الآونة الأخيرة، قامت الحكومة المركزية بتوسيع نطاق الحد الأدنى للأسعار المدعومة إلى عدد كبير من المنتجات الزراعية لتمكين المزارعين من التعامل بشكل أفضل مع تقلبات الأسعار. ولعكس اتجاه تدهور الأراضي والموارد المائية، أدخلت الحكومة بطاقة صحة التربة، وحولت دعم الأسمدة للمنتجين من خلال تحويل الفوائد المباشرة، وشجعت طلاء أسمدة اليوريا بزيوت النيم، وأعطت زخماً للمهمة العضوية، ودعمت معدات الري الصغيرة التي تعمل بالطاقة الشمسية. من خلال برامجها التي تركز على الزراعة التي تتسم في الصمود في وجه تغير المناخ طُورت استراتيجيات ملائمة للتكيف مع تغير المناخ بغية ضمان الأمن الغذائي و سبل العيش⁶. وبالإضافة إلى ذلك، قامت الهند بالمصادقة على اتفاق باريس في عام 2016، وصاغت المساهمة المزمعة المقررة وطنياً للحد من انبعاثات غازات الدفيئة. وهي على المسار الصحيح لتحقيق المستوى المستهدف لاستخدام الطاقة المتجددة في توليد الكهرباء، وتجاوز المستوى المستهدف المتعلق بكثافة انبعاثات غازات الدفيئة المقدم بموجب اتفاق باريس.
- 15- لدى الهند واحد من أكبر نظم البحوث الزراعية والمنسقة تنسيقاً جيداً في العالم، والذي ساهم بشكل كبير في تحويل البلد إلى قوة زراعية. ونظام البحوث مدفوع بالدرجة الأولى من قبل القطاع العام ويتمحور حول المجلس الهندي للبحوث الزراعية، ووكالاته على المستوى الفيدرالي، والجامعات الزراعية على مستوى الولايات. ومع زيادة التركيز على دخل المزارعين ورعايتهم، يحتاج نظام البحوث إلى تكييف البحوث والتطوير لمواجهة التحديات الناشئة الجديدة المتعلقة بتغير المناخ، وتقلبات السوق، وتآكل التربة، واستنزاف المياه.
- 16- يأتي الإنفاق العام على الزراعة من حكومات الولايات ووزارة الزراعة ورعاية المزارعين المركزية. وقد زادت ميزانية الزراعة التابعة للحكومة المركزية بنسبة 45 في المائة (بالقيمة الاسمية) على مدى السنوات الثلاث الأخيرة. وبلغت الحصة الإجمالية للزراعة في ميزانية عام 2019/2018 نسبة 10 في المائة، مما يعكس الأولوية الممنوحة للقطاع.

دال - المخاطر الرئيسية المتعلقة بالبلد، والقطاع، والبرنامج

- 17- هناك عدد من المخاطر التي ينبغي أخذها في الاعتبار عند تصميم الاستراتيجية القطرية للصندوق للفترة 2018-2024. ويرد أدناه موجز لهذه المخاطر وتدابير التخفيف المتعلقة بها.

⁶ على الرغم من التقلبات المناخية تمكنت الهند من تحقيق إنتاج قياسي من الحبوب الغذائية بما يعادل 270 مليون طن و من محاصيل البسطة بما يعادل 300 مليون طن.

المخاطر	مستوى المخاطر	استراتيجية التخفيف
السياسات: تغييرات كبيرة في السياسات الوطنية، أو إدخال مخططات وطنية جديدة متداخلة مع أنشطة المشروع	متوسطة	الحفاظ على نهج مرن واستباقي لضمان المساهمة في الأولويات السياسية وتكييف المشروعات مع السياسات/الخطط الجديدة.
إدارة المشروع وأداؤه: قدرات الموظفين المحدودة وارتفاع معدل دوران مدراء المشروعات	عالية	عمل الصندوق مع حكومات الولايات من أجل: ضمان الحصول على مكافآت ثابتة عبر المشروعات/المخططات؛ وبناء القدرات؛ وإنشاء عقود تستند إلى الأداء، بالإضافة إلى تقييم أداء كبار مدراء المشروعات؛ وتعيين مدراء مشروعات من ذوي الخبرة المناسبة لمدة لا تقل عن ثلاث سنوات.
التنفيذ: تأخر/عدم كفاية الإفراج عن الأموال، مما يسهم في انخفاض معدلات الصرف	عالية	عمل الصندوق بشكل وثيق مع كبار المسؤولين الحكوميين في الولايات وفي إدارة الشؤون الاقتصادية لمعالجة الوضع.
توسيع النطاق: عدم قدرة الصندوق على الاستفادة من خبراته في المشروعات	متوسطة	الاستفادة من الشراكات، والاستثمار في إدارة المعرفة والانخراط في السياسات، على مستوى المشروعات والبرامج.
الصراع: وجود صراع محلي في بعض مناطق المشروعات، مما يقوض العمليات أو يؤدي إلى تأخيرات في التنفيذ	منخفضة	عمل الصندوق مع الحكومة لرصد الأوضاع، وتعزيز التهج التي يوجهها المجتمع المحلي والتي أثبتت فعاليتها في التدخلات السابقة.
المناخ: الصدمات المناخية/زيادة تواتر موجات الجفاف تجعل الزراعة البعلية لأصحاب الحيازات الصغيرة غير مجدية	متوسطة	تعزيز الإنتاج الزراعي الذكي مناخياً، وتنوع مصادر الدخل، والتوافق مع الخطط الحكومية للتأمين والحماية الاجتماعية. وفي حالة الكوارث ذات الصلة بالمناخ، يجب تنفيذ المبادئ التوجيهية للصندوق للإنعاش المبكر من الكوارث. ⁷

ثانياً - الدروس المستفادة⁸

18- **الانخراط الطويل في الهند.** يعمل الصندوق في الهند منذ أكثر من 30 سنة. ويتألف برنامج الصندوق - وهو برنامج الصندوق الأكبر في العالم - من 29 مشروعاً استثمارياً بقيمة 2.9 مليار دولار أمريكي تعود بالفائدة على 4.78 مليون أسرة. وقد استهدفت المشروعات الممولة من الصندوق المجموعات الأشد فقراً وضعفاً، بمن فيهم المزارعين الهامشيين، والنساء، والشباب، والمحرومين من ملكية الأراضي، والمجتمعات القبلية، والطوائف المصنفة. وقد عالجت المشروعات باستمرار القضايا الهيكلية مثل الاستبعاد الاجتماعي والثقافي، وعدم القدرة على الوصول إلى الموارد الطبيعية، والأراضي الزراعية، والخدمات العامة ذات الجودة.

⁷ الرجاء الرجوع إلى المبادئ التوجيهية للصندوق للإنعاش المبكر من الكوارث لعام 2011، وعلى وجه الخصوص القسمين سابعا وثامنا من التقرير.

⁸ تتوفر الدروس المستفادة المفصلة في استعراض إنجاز برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج، 2011-2017، الذي يعتبر إحدى الوثائق الأساسية لبرنامج الفرص الاستراتيجية القطرية المستند إلى النتائج الحالي.

- 19- **نتائج التقييم.** لقد وجد تقييم البرنامج القطري الذي أجراه مكتب التقييم المستقل في الصندوق في عام 2016، وتقرير إنجاز برنامج الفرص الاستراتيجية القطرية للفترة 2011-2017 أن معظم المشروعات حققت أهدافها. وضمن الحافظة، وجد أن التقدم بشأن المساواة بين الجنسين كان قويا بشكل خاص. وقد أثر الحافظة الإجمالية على أنه مرضٍ من حيث أصول ودخل الأسر، ورأس المال البشري والاجتماعي. وقد أوصى تقييم البرنامج القطري بما يلي: (أ) استخدام نهج أكثر تأطيرا تجاه التنظيم المجتمعي؛ (ب) التركيز بشكل أوضح على الزراعة البعلية؛ (ج) تحسين كفاءة تنفيذ الحافظة؛ (د) تعزيز توسيع نطاق النتائج عن طريق تعزيز الشراكات؛ (هـ) تعزيز القدرات والموارد من أجل الأنشطة غير الإقراضية. وتتبع جميع هذه التوصيات في برنامج الفرص الاستراتيجية القطرية الحالي.
- 20- **نجاحات البرنامج.** يؤكد استعراض إنجاز برنامج الفرص الاستراتيجية القطرية للفترة 2010-2017 أن المشروعات التي يدعمها الصندوق قد حققت عدة نجاحات هامة. وبدعمها المزارعين أصحاب الحيازات الصغيرة، لعبت المشروعات دور الوسيط في إقامة شراكات بين الحكومة ومنظمات المجتمع المدني لتقديم الخدمات العامة ذات الميل الأخير إلى مجموعات نائية ومهمشة. ومن خلال قيامها بذلك، ضمنت التقارب مع خطط التنمية الحكومية. كما أنها قامت أيضا بما يلي: تعزيز ملكية المجتمع لتلك الخدمات؛ ودعم مجموعة من التقنيات والممارسات لتعزيز الإنتاجية، والاستدامة، والقدرة على الصمود؛ وتعزيز تنويع المشاريع الزراعية؛ ودعم تجميع الطلب (على المدخلات) وإمدادات (المنتج). وجميع هذه التجارب توفر لبنات بناء قيمة للاستثمارات المستقبلية.
- 21- **غير أن الفرص ليست مستغلة بالكامل.** في حين حقق البرنامج نجاحات حقيقية، لا توجد أدلة قوية على هذه النجاحات وعواملها الأساسية. ولم يشارك الصندوق بشكل كاف ابتكارات مشروعاته مع الوزارات القطاعية الرئيسية في الحكومة المركزية؛ كما أنه لم يساعد في استخلاص الدروس الأساسية، أو توسيع نطاق النجاحات. وقد أدى ذلك إلى تفويت فرص للتأثير على السياسات الوطنية. وفي إطار برنامج الفرص الاستراتيجية القطرية الجديد، سوف يقوم الصندوق بما يلي: إيلاء اهتمام أكبر لإدارة المعرفة؛ ومتابعة التركيز على الوزارات القطاعية الرئيسية؛ والانخراط مع حكومات الولايات والحكومة المركزية بشأن قضايا السياسات الرئيسية المستمدة من نتائج المشروعات التي تعود بالفائدة المباشرة على السكان الريفيين الفقراء والمهمشين.

ثالثا - الأهداف الاستراتيجية والميزة النسبية

- 22- الصندوق شريك إنمائي يحظى بالاحترام من قبل حكومة الهند. ولكن الهند تغيرت بشكل سريع في السنوات الأخيرة: على مستوى الاقتصاد الكلي؛ وفي اقتصادها الزراعي والريفي؛ وفي التطلعات الاقتصادية لسكانها الريفيين - ولا سيما النساء والشباب؛ وفي سياسة حكومتها وأولوياتها الاستراتيجية. ولكي يبقى الصندوق ملائما عليه أن يوفر خدمات تعترف بهذه الديناميكية وتستجيب لها، بالاستفادة من مهمته المحددة وأوجه قوته التنظيمية.
- 23- إن العرض المالي الذي يقدمه الصندوق للهند صغير نسبيا مقارنة بالميزانية الوطنية للزراعة. وكبلد ناشئ متوسط الدخل، يكمن اهتمام الهند في تحقيق هدفها السياساتي الطموح المتمثل في مضاعفة دخل المزارعين، مع البناء على دعم ابتكارات الصندوق، وخبرته، ومعرفته. وللاستجابة لجدول الأعمال هذا،

سوف يعزز الصندوق التركيز على الزراعة القادرة على التكيف مع المناخ، وتنمية سلاسل القيمة (مع فهم الزراعة على أنها تشمل أنشطة الإنتاج المحصولي والحيواني، ومصايد الأسماك، والغابات).

24- وبالتالي، ستكون الميزة النسبية للصندوق في دعم جهود الحكومة من خلال الابتكار لتطوير حلول أكثر ذكاء لمضاعفة دخل المجتمعات الزراعية الفقيرة والمهمشة التي تعتمد على نظم الإنتاج البعلية، والمعرضة لتأثيرات تغير المناخ. وستكون المشروعات التي تستجيب لجدول الأعمال هذا أبسط، وأكبر، وأقصر مدة. كما تشدد الحكومة على أهمية النتائج المستندة إلى الأدلة والتقييم المستقل للسمات المبتكرة للمشروعات المدعومة من الصندوق من أجل إثراء توسيع نطاق الحلول التي تم اختبارها. ولذلك، فإن إدارة المعرفة المعززة - والتعاون بين بلدان الجنوب والتعاون الثلاثي - سيمثلان أبعاداً رئيسية لنهج الصندوق.

25- الغاية الشاملة للبرنامج القطري للصندوق في الهند للفترة 2018 إلى 2024 هو تعظيم مساهمته في استراتيجية الحكومة الهادفة إلى مضاعفة دخل المزارعين. ولتحقيق هذه الغاية، فإن للبرنامج القطري هدف استراتيجي مركّز واحد تساهم جميع أنشطة الصندوق - الإقراضية وغير الإقراضية - فيه.

الهدف الاستراتيجي 1: جعل نظم الإنتاج الغذائي والزراعي مربحة، ومستدامة، وقادرة على الصمود.

26- يركز هذا الهدف الاستراتيجي على التمكين الاقتصادي للمزارعين أصحاب الحيازات الصغيرة من خلال نظم زراعية أكثر إنتاجية، ومشاركة أكثر ربحاً في الأسواق الزراعية، ومن خلال توليد مشاريع ذات صلة بالزراعة تخلق فرص عمل، وتخدم المزارعين أصحاب الحيازات الصغيرة على امتداد سلاسل القيمة الزراعية. وسيضع البرنامج حلولاً على طول ثلاثة أبعاد رئيسية: مربحة، ومستدامة، وقادرة على الصمود.

27- **بُعد الربحية.** سوف يعالج الصندوق أربعة مجالات رئيسية هي: (أ) تعزيز التكنولوجيات الرامية، من بين جملة أمور أخرى، إلى الحد من تكاليف الإنتاج ومشقة العمل، وزيادة الإنتاجية، والحد من فواقد ما بعد الحصاد، وإضافة القيمة على مستوى المزرعة/المستوى المحلي؛ (ب) دعم تنمية سلاسل القيمة الزراعية المناصرة للفقراء، وبناء علاقات تجارية بين وسطاء السوق والمنتجين من أصحاب الحيازات الصغيرة، ودعم المشاريع على طول سلاسل القيمة التي تقدم الخدمات للمزارعين أصحاب الحيازات الصغيرة، ومساعدة منظمات المزارعين على المشاركة بشروط أكثر ملاءمة في منصات التسويق الأكبر (على سبيل المثال، الأسواق الزراعية الوطنية الإلكترونية)؛ (ج) تعزيز التنوع باتجاه المحاصيل عالية القيمة والمشاريع الزراعية؛ (د) تعزيز الوصول إلى الأسواق والاستثمار في البنية الأساسية للسوق، حسب الحاجة.

28- **بُعد الاستدامة.** سوف يعزز الصندوق التكثيف المستدام للزراعة، والنظم الزراعية المتنوعة والمتكاملة. وبالبناء على الخبرة المكتسبة، ستركز الجهود على مجالين رئيسيين هما: (أ) التخطيط والإدارة التشاركيان للموارد الطبيعية، مع تركيز خاص على إدارة الطلب على المياه، مقرونة بتكنولوجيات نظام المعلومات الجغرافية لتنمية الأراضي والمياه؛ (ب) التقنيات المجربة والمختبرة مثل الزراعة المستدامة ذات المدخلات الخارجية المنخفضة، وممارسات الزراعة الدقيقة.

29- **بُعد القدرة على الصمود.** سيبقى التكيف مع تغير المناخ اعتباراً أساسياً. وسيساعد البرنامج المزارعين أصحاب الحيازات الصغيرة على أن يكونوا أكثر قدرة على الصمود من خلال تنوع نظم إنتاجهم وسبل عيشهم، ليس فقط في مجال المحاصيل ذات القيمة العالية، ولكن أيضاً في الأنشطة (المرتبطة بالزراعة)

الأخرى. كما سيشتجع البرنامج السلع ذات القيمة العالية والتغذية الكثيفة داخل النظم الزراعية. وبالإضافة إلى ذلك، سيعزز فرص الوصول إلى الخدمات المالية، والخطط الحكومية للحماية الاجتماعية، من أجل زيادة الحد من تعرض أصحاب الحيازات الصغيرة للخدمات.

30- وبتعزيز هذه الأبعاد الرئيسية الثلاثة، سوف يحافظ برنامج الصندوق ويبني على السمات التي ساهمت في نجاح برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج السابق. وتشمل هذه السمات ما يلي: إيلاء اهتمام وثيق لاستهداف الفقر والمساواة بين الجنسين؛ ووضع حلول مصممة خصيصا لخدمات الإرشاد - وبشكل أوسع - لتقديم الخدمات ذات الميل الأخير؛ وبناء منظمات مستدامة قائمة على نظام العضوية؛ وتمكين السكان الريفيين المهمشين وبناء رأس المال الاجتماعي؛ وضمان الرابط مع مؤسسات البانشيات راج(و) هو نظام حوكمة تعتبر فيه لجان القرى الوحدة الأساسية للإدارة المحلية)، والتقارب النشط مع مجموعة من الخطط الحكومية، والمساعدة في إيصال الخدمات إلى المجتمع بكفاءة.

31- **المشروعات الاستثمارية.** في بداية فترة برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج في عام 2018، سيكون للصندوق ستة مشروعات استثمارية⁹ في سنة تنفيذها الأولى إلى الرابعة، مع فترة تنفيذ إجمالية تتراوح بين ست إلى ثماني سنوات للمشروع الواحد. وتتواءم أربعة من هذه المشروعات مع الهدف الاستراتيجي لبرنامج الفرص الاستراتيجية القطرية؛¹⁰ بينما يركز المشروعان المتبقيان على التنمية القبلية في المناطق التي يستدعي فيها الحرمان متعدد الأوجه تنمية ريفية متكاملة ومستمرة.¹¹ وسوف يتم إغلاق ثلاثة من أصل المشروعات الستة خلال فترة برنامج الفرص الاستراتيجية القطرية - بما في ذلك أحد المشروعات الأقل مواءمة.

32- وبالإضافة إلى ذلك، سيتم تمويل أربعة مشروعات جديدة خلال فترة برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج، بما يعني مشروعين في كل دورة من دورات نظام تخصيص الموارد على أساس الأداء. ويتواءم قرار تقييد العدد بتصميم مشروعين في كل دورة مع تقييم البرنامج القطري لعام 2010 الذي أوصى "بتخفيض عدد القروض ولكن زيادة متوسط حجمها". وهذا يمكن من إدارة أكثر فعالية للحافظة من قبل الصندوق، ويخفف من عبء المعاملة والعبء الإداري على الحكومة. ومن المتوقع أن يعرض أول المشروعات الأربعة (الذيل السابع) على المجلس التنفيذي في عام 2019. وسيتم اختيار المشروعات المتبقية من قبل حكومة الهند استنادا إلى مواعمتها مع الأولويات الوطنية/أولويات الولايات، وبرنامج الفرص الاستراتيجية القطرية الحالي.

33- **الربط بأهداف التنمية المستدامة.** سوف يساهم الصندوق، من خلال برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج هذا، في تحقيق الهدف 1 من أهداف التنمية المستدامة (القضاء على الفقر)، والهدف 2 (القضاء التام على الجوع)، والهدف 5 (المساواة بين الجنسين)، والهدف 8 (العمل اللائق ونمو الاقتصاد)،

⁹ يوجد حاليا تسعة مشروعات جارية؛ إلا أن ثلاثة منها ستستكمل بحلول مارس/أذار 2019 على أبعد تقدير. ويتم الإبلاغ عن نتائجها مقارنة ببرنامج الفرص الاستراتيجية القطرية السابق.

¹⁰ المشروعات الأربعة هي مشروع دعم سبل العيش المتكاملة، ومشروع سبل العيش والوصول إلى الأسواق، ومشروع التخفيف من وطأة الجفاف في أندرا براديش، ومشروع تعزيز نظم الزراعة في المرتفعات التي تتسم بالصمود في وجه تغير المناخ في الشمال الشرقي.

¹¹ المشروعان هما مشروع التمكين القبلي وسبل العيش في جارخاند، وبرنامج تمكين المجموعات القبلية الشديدة الهشاشة في أوديشا وتحسين سبل عيشها.

والهدف 10 (الحد من أوجه عدم المساواة)، والهدف 13 (العمل المناخي). وبالإضافة إلى ذلك، يتواءم البرنامج القطري مع الإطار الاستراتيجي للصندوق للفترة 2016-2025، ولا سيما الهدفين 2 و3، ومع إطار الأمم المتحدة الاستراتيجي للتنمية الخاص بالهند (2018-2022).

رابعاً - النتائج المستدامة

ألف - الاستهداف والمنظور الجنساني

34- يعرف الصندوق الاستهداف بأنه الإجراءات والتدابير المصممة بشكل هادف والتي تضمن، أو على الأقل تزيد بشكل كبير من احتمال، أن تستفيد مجموعات محددة من الفقراء - النساء والرجال على حد سواء - من مبادرات التنمية التي يدعمها، بينما تقلل في الوقت ذاته من خطر استفادة الأشخاص الأقل فقراً بشكل غير متناسب. ويحدد الصندوق مجموعته المستهدفة ذات الأولوية على أنها أفقر السكان الريفيين الذين يتمتعون بإمكانات إنتاجية، وتقيس المنظمة فعاليتها الإنمائية مقارنة باحتياجات هؤلاء السكان. ويعمل الصندوق على دعم ليس فقط الأشخاص الذين يعانون من الفقر المزمن، بل وأيضاً أولئك المعرضين لخطر الوقوع في الفقر والضعف أمام الصدمات الخارجية.¹²

35- **الاستهداف الجغرافي.** بما يتماشى مع توصية تقييم البرنامج القطري، واهتمام الحكومة بإعطاء الأولوية للولايات المتخلفة عن الركب والأقسام الطموحة، والميزة النسبية للصندوق في الهند، ستستمر المشروعات الاستثمارية في استهداف المناطق المحرومة، في الولايات التي تغلب عليها الزراعة البعلية. وسيتم إعطاء الأولوية للإقليم الشمالي الشرقي والولايات الشرقية.

36- **المجموعات المستهدفة.** مع تركيزه على مضاعفة دخل المزارعين، سيستهدف البرنامج أصحاب الحيازات الصغيرة الفقراء والهامشيين، والريفيين المحرومين من ملكية الأراضي. وسيأتي العديد من هؤلاء من القبائل المصنفة، والطوائف المصنفة، والمجموعات الضعيفة الأخرى. وسيتم تحديد المجموعات المستهدفة باستخدام قاعدة بيانات الحكومة الواسعة النطاق الخاصة بالفقر، وسيتم تنقيحها على المستوى المجتمعي من خلال استخدام الأدوات التشاركية لترتيب الثروة.

37- **المنظور الجنساني.** سيحافظ البرنامج على تركيزه القوي على المنظور الجنساني،¹³ وعلى القوى المحركة الرئيسية لتمكين المرأة. وسوف يقوم، من بين جملة أمور أخرى، بدعم النساء كمنتجات زراعات، واختبار المعدات الزراعية التي تحقق وفورات في العمالة، وتعزيز أنشطة ريادة الأعمال للنساء، والتفاوض بشأن مشاركة النساء في هيئات صنع القرار ذات الصلة بالمشروعات. وسوف يركز بالإضافة إلى ذلك على تحسين نتائج التغذية للأسر الريفية.

38- **الشباب.** يشكل الشباب شريحة متنامية من سكان الهند. وبينما أن شباب الريف لديهم طموحات اقتصادية متنامية، فإن لديهم أيضاً فرص محدودة. وسيقيم البرنامج شراكات مع الشباب كعوامل تغيير ومبتكرين،

¹² سياسة الاستهداف في الصندوق: الوصول إلى فقراء الريف، روما 2006.

¹³ تُظهر نتائج مؤشر تمكين المرأة من مشروعين (برنامج تمكين النساء الريفيات في تجاسويني، ومشروع التخفيف من الفقر في راجستان الغربية) أن المستفيدات لهن مستويات أعلى من المشاركة في صنع القرار فيما يتعلق باستخدام القروض، والإنتاج، والدخل، والوصول إلى الموارد والمهارات - وفي تنظيم الأسرة وزواج الفتيات. والنساء المستفيدات هن أيضاً أكثر نشاطاً في المجال الاجتماعي.

وسيعزز ريادة الأعمال لشباب الريف - سواء كمنتجين زراعيين أو كجهات فاعلة اقتصادية في القطاعات السابقة واللاحقة في سلاسل القيمة القائمة على الزراعة.

باء - توسيع النطاق

39- قيم تقييم البرنامج القطري أداء البرنامج القطري بشأن توسيع النطاق على أنه مرضٍ؛ وسيبقى توسيع النطاق بعدا أساسيا في استراتيجية الصندوق في الهند.

40- سوف يعمل نهج الصندوق تجاه توسيع النطاق على مستويين. أولا، سينظر الصندوق في توسيع النطاق من خلال المشروعات الاستثمارية. وثانيا، سيدعم المزيد من توسيع النطاق للنجاحات المثبتة خلال تنفيذ المشروعات من خلال تقييمات صارمة، واتباع مسار البرامج الوطنية، ومشروعات التنمية الأكبر، والقطاع الخاص.

جيم - الانخراط في السياسات

41- هناك ثلاثة نُهج عريضة مرتبطة بعضها ببعض يمكن أن تساعد البرنامج القطري في المساهمة في جدول أعمال سياسة الحكومة: (1) استخدام المشروعات لتفعيل السياسات الوطنية على المستوى المحلي واختبار النهج؛ (2) تحديد العوائق السياسية التي تعيق تنفيذ المشروعات ونتائجها، مع الحلول الممكنة لهذه العوائق؛ (3) تقاسم الدروس المستفادة التي يمكن اعتمادها من خلال السياسات، والاستراتيجيات، والبرامج على مستوى الولايات والمستوى الوطني، وبالتالي دعم جدول أعمال توسيع النطاق. وستشمل المصادر المحتملة للدروس والعوامل المحركة لجدول أعمال السياسة حافظة المشروعات، ومنح إقليمية مختارة، وأفضل الممارسات العالمية التي يمكن للصندوق المساعدة في نقلها. وسوف يركز هذا على المجالات التي تدعم تحقيق الهدف الاستراتيجي ويستفيد من مجالات القوة المثبتة للصندوق.

42- ستشمل الأنشطة المتعلقة بالسياسات ما يلي: التحليل - جمع "الأدلة المتعلقة بالسياسات" من الحافظة؛ والحوار، لا سيما بين واضعي السياسات وأصحاب المصلحة الوطنيين الآخرين؛ والنشر واستقطاب التأييد. وستقع مسؤولية جدول أعمال الانخراط في السياسات على عاتق وحدات إدارة المشروعات، ومؤسسات أبحاث السياسات ذات السمعة الجيدة التي ستجري التحليلات حسب الضرورة، والصندوق - الذي سيبيرس الحوار وينشر الدروس المستفادة.

دال - الموارد الطبيعية وتغير المناخ

43- سوف يجعل الصندوق إدارة الموارد الطبيعية والتكيف مع تغير المناخ سمة أساسية للبرنامج¹⁴، وذلك من خلال بعدي الاستدامة والقدرة على الصمود للهدف الاستراتيجي، نظرا إلى أنهما أساسيان لزيادة دخل المزارعين. وسيستثمر في تعزيز التكنولوجيات والممارسات المبتكرة، والمستدامة بيئيا، والقادرة على الصمود في وجه تغير المناخ، والتي تشمل أصناف المحاصيل، وتدبير صحة التربة والحفاظ على المياه، والمكافحة

¹⁴ يرد موجز للدراسة المتعلقة بإدارة الموارد الطبيعية والتأقلم مع تغير المناخ في الذيل الرابع.

المتكاملة للآفات، والحراجه الزراعية، والزراعة الدقيقة. وسوف يحافظ على تلك الخدمات البيئية على مستوى مستجمعات المياه التي تعتبر بالغة الأهمية لضمان إمدادات المياه الموثوقة، وسبل العيش المستندة إلى الموارد الطبيعية، ونظم الإنتاج الزراعي. وسيستثمر في البنية الأساسية المقاومة لتغير المناخ للوصول إلى الأسواق. كما سيتم تعزيز القدرات المعرفية للمجتمعات والمؤسسات المحلية من خلال تحسين الوصول إلى المعلومات (بما في ذلك أفضل ممارسات التكيف والبيانات المناخية)، ومنتجات البحوث (النظم المحصولية والأصناف المقاومة للإجهاد). كما سيتحرى الصندوق أيضا خيارات للتخفيف من آثار تغير المناخ، بما في ذلك عن طريق الحد من الانبعاثات من النظم الزراعية، والوصول إلى أسواق الكربون عن طريق بيع خدمات احتجاز الكربون.

هاء - الزراعة المراعية للتغذية والتنمية الريفية

44- في حين خفضت الهند سوء التغذية، تبقى مستوياته عالية بشكل عنيد. وتمثل النظم الغذائية أحد الأبعاد الكثيرة لهذه الحالة. وسيركز الصندوق، في دعمه لنهج الحكومة المتعدد القطاعات، على العوامل المحركة الرئيسية من أجل زيادة وتنويع الحصة الغذائية، مثل: مساعدة الأسر على زيادة دخلها وأصولها؛ وتعزيز الزراعة المراعية للتغذية؛ والتنويع باتجاه المحاصيل ذات التغذية الكثيفة، والمنتجات الحيوانية، وأنشطة حدائق زراعة الخضروات؛ وتمكين النساء؛ وتوفير التربة للتغذية. وفي متابعته لجدول الأعمال هذا، سيعمل الصندوق مع الشركاء ذوي الخبرة ذات الصلة، بما في ذلك وكالات الأمم المتحدة التي توجد مقارها في روما. وفي أوديشا، حيث تجري المفاوضات مع حكومة الولاية، ستضع منظمة الأغذية والزراعة، وبرنامج الأغذية العالمي، ومنظمة الأمم المتحدة للطفولة تدخلا تجريبيا متكاملًا ومتعدد التخصصات من أجل القضاء على سوء التغذية في الأقسام القبلية، محققة بذلك الهدف 2 من أهداف التنمية المستدامة.

خامسا - الإيصال الناجح

ألف - إطار التمويل

45- في عام 2018، تغيرت شروط إقراض الصندوق للهند من مختلطة إلى عادية. وسوف تطبق الشروط العادية خلال فترة برنامج الفرص الاستراتيجية القطرية بالنظر إلى توقعات النمو القوية والمستقرة (منظمة التعاون والتنمية في الميدان الاقتصادي، 2018).

46- المخصصات المالية الإشارية لدورة نظام تخصيص الموارد على أساس الأداء للفترة 2019-2021 تعادل 166.25 مليون دولار أمريكي. ويوضح الجدول 1 كيف استمدت هذه المخصصات. ومن المتوقع أن يمول مشروعان في كل دورة من نظام تخصيص الموارد على أساس الأداء، وسيتم وضع مبلغ 1 مليون دولار أمريكي إلى 2 مليون دولار أمريكي جانبا لكل مشروع من أجل منح مكونات القروض لبناء قدرات الوكالات المركزية والمنفذة من قبل وكالات إقليمية ودولية ذات سمعة جيدة. ومن المتوقع أن تكون نسبة التمويل المشترك 1:1.4، بما يتماشى مع التزام التجديد الحادي عشر لموارد الصندوق.

المخصصات الإشارية لدورة نظام تخصيص الموارد على أساس الأداء للفترة 2019-2021

4.22	متوسط أداء القطاع الريفي
4.00	تصنيفات المشروعات المعرضة للمخاطر (2017)
لا ينطبق	تصنيفات مؤشر تخصيص الموارد الخاص بالمؤسسة الدولية للتنمية (2017)
166 250 000 دولار أمريكي	المخصصات القطرية الإشارية (2019-2021) ¹⁵

47- سيتم دعم الأنشطة غير الإقراضية من خلال منح إقليمية، والموارد المخصصة للمركز شبه الإقليمي من أجل إدارة المعرفة، وأموال تكميلية محتملة.

باء - الرصد والتقييم

48- سوف يرصد الصندوق¹⁶ وحكومة الهند التقدم المحرز في تنفيذ برنامج الفرص الاستراتيجية القطرية مقابل إطار إدارة نتائجه. وتستند مؤشرات النواتج والمعالج الرئيسية إلى النتائج المتوقعة من حافظة المشروعات والانخراط في السياسات المتعلقة بها. وسيتم مواصلة الأطر المنطقية للمشروعات بشكل منتظم مع إطار نتائج برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج.

49- سيتم تعزيز نظام الرصد والتقييم للبرنامج القطري لتوفير بيانات موثوقة حول نتائج البرنامج وآثاره، وسيتم إنشاء لوحة لتوفير الوصول في الوقت الفعلي إلى هذه البيانات والبيانات المتعلقة بالأبعاد الرئيسية للأداء على مستوى المشروعات. وسوف يقيم المكتب القطري للصندوق شراكة (شراكات) مع معهد (معاهد) لأبحاث السياسات يتمتع (تتمتع) بسمعة جيدة من أجل المساعدة في توحيد منهجية المسوح الاستقصائية السنوية عن نواتج المشروعات، وفي إجراء دراسات تقييم مستهدفة يمكن أن توفر الأدلة اللازمة للانخراط الفعال في السياسات، وفي نشر النتائج. وبالإضافة إلى ذلك، من المتوقع أن يعزز مشروع إصدار شهادات التقييم الجاري (مراكز التعلم بشأن التقييم والنتائج)¹⁷ قدرات الرصد والتقييم في المشروعات، بينما سيساعد دعم شعبة البحوث وتقييم الأثر في الصندوق على إضفاء الطابع المؤسسي على منهجية قوية لتقييم الأثر.

50- سيستعرض الصندوق وإدارة الشؤون الاقتصادية في وزارة المالية تنفيذ برنامج الفرص الاستراتيجية القطرية والنتائج التي تم تحقيقها على أساس سنوي، كجزء من اجتماعات استعراض الحافظة الثلاثية، وسيتم نشر تقارير استعراض برنامج الفرص الاستراتيجية القطرية. وسيجرى استعراض منتصف المدة لنتائج برنامج الفرص الاستراتيجية القطرية في عام 2021، واستعراض الإنجاز في عام 2024. وسوف يعمل الاستعراض السنوي، بالإضافة إلى استعراض نتائج برنامج الفرص الاستراتيجية القطرية، على إعادة موازنة تنفيذ برنامج الفرص الاستراتيجية القطرية مع السياسات والأولويات الوطنية المتطورة، بالإضافة إلى الدروس المستفادة من المشروعات الجارية.

¹⁵ تلقى البلد اللحد الأقصى من المخصصات.

¹⁶ من أجل رصد برنامج الفرص الاستراتيجية القطرية، سوف يقود فريق الصندوق مدير البرنامج القطري، الذي سيكون مسؤولاً عن قيادة وإدارة وضع وتنفيذ برنامج الفرص الاستراتيجية القطرية، وعن تعاون الصندوق مع الحكومة.

¹⁷ مراكز التعلم بشأن التقييم والنتائج.

جيم - إدارة المعرفة

- 51- سترتبط إدارة المعرفة ارتباطاً وثيقاً بوظيفة الرصد والتقييم، وبجدول أعمال الانخراط في السياسات وتوسيع النطاق. وسيسعى جدول أعمال المعرفة الخاص بالبرنامج في المقام الأول إلى توليد أدلة من التنفيذ لإشراك الشركاء وأصحاب المصلحة الوطنيين في حوار بشأن توسيع نطاق التقنيات، والنهج، والعمليات الناجحة. وسيتم بناء هذا النوع من المعرفة، المتولدة من مستوى المشروعات، من خلال التوثيق المنتظم لأفضل الممارسات والدروس المستفادة، والتقييمات المستقلة لتوثيق الممارسات الجيدة والابتكارات.
- 52- على مستوى المشروعات، سيدعم الصندوق ويشجع إدارة المعرفة، من خلال كل من التنفيذ، وجمع وحدات الإدارة للمشروعات المختلفة معاً لتقاسم الخبرات والدروس المستفادة، وحل مشاكل التنفيذ بشكل جماعي. وعلى مستوى البرنامج، سيسعى الصندوق وراء فرص للمزيد من المشاركة في منصات تقاسم المعرفة بما يتجاوز اجتماعات استعراض الحافظة الثلاثية الحالية، والاستعراض المشترك لحافظة المنح التي يدعمها الصندوق. وبما أن المكتب القطري في الهند في طور التحول إلى المركز شبه الإقليمي لجنوب آسيا،¹⁸ سيتم تنظيم أحداث تعلم حول القضايا المواضيعية والابتكارات المستمدة من البرامج القطرية، وسيساعد على نقل المعرفة والخبرات العالمية لكي يستخدمها أصحاب المصلحة الوطنيون.

دال - الشراكات

- 53- ضمن سياق الهدف الاستراتيجي لبرنامج الفرص الاستراتيجية القطرية، سوف يستخدم الصندوق الشراكات لتحديد الابتكارات، وتعزيز الأداء، والوصول إلى الخبرة والخدمات، وتعزيز التعلم وتمهيد الطريق لتوسيع النطاق. وعلى المستوى المركزي، سيستمر الصندوق في العمل بشكل وثيق مع إدارة الشؤون الاقتصادية في وزارة المالية، وحكومات الولايات، ووزارات قطاعية مختارة،¹⁹ بالإضافة إلى مراكز البحوث والمؤسسة الوطنية لتحويل الهند (NITI Aayog). وسيتم تطوير شراكات أوثق مع معاهد بحوث السياسات لدعم الرصد والتقييم، وإدارة المعرفة.
- 54- ستستمر الشراكة مع مجتمع المنظمات غير الحكومية من أجل تنفيذ المشروعات على المستوى المجتمعي كقوة جوهرية لنموذج عمل الصندوق. وستكون الشراكات مع القطاع الخاص لخلق فرص أعمال أفضل للمزارعين،²⁰ ولا سيما على مستوى المشروعات، جانبا مهما من جوانب البرنامج.
- 55- سيتم السعي إلى مزيد من التعاون مع وكالات الأمم المتحدة التي توجد مقارها في روما، ويتوقع إجراء عمل مشترك في عدة ولايات. وسيبقى الصندوق عضواً نشطاً في مجموعات عمل الهدف 2 من أهداف التنمية المستدامة، والإقليم الشمالي الشرقي ضمن إطار التنمية المستدامة للأمم المتحدة. وبالبناء على العلاقات

¹⁸ يغطي المركز شبه الإقليمي لجنوب آسيا، الذي يوجد مقره في نيودلهي، نيبال، وبوتان، والهند، وبنغلاديش، وسري لانكا، وملديف.

¹⁹ قبل كل شيء، وزارة الزراعة ورعاية المزارعين، ووزارة التنمية الريفية.

²⁰ يبني هذا على المبادرة الناجحة الحالية مع مبادرة التجارة المستدامة لتنفيذ مبادرة القطن الأفضل في ولاية ماهاراشترا، وقريباً مع مبادرة التوابل المستدامة في الشمال الشرقي من الهند.

القائمة بالفعل، ستم تقوية التعاون مع المؤسسات المالية الدولية، والمنظمات الثنائية، والمؤسسات²¹. وسيتم تنظيم هذه العلاقات بشكل أساسي حول فرص تقاسم المعرفة، والتمويل المشترك، وتوسيع النطاق.

هاء - الابتكارات

56- الابتكار، والتعلم من الابتكارات، ونشر الابتكارات إلى النطاق المطلوب أمور أساسية لعرض الصندوق في الهند. وسيتم تحديد الابتكارات بالتعاون مع الحكومة، وتعزيزها من خلال الاستثمارات الجارية والجديدة كلياً. وستقوم عمليات تصميم المشروعات بالبحث النشط عن الابتكارات ذات الصلة والقابلة لتوسيع النطاق. وتشمل المصادر ما يلي: خبرة الصندوق في الهند؛ والابتكارات التي عززها أو حددها في بلدان وأقاليم أخرى؛ والابتكارات التي طورت محلياً من قبل المنظمات البحثية، والمنظمات غير الحكومية، والمشاريع الناشئة، وغير ذلك.

57- بالنظر إلى أن الابتكارات غالباً ما تدور حول "كيف" أكثر من "ماذا"، يمكن توقع أن تكون المجالات المحتملة حول ما يلي: الزراعة التي لا تتأثر بتغير المناخ، وبناء قدرة أصحاب الحيازات الصغيرة على الصمود في وجه الصدمات السعيرية/المناخية؛ وتشغيل الآلات الزراعية بمصادر الطاقة المتجددة، من أجل الحد من مشقة العمل، وتخفيض الأثر الكربوني؛ وتنظيم المزارعين؛ وتعزيز نموذج الشراكات بين المنتجين والقطاعين العام والخاص لتنمية سلاسل القيمة؛ وتحقيق المستوى الأمثل لاستخدام المدخلات؛ وتجريب النهج المراعية للتغذية.

واو - التعاون بين بلدان الجنوب والتعاون الثلاثي

58- لدى الهند جدول أعمال قوي للتعاون بين بلدان الجنوب والتعاون الثلاثي، والذي سيقوم الصندوق بدعمه من خلال برنامج الفرص الاستراتيجية القطرية، ومن خلال دمج التعاون بين بلدان الجنوب والتعاون الثلاثي في تصميم مشروعات القروض والمنح الجديدة. وسيتم السعي وراء التعاون بين بلدان الجنوب والتعاون الثلاثي لتوسيع انتشار الخبرات الزراعية للهند مع تعزيز أداء القطاع الزراعي للبلد. ومن المحتمل أن تغطي أنشطة التعاون بين بلدان الجنوب والتعاون الثلاثي الأنشطة الرئيسية الثلاثة التالية: (1) تقاسم المعرفة بين الهند والبلدان النامية الأخرى حول تقنيات، وسياسات، وعمليات التنمية الزراعية والريفية؛ (2) تعزيز البحوث التعاونية بين المجلس الهندي للبحوث الزراعية وشبكة مراكزها في آسيا وأفريقيا، ومراكز الجماعة الاستشارية للبحوث الزراعية الدولية، وحافطة الصندوق في جنوب الكرة الأرضية؛ (3) دعم التعاون على مستوى الأعمال التجارية بين الشركات الهندية والشركات الناشئة/المؤسسات الصغيرة والمتوسطة الحجم من جنوب الكرة الأرضية من أجل تمكين التحول الزراعي. وستستفيد هذه الأنشطة من دور المركز شبه الإقليمي بصفته منسق وميسر للجهود التعاونية بين بلدان المركز. والجدير بالذكر هنا أن الصندوق وحكومة الهند يقومان حالياً بصياغة اتفاقية شراكة بين الهند والصندوق من أجل التعاون بين بلدان الجنوب والتعاون الثلاثي.

²¹ يعرض الملف الرئيسي الثالث إمكانيات العمل مع مختلف الشركاء الإنمائيين.

RB-COSOP 2018-2024 results management framework

Note on abbreviations used:

Indicators listed in the logframe will be disaggregated by tribal population (IP); women (W); men (M) and Youth.

PHL refers to post-harvest losses

Country strategy alignment	Key Results for RB-COSOP					
Strategic Objectives	Impact indicators		Means of verification	Risks/ Assumptions		
<p>Doubling farmers' incomes centered around :</p> <p>(i) increasing crop productivity; (ii) increasing livestock production; (iii) improving efficiency of input use; (iv) increasing crop intensity; (v) diversification towards higher value crops; (vi) improving price realization by farmers; (vii) shifting cultivators to non-farm jobs..</p>	<p>Overarching Goal: to maximise IFAD's contribution to the Government strategy to double farmers' incomes</p>		<p>Baseline Agricultural Income: 58,000 Rs in 2015/16; share of agriculture in total farm income is 60%</p> <p>By 2022, 164,000 Rs (current price); share of agriculture in total farm income is approx. 70%</p> <p>Outreach of the country programme : 5 million households in 2024 (70% women participation)</p>	<p>Reports by MOAFW, Niti Aayog</p> <p>Project baseline and endline surveys COSOP MTR and Completion Report</p>	<p>- Sustained growth of agriculture and allied sectors 8-10% (A) - Inflation , 5%/ year (A) - Continuation of social safety net schemes (A) - Accelerated growth in food and agri-processing industries (A)</p>	
<p>Central and State Schemes addressing :</p> <ul style="list-style-type: none"> - Soil and Water Conservation and effective use of water – Pradhan Mantri Krishi Sinchai Yojana - Sustainable Agriculture through the National Mission for Sustainable Agriculture and the sub-mission on Agroforestry, Organic Mission, and Mission promoting traditional farming - National Food Security Mission for improving productivity of cereals and pulses - Climate Change adaptation: National 	<p>SO1: Smallholder food and agricultural production systems are remunerative, sustainable and resilient</p> <p>Supporting projects : ILSP, LAMP, JTELP, OPELIP, APDMP, FOCUS and 4 projects designed under COSOP 2018-2024</p>		<p>Results indicator</p> <p>Remunerative:</p> <ul style="list-style-type: none"> - Number of apex rural producers' organizations engaged in formal partnerships for input/ output supply with public or private entities and financially sustainable: 300 (IP) ; 2 million members (IP, W, M) - % of apex organizations with women in leadership position: 100% - Number of producers reporting decrease in production costs by 30%: 2 million (IP, Youth, W, M) - Number of producers reporting increase of 10% in marketing margins: 2 million (IP, Youth, W, M) 	<p>Milestone indicator by 2021</p> <ul style="list-style-type: none"> - Number of rural producers' organizations supported: 900 (IP) - Number of supported rural producers who are members of a rural producers' organization : 900,000 (IP); 70% women - Number of Public Private Producer Partnerships in place : 3 per project - Number of producers who diversified into higher value commodities : 0.5 million (IP, Youth, W, M) - Number of producers trained on low external input agriculture and similar techniques: 3 million (IP, 	<p>Annual reports Annual Outcome Surveys Baseline and Endline surveys of projects COSOP MTR and Completion Report</p>	<p>Market reforms implemented by Gol and States and Integration of agricultural markets is complete (A)</p> <p>Scaling up of successful Public Private Producers Partnerships tested in COSOP 2011-2017 and current COSOP (A)</p> <p>Effective consolidation of producers' groups into apex organizations (A) Effective collaboration with ICAR and CGIAR to scale up innovations in climate resilient agric and allied sectors (A)</p> <p>Collaboration with State</p>

Country strategy alignment	Key Results for RB-COSOP			
<p>Initiative in Climate Resilient Agriculture</p> <ul style="list-style-type: none"> - Improved price realization through market reforms (e-NAM, new APLMC Act), expansion of Minimum Support Price, Kisan Sampada Yojana (for agri-processing and food industries), and shift towards higher value production through National Horticulture Mission, Crop Insurance - Social protection schemes with MGNREGS (provide 100 day of unskilled wage employment in rural areas) - Shift to employment in non-farm sector : Skill India mission, Government support to manufacturing sector, job creation in non-farm sector. 		<ul style="list-style-type: none"> - Yield increase for major commodities is 40% over baseline - Post-harvest losses (PHL) reduced by 50% over baseline - Number of jobs created in agri-value chains: 100,000 (IP, Youth, W, M) <p>Sustainable:</p> <ul style="list-style-type: none"> - Number of households reporting reduced water shortage vis-à-vis production needs : 2 million (IP, Youth, W,M) - Number of households adopting improved soil nutrient management: 2 million (IP, Youth, W,M) <p>Resilient :</p> <ul style="list-style-type: none"> - Number of producers reporting adoption of environmentally sustainable and climate-resilient technologies: 3 million (IP, Youth, W, M) - New projects meet carbon sequestration targets calculated at design - No of HH reporting dietary diversity score > 8 : 2 million (IP, Youth, W, M) - % of households satisfied with support mechanism to cope with adverse weather conditions : 80% 	<p>Youth, W, M)</p> <ul style="list-style-type: none"> - Number of producers trained on reduced PHL: 4 million (IP, Youth, W, M) - Number of persons trained in IGA or business management: 200,000 (IP, Youth, W, M) <p>Sustainable:</p> <ul style="list-style-type: none"> - Number of hectares of irrigated farmland (water harvesting and groundwater, and micro-irrigation): 200,000 Ha - Number of households trained on agroforestry and soil and water conservation: 500,000 (IP, Youth, W,M) <p>Resilient :</p> <ul style="list-style-type: none"> - Number of producers supported to sustainably manage natural resources and climate-related risks: 5 000 000 - New projects incorporate climate change adaptation in design: 100% - Number of persons provided with targeted support to improve their nutrition : 300,000 (IP, Youth, W, M) - % of households supported to benefit from Government social safety nets and insurance products : 100% 	<p>Gvts and Banks to scale up financial services tested in COSOP 2011-2017 to finance uptake of new technologies; and expansion of coverage of the crop and fishing assets insurance (A)</p> <p>Climate shocks / increased frequency of drought make rainfed smallholder agriculture unviable (R)</p> <p>Effective management and convergence of projects with Government schemes</p>

Agreement at completion point of last country programme evaluation

A. Introduction

1. This is the second country programme evaluation (CPE) by the Independent Office of Evaluation of IFAD (IOE) in the Republic of India since the Fund started its operations in the country in 1979. The first CPE was completed in 2009 and the report published in 2010. The current CPE had two main objectives: (i) assess the overall partnership between India and IFAD in reducing rural poverty; and (ii) generate a series of findings and recommendations that will inform the definition of future cooperation between the Government of the Republic of India and IFAD, as well as to assist in the implementation of ongoing operations and in the design of future IFAD-funded projects in the country.
2. Based on the analysis of the cooperation during the period 2010-2015, the CPE aims at providing an overarching assessment of: (i) the performance and impact of programmes and projects supported by IFAD operations; (ii) the performance and results of IFAD's non-lending activities in India: policy dialogue, knowledge management and partnership building; (iii) the relevance and effectiveness of IFAD's country strategic opportunities programme (COSOPs) of 2011. This Agreement at Completion Point (ACP) contains a summary of the main findings from the CPE (see section B below).
3. The ACP has been reached between the Government of India (represented by the Department of Economic Affairs, Ministry of Finance) and the IFAD management (represented by the Programme Management Department) and reflects their understanding of the main findings from the CPE as well as their commitment to adopt and implement the recommendations contained in section C, within specified timeframes.
4. It is noted that IOE does not sign the ACP, although it facilitates the process leading up to its conclusion. The implementation of the recommendations agreed upon will be tracked through the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions, which is presented to the IFAD Executive Board on an annual basis by the Fund's Management.
5. This ACP will be included as an annex of the new COSOP for India. In line with the decision of the Executive Board in 2013, the India CPE will be discussed in the IFAD Executive Board at the same time when the new India COSOP is considered by the Board. IOE will prepare written comments on the new COSOP for consideration at the same Board session, focusing on the extent to which the main findings and recommendations from the India CPE have been internalized in the new COSOP.

B. Main evaluation findings

Portfolio Performance

6. Portfolio relevance is assessed as satisfactory. IFAD-funded projects focused on particularly disadvantaged groups, including the scheduled tribes, scheduled castes, women and the landless. A considerable portion of the investments were for agricultural activities. In the past, the technical contents of agricultural interventions were not always built upon a sound analysis of local farming systems and did not optimise opportunities to collaborate with local agricultural research and extension centres. These issues are better acknowledged in recent project designs. Recent projects have tried to build "convergence" with national rural development schemes, notably with NRLM and MNREGS and to coordinate with local government entities (Panchayat Raj Institutions).

7. Effectiveness is assessed as moderately satisfactory. Results are better consolidated in community mobilization and infrastructure serving basic needs, while emerging in two key areas: promoting agricultural production and rural livelihoods and enabling access to credit and financial services.
8. Efficiency has been rated moderately unsatisfactory. The main problems have been: delays in entry into force and in project implementation, reflected in loan disbursement lags. Looking at the factors that explain delays and sluggish implementation, on the one side there are the challenging agro-ecologic and socio-economic conditions of the project areas. On the other hand, there are gaps in the implementation capacity of state level agencies responsible for the projects.
9. Rural poverty impact is assessed as satisfactory under the domains of household assets and income, human and social capital, while moderately satisfactory in food security, natural resource management and climate change, and institutions and policies. In several instances, IFAD-funded projects have contributed to raise income and diversify income sources and helped build assets for the targeted households. Most projects have been successful at establishing high numbers of community-based organizations. People are better aware of opportunities to improve their lives and undertake collective initiatives.
10. Sustainability of benefits is overall assessed as moderately satisfactory due to the combination of political support, community-based support to the initiatives, and positive (albeit variable) support from the technical and economic fundamentals. In the past, design attention to "sustainability" was mostly confined to creating federations of self-help groups. More recent projects have better acknowledged at the design stage the need to support in the long-run institutions, human capacities as well as linkages to markets.
11. Pro-poor innovation and scaling up is assessed as satisfactory. There has been progress in introducing improved agricultural technologies and techniques which are also pertinent to climate change adaptation. There are some recent initiatives on ICT and commodity value chains and insurance products.
12. There are several examples of scaling up. In Odisha, the state government is funding the largest share of tribal community development project to expand outreach to 90,000 households in 1,500 villages. In addition, convergence with central government schemes is being pursued with MNREGS, NRLM and other national and state initiatives. In the North Eastern Region, there is an example of a third phase of a community development project, entirely funded by the central Government of India, so as to cover new districts.
13. Gender equality and women's empowerment is assessed as satisfactory. IFAD-funded projects try to create an enabling environment for women to take part in village councils, claim rights to agricultural land, access natural resources and financial services. There is qualitative evidence that intra-family household decision making now happens in a more participatory form. An increasing number of women are running for local elections.
14. Projects have also focused on reducing both household and livelihood related drudgery. Initiatives include the introduction of smokeless stoves, strengthening access to drinking water, sanitation and roads, increasing forest cover and access to fodder. In Madhya Pradesh, the Tejaswini project cooperated with a state initiative to introduce initiatives against gambling, alcoholism, domestic violence which directly affect the welfare of women and their families. The Madhya Pradesh government plans to scale up this strategy to the entire state.

Non-lending activities

15. Individual projects and the IFAD country office ran knowledge sharing and learning initiatives and products (websites, videos, blogs, newsletters, and booklets). Yet,

much of the knowledge from the programme has not been documented or analysed. In India there is a higher level of expectation from IFAD as a knowledge broker to help address an expanded range of issues confronting rural poverty.

16. During the evaluation period, the relationship with the central coordinating ministry (DEA, Ministry of Finance) was cordial and characterized by mutual respect. However, IFAD has had little engagement with key related technical ministries in the central government (e.g., Tribal Affairs, Rural Development, and Agriculture).
17. Overall, there is good ownership at the state level: state governments are responsible for the implementation of IFAD-funded projects and there are cases of replication of projects or project sub-components funded by state resources (e.g., in Odisha and in Madhya Pradesh). The appreciation of the importance of a sustained relationship with the Panchayat Raj Institutions is emerging. Partnership with the NGO community for project implementation at the grass roots level has been an intrinsic strength of the IFAD business model.
18. IFAD has been involved in UN sponsored cooperative efforts (UN Country team, UNDAF Task Teams) but fully-fledged programmatic partnerships with UN agencies are yet to emerge. According to the CPE interviews, multilateral donors such as the World Bank and Asian Development Bank recognize IFAD's comparative advantage and niche in rural poverty alleviation interventions, especially involving the extreme poor. However, the present level of interaction with IFAD is only one of consultation during project formulation.
19. Partnership with the National Agriculture Research System, including state and local research centres, presents opportunities for availing of the fruit of cutting-edge research and applying appropriate farming solutions. IFAD-funded projects do not make adequate use of this resource. An exception is the Integrated Livelihood Support Project, building cooperative partnerships in Uttarakhand on fruit, vegetable, milk production. Private sector partnerships are flagged as an important aspect of IFAD's strategy and this has been only an emerging area, with some pilot experiences in Maharashtra and in Uttarakhand.
20. At the state level, some projects usefully contributed to policy-related inputs. For example, projects in Maharashtra and Madhya Pradesh have provided an input into the Maharashtra Women's Policy 2013 and the Madhya Pradesh Vision 2018. There have also been missed opportunities, as in Jharkhand and Chhattisgarh where little policy dialogue happened on convergence options with public programmes in the two states.

Strategic (COSOP) performance

21. COSOP relevance is assessed as satisfactory. The COSOP 2011 reflected well the previous CPE's findings and recommendations. It maintained IFAD's focus on the deeper poverty segments, with a thrust on convergence with public schemes. It had more explicit recognition for the "technical" side of rain-fed agriculture development, linkages to markets and processing. It stated two key objectives: (i) increased access to agricultural technologies and natural resources; and (ii) increased access to financial services and value chains. These are not only strategically relevant to the IFAD portfolio but imperatives for agricultural and rural development, nationally. The 2011 COSOP brought in for the first time the cross-cutting objective of sharing knowledge and learning on poverty reduction and nutritional security.
22. COSOP effectiveness is assessed as moderately satisfactory. As for the first strategic objective, the programme contributed to productivity increase and risk management for rain-fed agriculture, albeit with variations between projects. Most project interventions contributed to increase yields and enhanced risk management by promoting sustainable agricultural practices, water conservation, agroforestry,

soil fertility management, selected livestock breeds, vaccination campaigns. Progress is visible across the portfolio, although with implementation delays.

23. With reference to the second strategic objective, propelled by self-help group, monetary savings and credit linkages have helped beneficiaries invest in circulating capital, sometimes also fixed capital. Despite good track record of SHGs and associated borrowers, public sector banks have been extremely cautious before extending credit support to community-based organizations.
24. The cross-cutting objective of knowledge and learning on poverty reduction and nutritional security has been partly achieved. In spite of the efforts at project-level to prepare communication products, there is a gap between the rich experiences on the ground and the capacity to analyse and systematize them in a way that is suitable for higher-level policy discussion.

C. Recommendations

25. The following recommendations are geared towards the preparation of the next COSOP, through a consultation between the Government of India, IFAD and other key partners. It is assumed that the future lending envelope for India will remain at the same level as at present: US\$130-140 million per triennium.
26. Recommendation 1. Keep priority to disadvantaged areas and groups but explore differentiated approaches. Disadvantaged areas will continue to be a priority in the national rural development context and IFAD has recognized comparative advantages in disadvantaged areas in India. IFAD-funded interventions should continue to target disadvantaged areas, particularly in states with large rain-fed areas, where they can establish effective and innovative approaches for future replication and scaling up of results. At the national level, it will be important to avoid excessive geographic spread-out of the portfolio. Given the human resources available in the IFAD country office, there is a limit to the number of states and projects that can be effectively supervised. Key recommendations of the previous CPE continue to be well-grounded such as the general principle of "one state one loan" and the "saturation" approach (maximizing coverage of a block/district before moving to the next one).
27. Differentiating the approaches according to the target groups. The future programme should continue to target disadvantaged communities and groups, with special attention to women and scheduled tribes. Attention to building and strengthening social capital should continue. However, in different agro-ecological and socio-economic contexts, IFAD will face different challenges. The design approach, component-mix and level of specialisation will need to be adapted.
28. The traditional self-help group paradigm will continue to be relevant for areas and groups where basic needs, building of grassroots organizations and subsistence agriculture are still the priority. These are interventions requiring several years of investments, starting from low economic base and human development conditions. Instead, in areas where communities are already organized and there is potential for marketing of surplus production, project designs, in addition to SHGs, should continue to explore additional approaches to community and group building with focus on collectively linking to markets and commercialisation (e.g., producers' groups, mutually-aided cooperative societies and producers' companies).

Proposed follow-up by the Government and IFAD

29. The new country strategy for India will retain the focus on improving the incomes and nutrition of the rural poor households whose livelihoods rely on rainfed agriculture. The country programme will continue to pursue one loan – one state and the saturation approach. It is worth noting here that the current country programme demonstrated effective one loan-multiple state operations (such as

NERCORMP II). Under the new country strategy, one loan multiple states operations would be considered on an exceptional basis particularly for the North East Region where implementation through a regional agency (NEC) proved satisfactory. The Government of India invites IFAD to expand the size of the country office in India in order to increase the geographic reach and effectiveness of its programme.

30. With regard to the sub-recommendation related to the differentiated approaches which is more relevant to new projects, the design of IFAD-funded operations will be informed by poverty and gender analysis studies (current practice) and value chain studies. The information derived from these studies would help define the problem/ opportunity statement and therefore the component/ activity mix required and arrive at approaches that would add value to Government's on-going efforts to reduce rural poverty, increase agricultural productivity, and improve farmers' welfare. Attention will be given to ensure that the projects do not have an unduly long tenure and that all projects have a well-defined exit strategy.
31. Building social capital will continue to be a key feature of the country programme and the new strategy. Experience has shown that the Self-Help Group methodology and its focus on poverty targeting, thrift and credit activities and women empowerment, is an effective entry point to building socially cohesive and autonomous higher-tier organizations. Experience shows that the higher-tier organizations are now playing an important role in financial intermediation and development of agricultural services to farmers (input supply, machinery/equipment hiring centers, and produce aggregation and processing). The legal entity for the higher-tier organizations will be explored on a case by case basis to determine the most appropriate set-up in view of the nature of services to be provided to farmers.

Responsible partners: IFAD, GOI

Timeline: New RB-COSOP covering the period 2017-2021.

32. Recommendation 2. Projects' agricultural development components need to focus more prominently on technical solutions for rain-fed agriculture, especially in light of the climate change, collaborate more with local and national applied research and extension, and commercialisation of smallholder agriculture. From a technical perspective, interventions need more direct emphasis on reducing the large intra-district yield differentials, better analyse constraints, risks and opportunities of farming systems. There is also a need for more systematic programme-based partnerships with state and local public research and extension organizations (e.g., district-level Krishi Vigyan Kendras and higher research organizations) on technical packages to improve productivity of crops, fodder, fruit trees and livestock and mitigate weather-related losses.
33. Investments in agriculture need to be crafted more strategically around territorial and commodity clusters, to better coordinate interventions and concentrate on a critical mass and streams of initiatives. This will also put projects in a better position to support linkages to markets and opportunities for value addition. To improve farmers' access to information on markets and reduce risks, attention needs to be paid to expose them to information technology and insurance products.
34. Emphasis on market access and value chains also implies: (i) better market access and value chain diagnostics upfront to identify the barriers that smallholder farmers face; (ii) clearer identification of the envisaged role of a project (e.g., enhancing access to market information; facilitating access to wholesale markets; investing on improved processing capacity); and (iii) exploring the interest of private sector operators at the design stage. Recent legislation on reinvesting a percentage of corporate profits on corporate social responsibility provides new opportunities.

Proposed follow-up by the Government and IFAD

35. The design of new operations will pay more attention to defining clear farming system and packages of practices (POP) to improve the crop and livestock production systems and their integration. The supervision and implementation support of on-going projects will share tested packages of practices that reduce production costs, promote sustainable methods of agricultural production, and improve productivity. Expanding the partnership with national applied research and extension organizations will be pursued more vigorously building on the lessons learned from the on-going country programme. The successful results from the IFAD grant programme will be mainstreamed into new or on-going operations taking into consideration the agro-ecological and socio-economic contexts. With the development of IT and Communication tools geared to agriculture, the new and on-going operations will strive to link farmers with knowledge resource centers, low cost extension/communication services through IEC and will strive to document success stories & case studies. The new and on-going projects will also collaborate with the flagship government programs for water and soil conservation, soil health management, crop insurance and e-marketing.
36. With regards the sub-recommendations related to the territorial and commodity clusters and market access, these are well noted. As indicated under the first recommendation, the detailed component/ activity mix and approach will be based on the conclusions of the value chain studies and the definition of the problem/opportunity statement.

Responsible partners: IFAD, GOI.

Timeline: On-going. Recommendation already implemented for the design of the Drought Mitigation Project in Andhra Pradesh.

37. Recommendation 3. Complementary interventions in non-agricultural activities are important not only as a measure to diversify rural incomes (primary production will absorb only a part of the burgeoning youth labour supply in rural areas) but, equally important, to develop processing and value addition in agricultural commodity supply chain. In particular, there is scope to better connect these activities with projects' agricultural investments (e.g., in the areas of processing and packaging of products, agricultural tool repair shops, marketing of agricultural inputs, eco-tourism).

Proposed follow-up by the Government and IFAD

38. It is important to note that smallholders and marginal farmers currently derive less than 60% of their incomes from agriculture. Non-agricultural income is therefore an important complement to the income of rural households. We take note of the CPE recommendations of connecting the non-farm agricultural activities with the development of value chains and the services linked with improving the effectiveness of the forward and backward linkages in the value chain; as well as targeting youth in such activities. Such activities are already on-going and we will pursue these efforts both in on-going and future projects, and build on achievements and lessons learned to date.

Responsible partners: IFAD, GOI.

Timeline: on-going projects; design of new projects under COSOP 2017-2021.

39. Recommendation 4. Portfolio implementation efficiency needs to be addressed aggressively. A first area of thrust is to simplify project design. This may entail more conservative plans for project coverage (e.g., fewer blocks or districts, following a saturation approach). In addition, in particularly disadvantaged communities (e.g., scheduled tribes), projects could follow a modular approach:

rather than concentrate numerous components and sub-components in a single project, the intervention could be sequenced in a modular fashion. For example, a first loan could focus on human and social capital building, support to food self-sufficiency and sustainable livelihood approach. A follow-up loan could then emphasise market linkages and support and scaling up in collaboration with public programmes and local governments (PRIs).

40. The central government, state governments and IFAD should review issues that cause delays in recruiting the project team, staff turn-over and lengthy procurement, affecting the pace of implementation, for example: (i) project personnel recruitment procedures, particularly for senior staff, given the difficulty to hire staff on deputation from state agencies and programmes; (ii) procurement procedures and contractual arrangements that have proven to be non-conducive (e.g., the output-based payment schemes for NGOs); (iii) compensation packages for project staff, to ensure equal treatment with other public programmes; (iv) concurrent charges of project directors that compete for their time and focus. IFAD could further support by preparing guidelines based on previous implementation experience and training modules on financial management, procurement and other fiduciary aspects.

Proposed follow-up by the Government and IFAD

41. The efficiency of Portfolio implementation is indeed an area where additional improvements are required and yet it is also important to take stock of what has been achieved so far. IFAD and the Government of India have been addressing efficiency in implementation in a vigorous manner over the last 5 years and the main results achieved to date are (and reported in the CPE): (i) the time from approval to first disbursement has decreased from 16.2 months to 9.5 months for the last 5 projects; (ii) the volume of disbursement has doubled from approx. 11 million USD in 2010 to 23 million USD in 2015; (iii) the number of problem projects has reduced from 5 to 2 over the period 2010-2015. We plan to build on these results to further improve the programme implementation efficiency with special focus on: (i) ensuring that the project design process further meets the DEA and IFAD readiness conditions for start-up in order to reduce the period from board approval to first disbursement ; (ii) ensuring that experienced candidates are designated as project directors as their competency, their personality and their full time responsibility for the project are a determining factor for project efficiency and effectiveness; (iii) streamlining project management in terms of delegation of authority and staffing; (iv) working on effective mechanisms for the release of loan proceeds by State Governments.
42. Based on the consultation with programme stakeholders at the CPE roundtable, it was agreed that additional measures to improve efficiency would cover: (i) simplify project design in line with recommendations 1 and 2 above; (ii) provide hands-on and systematic capacity building to project management units on project planning, M&E, financial management and procurement especially in the start-up phase; (iii) plan start-up workshops in such a manner so as to facilitate sharing knowledge between design and implementation teams on project rationale and modalities of implementation; (iv) allow for sufficient time during the first year for detailed planning of implementation, undertaking required staffing and procurement, setting up the financial management and M&E systems; (v) ensure that appropriate delegation of authority is provided to PMU and that employment conditions are competitive so that qualified staff are attracted to the job, motivated and retained. It is also agreed that all new and on-going operations will have a computerized financial management system.
43. It is worth noting that despite issues in implementation efficiency, the projects are effectively reaching their objectives : once the implementation systems are in place, the projects quickly achieve very good coverage of the beneficiaries and

become very good at mobilizing community participation, bank financing and convergence with Government programs and this somewhat compensates for delayed disbursement of IFAD funds. The projects are subsequently scaled up by the State Government.

Responsible partners: IFAD, GOI.

Timeline: On-going

44. Recommendation 5. Strengthen partnerships and non-lending activities at four levels: state government, central government, private actors and the rural finance sub-sector and south-south cooperation. There are four main levels of action, each requiring slightly different partners and skills. First, at the state level, project partnerships and experiences could be supported by analytical work to provide inputs into policy design and revision and pave the way for benefits to reach a larger number of people.
45. Second, at the central level, building on previous state-level experiences, lessons of processes and experiences could be distilled at a higher level and shared with central-level authorities and international development partners, including RBAs and International Financial Institutions in a number of fora.
46. Third, the private sector needs to be involved more prominently at the time of the new COSOP preparation and project design. Pilot experiences of CAIM and ILSP with private operators need to be analysed more in detail to extract lessons and approaches. The rural finance sub-sector needs more attention given the so far limited responsiveness in financing village groups. In addition to working with private microfinance entities, the experience of MPOWER with publicly-owned banks deserves dissemination.
47. Fourth, experiences need to be shared with other countries in the sub-region (and beyond). The sub-regional mandate of the IFAD country office in India creates fertile ground for south-south knowledge exchanges. Beyond the sub-region, there should be central-level efforts from IFAD headquarters to facilitate strategic initiatives of South-South cooperation from a global perspective.

Proposed follow-up by the Government and IFAD

48. The country programme is already active at state level in disseminating successful experiences to state authorities which in turn scale these up and the CPE has confirmed the policy impact and scaling up at state level. Knowledge and policy related activities at national level are addressed under the sixth recommendation. Private sector is increasingly consulted at project design and supervision and as recommended by the CPE, IFAD is in the process of documenting the successful private sector and bank linkage activities of the portfolio. With regard to the sub-regional mandate of the country office in India, a work plan was already developed for knowledge sharing and is under implementation. IFAD has just provided a grant to a regional organization, South Asia Watch on Trade, Economics and Environment, to define the engagement with the South Asian Association for Regional Cooperation community and this is likely to strengthen cooperation within this sub-region. The Government of India is also in the process of developing its South-South cooperation strategy and IFAD will contribute to the key areas of relevance to its mandate and competencies, within the available resources.

Responsible partners: IFAD

Timeline: On-going

49. Recommendation 6. Enhance capacity and resources for non-lending activities. At present, non-lending activities are constrained by limited in-house technical expertise and budget. Within the current resource profile, some improvements could be made by exploring the following options: (i) embedding

knowledge management and policy dialogue components in individual loan project financing; (ii) using the already existing opportunity of periodic tripartite meetings to discuss selected sectoral/thematic issues and facilitate knowledge transfer across projects; (iii) mobilising additional funding from external sources (e.g., national, international foundations).

50. IFAD also needs to demonstrate capacity of strategic thinking and to bring specialised technical skills to the table. Partnerships with reputed national and international high-calibre specialists and think tanks would enhance quality and credibility of policy analysis. IFAD could consider creating an engagement forum comprising of researchers/scholars and practitioners, commission think pieces on issues of priority and convene with the government an annual or bi-annual high profile event. This would require IFAD Headquarter engagement and support including a moderate allocation of additional resources.

Proposed follow-up by the Government and IFAD

51. The implementation of this recommendation is already on-going. Inclusion of knowledge management and policy dialogue activities in every individual project may not be relevant. Therefore, the Government of India believes that the issue of inclusion of KM and policy dialogue may be need based and should be included in a particular project only if necessary and in consultation with the Government.
52. In terms of knowledge management, the more recent projects, have expanded the activities in this field and are very active in the production of communication materials, training materials, case studies as illustrated by CAIM, ILSP and LAMP. There is also agreement on using the TPRM as a knowledge sharing platform. Within the next country strategy , and given the limitations on resources and time of staff, and the existence of several well recognized policy fora, IFAD plans to engage with the existing fora as well as existing Government-donor policy platforms (such as the work that the Food and Agriculture Organization of the United Nations and the World Bank are conducting on the policy options for agricultural development). IFAD will strive to mobilize additional resources to the extent possible , with the approval of GOI, to support relevant policy dialogue.

Responsible partners: IFAD and GOI.

Timeline: On-going

COSOP preparation process including preparatory studies, stakeholder consultation and events

COSOP preparation process including preparatory studies, stakeholder consultation and events

The design team of the COSOP. The COSOP design was anchored by Ms. Aissa Touré , Programme Officer, Asia and Pacific Division, with contribution from all the members of the IFAD country team including Ms. Rasha Omar, Country Programme Manager and Country Representative, Ms. Meera Mishra, Country Coordinator, Mr Vincent Darlong, Country Programme Officer, Mr. Sriram Sankarasubramaniam, Programme Support Analyst, Ms. Mehry Ismaili, Programme Assistant.

The Lead Advisor for the COSOP is Mr Edward Heinemann. The IFAD HQ CPMT is composed of Mr. Nigel Brett, Lead Portfolio Advisor, APR; Mr. Fabrizio Bresciani, Regional Economist, APR; Mr. Thomas Chalmers, Consultant, APR; Mr. Roshan Cooke, Regional Climate and Environment Specialist, ECD; Ms. Antonella Cordone, Senior Technical Specialist - Indigenous Peoples and Tribal Issues, PTA ; Ms. Waafa El Khoury, Senior Technical Specialist – Agronomy, PTA; Mr. Antonio Rota, Senior Technical Specialist – Livestock, PTA; Mr. Mattia Prayer Galletti, Senior Technical Specialist - Rural Development and Institutions, PTA; Ms. Juliane Friedrich, Senior Technical Specialist – Nutrition, PMD. In addition, the COSOP design team also benefitted from the support of Mr. Tom Chalmers, who carried out an in-depth stock take of rural poverty in India as well as a review of the constraints and opportunities for rainfed agriculture.

Preparatory studies. The major preparatory study was a desk-based Environment and Climate Change Assessment carried out for India and initiated in last quarter of 2015 and completed during the first quarter of 2016. In addition, a study was commissioned on the modalities for convergence with Government programs in the rural and agricultural sector. An in-depth stock-taking of the COSOP results was undertaken in first quarter of 2017 and led to a comprehensive mapping of the results of the previous COSOP against its targets. This is reflected in the COSOP Completion Report. A literature review was also conducted for the agricultural sector. These studies were further complemented by recent policy and strategy documents developed by the Government of India, notably the 3 year action agenda 2017-18, Agricultural Marketing and Farmer Friendly Reforms Across Indian States and UTs, Doubling Farmers' Incomes, Raising Agricultural Productivity and Making Farming Remunerative for Farmers, all produced by Niti Aayog. The Niti Aayog publications present the outline of the Government strategic plan for the country's social and economic transformation in the short and medium term.

COSOP consultations. The COSOP design team took advantage of key events in the country programme to discuss future strategic directions for IFAD in India. The key events that have contributed to shape the current COSOP are :

- Initial COSOP consultation held after the CPE workshop in May 2016. Participants in this consultation included the representatives of DEA and Ministry of Agriculture, the management teams of IFAD supported projects in India, representatives of UN and multilateral development banks. The overall focus of the country programme on climate resilient agriculture and market access was broadly endorsed. Participants however raised the following issues : maintaining the empowerment approach and development of robust community institutions; addressing challenges and opportunities of rural youth in rural areas.

- The Tripartite Portfolio Meetings which are held on a bi-annual basis and which provide feedback on the GoI assessment of project performance, areas of improvement and future expectations. The two TPRM held during the COSOP design period were attended by representatives of DEA, Ministry of DONER, and project directors. During the TPRM, held in March 2017 in Jharkand, the Secretary Welfare Dept attended the meeting. The discussions brought to the forefront the issue of IFAD value added to agricultural and rural development in the country. Main areas of strength for IFAD are institutional development of community organizations with strong focus on their inclusive representation of the poor and financial sustainability; and financial inclusion and expanding access of the poor to financial services especially from private banks. Main areas of improvement are the evidence based knowledge and program design and implementation ; systematically capturing the good practices of specific projects and mainstreaming these within the program and exploring their scale up through Government programs.
- Bilateral meetings held with DEA, with Ministry of Agriculture and Farmers' Welfare, and with Ministry of Development of the North East Region, and the North East Council to confirm the overall strategic focus. During these meetings aspects of IFAD value added were discussed and the following features of IFAD business model are appreciated : flexibility and successfully tested community driven approaches to empower and enable communities in remote and conflict prone areas to improve their livelihoods. Discussions with DEA have focused on developing solutions to address the causes that lead to weak programme efficiency which was rated moderately unsatisfactory by the Country Programme Evaluation. Such solutions include tightening the provisions in the state agreements to clarify the roles and responsibilities of the State Government in ensuring the successful implementation of the projects; training of project directors on project management; setting in-depth project reviews after 18months from entry into force to review project performance and revise the project design, institutional arrangements and fund flow mechanisms as appropriate.
- New round of Consultations with Indian Council of Agricultural Research, IFAD supported Projects, Multilateral agencies and private sector. Two such consultations were held on 14 and 23 June, 2017, in Delhi. The discussions focused on validating the proposed strategic objectives, IFAD value added to the development of the agricultural and rural sectors in India and proposed innovation agenda. The participants found that the economic centric approach underlying the new COSOP is aligned with the Government new approach to the agricultural and rural sectors. They also advised to focus IFAD programme on areas where comparatively low investments can yield high impact. The participants pointed to the existence of many initiatives led by Government and development partners in the space of climate resilient agriculture and farmers' access to markets and that potential for partnership should be mapped systematically. Despite this, certain gaps exist and IFAD may consider addressing these, such as : systematic use of the tools developed to better aid in planning and building producers' resilience to drought; the quality of planting material especially for horticulture and agroforestry; credit financing of sub-sectors such as agro-forestry; how to ensure that the environmental footprint of livestock is reduced; prevention of zoonotic diseases especially transboundary diseases; mitigating antibiotic microbial resistance in livestock and humans which puts the attention squarely on the food

safety agenda; phasing out banned agrochemicals from the market in India and their use by farmers; use of warehousing to reduce farmers' risks with regard the price volatility; development and improvement of ecosystem services. Participants also cautioned on investment in renewable energy which stop proving profitable when the electricity grid is extended. There was also strong demand from the participants for IFAD to step up its knowledge management role and better capitalize on the learning from its diverse portfolio. The ICAR and CGIAR centers expressed their interest in SSTC and use of the regional grants accordingly.

Natural resources management and climate change adaptation: Background, national policies and IFAD intervention strategies

1. India accounts for 4.5 percent of the world's greenhouse gases. A decline in monsoon rainfall has already been observed, since the 1950s. The frequency of heavy rainfall events has also increased and a 2°C rise in the world's average temperatures will make India's summer monsoon highly unpredictable. India is therefore at forefront of efforts to adapt to and mitigate climate change.
2. Climate change is expected to affect hydrological balances, input supplies, livestock production, and other components of agricultural systems. Recent studies shows that wheat yields peaked in India around 2001 and have not increased since despite increasing fertilizer applications. Observations show that extremely high temperatures in northern India - above 34°C - have had a substantial negative effect on wheat yields, and rising temperatures can only aggravate the situation. Seasonal water scarcity, rising temperatures, and intrusion of sea water would threaten crop yields, jeopardizing the country's food security. Should current trends persist, substantial yield reductions in both rice and wheat can be expected in the near and medium term. Under 2°C warming by the 2050s, the country may need to import more than twice the amount of food-grain than would be required without climate change.

National policy context

3. The broad policy framework on environment and climate change is laid down in the National Environment Policy (NEP) 2006, which promotes sustainable development along with respect for ecological constraints and the imperatives of social justice. The current development paradigm reiterates the focus on sustainable growth and aims to exploit the co-benefits of addressing climate change along with promoting economic growth. The National Action Plan on Climate Change (NAPCC) provides a sharper focus on required interventions. Currently, NAPCC is implemented through eight National Missions, outlining priorities for mitigation and adaptation to combat climate change.
4. On 2 October 2016, India ratified the Paris Agreement. India 's Nationally Determined Contribution (NDC) targets to lower the emissions intensity of GDP by 33%–35% by 2030 below 2005 levels; increase the share of non-fossil based power generation capacity to 40% of installed electric power capacity by 2030; and to create an additional (cumulative) carbon sink of 2.5–3 GtCO₂e through additional forest and tree cover by 2030. The NDCs will be fulfilled through 8 missions under the NAPCC²². The continuing rapid growth in renewable energy in India, combined with sustained reductions in coal imports is a strong indication that the low carbon transformation of India's energy supply sector is gathering momentum. The list of technologies/practices identified as having mitigation and adaptation co-benefits are as follows:

²² National Mission for Sustainable Agriculture (NMSA), Paramparagat Krishi Vikas Yojna (PKVY), Pradhan Mantri Krishi Sinchayee Yojna (PMKSY), Sub-Mission on Agroforestry (SMAF), National Initiative for Climate Resilience Agriculture (NICRA), National Food Security Mission, Soil Health Card Scheme (SHC), Mission for Development of Integrated Horticulture (MIDH).

Deliverables being monitored/ action points	Programmes
Area under organic farming	Soil Health Card, Paramparagat Krishi Vikas Yojana (PMKVY, traditional farming), National Mission on Oilseeds and Oil palm, Mission for Integrated Development of Horticulture (MIDH)
Production of biofertilizers	Soil Health Card and National Mission for Sustainable Agriculture (NMSA)
Precision irrigation	Mission for Integrated Development of Horticulture
SRI/DSR against conventional rice cultivation	National Food Security Mission (NFSM)
Diversification to less water consuming crop/ cropping system	National Food Security Mission (NFSM)
Additional area under plantation in arable land	Mission for Integrated Development of Horticulture
Climate resilient varieties identified/ released	National Innovations on Climate Resilient Agriculture (NICRA)
Identification of genotypes of crops with enhanced CO ₂ fixation potential and less water consumption, nutrients Climate resilient genotypes with greater adaptation to drought, flood, salinity and high temperature	National Innovations on Climate Resilient Agriculture (NICRA)
Coverage of milch animals under ration balancing programme	Ration Balancing Program
Establishment of bypass protein feed making units	FFDS

IFAD's Climate adaptation strategy

- IFAD would consciously mainstream climate change adaptation with a set of complementary activities and investments that are specifically aimed at climate risk management and improving the adaptation capacity of households to cope with these adverse weather events. It would require integrating climate vulnerability assessment and adaptation planning in IFAD's projects- through : (i) specific bottom-up village participatory community planning processes, (ii) biophysical and socio-economic resource mapping to better understand the environmental and climate risk issues within the village and options for their mitigation, (iii) vulnerability assessment and mapping of vulnerability and local adaptive capacities that build on the participatory resource mapping, (iv) participatory gender-differentiated village adaptation action planning to define community land and water management and climate adaptation investments to reduce vulnerability, increase resilience and enhance the adaptive capacity of the local communities; and (v) a participatory monitoring system to inform multi-sectoral planning methodologies. Targeted investments would be specifically designed for integrating climate change adaptation into natural resource management, enhancing agricultural diversity and cropping systems, livelihood and income generation and poverty reduction programs, and the maintenance of environmental services

important for ensuring reliable and assured water supply and natural resource based livelihoods and agricultural production systems.

6. Enhanced knowledge capacities of local communities to address climate change impacts, documentation and dissemination of best practices, and capacity development support to district and local level entities would enable better provision of climate relevant information to local farmers and households to complement adaptation measures. Support to research for developing new cropping systems and stress resistant species; to national and district level for developing policy related information on climate change adaptation, management of climate change, and strengthening mechanisms of coordination across sectors and agencies and adaptation financing are important for enhancing responses to climate change.
7. These initiatives will benefit from a conducive enabling environment as the Government of India has enacted a number of policies that improve resilience to climate change in the agriculture sector. Chief among them are : the national agroforestry mission formulated in 2014 to encourage the expansion of tree plantation and make it a commercially viable and environmentally sustainable enterprise; integration of different programmes of water sector in one common platform to ensure end to end solution in irrigation management; specific thrust on organic farming; e-NAM to create a unified national market for agricultural commodities; management of crop residues; monitoring of soil health and rationalizing input use thanks to the soil health card; judicious use of urea through neem coating; improved safety net mechanisms ; formulation of district agriculture contingency plans to allow timely implementation of preventive and remedial measures to reduce damage caused by climate shocks.

Country at a glance

GDP (purchasing power parity)

\$8.721 trillion (2016 est.)

\$8.103 trillion (2015 est.)

\$7.534 trillion (2014 est.)

note: data are in 2016 dollars

country comparison to the world: [4](#)

GDP (official exchange rate)

\$2.251 trillion (2016 est.)

GDP - real growth rate

7.6% (2016 est.)

7.6% (2015 est.)

7.2% (2014 est.)

country comparison to the world: [7](#)

GDP - per capita (PPP)

\$6,700 (2016 est.)

\$6,300 (2015 est.)

\$5,900 (2014 est.)

note: data are in 2016 dollars

country comparison to the world: [159](#)

Gross national saving

30.2% of GDP (2016 est.)

31.3% of GDP (2015 est.)

32.8% of GDP (2014 est.)

country comparison to the world: [27](#)

GDP - composition, by end use

household consumption: 60.8%

government consumption: 11.4%

investment in fixed capital: 27.6%

investment in inventories: 3%

exports of goods and services: 19%

imports of goods and services: -21.8%
(2016 est.)

GDP - composition, by sector of origin:

agriculture: 16.5%

industry: 29.8%

services: 45.4% (2016 est.)

Industrial production growth rate

7.4% (2016 est.)

country comparison to the world: [13](#)

Labor force

513.7 million (2016 est.)

country comparison to the world: [2](#)

Labor force - by occupation

agriculture: 49%

industry: 20%

services: 31% (2012 est.)

Unemployment rate

8.4% (2016 est.)

8.4% (2015 est.)

country comparison to the world: [96](#)

Population below poverty line

29.8% (2010 est.)

Household income or consumption by percentage share

lowest 10%: 3.6%

highest 10%: 31.1% (2005)

Distribution of family income - Gini index

33.6 (2012)

37.8 (1997)

country comparison to the world: [101](#)

Budget

revenues: \$200.1 billion

expenditures: \$283.1 billion (2016 est.)

Taxes and other revenues

8.9% of GDP (2016 est.)

country comparison to the world: [214](#)

Public debt

52.3% of GDP (2016 est.)

52.4% of GDP (2015 est.)

country comparison to the world: [83](#)

Inflation rate (consumer prices)

5.6% (2016 est.)

4.9% (2015 est.)

country comparison to the world: [178](#)

India Country Programme – Key Statistics and Achievements

Active Country Programme as of 30 June 2018

Project Name and brief description	Approval Date	Total Project Cost	Effective Date	IFAD		Co-financing
				Loan & Grant Amount	% Disbursed	Amount
Fostering Climate Resilient Upland Farming Systems in the North East (Mizoram and Nagaland States)	11-Dec-2017	168,514,200	25-Jan-2018	USD 76,550,000	5.23%	91,964,200
Jharkhand Tribal Empowerment and Livelihoods Project	21-Sep-2012	115,592,000	04-Oct-2013	USD 51,001,000	26.80%	64,591,000
Odisha Particularly Vulnerable Tribal Groups Empowerment and Livelihoods Improvement Programme	22-Apr-2015	130,396,000	18-Mar-2016	USD 51,208,000	7.39%	79,188,000
Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme	30-Apr-2009	118,645,691	04-Dec-2009	USD 41,108,962	59.99%	77,536,729
Andhra Pradesh Drought Mitigation Project	14-Dec-2016	148,842,000	07-Sep-2017	USD 75,500,000	0.00%	73,342,000
Livelihoods and Access to Markets Project	08-Apr-2014	169,904,756	09-Dec-2014	USD 50,062,624	4.72%	119,842,132
Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu	19-Apr-2005	113,451,986	09-Jul-2007	USD 52,837,327	57.91%	60,614,659
Tejaswini Rural Women's Empowerment Programme	13-Dec-2005	228,160,100	23-Jul-2007	USD 54,448,488	85.35%	173,711,612
Integrated Livelihood Support Project	13-Dec-2011	258,790,235	01-Feb-2012	USD 89,910,166	52.48%	168,880,069

Project/programme CONCEPT NOTE



Date: 21 August 2018

Concept Note on: India: Scaling Up Renewable Energy Based Agricultural Technologies for Empowering Smallholder Farming Families in India

A. Strategic context and rationale for IFAD involvement, commitment and partnership

1. The Government of India has set the ambitious goal of doubling farmers' incomes by 2022 in real terms. A number of integrated interventions are required to achieve this goal. The Agricultural Engineering Division of Indian Council of Agricultural Research (ICAR) proposes to contribute to this goal through:

- Mechanization of agricultural operations. In India, energy use in agriculture is estimated at 2-2.25 kW/ha, which is very low when compared with other countries. Absolute mechanization of agricultural sector would require a fourfold increase from current levels, and would encompass both production and processing operations. Achieving higher level of mechanization among smallholders while maintaining a low carbon pathway would entail promotion of technological innovations better suited to smallholders and higher use of renewable energy sources.
- Support small holder farmers in better price realization. This will be achieved through the introduction of appropriate technologies for on-farm value addition that can operate on various energy sources and help manage processing and storage costs, and reduce crop losses;
- Facilitate the development of supply chains of agricultural technologies that cater to smallholders and create a business model for long term sustainability. ICAR aims to remove the bottlenecks that hinder taking technological innovations from the laboratories to the markets, and to help manufacturer's access financial services/ skilled labour/ government incentives to produce and sell the technologies at scale.

2. Moreover, and according to action tracker of Intended Nationally Determined Contributions to reduce Green House Gas emissions (INDC), India is on the path to achieve the targets for the use of renewable energy in power generation and to over achieve the emissions intensity target submitted under the Paris Agreement. ICAR proposes to contribute to this INDC, by promoting agricultural technologies that use renewable energy; and enable farmers to switch from dependence on fossil fuels to the use of renewable sources of energy or hybrid systems (conventional and renewable energy). Access and availability of fossil fuel based energy in remote rural areas are irregular and come at a higher cost, hence in remote and off-grid rural areas, renewable energy technologies will be accepted as more affordable than fossil fuel based ones.

B. Possible geographic area of intervention and target groups

3. Geographic area. The project aims to cover eight states of India. Potential states for the project are Odisha, Jharkhand, Bihar, Chhattisgarh, Punjab, Haryana, Tamil Nadu and Karnataka. The basis for identifying the states was (i) large population likely to be off grid (ii) pre-existing strong community based institutions that could serve as a platform to reach out to the communities ; (iii) states with scope for uptake of the proposed ICAR technologies as they are lagging in agricultural productivity²³; (iv) states with strong research capacity and achievements in agricultural machinery and equipment. Within these states, preference would be given to locations with : 1) evidence of strong agricultural extension system organized around Agriculture extension centres, NGOs, State Rural Livelihood Missions, cooperatives/ farmers' organizations, lead farmers and community resource persons; 2) presence of IFAD supported projects having established well-functioning producer organizations and farmers' service centers (as of March 2018, there are 260 grassroots organizations in IFAD portfolio in the States of Tamil Nadu and Jharkhand). Within these locations, priority will be given to areas that have irregular access to electricity or are off-grid. Given the geographic scale of the project area, implementation will follow a modular approach and during design the gradual roll out of the project will be planned accordingly.

4. Target group. The primary target group of the project will be smallholder and marginal farmers already organized into producer organizations/ cooperatives/companies, village organizations, Federations of Self-Help Groups. In addition, the project will provide support to medium and small enterprises involved in the manufacturing and after sale services of agricultural machinery and equipment; as well as scientists/ innovators working on developing new technologies for farm machinery and equipment. Women and youth will form a significant part of all these groups, not just as beneficiaries but also as potential partners in implementation. In line with the COSOP focus on rainfed farming systems, rainfed agricultural areas will be selected.

5. Outreach. The project plans to reach 1 million smallholder and marginal farmers in 4000 Gram Panchayats in 8 states, as direct beneficiaries; and about 5 million smallholders as indirect beneficiaries.

C. Justification and rationale

6. Up to 2016/17, ICAR filed for the patent of 1025 technologies by 69 research institutions. However, the technology developed in ICAR laboratories does not reach the farmers' fields in the same pace. For example, according to the available information in the annual reports of ICAR for 2015-16 & 2016-17, only 104 technologies were licensed. This situation is due to the following reasons:

- The technologies developed by ICAR are demonstrated in farmer fields, but it is done on a small scale. This is due to the fact that the budget allocated for demonstration is limited. Due to limited fund availability, higher share of contribution from the farmer is required to demonstrate and adopt the technology. Smallholder farmers are generally not able to contribute to that level, which limits the demonstration of the technology. Hence, awareness and adoption of new technologies among farmers are limited in scale.
- The new technology does not fall under the subsidy schemes announced by Government and credit is not readily available for such technologies. Thus it limits the up-take by smallholders and the subsequent manufacture of the technology at scale. This is particularly true for renewable energy based/ hybrid technology²⁴.
- The technology developed is crop and region specific and thus the demand may be much localized. This usually dissuades agricultural equipment manufacturers, who look for volume and economies of scale.

²³ This refers mainly to the Eastern States of Bihar, Jharkand, Odisha and Chattisgarh.

²⁴ Subsidy is currently available only on solar powered irrigation pumps.

- The practice of custom hiring to make the technology more widely available at an affordable cost, is not prevalent in all states and where prevalent usually includes generic machines/ technologies. Small and medium manufacturers face difficulty in accessing unorganized farmers and rely on word of mouth to sell their technology. This impacts their outreach and the scale of the business.
- Small holders require farm technologies for enhancing their productivity as well as reducing post-harvest losses and increasing their price realisation; but they neither have the information about, nor the access to, these technologies. The importance of renewable energy based/ hybrid technologies is dual : enable access to electrical power and clean energy for farmers who live in remote and off grid areas ; reduce cost of production.

7. The proposed project aims to bridge this gap between research in labs and needs of farmers in the field by using the existing platforms of farmers' organisations and other collectives to demonstrate and validate technology, and create a demand as well as engaging manufacturers, thereby creating a sustainable business model for promotion of agriculture technology for small holders with a focus on renewable energy based/ hybrid technology. This is expected to enable smallholders to move out of poverty and double their agricultural incomes through the following pathway: the mechanization ²⁵of agricultural operations (production, harvest, post-harvest, storage and processing) and the use of agricultural by-products as sources of renewable energy, would increase smallholder productivity, ensure timeliness of agricultural operations, reduce post-harvest losses, and ensure higher price realization for farmers, while maintaining a lower carbon footprint.

D. Key Project Objectives

8. The project's goal is to enable the rural poor to overcome poverty through remunerative farming activities. The project development objective is to increase smallholder farmers' productivity and income by adoption of affordable technologies that use renewable or hybrid sources of energy.

9. The project is aligned with the strategic objective of the RB-COSOP (2018-2024) which states "Smallholder food and agricultural production systems are remunerative, sustainable, and resilient". The project will contribute to two dimensions of the strategic objective of the IFAD country programme in India : (i) remunerative by promoting mechanization to improve returns to labour , and processing of agri-products to improve price realization ; (ii) resilient by ensuring that operations are timely implemented given the limited window for effecting different cultural operations as a result of climate change , and by adopting a low carbon pathway for agriculture thanks to the use of renewable energy.

E. Scaling up

10. The project will scale up (i) the custom hiring centres and the farmers' one stop shops that have been already developed and tested but are still at limited scale especially in areas where rainfed farming predominates; (ii) the Government's start-up incubation programs by allowing successful start-ups to access larger market for their products; (iii) the use of machinery and equipment powered by renewable sources of energy or hybrid energy across the various cultural practices pre- and post-harvest. The project approach has also the potential to be further scaled up through Government schemes and private investments related to access to clean energy and promotion of value addition of agricultural products.

²⁵ This project would not address variety improvement or improved package of agronomic practices as these activities are already under-way among organized producers' groups. This project will principally address technologies in form of machinery and equipment that would improve labour productivity, reduce post-harvest losses, and improve productive use of agricultural waste.

F. Ownership, Harmonization and Alignment

11. The project is aligned with the national goal of doubling farmers' incomes in real terms by 2022 and with the Intended Nationally Determined Contributions to reduce Green House Gas emissions (INDC). During discussions with the Ministry of New and Renewable Energy, the Mission for Integrated Development of Agriculture and the Ministry of Food Processing Industries, areas of complementarity were identified between their on-going schemes and the proposed project. Main aspects that make this project distinct from on-going schemes is : its focus on promoting mechanization of farm and post-harvest operations among smallholder and marginal farmers; its last mile delivery; and the fact that it promotes the use of renewable energy across different agricultural operations (production, post-production, irrigation and waste/biomass management).

G. Components and activities

12. The project will have 3 components as described below :

- 1) Component 1: Participatory development of agri-technologies: Under this component, a comprehensive system will be evolved to facilitate smooth transition of technologies from lab to the farms capitalizing on smallholders' need/ demand for new technologies in areas such as production, harvest, post-harvest, storage & processing and agricultural residue management etc. It will consist of the following activities :
 - a. Selection of existing producer organizations under IFAD supported projects, Krishi Vigyan Kendras (KVKs)²⁶, NGOs, government schemes. Producer organizations may include livelihood collectives, federations of SHGs, Producer Companies, Cooperatives etc. The project will select producers' organizations with strong social cohesion, good field presence, good systems for governance, basic input and output aggregation activities or custom hiring services. Producers' organizations would be operating in rainfed areas.
 - b. Assessment of the smallholders' technological needs based on analysis of the constraints in labour productivity and in timely implementation of operations, effective irrigation/storage/ processing practices as well as management of agricultural waste. The project will adopt a gendered analysis in assessing technological needs of smallholder farmers. The project will also assess the cost and regularity of supply of fuel and electricity to determine best energy solutions for the proposed technologies..
 - c. Organizing demonstration of technologies developed by ICAR and trial of machinery/ equipment. Based on the technological needs of smallholders, the project will organize demonstration, extension services and trial of the machinery/ equipment with the farmers' organizations. The technologies will be assessed during the demonstration/ trial stage in terms of: i) productivity under rainfed conditions; ii) reduction in input costs; iii) reduction in greenhouse gas emission; iv) level of acceptance of the technology by the farmers during the demonstration phase; v) reduction in drudgery; vi) affordability; vii) relevance to smallholder farmers; comparative advantage with similar technologies that exist on the market.
 - d. Capacity building of producers' organizations in operating custom hiring centers and farmers' one stop shops. The project will support selected Farmers' Organizations in setting up and operation of custom hiring centers (CHC) or farmers' one stop shops (FOSS)²⁷ : this will include selection of appropriate equipment/ machinery, pricing of hiring the equipment/machinery, management of the costs and revenues of the CHC

²⁶ The Krishi Vigyan Kendra are agricultural extension centres created by the Indian Council for Agricultural Research and its affiliated institutions at district level to provide various types of farm support to the agricultural sector.

²⁷ During design the project can also look at the option of building capacity of local youth to become agri-preneurs and provide services to other farmers.

and FOSS, book-keeping for CHC and FOSS, and training of the CHC/FOSS workforce on management of CHC/FOSS and operation/maintenance of equipment/ machinery. The project will also support the Farmers' Organizations to benefit from Government schemes supporting CHC/FOSS and to mobilize bank financing as required. As a result of this support, Farmers' Organizations will be able to run custom hiring centers and farmers' one stop shops in a financially viable manner.

- e. Contract between Farmers' Organizations and manufacturers. The project will facilitate the establishment of a contractual arrangement between the Farmers' Organizations and the manufacturers for the purchase and servicing of equipment/ machinery and training of farmers' on their use. The Farmers' organizations will be able to hire out the equipment/ machinery to their members.
- f. Convergence plan for each Farmers' Organizations for agriculture mechanization. The project will assist each of the selected Farmers' Organizations develop a convergence plan to ensure that the organizations benefit from the available Government schemes supporting the mechanization of agricultural operations at production, storage and processing stages.

2) Component 2 : Development of the supply chain and a business model for technologies from labs to markets: This component will focus on developing commercially viable solutions for the licensing, manufacture and sale of technologies developed by ICAR. The main activities are:

- a. Short listing the technologies developed by ICAR engineering network for licensing and which are relevant to producers' requirements as identified under component 1 above. Shortlisted technologies would demonstrate clear gains in terms of savings in labour, post-harvest losses, input costs and reduced greenhouse gas emissions. The project will shortlist the technologies that are ready for licensing as they proved to be relevant and affordable; they reduced women drudgery; and they generated acceptance from farmers during the demonstrations.
- b. Licensing the technology. Based on the results of the technology demonstrations as reported in component 1, and short listing of technologies ready for licensing, the project will facilitate the licensing of the ICAR technologies to interested manufacturers and provide the full information for each technology in terms of the scale and results of the demonstrations and equipment/ machinery trials with farmers' organizations. The project will carry out an exhaustive assessment of the manufacturers operating in project locations as well as at district and state levels, and the start-ups supported by the ARYA and AGRI UDAAN schemes of ICAR, to determine the scope and scale of their business. This will allow the issuance of expression of interest for the licensing of those ICAR technologies that have better uptake and marketability and are better targeted. The project will also work closely with Ministry of New and Renewable Energy (MNRE) on the norms of renewable energy technologies developed by ICAR.
- c. Commercializing the technology. Following the principles of Public Private Producers Partnerships (4P), the project will develop a specific support package for small and medium enterprises that purchase the license of the ICAR technology with the aim to produce smallholder technology and market it among smallholder farmers. The support package will be for a two year period and include: 1) formulation of a business plan for the manufacture of the technology distribution/dealership and marketing, as well as technical assistance to farmers and after sales services; 2) preparing the financing package that would include manufacturers' own contribution, a loan from the bank, and a grant element from the project. The project will also support

manufacturers to obtain an insurance policy; 3) facilitating the manufacturer's compliance with MNRE norms and registration for renewable energy technologies; 4) training the workforce of the manufacturer; 5) facilitating contractual arrangements between manufacturers and farmers' organizations for the purchase and servicing of the equipment/ machinery; 6) support to the manufacturers in carrying out market studies to expand their outreach and sales to farmers and Farmers' Organizations; 7) ensuring flow of information between farmers' groups and manufacturers to enable technology refinement ; 8) monitoring the manufacturers' implementation of the business plan and regular repayment of the loan.

- 3) Component 3 : Project Management: The project will be managed by the Agricultural Engineering Division of ICAR. This will be done through a dedicated Project Management Unit (PMU) housed in the Division. In each project state, a state level PMU will be formed for managing implementation and will be supported by a committee comprising the ICAR centres, KVKs, NGOs, Farmers' Organizations and IFAD financed projects to implement the project activities under component 1. With regard to Component 2, Zonal Technology Management Units of ICAR will draw on their business development skills and will work closely with the ICAR centres, originators of the technological innovations, and the manufacturers interested in the license of the technology. This component also includes building laboratory facilities in the participating ICAR centres as required; training and capacity building of researchers and scientists on participatory technology development; exposure visits, conferences and collaborative research involving national and international partners with the aim to transfer tested technologies to other similar agro-ecological zones and production systems in the global South, and to adapt technologies developed by other countries in India. Knowledge Management will form a critical part of the project both for informing programme implementation and for policy inputs based on experiences of farmers adopting technologies.

H. Preliminary Environmental and Social category

13. The project could be classified as category B project. The proposed project aims to encourage the use of clean/renewable energy sources for agriculture purposes, which will address the twin aspects of low level of mechanization in smallholder farming and high carbon footprint of smallholder agriculture due to usage of conventional sources of energy. The project will also promote the use of existing solar panels established through government schemes for promotion of solar water pumps, to fuel other agricultural technologies for the farmers. This in turn will reduce over exploitation of ground water and optimise the use of solar energy being produced.

I. Preliminary Climate Risk classification

14. The climate risk classification of the project is moderate. As indicated above, the project will promote renewable sources of energy which contribute to reducing greenhouse gas emissions and therefore mitigate climate change, in rainfed agriculture system which are particularly vulnerable to climate change.

J. Costs and financing

15. The total project cost is estimated at 200 million USD and the IFAD contribution is a loan of 90 million USD and an in-loan grant of 1 million USD. The Government contribution is estimated at 109 million USD in terms of staff salary, infrastructure, laboratory, manufacturing facility, and convergence with Government schemes and programs. The share of the private sector in total project financing is yet to be estimated.

K. Organization and management

16. The Lead Project Agency will be the Indian Council of Agricultural Research (ICAR). It is worth mentioning here that ICAR managed externally funded projects, particularly the National Agricultural Higher Education Project (on-going) and the National Agricultural Innovation Project (closed), both financed by the World Bank with loan financing of 82.5 million USD and 200 million USD respectively.

17. The project will be managed on a day to day basis by the Agricultural Engineering Division of ICAR. This will be done through a dedicated Project Management Unit (PMU) in the Division which will include a multidisciplinary team. The PMU in the Engineering Division will be responsible for the following activities : (i) planning project activities on an annual basis; (ii) monitoring project implementation progress against the annual work plan and evaluating the project outcomes and impact; (iii) knowledge sharing and communication about project activities and results, and the knowledge will be shared both nationally and internationally; (iv) financial management of project accounts including organization of the external audit on an annual basis.

18. In each project state, a state level PMU housed in the ICAR of the state , will be formed for managing implementation and will be supported by a committee comprising KVKs, NGOs, Farmers' Organizations and IFAD financed projects. The State level PMU will be responsible to implement the project activities under component 1.

19. With regard to Component 2, Zonal Technology Management Units of ICAR will draw on their business development skills and will work closely with the ICAR centres, originators of the technological innovations, and the manufacturers interested in the license of the technology.

20. A steering committee will be established for the project chaired by Secretary, Department of Agricultural Research and Education, and with the participation of senior representatives of the Department of Agriculture Cooperation and Farmers Welfare, the Ministry of New and Renewable Energy, Ministry of Food Processing and Industries, , Ministry of Micro, Small, and Medium Enterprises, NABARD and SFAC. Representative from Business Houses or Conglomerates such as FICCI, ASSOCHAM, as well as Farmers' Organizations etc will be invited to participate as a Special invitee on the Steering Committee to ensure producers' and private sector perspectives are fully presented. The Agricultural Engineering Division of ICAR will act as secretary to the Steering Committee. The Steering Committee will review the project progress and facilitate interdepartmental collaboration at national and state level, convergence among Government schemes promoting farm mechanization and access to renewable energy, as well as bank financing to the entrepreneurs and Farmers' Organizations.

L. Monitoring and Evaluation indicators, KM and Learning

21. The project M&E system will report on inputs, outputs, processes and outcomes. The result framework will be aligned with the core indicators used to monitor doubling farmers' incomes in real terms. within this framework, farm mechanization is assessed through energy consumption/ ha, level of mechanization of various agricultural operations, labour productivity, and reduction on crop losses (given focus on disseminating technologies for post-harvest handling/ storage/processing). Additionally an Evaluation Plan will be developed at design outlining the key policy and technical issues the evaluation would focus on, the evaluation methodology and the sampling strategy for baseline and subsequent surveys.

22. Knowledge management and learning will be facilitated by reporting on tested technologies and their benefits/limitations, adoption among farmers and performance of the small and medium manufacturers. Knowledge sharing will be organized at the level of producers through agricultural extension and exposure visits; at the level of scientists and entrepreneurs for cross-learning and further innovation. The project will also support

transfer of technology to the global south as well as adaptation of successful technologies tested elsewhere to the Indian context.

M. Risks

23. There are two main risks : (i) reduced scope for renewable energy based technologies with fast paced electrification ; (ii) increased cost of supervision for an 8 state project for IFAD.

- Towards mitigating the two risks the following actions are proposed: Whereas the Government of India is undertaking electrification at a fast pace, the country is also promoting use of new and renewable energy resources. Hence, it is likely that the demand for renewable energy based technology may not go down significantly. Nevertheless, the project is focussing on hybrid technologies that can be used through both renewable and conventional energy sources.
- IFAD will work with ICAR to set up the necessary procedures and systems to supervise the project and review its performance in a comprehensive manner. It will help set up a strong MIS for robust data collection and monitoring as well as use of technological platforms for interfacing with project teams in the different states such as skype, VC etc. Additionally, review missions will be done using local teams where possible and field visits will be undertaken on rotation basis in select states based on analysis of MIS data and field reports..

N. Timing

24. The project is proposed for a period of 5 years. The design of the project would be undertaken in the third quarter of 2018 and would be scheduled for EB presentation in April 2019 .

O. Logical Framework

Results Hierarchy	Indicators					Means of Verification			Assumptions (A) / Risks (R)
	Name	Baseline	YR[X]	Mid-Term	End Target	Source	Frequency	Responsibility	
Goal: To enable the rural poor to overcome poverty through remunerative farming activities	HH income is above poverty line	TBD	TBD	TBD	TBD	Impact assessment	At baseline and completion	PMU	Sustained economic and agricultural growth
Development Objective: To increase smallholder farmers' productivity and income by adoption of affordable technologies that use renewable or hybrid sources of energy	Farm income doubled in real terms	TBD	TBD	TBD	TBD	Impact assessment	At baseline and completion	PMU	
	Number of tons of greenhouse gas emissions (CO ₂) avoided and/or sequestered	TBD	TBD	TBD	TBD	EXACT analysis	Annual	PMU	Government incentives for farm mechanization and use of renewable energy maintained
	Level of mechanization	2-2.5 KW/ha	TBD	TBD	TBD	Impact assessment	Annual	PMU	
Outcomes/ Components: Outcome 1: Environmentally sustainable and climate-resilient technologies adopted by smallholder farmers.	Number of producers (W/M) reporting adoption of environmentally sustainable and climate-resilient technologies	TBD	TBD	TBD	6 million	Annual Outcome Survey	Annual	PMU	Effective operation of CHC and FOSS
Outputs: 1.1 Demonstrations on new/ improved technologies organized	Number of rural producers (W/M) accessing new/improved technologies	TBD	TBD	TBD	1 million	Project monitoring	Semi-annually	PMU	Technologies promoted are affordable, relevant, reduce drudgery, and have effective after sales services

Results Hierarchy	Indicators					Means of Verification			Assumptions (A) / Risks (R)
	Name	Baseline	YR[X]	Mid-Term	End Target	Source	Frequency	Responsibility	
1.2 Producer groups strengthened to operate CHC and FOSS	Number of rural producers' organizations supported	TBD	TBD	TBD	TBD	Project monitoring	Semi-annually	PMU	
Outcome 2: SME obtaining licenses for ICAR technology increase their turn-over	(Number) Percentage of supported SME reporting an increase in profit	TBD	TBD	TBD	TBD	Thematic survey	Annually	PMU	Access to finance, qualified labour force and market intelligence
Outputs: 2.1 Tested ICAR technologies are licensed in an open and competitive process	Number of ICAR technologies licensed	TBD	TBD	TBD	TBD	Project monitoring	Semi-annually	PMU	Assessment of demand for new technologies is reliable
2.2 Financial and technical support provided to SME obtaining license for ICAR technologies	Number of SME accessing business development services and financial support	TBD	TBD	TBD	TBD	Project monitoring	Semi-annually	PMU	
Outcome 3: ICAR technologies successfully adopted in selected countries of the global south	Number of rural producers accessing new/improved technologies	TBD	TBD	TBD	TBD	Thematic survey	Annually	PMU	IFAD facilitates linkage with selected projects in global South
Outputs: 3.1 Collaborative research with NARS in selected counties of global South	No of collaborative research	TBD	TBD	TBD	TBD	Project monitoring	Semi-annually	PMU	
3.2 Support SME to expand their market in selected countries of the global South	No of SMEs supported to expand in selected countries	TBD	TBD	TBD	TBD	Project monitoring	Semi-annually	PMU	

*Up to 15 indicators including a few optional RIMS indicators. In addition to these, RIMS mandatory indicators must be added. **The distribution of indicators is illustrative ***Intermediate targets for the Goal and Outputs are optional

Key file 1: Rural poverty and agricultural/rural sector issues

Priority Areas	Affected Groups	Major Issues	Actions Needed
Rural Poverty in general	<ul style="list-style-type: none"> -Poor smallholder farming households -poor leasehold / tenant farmers -Landless labour -Agricultural & seasonally migrant labour -Tribal communities -Women -Youth 	<ul style="list-style-type: none"> -Limited land in fragmented holdings -Limited productive assets and poor technology -Very limited access to markets, technology and -financial services and institutions. -Irregular and unstable income flows -Low productivity, limited use of available technology and unsustainable production practices. -Limited opportunities for livelihoods and employment opportunities -Seasonal migration of households -Seasonal migration in search of livelihoods -High level of geographical dispersion in tribal areas -Limited access to cultivable land and secure tenure particularly among tribals. -Low access to basic infrastructure like roads, water supply, irrigation, electricity, post-harvest facilities and technology -Nutritional, food and water insecurity -Poor health especially of women, girls and infants (anemia, malnourishment, infant mortality) -Limited access to quality health care -Poor access to sanitation, hygiene and water facilities -Gender Discrimination -Limited access to quality education and vocational training -Social, economic, political, financial exclusion and discrimination. -Low levels of social and institutional capital 	<ul style="list-style-type: none"> -Expanding business development and employment enhancing services to more remote areas -Expanding investment in rural infrastructure to connect unreached villages -Expanding incomes and surpluses from agriculture and farm based livelihoods through improved package of practices and post-harvest storage and handling -Expanding viable and sustainable farm and off farm income generating activities including micro, small and skill based enterprises. -Expanding inclusion and access to fair and favourable markets and value chains -Expanding financial, technical, insurance and underwriting services -Expanding solidarity groups of women and their federations, empowering them and facilitating their access to information, markets, institutions and resources. -Expanding access to quality health care that is affordable -Expanding access to affordable and quality primary, secondary, higher education and vocational training -Strengthening representative, social and gender inclusive community and traditional organizations for self-help, self-governance, sustainable production and marketing, community driven development, securing entitlements and holding the system accountable. -Expanding access to land, tenure and entitlements particularly in tribal areas. -Expanding social security and insurance services. -Sensitization about the Right To Information Act (RTI) and encouraging its use. -Expanding support to all rural poor to access social security card for access to benefits from Govt of India schemes/programmes.

		<ul style="list-style-type: none"> -Low ability to secure entitlements and hold accountable public services and functionaries. -Low access to information and media and e-connectivity. -All needy poor not having social security cards (such as FSA card, BPL card, etc.). 	
Rain-fed Smallholder Agriculture in the context of Climate Variability	<ul style="list-style-type: none"> -Poor smallholder farming households in marginal lowlands & uplands -Tribal Communities dependent on rain-fed agriculture 	<ul style="list-style-type: none"> -Soil degradation and fertility loss - Inadequate productive assets and appropriate tools -Lack of technical knowledge, skills and resources for sustainable agricultural practices. -Poorly managed natural resources affecting water, soil and biodiversity. -Changes in timing of onset and withdrawal of rain as well as erratic precipitation pattern -Unseasonal agrometeorological events that affect survival, growth and productivity of crops and livestock. -Low crop and livestock productivity and output. -Poor access to irrigation facilities -inadequate post-harvest infrastructure and unfavourable access to credit and markets. -Inadequate access to quality planting material and affordable inputs. -Knowledge deficit in regard to sustainable and viable management of smallholder farmsteads. -Inadequate investment and lack of knowledge for in-situ and ex-situ water conservation and management 	<ul style="list-style-type: none"> -Expanding the adoption of and investment in soil and water conservation (SWC) measures on a watershed basis. -Promoting biodiversity awareness, conservation and identification of economic and livelihood opportunities. -Expanding access to specific knowledge, best practices regarding sustainable agriculture -Promotion of diversified and mixed farming systems -Expanding access to water for protective irrigation and the skills, knowledge and inputs to optimize output per unit of water used (water demand management and drip irrigation). -Expanding access to quality planting material, agricultural inputs and implements. -Dissemination of knowledge, skills, inputs and resources for IPM, INM and integrated soil moisture management (IMM) -Establishment of infrastructure for storage, sorting, grading, packaging, transportation and communication. -Facilitating favourable access to financial, market and insurance services. -Expanding use of weather based advisories

<p>Environmentally Fragile Zones and Degraded Natural Resources</p>	<ul style="list-style-type: none"> -Poor smallholder farming households in marginal lowlands & uplands -Tribal communities dependent on nature based resources 	<ul style="list-style-type: none"> -Degradation and overexploitation of land resources and biodiversity. -Water scarcity, contamination and declining quality of water. -Excessive withdrawals, over utilization, misuse and wastage of water -Unsustainable agricultural and grazing practices. -Systematic deforestation, encroachment and privatization and non-sustainable use of commons. -Critical shortages of firewood, fodder and biomass. 	<ul style="list-style-type: none"> -Regeneration of land and water resources along watershed and drainage basin boundaries and sustainable management of ecosystems. - Community driven environmental regeneration and management of natural resources. -Establishment of capacitated , representative and resourced community based and local governance institutions to effectively manage common property resources. -Increased investment in social and economic infrastructure and proper implementation of rehabilitation policies. -Incentives like Payment for Environmental Services
	<ul style="list-style-type: none"> -Poor migrant herders including tribal herders 	<ul style="list-style-type: none"> -Increasing risk of desertification. -Declining productivity of soils, forests and pastures -Increasing industrialization and mining operations resulting in environmental degradation, social disruptions and unrest. -Inadequate investment and inefficient implementation of watershed and ecosystem development. -Absence of adequate viable livelihood opportunities. -Degrading/unproductive jhum land / shifting cultivation / podu land. -Declining NTFPs and risks on forest-based livelihoods 	<ul style="list-style-type: none"> - (PES) mechanism to be devised and implemented. - Participatorily building biodiversity, local resources knowledge registers such as envisaged in recent laws passed (NBA, Farmers Plant genetic Rights, etc.) and initiatives (Traditional Knowledge Digital Library (TKDL), IPR documentation protocols, etc.) -Capacity building, technology support and Involvement of communities in determining sustainable land use, agricultural, grazing, livelihood practices and CPR access and management regimes. -Support in productive jhum/podu cultivation; settled cultivation. -Support in NTFPs regeneration and management.

<p>Marginalized tribal communities</p>	<p>-Tribal Communities and Particularly Vulnerable Tribal Groups (PVTG)</p>	<ul style="list-style-type: none"> --Extreme levels of social and political exclusion, poverty, nutritional and water insecurity -Lack of awareness of the risks arising from eco-degradation resulting from unsustainable practices. -Inadequate access to social services (health, education) and to entitlements specifically aimed at tribal communities. -High levels of anemia and under and malnutrition in women and children respectively. -Inadequate land tenure and effective user rights to common property resources, NTFPs, etc. -Lack of connectivity and proper infrastructure and service provisioning. -Lack of fair access to markets and systemic exploitation by middle men. -Cultural heritage, identity and indigenous knowledge is under threat. -Development and governance mechanisms is effectively under-resourced and often culturally insensitive. -Inadequate implementation of existing 	<ul style="list-style-type: none"> -Study and documentation of traditional adaptive practices and knowledge of biological resources of local communities as well as securing community accruing IPRs. - Promoting nutrition specific and sensitive interventions -Implementing the various legislative enactments and entitlements specifically targeting tribal development and welfare. -Promoting transparent, accountable and last mile delivery of governance and developmental services. -Promoting community-based NRM and linking it to household level sustainable livelihoods. -Promoting programs specifically aimed at improving the nutrition status especially of children, girls and women; increasing food and water security; promotion of traditional foods and medicines and access to health, sanitation and education services. -Encouraging inclusive and innovative institutional arrangements that ensure tribals are involved in decisions (free prior and informed consent) regarding use/appropriation of natural resources, get fairly compensated and become stakeholders in economic and commercial ventures -Communities are made aware of their entitlements and
		<p>laws and entitlements specifically designed for tribals.</p> <ul style="list-style-type: none"> -Economic and industrial development leading to displacement of tribals. - Landlessness and land rights under FRA not being implemented. -Tribal habitations especially those of PVTGs with lack of basic amenities and infrastructures. 	<p>encouraging its use.</p> <ul style="list-style-type: none"> - Implementation of FRA both for individual rights and CFR. -Habitat improvement of tribal people particularly those of PVTGs.

<p>Gender & demographic issues</p>	<p>-Women -Youth</p>	<ul style="list-style-type: none"> -Increasing numbers of educated youth with high aspirations and limited employment opportunities. -Inadequate appreciation and compensation for women's work (household and other work) and discrimination (vis-à-vis males) in terms of access to food, health, education, assets and other resources.. -Lack of effective representation of women's interests, needs and aspirations in traditional community organizations and local governance institutions. -Skewed sex ratio -Concerns on security of young women in work places and elsewhere. -Elderly/senior citizen women from rural areas not receiving social security entitlements (such as old age pension) 	<ul style="list-style-type: none"> -Skill building, entrepreneurship promotion and employability enhancing programs should be undertaken on a massive scale for youth. -Promotion of micro and small enterprises supported by business development services, financial services inclusion and favorable access to markets. -Mobilizing women into organized structures, building their awareness, skills and capacities for empowerment, resource accessing, asset acquisition and income generation. -Supporting capacity building and leadership development programs for women representatives in governance and other bodies as mandated by law. -Promotion of the Right To Information Act (RTI) and encouraging its use. - Creating awareness on women safety. - Working with panchayats / concerned line departments for timely inclusion for old age pension, etc.
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Key file 2: Organizations matrix (strengths, weaknesses, opportunities and threats analysis)

Organization	Strength	Weaknesses	Opportunities & Threats
Dept. of Economic Affairs, MOF, GOI	<ul style="list-style-type: none"> -Has an overall perspective of external resource inflows and their convergence with national priorities. -Effective coordination of multiple programs 		<ul style="list-style-type: none"> -Can coordinate synergistic engagements and partnerships between various programs and donors.
Ministry of Agriculture & Cooperation, GOI	<ul style="list-style-type: none"> -Programs impact the lives of the majority of Indians and the poor. -Has a vast network of agricultural knowledge centers 	<ul style="list-style-type: none"> -Agriculture is a state subject and the Ministry can only play the role of coordination, knowledge dissemination, policy and financing. 	<ul style="list-style-type: none"> -Become a Knowledge Management and Capacity Building Centre for sustainable rainfed and small holder farming systems. -Feed into the Ministry needs from the field so as to strategize agricultural research to address farmer problems in an integrated, multidisciplinary manner. -Strengthen extension system especially for rainfed systems.
Ministry of Rural Development, GOI	<ul style="list-style-type: none"> -Primary funders of rural development programs at the state level through centrally supported schemes -It mandate and involvement touch crucial aspects of governance, poverty reduction and livelihoods. 	<ul style="list-style-type: none"> Rural development is a state subject and it can only play the role of coordination, knowledge dissemination, policy and financing. 	<ul style="list-style-type: none"> -IFAD can partner MORD through knowledge and best practices sharing and dissemination. -Convergence and dovetailing with MORD programs at the ground level.
Ministry of Tribal Affairs, GOI	<ul style="list-style-type: none"> -Plays a key role in coordinating tribal affairs in Schedule 5 Areas. 	<ul style="list-style-type: none"> -Weak linkages with and influence on state tribal plans 	<ul style="list-style-type: none"> -Can play a key role in defining policies and overseeing their implementation especially in conflict affected tribal areas. -IFAD can provide inputs for policy dialogue. -Can become a Knowledge Centre for tribal development

Organization	Strength	Weaknesses	Opportunities & Threats
Ministry of Development of North Eastern Region, GOI /	<ul style="list-style-type: none"> -Plays a key role in coordinating tribal affairs in Schedule 6 Areas. -Coordinates donor programs. -Because of direct linkage to 	<ul style="list-style-type: none"> - - Need to synergize MDONER and State initiatives. 	<ul style="list-style-type: none"> -IFAD can contribute to the knowledge base of DONER. -IFAD can provide inputs for policy dialogue.
Indian Council of Agricultural Research	<ul style="list-style-type: none"> Among largest and well coordinated research organizations Significant contribution to the Green Revolution, and food security Innovations developed in climate resilient agriculture 	<ul style="list-style-type: none"> Traditionally, high focus on production and productivity, whereas current policy is on farmers' incomes and on nutrition security 	<ul style="list-style-type: none"> -Expanding global network with support to research systems in Africa and South Asia -ICAR, hub of innovation and extending support to start-ups -Connecting research in labs, markets for agricultural technologies and farmers' fields

Key file 3: Complementary donor initiatives/partnership potential

Agency	Priority sectors and areas of focus	Period of current country strategy	Complementarity and potential synergies
World Bank (WB)	<p>The World Bank strategy in India has 3 main pillars : 1) resource efficient growth; 2) enhancing competitiveness and creating jobs; 3) investing in human capital. In the rural and agricultural sectors, WB will focus on the following investment areas : promoting more resource efficient, inclusive and diversified growth in the rural sector; increasing access to sustainable energy, and improving disaster risk reduction. WB will also look at improving the business environment and firm capabilities, financial inclusion, access to quality and market relevant skill development and more jobs for women. On the social front, support is planned to improve the coverage and coordination of social protection systems.</p> <p>WB is currently proposing two sets of investments : 1) rural transformation type projects that have a large focus on enterprise development, job creation and inclusive growth through the development of commodity clusters, along economic/industrial corridors and support is provided across the enterprise and business spectrum; 2) agriculture competitiveness projects that focus on improvement of resource use, innovative technologies for climate resilient agriculture, diversification of advisory and other services to producers, organization of producers and market linkages. Both types of projects have strong focus on developing clear pathways out of poverty.</p> <p>WB will also be investing in building the capacity of public institutions, leveraging private finance and supporting "lighthouse India" where innovative practices are shared</p>	A new country partnership framework for India is being formulated and will cover 2018-2022	<p>IFAD and WB signed a corporate level agreement for knowledge management and it can be operationalized at country level given large thematic and investment overlap between IFAD and WB in states like Andhra Pradesh, Jharkand, Odisha, Uttarakhand, North Eastern region. Both organizations also share the same pool of experts. Co-financing opportunities are also under consideration.</p> <p>Currently the two organizations are planning knowledge sharing events around financial inclusion and women entrepreneurship, the water-energy-food nexus, development of farmers' organizations, livestock production and value chains, etc...</p>

Agency	Priority sectors and areas of focus	Period of current country strategy	Complementarity and potential synergies
	within the country and with the world.		
Asian Development Bank (ADB)	<p>ADB will support India's rapid economic transformation to help the country move from lower towards upper middle-income status; and achieve faster, inclusive, and sustainable economic growth. The strategy rests on 3 pillars : 1) economic competitiveness to create more and better jobs ; 2) inclusive access to infrastructure networks and social services ; 3) mitigating the negative impacts of climate change and promoting sustainable natural resource use.</p> <p>In the agriculture and rural sectors, ADB supports natural resources management projects, agribusiness development, skill development and job creation. -</p>	Country Partnership Strategy 2018-2022	IFAD and adb signed a corporate level agreement for knowledge management and it can be operationalized at country level. Currently there is good scope for collaboration in the North Eastern Region around themes such as natural resources management, skilling youth, enterprise development.
SAARC Development Fund	<p>Regional financing institution with strategic focus on economic growth, social progress and poverty alleviation in the region. Supports regional cooperation and integration among SAARC member countries.</p> <p>Two loan windows : infrastructure (energy, transport, telecommunication, tourism); and economic (agriculture, trade, industrial development, services).</p> <p>Loans under the two windows can be extended to government bodies, municipal corporations, special purpose vehicles, and private sector corporate bodies.</p>		Currently in discussion with SAARC Development for co-financing regional grant to disseminate climate smart agricultural technologies. Also exploring possibility to co-finance a pilot regional operation in South Asia region involving India.
Asian Infrastructure Investment Bank (AIIB)	<p>No country strategy. Sector strategy: none for agriculture so far, nor for rural infrastructure nor for water.</p> <p>Main focus areas are : rural infrastructure; energy and power; environmental protection; transport and telecommunication; water supply and sanitation; urban</p>	N/A	Explore co-financing opportunities to enhance the economic and social benefits of the rural infrastructure projects esp those related to transport, energy, tank based or groundwater based irrigation (given rainfed focus of the

Agency	Priority sectors and areas of focus	Period of current country strategy	Complementarity and potential synergies
	development and logistics. Pipeline projects in India in rural areas are rural roads in Andhra Pradesh and irrigation rehabilitation in Bengal. Co-financing with other IFI, esp WB, is effective for transport project in Madhya Pradesh.		present COSOP).
New Development Bank (NDB)	Focus area is sustainable infrastructure and this covers clean energy, transport, irrigation, water, sanitation, sustainable urban development, and economic integration.	No specific country strategy but overall organization strategy 2017-2021	Explore co-financing opportunities to enhance the economic and social benefits of the rural infrastructure projects esp those related to transport, energy and economic integration. Explore co-financing of regional operation around economic integration in South Asia.
Green Climate Fund (GCF)	GCF helps developing countries limit or reduce their greenhouse gas (GHG) emissions and adapt to climate change. It seeks to promote a paradigm shift to low-emission and climate-resilient development, taking into account the needs of nations that are particularly vulnerable to climate change impacts. GCF's investments can be in the form of grants, loans, equity or guarantees.	N/A	Two GCF funded projects are under implementation in India : line of Credit for Solar rooftop segment for Commercial, Industrial and Residential Housing sectors; and ground water recharge and solar micro irrigation in vulnerable Tribal Areas of Odisha. Capitalize on knowledge of solar powered irrigation systems and the modality for their financing, implementation and O&M and potentially replicate in OPELIP and in APDMP. Adapt innovative financing tools for solar energy to solar powered agricultural machinery and equipment (besides irrigation pumps).
Food and Agriculture Organization (FAO)	3 main pillars : sustainable development of agriculture ; food and nutrition security; trans-boundary cooperation and enhancing India's contribution to global public good. Approach will consist in : (i) pilot innovative	2015-2017	Complementarity with FAO lies in following areas : (i) knowledge sharing , as FAO provides technical expertise during design/supervision/completion of projects; (ii) scaling up innovative practices piloted by FAO for ex mi-SALT in Mizoram which was adopted

Agency	Priority sectors and areas of focus	Period of current country strategy	Complementarity and potential synergies
	<p>approaches that are relevant to India's needs; (ii) make available successful approaches and tools for scaling-up by other donors or Union and State Governments; (iii) bring in technical assistance in introducing international best practices and global normative work standards; (iv) assist in building capacity, where it is critical; and (v) act as a policy advocate and neutral adviser in areas where it has the expertise</p>		<p>by FOCUS-Mizoram and Nagaland; (iii) technical assistance to IFAD supported projects for ex FOCUS Nagaland and Mizoram; (iv) joint analytical studies (for example on boosting millet production, processing and marketing); (v) joint RBA initiative in support of Government of Odisha nutrition action plan and achievement of SDG 2 in the state.</p>
World Food Programme (WFP)	<p>WFP is gradually shifting from focusing on safety net coverage and targeting, to advocate for modifications to the current safety net food basket to include more nutritious and fortified food products and support to improve the overall supply chain, with a focus on quality, safety and optimization. WFP will support the government's efforts to adapt its safety nets for urban populations.</p>	2018-2022 (under formulation)	<p>Complementarity with WFP lies in following areas : (i) participation in analytical studies (review of SDG 2 roadmap framework led by WFP and GOI); (ii) joint RBA initiative in support of Government of Odisha nutrition action plan and achievement of SDG 2 in the state. .</p>
UN agencies members of Result Group on nutrition and food security and Result Group on North Eastern region	<p>Main intervention areas are : rural poverty reduction; rural livelihoods promotion; nutrition security; nort eastern region social, economic and environmental development.</p>	2018-2022 (under review by GOI)	<p>Areas of complementarity are : (i) IFAD scaling up successful projects and approaches piloted by UN agencies such as UNDP's work on SLEM in Nagaland that led to FOCUS covering 2 states of Nagaland and Mizoram; (ii) capitalizing on analytical work done by UN agencies for example UNIDO and ILO assessment of the bamboo value chains in North east region; (iii) sharing successful experiences from IFAD portfolio in the area of building resilience of coastal communities with UNDP as it is designing a project entitled enhancing climate resilience of India's coastal communities, to be submitted to GCF.</p>
Deutsche Gesellschaft für Internationale Zusammenarbeit	<p>Thematic areas of intervention are : energy; environment, climate change and biodiversity; sustainable urban and industrial development; sustainable economic</p>	N/A	<p>Areas of complementarity and for which coordination is on-going are : (i) joint consultation on project design ; (ii) knowledge sharing on renewable energy, climate resilient</p>

Agency	Priority sectors and areas of focus	Period of current country strategy	Complementarity and potential synergies
(GIZ)	development		agriculture, shifting cultivation, natural resources management. There is potential to scale up successful pilots conducted by GIZ.
Japan International Cooperation Agency (JICA)	Main areas of investment are : health and medical care; transportation; power and energy; private sector development; agricultural and rural development; conservation of natural resources; urban development.	N/A	Areas of complementarity are : (i) knowledge sharing in the area of forest management in North east region considering the specific customary rights; (ii) coordination among projects in North East region to avoid overlap and duplication, and maximize synergies.
Israeli cooperation	Development cooperation focuses on : increasing crop diversity; increasing productivity; increasing resources use efficiency. This is done through the set-up of agricultural centres of excellence : there are 15 centres in six States and this will reach 40 centres in total over next 2-3 years. Israeli cooperation looking at expanding collaboration between Israeli and Indian businesses and enterprises.	N/A	Several rounds of discussions took place between IFAD, IFAD supported projects and Israeli Embassy. Main focus is on : (i) transfer of technology either from agriculture centres of excellence to project sites to improve agricultural productivity ; (ii) supporting direct collaboration between Israeli solution providers and IFAD supported projects in areas of irrigation efficiency, post-harvest/packing/grading/ and processing.

Key file 4: Target group identification, priority issues and potential response

Typology	Poverty Level & Causes	Coping Actions	Priority Needs	Support from Other Initiatives	COSOP Response
Smallholder farming households, tenant farmers, landless households, rural wage earners and seasonal migrant labour, women and youth	<ul style="list-style-type: none"> -Limited land tenure security -Reduced access to natural resources due to degradation -Nutritional insecurity, water scarcity -Inadequate access to entitlements -Low productivity in agriculture -Lack of access to inputs, fair markets and systematic exploitation by middle men. -Lack of social capital, voice and effective institutional representation. 	<ul style="list-style-type: none"> -Intensification of agriculture where possible -Wage labor -Undertaking small income generating activities -Migration -Remittance dependence -Borrowings and Indebtedness -Discontinuance of schooling for children, reduction in food intake and health expenditure. -Selling /pawning of land, assets and livestock 	<ul style="list-style-type: none"> -Food and Nutrition -Water for irrigation and livestock -Favourable access to inputs and markets -Livelihood and employment opportunities -Access to credit and insurance services -Access to entitlements -Knowledge and skills -Infrastructure, connectivity, electricity and communications. -Insurance and social security nets 	<ul style="list-style-type: none"> -Services and assets from govt. Schemes like MGNREGA, Bharat Nirman, National Old Age Pension Scheme, PDS - - Developmental, educational and skill development programs managed by government. -Tribal sub plan development through SCA to TSP and Article 275 	<ul style="list-style-type: none"> (i) Strengthen and enable empowerment of institutions of the poor and service providing organizations. (ii) Promote sustainable and climate adaptive livelihoods particularly in agriculture but not limited to it. (iii) Provide and facilitate access to financial services and inputs (iv) promote access to markets and ensure fair marketing margins. (v) Promote holistic development through facilitating convergence with state and central programs.

<p>Tribal Communities and Particularly Vulnerable Tribal Groups; women & youth</p>	<ul style="list-style-type: none"> -Inadequate land tenure and effective user rights to common property resources, NTFPs, etc -Disenfranchisement and loss of control over local resources - Lack of connectivity and proper infrastructure and service provisioning. - Reduced access to natural resources due to degradation. - Unproductive jhum and podu land. - Remotely located and hence government support services cannot reach the population. - Inadequate access to markets 	<ul style="list-style-type: none"> -Intensification of agriculture where possible including integrated crop-livestock-fishery farming. -Wage labor -Gathering of NTFPs -Migration -Indebtedness 	<ul style="list-style-type: none"> -Food and nutrition security -Safe potable water, water for irrigation and livestock -Favourable access to inputs and markets -Livelihood and employment opportunities -Access to credit -Access to quality education, skills and health services -Support for improved jhum/podu/NTFPs -Support for community conserved areas. -Land rights particularly CFR under FRA. 		<ul style="list-style-type: none"> (i) Strengthen and build the capacities of traditional community organizations, local government (PESA) bodies and related service providing organizations to better manage their affairs, to ensure tribal communities their rights and access to entitlements and help resolve conflict and build peace. (ii) Ensure that development is in line with Free Prior Informed Consent.
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Key file 5 – Lessons learned

Lessons learned from project implementation and portfolio management in India

This section summarizes the key lessons learned from the implementation of RB-COSOP 2010-2017.

The CPE found that the traditional IFAD intervention paradigm is well established for highly disadvantaged areas and marginalized groups and the women within these groups. The paradigm rests on integrated interventions addressing social capital, agricultural development and natural resources management, off-farm livelihoods, financial inclusion and selected social services such as potable water, road connectivity, electrification of homes and villages, primary health services. Recent projects include activities to facilitate access to markets and partnerships with the private sector (CAIM, ILSP). The CPE noted that as households and communities welfare improves, their needs evolve thus requiring more specialized approaches notably in agriculture. This is particularly relevant to the new challenge of developing farmers' adaptive capacities to climate change especially in rainfed areas and ensuring profitability of agriculture despite the erratic climate and the small landholdings (less than 2 ha).

Building resilience through the promotion of sustainable intensification of agriculture and integration with livestock and trees. Where the agro-ecosystem is fragile and prone to soil and water erosion or rich in biodiversity, the projects promoted integrated natural resources management and conservation areas, through community management. A landholding of 1 ha and less can be optimized through life-saving irrigation, wadi horticulture with a combination of perennial and seasonal crops, integrated paddy and fishery. Secondary activities in terms of income are goat husbandry, backyard poultry and dryland crops. The portfolio has promoted a number of innovations in low external input sustainable agriculture, the application of integrated pest management and integrated nutrient management, community produced seed, alternative feed such as azolla. Adapting an ecosystem approach as much as possible to project design will ensure that environmental problems and solutions are seen in a broader perspective and that the suggested activities address all segments of the community.

Access to land. IFAD had a few very positive outcomes with regards to access to land that can be up scaled and adapted to specific contexts. In Odisha, OTELP collaborated with Government Agency and Department, viz. Integrated Tribal Development Agency (ITDA) under SCST Development Department and Revenue Department at the district level to secure land titling to Scheduled Tribes to improve access to secured land. The partnership with specialised services provider, the promotion of Community Resource Persons (CRP) from within the communities and capacity building are key features of successful outcomes with regards to sustainable access to land for landless, women, tribal communities etc.

Access to market. IFAD is building a nascent capacity in market access with recent interventions such as NERCORMP, CAIM and ILSP from different angles. ILSP federations has engaged in processing and packaging of spices, combined value chains development, access to market infrastructures and to productive inputs etc.. CAIM has also promoted partnership with private sector through contract farming. NERCORMP has increased trade of commodities by project households via better road access, construction of collection/aggregation centres and market sheds. In some cases Natural Resources Management Groups (NaRMG) and SHG associations have taken up aggregation and marketing activities for various commodities. The Project has established linkages with e-marketing websites IndiaMart (www.indiamart.com) to provide market access to producers of spices, fruits, certain value added products and crafts based products.

These initiatives will be expanded and broadened in response to greater than before from partners and to align to GoI policy and vision.

Participatory approach: In line with the participatory approach, the active projects have promoted grassroots organizations as well as higher tier member based organizations such as the federations of Self-Help Groups (SHG), of Natural Resources Management Groups and of Farmers' and Fisherfolk organizations. The most sustainable of these higher tier organizations are the federations of SHGs. The Tejaswini Rural Women Empowerment Programme in Maharashtra has developed a model approach for building such organizations. The federations' main sources of income are service charges, membership fees and bank commissions. By project completion this year, 70% of the federations would cover 100% of their costs. Such a model needs to be adapted to the producers' groups (whether farmers or fisherfolk with a suitable business model).

Focus on last mile delivery: Significant effort goes into building last mile delivery channels. This usually entails selecting and training community resource persons to support SHGs, farmers, livestock producers in exchange of a service fee; organizing producers into groups to aggregate the supply of inputs and the marketing of produce; relying on NGOs to carry out the initial social mobilization and provide technical backstopping to the producers' organizations and resource persons. Once this structure is in place, producers' access to services is greatly facilitated and the government programs find an effective conduit for delivering their services.

The COSOP anticipated that IFAD would support IT innovations for better gathering and sharing of knowledge. Great use of IT was made to develop the MIS for SHG and for the M&E systems of the projects. Phone and tablet applications have remained somewhat limited. As the Government strives to realize transformational change over a limited span of time, there are greater expectations that the judicious use of IT and communication can positively influence behavioural change at a large scale. As India is a great innovator in the area of IT and many agricultural and rural applications are being developed, such IT technologies are being retrofitted into on-going projects when applicable and included as a key element in future projects.

Grants. The Programmes has financed several grant meant to (i) promote innovative, pro-poor approaches and technologies with the potential to be scaled up for greater impact; (ii) strengthen partners' institutional and policy capacities; (iii) enhance advocacy and policy engagement; and (iv) generate and share knowledge for development impact. In order to enhance the benefits of the grants on the programme of loans, frequent consultations will be conducted in order to address the specific needs of the projects as well as closer communications during grant implementation combined with a rigorous monitoring.

Gender and women empowerment: With women constituting 89% of the beneficiaries of the country programme, this reflects the successful strategy in enhancing women's social and economic status, building their livelihood skills, enhancing participation in decision making, ensuring improved access to and control over financial and natural resources and reducing drudgery. Experience shows that the main determining factors in women's empowerment are : the social mobilization; the use of SHG as entry points to general awareness, social capital and financial inclusion; complementary activities to boost women's labour productivity through reduction of drudgery; promoting home based activities that enhance women's incomes in the initial stage; converging with the main Government initiatives to reduce inequalities and violence against women; negotiating women's participation in project related decision-making bodies. The micro-livelihood plans at the level of the SHG federations have triggered the development of small enterprises in the communities at a commercial scale. Moreover, several women leaders of SHGs built up enough confidence and credibility to contest local elections and are now presiding the Gram Panchayat.

Tribal communities: Tribal communities traditionally isolated from the mainstream can effectively plan and implement programmes for their own development provided (i) there is adequate investment in facilitation and capacity development; (ii) the planning, implementation and reporting systems are transparent; (iii) mechanisms are set up for social audit, and (iv) decision making is decentralised. Such project methodologies can capacitate tribal communities, enhance their self-confidence and be most empowering. A tribal development project with strategies having elements of decentralization, participation, equity and empowerment, community-based approaches and transparency in planning and implementation can succeed even in areas acutely affected by left wing extremism.

Managing lessons and learning: The M&E system of the country programme should be strengthened to align project and country programme results' frameworks, and to provide information to the State Government and where applicable to national government on project/ programme performance. In particular, the monitoring of the productivity and business dimensions of smallholder farming needs to become more systematic. The project M&E systems are still output and activity based and this despite the information available from the annual outcome surveys. The outcome and impact reporting will require the development of appropriate methods and systems and higher attention to the timely implementation of baseline and endline surveys. Given the existence of advanced tools and applications for monitoring, the country programme should now make more regular use of off-the-shelf MIS solutions that can be customized and adopted across the country programme, link the field operations to the state management units, and systematically map the interventions (geotagging and geospatial analysis).

Duration : The portfolio is characterized by a long implementation period. This is principally due to the fact that given the reliance on community led processes of social and economic empowerment and the coverage of multiple dimensions of poverty, the projects are by nature process intensive and require a long implementation period (7 years and more) to develop strong grassroots organizations that can sustain the benefits of the project. Experience shows that in such long projects, there are inevitable changes in leadership, personnel and partners and this usually leads to a loss of institutional memory with respect to the core features of the project as well as data unless strong systems are put in place from the very beginning and mechanisms (such as training of new incumbents) are embedded in the implementation for smooth transition management. For this reason, it may be more appropriate to consider shorter duration projects with a modular approach , coupled with a strong emphasis on MIS, M&E and transition management. Experience shows that a degree of organization at community level is required to effectively organize service delivery and that IT and communication can be used as complementary approaches but not as sole delivery mechanisms.

Efficiency: The CPE rated the efficiency of the programme as moderately unsatisfactory due principally to the implementation delays and high staff turn-over. Experience shows that the projects need to adapt to the modus operandi of the state organizations and not the other way round. This means that the project readiness should be more strongly built into the design stage whereby the necessary clearances for additional staff and the resources required are agreed to in writing with the concerned nodal agency and the Finance Dept; the project director and core staff with the required profile are deputed/ appointed during the design phase; and the key procurement of implementing agencies and baseline studies is well advanced at the time the project is presented to the IFAD board for approval. In brief, this means compliance with the DEA readiness conditions. The power of authority of the project director should also be agreed upon with the State at design stage. An agreement should also be reached with the State and Central Governments that in case of low achievement of AWPB and increasing disbursement lags,

the State should proceed to request the partial cancellation of the loan proceeds and the re-design of the project if required.

F.No.10/5/2018-IFAD
Government of India
Ministry of Finance
Department of Economic Affairs
UN & OMI Division

To,

Dated the 20th June, 2018

Ms. Rasha Omar,
Country Representative,
IFAD- India Country Office,
2-Poorvi Marg, Vasant Vihar,
New Delhi-110057
Email- r.omar@ifad.org

Subject: Country Strategic Opportunities Programme (COSOP) for India for the period 2018-2024 – reg.

Madam,

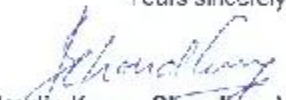
I am directed to refer to IFAD's emails dated 13.6.2018 and 14.6.2018 forwarding the revised version of draft COSOP for our approval and to say that this Department approves the same.

2. The approved Country Strategic Opportunities Programme (COSOP) for India for the period 2018-2024 along with a concept note of Indian Council of Agricultural Research (ICAR)'s project proposal titled 'Scaling up Renewable Energy Based Agricultural Technologies for Empowering Small Holder Farming Families in India' are hereby forwarded for further necessary action and compliance.

3. This issues with the approval of the competent authority.

With regards,

Yours sincerely,


(Jaydip Kumar Choudhury)
Under Secretary to the Govt. of India.
Tele No. 2309 2228
Email: j.k.choudhury@nic.in

Encl.: As above