



Terminal Evaluation of Government of Jharkhand-UNDP Project: State Level Livelihood Promotion Strategies

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Terminal Evaluation of Government of Jharkhand- UNDP Project: State Level Livelihood Promotion Strategies



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Terminal Evaluation of Government of Jharkhand-UNDP Project: State Level Livelihood Promotion Strategies

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Content

Chapter	Title	Page
	Executive Summary	9
1.	Introduction to UNDP's Poverty Reduction programme	17
1.1	UNDP's Poverty Reduction programme	17
1.2	Area Characteristics	19
2.	Terminal Evaluation of the Project: Purpose, Approach & Methodology	23
2.1	Purpose of Evaluation	23
2.2	Study Objectives & Scope of Work	23
2.3	Methodology	24
3.	Evaluation of the Project	12
3.1	Appropriateness of the project's concept and design	16
3.2	Quantity and quality of project inputs	18
3.3	Relevance of the project	19
3.4	Efficiency and adequacy in implementation and management of the project	19
3.5	Sustainability	20
3.6	Results of the project	21
3.7	Lessons Learnt	29
3.8	Project Progress on Cross Cutting issues	30
4.	Case Studies	32
4.1	Skill Up gradation	33
4.2	Dona Patta Making	33
4.3	Angara Block, District Ranchi, Jharkhand	34
4.4	Poly house & Goat Rearing, Ranchi	35
5.	Conclusions & Recommendations	38
5.2	Conclusion	38
5.3	Recommendations	40
	Appendices	46
Appendix A.	Project Implementation & Accomplishments	47
A.1.	JSLPS Project Implementation Structure	47
A.2.	Funds utilisation by JSLPS under UNDP project	48
A.3.	Physical Performance of the Project	48
Appendix B.	Respondent's Profile & Perceived Impact	55
B.1.	Demographic Profile of the Respondents	55
B.2.	Socio Economic Profile of the Farmers	60
Appendix C.	Study Scope of Work	68
C.1.	Study Scope of Work	68
Appendix D.	Data Collection Tools	71
D.1.	Department of Rural Development, Government of Jharkhand	71
D.2.	Other State Departments of Government of Jharkhand	73

Terminal Evaluation of Government of Jharkhand-UNDP Project: State Level Livelihood Promotion Strategies Confidential

D.3.	Jharkhand State Livelihood Promotion Society (JSLPS) _____	74
D.4.	NGOs/CBOs associated with the project _____	76
D.5.	District/Block Officer of JSLPS involved in project implementation _____	77
D.6.	Panchayat level structure of JSLPS (Village Development Committees) _____	78
D.7.	Beneficiaries _____	79
D.8.	SHGs _____	87
D.9.	FIG Activities _____	88
D.10.	Non beneficiaries _____	89
D.11.	FGDs _____	97
Appendix E.	Contact List _____	100
E.1.	Professionals and Functionaries _____	100
E.2.	Beneficiaries _____	100

Tables

Table 3.1:	Activity Wise Project (JSLPS) Evaluation Matrix _____	13
Table 3.2:	Comparison of Project Impact from Baseline _____	18
Table 5.1:	Suggested Model _____	43
Table 5.2:	Details of Fund Utilisation in Each Year _____	48
Table 5.3:	Distribution of Farmers by category of the respondent (Data in %) _____	55
Table 5.4:	Distribution of beneficiary Farmers by land holding pattern (Data in %) _____	55
Table 5.5:	Distribution of beneficiaries by Social group the belong (Data in %) _____	56
Table 5.6:	Distribution of beneficiaries by Occupation (Data in %) _____	56
Table 5.7:	Distribution of beneficiaries by Type of House (Data in %) _____	57
Table 5.8:	Household And farm Assets (Data in %) _____	57
Table 5.9:	Distribution of HH with type of Cards (Data in %) _____	58
Table 5.10:	Distribution of HH with source of information about Government program (data in %) _____	59
Table 5.11:	Distribution of Respondents with membership in different association (Data in %) _____	59
Table 5.12:	Distribution of Respondents with Income compared with Baseline (Data in INR) _____	61
Table 5.13:	Distribution of Respondents with membership in different association (Data in %) _____	61
Table 5.14:	Distribution of HH with status of Loan (data in %) _____	62
Table 5.15:	Distribution of HH with status of Loan (data in %) _____	62
Table 5.16:	Distribution of HH with Purpose of Loan (data in %) _____	63
Table 5.17:	Distribution of Respondents with number of capacity building initiatives received (Data in %) _____	63
Table 5.18:	Distribution of Respondents with theme of the training/s & workshop attended(Data in %) _____	64
Table 5.19:	Distribution of Respondents with number of crops grown each year (Data in %) _____	65
Table 5.20:	Distribution of Respondents with their income before and after project (Data in %) _____	66
Table 5.21:	Distribution of Respondents with perception on benefit of capacity building initiatives (Data in %) _____	67

Executive Summary

Overview

UNDP's Poverty Reduction programme is aligned with the Government of India's Eleventh Plan priorities and in this respect UNDP's Country Programme Action Plan (CPAP) has been signed between the Government of India and UNDP. The CPAP focuses on 7 priority states - Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan and Uttar Pradesh and on disadvantaged groups including women, Scheduled Castes, Schedule Tribes, minorities, displaced persons and persons with disabilities.

The main objectives of the project are:

- **Government** capacities & coordination mechanisms strengthened leading to better design & implementation of livelihood strategies for disadvantaged groups and regions. This also includes establishment of coordination and convergence mechanisms at district and state levels.
- **Monitoring** systems & capacities strengthened for selected poverty reduction programmes to increase participation of and accrual of benefits for disadvantaged groups and regions. Mechanisms are established at different levels to provide feedback to improve design and implementation of schemes/programmes.
- **Effective** models of vulnerability reducing livelihood strategies and instruments demonstrated in selected Districts. Lessons shared widely for up-scaling of tested models in UN states and nationally.
- **Increased** opportunities created for diversifying livelihoods and skill development through engagement with private sector and integration with market.
- **Increased** reflection of the priorities and voices of the poor in design and implementation of programmes and policies.

The "State Livelihood Promotion Strategies-Jharkhand (2009-12)", a GOI-UNDP project, was initiated to enhance capacities of the State Government of Jharkhand in addressing poverty concerns and enhancing livelihoods. This was implemented in partnership with civil society organizations and technical resource agencies. The approach is a collaborative one, with the objective to improve the outreach and access to government programs in these conflicting areas, covering 0.5 million people in 477 villages. These villages are located in 10 blocks of 5 most backward districts of Jharkhand.

The project is being implemented by the Rural Development Department, Government of Jharkhand (GoJ) in selected districts and blocks, namely Ranchi, Hazaribagh, Pankur, Palamu and West Singhbhum districts.

The Assignment

The purpose of terminal evaluation of the four-year project implemented by JSLPS with a funding from UNDP in Jharkhand is primarily to assess the appropriateness of the project's concept and design, review efficiency and adequacy in implementation and management of the project, review the results of the project, document the lessons learned, come up with recommendations regarding specific actions that might be taken to improve the efficiency, effectiveness, impact and management arrangements of similar future projects.

Findings

Jharkhand State Livelihood Promotion Society (JSLPS) has been formed by the Government of Jharkhand (GoJ) under the Rural Development Department with the financial support of UNDP. The society functions under the aegis of the Department of Rural Development, GoJ and for its effective implementation, Executive Committee (EC), Project Steering Committee (PSC) and State Level Advisory committee (SLAC) have been formed. The state project team is supported by District Coordinators in all five selected districts and Block Coordinators in each of the 10 selected blocks.

The initial project outlay was USD 2.5 million while USD 2,678,783 has been actually utilised under RD-JSLPS project during the four years of project implementation.

The project received fund under four specific activity heads:

- **Activity 1:** Building of governments' capacities and strengthening of their coordination mechanism at state and district level for designing and implementing livelihood strategies for disadvantaged groups and regions
- **Activity 2:** Development of effective livelihood models to reduce the vulnerabilities of disadvantaged groups in long-term
- **Activity 3:** Partnership building among communities, CBOs, private sector, technical institutions and government for diversifying livelihoods and skill development
- **Activity 4:** Project Management by development of Project Monitoring &, Evaluation development of MIS

It was observed that the project effectively has utilised about 98.4 percent of the allocated funds achieved till September, 2012.

Our evaluation clearly indicates that the project has been highly successfully in strengthening capacities of Government officials of Line Department involved in implementation of Livelihood Programs which lead to better design & implementation of livelihood strategies for marginalized and disadvantaged section of the society (Refer to Appendix B for beneficiary profile). The project has been also successful in establishing coordination and convergence at the district and state levels though it has not fully achieved the intended objective of convergence of various Government Programmes in absence of a clear cut policy on convergence by the central and state governments.

The project has also satisfactorily developed and established monitoring systems with outputs such as MIS cards have been created and distributed to farmers to guide them in keeping track of their agricultural practices as well as profit. Similar MIS has also been developed for tracking self help groups and it is being utilised by respective line departments for planning their programmes and activities. Village level representatives have also been placed for establishing platforms for generating regular feedback from the field; which is highly encouraging. Further, the project has been highly successful in showcasing effective livelihood models, which have been designed scientifically, depending upon the local requirements and by pooling and leveraging of local and external resources, collectivizing local producers to give them strengths of aggregation and integrating local and external market avenues through value chain development These models have been actually replicated by other Government schemes and programmes like SGSY for reducing vulnerability in selected districts. Diversification of livelihoods was also an important mandate of the project and in this respect the project has been equally successful. The project has introduced various livelihood packages like WADI MODEL of agro forestry and revival of lac cultivation, these projects are detailed in **Appendix A**.

The overall rating of the project (JSLPS) was assessed considering the five evaluation parameters of relevance, efficiency, effectiveness, impact and sustainability, and it was found that the project outputs remained “Highly Satisfactory” in most of the parameters. However, due to short duration of project, full fledged fruition yet to take place in strengthening partnership and tapping potential of youth through skills and placements.

As defined in the project log frame, social mobilisation agencies were hired and they conducted detailed participatory rural appraisals at village level, mobilised community and developed village level micro plans. 368 village level micro-plans were prepared and village specific issues were identified. These issues were then discussed in broader platform with technical agencies and then common issues were identified for each area. The common issues were then deliberated upon at the state level by officials from line departments, research institutes (IACR, State Agricultural University etc.) and livelihood experts for finalization / approval of plans for implementation of various sector based livelihood models. As per the approved models, proposals from competent technical agencies were sought and finalised and these were implemented by the agencies and monitored by JSLPS Block and district level teams. As part of project implementation, orientation of the District Collectors towards issues of livelihood promotion and inclusion was conducted during 2010 for their effective involvement in the project.

The analysis of our interaction with each of the stakeholders reveals that the project approach was sound and efforts were made at all levels to identify and appoint best suited partners so that benefit could reach the most deprived section of the society. During our field visits to the project villages the evaluation team requested the villagers to share about their future plans and found that they were aware of national livelihood mission which most of the respondents referred to. JSLPS project has also conducted training for Panchayat members with a funding support from Panchayati Raj however, during interaction with the Panchayat members our team found that most of them were not fully aware of their roles and responsibilities in development projects including SRLM. It seems that the PRI members were trained on livelihood issues however, they did not have the opportunity yet to put in practice what they learnt in the training in absence of proper devolution of fund, functions and functionaries to panchayat which is yet to happen in practice.

Institutional arrangements have been made at the state level and its underlying structure to review and design the strategy and action plan for inclusion of the excluded households. The project has improved the process of developing integrated planning and ways of achieving the expected outcomes of the programme. The inputs provided under the programme are found to be adequate and satisfactory. Agencies were engaged for village level social mobilization so that awareness about government schemes and demand for the same could be generated. Further, technical agencies were entrusted for demonstration of better management of natural resources. At the same time support structures were established at the block and district levels by appointing professionals for providing day to day handholding support to the grass root. It was felt that proper livelihood orientation of the line department officials is required in the project. District Commissioners were provided with exposure visit to developed districts to learn holistic planning. It could be concluded that the project was adequate in terms of quality and quantity and could achieve the intended objective however; the impact of the project would have been made more sustainable if the appointed agencies (technical and social mobilization) were allowed to complete their tenure ensuring availability of funds.

In pre project stage, focus on micro-plan and strengthening intuitions at grassroots were missing gaps which were mended in present project through micro-project approach which ended up with a lot of community mobilization activities in a phased manner, hence, it is commendable. After laying a base, models were demonstrated that enabled villagers to effectively internalize and practice new models. Ripple effect of the benefits on recent initiatives was seen during field visits. However, optimization of these effects could have been achieved if the appointed agencies were allowed the full tenure for which they were hired as has been pointed out earlier. It is practically impossible for a Block Coordinator to visit, and manage intervention

on each village. However, the project management tried it best to minimize the effects of discontinuation of partner agencies by appointing Community Resource Persons (CRP) at village level.

Considering the achievements of JSLPS project, JSLPS has been entrusted with the responsibility of working a nodal agency for implementation of SRLM for National Rural Livelihood Mission (NRLM) and also selected for implementation of two other state level livelihood programs "Sanjeevani" and "Johar". However, despite generation of awareness among PRIs till date no power has been transferred to the local government (panchayat). This is really unfortunate because demand has been generated and if participation of local bodies will remain absent in planning and implementation of development programmes, the community will certainly lose faith in governance system and this will affect sustainability

Conclusions

The evaluation study reached to the conclusion that the context and approach of JSLPS project in partnership has developed the ground for convergence of different livelihood schemes. It has also created space for knowledge based support system which is providing an avenue to the government schemes to experiment, innovate and redesign the process of planning, implementing, monitoring & evaluation and its sustainability.

The society created under the project is also extending technical support to different programmes with their pro poor initiatives. Our study team feels that the project can support decentralization in a big way.

By leveraging its limited resources, the UNDP Livelihood Promotion project enabled Rural Development Department to identify and plug in the critical gaps in terms of, which was actually not very easy to address within the usual administrative procedures of state government.

The major influencing and reinforcing factor of JSLPS project include value addition to the livelihood programme implementation processes. Further, dissemination of lessons learnt from implementing - JSLPS project and its take-away leanings for the rest of the country is really commendable.

The important factors that emerged as constraints in realisation of higher gains along the value chains of the key sectors can be broadly classified as technical and institutional. However, the study also shows that in order to address the basic livelihood question in the covered districts, the institutional interventions may have to be taken on a priority basis so that adequate base is created among the key players to absorb the technical interventions. It is the institutional interventions that would help to define the willingness of the poor marginal households to absorb the technical inputs so as to move to a higher output, employment and income trajectory.

Discontinuation of Village Level Support

During field visit our team could sense that the impact of village level programmes through technical and social mobilization agencies were prominent and vibrant. Till date villagers (direct and indirect beneficiaries) could remember the activities conducted during that period. In the same time, it was also noted that the hired agencies (technical and social mobilization) could not complete their tenure of three consecutive years and had to abandon their activity after fifteen months of implementation. Establishment of governance in a state like Jharkhand, is quite a challenging task and it is actually commendable that the project JSLPS-UNDP) has achieved a lot, but mobilization of community towards model livelihoods projects is not sufficient condition for achieving sustainability of the programme. A critical gap in terms of long term handholding support to beneficiaries, through planned processes of strengthening their collective platforms, aggregation of their produces/ products. Providing them technical support and linkages through value chain development remains to be addressed.

Government's Commitment

Considering the achievements made by JSLPS project, JSLPS has been entrusted for implementation of programmes like National Livelihood Mission at state level, "Sanjeevani" and "Johar". However, despite generation of awareness among PRIs till date, no responsibility or power has been transferred to the local government (panchayat). This has made the PRIs very upset and can also affect sustainability of social mobilization and governance.

Capacity Building of SHGs and Village Organisation (VO)

The SHGs and VOs are vibrant but in absence of proper facilitating from government departments they are feel disheartened. SHGs are linked to banks and have taken up livelihood activities. However, they are still not mature enough to handle complex situation. Thus, they require further handholding to attain sustainability.

Capacity building of Government Functionaries

It was observed during field visits that project impact is intense in the areas wherein the concerned officer has orientation on livelihood issues. The project has oriented handful people and all the line department officers and staffs are not oriented on this. Our team could understand during discussions with line departments that they still require some handholding support to improve their understanding levels.

Convergence

Livelihood sector has cross referencing with other sectors and it was understood during discussion with line departments like Department of Forest, Department of Agriculture, Department of Watershed, Department of Handicraft & Handlooms etc that they have livelihood initiatives imbedded within their projects or programs and have funds allocated for the same which was not fully explored by JSLPS project.

Thus, a fair opportunity of convergence exists and in such circumstances, it is felt that a task force should be created within JSLPS which will act as a "think tank" and help in implementing the projects at community level for better results. This "think tank" could be funded by creating a corpus within the society (JSLPS) which will look after the entire range of livelihood program, generate revenue through capacity building activities and also handle its budget.

Sustainability

It is observed that JSLPS has been entrusted with the responsibility of working a nodal agency for implementation of State Livelihood Mission. The society is also implementing several other state level livelihood programs i.e. "Sanjeevani" and "Johar", "Model Village". Thus, sustainability of the Society is not a concern provided the Society generates a corpus out of the projects it is delivering or else an annual budget needs to be provided to the Society by the State Government.

Recommendations

The study team believes that the relevance, design and flexibility of the project components and the mission mode of programme management have been instrumental in realising the project goal to a large extent. Hence, in terms of relevance and effectiveness, the study team believes that the support project has been a structured learning partnership with very satisfying and efficient outcomes.

Recommendations for UNDP

Capacity building of Government Functionaries

There is a serious need for capacity building of State, district and block level government functionaries who have inadequate knowledge of the procedures and processes for effective implementation of livelihood projects. They also lack orientation towards the livelihoods framework developed under NRLM. This implies the need for state-level training need assessment and development of capacity building strategy. Which could be further be implemented by some technical agency so that adequate capacity building of the functionaries could be achieved. To this end, role of UNDP would prove to be a catalyst.

Knowledge Management

UNDP could support Documentation & Dissemination of project learning's for further benefit in Jharkhand and other states.

Support under SRLM

The benefits of capacity building and technical supports in livelihood project development have been effectively demonstrated through the JSLPS project. Based on which JSLPS has given further responsibility of implementing SRLM throughout Jharkhand. In such circumstances support of technical team is required and this could be supported by UNDP by involving NGOs / academic institutions or research organisations for undertaking action research and studies in defined themes. This will also guide programme implementation by providing inputs on knowledge management, technology transfer, governance, monitoring & evaluation etc. by their independent views.

Recommendations for the State Government

Project Support extension and creation of sustainable institutional structure

The project has been effective in developing broader understanding of the livelihood issue and challenges in Jharkhand by creating forums at the State, District and Block levels respectively for taking joint initiatives and planning for community driven livelihoods interventions. It has also been successful in addressing the issue of poverty reduction with help of multi stakeholders' service delivery on social security, health, entitlements and food security. Through regular process of interaction and consultation in the government system, the result of the programme is multi fold. On one hand the project is working like an interface between the community and delivery channels and on the other it also negotiating and advocating with the State Government's policy for improved programme design to support the resources for the poor in improving the overall quality of life. Under such circumstances it is recommended that the project should provide continuous support to the grassroots level.

JSLPS has been already created as an autonomous society and it can be self sustainable in next few years as it is currently handling three projects. It is recommended that in such circumstances the JSLPS-UNDP techno-managerial I team could be retained. This is in line with the discussions that the study team had with line departments- they have opined that they require services of the Technical Team which is currently supported by UNDP.

In addition, livelihood has cross referencing in other sectors and is being addressed by different government departments. All Departments have defined budget for implementing livelihood activities. It is important that all livelihood activities are taken under NRLM under supervision of JSLPS. Under such circumstances, a portion of the operational cost of each Department could be provided to JSLPS and this fund could actually be budgeted for JSLPS technical team to ensure innovation and smooth implementation. The institutional structure is indicated in Figure 7.1.

The proposed design of the implementation structure takes into account the fact that the success of the project is to a large extent contingent on effective coordination and convergence of all concerned departments of the state. It is therefore important that the Team Leaders of the different line departments work in tandem with the technical team at the state level throughout the process of planning, implementation and monitoring of the programme under leadership of CEO of JSPLS. It is recommended that the Team Leaders while following their departmental reporting structure should be mandated to report to the CEO JSPLS for this project and receive technical assistance of JSLPS Technical Team.

Government's Commitment

There is a need to decentralise the support system down to the state and district levels so that the state government can initiate pilots on their own to make localized innovations down at the district, block and even village levels. The decentralisation would help state government and SRLM functionaries at district and block levels to scale up and replicate the successful pilots, with speed and commitment. State Government should initiate the process of transfer of power to the Panchayats and each program should be planned and implemented through the involvement of Panchayat (as they are the intrinsic part of decentralization process).

Capacity Building of SHGs and Village Organization

Since the newly formed Village organizations, SHGs and their federations have not attained sustainability it would require for some agency to provide them medium to long-term handholding support. The project should continue the back up support for at least the next five years

The Project has helped in diversification of livelihood options and also has positive impact on crop production. A subsector analysis has been conducted in each district for identification of potential partners. However, the process of forming new or strengthening existing farmers' groups and producers' companies/ cooperatives, aggregating their produces/ products and developing linkages with local and external markets/ value chains, need to be revitalised for the benefits of poor farmers and producers. In the absence of collectivization and a more systematic approach towards marketing of the products/ produces of the poor, their livelihoods would remain in fledgling condition. . Capacity development of Village Organisations with respect to building their understanding of legal and technical aspects of producers' company/ cooperative, understanding of and linking with value chains for different products and market information, is required in the project.

Some other recommendations

- Sanitation condition of Jharkhand is very poor thus; the project should integrate hygiene and sanitation issues in its IEC strategies.
- JSLPS project has been proactively involved in policy influencing. However, for scaling up, a concerted effort is required to recognize this micro-project model (people's contribution) by the State and the Central Government. The documentation of process and models was found less in the project thus, it is recommended that the project should document all its processes and publish it with success stories on livelihood models.
- The project has not conducted any analysis of the status of indigenous communities in the project areas. Thus, it is recommended to conduct a study on status of indigenous groups and the extent of poverty of the vulnerable social groups.

- The Project should complete the model village program and provide assistance to showcase the examples of excellence in terms of convergence, capacity building of community organisation and management of livelihood portfolio in the hands of villagers.

1. Introduction to UNDP's Poverty Reduction programme

The present chapter deals with introduction of the project i.e. UNDP's poverty reduction program in Indian context with special reference to Jharkhand. The chapter also provides information on basic character of the state and profile of sample district which were visited by the study team.

1.1 UNDP's Poverty Reduction programme

UNDP's Poverty Reduction programme is aligned with the Government of India's Eleventh Plan priorities and in this respect UNDP's Country Programme Action Plan (CPAP) has been signed between the Government of India and UNDP. The CPAP focuses on 7 priority states - Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan and Uttar Pradesh and on disadvantaged groups including women, Scheduled Castes, Schedule Tribes, minorities, displaced persons and persons with disabilities. The programme assists national and state government to implement inclusive poverty reduction programmes by supporting programmes, policies and partnerships that promote income opportunities for the poor people and helps them access financial products to protect these gains.

1.1.1 UNDP Project Objectives

The main objectives of the project are:

- Government capacities & coordination mechanisms strengthened leading to better design & implementation of livelihood strategies for disadvantaged groups and regions. This also includes establishment of coordination and convergence mechanisms at district and state levels.
- Monitoring systems & capacities strengthened for selected poverty reduction programmes to increase participation of and accrual of benefits for disadvantaged groups and regions. Mechanisms are established at different levels to provide feedback to improve design and implementation of schemes/programmes.
- Effective models of vulnerability reducing livelihood strategies and instruments demonstrated in selected districts. Lessons shared widely for up-scaling of tested models in UN states and nationally.
- Increased opportunities created for diversifying livelihoods and skill development through engagement with private sector and integration with market.
- Increased reflection of the priorities and voices of the poor in design and implementation of programmes and policies.

1.1.2 Project Strategies

The project has five key components to achieve the aforementioned objectives:

- **Support development of state level livelihood strategies:** The project seeks to improve the livelihood security and employability of poor and marginalized groups in both rural and urban areas and expand employment opportunities in disadvantaged regions. State government to lead the formulation of demand driven livelihood strategies. It supports mission approach which allows for simultaneous action in several sectors, at different levels and with multiple partners. This requires good coordination to work with different Ministries including MoRD, MoHUPA, MoLE and MoTA.
- **Strengthening monitoring and evaluation (M&E) systems of national poverty reduction schemes:** The Government of India has launched major poverty reduction schemes that focus on disadvantaged groups and regions. These are implemented in partnership with state and district

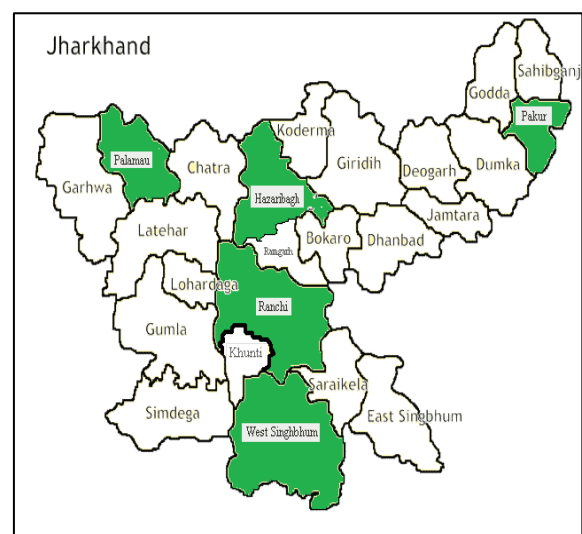
government and in some cases with the Panchayati Raj Institutions. Aiming at tracking of the accrual of benefits and the impact of these schemes on the poor especially the disadvantaged groups, the project seeks to strengthen the existing monitoring and evaluation systems of existing schemes such as MNREGS, SGSY, JNNURM and the recently launched Skills Mission.

- Demonstrating vulnerability reduction models for disadvantaged groups: The project will provide technical support to develop/adapt a framework for analyzing the risks and vulnerability of the disadvantaged groups. It focuses especially on the vulnerabilities arising from the degraded state of the natural resource base (land, water, forests, common property resources), recurrent shocks due to weather induced changes, absence of or poorly defined access rights, social and physical exclusion from development process and programmes, lack of awareness on rights and entitlements and inadequate protection through social security and risk mitigation instruments. Based on the framework it evolves vulnerability reduction models to be tested at the district level, beginning with at least 4 districts in the UN focus states.
- Fostering public-private-community partnerships for diversifying livelihoods and skill development: The project facilitates engagement with the private sector to develop new, cutting edge business models that involve a range of local partners, particularly organizations of the poor and excluded groups. Private sector facilitating agency/agencies are engaged under the project to advise and support the coordination of this component. At district level, the project supports a comprehensive value chain analysis to identify additional livelihoods opportunities for the disadvantaged groups and analyze investment, institutional capacities and technical skills required to fill critical gaps and overcome identified/potential barriers. To this end, the project provides technical assistance and training as well as support for group formation and communication with multiple stakeholders.
- Knowledge management and policy advocacy: The project supports policy advocacy and knowledge management at both national and state levels. Using a participatory approach, the project supports the identification, review and analysis of key issues for policy advocacy efforts. An effective advocacy and communication strategy is designed and rolled out, to develop and disseminate knowledge products and carry out evidence based advocacy at district, state and national levels. Issue based stakeholder consultations are facilitated to address specific concerns related to livelihood promotion and poverty reduction.

1.1.3 UNDP Project in Jharkhand

The “State Livelihood Promotion Strategies-Jharkhand (2009-12)”, a GOI-UNDP project, was initiated to enhance capacities of the State Government of Jharkhand in addressing poverty concerns and enhancing livelihoods. This was implemented in partnership with civil society organizations and technical resource agencies. The approach is a collaborative one, with the objective to improve the outreach and access to government programs in these conflicting areas, covering 0.5 million people in 477 villages. These villages are located in 10 blocks of 5 most backward districts of Jharkhand.

The project is being implemented by the Rural Development Department, Government of Jharkhand (GoJ) in selected districts and blocks, namely Ranchi, Hazaribagh, Pankur, Palamu and West Singhbhum districts.



For effective implementation of livelihood programs in the State, a separate and autonomous society, with support from the Jharkhand-UNDP project, was set up. This society named “Jharkhand State Livelihood Promotion Society” (JSLPS) was formed under Rural Development Department, Government of Jharkhand. The society has the mandate to strengthen capacities of a range of Government Departments in effective design and implementation of livelihood promotion strategies with a focus on disadvantaged groups and regions. The society works as a nodal agency for livelihood promotion in the state with collaboration of various Government Departments, NGOs/CBOs, technical institutions and private sector. The state-level support to livelihood promotion strategies emphasizes on a holistic livelihood approach which can improve livelihood security and diversification of livelihoods among the poor.

In such circumstances, the GOI-UNDP project on State-Level Support to Livelihood Promotion Strategies, which is focused on strengthening government capacities & coordination mechanisms and tunes the same towards poverty reduction, is much relevant. In order to meet these challenges and to make existing livelihoods stronger and sustainable, the GOI-UNDP project, Jharkhand Livelihood Promotion Mission brought about a systematic support at both state and district/block levels to establish feasible and scalable models of livelihood security and promotion in collaboration with the Department of Rural Development, Government of Jharkhand.

1.2 Area Characteristics

1.2.1 Jharkhand- The State & Its Demography

Jharkhand is 28th state of the Indian Union. Jharkhand came into existence by carving out southern part of Bihar, mainly comprising of Chhota Nagpur plateau, on 15th November, 2000. Jharkhand shares borders with four other states of India, i.e., Bihar to the North, West Bengal to the East, Orissa to the South and Chhattisgarh to the South. Jharkhand has an area of 79,714 sq. km (with 7.8% area of India making it 15th largest state of India in terms of its area). Jharkhand straddles over Chhota Nagpur plateau, which is a store-house of various mineral wealth (accounts for 40% of the mineral resources of India). Jharkhand is famous for its rich mineral resources like coal (32% of India's share), Iron ore, Copper (25% of India's share), Uranium, Mica, Bauxite, Quartz, Granite, Graphite, Magnetite, Dolomite, Gold, Silver, Fireclay, etc. Chhota Nagpur plateau is also a source of several rivers – Damodar, Subarnarekha, Koel, Brahmani and Kharkai Rivers have their origins in the Chhota Nagpur plateau. Damodar valley is the richest source of coal in India. The important coalfields of Damodar valley are Jharia, Raniganj, Ramgarh, Karanpura and Bokaro. Jharkhand is also known for its large forest resources having 29% forested land in the state.



At the time of its formation, Jharkhand comprised of 18 districts which were formerly part of south Bihar. Subsequently, some of larger districts were reorganized to form 6 new districts, namely, Latehar, Ramgarh, Khunti, Sahibganj, Jamtara and Saraikela Kharsawan; increasing the total number of districts to 24.

According to the 2011 census, Jharkhand is the 13th most populous state of India having a total population of 32,966,238 (5.5% of the country) consisting 16,931,688 males and 16,034,550 females. The state has

24 districts where Ranchi is the largest district while Lohardagga is the smallest one in terms of population (population of 2,912,012 and 461,738 respectively). The decadal population growth rate is 22.34%. The average population density of Jharkhand is 414 - highest of 1167 in Dhanbad and lowest of 148 in Gumla. Further the state has a sex ratio of 947 females to 1000 males. Jharkhand has 76% rural population which is higher than the national rural population of 69%. The literacy rate of Jharkhand is 67.63% with 78.45% male and 56.21% female literacy rate. Nearly 28% population is Scheduled Tribe and 12% Schedule Caste. Ever since the State has come into existence, the Government of Jharkhand is trying to bring tempo in implementation of developmental schemes to enable improvement in education status, health care system, nutrition level, livelihood opportunities etc.

Table 1.1: Scheme Outlays and Expenditure in Jharkhand (INR Crore)

Year	Outlay	Expenditure	% Expenditure
2007-08	6676	5706.34	85.48
2008-09	8015	6866.17	85.67
2009-10	8200	6513.28	79.43
2010-11	9590	8378.49	87.37
TOTAL (2007-08 to 2010-11)	32481	27464.28	84.55

Source: Annual State Plan, Planning Commission 2011-12

These Government schemes have huge financial outlays and have improved in its utilisation in last few decades and the poverty has declined by an impressive average of two percentage points a year between 1994 and 2002 (WB report based on HDI, 2007). This may be compared to about 2.5 percentage points a year observed at the all-India level during the same period as per official “unadjusted” data and if we go by provisional census 2011 Jharkhand data; the literacy has increased by 16% and sex ratio shows a positive picture of the state.

Table 1.2: Comparative Poverty Line

Parameters	Year	State/Country	Rural	Urban	Total
Monthly Per Capita income (in INR)	2009-10	Jharkhand	616.3	831.2	
		India	672.8	859.6	
Population below poverty line(in %)	2009-10	Jharkhand	41.6	31.1	39.1
		India	33.8	29.9	29.8
	2004-05	Jharkhand	51.6	23.8	45.3
		India	42.0	25.5	37.2

Source: Press Note on Poverty Estimates, 2009-10, Planning Commission Publication, 2012

The decline in poverty in the rural areas has been significant. It dipped by 10 percent to 41.60 percent in 2009-10 from 51.60 percent in 2004-05. However, urban areas display the opposite trend with poverty levels rising to 31.10 percent from 23.80 percent during the same period (Table 1.2)

The various programmes launched by Central & State Government show a marked change in development of the state. However, sustainability of poverty reduction especially in rural areas is a cause of concern given the rain fed agricultural conditions as the total cultivable land in the State compares well at 52% of the total geographical area with 55% in the country. But, unfortunately while 76% of the total cultivable area is under net sown area in the country, only 43% applies for Jharkhand. Also, the fertilizer and plant nutrient consumption for per unit of Gross Cropped Area of the state is very low, i.e. only 67 Kg/ha as compared to national average of 113.42 Kg/ha. Besides, the cropping intensity is also poor, i.e. 116.9%, while the national average is 135.1%.

The state suffers from critical gaps- the contribution of various economic sectors to the GSDP and employment indicates that mining contributes 14.29% to GSDP and employs 2.25% of workers, followed by manufacturing contributing to 27.3% of GSDP and employing 9.80% of the workers and agriculture contributing 13% to GSDP and employing 60% of the workers. In such circumstances it was important that proper implementation of Government programs need to be reinforced in a mission approach.

1.2.2 Study District profile

1.2.2.1 District Ranchi

Ranchi district is one of the oldest districts of erstwhile Bihar and is the capital city of the Indian state of Jharkhand. Ranchi was the centre of the Jharkhand movement for a separate state for the tribal regions of South Bihar. There are 20 Blocks and 384 Panchayats. Geographical area of the district is 785.25 thousand hectares. With a normal rainfall during monsoon of 1100 mm, the district is divided into two plateaus. The first of these plateaus comprising greater part of the district, includes nearly the whole of Sadar Sub-division and western part of Khunti Sub-division. The Second and the lower plateaus consist of the extreme eastern and southern portion of the district. The mean daily maximum and minimum temperature varies between 29° C and 18° C respectively. The average annual rainfall is about 1500 mm, of which 80% precipitates during the South West monsoon.

During the current century, the district has experienced in three years the rainfall of less than 80% of the normal. During the year 2012, the rainfall was delayed but later reached to the average rainfall level. The district is characterized by undulating topography. The soil is either red or yellow or light grey and acidic in nature. The district has a population of 27,83,577 out of which rural population is 72.13%. Of the rural population, 57.16% is Tribal. The tribal population accounts for 45.7% and scheduled caste about 5.3%. Literacy rate of the district is at 65.69%. The total geographical area of the district is 7,59,250 hectares. Net area shown is 2,76,091 hectares. Area under double cropping is 6%. The forest cover is about 18% of the total geographical area.

Out of total operational holdings of 2,44,073 in the district, 72% are owned by small and marginal farmers accounting 24% of the total geographical area. Forty eight percent of the small and marginal farmers belong to tribal community. The average size of holding of small and marginal farmers is 0.62 ha.

Agriculture in the Ranchi district is characterized by mono cropping due to lack of development of irrigation facilities, the main crop being paddy. Other kharif crops are Maize, Arhar, Urad, Moong, Niger and Rabi crops are Wheat, Potato. However, vegetables are grown extensively in some blocks (AES-I) of district. Main vegetables are Cauliflower, Cabbage, Tomato, Brinjal, Capsicum, Cucurbitaceous vegetables and Chilly. Un-seasonal vegetables are also grown on large scale in the District.

1.2.2.2 District Palamu

Palamu district is located in the north-western part of the state. It is surrounded by the districts Rohtas and Aurangabad of Bihar state in north, Latehar in south, Chatra in east and Garhwa in west. The total geographic area of the district is 5044 sq. kms. The total population of the district is 15,33,173 persons. It has 3 subdivisions viz. Daltonganj Sadar, Hussainabad and Chattarpur. There are ten development blocks in the district.

During winter season, the area records 16° to 18°C and during summer season, the temperature increases upto 41°C. December is the coldest month and May is the hottest month. The area receives annual rainfall less than 1200 mm as it comes under rain shadow part. More than 80 percent precipitation is received during monsoon months.

Palamu is one of the richest districts of Jharkhand in terms of forest resources. About 43 percent of the total area of the district is covered by forests. The area under forests is estimated at 2,26,850 hectares. The species of forest trees which are found in the district include Sal, Dhaura, Mahua, Kendu, Bamboo, Asan etc. The major products of forest include Timber, Palas, Firewood, Sal seed, Mahua seed, Biripatta etc. These forests are a source of revenue for the Government and also help to meet the demand for timber, firewood, fodder etc.

The forest is full of variety of medicinal plants, kendu leaves, bamboo, sal, teak and other timber species. The district has considerable flat land, which provides suitable site for agricultural use. The hilly areas are mostly under forest with patches of cultivation on scarp areas. Major crops grown in the district are Rice, Wheat and Pulses. Only 23.34 percent area of agricultural use is net irrigated and major source of irrigation is well and canals.

1.2.2.3 District West Singhbhum

West Singhbhum came into being in the year 1989-90, after this was carved out of the erstwhile-undivided Singhbhum district. In April 2001, the West Singhbhum district was further divided into two districts, North part was retained as West Singhbhum while eight Blocks of Seraikela division were separated which became Seraikela-Kharswan district. Geographically, the district is located between north latitude 21° 58' and 23° 56' and East longitude 85° & 86°. The district forms part of the southern fringe of the Chhota Nagpur plateau and is highly upland tract. There are hills alternating with plains, steep mountains, and deep forests on the mountain slope. The altitude varies 205 to 610 meters above mean sea level with hills and hillocks, valleys and rivers. The average elevation (altitude) is 244 meters above mean sea level. The geographical area of the district is 5.19 lakh hectares.

The total geographical area of the district is 5.198 lakh hectares, out of which nearly 42.5% area comes under net cultivated area, 21% covered forests and the rest 36.5% area fall under barren, cultivable waste, pasture and other agricultural use. Soil of this region is sedentary which developed from various rock systems mainly Archen Rocks (Granite Granite-Gneiss, Quartzite & Micaschist). Certain isolated areas of Granite are also seen and named as Singhbhum Granite extending from Chaibasa to Orissa. As a result the soil of the district is very old and due to intensive leaching over the years, has poor fertility status.

2. Terminal Evaluation of the Project: Purpose, Approach & Methodology

The UNDP has entrusted Mott MacDonald, to conduct Terminal evaluation of the JSLPS-RD project in Jharkhand. The present chapter deals with the purpose of evaluation and methodology of the evaluation study.

2.1 Purpose of Evaluation

The purpose of terminal evaluation of the four-year project implemented by JSLPS with a funding from UNDP in Jharkhand is primarily to assess the appropriateness of the project's concept and design, review efficiency and adequacy in implementation and management of the project, review the results of the project, document the lessons learned, come up with recommendations regarding specific actions that might be taken to improve the efficiency, effectiveness, impact and management arrangements of similar future projects.

2.2 Study Objectives & Scope of Work

This section summarises the study objectives and scope of work as outlined in the contract of the proposed assignment. The details are provided in **Appendix- A**

2.2.1 Objectives

The proposed study has five main objectives:

- To monitor and evaluate results and impacts, including an assessment of sustainability
- To provide a basis for decision making on actions to be taken post-project
- To assess the effectiveness and efficiency of resource use
- To document, provide feedback on and disseminate lessons learnt
- To assess project's response to, and validity of recommendations made in mid-term reviews

2.2.2 Scope of Work

The scope of this evaluation study is as follows:

- Assess the appropriateness of the project's concept and design
- Review efficiency and adequacy in implementation and management of the project
- Review the results of the project
- Document Lessons Learnt & Project Specific Learnings
- Assess Project Progress on Cross Cutting issues
- Recommendations

2.3 Methodology

The evaluation study was conducted adopting participatory methods of data collection. The focus of this exercise was to draw lessons from the project results (outcomes), impacts and performance against the indicators set for the project. The evaluation started initially with the consultation meeting with key project stakeholders including the UNDP team and officials of JSLPS to understand the project concept and related activities implemented in the field. Both primary and secondary research methodologies have been adopted. Data collection instruments were designed to collect both quantitative and qualitative data. The schedules/questionnaires used for primary data collection are given in **Annexure-B**. The methodology used for various study phases are discussed below.

2.3.1 Phase I: Secondary / Preparatory Phase

Project Team Mobilisation and Kick-off Meeting: The project was initiated after a kick off meeting with UNDP team on 5th September, 2012 wherein the team understood the perspective of UNDP for this assignment in details, their expectations and expected strategy for achieving the objectives and deliverables. During this meeting the following was undertaken:

- Collected list of all data sources and consolidation requirements of all secondary documents.
- Understood the targets and shortfall of the program in Jharkhand
- Discussion on data collection techniques and analysis requirements

Orientation of Project Team: After the kick off meeting, all team members had an internal orientation meeting wherein salient features of the project were discussed covering project objectives, activities, strategy for realising the objective, their roles and responsibilities, key deliverables, timeline of project implementation etc.

Secondary Research: The secondary research was initiated during this phase and interactions held with JSLPS officials and UNDP team. The following data as was collected from the UNDP team were studied:

- Project documents like project operational framework
- Project reports (annual and quarterly)
- Baseline report
- Web stories, success stories and publications etc.

At the inception stage, our team had interactions with the Project Manager and the Monitoring & Evaluation specialist of JSLPS and obtained their perspective on project implementation process, baseline report and list of villages selected for the program implementation. Secondary research helped our team to understand the local contexts and state specific situations. The desk research was used for planning the data collection, which included planning for consultative meetings at the village, block, district and state levels, the State level Departments to be visited and stakeholders to be contacted and designing the research questionnaires for data collection.

Inception Report: Within the third week of signing the contract, the desk review was completed and output of the desk review was presented in the form of the inception report. The inception report was approved by UNDP on 25th September 2012, based on which the actual field visit was initiated. The Study team's plan for field visits from 29th September 2012 onwards was also approved by UNDP.

2.3.2 Phase II: Stakeholder interviews and Consultations

As per the approved plan, the field team undertook the field visit to Jharkhand. The visit was initiated with in-depth interactions and detailed discussions with JSLPS team (State, District and Block). During meeting, our team tried to understand the processes followed in project implementation at different levels (District, Block and village), the processes followed for selection and appointment of implementing partners (technical and social mobilisation agencies), activities undertaken under major heads viz; Promoting livelihood through diversified models, promoting NTFP based livelihood and entitlements to forest dwellers, Mobilising communities to generate demand, Strengthening Government's capacity and coordination mechanisms.

Thereafter, the field visits were undertaken to three project districts during period of 29th September, 2012 to 7th October, 2012. The activities undertaken during the field visits are detailed below:

Consultative meeting with Government Departments: The team undertook discussion with the respective Departments as listed below. These are the anchoring departments at state level. The line Departments were contacted to find out their role in this livelihood program, extent to which capacity building has been undertaken in the program, whether they are now able to implement other programs in a better way because of JSLPS Village level interventions. The line Departments contacted were the following:

- Department of Rural Development, Government of Jharkhand
- Jharkhand State Livelihood Promotion Society (JSLPS)
- Other State Departments of Government of Jharkhand
 - Department of Agriculture
 - Indian Lac Research Institute
 - Department of Panchayat Raj
- NGOs/CBOs associated with the project
 - PRADAN
 - GVT
 - SPWD
 - ICFG
 - KSRA
- District Commissioner's Office
- Block Development Officials
- District/Block level staff of JSLPS involved in project implementation

Consultation Meeting with beneficiaries, non-beneficiaries and PRIs: As part of primary research only consultative meeting with with project beneficiaries, non beneficiaries, Self Help Groups and PRIs was undertaken applying quantitative method of data collection techniques

- Village Development Committee
- Self Help Groups
- Panchayati Raj Institutions
- Beneficiaries
- Non Beneficiaries

Focus Group Discussions (FGD): FGDs were held in all the sampled villages. Special care was taken to make the group as diverse as possible by ensuring the participation of women and marginalised groups.

Sampling criteria: For stakeholder consultations, we had selected three districts considering geographical distribution and division wise distribution in consultation with JSLPS officials. The selected districts were Ranchi, West Singhbhum and Palamau. In each district, we had selected two blocks wherein the project is being implemented: Angara and Namkum in Ranchi; Bandgaon and Goilkera in West Singhbhum; Bishrampur and Satbarwha in Palamu. Our team had gone with a definite sampling plan and selected villages (also provided in the inception report), which had to be changed after consultations were held with JSLPS and UNDP. The primary reasons for change were:

312312/MCB/ISA/01/0 14 November 2012

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- Few of the villages that were shortlisted by us in the inception report stage were based on the village list shared by JSLPS during inception phase. But when the team went for actual field visit and had discussions with JSLPS, we were informed that some villages were not project villages. There was some error in the earlier data provided by JSLPS in the inception stage
- Also, few project villages selected by our study team were not falling under intensive implementation. Table 2.1 provides the list of blocks and villages covered for the sample survey.

Table 2.1: Selection of Project Villages

Sample District	Sample Block	Sample Village	
		Actual Coverage	Initial Sample
Ranchi	Angara	Janum	Bisa
		Resam	Chatra
	Namkum	Nichitpur	Singarsarai
		Tunju	Hathdahu
Palamu	Satbarwa	Piprakala	Dhawadih
		Halumand	Hurmur
	Bishrampur	Bhagwanma	Baghmanwa
		Kundi	Tolara
West Singhbhum	Bandgaon	Lumbai	Karu
		Itti	Itti
	Goilkera	Ghodaduba	Gamhariya
		Sarbil	Ulidih

Further in each village 10 beneficiaries were selected considering the list of beneficiaries which was provided by JSLPS district office. In the same village, our team tried to contact 5 non beneficiaries, but we found that even though the non-beneficiaries had not received any direct benefit but they were influenced by the project and were found involved in the process of social mobilization. The non beneficiaries were found involved in demonstration processes and were currently practicing one or the other initiated interventions thereby being indirect beneficiaries of the project (Table 2.2).

Table 2.2: Number of Beneficiaries contacted in each district

Sample District	Sample Block	Sample Village	Number of Beneficiaries contacted
Ranchi	Angara	Janum	14
		Resam	15
	Namkum	Nichitpur	10
		Tunju	12
Sub Total			51
Palamu	Satbarwa	Piprakala	10
		Halumand	10
	Bishrampur	Bhagwanma	10
		Kundi	12
Sub Total			42
West Singhbhum	Bandgaon	Lumbai	10
		Itti	12
	Goilkera	Ghodaduba	10
		Sarbil	12
Sub Total			44
Total Sample			137

3. Evaluation of the Project

This chapter provides result of evaluation of the various initiatives piloted under the JSLPS project supported by UNDP to strengthen Government capacities & coordination mechanisms for better design & implementation of livelihood strategies for disadvantaged and marginalized section. The evaluation findings are based on analysis from stakeholder interaction at different levels and field visits to the sample project area. The project's progress and case studies which helped the evaluation process could be seen at appendix A and Chapter 4 respectively.

Our evaluation clearly indicated that the project was highly successfully in strengthening capacities of Government officials of Line Department involved in implementation of Livelihood Programs which, lead to better design & implementation of livelihood strategies for marginalized and disadvantaged section of the society (Refer to appendix B for beneficiary profile). The project has also resulted in better coordination at the district and state levels though the intended objective of convergence of various Government Programmes is yet to be achieved This would however, require a clear strategic approach and will on the part of the state government agencies and line departments.

The project has also satisfactorily developed and established monitoring systems with outputs such as MIS cards created and distributed to farmers to guide them in keeping track of their agricultural practices as well as profit. Similar MIS has also been developed for tracking self help groups and it is being utilised by respective line departments for planning their programmes and activities. Village level representatives were also placed for establishing platforms for generating regular feedback from the field; which is highly encouraging. Further, the project was highly successful in showcasing effective livelihood models, which were designed scientifically, depending upon the local requirements and by pooling and leveraging of local and external resources, collectivizing local producers to give them strengths of aggregation and integrating local and external market avenues through value chain development .These models are actually replicated by other government schemes and programmes like SGSY for reducing vulnerability in selected districts. Diversification of livelihoods was also an important mandate of the project and in this respect the project has been successful. The project has introduced various livelihood packages like WADI MODEL of agro forestry and revival of lac cultivation, these projects are described in **Appendix A**.

The overall rating of the project (JSLPS) was assessed considering the five evaluation parameters of relevance, efficiency, effectiveness, impact and sustainability, and it was found that the project outputs remained "Highly Satisfactory" in most of the parameters except in building partnership among communities, CBOs, private sector, technical institutions and government for diversifying livelihoods and skill development as very few initiatives were materialised after intensive interventions, wherein it remained moderately satisfactory. The project progress and achievements vis-à-vis its rating against the defined evaluation criteria is presented in the following table.

Table 3.1: Activity Wise Project (JSLPS) Evaluation Matrix

Evaluation Criteria	Activity 1: Building of Governments' capacities and strengthening their coordination mechanisms at state and district level for designing and implementing livelihood strategies for disadvantaged groups and regions	Activity 2: Development of effective livelihood models to reduce the vulnerabilities of disadvantaged groups in long-term	Activity 3: Partnership building among communities, CBOs, private sector, technical institutions and government for diversifying livelihoods and skill development	Activity 4: Project Management, development of Project Monitoring & Evaluation, development of MIS
Relevance	The activity was highly relevant in the context of state like Jharkhand which is one of the most underdeveloped states of our country and had never implemented programs in mission mode. Thus, line departments did not have any prior experience of implementing similar projects. The orientation of line departments for better implementation of the project was utmost important and highly relevant.	This activity is important and highly relevant because despite of government programs on intensification of Agricultural, Forestry, Animal husbandry, Sericulture, Lac cultivation etc. much impact could not be seen at field level. For example Jharkhand has potential and can lead vegetable cultivation in India however; despite the potential, the state has cropping intensity of only 128%. In such circumstances it was important that models are displayed, standardized and replicated.	The activity is also very relevant because it is a known fact that diversification of livelihood cannot be achieved without establishing vibrant linkages between different stakeholders having potential of managing natural resources. Thus, the planned activity was very much realistic and relevant so far livelihood projects are concerned.	Tracking of interventions at close interval is as important as implementation of the interventions failing which success of the project cannot be achieved. Thus, development of Project MIS was equally relevant.

Terminal Evaluation of Government of Jharkhand-UNDP Project:
State Level Livelihood Promotion Strategies

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Effectiveness	<p>Activities undertaken under this head were found completed with highest level of satisfaction, reasons being;</p> <ul style="list-style-type: none"> Establishment of organisation structure like State Livelihood Committee, District Livelihood Committee, Village Development Organisations etc. Strengthening of the committees so that smooth implementation of livelihood programs could be achieved. Orientation of line department officials including District Commissioners and Block Development officials 	<p>Activities undertaken under this head were found completed with highest level of satisfaction, reasons being;</p> <ul style="list-style-type: none"> Identification of issues related to natural resources was adequately undertaken by micro planning exercises Bottom up approach and consultation process was followed for identification and conceptualisation of models Implementation of models through competent organisations like WADI model through GVT, rejuvenation of lac cultivation under guidance of Indian Institute of Natural Resin and Gums Intensification of crop and introduction of advanced scientific cultural practices to impact productivity 	<p>Activities undertaken under this head was found completed with the level of moderately unsatisfactory, reasons being;</p> <ul style="list-style-type: none"> Different institutes (ICAR, ICFRE, State Agriculture Universities etc) were involved in during brain storming sessions for project planning however, convergence of programmes has not been achieved adequately Involvement of private sector was not adequate because of which proper market development/ market linkage of the produce is at nascent stage. 	<p>Activities undertaken under this head was found completed with the high level of satisfaction, reasons being;</p> <ul style="list-style-type: none"> Development of MIS for tracking status of SHG movement in the state Development of Farmers card for collecting data on crop at farmer's level.
Efficiency	<p>INR 24,233,863 Data up to September 2012) was planned and received under this activity; however INR 31,170,781 was utilised thereby entailing 129% utilisation. The activity was completed with high satisfaction however, the fund utilised was more than that planned. This could have been avoided by close monitoring.</p> <p>The activities were delivered to the level of satisfaction.</p>	<p>INR 29,898,011 Data up to September 2012) was planned and was received under this activity however INR 39,711,865 was utilised entailing to 133% utilisation. The activity was completed with high satisfaction however, the fund utilised was more than that planned. This could have been avoided by close monitoring.</p> <p>The activities were delivered at the highest level of satisfaction.</p>	<p>INR 6,150,836 Data up to September 2012) was planned and was received under this activity however INR 1,095,622 was utilised entailing 18% utilisation. The activities under this heads were planned and were highly relevant so far sustainability of the project is concerned. However, implementation of activities under this head remained unsatisfactory due to lack of implementation of the planned activities.</p>	<p>INR 19,621,078 Data up to September 2012) was planned and was received under this activity however INR 7,332,459 was utilised entailing to 37% utilisation. However, during interactions it was observed that the MIS has already started working but as it was initiated towards the end of the project. The utility level of these reports and modification requirements could not be looked into as this has been developed at the end of the project</p>

Terminal Evaluation of Government of Jharkhand-UNDP Project:
State Level Livelihood Promotion Strategies



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Results/ impacts	<p>Visible impact of the activities conducted under this head could be seen at field level. The line department staff who have undergone orientation were found motivated and have impacted the project activities positively. The officers who have been transferred to other districts/blocks are also planning to launch similar interventions especially through some convergence of different government schemes at their level.</p> <p>Thus, the results of this activity were quite satisfactory.</p>	<p>The models implemented under the project were not only found accepted by the farmers (beneficiaries and non beneficiaries) but also internalised by them. Farmers have already sensed the change and they are quite motivated with the interventions.</p> <p>Farmers who couldn't receive direct benefit of the project were also found to adopt the technology demonstrated. Villagers also felt proud to talk about their involvement in micro planning exercise.</p> <p>Thus, the results of this activity were highly satisfactory.</p>	<p>Result of this activity was not found vibrant at institutions level. Thus, its result remained satisfactory.</p>	<p>Result of this activity was seen at grass root level as many of the farmers, who are currently practicing drip irrigation, were found tracking agricultural activities and profit using farmer's card.</p> <p>SHGs have undergone economic activities are also tracked by Rural Development Department and NABARD using the generated MIS</p> <p>Thus, the results remained satisfactory.</p>
Sustainability	<p>Sustainability of this activity is achieved at the level of satisfaction however, for attaining full satisfaction orientation modules were to be placed with some ideas of refresher orientation courses. In addition positions in line departments are transferable and proper orientation is required for achieving better results. Thus, structured orientation courses could be placed and made mandatory for respective officials of line departments.</p>	<p>The models displayed were highly sustainable however, they should be linked with some research organisation so that inclusion of recent developments could be ensured. Apart from this a strategy for knowledge management (documentation & dissemination of learning's) could be developed and adopted so that the developed models could be easily scaled up and replicated. Considering the achievements of RD-JSLPS project, JSLPS have been entrusted with the responsibility to work as the nodal agency for implementation of SLM and also selected for implementation of two other state level livelihood programs "Sanjeevani" and "Johar".</p>	<p>Sustainability of this activity remains unsatisfactory as the activity was not undertaken to the level of satisfaction.</p>	<p>The developed MIS is highly sustainable at this level but it should be regularly upgraded as per evolving requirement of the project.</p> <p>The generated reports should be made available to the line departments for mid course corrections and future planning of their activities /projects/programmes.</p> <p>Also these reports need to be made available online though some security access codes</p>
Source: MM Terminal Evaluation				

3.1 Appropriateness of the project's concept and design

3.1.1 Identification of Problem "Concept & design"

UNDP's Poverty Reduction Programme is aligned with the Government of India's Eleventh Plan priorities. UNDP's Country Programme Action Plan (CPAP) was signed between the Government of India (GOI) and UNDP for the period 2008-12. It seeks to improve the effectiveness of national programmes and policies for disadvantaged region and groups especially women, Scheduled Castes, Schedule Tribes, minorities, displaced persons and persons with disabilities.

Under the above mentioned objective state level supports to livelihood was strategized and state level societies were supported so that a receptive environment is created in selected states including Jharkhand. Jharkhand is one of India's richest states in natural resources but despite of this, inequality is in peak and a significant proportion of the population is unable to get benefit out of government's schemes and programmes. Considering the importance of reinforcement, in each of government livelihood schemes the assistance provided by UNDP has been partnered with the Department of Rural Development, Government of Jharkhand. The project (RD-UNDP) aims to strengthen the state government's capacity to effectively deliver livelihood schemes and programmes, and actively mobilize disadvantaged groups to generate greater awareness and access to entitlements.

3.1.2 Project approach

With the above mentioned mandate and in order to reduce disparity and enhance opportunity for disadvantaged groups, especially women and girls, project goals of Country Programme Action Plan 2008-2012 have been set up;

- CPAP Outcome(s): Improved effectiveness of poverty reduction and livelihood promotion programmes in disadvantaged regions and for inclusion of poor women and men from SC and ST groups, minorities and the displaced.
- CPAP Output(s): Disadvantaged people (poor women and men from SC and ST groups, minorities and the displaced) in at least four UNDAF states benefit from national and state poverty policies, programmes and livelihood strategies through enhanced public expenditure, private sector engagement and better delivery mechanisms.

As mentioned above the society JSLPS has been set up within Department of Rural Development and the RD-UNDP project was started on 1st July 2009 after finalization of Annual Work Plan 2009. The project log frame was then fine-tuned and this process took another three months to make initial preparations for smooth grounding of the project. The contracts with implementing agencies were signed in October 2009. In the given short time, the project has successfully designed institutional mechanism starting from state level apex body to the VDC at the lowest level.

Four out of five districts are vulnerable to the Naxal Movements (The Ultra Left Outfits) and the situation is worst in districts of Palamu and West Singhbhum districts. However, as per mandate the project could appoint competent agencies like GVT for Ranchi, MART for West Singhbhum, Sutra Consulting as a M&E Agency, Basix-Ctran for PPCP. Further technical support agencies /NGOs like SPWD for Palamu, ICFG for West Singhbhum, PRADAN for Hazaribagh, NBJK for Pakur and Ranchi and KSRA for Ranchi were selected and placed for taking up social mobilisation activities as well as for designing innovative livelihood models for the disadvantaged community.

As defined in the project log frame, social mobilisation agencies were hired and they conducted detailed participatory rural appraisals at village level, mobilised community and developed village level micro plans. 368 village level micro-plans were prepared and village specific issues were identified. These issues were then discussed in broader platform with technical agencies and then common issues were identified for each area. The common issues were then deliberated upon at the state level by officials from line departments, research institutes (IACR, State Agricultural University etc.) and livelihood experts for finalization / approval of plans for implementation of various sector based livelihood models. As per the approved models, proposals from competent technical agencies were sought and finalised and these were implemented by the agencies and monitored by JSLPS Block and district level teams. As part of project implementation, orientation of the District Collectors towards issues of livelihood promotion and inclusion was conducted during 2010 for their effective involvement in the project.

3.1.3 Assessment of underlying assumptions in mitigating the perceived problem

The analysis of our interaction with each of the stakeholders reveals that the project approach was sound and efforts were made at all levels to identify and appoint best suited partners so that benefit could reach the most deprived section of the society. During our field visits to the project villages the evaluation team requested the villagers to share about their future plans and found that they were aware of national livelihood mission which most of the respondents referred to. However, most of the Panchayat members that our team interacted with showed partial or full ignorance about their roles and responsibilities in the NRLM though most attended the training conducted under the project with financial support from

Panchayati Raj. They also did not have the opportunity yet to put in practice what they learnt in the training and also complete transfer/ devolution of power to panchayat is yet to happen in practice. Our study team felt that assumptions taken for implementation of the program were accurate and it helped in solving issues at different level. The output of the project is very encouraging, and about 14,400 women have been mobilized into self help groups and it is visible at field level. One can see vibrant SHGs in remote villages of Jharkhand with bank linkages and ready to extend their services to Village Organisations.

3.1.4 Assumptions, Project objective & Outcomes

All the five selected project districts are vulnerable to the Naxal Movements (The Ultra Left Outfits) and the utilisation of Government Development schemes were literally a concern. Considering this the project (RD-JSLPS) was strategically embedded in the Department of Rural Development, because of which it has also played an important role in delivery of government schemes.

The project outcomes actually laid a basis for NRLM. It actually focuses on three major components i.e

- a) Strengthening the capacity of the government for better design and delivery of the pro-poor poverty reduction programme,
- b) Establish models of livelihoods which are replicable and could sustainably enhance the livelihoods of rural poor and deprived section of people.
- c) Diversify the livelihoods portfolio through partnership with public and private partners.

In the context of Jharkhand the components are highly pertinent as they inspire a large numbers of poverty reduction initiatives in the state. The poorest of the poor are still left out primarily because of lack of inter-departmental coordination and convergence of the resources to address the multiple needs of the deprived communities like ST, PTGs and women.

3.2 Quantity and quality of project inputs

An institutional arrangement has been made at the state level and its downward structure to review and design the strategies for inclusion of the unreached households. It had improved the ways of achieving the outcomes of the programme and the process of developing integrated planning. The inputs provided under the program were adequate under which agencies were engaged for village level social mobilization so that awareness about government schemes and demand for the same could be generated. Further, technical agencies were entrusted for demonstration of better management of natural resource. At the same time support structures were established at block and district levels by appointing professionals for day to day handholding support. In due course it was felt that livelihood orientation of line departments is required. Thus, District Commissioners and Block Development officers were provided with exposure visit to developed districts to learn holistic planning. It could be concluded that the project was adequate in terms of quality and quantity and could achieve the intended objective however; the impact would be more sustainable if the appointed agencies (technical and social mobilization) could have completed their tenure.

Table 3.2: Comparison of Project Impact from Baseline

Indicators	Comparison of Terminal Evaluation status from Baseline
Type of houses	Comparing to the situation from baseline, one could see that beneficiaries of JSLPS project are mostly having Kutcha houses, reason being the criteria of selection of beneficiary by the project. Thus, the project's direct benefit has initially gone to the most underprivileged section of the society.
Household and farm Assets	Positive impacts in household's assets were recorded during terminal evaluation including electric connection, gadgets and mobile phones. Availability of more mobile phones could be considered as immediate impact of the project and increase of liquidity among the beneficiaries
Availability of BPL and NREGS card	Awareness generation and social mobilisation process had an impact on availability MNREGAS cards among the beneficiaries. However, more proportion of BPL cards with beneficiaries is indicating that the benefit has actually reached the most deprived section of the society.
Households membership with Community based organisation	It was observed that most of the beneficiaries are members of associations. In study village at both blocks, the number of self help groups has increased enormously. It is basically due to initiative of creation and strengthening of existing SHGs groups. The total percentage increased to 55 compared to the baseline of 9 percent of SHGs.
Household Income from on farm business	Income of beneficiaries was gone up due to project benefits majorly due to crop diversification and intensification.
Sources of Borrowing	Impact on sources of borrowing was observed during terminal evaluation study, currently more proportion of respondents were found borrowing from the institutional sources including Bank and SHGs
Number of crops grown before and after project intervention	After project intervention and due to introduction of drip irrigation, horticulture and Wadi model, beneficiaries are mostly cultivating vegetables. Three crops are grown in the field by most of the beneficiaries which was earlier one or maximum two.
Increase in Income from crop	It is reported by beneficiaries of Ranchi that they have gained about 120 percent increase in their income followed by farmers of Palamu who have actually received 57 percent increase in their income and about 33 percent increase in income in West Singhbhum.
Source: MM Study	

3.3 Relevance of the project

The project had defined objectives and on that basis the inputs, activities and outputs were designed in its log frame. After the project was implemented annual work plan on the basis of project log frame was designed and approved before actual implementation. The outputs against each activity were found relevant except not much activity was found under establishment of partnerships with other Stake holders. The partnerships established have been mentioned earlier in Chapter 3 while discussing activity 3. The inputs have been well matched with the outputs and output is also quantifiable. Considering this, RD-JSLPS have been provided responsibility of working as a nodal agency for implementation of NRLM in the State and also implementation of two other state level livelihood programs “Sanjeevani” and “Johar” and ‘model village “

3.4 Efficiency and adequacy in implementation and management of the project

3.4.1 Structured Approach & project strategy

The micro-project approach ended up with a lot of community mobilization activities that too in phased manner was actually required and commendable. After laying a base, models were demonstrated and thus, were found effectively internalized by the villagers. The chain effect of the benefits on recent initiatives was seen during field visits. However, the effect would have been more if the full period of implementation by agencies were achieved. It is practically impossible for a Block Manager to visit and manage intervention on each village. However, the limitation was minimized by appointing Community Resource Persons at village level.

Policy inputs were also provided by the state and district level teams at their level so that Government programs are planned accordingly and then implementation of Government programmes could be smoothened.

3.4.2 Ownership of the project

The institutions which are expected to play a major role in managing the project cycle have performed effectively. It was observed that the project has gone in a structured approach; it placed representative at state level that interacted on day to day basis with the government departments and helped them in planning implementation of livelihood schemes. Similarly professionals were placed at district and block level who created an enabling environment at their level and played the role of catalyst in implementation of government's livelihood schemes. Since during inception of JSLPS project, Panchayati raj was absent and thus the local governance was not practiced thus, the project employed agencies to initiate the activities towards creation of basic fibre of governance at local level. As a result, Village Development Committees were appointed. Further with the help of VDCs the project tried to form and streamline village level organisations so that a basic level of governance could be ensured. Further at village level self help groups were formed, rejuvenated and strengthened so that the basic platform of Livelihood mission could be laid.

This is evident from increasing demand for power transfer to PRIs and increased annual income. The networking platform has assisted the JSLPS in policy advocacy at different levels. It has contributed by sharing the concerns of the poor and the vulnerable sections of the community and given voice to their needs in raising and sharing the voices from the field. However, in the post project period, further strengthening of the local Institutions (SHGs, Village Organisations) would lead to better management of natural resources. Though the project has created a good platform to take forward the livelihood issues (capacity development and awareness generation activities conducted on livelihoods issues), in a holistic approach, diversified livelihood options and market linkages would make impacts on the ground more effective.

3.4.3 Government commitment

Considering the achievements of JSLPS project, JSLPS have been entrusted with the responsibility of working a nodal agency for implementation of SRLM and also selected for implementation of two other state level livelihood programs “Sanjeevani” and “Johar”. However, despite of generation of awareness among PRIs till date no power has been transferred to the local government (panchayat). This is unfortunate because demand has been generated under the project and if participation of local bodies will remain absent in planning and implementation of development programmes, the community will certainly lose faith in governance system and this will affect sustainability.

3.4.4 Monitoring and reporting mechanisms

The project has demonstrated efficient administrative and financial management systems. The project has increased the availability and accessibility of information regarding natural resource management for better livelihood, with limited resources and maximum community mobilization and contribution. The efforts to increase the visibility of the project’s successes at different forums are a clear example that the project objectives have been achieved. The competent professional staff would need to be flexible and innovative in the technical aspects related to infrastructure development in order to achieve success.

The success of the project was governed by efficient and close monitoring system including development of MIS for tracing SHGs movement in the state. At the same time, state and district level techno- professionals have been provided trainings on livelihood planning, micro planning exercise, identification and livelihood potentials in the villages, identification of the vulnerable households, monitoring and evaluation system, project management and gender issues. This has not only helped the project districts but also replicated to other districts and blocks because trained professionals when transferred to other area have tried the same in the new area.

The demand is now generated by the JSLPS project, community is also mobilized and Village level Organisation is ready to move ahead but under specialized supervision. It can be mentioned that the project impact has not reached the level of sustainability, community can continue with the traits that they have learnt during the implementation phase but there is still a requirement of linking them with the system so that they could move further sustainably without help of an outsider. The SHGs formed during the mobilization process are vibrant but they still require handholding support because the project which was actually to be implemented by selected agencies for two and half years had been abruptly stopped due to scarcity of fund. After phasing out of technical and social mobilization agencies, project (RD-UNDP) professionals have tried their level best to manage the implementation but it was practically unmanageable with a team of only three professionals. Thus, they emphasized more on replication of implemented models and could not spend time in introducing new interventions. Due to spending more time in managing village level interventions they could not focus more to their major task of creating an enabling environment for convergence in liaison with line departments at their level during later part of the project phase. The convergence of line department activities with similar mandate remained incomplete.

3.4.5 Conflict of interest

It is interesting to report that no conflict of interest was sensed among stakeholders involved in the project.

3.5 Sustainability

A significant outcome of the pilot projects has been the efficacy of the mission mode approach followed in project management and their scientifically designed models, has been recognized by the state government. the recognition among the state government. s particularly the mission mode approach of project management and scientifically designed models. As a result JSLPS has been given the responsibility of

managing National Livelihood Mission programme in the state and also to work as the nodal agency for implementation of SRLM, and two other state level livelihood programmes “Sanjeevani” “Johar and” Model Village.

3.6 Results of the project

3.6.1 Achievements of the project

The result of the program could be encapsulated into following heads;

3.6.1.1 Building of governments’ capacities and strengthening of their coordination mechanisms at state and district level for designing and implementing livelihood strategies for disadvantaged groups and regions

For effective implementation of livelihood programs in the State, a separate and autonomous society, with support from the Jharkhand-UNDP project, was set up. This society named “Jharkhand State Livelihood Promotion Society” (JSLPS) was formed under Rural Development Department, Government of Jharkhand. The society has the mandate to strengthen capacities of a range of Government Departments in effective design and implementation of livelihood promotion strategies with a focus on disadvantaged groups and regions.

Further, State livelihood committee was formed under JSLPS with a mandate to assist state government in designing their livelihood programs better. SLC meets each year and plans for capacity development of government stakeholders for providing various services to the community. Under this, JSLPS has provided training and capacity building support to the government functionaries including District Commissioners, Block Development Officials etc. They were also sponsored for inter-state demonstration and ideas exchange programs. Under this, JSLPS have extended handholding support to State Level Nodal Agency, a separate society engaged in implementation of integrated watershed management programme (IWMP) to watershed projects under Rural Development Department, GoJ.

In line with SLC, DLCs were formed at each district of the five project districts. The livelihood in support of the UNDP was implemented at the village level in a hierarchical manner starting from state level to district level and finally to block and village level. The District Coordinator at the district level along with two block coordinators at the block level forms a team to fruitfully implement the various activities related to livelihood. Full time professionals have been placed so that regular intervention with line departments could be ensured. In the same line, block level officials have also been placed who were in full charge of the activities at village level.

Techno-professionals support have been provided on livelihood planning, micro planning exercise, identification and livelihood potentials in the villages, identification of the vulnerable households, monitoring and evaluation system, project management and gender issues. During DLCs meeting, district specific issues were discussed, which include farmer’s training and promotion of SRI, financial inclusion, training of farmers on T&D breed of pigs, horticulture and water management promotion of rural *Haat* and organization building in form of SHGs, Federations and Producer’s group. In Palamu District, issues were focused on forest management, skill based trainings, social forestry, water management, promotion of drip irrigation through ATMA, water resource management, improved farming practices and promotion of Lac cultivation.

The State and District level livelihood advisory committees have been made functional for pro-poor policy advocacy. With the above mentioned mandate, Jharkhand Livelihood Promotion Society (JLPS) has tried to reinforce development by hiring services of professional agencies/NGOs in technical aspect so that development in different aspects could be planned. Agencies for technical support and social mobilisation activities were appointed to provide intervention wise supports to the JSLPS. The selected agencies were;

GVT (Ranchi), MART (West Singhbhum), Sutra Consulting (M&E Agency) & Basix-Ctran (PPCP) hired for technical support of the respective districts. While NGOs like SPWD (Palamu), ICFG (West Singhbhum), PRADAN (Hazaribagh), NBJK (Pakur and Ranchi), KSRA (Ranchi) are placed for taking up social mobilisation activities as well as for designing innovative livelihood models for the disadvantage community in the districts mentioned above.

As part of the program achievements, sensitizing communities through micro planning was an important intervention of the project. In this process some important steps being followed are PRA, village resource mapping and household's survey and wealth ranking, a total of 368 village level micro-plans have been prepared. Further social mobilisation agencies were also hired so that objective of community mobilisation could be achieved involving activities like forming village development committees (VDC), wealth ranking, participatory learning appraisal and preparing village level micro plan. Till date, 331 VDCs have been formed and their functionaries have been trained so that they can play active role at grassroots level developmental activities.

Each VDC constitutes 15 to 20 persons, with at least one third women and at least 33% members from the disadvantaged communities (SC, ST, PTG, minorities and displaced persons). During the course of implementation, about 5580 VDC members have been trained in PESA, entitlements, livelihoods and provisions of PRIs. VDCs are being used in monitoring and facilitating community mobilisation and thus 142 farmers groups and 2300 new SHGs have been formed.

Further about 14,400 women have been mobilized and organised into self help groups. The SHGs were further grouped and federated into 78 village Level federations through which, livelihoods support was provided to the women members. Farmers have also been organised in 25 groups, known as Farmer's Group (FG).

As discussed above, Social Mobilisation agencies and Technical agencies were appointed at block levels, who were actually involved in project implementation as per their respective approved proposals. However, due to lack of funds, these agencies could not work after providing initial support of about one and half year. The entire responsibility of managing the whole project was entrusted to three member team of JSLPS, which emerged as a constraining factor for the team. Considering this issue, Community Resource Persons (CRP) was appointed at the village level. CRPs were provided training on each intervention model and their services were later utilised for intensification of the models.

It was observed that the project has gone with a structured approach; it placed representative at state level that interacted on day to day basis with the government departments and helped them in planning implementation of livelihood schemes. Similarly professionals were placed at district and block level who created an enabling environment at their level and played the role of catalyst in implementation of government's livelihood schemes. Since during inception of JSLPS project panchayate raj was absent, project employed agencies and conducted detailed micro planning exercises and appointed Village Development Committees. Further with the help of VDCs the project tried to form and streamline village level organisations so that a basic level of governance could be ensured. Further at village level self help groups are formed, rejuvenated and strengthened so that the basic platform of Livelihood mission could be laid.

At the village level Village development organization was built who was responsible creating awareness of the various JSLPS activities carried on at the village level, apart from the community resource person who also played a very important part. The whole activity of JSLPS was participatory approach where the JSLPS team have done an extensive study at the village level where in they had in details description with the village people about the various areas where livelihood can be generated. In a nutshell Requirements and needs which were in actual required at the village level was recognized and various government programs were channelized according to the needs so that the actual needs at the village level can be

satisfied. It must be noted that in West Singhbhum the study villages were mainly inhabited by the Schedule tribes which are the unprivileged group according to the government norms. For upliftment of these tribal groups, various government programs were properly implemented at the village level like the SGSY from which funds were provided to the SHG groups, MNREGA from which wells were made at the village level for irrigation purposes and Creating awareness regarding Non Timber Forest Product (NTFP) in association with MART.

It was also noted that objectives was taken up as per the criteria plan of UNDP. The project was designed with the objective of reducing poverty of undeveloped group like the SC, ST and OBC through establishment of the various livelihood models. According to the district coordinator strong correlation between concept and approach was established. It must also be noted that DRDA, Agricultural department, Horticulture and animal Husbandry department was also involved to generate livelihood. These department provided support by providing training to the beneficiaries of the SHG groups, providing funds to beneficiaries.

3.6.1.2 Development of effective livelihood models to reduce the vulnerabilities of disadvantaged groups in long-term

During the phase of planning a lot of thoughts have gone into better management of natural resources which has huge potential. Thus, a lot of efforts have been made in establishing sustainable livelihood fibre by providing inputs of recent developments in natural resource management. It is fully appreciated that instead of introducing new improved varieties of cattle, improved practices are introduced in the local varieties and difference was demonstrated at the grass roots.

Similarly to meet the demand of water which is in scarcity in the selected Districts, drip irrigation was introduced along with new improved cultivation practices. This gave a definite spout to the vegetable cultivation of the state and now with the help of poly houses tribal women are growing off season vegetables. The main motto for this model is to enhance their incomes. These women learned the use of vermi compost, use of pesticides. It is also estimated that they earned good amount of money every season. They have also been provided assistance in marketing and packaging of producers. This is a good tested model and impacted number of lives in positive way in the selected districts.

Agriculture: Training regarding SRI Vidhi of farming at KGVK (Rukka). This method of farming was introduced among the villagers in the study village by the progressive individuals of the village also known as the CRP (Community Resource person) The Community resource person also known as the CRP was appointed by the JSLPS to diversify the programs initiate by the UNDP and GOI to enhance livelihood situation of the rural people.

At W. Singhbhum district organic method of SRI was introduced for the first time with tribal farmers. They were initially taken on exposure visit to Khunti district where PRADAN had demonstrated the technology earlier. A Film on SRI by Mr. Meghna Bhattacharya and SAMBHAV organization was exhibited in different villages to create awareness on package of practices associated with SRI vidhi. With help of KGVK, hand operated manual weeder was introduced to check the growth of weeds and create compost in the SRI Fields. Also Dhanicha seeds, as a green manure crop, preceding SRI crop was introduced successfully with these farmers. In Pakur & Palamau district large scale replication of successful SRI demonstrations was attempted by SMAs (NBJK and SPWD) but long drought spells hinder the growth of SRI plots. At Hazaribagh & Ranchi district patches of SRI cultivation continued with support of PRADAN and GVT respectively but mixed response were observed for long drought spells

Goat Rearing: District Palamu is already known for rearing of goats. The district headquarter is known for Goat market every Wednesday since more than 150 years.

Goat Market Palamu



Source: MM Study 2012

Goat Market Palamu



Source: MM Study 2012

The interventions in goat rearing took place through Joint Livelihood Groups (JLG). Almost 200 farmers in the district adopted better methodology of goat rearing. This practice includes nutrient pellets, marketing support, deworming and insurances. This model is best suited to the small and marginal farmers in the districts of Palamu, Ranchi etc. especially where water is the major problem and crisis. This model is framed for a cultivator with perennial water sources. It allows cultivators to sow the crops anytime throughout the year. This model is developed in assistance with NABARD and Birs Agriculture University, Ranchi.

Restoration of Basic amenities: It is a regular feature every summer; villages of Satbarwa and Bishrampur in Palamu district suffer from water crisis. They have accepted this as a part of life as they had no knowledge where and how to repair their defunct pumps. But this year there is a change, they got their pumps repaired by registering the problem using toll free number (18003456502) of Department of drinking water. A total of 118 hand pumps were found to be not functioning. With a coordinated effort of Jharkhand State Livelihood promotion Society (JSLPS) and its partner NGO staff 71 hand Pumps repaired in both these blocks in two week's time. Government of Jharkhand, department of drinking water has floated this toll free number to register complains for non functioning of hand pumps and with an assurance of repairing it within 72 hours. As a part of this special complains by JSLPS team, this message was communicated to all the villages of these two blocks on priority basis and 118 cases were registered. Around 6000 people could get access to water source for repairing of these 71 pumps. Women folks are the worst sufferers, as they have to search the alternative water sources and bring water for drinking, cleaning dishes and washing clothes, cooking and caring of children. So they have to walk 1-2.5 km to fetch water. Due to severe heat and rise in temperature, water crisis has emerged as biggest problem in this year. This problem was identified during micro plan exercises in January 2010. As it is related to survival of human being and livestock, so project team decided to take it into a campaign mode and use toll free number effectively.

A water committee has been formed with each hand pump and motivated the community to get the complaint registered. This initiative has received a good success. Project staff are being accepted by the villagers for this entry point activity of Project and villages are now pressing for a permanent solution to water crisis by creating series of ponds, linking them through pipes and roof top rain water harvesting for recharge of ground water.

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Vegetable Cultivation, introduction of Drip irrigation and poly house: RD- SLPs initiatives are providing technological and scientific knowledge multiplied vegetable production and generation of seedlings under poly house. The target oriented group of JSLPs seems to be very successful in raising production and raising people's incomes in the model villages. Janum and Resham village of Angara, Piprikala village in Satbarwa block is the model village for cultivation of vegetables. Later this model is replicated to the other villages not only by JSLPS-RD project but by ATMA and other projects also. It was observed that all the 12 villages have economically poor and deprived communities and they are engaged in a high proportion of vegetable cultivation because of introduction of drip irrigation methods and excess household labour available to be absorbed in this farming system. They follow intensive farming methods with more value added crops for increasing economic viability of their limited land and to absorb their excess available labour. Many of the farmers are found not practising the exact methodology for drip irrigation. But they do follow technical inputs. According to the non beneficiaries, production of vegetable enhanced only by following what their fellow farmers practising to neighbourhoods.



Source: MM Study 2012



Source: MM Study 2012

JSLPS project successfully initiated vegetable cultivation practises with proper input but marketing facilities could also encourage the vegetable revolution. Rural markets, however, at the grassroots level, can play a very significant role in the buying and selling of agricultural commodities, especially perishable items, such as vegetables. These market centres stand at the bottom of national and international marketing networks. The majority of people in Palamu district fulfil their demands of fresh vegetables from these market points. Small and marginal farmers in these villages, with small amounts of marketable surplus prefer rural markets for the display of surplus, as they can save travel and transport costs and achieve higher prices or income contrary to what they attain if they sold the same small size of surplus in distant, specialized regulated markets. It was accepted during talks with villagers that vegetable buying and selling through rural markets also generates employment and incomes through involvement of local people in various market functions and operations. This process of marketing vegetables through these various channels helps small and marginal farmers to generate money, employment and other socio- cultural benefits that lead to rural sustainable development.

Vegetable field at Satnarwah Block



Source: MM Study 2012

A poly nursery at Bishrampur block



Source: MM Study 2012

Apart from this, the Fishery Department was involved to provide training regarding fish culture and develop business from fish. However the fishery was not active in the Bandgaon block. Apart from the above mentioned activities UNDP has also taken initiative to provide Kisan Credit card to the farmers. In this context they have asked the bank manager to describe in details the facilities available under KCC and crop insurance policies of the government. The JSLPS officials have also provided fund for oil extraction machine set up at Lumbai village and Itti. Apart from this 7 farmers were provided wells at the village level in Lumbai through NREGA.

Non Timber Forest Produce: During 2009 and the early 2010 the members of JSLPS (District coordinator, and the two block coordinator) have done extensive field study to visualize and identify the various livelihood concerns among the disadvantaged section of people. They along with the collaboration of MART have generated the income potent estimate of the NTFP (Non Timber Forest Products). During the later half of 2009 JSLPS officials, district coordinator and the block coordinator have started community mobilization along with the development of SHG and further strengthening of the pre existing SHG.

Since these villages under study were located at forest therefore Non Timber Forest Product (NTFP) is also another source of income for the villagers. It must be noted that MART in collaboration with the JSLPS officials have provided training to the villagers for the procuring, storage and formation of the various by products of the forest raw materials. The major non timber forest products which were used for business purposes were Imli, Dori, Kusum, mahua, Kujri don patta, and karanj. It must also be noted that various SHG were provided with oil extraction machines for extraction of oil from Kujri leaves. Apart from processing of Kujri leaves for oil the major non timber forest product which was highly encouraged was Mahua production. Mart along with JSLPS in coordination has helped the villagers to create awareness regarding collection of mahua seeds, its processing, preservation of the product generated and proper marketing. The block coordinator has also developed market linkage with the local market that takes place every week for the marketing of the forest product. Lac is one of the prominent sources of income for small farmers in Palamu district. Lac cultivation started depreciating and about to almost die down. It was a major setback for the marginal and small farmers. Their livelihood is totally dependent upon this unique practise in the region. JSLPs once gain introduced lac cultivation successfully with the help of BPYP an organisation which have already worked in the area since decades.

In the month of January and February 2010, around 250 farmers were selected from 16 project villages of Satbarwa. All the selected farmers have 20 or more than 20 host plants (Palash and Ber). ***In the month of October and November 2010, 22 lac groups were formed in 16 project villages. Bank account was also opened of all Joint Liability Group (JLGs). All the groups will be linked under one block level federation.***

Farmers were trained in Pruning of host plant (Palash and Ber) : First test of community mobilisation was to get the trees pruned within given period of time. In the month of March –April 2010, all the finally selected 230 farmers pruned their plants. In the process more than 4200 host plant (Palash and Ber) were pruned through community participants. Once again, this activity was accomplished under war footing level with the support of the whole team.

Training of farmers at IINRG (Ranchi): 24 farmers from 16 project villages of Satbarwa block availed one week residential training from 27th September 2010 to 1st October 2010 on scientific methods of lac cultivation at Indian Institute of natural Resins and Gums, Namkum, Ranchi.

Identification of source for procurement of quality brood lac and nylon net-After lot of search a brood lac source was identified at Jhalda, West Bengal. After visiting in Jhalda, West Bengal by experts in the month of September 2010 and after verifying the quality the brood lac and nylon net the order was placed.

Distribution of Brood lac and Nylon net: On 14th October 2010 all the brood lac and nylon net was distributed to 233 farmers. BDO, Satbarwa was invited for the purpose, Funding agency Jharkhand Livelihood Promotion Society district and block team were also present for facilitation in distribution. 500 grams of brood lac was distributed for each host plant of average size.

Scientific Inoculation of Brood lac in host plant- After receiving brood lac and nylon net on 14th October the process of inoculation started and the whole process was completed within 3 days with 233 farmers from 16 project villages. The main achievement was that all the selected farmers used nylon net for inoculation of brood lac.

Identification mark at host plants: All the 4200 host plants were painted with limestone having 'J' mark so that these trees are inoculated with brood lac under JSLPS project.

Formation and Revival of SHG (Fund provided from SGSY project): During 2010 the major activity of JSLPS at the village level mainly revolved around the strengthening of SHG and capacity building. During this year with the initiatives of the district and block coordinator helped various SHG to obtain fund from SGSY project. They have also helped the excising and the newly formed SHG to strengthen by providing them training in various aspects like register managing and maintaining the minutes of meeting and utilization of fund present in SHG for livelihood generation. Apart from this the major focus was the proper utilization of non timber forest products at the village level and creating awareness among the disadvantaged group regarding the NTFP.

In the Year 2011 and 2012 apart from capacity building, strengthening of SHG, JSLPS have taken initiative to develop drying floor for processing of Non Timber Forest Products(NTFP). The development of drying floor was done in the year 2011 and in the year 2012 A federations at the Lumbai Village was formed named as Ekta Mahila Gramin Sangathan. This federation composed of 8 smaller SHG s in total.

The formation of SHG at both the villages in Bandgaon block was successfully achieved by JSLPS. Apart from this JSLPS have also revived the pre -existing SHGs in the study village. It must be noted that both in Lumbai and in Itti village the SHGs were formed by the active participation of Lady Extension Officer (LEO) In collaboration of the JSLPS officials like the district and the block coordinator.

The formation of SHG was guided by LEO and JSLPS. They have helped the villagers in recognizing the neediest individuals in the village to form the SHG. The criteria for selecting the SHG members were based on wealth ranking that is the most financially weak household were identified and the female candidates of these household were selected. Each SHG contains minimum of 10 members and the major activity of the SHG groups mainly focused on income generation from Business like grocery shop and selling of Non Timber Forest Products.

An agency known as MART along with JSLPS have promoted large scale usage of non timber products for income generation and also for household purposes. For strengthening of the SHG, the members were trained to maintain register and minutes of meeting on regular basis. It was also found that there were regular meeting of the SHGs on every Thursday of every week. This day was fixed for SHG – CCBA in Lumbai village. Likewise different SHGs in Lumbai village and also in Itti village practised the same methodology for maintaining regularity.

The SHGs were mainly trained by the UNDP officials and also by block coordinator and also by the team of JSLPS in Bandgaon block. Apart from providing training JSLPS team and the block coordinator have taken initiatives to make available KCC to the needy farmers in the village. NTFP product procuring, processing and marketing of Imli, Kujri and some other medicinal plants were also encouraged. Marketing and selling of forest products were highly encouraged among these sections of people. The SHGs are well versed in generating income from the available fund like lending money to the needy in the villages and charging an interest on the fund lent. For example the SHG CCBA has lent Rs 10,000 to village individual for medical emergency and also the same amount for livestock rearing (cows) These activities of the SHG in the village level have improved the socioeconomic condition of the family especially of the women at the village level.

3.6.1.3 Partnership building among communities, CBOs, private sector, technical institutions and government for diversifying livelihoods and skill development

Sub-sector analysis has been done for possible linkages with line departments. A report on subsector analysis has been submitted by Basix–CTRAN group. It suggested major schemes and its possible tie-ups with concerned agencies are; National Seed Corporation for supplying high Yield Variety seeds to the farmers; Rashtriya Krishi Beema Yojana (RKBY) / National Agricultural Insurance Scheme for Agriculture Insurance Company of India Ltd.



The suggestions of the consultants were incorporated in the project districts under which drip irrigation was majorly intensified in convergence with SGSY project. Convergence with ATMA scheme and RKVY was also reported in few villages near Ranchi.

Under recently concluded GOI program of Rashtriya Sam Vikas Yojana (RSVY) crops viz. elephant's foot, ginger, turmeric, capsicum, chilli etc. Kisan Credit Card recognizes and provides credit to the farmers for capital, machinery and inputs; Jharkhand Hill Area Lift Irrigation Corporation (JHALCO) for provision of lift irrigation services to the farmers of the Backward Region Grant Fund (BRGF), Gram Bhagirathi Yojna, and NABARD's Rural Infrastructure Development Fund (RIDF) for lift, medium and minor irrigation for development of agriculture in the state; District Agriculture Officer and Krishi Vigyan Kendra for dissemination of knowledge for better farming practices and commercial agriculture; Central Rainfed Upland Rice Research Station for dry land agriculture "Gokul Gram Yojana" launched by the State Government to encourage small milk producers to come into the fold of organized sector. Besides, the Government of Jharkhand has introduced the program viz. Distribution of Milch Cattle (with 50% subsidy), Cattle

Development Program with the help of BAIF Foundation, Nandi Gram Yojana – for popularizing natural insemination and raising quality progeny. Partnership was also established with other Stakeholders, like Bihar Pradesh Yuva Parishad (BPYP) Palamu entered into in the sector of livelihood by introducing a demonstration with 200 farmers in Satbarwa Block of Palamu district in the year 2010. Under this demonstration, BPYP prime thrust was to interact with farmers very closely to establish a system of follow up/monitoring in such a way that every change in the crop could be identified in very early stage so that the solution and treatment could be arranged.

In the month of January 2010 BPYP Palamu team conceptualized the project after having a round of discussion with scientists. Series of meetings held with transfer of technology department IINRG, Ranchi and farmers of Palamu district. On recommendation of IINRG and confidence among team members and farmers BPYP started the challenging intervention starting the pruning of host plants (Palash and Ber) after flowering in the month of April 2010 and about 4200 host plants were pruned.

Project Management development of Project Monitoring &, Evaluation, development of MIS Distribution of Beneficiary MIS card: All the 233 farmers were provided with MIS card, which will be helpful in maintaining record of their crops at village level. Timeline of recommended package and practices are printed in MIS card. This card is working as guide to the farmers also. Community resource person are helping farmers in maintenance of MIS card for first 4 months.

Crop Monitoring: One villager was specially sent IINRG, Ranchi to avail one week training on scientific cultivation and was assigned with duty of lac crop monitoring with the help of other CRPs in the 16 project villages. A proper system of MIS was developed so that even a minute changes in lac crop can be observed and addressed. Visits of IINRG scientist helped in proper follow up and monitoring of crop. All the JLGs members were also held responsible for monitoring and follow up of lac crop, time to time joint monitoring visit of lac grower and experts were organised.

Harvesting of brood lac and stick lac: During the month of October 2011, brood lac harvesting was started by all the farmers. More than 15000 Kg of Brood lac were harvested, out of which around 5000 kg of brood Lac was sold by different NGO's and farmers whereas around 10000 Kg of brood lac was inoculated by farmers itself in around 12000 host plants. Around 2000 Kg of scrapped lac was also sold by the farmers which were not used as brood Lac. Around INR 22 lakhs was generated during this course.

3.7 Lessons Learnt

As it is already reported that the selected districts are vulnerable to the Naxal Movements (The Ultra Left Outfits) and the project was implemented in when three -tire system of governance was completely absent. The state situation was worsened by frequent calls of Bandh, demonstration, road blockades, strikes etc which end up with slowing down the progress. Many reports tells the political situation in the state was also not stable and competent enough to take care of smooth implementation of government scheme including 14 major developmental programmes. During that period JSLPS project teams and partner agencies had faced major threats while intervening for development. Negative forces even put pressure on teams and subsequently tried to deter their regular movement in fields. It is evident that remote villages of Jharkhand still do not have regular connectivity with roads, further absence of basic amenities (electricity, telephones and other infrastructures) and declaration of the State Assembly Election have further obstructed the implementation of the project.

- Considering the above mentioned facts (geo-political situation of Jharkhand state) JSLPS project tried to orient the professionals (block and district coordinators) and agencies they were engaging in the project. This impacted positively and has helped in smooth implementation of the project. In the same time officials of line departments were also exposed to better develop states so that they could also be oriented on livelihood issues.

- It was observed by the JSLPS team that overlapping and confusion of roles and responsibilities of staff exists in different departments. As a result implementation of government programme smoothened and also loans are sanctioned to SHGs.
During implementation it was observed that Bank officials are not sufficiently oriented towards micro credit. Thus, Bankers meet was organised by JSLPS once and then attended each year in order to inculcate micro credit focus among them and help them to understand issues better related to finance in SHG and possible ways of handling.
- When panchayat elections were declared, the VDCs were actually formed at village level and once the panchayat representatives were elected VDCs became defunct. However, it is really encouraging to report that most of the VDC members have been elected as PRIs because they were the most aware and active habitants at the village level. Thus, the whole initiative which had gone into building capacity of villagers was actually used in getting well empowered local governance.
- During terminal evaluation our project team have seen that the project have tried to document the learning's starting from revising the project log frame and making it area specific with finalisation of Annual Work Plan 2009. The project has also documented a major learning i.e. chain effect of the capacity building initiative under which officials of line departments were trained for better service delivery.
- Under this, JSLPS project has extended handholding support to State Level Nodal Agency, in engaging consultant in managing watershed projects for implementation of integrated watershed management programme (IWMP) to watershed projects under Rural Development Department, GoJ. Further implementation of the Special Swarnjayanti Grameen Swarojgar Yojana project of MoRD was supported at state level.
- The project tried to capture trends and incorporate them to the main stream of the project for example the project conducted a large scale survey of integrated poultry model in Hazaribagh district and integrated the findings of the survey in respective AWP. As per midlevel intelligence interventions on cluster specific development approach was also promoted in production of Tasar Yarn (Silk) through SHGs in Hazaribagh district.
- JSLPS project also hired KGVK Rural Enterprises Limited and commissioned a research study to assess the demand supply skill and job gaps for youths of Saranda region. The study, first of its kind in the micro context of the district and the area, explores gaps in the existing skill set of rural youths and the industry demand for people residing in the two blocks of Manoharpur and Noamundi district under Saranda region. The survey report is being used for planning project and program related to skill development.
- Further, training of newly elected members of Panchayati raj were undertaken by JSLPS with an initial, funding from Department of Panchayati Raj so that understanding and demand could be generated.
- It was learnt in due course that while targeting the achievement of project goals should be kept separate from the convergence plan. It has been experienced that "convergence" has not been taken as a policy issue for state government. Thus, it is becoming time consuming along with uncertainties on results for which the program can not completely rely.
- It was learned in due course that the size of project area as well as program components should have been identified as per seeing the availability of resource.

3.8 Project Progress on Cross Cutting issues

The project has gained a lot in imbibing innovative approach in managing natural resources. The most commendable effort which our study team could praise most is intervening for enhancement of productivity without altering the existing locally used breeds of cattle. The project introduced hybrids so far agriculture and horticulture is concern but have emphasized only on those varieties which are tested by the local research institutions including Birsa Agricultural University and ICAR institutes at Palandu and Ranchi.

The project tried to intervene with scientific cultural practices so that productivity could be impacted without creating harm to the locally used varieties. Scientific goat rearing practices were introduced among local Black Bengal goat and enhanced productivity was demonstrated in order to attain sustainability. Forest Rights Committee (FRC) was formed in each of the 56 villages. Each committee constituted 15 to 20 members representing at least one third as women. A total of 600 forest dwellers were critically sensitized on provisions of Panchayat.

3.8.1.1 Rai Extension in Scheduled Area (PESA)

At every point JSLPS project made efforts to reach out the project benefits to the disadvantaged groups and mainstreaming gender equality. For instance, while forming the SLAC, due consideration is given to SC and ST candidates, who could contribute in policy matters to the government as per the needs and aspirations of the disadvantaged groups. Most of the members including Dr. Ram Dayal Munda and Mrs. Mahua Manjhi belonged to socially excluded community. Outcomes vis-à-vis intended deliverables are mentioned below;

Table 3.2: Outcomes of the Project

Intended deliverables of the UNDP Project	Actual delivery of the UNDP Project
<ul style="list-style-type: none"> Disadvantaged groups will have better awareness, access to their entitlements and capacities to materialize their potentials of social and economic opportunities. At block and village level, capacity development of communities and their organisations/institutions, universalisation of social mobilisation will be promoted as foundation or sustainable livelihood promotion. At district level, technical support provided by JLPM to district collectors to identify livelihood intervention themes and areas with good analysis of market, institutions, value-chains and capacities of communities of disadvantaged groups. At state level, information sharing among various departments effectively facilitated by JLPM to promote collaboration among departments. Monitoring systems & capacities strengthened to increase participation of and accrual of benefits for disadvantaged groups and regions: Through a central initiative across 7 UN focus states including Jharkhand, a diagnosis of the M&E systems for selected poverty reduction/livelihood schemes at national, state and districts level leading to development of an action plan for implementation in 2010. Effective models of livelihood vulnerability reducing strategies and instruments developed and demonstrated in selected districts. Increased opportunities created for diversifying livelihoods and skill development through engagement with private sector and integration with market. Integrated approach for livelihood promotion in selection sub-sectors demonstrated at cluster and district level involving private sector engagement. Evidence provided and feasible solutions suggested reflecting the voices and opinions of the poor and influence made on livelihood schemes/programmes and policies. Effective dialogue supported by JLPM to ensure a deep understanding and knowledge sharing among livelihood promoters including the government, NGOs, communities of disadvantaged groups and private sector. 	<ul style="list-style-type: none"> A total of 368 village level micro-plans have been prepared and about 14,400 women have been mobilized into self help groups Capacity building of 5580 VDC members who have been trained in PESA, entitlements, livelihoods and provisions of PRIs. Support provided to 5 districts, and 10 blocks with a mandate to facilitate government programs related to livelihood. Currently facilitating Micro Irrigation and special SGSY project. Supporting government departments to formulate their policy A drip of irrigation prototype for individual small and marginal land holdings demonstrated in five districts with more than 300 farmers, has now been upscale by the Rural Development Department across the state Prototypes available for up scaling to generate incremental income for the disadvantaged communities engaged in non-timber forest production, lac and paddy cultivation Participatory micro plans have benefited 500 villages through identifying available livelihood options. Support self-help groups in establishing and managing a poly nursery for growing improved varieties of vegetable seedlings has enabled women members to generate an additional revenue stream. Housing plan developed for people living Below the Poverty Line along with the Rural Development Department. Design of curriculum to train local village development communities to enable better utilization of Backward Region Gant Funds. More than 2,000 women SHGs have received financial support under the Swarnajayanti Gram Swarozgar Yojana (SGSY) enabling these groups to develop livelihood proposals. Design of JOHAR, a livelihood project initiated by the Rural Development Department.
Source: AWP and Annual Report of JSLPS	

4. Case Studies

The chapter below provides case studies that are documented during the evaluation process.

4.1 Model Village

Piprakala and Baghmanwa are the model villages and source of inspiration for the farmers in the other villages as well. Cultivation of vegetables has emerged as an efficient means of income generation for poor farmers who possess small pieces of land in Piprakala and Bhagwanma villages. The focused group discussions revealed that whosoever invested in drip or the proportion of people involved in the cultivation of vegetables in general are dependent upon this activity for their livelihood. The discussion among the groups shows that it not only increases the income of farmers, but also acts as a means for social transformation, economic development and becoming self-sufficient.

The households under study provided their response regarding the role of vegetable cultivation in social change, employment, income generation and self-sufficiency. A major portion of the households under study were of the opinion that vegetable cultivation has emerged as a means of social change (89.36 percent) and provides income to poor, landless and marginal farmers (82.72 percent). 70.76 percent of respondents thought that vegetable cultivation helps farmers become self-sufficient.

4.2 Goat Rearing

Murma village of Satbarwa block is the model for goat rearing. This village has lot of people dependent on goat as their source of livelihood. It was found that most of the goats are vulnerable to diseases which is non curable. Many of the goats die due to negligible assistance from government Veterinary Department. JSLPS had selected Murma for creating a model for goat rearing and later replication to the other villages in adjoining areas. Goats vaccinated and provided with required nourishment through “Chara”.

Goats in Satbarwah Block



Source: MM Study 2012

Discussions with villagers for evaluation of goat rearing program in Satbarwah Block, Palamu



Source: MM Study 2012

Few goats were not provided this treatment because of comparison between intervention and non intervention scenarios. Technical knowledge and support were provided to villagers with the help of external agencies. In a few months results were positive and villagers started trusting the team for

better technical inputs. Proper weight measurement equipment was brought in the village. During discussion with SHG group, it was found that women were highly enthusiastic about increase in their income and enhanced living standards after taking up goat rearing project. This positive effect unfortunately could not remain for long time as it was found later during the FGDs that now no technical inputs are available to the villagers as agency hired for the purpose has moved out of the district. The Government Veterinary doctors hardly pay visit to their village. The goats are suffering from dehydration and diseases not known to them. After the technical agencies moved out, it was thought that the CRPs will play their role of providing motivational and technical support to the villagers for promotion of goateries providing hands on support and technical inputs. However, CRPs themselves are not oriented to play this role and they also lack technical knowledge and skills themselves. Even the goat feed is also not available in the state. Villagers reported that the feed is available in Andhra Pradesh or in Tamilnadu. Villagers are trying to bring this special food for their goats from Chennai. The group effort in the village is visible in the sense that they are ready to assign this task to a one or more individual and they are not dependent on the supporting agencies or JSLPs.

4.1 Skill Up gradation

Duga Mundu, son of Lt Lucchu Mundu is the inhabitant of Lumbai Village, P O Bandgaon, and District – West Singh bhum. His father passed away at an early age. Duga Mundu's life was like other tribal youth as he failed in matriculation examination. At the village level he used to work as a labourer and his yearly earning was low at Rs 30,000. He went to Punjab for earning his livelihood .He worked there for one year. He was basically a cowboy in Punjab where he had to look after the cattle and his dreams of earning more money and having a better life came to an end in Punjab. He returned back to his village with little money. At this point he came in contact with JSLPS staff who were creating awareness about the L&T training program. He successfully completed the training from L&T which was for three months. The training took place at Delhi and was on skilled mason. He successfully completed the training for three months and was posted at Chandigarh L&T. He has been receiving Rs 309 per day and overtime payments as well. The annual income of Duga Mundu is almost Rs 72,000 now, almost 140 % increase in the annual income. It must also be noted that L&T has provided him with accommodation and medical facility as well. He said that the increase in annual income has enabled him to improve his family lifestyle. He has also been able to provide education to his children and faces less financial problems as compared to earlier condition.

4.2 Dona Patta Making

The case study describes the improvement of the members of SHG in Ghodaduba village of Goikera Block. The name of the SHG is Ma Paori Swayam Saheta Samiti which is one of the oldest SHG

Ghodaduba village of Goikera Block



Source: MM Survey

Ghodaduba village of Goikera Block



Source: MM Survey

in this village. It consists of 10 women members and their main function is procuring and processing of NTFP products especially Sal patta and creating business out of it. Seeing the huge and inexhaustible potential of leaves in forest as well as by making assessment of need in the local market and interest of SHG, JSLPS have installed 8 machines of plate and cup making in the village. From the beneficiaries the survey team came to know that with traditional methods of making cups and plates their income was very nominal. It was estimated that by selling 100 cups there was no profit and by selling 100 plates the profit was Rs10. In contrast it was found that the villagers are making a profit of Rs 17 from 100 cups and Rs 60 from 100 plates on an average at the present condition. However if the prior mentioned data is compared with the present data it was found that is huge increase in the annual average income of the beneficiaries both from the cups and plate making. There are basically three branding in both cups and plates namely Johar which is the number one quality, Surya which is the second best quality and finally Diya which is lowest priced brand among the three. In present scenario there are two ways of procuring raw material for business. A) Leaf bought-In this Sal leaves are bought from the other villagers and then the other processing steps are followed for making plates. Each stack contains 300 plates and the total expense incurred using transport is Rs 105 and in the market it is sold at Rs 140. So there is an approximate profit of Rs 35. B) Self stitched – in this process leaves are self stitched and the expense including transport of one sack containing 300 plates is Rs 15 and the market price of one sack of plates is Rs 140. So there is a profit of Rs 125 from a single sack of plates. Similarly for cups, one sack contains 1900 cups and the total expenditure incurred along with transport is Rs 20 and the market price of the same sack is Rs 300 leading to a profit of Rs 280.

It must also be noted that in one month this SHG group sells 8 to 10 sacks of cups making a monthly profit of Rs 2800/- on an average. Again in one month this SHG makes 250 – 300 sacks of plates earning a profit of Rs 20,000/- on an average. This data clearly suggests the improvement in the economic condition of the beneficiaries associated with this SHG. Along with Economic condition the social condition have also improved and now the villagers are thinking of sending their children to schools and enjoy a better and healthy social life.

4.3 Angara Block, District Ranchi, Jharkhand

Jharkhand Livelihood Promotion Society has led a new dimension of development in favour of the poor rural masses in Jharkhand. Our case study was undertaken in Angara block, Ranchi district. This area not only has fertile land, but also has an efficient infrastructure to support vegetable cultivation. The study revealed that the area studied witnessed an alarming growth in expansion of vegetable cultivation during recent 3-5 years.



Shanti Devi is a 50 year old illiterate woman. She is part of a household of 9 people which includes her husband, two sons, and a daughter in law. She says, *"I have 0.25 decimals of land from which, I lost hope of growing any crop because of unavailability of water"*.

"We work as labourers on other farmers' farms. We get work from 3 to 4 months in a year and earn about Rs. 60 to Rs. 80 per day. I have had to make sacrifices on other things too. Earlier, I had no money to purchase clothes for myself and my children to attend functions and weddings. I cannot afford it anymore. My children and I were forced to wear old clothes for functions. We wore old clothes since last two Diwali's as well. As much

as possible I avoid going to functions. My financial and mental condition dropped down to the worst". Introduction of drip irrigation methods for marginal farmers changes thousands life in the district. She says, now my living condition has improved as I make about Rs 40000 in a season growing and selling of better varieties of melon. I no more rely on my husband's irregular income and also have saved (some money) for my grand children's education. With the saving, I managed to buy one milking cow and four chickens and now I am selling the surplus milk to my neighbours. I am now able to ensure our family's food security. These days we regularly take food which includes chicken and eggs. When asked, what helps you generate household income? She replied, my own hard work in using water for vegetable farming, which has been possible because of drip irrigation.

4.4 Poly house & Goat Rearing, Ranchi

During the second year of livelihood promotion project of JSLPS, promotion of income generation programs among the poor families was given special attention and this initiative created a big leap in the economic situation of the families. Most of the time in the first year was vested in strengthening of SHGs in the project districts. These initiatives also helped to create opportunities to the beneficiaries especially among youth as they started goat rearing, agriculture nursery etc. Goat rearing has become one of the important activities of the people in the project area due to profitability.

Birsi Devi is a marginal farmer who is living in the village Resham of Angara Block of District Ranchi. Their house was in a dilapidated condition and they depend mostly on wage labour for livelihood. Their situation was not very favourable as due to less productivity of land she and her husband remained busy all the time in meeting two ends. So far day to day family expenses were concerned, the village was also not well connected with District Ranchi because of which commuting to work as daily wage labourer was also not very easy. Birsi Devi and her family were not able to send their kids to school. When the village was selected for JSLPS project and project representative reached their village and conducted social mobilisation activities, the villagers especially women became motivated and then initiated small groups- Self Help group Singi Dai Mahila Samiti was one of the group formed during these days and Birsi Devi became an active member of the group. The group did well because few members of the group were very active and have participated in different exposure visits, even they have gone to Kerala and have seen how village women are taking part in village level decisions and leading village development. The group took up activities like generation of seedlings in a POLY NURSERY and Goat rearing.

A big poly house was constructed under JSLPS project, the members were trained in different activities raising seedling and then the group started raising seedling of vegetables and selling them to the village level farmers. Some of the members of the group were already keeping goat but were not happy with the productivity of the business and believed that local goat i.e. Black Bengal which they were rearing can only have one productive season in a year. When they attended training and were exposed to scientific goat rearing practices, they came to know about de-worming and food palates (food supplement introduced i.e. food palate of Provimi Products Pvt Ltd) which can impact productivity of their local variety Goat. Earlier in the village, no one believed that special attention to goat rearing may turn their lives into much better condition. They started feeding goats a special "chara" brought from Chennai to boost their physical growth. Some of the goats were not fed with the new fodder and kept normal as before. It was wonderful to see that Goats eating "Special Chara" growing much faster than their counterparts. Initially they earned a

great profit by selling few of the heavy goats. At present the goats are taken care by the family and with enough care, deworming, food palates and chara, goats are producing healthy kids twice a year and also providing milk, an average of 750 ml per day which is sufficient for their children's. Currently Birsi Devi has sold three male goats weighing about 15-18 kg., she is saving Rs. 50/- each every month and sending

both her kids to school regularly. Kids are also supporting their mother to look after the goats and also making fun with goat kids. It was found through analysis that the family earns an average of Rs. 500/- from the goat rearing unit as monthly income. The neighbours and other SHG members appreciate the family for running this successfully which is a replicable model for others. Birsi Devi and her family were thanking RD-JSLPS project for their development and they look forward to more support from the project.

5. Conclusions & Recommendations

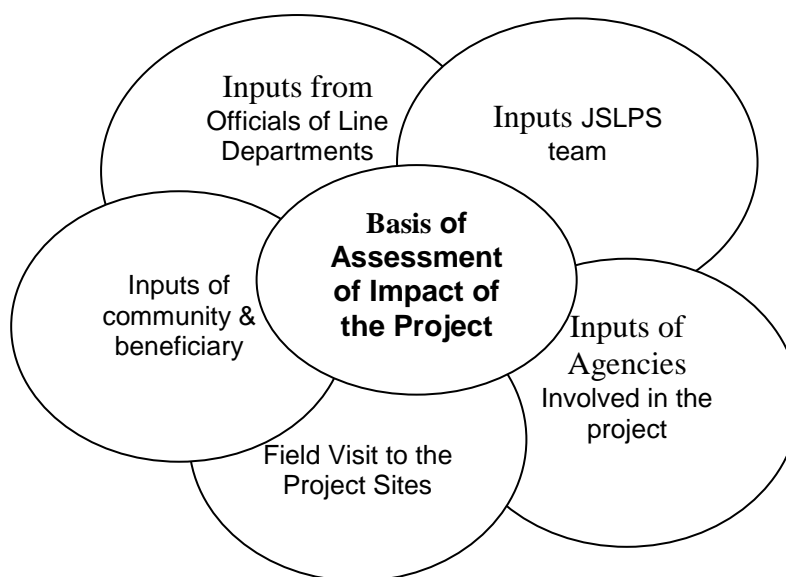
The following conclusions emerge from the terminal evaluation study of the RD-JSLPS project supported by UNDP based on the basic components of evaluation.

5.1 Basis of Interpretations

During the interactions, the stakeholders have provided numerous suggestions and recommendations on improvising the scheme. These have been categorized and presented in this Chapter. It is to be noted that the suggestions and recommendations are entirely based on the inputs and interactions with the various stakeholders who were contacted during the evaluation study.

Summarising based on our findings it is felt that the project has been successful in achieving most of its intended objectives.

Figure 5.1: Basis of Analysis



5.2 Conclusion

The evaluation study reached to the conclusion that the context and approach of JSLPS project in partnership has developed the ground for convergence of different livelihood schemes. It has also created space for knowledge based support system which is providing an avenue to the government schemes to experiment, innovate and redesign the process of planning, implementing, monitoring & evaluation and it's sustainability. The society created under the project is also extending technical support to different programmes with their pro poor initiatives. Our study team feels that the project can support decentralization in a big way.

By leveraging its limited resources, the UNDP Livelihood Promotion project enabled Rural Development Department to identify and plug in the critical gaps in terms of, which was actually not very easy to address within the usual administrative procedures of state government.

The major influencing and reinforcing factor of JSLPS project include value addition to the livelihood programme implementation processes. Further, dissemination of lessons learnt from implementing - JSLPS project and its take-away leanings for the rest of the country is really commendable.

The important factors that emerged as constraints in realisation of higher gains along the value chains of the key sectors can be broadly classified as technical and institutional. However, the study also shows that in order to address the basic livelihood question in the covered districts, the institutional interventions may have to be taken on a priority basis so that adequate base is created among the key players to absorb the technical interventions. It is the institutional interventions that would help to define the willingness of the poor marginal households to absorb the technical inputs so as to move to a higher output, employment and income trajectory.

5.2.1 Discontinuation of Village Level Support

During field visit our team could sense that the impact of village level programmes through technical and social mobilization agencies were prominent and vibrant. Till date villagers (direct and indirect beneficiaries) could remember the activities conducted during that period. In the same time, it was also noted that the hired agencies (technical and social mobilization) could not complete their tenure of three consecutive years and had to abandon their activity after fifteen months of implementation. Establishment of governance in a state like Jharkhand ,is quite a challenging task and it is actually commendable that the project JSLPS-UNDP) has achieved a lot, but mobilization of community towards model livelihoods projects is not sufficient condition for achieving sustainability of the programme. A critical gap in terms of long term handholding support to beneficiaries, through planned processes of strengthening their collective platforms, aggregation of their produces/ products. Providing them technical support and linkages through value chain development remains to be addressed.

5.2.2 Government's Commitment

Considering the achievements made by JSLPS project, JSLPS has been entrusted for implementation of programmes like National Livelihood Mission at state level, "Sanjeevani" and "Johar". However, despite generation of awareness among PRIs till date, no responsibility or power has been transferred to the local government (panchayat). This has made the PRIs very upset and can also affect sustainability of social mobilization and governance.

5.2.3 Capacity Building of SHGs and Village Organisation (VO)

The SHGs and VOs are vibrant but in absence of proper facilitating from government departments they are feel disheartened. SHGs are linked to banks and have taken up livelihood activities. However, they are still not mature enough to handle complex situation. Thus, they require further handholding to attain sustainability.

5.2.4 Capacity building of Government Functionaries

It was observed during field visits that project impact is intense in the areas wherein the concerned officer has orientation on livelihood issues. The project has oriented handful people and all the line department officers and staffs are not oriented on this. Our team could understand during discussions with line departments that they still require some handholding support to improve their understanding levels.

5.2.5 Convergence

Livelihood sector has cross referencing with other sectors and it was understood during discussion with line departments like Department of Forest, Department of Agriculture, Department of Watershed, Department of Handicraft & Handlooms etc that they have livelihood initiatives imbedded within their projects or programs and have funds allocated for the same which was not fully explored by JSLPS project.

Thus, a fair opportunity of convergence exists and in such circumstances, it is felt that a task force should be created within JSLPS which will act as a “think tank” and help in implementing the projects at community level for better results. This “think tank” could be funded by creating a corpus within the society (JSLPS) which will look after the entire range of livelihood program, generate revenue through capacity building activities and also handle its budget.

5.2.6 Sustainability

It is observed that JSLPS has been entrusted with the responsibility of working a nodal agency for implementation of State Livelihood Mission. The society is also implementing several other state level livelihood programs i.e. “Sanjeevani” and “Johar”, “Model Village”. Thus, sustainability of the Society is not a concern provided the Society generates a corpus out of the projects it is delivering or else an annual budget needs to be provided to the Society by the State Government.

5.3 Recommendations

The study team believes that the relevance, design and flexibility of the project components and the mission mode of programme management have been instrumental in realising the project goal to a large extent. Hence, in terms of relevance and effectiveness, the study team believes that the support project has been a structured learning partnership with very satisfying and efficient outcomes.

5.3.1 Recommendations for UNDP

5.3.1.1 Capacity building of Government Functionaries

There is a serious need for capacity building of State, district and block level government functionaries who have inadequate knowledge of the procedures and processes for effective implementation of livelihood projects. They also lack orientation towards the livelihoods framework developed under NRLM. This implies the need for state-level training need assessment and development of capacity building strategy. Which could be further be implemented by some technical agency so that adequate capacity building of the functionaries could be achieved. To this end, role of UNDP would prove to be a catalyst.

5.3.1.2 Knowledge Management

UNDP could support Documentation & Dissemination of project learning’s for further benefit in Jharkhand and other states.

5.3.1.3 Support under SRLM

The benefits of capacity building and technical supports in livelihood project development have been effectively demonstrated through the JSLPS project. Based on which JSLPS has given further responsibility of implementing SRLM throughout Jharkhand. In such circumstances support of technical team is required and this could be supported by UNDP by involving NGOs / academic institutions or research organisations for undertaking action research and studies in defined themes. This will also guide programme implementation by providing inputs on knowledge management, technology transfer, governance, monitoring & evaluation etc. by their independent views.

5.3.2 Recommendations for the State Government

5.3.2.1 Project Support extension and creation of sustainable institutional structure

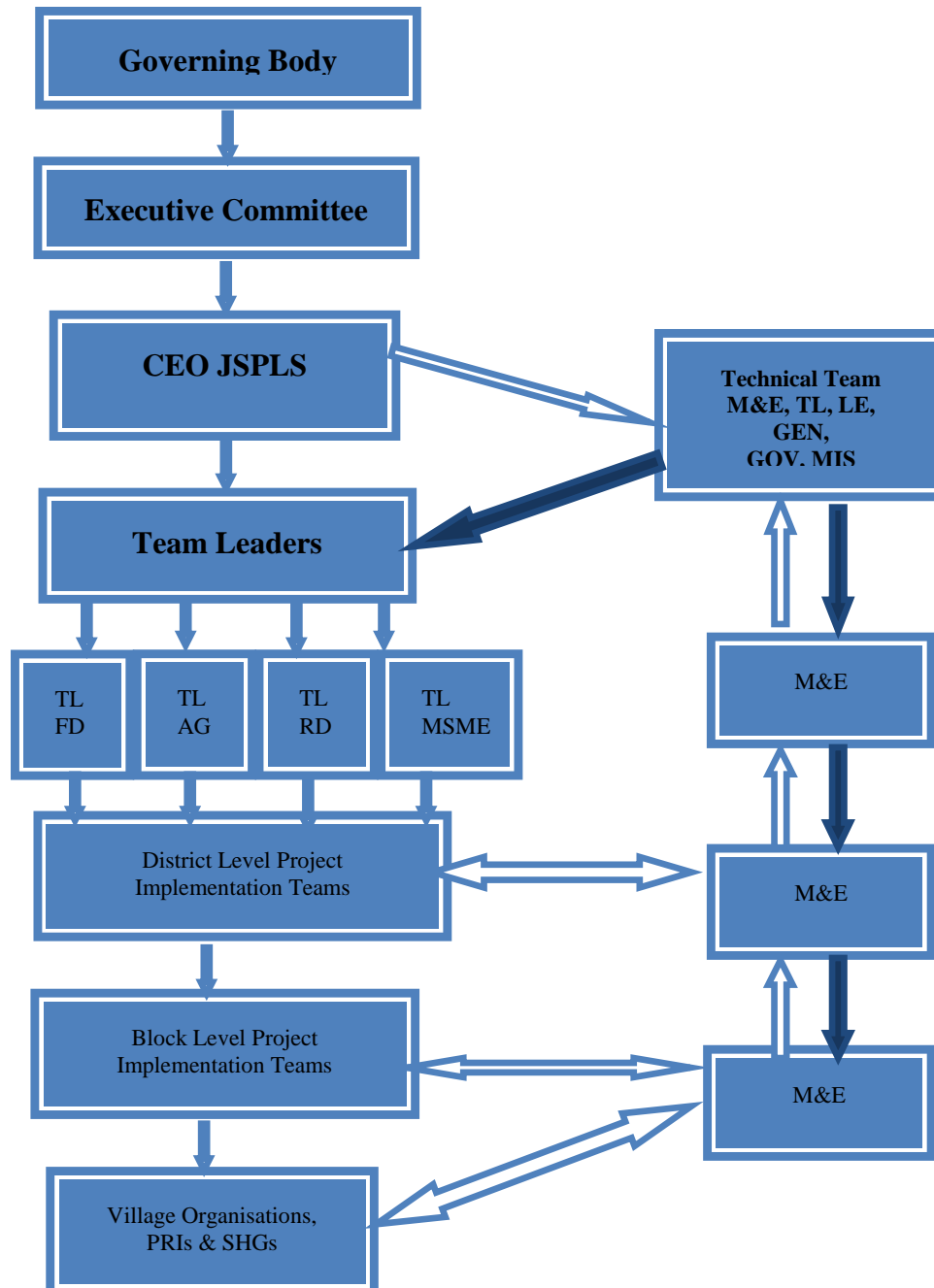
The project has been effective in developing broader understanding of the livelihood issue and challenges in Jharkhand by creating forums at the State, District and Block levels respectively for taking joint initiatives and planning for community driven livelihoods interventions. It has also been successful in addressing the issue of poverty reduction with help of multi stakeholders' service delivery on social security, health, entitlements and food security. Through regular process of interaction and consultation in the government system, the result of the programme is multi fold. On one hand the project is working like an interface between the community and delivery channels and on the other it also negotiating and advocating with the State Government's policy for improved programme design to support the resources for the poor in improving the overall quality of life. Under such circumstances it is recommended that the project should provide continuous support to the grassroots level.

JSLPS has been already created as an autonomous society and it can be self sustainable in next few years as it is currently handling three projects. It is recommended that in such circumstances the JSLPS techno-managerial team could be retained. This is in line with the discussions that the study team had with line departments- they have opined that they require services of the Technical Team which is currently supported by UNDP.

In addition, livelihood has cross referencing in other sectors and is being addressed by different government departments. All Departments have defined budget for implementing livelihood activities. It is important that all livelihood activities are taken under NRLM under supervision of JSLPS. Under such circumstances, a portion of the operational cost of each Department could be provided to JSLPS and this fund could actually be budgeted for JSLPS technical team to ensure innovation and smooth implementation. The institutional structure is indicated in Figure 7.1.

The proposed design of the implementation structure takes into account the fact that the success of the project is to a large extent dependant on effective coordination and convergence of all concerned departments of the state. It is therefore important that the Team Leaders of the different line departments work in tandem with the technical team at the state level throughout the process of planning, implementation and monitoring of the programme under leadership of CEO of JSPLS. It is recommended that the Team Leaders while following their departmental reporting structure should be mandated to report to the CEO JSPLS for this project and receive technical assistance of JSLPS Technical Team. The institutional structure is indicated in Figure 7.1 indicates this aspect.

Table 5.1: Suggested Model



5.3.4 Government's Commitment

There is a need to decentralise the support system down to the state and district levels so that the state government can initiate pilots on their own to make localized innovations down at the district, block and even village levels. The decentralisation would help state government and SRLM functionaries at district and block levels to scale up and replicate the successful pilots, with speed and commitment. State Government should initiate the process of transfer of power to the Panchayats and each program should be planned and implemented through the involvement of Panchayat (as they are the intrinsic part of decentralization process).

5.3.5 Capacity Building of SHGs and Village Organization

Since the newly formed Village organizations, SHGs and their federations have not attained sustainability it would require for some agency to provide them medium to long-term handholding support. The project should continue the back up support for at least the next five years

The Project has helped in diversification of livelihood options and also has positive impact on crop production. A subsector analysis has been conducted in each district for identification of potential partners. However, the process of forming new or strengthening existing farmers' groups and producers' companies/ cooperatives, aggregating their produces/ products and developing linkages with local and external markets/ value chains, need to be revitalised for the benefits of poor farmers and producers. In the absence of collectivization and a more systematic approach towards marketing of the products/ producer of the poor, their livelihoods would remain in fledgling condition. . Capacity development of Village Organisations with respect to building their understanding of legal and technical aspects of producers' company/ cooperative, understanding of and linking with value chains for different products and market information, is required in the project.

5.3.6 Some other recommendations

- Sanitation condition of Jharkhand is very poor thus; the project should integrate hygiene and sanitation issues in its IEC strategies.
- JSLPS project has been proactively involved in policy influencing. However, for scaling up, a concerted effort is required to recognize this micro-project model (people's contribution) by the State and the Central Government. The documentation of process and models was found less in the project thus, it is recommended that the project should document all its processes and publish it with success stories on livelihood models.
- The project has not conducted any analysis of the status of indigenous communities in the project areas. Thus, it is recommended to conduct a study on status of indigenous groups and the extent of poverty of the vulnerable social groups.
- The Project should complete the model village program and provide assistance to showcase the examples of excellence in terms of convergence, capacity building of community organisation and management of livelihood portfolio in the hands of villagers.

Appendices

Appendix A. Project Implementation & Accomplishments	47
Appendix B. Respondent's Profile & Perceived Impact	55
Appendix C. Study Scope of Work	68
Appendix D. Data Collection Tools	71
Appendix E. Contact List	100

Appendix A. Project Implementation & Accomplishments

A.1. JSLPS Project Implementation Structure

In order to meet challenges which are faced by the State and to make existing sources of livelihoods stronger, result oriented and sustainable, an independent society named Jharkhand State Livelihood Promotion Society (JSLPS) has been formed by the Government of Jharkhand (GoJ) under the Rural Development Department with the financial support of UNDP.

As mentioned above, the society functions under the aegis of the Rural Development Department, GoJ and for its effective implementation, Executive Committee (EC), Project Steering Committee (PSC) and State Level Advisory committee (SLAC) have been formed. Apart for this, there is a state project team which executes the project, the state team comprises of Project Manager, Monitoring & Evaluation specialist, Livelihood specialist, Finance and two Project Associates.

The state project team is supported by District Coordinators in all five selected districts and Block Coordinators in each of the 10 selected blocks. JSLPS project teams at state, district and block level have been placed with a mandate to provide techno-management support to the state/districts/block for effective implementation of the livelihood and poverty reduction programs. In line with State Level Advisory committee, the District Livelihood Facilitation Committees have been constituted at district level for providing technical guidance on livelihood interventions to the district administration.

Jharkhand State Livelihood Promotion Society is being led by a Project Director cum CEO (the Principal Secretary, Department of Rural Development, Government of Jharkhand) and the President (the Development Commissioner, Department of Rural Development; Government of Jharkhand). There is a designated State Project Director (SPD) who coordinates and ensures project implementation through the overall management – targets vis-à-vis planned activities and expected outcomes, fund flow, monitoring & evaluation, based on a budgeted annual work plan with UNDP, which is renewed on an annual basis as per UNDP rules and regulations.

A Project Steering Committee has been formed having members from the Executive Committee of the society and representatives from UNDP. This committee is responsible for undertaking consensual management decisions and holding periodic reviews twice a year. A designated Project Manager has been appointed for day to day management and decision making of the project by preparing a detailed activity and monitoring plan, in line with the annual work plan (AWP) and budget. This AWP is submitted to the Project Steering Committee for approval. To achieve the project results, District and Block Coordinators are responsible to support the facilitation and implementation of planned activities. The funds for the overall implementation of the planned activities are released to the society as per the Annual work plans and Quarterly work plans, against the standard fund authorisation and certificate of expenditure (FACE) report duly signed by the SPD.

A.2. Funds utilisation by JSLPS under UNDP project

An amount of 2,500,000/- USD was budgeted for the project. 20% of the total amount was planned for 2009 i.e. USD 500,099 while USD 720,884 was utilised. Further, the project budget was revised during year 2011. A total amount of USD 2,678,783 has been utilised in the project till 2012.

Table 5.2: Details of Fund Utilisation in Each Year

Year	Outlay as per Annual Work Plan (in USD)	Fund utilised (in USD)
2009	500,099	720,884
2010	899,975	899,975
2011	656,299	656,299
2012	401,625	401,625
Total	2,457,998	2,678,783
<i>Source: Annual Action Plan (2009, 2010, 2011 and 2012)</i>		

A.3. Physical Performance of the Project

As mentioned above, the project was undertaken in four major heads, the activities taken up in these heads are mentioned below.

A.3.1. Outputs in Activity 1: Building of Governments' capacities and strengthening their coordination mechanisms at state and district level for designing and implementing livelihood strategies for disadvantaged groups and regions

With a mandate to streamline the livelihood programs for poverty reduction, JSLPS project was continuously involved in policy dialogue with line Departments involved in implementation of relevant schemes and programs. Under this activity following actions were undertaken.

A.3.1.1. Formation of Autonomous Society dedicated to livelihood promotion

In order to ensure effective implementation of livelihood programs in the State, a separate and autonomous society, with support from the Jharkhand-UNDP project, was set up. The society named "Jharkhand State Livelihood Promotion Society" (JSLPS) was formed under Rural Development Department, Government of Jharkhand. JSLPS project society has created with a mandate to strengthen capacities of a range of Government Departments to ensure effective design and implementation of livelihood promotion strategies so that they could be more focused towards disadvantaged groups and under privilege group. The society works as a nodal agency for livelihood promotion in the state with collaboration of various Government Departments, NGOs/CBOs, technical institutions and private sector. The state-level support to livelihood promotion strategies emphasizes on a holistic livelihood approach which actually have laid the basic implementation structure to improve livelihood security and diversification of livelihoods among the poor.

A.3.1.2. Constitution of State Livelihood Committee

At State level, State Livelihood Committee (SLC) was formed under JSLPS with a mandate to assist state government for designing their livelihood programs in a holistic manner. The SLC has members from most of the local reputed institutions and meet each year to plan for capacity development of Government stakeholders so that various services to the community could be ensured.

Under this, JSLPS has provided training and capacity building support to the Government functionaries including District Commissioners, Block Development Officials etc. They were sponsored with inter-state demonstration and idea exchange programs and have taken to developed part of our country (mostly Kerala and Tamil Nadu). Under this head only, JSLPS has extended handholding support to State Level Nodal Agency, a separate society engaged in implementation of integrated watershed management programme (IWMP) to watershed projects under Rural Development Department, GoJ.

A.3.1.3. Formation of District Livelihood Committee (DLCs)

In line with SLC, DLCs have been formed at each district of the five project districts. The livelihood in support of UNDP have been implemented at the village level in a hierarchical manner starting from state level to district level and finally to block and village level. The District Coordinator at the district level along with two block coordinators at the block level forms a team to fruitfully implement the various activities related to livelihood. Full time professionals have been placed so that regular intervention with line departments could be ensured. At the same line, block level officials have also been placed who are in full charge of the activities at village level.

Support of technical professionals has been provided on livelihood planning, micro planning exercise, identification and livelihood potential in the villages, identification of the vulnerable households, monitoring and evaluation system, project management and gender issues. During the meeting of DLCs, the district specific issues were discussed by the members, which include ways of better management of natural resource, farmer's training and promotion of SRI/SWI, financial inclusion, training of farmers on recent breeds, horticulture and water management promotion of rural *Haat* and organization building in form of SHGs, federations and producer's group.

The issues were slight different in Palamu District wherein issues focused on forest management, skill based trainings, social forestry, water management, promotion of drip irrigation through ATMA, water resource management, improved farming practices and promotion of Lac cultivation were discussed.

Similarly in West Singhbhum district, the thrust was on promotion of Non Timber Forest Produces (NTFP) based interventions that comprised activities like formation of Forest Resource Committee, value addition in NTFP collection, construction of drying platform, selection and training of cadres, installation of oil expeller, weighing machines and other horticulture and agricultural activities.

A.3.1.4. Appointment of Partner Agencies

The State and District level livelihood advisory committees have been made functional for pro-poor policy advocacy. With the above mentioned mandate, Rural Development-Jharkhand Livelihood Promotion Society (JLPS) had tried to reinforce development by hiring services of professional agencies/NGOs in technical aspect so that development on different aspects could be planned. Agencies for technical support

and social mobilisation activities were appointed to provide intervention support to the JSLPS. The selected agencies were; GVT (Ranchi), MART (West Singhbhum), Sutra Consulting (M&E Agency) & Basix-Ctran (PPCP) hired for technical support. NGOs like SPWD (Palamu), ICFG (West Singhbhum), PRADAN (Hazaribagh), NBJK (Pakur and Ranchi), KSRA (Ranchi). They were all competent agencies appointed for providing technical and social mobilisation support. Technical support agencies provided support in designing innovative livelihood models for the disadvantage community.

As part of the program achievements social mobilization agencies, sensitised the community and mobilised them to prepare micro planning, this was an important intervention of the project. In this process some important steps were followed like Participatory Rural Appraisal (PRA), village resource mapping, household survey, well being ranking, resource mapping, like this a total of 368 village level micro-plans have been prepared. Further social mobilisation agencies were also involved in forming Village Development Committees (VDC). Till date, 331 VDCs have been formed and their functionaries have been trained so that they can play active role at grassroots level developmental activities. Each VDC comprises 15 to 20 persons, with at least one third women and at least 33% members from the disadvantaged communities (SC, ST, PTG, minorities and displaced persons). During the course of implementation, about 5580 VDC members have been trained in PESA, entitlements, livelihoods and provisions of PRIs. VDCs are being used in monitoring and facilitating community mobilisation and thus 142 farmers groups and 2300 new SHGs have been formed. However, after panchayat elections VDCs were not acting and have become defunct.

Further about 14,400 women have been mobilized into self help groups. The SHGs were further grouped into 78 federations and they have been used for livelihood generation projects. The farmers are organised in 25 groups, known as Farmer's Interest Group (FIG).

A.3.1.5. Appointment of Community Resource persons

As discussed above, Social Mobilisation agencies and Technical agencies were appointed at block levels, who were actually involved in project implementation as per their respective approved proposals. However, due to lack of fund, these agencies could not continue with their activities, they provided initial support of about one year and three months. It was really an issue to manage whole project by three member team of JSLPS project once these appointed agencies phased out. Considering this Community resource person (CRP) were appointed at village level, CRPs were provided training on each intervention model and they were utilised for intensification of the models.

A.3.1.6. National Rural Livelihood Mission

The National Rural Livelihood Mission (NRLM) which has a mandate to subsuming all ongoing livelihood activities of the State has been entrusted to JSLPS. The mission's overall aim is to reduce poverty among disadvantaged rural households by promoting diversified and gainful self-employment and wage employment opportunities. In the long run, the mission would ensure inclusive growth by bridging social, regional and geographical disparities. JSLPS which was actually created for working in five districts of Jharkhand has been given extended mandate of working throughout the state i.e. in 24 districts. The existing project team of JSLPS is currently providing handholding support for rolling out of NRLM in the state. The village organisations formed under JSLPS project including their staff (district and block), were already been transferred to NRLM and they are laying the base of the mission in the state.

A.3.2. Outputs in Activity 2: Development of effective livelihood models to reduce the vulnerabilities of disadvantaged groups in long-term

The key livelihood interventions have been identified in each district on the basis of preliminary assessment of the findings of the micro planning exercises and other Technical assessments by TSAs. The identified activities were then further discussed at state level in presence of respective officials of line departments and research institutions (state and ICAR) as most of the issues were related to natural resource management. After brainstorming and categorising the proposed interventions, models were then selected for implementation depending upon the available funds. The interventions identified were; nursery raising in poly house and vegetable growing with drip irrigation system and promotion of second crops (Ranchi district), NTFP value addition, vegetable growing and SRI (West Singhbhum), micro finance, SRI and Poultry (Hazaribagh district) promotion of lac cultivation, Goat rearing, Poultry, SRI and Natural resource management (NRM) based livelihood activities (Palamu).

A.3.2.1. Popularisation of Poly Nursery and Drip Irrigation

It was observed that quality seedlings of vegetables are many times not available for the farmers and it can be a good business venture. Just to cater the requirement of quality seedlings to farmers, two poly houses were established in Ranchi District and production of saplings initiated. Both the units are being managed by women SHG groups; the poly units have capacity of producing 150,000 saplings per annum. Looking at the success of the units, the State Management Agencies has planned to raise the number of Poly Houses in other areas too, through convergence from other sources. Similar models are also been supported in other districts including Hazaribagh.

Similarly looking at demand of the region, farmers were exposed to drip irrigation systems and poly houses for vegetable cultivation; this has been experimented with 25 farmers of Angara Block in Ranchi District with collaboration with NABARD, HARP and Birsia Agriculture University. The project was found effective in establishing a “model” for vegetable intensification program in the area. This project was a joint effort of NABARD and JSLPS. The technology has been supported from Maati, a consulting firm on agro-technology. The model has now been established and it is under expansion with the help of funding from line department schemes. The technology has been promoted jointly by Jharkhand State Livelihood Promotion Society (JSLPS), NABARD and NBJK. Based on this evidence of success, the state government is planning to replicate it to 100,000 farmers throughout the state and groundwork is being prepared in this regard wherein the district level officers carry forward this activity within ambit of Swarnajayanti Gramene Swarojgar Yojana (SGSY) scheme.

A.3.2.2. Improved method of goat rearing

Improved method of goat rearing was introduced in Ranchi, Hazaribagh and Palamu districts; it was initially introduced among 350 farmers. Under this model, no new variety was introduced; it has introduced only current scientific practices of cattle rearing like de-worming, insurance cover, nutrient pallets and marketing support etc. This was a very enthusiastic model wherein cattle growers have been shown that by only changing the rearing practices how then can enhance the productivity. Under this model cattle feed promoted by Provimi Products Pvt Ltd, a Chennai based company was introduced. The proposed intervention is being promoted with innovative developments and fortified cattle feed.

A.3.2.3. Cultivation of vegetables and Marketing

Scientific method of off season Vegetable growing was introduced among tribal women in the project districts. The main motto for this model was to enhance incomes at village level. Under this model tribal women could learn use of vermin compost, hybrid seeds and pesticides. It is estimated during interaction with the beneficiary farmers that they are earning good amount of money every season in this business. Farmers were also provided assistance for marketing and packaging of producers, it was really an important issue which was never dealt intensively. A total of 798 farmers from 25 villages received training in vegetable cultivation and floriculture. Major vegetable produce include tomato, chilli, brinjal, radish etc. In order to sustain the agricultural production, more than 100 farmers had been imparted latest agro-technology practices through running of four Farmer Field Schools (FFS) which were run in coordination with Agricultural Departments' ATMA project.

A.3.2.4. System of Rice/Wheat intensification

In all the five districts the method of System of Rice Intensification (SRI) was piloted among about 3000 poor women farmers. Similarly System of Wheat Intensification (SWI) was introduced and tested with 2000 farmers at Palamu, Hazaribagh, Ranchi and Pakur. Based on the encouraging result of these demonstrations, replication strategy and plan has been prepared by the district team for substantial increase in the area.

The SRI/SWI method was initially introduced in the village as a model with the help of ATMA project of Agriculture Department and Krishi Vikash Kendras. CRPs were provided with the training regarding SRI which is locally called "SRI Vidhi" and these people were then used as local resource persons for spreading the technology to the remaining part of the village clusters.

A.3.2.5. Revival of Lac

Lac cultivation is one of the elderly practices in Palamu district; it was an important cash crop for farmers of the area. Up to year 2004-05 it was a prominent source of livelihood in which farmers spent little effort during whole crop period. Despite of Lac being a less investment crops, farmers gradually started leaving its raring just because of absence of brood lac (seed of lac). This happened due to successive failure of the crops majorly impacted by change in climate, seed lac in this region got almost extinct. It was the major setback for the farmers who would get lac of cash value around INR 20000 every year without much investment and labour. Erratic supply of brood lac was the major problem for the farmers and farmers are themselves not able to retain the brood lac for the consecutive crops.

JSLPS project intervened lac cultivation in Palamu in assistance with ICAR institute "Indian Institute of Natural Resins and Gums". The project introduced a demonstration initially for 200 farmers living in seven villages in Satbarwa block of Palamau district. Under this demonstration, the thrust was direct interactions with the farmers and maintaining close and frequent contact to follow up/monitoring in such a way that every change in the crop could be identified in very early stage so that the management could be arranged. After analyzing the reasons for the failures, a robust alternative plan has been chalked out for revive lac cultivation and then was implemented in the village. Village level organizations are formed in each village and office bearer of the organization in consultation with JSLPS team are directly involved in marketing of Lac. During our visit to the district our team could find that farmers are roughly earning about INR 8000 to 12000 per season after successful crop harvesting.

A.3.2.6. Promotion of 40 agro-horti model (Wadi model in Ranchi)

JSLPS project had initiated agro-horti model i.e. WADI under supervision of Grameen Vikas Trust which was the Technical Support Agency. The model was initially started in two project blocks of Ranchi district. It was reported that all the pits have been dug and the filling of the pits and fencing work has been done. There are approximately 3500 plants of quality mango which have been purchased from Bengal and planted in respective farms of the beneficiaries. The beneficiaries have been imparted training in plantation, staking and their management.

A.3.2.7. Non-Timber Forest Produces (NTFP)

In the forest based district the project emphasis was on value addition and systematization of collection process in Non-Timber Forest Produces (NTFP). A study had been conducted on status of livelihood of forest dwellers in West Singhbhum district. The findings of this study suggests that income of the households can be raised by value addition through introduction of drying platform, introduction of weighing machine, market information sharing activities as well as coin box based telephone system.

This model has been well accepted by Deputy Commissioner, West Singhbhum and a convergence proposal of Rs.61,00,000/- is being considered by district administration. A batch of 30 persons was trained in skills of bamboo craftsman and market linkage. Bamboo training was organized at Pakur district, bamboo craftsman with support of district administration in February 2010. The purpose had been to improve their marketing ability and technical skills in bamboo craft.

A.3.2.8. Sal Leaf Plate and Cup Cluster

Four units of electric sal leaf plate and cup were installed in four villages, the ones covered under our study area include Nayak Tola and Godaduba. Mr. Sanjay Jaiswal, an Orissa based manufacturer and supplier of electrical Sal plate and cup machines imparted the technical training to the 15 SHG members that comprised 5 female operators and 10 male operators. There were 7 trainees who were able to practically demonstrate the repairing of dye (plate & cup) along with edge sharpening and electrical fitting of both the machines.

A.3.2.9. Installation of electronic Weighing Scale

To avoid irregularities in weighing grains and other crops both electrical and manual weighing scales were introduced and used at PDS distribution points of SHGs, near Goilkera Buruhundur Haat on "Weekly Haat day Friday". Weighing scales are also used to measure the weights of oil seeds, powdered oil seeds, quantity of oil extracted and oil cake etc. It is also being used for general purpose of weighing of Agricultural, NTFPs, Grocery item etc, which are generally used in day to day life in order to ensure proper weighing and to reduce cheating in weighing.

A.3.3. Outputs in Activity 3: Partnership building among communities, CBOs, private sector, technical institutions and government for diversifying livelihoods and skill development

A sub-sector analysis had also undertaken in consultation with line departments. A report on subsector analysis had been submitted by Basix-CTTRAN group. It suggested major schemes and its possible tie-ups

with concerned agencies are; National Seed Corporation for supplying high Yield Variety seeds to the farmers; Rashtriya Krishi Beema Yojana (RKBY) / National Agricultural Insurance Scheme for Agriculture Insurance Company of India Ltd.

Under recently concluded GOI program of Rashtriya Sam Vikas Yojana (RSVY) crops viz. elephant's foot, ginger, turmeric, capsicum, chilli etc have been grown. Kisan Credit Card recognizes and provides credit to the farmers for capital, machinery and inputs; Jharkhand Hill Area Lift Irrigation Corporation (JHALCO) provides lift irrigation services to the farmers of the Backward Region Grant Fund (BRGF), Gram Bhagirathi Yojna, and NABARD's Rural Infrastructure Development Fund (RIDF) provides lift, medium and minor irrigation for development of agriculture in the state; District Agriculture Officer and Krishi Vigyan Kendra disseminates knowledge for better farming practices and commercial agriculture; Central Rainfed Upland Rice Research Station for dry land agriculture "Gokul Gram Yojana" launched by the State Government to encourage small milk producers to come into the fold of organized sector. Besides, the Government of Jharkhand has introduced the program viz. Distribution of Milch Cattle (with 50% subsidy), Cattle Development Program with the help of BAIF Foundation, Nandi Gram Yojana – for popularizing natural insemination and raising quality progeny.

A.3.4. Outputs in Activity 4: Project Management development of Project Monitoring &, Evaluation, development of MIS

A.3.4.1. Preparation of web enabled SHG Database

A web enabled SHG database has been created for management of SHG movement, the newly created Management Information System (MIS) is fully functional and can provide information on status of SHGs like how many of them are functional or defunct, how many have bank linkages and had received financial support, the type of economic activity they are currently doing etc. The MIS has been established with the help of consortium of Microware Computing and Consulting Limited and Taru.

A.3.4.2. Preparation of Farmers Card

Each farmer involved in vegetable farming has been provided a card which contains basic information on vegetable cultivation. Farmers are trained to record each and every minute details of their farming practices in this card like date of sowing with the name of species, date of fungicide application, date and quantity of harvesting etc. These cards are then collected by CRPs and recorded at block level.

Appendix B. Respondent's Profile & Perceived Impact

During the primary survey, a conscious effort was made to have a gender balance among the respondents, considering the patriarchal socio-cultural setting in Jharkhand. However, it is mostly women who were found involved in the project for its implementation.

During visit to the 3 selected districts our team has met with the farmers who have undergone training and capacity building and have also received one or another benefit.

B.1. Demographic Profile of the Respondents

B.1.1. Category of the respondent

During study 137 beneficiaries who were spread across 12 villages were contacted. Analysis of the data collected reveals a patriarchal society as about 98 percent of the surveyed beneficiary farmer's households were headed by males. However, during interaction it was observed that women of the household plays a significant role in agriculture, their activities typically include supporting agricultural activities like seeding and generation seedling, transplantation of seedling, weeding, harvesting etc. and also taking care of animals, working for wages in agricultural fields, collecting fuel and water etc.

Table 5.3: Distribution of Farmers by category of the respondent (Data in %)

Category of the respondent	Districts			Total
	Ranchi	Palamu	West Singhbhum	
Farmer household having land (headed by male)	94	100	100	97.8
Farmer household having land (headed by female)	6	0	0	2.2
Total (Number)	51	42	44	137

Source: Compilation of the Data collected from beneficiary Farmers

B.1.2. Land Holding Pattern

It is observed that the agricultural economy of contacted districts is characterized by the existence of a large number of small and marginal farmers. In all 100 percent of operational holdings of contacted beneficiary farmers was found below 1 hectare.

Table 5.4: Distribution of beneficiary Farmers by land holding pattern (Data in %)

Type of Farmer	Districts			Total
	Ranchi	Palamu	West Singhbhum	
Marginal (<1 ha.)	100	100	100	100
Total (Number)	51	42	44	137

Source: Compilation of the Data collected from beneficiary Farmers

B.1.3. Social Group

The following table defines the social group composition of the households in different districts of Jharkhand. The baseline study in West Singhbhum suggests that 98 percent of the respondents belong to Schedule Tribe followed by OBC and SC groups which corresponded to 1.5 and 0.5 percent respectively.

However during the survey it was found that all the contacted beneficiaries in West Singhbhum belong to Schedule Tribe. In Palamu district there was fair distribution of beneficiaries in different social groups' viz. Schedule tribe, Schedule Caste, Other Backward classes and General classes. During the survey it was observed that 35 percent of the beneficiaries belong to schedule tribe, 40 percent to schedule caste, 23 percent in other backward classes and 2 percent in general group. This data clearly suggests that majority of the population in both West Singhbhum and Palamu belong to socially backward classes and unprivileged groups.

Table 5.5: Distribution of beneficiaries by Social group the belong (Data in %)

Social Groups	Districts					
	Ranchi		Palamu		West Singhbhum	
	BL	TE	BL	TE	BL	TE
ST	71.1	94	15	35	98	100
SC	4.6	6	43	40	0.5	0
OBC	18.3	0	34.5	23	1.5	0
General	6.1	0	7.5	2	0	0
Total (Number)	199	51	199	42	199	44

Source: Compilation of the Data collected from beneficiary Farmers

B.1.4. Occupation (Primary and Secondary)

While interacting with the beneficiary farmers it was observed that all of them depend on agriculture as this is their primary occupation. Looking at secondary occupation beneficiaries were found involved in working as growing horticulture crops (vegetables), wage labourer, livestock rearing and doing some petty business.

Table 5.6: Distribution of beneficiaries by Occupation (Data in %)

Social Groups	Districts		
	Ranchi	Palamu	West Singhbhum
Farming	100	100	100
Horticulture	85	38	46
Livestock rearing	54	38	46
Wage Labourers	62	80	80
Petty Business	20	25	35
Total (Number) Multiple Response	51	42	44

Source: Compilation of the Data collected from beneficiary Farmers

Apart from agriculture, now farmers are involved in livestock rearing and horticultural activities. This is because of WADI SYSTEM launched under Rural Development's initiative (JSLPS program) under which farmers have received training in vegetable cultivation and since then they are undertaking vegetable cultivation as secondary activity since it is a cash crop. It was also observed that majority of the beneficiaries are traditionally involved in rearing of milking animals and since the agriculture is still in the primitive stage land tilling is mostly done by bulls and majority of farmer's rear bulls and cows.

The situation in cattle rearing changed slightly when the JSLPS project provided with training and awareness about livelihood activities and given boost to goater and piggery, the people have started rearing TND variety of pigs in West Singhbhum, these variety of pig grow faster and gain more weight than the local variety making it a highly profitable business for them. Farmers were also found rearing goats with better nutrition package which is introduced under the program which is providing them an extra source of

income. The Agriculture Technology Management Agency had provided training and information on other livelihood activities like fishery and mushroom culture.

B.1.5. Type of Houses

From the following table it can be seen that in blocks like Angara, Namkum, Bandgaon and Goilkera block of Ranchi and West Singhbhum district all the respondents had Kutcha house whereas in Bishrampur block of Palamu district 72 percent of the candidates had Kutcha house followed by 20 percent of the candidates who had semi pucca house and finally 8 percent of the candidates who have pucca house.

Comparing to the situation from baseline, one could see huge difference reason being criteria selection of beneficiary by the project, they were the most underprivileged within the village. Thus, the project benefit (direct) has initially gone to the most underprivileged section of the society.

Table 5.7: Distribution of beneficiaries by Type of House (Data in %)

Block	Baseline			Terminal Evaluation Survey (Village)		
	Kutcha	Semi Pucca	Pucca	Kutcha	Semi Pucca	Pucca
Angara	72.9	10.4	16.6	100	0	0
Bandgaon	79.8	2.0	18.2	50	0	0
Bishrampur	69.0	10.0	21.0	72	20	8
Goilkera	96.0	0.0	4.0	50	0	0
Namkum	70.8	3.1	26.0	100	0	0
Satbarwa	NA			60	20	20

B.1.6. Household and farm Assets

Electrical connection was found all throughout in Ranchi followed by 86 percent of the households in Palamu and 82 percent in West Singhbhum. However frequency of power cut is very high due to which farmers are facing huge problem. The reach of mobile phones to farmer households was also found good as about 49 percent of farmers have their own mobile phones. During study it was observed that farmers had very little farm assets, the farmers are now shifting to mechanised assets like power tillers which were given to groups through different Government schemes.

Availability of more mobile phones could be considered as immediate impact of the project and increase of liquidity among the beneficiaries.

Table 5.8: Household And farm Assets (Data in %)

Social Groups	Districts					
	Ranchi		Palamu		West Singhbhum	
	BL	TE	BL	TE	BL	TE
Electric Connection	-	100	-	86	-	82
Electric Fan	10	21.6	10.5	50	0.6	40
B/W Television	25.6	17.6	5.8	25	0.6	15
Colour Television	8.1	39.2	5.2	20	1.3	0
Mobile and Telephone	42.5	92.2	40.1	100	12.5	75
Refrigerator	1.3	7.8	1.7	0	0.0	0

Two Wheeler	9.4	23.5	4.7	25	3.1	0
Three Wheeler	1.3	0.0	0.6	0	0.0	0
Four Wheeler	1.3	0.0	0.6	0	0.0	0
Sprayer	-	27.4	-	50.0	-	-
Drip	-	27.4	-	50.0	-	-
Electric Motor	-	27.4	-	50.0	-	-
Total (Number) Multiple Response	199	51	199	42	199	44

Source: Compilation of the Data collected from beneficiary Farmers

The table below indicates the percentage of households having BPL card and NREGS card. In West Singhbhum district 90 percent of the respondents had BPL card. However, in Palamu districts it was found during the survey that 90 percent of the candidates have both BPL card and NREGS job card. In Ranchi situation was slight different as only 68 percent of the respondents reported to have BPL cards and it was also informed by the respondents that BPL cards are about to distributed by the block offices.

From table below it could be inferred that awareness generation and social mobilisation process had an impact on availability MNREGAS cards among the beneficiaries. However, more proportion of BPL cards with beneficiaries is indicating that the benefit has actually reached the most deprived section of eth society.

Table 5.9: Distribution of HH with type of Cards (Data in %)

Social Groups	Districts					
	Ranchi		Palamu		West Singhbhum	
	BL	TE	BL	TE	BL	TE
BPL	44.7	68.0	62.7	90.0	55.8	90.0
Antodaya		20.0		94.0		12.0
Anupama yojana				0.0		
Old Age pension		32.0		94.0		48.0
Disability pension				04.0		
Widow pension				04.0		
MNREGAS	58.4	90.0	58.8	90.0	68.8	65.0
Total (Number)-137, Multiple Response , TE-Terminal Evaluation, BL- Baseline Data						

Source: Compilation of the Data collected from beneficiary Farmers

The table below provides information about the village level communication activity as currently direct or indirect beneficiaries were found accessing information regarding government schemes from different village level resource person like CRP followed by FIGs/SHGs etc.

In all the 12 surveyed villages, it was reported by the villagers that technical agencies and social mobilization agencies have visited them; conducted detail exercise in different intervals which was actually initiated by a Participatory learning appraisal and wealth ranking and then the micro planning exercises were initiated at first hand. This exercise brought crucial information for mainstreaming and planning for excluded poor in two sample blocks in each of the districts. Having tracked the poor and disadvantage households, resource mapping activity was conducted for the villages and later on data on socio-economic profile of households was also collected.

Further, village plans were prepared by the villagers in consultation with trained volunteers and professionals. In this process households were first identified and then enlisted in records as vulnerability tracking system. Additionally, surveys of the villages were analyzed in key areas of improvement and project activities and planning. It helped in preparation of list of target groups and their present status in the district.

Prepared village Micro plans, specifically discussed about the specific requirements of household located in the selected village. The plans were initiated by the competent agencies hired by Department of Rural Development JSLPS project. Once the agencies phased out due to scarcity of fund, staff appointed by Department of Rural Development JSLPS project i.e. Community Resource Person, Block Coordinators and District Coordinators who were earlier providing advisory and monitoring support, took full charge of the implementation and completed the initiated assignments.

During this process, village development committees (VDCs) were formed in each of the village but they become defunct after panchayat election. However, it was reported by the villagers that most of the members of VDCs have been elected as PRIs as they were the mostly aware of habitants of the village. Further in each district PRI members were trained for taking up the activities entrusted to them.

Table 5.10: Distribution of HH with source of information about Government program (data in %)

Particulars	Districts		
	Ranchi	Palamu	West Singhbhum
VDC	0*	0*	0*
Community resource persons	98.0	100	100
PRIs	32.0	96	40.0
BDO office	10.0	0	20.0
Friend/Relatives	80.0	0	100.0
SHGs	100.0	0	50.0
FIG	20.0	4	20.0
Other fellow farmers	80.0	30	
Total N	51	42	100.0
Total (Number)-137, Multiple Response , TE-Terminal Evaluation, BL- Baseline Data * VDCs are currently defunct			

It was reported by the beneficiaries that in the districts, the project has supported a comprehensive value chain analysis and identified additional livelihood opportunities for disadvantaged groups and analyzed investment, institutional capacities and technical skills required to fill critical gaps and overcome identified/potential barriers.

Table 5.11: Distribution of Respondents with membership in different association (Data in %)

Social Groups	Districts					
	Ranchi		Palamu		West Singhbhum	
	BL	TE	BL	TE	BL	TE
Self Help Groups	37.4	100.0	9	55	25.6	100.0
Village Development Committee	21.3	0*	6.5	0*	16.1	0*
Farmers Interest Group	0	20	0	0	0	30.0
Water User Association	0	21	NA	7.5	0	
Watershed Committee	0	12	NA	0	0	25.0
Panchayatee Raj Institution	0		NA	30.0	0	40.0

Youth Club/ Committee	0		0	0	0	
Forest Committee	3.6		0	20	28.6	50.0
Total (Number)-137, Multiple Response , TE-Terminal Evaluation, BL- Baseline Data						

Source: Compilation of the Data collected from beneficiary Farmers

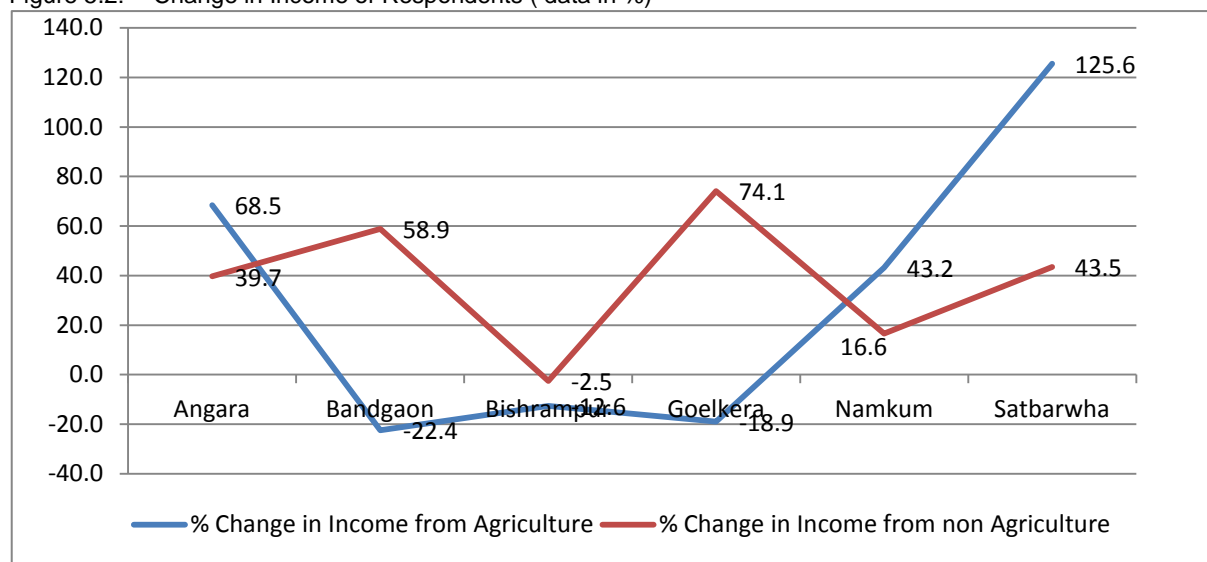
It was reported that most of the beneficiaries are members of associations. In study village at both blocks, the self help groups have increased enormously. It is an initiative of not only creation of SHGs but also strengthening of the existing groups. The total percentage increased to 55 compared to the baseline of 9 percent of SHGs. The village development committee created before are now not functioning at many villages but Panchayat institutions are functioning as VDC in the villages. Water user association was found in a village at Satbarwa block where a small initiative for fisheries development took place in a pond located inside the village. Total 30 percent of respondents were also found to be members of Panchayati Raj Institution. In nut shell JSLPS project impact could also be calculated from the proportional increase in membership among the beneficiaries.

B.2. Socio Economic Profile of the Farmers

B.2.1. Household Income from on farm business

The analysis of income over the baseline data collected in the same block showed increase in average income in agriculture as well as in allied activities. However, a negative impression is also reported from baseline in blocks namely, Bandgaon Bishrampur and Goilkera, reasons being coverage of direct beneficiaries during terminal evaluation and all of them were marginal farmers.

Figure 5.2: Change in Income of Respondents (data in %)



Source: MM Study

However, beneficiaries have reported increase in their income despite of the fact that few of them have still not received their benefits under MNREGAs (Figure 4.1 & table 4.10)

From the table below it can be seen that average annual income from agricultural activity in Bandgaon and Goilkera block of West Singhbhum, district is INR 13000 and 12400 respectively. The non farm income was INR 9850 and 9000 for both the blocks Bandgaon and Goilkera respectively. It can also be stated that in West Singhbhum district the average annual income from farming activities have gone down in comparison to baseline data however the non farming activities income have increased as compared to base line data. In Palamu district, in Block Satbarwa the average annual income from agricultural activity is INR 5700 and annual income from nonfarm activities was INR 12900. In both the blocks of Ranchi, the income from agriculture as well as non agriculture has gone up.

Table 5.12: Distribution of Respondents with Income compared with Baseline (Data in INR)

Block	Agriculture Income (Baseline)	Non-Agriculture Income (Baseline)	Agriculture Income Terminal Evaluation	Non-Agriculture Income Terminal Evaluation
Angara	9795	8376	16500	11700
Bandgaon	16747	6200	13000	9850
Bishrampur	4803	13951	4200	13600
Goilkera	15296	5168	12400	9000
Namkum	12476	14279	17870	16650
Satbarwha	2527	8990	5700	12900
Total (N)	597		137	

Source: Compilation of the Data collected from beneficiary Farmers

Migration was found more in Palamu at about 60 percent, of which 30 percent have migrated permanently and are working in different unorganised service sector including construction in different parts of the country. 25 percent of the contacted beneficiary households in Ranchi villages seasonally migrate to different parts of the country. Comparatively less migration was reported in West Singhbhum.

Table 5.13: Distribution of Respondents with membership in different association (Data in %)

Migration Pattern	Districts								
	Ranchi			Palamu			West Singhbhum		
	Members			Members			Members		
	1	2	2+	1	2	2+	1	2	2+
No Migration	75			40			90		
Permanently migrated	0.0			30	0	0			
Seasonally migrated	25			0	30	0	10		
Total N	51			42			44		

Source: Compilation of the Data collected from beneficiary Farmers

The table below denotes the various sources from where different households have borrowed money for their personal requirements. During the study in West Singhbhum it was found that 7 out of 44 candidates have availed loan. Out of which about 100 percent of the candidates from Bandgaon block have obtained loan from bank and about 100 percent of the candidates from Goilkera block have secured loan from bank. In Palamu district, in block Bishrampur 50 percent of the candidates have availed loan from SHGs, 8 percent from bank, 12 percent from friends and relatives and 30 percent of the candidates have availed loan from money lender.

Table 5.14: Distribution of HH with status of Loan (data in %)

Blocks	Baseline				Terminal Evaluation Survey (Village)			
	Bank	SHG	Friends/ Relatives	Money Lender	Bank	SHG	Friends/ Relatives	Money Lender
Angara	8.0	14.0	70.0	6.0	50	50		0
Bandgaon	0.0	0.0	100.0	0.0	100			
Bishrampur	4.3	8.7	4.3	78.3	8	50	12	30
Goikera	28.6	0.0	57.1	14.3	100			
Namkum	21.7	15.2	54.3	8.7	60	20	40	
Satbarwha	61.1	5.6	0.0	33.3	10	40	10	40

Source: Compilation of the Data collected from beneficiary Farmers

Somewhat same trend was found at Satbarwa block where about 40 percent of the candidates have borrowed money from SHG and money lender respectively and 10 percent from bank and friends/relatives. In Angara all 51 respondents have availed loan from one or other sources but nobody has taken loan from money lenders.

It was reported by beneficiaries of different districts that they borrow money from known people of their village and in lieu of that they have to give the cultivation right of that land to the money lender. This is a sort of mortgage wherein the person who provides the loan cultivates the land and the land is returned back to the owner when the money is returned back to the lender. The comparison of terminal evaluation data from baseline could reveal that beneficiaries are currently aware thus, they are more relying to institutional loans. However, few of them are still going to money lenders.

The table below suggests the average amount borrowed from various sources at block level. In West Singhbhum district there are two blocks namely Goikera and Bandgaon. The average amount borrowed at Bandgaon block is INR 43,250 whereas in Goikera block the average amount borrowed was INR 30,000. At Satbarwa block the average amount borrowed was INR 19,650 and in Bishrampur block the average amount borrowed was INR 19,950. The rate of interest for both districts was 7 percent.

Table 5.15: Distribution of HH with status of Loan (data in %)

Block	Baseline		Terminal Evaluation Survey (Village)	
	Average Amount	Interest Rate	Average Amount	Interest Rate
Angara	7940.8	4.7	5700	7
Bandgaon	2500.0	5.0	43250	7
Bishrampur	20782.6	7.2	19950	7
Goikera	3514.3	5.0	30000	7
Namkum	18297.7	4.9	12000	7
Satbarwha	10305.6	6.4	19650	7

Source: Compilation of the Data collected from beneficiary Farmers

During survey it was found that the majority of the respondents have obtained loan for agricultural purposes, household business, livestock purchases and other purposes like buying seeds for other inputs.

However there was a change in the trend for availing loan in Palamu district. About 50 percent of the respondents have availed loan for health purposes. Apart from this about 20 and 10 percent of the respondents have also taken loan for agricultural purposes and for social occasion. The reason for loan in selected blocks of Ranchi was mostly for health care followed by social occasion and purchasing agriculture inputs.

Table 5.16: Distribution of HH with Purpose of Loan (data in %)

Social Groups	Districts					
	Ranchi		Palamu		West Singhbhum	
	BL	TE	BL	TE	BL	TE
Consumption	15.8	0	7.7	20	8.3	0
Education	11.6	0	0	0	0	0
Health Care	27.4	39.2	38.5	50	41.7	25
Agriculture	8.4	22	10.2	20	0	35
Household Business	4.2	0	0	0	8.3	30
House Construction	4.2	3.5	5.1	0	16.7	0
Social Occasion	25.3	35.3	38.5	10	25	0
Festivals	0	0	0	0	0	0
Migration	0	0	0	0	0	0
Livestock Purchase	3.2	0	0	0	0	5
Others	0	0	0	0	0	5

Total (Number)-137, Multiple Response , TE-Terminal Evaluation, BL- Baseline Data

Source: Compilation of the Data collected from beneficiary Farmers

B.2.2. Capacity Building of the beneficiaries

Table 5.1 reveals that most of the contacted beneficiaries have received training however, frequency of training attended by one farmer varies from 1 to 3 and rather some of them have attended more than 3 trainings. On asking about the period of training most of them were not able to provide accurate period of training. It was reported by the farmers that they have mostly attended trainings at district level however, some of the respondents had also reported participation in trainings conducted at their village, block headquarter, Birsa Agricultural University, HARP Palamu, etc.

These exposure visits created awareness among the beneficiaries regarding latest technology, farming practices and new varieties of seeds. The exposure visits have resulted in confidence building of farmers to do agriculture related activities in a modern and scientific way and try out new techniques at the field level.

Table 5.17: Distribution of Respondents with number of capacity building initiatives received (Data in %)

Capacity building initiatives	Districts								
	Ranchi			Palamu			West Singhbhum		
	Number of trainings			Number of trainings			Number of trainings		
	1	2	2+	1	2	2+	1	2	2+
Trainings		60				40	60		
Exposure Visits	40			20				30	
Demonstration		100				100			100
Total Number	51			42			44		

Source: Compilation of the Data collected from beneficiary Farmers

During interaction with beneficiaries it was observed that these trainings are generally focused on understanding the modern way of farming which is more time saving and cost effective and in turn has led to increase in production and decrease in incidence of crop failure. Trainings have also helped them to understand the benefits of mixed cropping, SRI/SWI techniques, importance of high yielding hybrid seeds, seed treatment, proper and timely usage of insecticides and importance of micro nutrients for increasing soil fertility, lac cultivation and goat rearing etc (table 5.2).

It also was observed that ATMA had undertaken various agricultural demonstrations like mustard cultivation, SRI method and vegetable cultivation. These demonstrations have helped the beneficiaries in increasing the production of rice as well as start other farm activities like vegetable cultivation and cultivation of low water requirement crops.

Table 5.18: Distribution of Respondents with theme of the training/s & workshop attended(Data in %)

Particulars	Districts		
	Ranchi	Palamu	West Singhbhum
Cropping Pattern	65	40	55
Organic farming		0	
Better farming practice/ Improved farming technology	45	42.5	
Adoption of new innovation like SRI	35	25	60
Market linkage/ Agri-Market enterprise development		0	5
Dairy/ Poultry/ Goat rearing	35	55	20
Sericulture		0	
Nursery Development	35	20	
Value addition to products (Dona Pattal making)		0	70
NTFP processing (medicinal plants)		0	40
Integrated Farming approach	95	0	
Introduction of new variety		0	
Food processing		0	5
Lac cultivation		70	
Bee Keeping		0	
Total Number	51	42	44

Source: Compilation of the Data collected from beneficiary Farmers

In districts, effective livelihood models were identified and on these information, education and communications support has been provided at the field level. Initial awareness programs and campaigns mainly focused on issues affecting social and economic activities of interest to rural poor specifically to two selected blocks, for example, institution building, livelihood enhancement,

Rural livelihoods in Palamu district are centred on the opportunities offered by the geographical topography of the region and Flora Fauna. Lac cultivation is a major opportunity for the district and has been strengthened by the project. JSLPS focuses on coordination with Government of Jharkhand to pursue livelihood approaches for effective poverty reduction in the district. JSLPS initiated a simple target of diversifying and supporting livelihood of the poor on sustainability by providing number of initiatives in Palamu

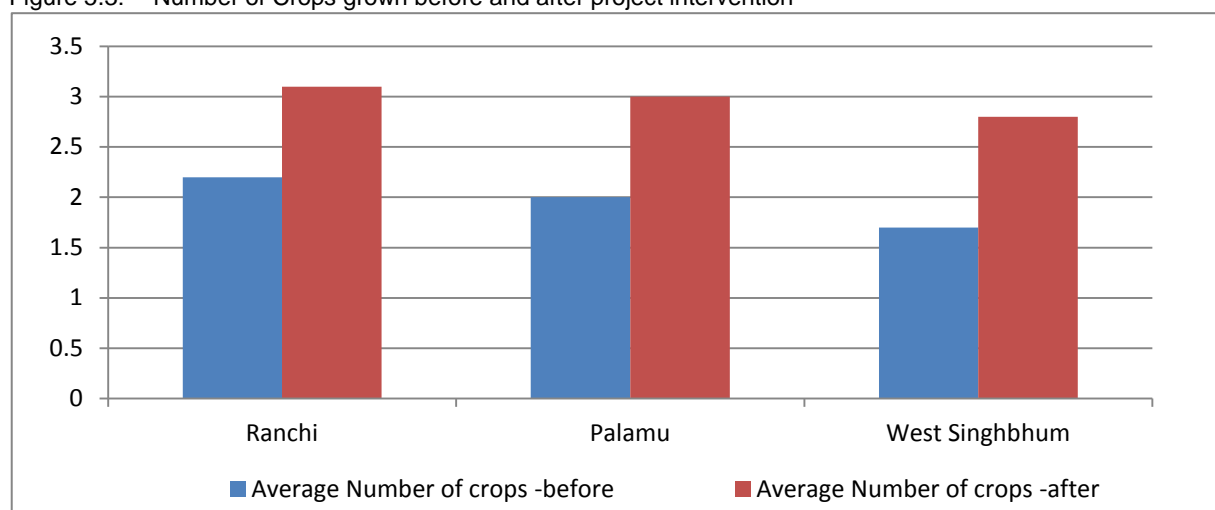
B.2.3. Project's Direct Impact

The project impact below calculated below based on beneficiaries response on current situation and its comparison from the situation before they received benefit.

B.2.3.1. Number of crops grown before and after Project Intervention

It was reported by farmers that before project intervention they were only growing mostly two crops from their agricultural land in one season i.e. Rice and maize or wheat due to unavailability of water for irrigation, Jharkhand agriculture is totally dependent upon rain. However, very few farmers who have wells or any other water sources near to their agricultural land are also growing vegetables.

Figure 5.3: Number of Crops grown before and after project intervention



Source: MM Study

Apart from this farmers were mostly practicing mono-cropping. However, after project intervention and due to introduction to horticulture and Wadi model wherein beneficiaries are mostly cultivating vegetables, three crops are grown in the field by most of the beneficiaries.

Table 5.19: Distribution of Respondents with number of crops grown each year (Data in %)

Particulars	Districts								
	Ranchi			Palamu			West Singhbhum		
	Number of Crop Grown			Number of Crop Grown			Number of Crop Grown		
	1	2	3	1	2	3	1	2	3
Before Project		80	20		100		25	75	
After Project			100			100		20	80
Total Number	51			42			44		

Source: Compilation of the Data collected from beneficiary Farmers

B.2.3.2. Increase in Income

The farmers have reported about their income but as a matter of fact they generally have not added the yield which they are keeping for their own consumption. Thus, their actual income could not be calculated.

Considering this our team has asked them to report their annual farm produces before and after program and then calculated their annual income based on the cost of produce (current prevailing rate). Still it was observed that the beneficiaries have reported only about the produces they have sold. However, figure 5.2 reveals that after program intervention farmers are enjoying increase in their income.

Figure 5.4: Increase in Income



Source: MM Study

It could be inferred from the table below that beneficiaries of Ranchi have gained about 120 percent increase in their income followed by farmers of Palamu who have actually received 57 percent increase in their income and about 33 percent increase in income in West Singhbhum.

Table 5.20: Distribution of Respondents with their income before and after project (Data in %)

Income Ranges	Districts					
	Ranchi		Palamu		West Singhbhum	
	Before	After	Before	After	Before	After
No Income	15	0	0	0	5	
Less than Rs 50000	80	34	94	54	80	77
Rs 50001 – 100000	5	66	6	41	10	23
Average income in INR	26332	58000	28000	44250	27500	36500
% increase		120.3		57.0		32.7
Total N	51	51	42	42	44	44

Source: Compilation of the Data collected from beneficiary Farmers

B.2.4. Beneficiaries Satisfaction with the JSLPS Project

The table below shows beneficiaries' satisfaction with the project and most of the beneficiaries are somewhat satisfied with the project. However, they are looking for long term handholding and association with this assignment. Villagers who have actually not received direct benefit under the project also have high hope with the project interventions as they want to learn more from the project demonstrations.

Table 5.21: Distribution of Respondents with perception on benefit of capacity building initiatives (Data in %)

Particulars	Districts		
	Ranchi	Palamu	West Singhbhum
Highly Satisfactory	55	31	35
Satisfactory	25	25	35
Moderately Satisfactory	20	40	20
Moderately Unsatisfactory	0	4	10
Unsatisfactory	0	0	
Highly Unsatisfactory	0	0	
Total N	51	42	44

Source: Compilation of the Data collected from beneficiary Farmers

Appendix C. Study Scope of Work

C.1. Study Scope of Work

The scope of the evaluation study is closely related to the following objectives:

C.1.1. Appropriateness of the project's concept and design

Assess the appropriateness of the project's concept and design and the project's effectiveness in realizing its immediate objectives and the extent, to which they have contributed towards developing networks, enhance research and action research capacities, improving monitoring and evaluation system and the capacity of the Government in achieving its long-term development objectives. In particular, the mission should assess whether:

- The problem was identified correctly;
- The project approach was sound, and the identification of stakeholders, nodal agencies, operational partners, beneficiaries and users of the project results was done appropriately;
- The underlying assumptions were accurate and the objectives were the correct ones for solving the perceived problem;
- The objectives and outputs were stated precisely and in verifiable terms; the objectives were achievable;
- The linkages between objectives, inputs, activities, outputs, expected outcomes and impact was logical;
- The relationship between different project elements (outputs, activities etc.) were logical and commensurate with the time and resources available;
- The adequacy of the quantity and quality of project inputs relative to the targeted outputs;
- The project was relevant to:
 - The development priorities of the Government of Jharkhand; and
 - The UNDP areas of focus

C.1.2. Review efficiency and adequacy in implementation and management of the project

In particular, the mission should review the following:

- The quality and timeliness of - inputs, activities, responsiveness of project management of changes in the project environment and of the monitoring/ backstopping of the project by all concerned parties;
- Evaluate whether project design allowed for flexibility in responding to changes in the project environment;
- How well the project used its resources (including human and financial) to produce outputs and carry out activities;
- Whether the project strategy was clearly articulated and followed; a work plan was prepared and followed and the timeliness of the project inputs deployed in relation to the annual work plans;
- The factors that impeded or facilitated the production of the outputs;
- The extent to which local expertise (by gender), indigenous technologies and resources have been used;
- The appropriateness of the Institutional arrangements for execution and implementation, in particular the following:
 - How well the project was managed;
 - The adequacy of the monitoring and reporting mechanisms;

- The adequacy of the government commitment to the project;
- Whether stakeholders have a sense of ownership of the project;
- The efforts made by the host institutions to ensure participation of different stakeholders in the implementation process and the extent of their participation; and
- Whether there were any conflicts of interest among stakeholders, and if so, the steps taken to resolve these conflicts.

C.1.3. To review the results of the project

In particular, the mission should:

- Review the achievements of the project and assess their effectiveness in solving the perceived problems;
- Assess whether the project has produced its outputs effectively and efficiently;
- Assess the quality of the outputs and how they are being utilized (i.e. assess project impact);
- Assess whether the project has achieved or impeded the progress of the project in achieving its desired results;
- Determine the effect of the project on target groups or institutions;
- Assess any unforeseen effects on non-target groups and any unintended effects caused by the project;
- Assess the adequacy of the project self-monitoring;
- Assess the significance of the results achieved for the country or region;
- Determine the degree of support given by the Government in integrating the project objectives and goals into the national development programme and other related projects, and vice versa how well the project fits into the national development policy.
- Whether mechanisms been put in place to ensure the sustainability of project results?
- How successful has the project been in maintaining interest of the NGOs, government sector, relevant research institutions and other financial institutions?

C.1.4. Document Lessons Learnt

Identify and document lessons learned (including lessons that might improve design and implementation of other UNDP projects). In particular, the mission should describe the main lessons that have emerged in terms of:

- Strengthening country ownership/ drivenness;
- Strengthening stakeholder participation;
- Application of adaptive management strategies;
- Efforts to secure sustainability;
- Knowledge transfer; and
- Role of M&E in project implementation and its effectiveness.

In its reporting of the project's results, the evaluation mission should highlight the following aspects:

- The extent to which national project personnel have been or are being trained, and whether there is enough capacity and human resource to fully take over all technical and professional responsibilities from expatriate project personnel.
- The adequacy of institutional arrangements in attaining the long-term objective of the project. Also the infrastructural, logistical, and financial implication of sustaining the project objectives beyond the project duration/after completion of UNDP funding.

- Assess whether the Result Based Monitoring and performance indicators have been used as project management tools.
- Impact of the project upon beneficiaries/users, particularly with respect to setting protected area management on a sound footing with the support of the local communities.
- Effectiveness of the project's linkages, liaison, coordination and impact upon related activities in environment and nature conservation being undertaken in the country.
- The project's assistance, relationship, relevance to and coordination with the pre-existing Project management system and staff.

C.1.5. Project Specific Learnings

- Determine the project's contribution to enhanced level of knowledge and trends and directions of livelihoods promotion strategies among the policy makers and practitioners created through the research and action research supported by the project.
- Assess the institutional capacity developed under the project at the Ministry/Department.
- Assess the impact of national, regional, state and local level networking established under the project to support wider stakeholder dialogue and exchange of information within India.
- Assess the impact of innovative livelihoods initiatives supported in the states.

C.1.6. Assess Project Progress on Cross Cutting issues

The evaluation will also examine the progress of the project in the cross cutting themes of capacity development, decentralized governance, promoting gender equality and inclusion.

C.1.7. Other Specific Project Issues to be addressed

- Has the project imbibed innovative approaches and made any policy level interventions to replicate such projects, in future?
- Sustainability of each activity, especially the M&E systems developed under project;
- Collaborative approach between the State Government Departments for future design of such projects, if any.
- Involvement of local communities, NGOs, CBOs, disadvantaged groups and women groups;
- Fund flow arrangement in the project;
- Implementation strategy, networking for smooth functioning and difficulties faced, if any, in applying project's approach in new socio-ecological situations and their solutions; and
- Information exchange/sharing at the local, regional and national level, if any;

C.1.8. Recommendations

The team should come up with recommendations regarding specific actions that might be taken to improve the efficiency, effectiveness and impact and management arrangements of similar future projects, if taken up.

Appendix D. Data Collection Tools

D.1. Department of Rural Development, Government of Jharkhand

Name of the respondent_____

Name of firm/dept_____

Capacity of Involvement with the program

Number of years of Involvement

A. Appropriateness in project concept and design

- a. Was there an evidence base for Government to seek UNDP's assistance in this program (identified problems, funding and cost - quality & quantity)?
- b. Did the State Level Support to Livelihood Promotion Strategies project have clear, relevant and realistic objectives that focus on the desired impact?
- c. Whether design and concept was appropriate and approach innovative enough to drive intended objective? (in terms of linkages between objective, inputs, activities, outputs, expected outcomes and impact)
- d. What was the process followed for identifying operational partners, beneficiaries etc?
- e. What was the fund flow arrangement in the project?
- f. Please help us to jot down the inputs provided by UNDP through Jharkhand Livelihood Promotion Society (JLPS) for strengthening the capacities of government departments for implementation of livelihood promotion strategies?
- g. Please also tell us which are the other Government Departments involved in this capacity enhancement drive and whether it was adequate and how it is linked and being coordinated?
- h. What support has been provided by the Government for integrating the project objectives and goals into the national development programme and other related projects?
- i. Your view on whether the programme complemented the efforts of government and avoided duplication?

B. Efficiency and adequacy in implementation and management

- a. Your independent view on whether the programme's objectives are appropriate to the political, economic, social and environmental context?
- b. Did programme design and roll-out involve and take into account the needs of the intended beneficiaries?
- c. Did the managers ensure the efficiency and effectiveness of the delivery chain?
- d. Whether risks to the achievement of the objectives identified before implementation and managed effectively during the course of project implementation?
- e. Whether any case of conflict of interest been identified in the project implementation process; If yes, what were the issues of conflict of interest and how it was handled?

C. Results of the project

- a. Did the programme achieve its desired results and delivered against its agreed objectives?
- b. Did the programme deliver clear, significant and timely benefits for the intended beneficiaries (effectively & efficiently)?

- c. How did the program produce quality output which could be recognized at any level?
- d. How did the programme work holistically alongside other programmes?
- e. Whether mechanisms had been put in place to ensure the sustainability of project results?
- f. How successful has the project been in maintaining interest of the NGOs, government sector, relevant research institutions/ technical resource agencies and other financial institutions?
- g. Up to what extent capacity building of government systems happened? Whether similar program could be launched by the government functionaries?
- h. Has the exit strategy been thought of, if yes kindly give details? What will be thought of about the exit plan of UNDP program?

D. Lessons Learnt

- a. Was there an appropriate exit strategy involving effective transfer of ownership of the programme? If Yes, then provide details of the same?
- b. In this phase are any gaps/ drawbacks identified that could be incorporated in the next phase as course correction at the planning level?
- c. Have lessons about the design and delivery/ implementation of the programme been learned and shared effectively (in Jharkhand)?

D.2. Other State Departments of Government of Jharkhand

Name of the respondent_____

Name of firm/dept_____

Capacity of Involvement with the program

Number of years of Involvement

- a. What was your role in the program and how the Mission mode of livelihood program has impacted your department's programs?
- b. Has your staffs participated in any training/exposure visits? IF YES please provide details in terms of benefits that emanate from the capacity building?
- c. What relation/linkages your grass root level implementation team is maintaining with State Livelihood Advisory Committee and District Livelihood Facilitation Committee?
- d. Did the programme deliver clear, significant and timely benefits for the intended beneficiaries (effectively & efficiently)?
- e. What kind of capacity building of your staffs took place in UNDP supported program?
- f. What role are VDC playing in implementing programs anchored by your department?
- g. Are you finding any difference in program implementation after VDCs have come in the picture?
- h. Have lessons about the design and delivery of the programme been learned and shared effectively (in Jharkhand)?
- i. Did the managers ensure the efficiency and effectiveness of the delivery chain?
- j. Did programme design and roll-out involve and take into account the needs of the intended beneficiaries?
- k. Your satisfaction level to the program implementation?
- l. Your suggestions for better implementation?

D.3. Jharkhand State Livelihood Promotion Society (JSLPS)

Name of the respondent_____

Name of firm/dept_____

Capacity of Involvement with the program

Number of years of Involvement

A. Appropriateness in project concept and design

- a. Was there an evidence base for Government to seek UNDP's assistance in this program (identified problems, funding and cost - quality & quantity)?
- b. Did the State Level Support to Livelihood Promotion Strategies project have clear, relevant and realistic objectives that focus on the desired impact?
- c. Whether design and concept was appropriate and approach innovative enough to drive intended objective? (in terms of linkages between objective, inputs, activities, outputs, expected outcomes and impact)?
- d. What was the frequency and levels of reporting in this program?
- e. What was the process followed for identifying operational partners, beneficiaries etc?
- f. What was the fund flow arrangement in the project?
- g. Please help us to jot down the inputs provided by UNDP through Jharkhand Livelihood Promotion Society (JLPS) for strengthening the capacities of government departments for implementation of livelihood promotion strategies?
- h. Please also tell us which are the other Government Departments involved in this capacity enhancement drive and whether it was adequate and how it is linked and being coordinated?
- i. What support has been provided by the Government for integrating the project objectives and goals into the national development programme and other related projects?
- j. Your view on whether the programme complemented the efforts of government and avoided duplication?
- k. Was the choice of funding and delivery options appropriate? OR you would like to suggest some addition?
- l. Whether local expertise (by gender), indigenous technologies and resources have been used and nurtured in the program?
- m. What was the process adopted for VDC formation, whether they are registered society, maintain bank account, register?
- n. What is VDC's role in livelihood program implementation?
- o. Whether VDCs are linked to other developmental programs? IF yes provide details.

B. Efficiency and adequacy in implementation and management

- a. Your independent view on whether the programme's objectives are appropriate to the political, economic, social and environmental context?
- b. What was the Organizational strategy for implementing the project? How mission mode helped the Government of Jharkhand for better implementation of livelihood development initiatives?
- c. Did programme design and roll-out involve and take into account the needs of the intended beneficiaries?
- d. Did the managers ensure the efficiency and effectiveness of the delivery chain?

- e. How the embedded Monitoring & Evaluation framework helped the program implementation and whether it was flexible enough and has made appropriate amendments in the objectives to accommodate the changing circumstances (if any)?
- f. Whether risks to the achievement of the objectives identified before implementation and managed effectively during the course of project implementation?
- g. Do you feel that stakeholders have a sense of ownership towards the project?
- h. Whether any case of conflict of interest been identified in the project implementation process; If yes, what were the issues of conflict of interest how it was handled?

C. Results of the project

- a. Did the programme achieve its desired results and delivered against its agreed objectives?
- b. Whether Results-based management framework been used as one of the project management tools?
- c. Did the programme deliver clear, significant and timely benefits for the intended beneficiaries (effectively & efficiently)?
- d. How did the program produce quality output which could be recognized at any level?
- e. How did the programme work holistically alongside other programmes?
- f. Could you please help us to consolidate the effect of the program on target groups and institutions (government/private)?
- g. Have you ever come across any unforeseen effects on non-target groups and any unplanned effects caused by the program? If yes how it was documented?
- h. How robust was the embedded self-monitoring process and how it has helped in intensifying the program intended outcomes?
- i. Whether mechanisms been put in place to ensure the sustainability of project results?
- j. How successful has the project been in maintaining interest of the NGOs, government sector, relevant research institutions and other financial institutions?
- k. Whether similar program could be launched by the government functionaries?
- l. Your satisfaction level to the program implementation?

D. Lessons Learnt

- a. Was there a process documentation method adopted to record the long-term and sustainable impact from the programme so that it could be replicated and reproduced?
- b. Was there an appropriate exit strategy involving effective transfer of ownership of the programme? If Yes, then provide details of the same?
- c. Was there an evidence of innovation and use of global best practice?
- d. Was there anything not done in respect of the programme that could be incorporated in the next phase if available in planning?
- e. Have lessons about the design and delivery of the programme been learned and shared effectively (in Jharkhand)?
- f. Your suggestions for better implementation?

D.4. NGOs/CBOs associated with the project

Name of the respondent_____

Name of firm/dept_____

Capacity of Involvement with the program

Number of years of Involvement

- a. What was your organisation's role in the program?
- b. Did you faced any problem in implementing the project/assignment IF yes then provide details?
- c. What is your perception about the program and how you felt about the relation/linkages in line departments?
- d. What was the frequency and levels of repotting in this program?
- e. Did the programme achieve its desired results and delivered against its agreed objectives?
- f. Whether Results-based management framework been used as one of the project management tools?
- g. Did the programme deliver clear, significant and timely benefits for the intended beneficiaries (effectively & efficiently)?
- h. Your satisfaction level to the program implementation?
- i. Your suggestions for better implementation?

D.5. District/Block Officer of JSLPS involved in project implementation

Name of the respondent_____

Name of firm/dept_____

Capacity of Involvement with the program

Number of years of Involvement

- a. Did the State Level Support to Livelihood Promotion Strategies project have clear, relevant and realistic objectives that focus on the desired impact?
- b. Whether design and concept was appropriate and approach innovative enough to drive intended objective? (in terms of linkages between objective, inputs, activities, outputs, expected outcomes and impact)
- c. What was the process followed for identifying operational partners, beneficiaries etc?
- d. What was the fund flow arrangement in the project?
- e. Please help us to jot down the inputs provided under the program and how they were identified at district level?
- f. Please also tell us which are the other Government Departments involved in this capacity enhancement drive and how you what efforts you are putting in and how the efforts are linked and being coordinated?
- g. What was the frequency and levels of reporting in this program?
- h. What support has been provided by the Government for integrating the project objectives and goals into the national development programme and other related projects?
- i. Your view on whether the programme complemented the efforts of government and avoided duplication?
- j. Your independent view on whether the programme's objectives are appropriate to the political, economic, social and environmental context?
- k. Did programme design and roll-out involve and take into account the needs of the intended beneficiaries?
- l. Did the programme achieve its desired results and delivered against its agreed objectives?
- m. Did the programme deliver clear, significant and timely benefits for the intended beneficiaries (effectively & efficiently)?
- n. Up to what extent capacity building of government systems happened? Whether similar program could be launched by the government functionaries?
- o. What issues you have faced in implementing the program and how you have mitigated them?
- p. Your satisfaction level to the program implementation?
- q. Your suggestions for better implementation?

D.6. Panchayat level structure of JSLPS (Village Development Committees)

INTRODUCTION AND INFORMED CONSENT

I work for Mott MacDonald Pvt. Ltd., a reputed international consultancy organisation. From time to time, we conduct evaluation and assessment studies on various social and development issues. Currently on behalf of Jharkhand State Livelihood Program we are preparing a project completion report of the UNDP livelihood program by carrying out a thorough field based evaluation and review of the pilot projects. I shall be grateful to you if you can spare some of your time to discuss some issues related to the Livelihood program which is going on in your village. Let me assure you that the information given by you will be strictly kept confidential and used for research purpose.

- a. Could you please tell us about the livelihood program under which VDCs have been formed?
- b. What was the process of formation of VDCs? Is it a registered society? Please provide details.
- c. Whether VDCs maintain registers and have a bank account? If yes please provide details
- d. At what interval the VDCs meet and what type of records they maintain?
- e. How the micro plans were prepared?
- f. Whether activities identified in micro plan were addressed? IF yes up to what extent?
- g. What is the involvement of VDC in day to day development of village?
- h. Kindly tell us about the status of the disadvantaged sections in your Gram Panchayat which include Scheduled Caste, Scheduled Tribe, OBC, Women, BPL and the persons belonging to Physically and Mentally challenged?
- i. Whether they are also involved in grass root level governance? IF YES provide details.
- j. How different project beneficiaries are being selected under different sub projects?
- k. What was the procedure to identify the target groups which belong to disadvantaged sections? Was the selection procedure participatory or the decision was taken by some persons? Do you think it was correctly and impartially conducted?
- l. How the farmers group has been formed and what role they play in agriculture?
- m. How VDCs are linked with government programs?
- n. How these linkages are helping in development of village?
- o. Whether the developmental activities have impacted in restoration of migration? IF yes how?
- p. Whether the program has impacted in household income?
- q. What benefits are you receiving/have you received from the project?
- r. Do you think the project has been helpful in developing the economic status of the target groups? If yes, what are the reasons there of. If it has not been helpful, what are the reasons there of.
- s. Are you satisfied with the progress and the impact of the project? If yes, what are the reasons there of. If no, what are the reasons there of.
- t. What are your suggestions on the designing and implementation of the project so that the benefit can reach to all the people, particularly to the disadvantaged sections and their economic status can be improved?

D.7. Beneficiaries

INTRODUCTION AND INFORMED CONSENT

I work for Mott MacDonald Pvt. Ltd., a reputed international consultancy organisation. From time to time, we conduct evaluation and assessment studies on various social and development issues. Currently on behalf of Jharkhand State Livelihood Program we are preparing a project completion report of the UNDP livelihood program by carrying out a thorough field based evaluation and review of the pilot projects. I shall be grateful to you if you can spare some of your time to discuss some issues related to the Livelihood program which is going on in your village. Let me assure you that the information given by you will be strictly kept confidential and used for research purpose.

D.7.1. Identification Details

1.	Name of the State	JHARKHAND
2.	Date of interview	_____/_____/2011
3.	District	
4.	Block	
5.	Name of the Farmer/ beneficiary	
6.	Father's / Husband's Name	
7.	Village	
8.	Address:	
9.	Contact Number:	
10.	Email:	

SNO.	Question	Response
1.	Category of Respondent	Codes
	Farmer household having land (headed by male)	1
	Farmer household having land (headed by female)	2
	Farmer household but landless	3
	Any Other Category (specify)-----	9
2.	Age of respondent	
	Age in years	Codes
	21-30	1
	31 – 40	2
	41 – 50	3
	51 – 60	4
	Over 60	5
3.	Type of farmer	
	Parameters	Codes
	Land less	1
	Marginal (< 1ha)	2
	Small (1 – 2 ha)	3
	Semi Medium (2-4ha)	4
	Medium (4-10ha)	5
	Large (> 10 ha)	6
4.	Which social group your family belongs to?	
	Parameters	Codes
	General	1
	SC	2
	ST	3

SNO.	Question	Response					
	OBC	4					
	Others (specify)----- -----	9					
	Others (specify	9					
5.	Name the Tribe Household Head belong to? (Note of interviewers: Please ask this questions to the ST respondents only refer above Question	----- -----					
6.	Does any member of house hold have membership in CBO						
	Parameters	Codes (Yes 1 / No 2)					
	Self Help Groups						
	Village Development Committee						
	Farmers Interest Group						
	Water User Association						
	Watershed Committee						
	Panchayatee Raj Institution						
	Youth Club/ Committee						
	Forest Committee						
	Others						
7.	What were the most important livelihoods resources for your family in last 12 months (NOTE collect details for last one year)						
	8.1 What is the primary occupation of the Major earner of the household? <input type="checkbox"/>	8.2 What is the secondary occupation of the Major earner of the household? <input type="checkbox"/>	8.3 Number of days in a week spent in primary occupation ? <input type="checkbox"/>	8.4 Number of week spent during last 12 months on primary occupation ? <input type="checkbox"/>	8.5 Number of days in a week spent in secondary occupation? <input type="checkbox"/>	8.6 Number of week spent during last 12 months on secondary occupation? <input type="checkbox"/>	8.7 Number of day's employment loss due to illness in last 12 months. <input type="checkbox"/>
	Codes for 8.1 & 8.2 Farming...1 Agriculture labourer..2 Livestock raring/sericulture/ Fish culture/horticulture (specify).....3 Artisans-----4 Service/Teachers5 Community worker...6 Trader/shop owners....7 Not working.....8 Lac cultivation.....9 NTFP related activity.....9 Any others (please specify).....99	One day means 6-8 hrs. of activity		One day means 6-8 hrs. of activity			
8.	Household and Farm Assets (INTERVIEWER: NARRATE THE FOLLOWING LIST TO THE RESPONDENT AND FILL IN THE CODE OF ONES THE HOUSEHOLD POSSESSES. (multiple options possible)						

SNO.	Question	Response		
	Assets (Households)	Codes		
	Pucca House	1		
	Kutch House	2		
	Semi Pucca House	3		
	Electric Connection	4		
	Television	5		
	Electric fan / Air cooler	6		
	Telephone/ mobile	7		
	Refrigerator	8		
	Mechanized 2 wheeler	9		
	Mechanized 3 wheeler	10		
	LMV/LCV (Car)	11		
	Computer	12		
	Biogas Plant	13		
	Savings Account or deposit	14		
	Assets (Farm)	Codes		
	Tractor	15		
	Power tiller	16		
	Combined thresher/harvester	17		
	MB plough	18		
	Disc / blade harrow	19		
	Seed drill	20		
	Chaff cutter	21		
	Sprayer	22		
	Sprinkler	23		
	Drip	24		
	Diesel engine	25		
	Electric Motor	26		
Bullock cart	27			
Lac trees (Palash, Kusum & Ber)	28			
9.	Details about following cards/yojana's access to your Household	Name	Before 4 years	Now
		BPL	1	1
		Antodaya	2	2
		Anupama yojana	3	3
		Old Age pension	4	4
		Disability pension	5	5
		Widow pension	6	6
		MNREGAS	7	7
10.	Details of Migration in family (if any), IF migrated please provide number	Parameters	Before program	Now
		No Migration	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
		Permanently migrated	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
		Seasonally migrated	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
		If seasonally migrated, mention season when migration takes place		
			
			

SNO.	Question	Response																																								
11.	Did you household borrowed last year	<table border="1"> <tr> <td>Yes</td> <td>1</td> </tr> <tr> <td>No</td> <td>2</td> </tr> </table>	Yes	1	No	2																																				
Yes	1																																									
No	2																																									
12.	IF yes in earlier question then what was the source of borrowing?	<table border="1"> <tr> <td>Bank</td> <td>1</td> </tr> <tr> <td>SHG</td> <td>2</td> </tr> <tr> <td>Money Lender</td> <td>3</td> </tr> <tr> <td>Microfinance inst.</td> <td>4</td> </tr> <tr> <td>Friend/relative</td> <td>5</td> </tr> </table>	Bank	1	SHG	2	Money Lender	3	Microfinance inst.	4	Friend/relative	5																														
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13.	IF YES how much borrowed and at what interest rate?	<table border="1"> <tr> <td>INR □□ □□ □□</td> <td>Rate □□</td> </tr> </table>	INR □□ □□ □□	Rate □□																																						
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14.	Purpose of Loan	<table border="1"> <tr> <td>Household consumption</td> <td>1</td> </tr> <tr> <td>Education</td> <td>2</td> </tr> <tr> <td>Marriage</td> <td>3</td> </tr> <tr> <td>Heath</td> <td>4</td> </tr> <tr> <td>Social function</td> <td>5</td> </tr> <tr> <td>Business</td> <td>6</td> </tr> <tr> <td>House construction</td> <td>7</td> </tr> <tr> <td>Repaying of loan</td> <td>8</td> </tr> <tr> <td>Agriculture</td> <td>9</td> </tr> <tr> <td>Livestock purchase</td> <td>10</td> </tr> <tr> <td>Any other (specify)</td> <td>99</td> </tr> </table>	Household consumption	1	Education	2	Marriage	3	Heath	4	Social function	5	Business	6	House construction	7	Repaying of loan	8	Agriculture	9	Livestock purchase	10	Any other (specify)	99																		
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15.	What is your total yearly household Income? (Interviewer, please ask for yearly income if they provide seasonal/monthly income then try to figure out the annual income and then place the answer)																																									
	<table border="1"> <thead> <tr> <th>Parameters</th> <th>On farm</th> <th>Off & Non farm</th> <th>Remittances from family members</th> <th>Total Household Income</th> </tr> </thead> <tbody> <tr> <td>Less than INR 10000</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>INR 10001 – 25000</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>INR 25001 – 50000</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>INR 50001 – 100000</td> <td>4</td> <td>4</td> <td>4</td> <td>4</td> </tr> <tr> <td>INR 100001 – 300000</td> <td>5</td> <td>5</td> <td>5</td> <td>5</td> </tr> <tr> <td>INR 300001 – 500000</td> <td>6</td> <td>6</td> <td>6</td> <td>6</td> </tr> <tr> <td>More than INR 500001</td> <td>7</td> <td>7</td> <td>7</td> <td>7</td> </tr> </tbody> </table>	Parameters	On farm	Off & Non farm	Remittances from family members	Total Household Income	Less than INR 10000	1	1	1	1	INR 10001 – 25000	2	2	2	2	INR 25001 – 50000	3	3	3	3	INR 50001 – 100000	4	4	4	4	INR 100001 – 300000	5	5	5	5	INR 300001 – 500000	6	6	6	6	More than INR 500001	7	7	7	7	
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16.	Are you aware about the UNDP livelihood promotion program	<table border="1"> <tr> <td>Yes---1</td> </tr> <tr> <td>No---2</td> </tr> </table>	Yes---1	No---2																																						
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No---2																																										
17.	Your source of information about Government program	<table border="1"> <tr> <td>VDC</td> <td>1</td> </tr> <tr> <td>Community organisers/community resource persons</td> <td>2</td> </tr> <tr> <td>PRIs</td> <td>3</td> </tr> <tr> <td>BDO office</td> <td>4</td> </tr> <tr> <td>Friend/Relatives</td> <td>5</td> </tr> <tr> <td>FIG</td> <td>6</td> </tr> <tr> <td>Other fellow farmers</td> <td>7</td> </tr> <tr> <td>Any other provide details</td> <td>99</td> </tr> </table>	VDC	1	Community organisers/community resource persons	2	PRIs	3	BDO office	4	Friend/Relatives	5	FIG	6	Other fellow farmers	7	Any other provide details	99																								
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18.	Have you been involved in community mobilisation activity	<table border="1"> <tr> <td>Not involved</td> <td>1</td> </tr> <tr> <td>Only in Participatory learning activity</td> <td>2</td> </tr> </table>	Not involved	1	Only in Participatory learning activity	2																																				
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SNO.	Question	Response		
		Only in Wealth ranking	3	
		Only in Community resource mapping	4	
		Only in micro planning	5	
		Involved in All	6	
19.	Have you received any training regarding Agriculture or allied in last 5 years	Yes---1 No---2		
20.	What was the theme of the training/s workshop	Cropping Pattern	1	
		Organic farming	2	
		Better farming practice/ Improved farming technology	3	
		Adoption of new innovation like SRI	4	
		Market linkage/ Agri-Market enterprise development	5	
		Dairy/ Poultry/ Goat raring	6	
		Sericulture	7	
		Nursery Development	8	
		Value addition to products (Dona Pattal making)	9	
		NTFP processing (medicinal plants)	10	
		Integrated Farming approach	11	
		Introduction of new variety	12	
		Food processing	13	
		Lac cultivation	14	
		Bee Keeping	15	
		Any other provide details	99	
21.	If yes, when did you receive the last training (month and Year)?	_____		
22.	Number of Exposure visits attended	<input type="checkbox"/> <input type="checkbox"/>		
23.	Number of Demonstrations attended	<input type="checkbox"/> <input type="checkbox"/>		
24.	How many trainings have you received so far	<input type="checkbox"/> <input type="checkbox"/>		
25.	How many crops did you have in a year before and after project intervention	Parameter	Before program intervention	Now
		Single	1	1
		Two	2	2
		Three	3	3
		None / NA (for farm workers only)	4	4
26.	Farming practices were you engaged in Now and before 10 Years? (MULTIPLE RESPONSE POSSIBLE)	Parameter	Before program intervention	Now
		Agriculture	1	1
		Horticulture	2	2
		Floriculture	3	3
		Mushroom cultivation	4	4
		Cattle farming	5	5
		Goat rearing	6	6

SNO.	Question	Response		
		Sheep rearing	7	7
		Pig rearing	8	8
		Apiculture	9	9
		Sericulture	10	10
		Fish and/or prawn culture	11	11
		Poultry / Ducker	12	12
		Bee keeping	13	13
		Others (specify)----- -----	99	99
27.	Involvement of women in different farming & related practices	Parameters	Before	After
		Agriculture	1	1
		Animal husbandry	2	2
		NTFP collection & processing	3	3
		Income generation	4	4
		Fetching water	5	5
		SHGs	6	6
		Household chores	7	7
		VDC meetings	8	8
		Panchayat meetings	9	9
		Fire wood collection	10	10
		Child care	11	11
		Attending training	12	12
28.	Did you practise integrated farming before project intervention	Yes		1
		No		2
		None / NA (for farm workers only)		3
29.	If yes, What are they (MULTIPLE RESPONSE POSSIBLE)	Parameter	Before program intervention	Now
		Integrated agro farming	1	1
		Integrated agric-horticulture	2	2
		Integrated agro-animal farming	3	3
		Integrated animal farming	4	4
		Other (specify)	9	9
30.	Have you made any major change in the cropping pattern after project intervention	Yes		1
		No		2
		NA		3
31.	Who provided the training?	UNDP Livelihood Program		1
		SHG/resource persons		2
		NGOs		3
		KVK		4
		Government officials		5
		Others (Specify)		99
32.	In what way the training has been useful for the improvement of Agricultural practices	Was not useful		
		Useful and Improved knowledge		
		Details of inputs received----- ----- ----- -----		

SNO.	Question	Response		
33.	Are you linked with any Agricultural /Research organizations	Yes No Name if yes		
34.	Have you received any funds from UNDP livelihood project	Yes No		
35.	Please give details of any subsidy , financial assistance or other help from any department regarding Agricultural	1 2 3 4		
36.	Have you benefited from them	Yes No		
37.	If yes then please underline the benefits	Livelihood diversification	1	
		Productivity	2	
		Time saving	3	
		Financial Gain	4	
		Others (specify)	99	
38.	If no then please provide the reasons	1 2 3 4		
39.	What was your annual income from farm related activities before intervention?	No Income	1	
		Less than Rs 50000	2	
		Rs 50001 – 100000	3	
		Rs 100001 – 250000	4	
		More than Rs 250000	5	
40.	What are you annual income from farm related activities after intervention?	No Income	1	
		Less than Rs 50000	2	
		Rs 50001 – 100000	3	
		Rs 100001 – 250000	4	
		More than Rs 250000	5	
41.	Please provide details of your annual saving	Parameters	Before program	Now
		No saving	1	1
		Less than Rs 5000	2	2
		Rs 5001 – 10000	3	3
		Rs 10001 – 50000	4	4
		More than Rs 50000	5	5
42.	Are you a member of any revolving fund activity in agriculture	Yes No		
43.	If yes please mention the name of the activity	A B C		
44.	Are you a member of any Self-help group?	Yes No		
45.	Are you a member of any Public Private partnership activity	Yes No		
46.	Are you a member of any FIG	Yes No		

86

D.8. SHGs

INTRODUCTION AND INFORMED CONSENT

I work for Mott MacDonald Pvt. Ltd., a reputed international consultancy organisation. From time to time, we conduct evaluation and assessment studies on various social and development issues. Currently on behalf of Jharkhand State Livelihood Program we are preparing a project completion report of the UNDP livelihood program by carrying out a thorough field based evaluation and review of the pilot projects. I shall be grateful to you if you can spare some of your time to discuss some issues related to the Livelihood program which is going on in your village. Let me assure you that the information given by you will be strictly kept confidential and used for research purpose.

- How Self Help Group was formed? How it functions? What was the role of Village Development Committee and Livelihood program in the formation of your SHG and what is the link between the two?
- Whether regular meetings are conducted in SHG? What is the frequency? How decisions are taken?
- Do you regularly maintain the records including the attendance and the minutes of the meetings? If no, what are the reasons there of.
- Has your SHG been trained? If yes, by whom it was trained? Whether all the members attended the training? If no, what are the reasons there of. Do you think the training was adequate? If no, what are the reasons there of.
- Kindly tell us about various developmental activities taken under Livelihood program for the development of these disadvantaged sections in your Gram Panchayat?
- What activities under Livelihood program are you implementing? How are you implementing different activities identified under the project? What bottlenecks did you find in the implementation of the project?
- What benefits your SHG has given to the people, particularly to the disadvantaged sections of the society? Whether all belong to the disadvantaged sections? How you monitor the performance of the project?
- How much loan have you provided to the target group? How you monitor whether people are utilizing the money or not.
- Do you think the project has been helpful in developing the economic status of the target groups? If yes, what are the reasons there of. If no, what are the reasons there of.
- Are you satisfied with the progress and the impact of the project? If yes, what are the reasons there of. If no, what are the reasons there of.
- What are your suggestions on the designing and implementation of the project so that the benefit can reach to all the people, particularly to the disadvantaged sections and their economic status can be improved?
- Your satisfaction level to the program implementation?

A	Your satisfaction level to the program implementation?	Highly Satisfactory	1
		Satisfactory	2
		Moderately Satisfactory	3
		Moderately Unsatisfactory	4
		Unsatisfactory	5
		Highly Unsatisfactory	6
B	Your suggestions for better implementation?		

D.9. FIG Activities

D.9.1. Identification Details

1.	Name of the State	
2.	Date of interview	_____/_____/2011
3.	District	
4.	Name of the respondent	
5.	Designation	
6.	Address:	
7.	Contact Number:	
8.	Email:	

D.9.2. Study Related Information

SNO.	Question	Response
1.	Name of FIG	
2.	Number of members in FIG	
3.	Number of women associated with FIG	
4.	Activities of FIGs undertaken	1 2 3 4 5
5.	Benefit of FIG formation	

D.10. Non beneficiaries

INTRODUCTION AND INFORMED CONSENT

I work for Mott MacDonald Pvt. Ltd., a reputed international consultancy organisation. From time to time, we conduct evaluation and assessment studies on various social and development issues. Currently on behalf of Jharkhand State Livelihood Program we are preparing a project completion report of the UNDP livelihood program by carrying out a thorough field based evaluation and review of the pilot projects. I shall be grateful to you if you can spare some of your time to discuss some issues related to the Livelihood program which is going on in your village. Let me assure you that the information given by you will be strictly kept confidential and used for research purpose.

D.10.1. Identification Details

1.	Name of the State	JHARKHAND
2.	Date of interview	_____/_____/2011
3.	District	
4.	Block	
5.	Name of the Farmer	
6.	Father's / Husband's Name	
7.	Village	
8.	Address:	
9.	Contact Number:	
10.	Email:	

SNO.	Question	Response
53.	Category of Respondent	
	Farmer household having land (headed by male)	1
	Farmer household having land (headed by female)	2
	Farmer household but landless	3
	Any Other Category (specify)-----	9
54.	Age of respondent	
	Age in years	Codes
	21-30	1
	31 – 40	2
	41 – 50	3
	51 – 60	4
	Over 60	5
55.	Type of farmer	
	Parameters	Codes
	Land less	1
	Marginal (< 1ha)	2
	Small (1 – 2 ha)	3
	Semi Medium (2-4ha)	4
	Medium (4-10ha)	5
	Large (> 10 ha)	6
56.	Which social group your family belongs to?	
	Parameters	Codes
	General	1
	SC	2

SNO.	Question	Response					
	ST	3					
	OBC	4					
	Others (specify)----- -----	9					
	Others (specify	9					
57.	Name the Tribe Household Head belong to? (Note of interviewers: Please ask this questions to the ST respondents only refer above Question	----- -----					
58.	Does any member of house hold have membership in CBO						
	Parameters	Codes (Yes 1 / No 2)					
	Self Help Groups						
	Village Development Committee						
	Farmers Interest Group						
	Water User Association						
	Watershed Committee						
	Panchayatee Raj Institution						
	Youth Club/ Committee						
	Forest Committee						
	Others						
59.	What were the most important livelihoods resources for your family in last 12 months (NOTE collect details for last one year)						
	8.1 What is the primary occupation of the Major earner of the household? <input type="checkbox"/>	8.2 What is the secondary occupation of the Major earner of the household? <input type="checkbox"/>	8.3 Number of days in a week spent in primary occupation ? <input type="checkbox"/>	8.4 Number of week spent during last 12 months on primary occupation ? <input type="checkbox"/>	8.5 Number of days in a week spent in secondary occupation? <input type="checkbox"/>	8.6 Number of week spent during last 12 months on secondary occupation? <input type="checkbox"/>	8.7 Number of day's employment loss due to illness in last 12 months. <input type="checkbox"/>
	Codes for 8.1 & 8.2 Farming...1 Agriculture labourer...2 Livestock raring/sericulture/ Fish culture/horticulture (specify).....3 Artisans-----4 Service/Teachers5 Community worker...6 Trader/shop owners....7 Not working.....8 Lac cultivation.....9 NTFP related activity.....9 Any others (please specify).....99	One day means 6-8 hrs. of activity	One day means 6-8 hrs. of activity				
60.	Household and Farm Assets (INTERVIEWER:						

SNO.	Question	Response		
	NARRATE THE FOLLOWING LIST TO THE RESPONDENT AND FILL IN THE CODE OF ONES THE HOUSEHOLD POSSESSES. (<i>multiple options possible</i>)			
	Assets (Households)	Codes		
	Pucca House	1		
	Kutch House	2		
	Semi Pucca House	3		
	Electric Connection	4		
	Television	5		
	Electric fan / Air cooler	6		
	Telephone/ mobile	7		
	Refrigerator	8		
	Mechanized 2 wheeler	9		
	Mechanized 3 wheeler	10		
	LMV/LCV (Car)	11		
	Computer	12		
	Biogas Plant	13		
	Savings Account or deposit	14		
	Assets (Farm)	Codes		
	Tractor	15		
	Power tiller	16		
	Combined thresher/harvester	17		
	MB plough	18		
	Disc / blade harrow	19		
	Seed drill	20		
	Chaff cutter	21		
	Sprayer	22		
	Sprinkler	23		
	Drip	24		
	Diesel engine	25		
	Electric Motor	26		
	Bullock cart	27		
	Lac trees (Palash, Kusum & Ber)	28		
61.	Details of Migration in family (if any), IF migrated please provide number	Parameters	Before 4 years	Now
		No Migration	<input type="checkbox"/>	<input type="checkbox"/>
		Permanently migrated	<input type="checkbox"/>	<input type="checkbox"/>
		Seasonally migrated	<input type="checkbox"/>	<input type="checkbox"/>
		If seasonally migrated, mention season when migration takes place	<input type="checkbox"/>	<input type="checkbox"/>
62.	Details about following cards/yojana's access to your Household	Name	Before 4 years	Now
		BPL	1	1
		Antodaya	2	2
		Anupama yojana	3	3
		Old Age pension	4	4

SNO.	Question	Response		
		Disability pension	5	5
		Widow pension	6	6
		MNREAGAs	7	7
63.	Did you household borrowed last year	Yes	1	
		No	2	
64.	IF yes in earlier question then what was the source of borrowing?	Parameters	Before 4 years	Now
		Bank	1	1
		SHG	2	2
		Money Lender	3	3
		Microfinance inst.	4	4
		Friend/relative	5	5
65.	IF YES how much borrowed and at what interest rate?	□□ □□ □□	□□	
66.	Purpose of Loan	Parameters	Before 4 years	Now
		Household consumption	1	1
		Education	2	2
		Marriage	3	3
		Heath	4	4
		Social function	5	5
		Business	6	6
		House construction	7	7
		Repaying of loan	8	8
		Agriculture	9	9
		Livestock purchase	10	10
67.	What is your total yearly household Income? (Interviewer, please ask for yearly income if they provide seasonal/monthly income then try to figure out the annual income and then place the answer)			
	Parameters	On farm	Off & Non farm	Remittances from family members
	Less than INR 10000	1	1	1
	INR 10001 – 25000	2	2	2
	INR 25001 – 50000	3	3	3
	INR 50001 – 100000	4	4	4
	INR 100001 – 300000	5	5	5
	INR 300001 – 500000	6	6	6
	More than INR 500001	7	7	7
68.	Are you aware about the UNDP livelihood promotion program	Yes---1 No---2		
69.	Your source of information about Government program	VDC	1	
		Community organisers/community resource persons	2	
		PRIs	3	

SNO.	Question	Response				
		BDO office	4			
		Friend/Relatives	5			
		FIG	6			
		Other fellow farmers	7			
		Any other provide details	99			
70.	Have you received any training regarding Agriculture or allied in last 5 years	Yes---1 No---2				
71.	IF received then what was the theme of the training/s workshop?	Cropping Pattern	1			
		Organic farming	2			
		Better farming practice/ Improved farming technology	3			
		Adoption of new innovation like SRI	4			
		Market linkage/ Agri-Market enterprise development	5			
		Goat raring	6			
		Sericulture	7			
		Nursery Development	8			
		Value addition to products (Dona Pattal making)	9			
		NTFP processing (medicinal plants)	10			
		Integrated Farming approach	11			
		Introduction of new variety	12			
		Food processing	13			
		Lac cultivation	14			
		Bee Keeping	15			
	Any other provide details	99				
72.	How many crops did you have in a year before and after project intervention	Parameter	Before years	4	Now	
		Single	1	1		
		Two	2	2		
		Three	3	3		
		None / NA (for farm workers only)	4	4		
73.	Farming practices were you engaged in Now and before 10 Years? (MULTIPLE RESPONSE POSSIBLE)	Parameter	Before years	4	Now	
		Agriculture	1	1		
		Horticulture	2	2		
		Floriculture	3	3		
		Mushroom cultivation	4	4		
		Cattle farming	5	5		
		Goat rearing	6	6		
		Sheep rearing	7	7		
	Pig rearing	8	8			

SNO.	Question	Response		
		Apiculture	9	9
		Sericulture	10	10
		Fish and/or prawn culture	11	11
		Poultry / Ducker	12	12
		Bee keeping	13	13
		Others (specify)- ----- -----	99	99
74.	Involvement of women in different activities?	Parameters	Before	After
		Agriculture	1	1
		Animal husbandry	2	2
		NTFP collection & processing	3	3
		Income generation	4	4
		SHG	5	5
		Household chores	6	6
		VDC meetings	7	7
		Panchayat meetings	8	8
		Fire wood collection	9	9
		Child care	10	10
		Attending training	11	11
75.	Did you practise integrated farming before 4 years	Yes		1
		No		2
		None / NA (for farm workers only)		3
76.	If yes, What are they (MULTIPLE RESPONSE POSSIBLE)	Parameter	Before program intervention	Now
		Integrated agro farming	1	1
		Integrated agric-horticulture	2	2
		Integrated agro-animal farming	3	3
		Integrated animal farming	4	4
		Other (specify)	9	9
77.	Have you made any major change in the cropping pattern after project intervention	Yes		1
		No		2
		NA		3
78.	Are you linked with any Agricultural /Research organizations	Yes		
		No		
		Name if yes		
79.	Please give details of any subsidy , financial	1		

SNO.	Question	Response		
	assistance or other help from any department regarding Agricultural	2 3 4		
80.	Have you benefited from them	Yes No		
81.	If yes then please underline the benefits	Livelihood diversification Productivity Time saving Financial Gain Others (specify)	1 2 3 4 99	
82.	If no then please provide the reasons	1 2 3 4		
83.	What was your annual income from farm related activities before 4 years?	No Income Less than Rs 50000 Rs 50001 – 100000 Rs 100001 – 250000 More than Rs 250000	1 2 3 4 5	
84.	What are you annual income from farm related activities Now?	No Income Less than Rs 50000 Rs 50001 – 100000 Rs 100001 – 250000 More than Rs 250000	1 2 3 4 5	
85.	Please provide details of your annual saving	Parameters	Before program	Now
		No saving	1	1
		Less than Rs 5000	2	2
		Rs 5001 – 10000	3	3
		Rs 10001 – 50000	4	4
		More than Rs 50000	5	5
86.	Are you a member of any revolving fund activity in agriculture	Yes No		
87.	If yes please mention the name of the activity	A B C		
88.	Are you a member of any Self-help group?	Yes No		
89.	Are you a member of any Public Private partnership activity	Yes No		
90.	Are you a member of any FIG	Yes No		
91.	Please mention the name of SHG?	Name		
92.	Please mention the name of FIG?	Name		
93.	Please mention the name of PPP?	Name		
94.	Any other Association/ Group related to Agriculture	Name		

D.11. FGDs

INTRODUCTION AND INFORMED CONSENT

I work for Mott MacDonald Pvt. Ltd., a reputed international consultancy organisation. From time to time, we conduct evaluation and assessment studies on various social and development issues. Currently on behalf of Jharkhand State Livelihood Program we are preparing a project completion report of the UNDP livelihood program by carrying out a thorough field based evaluation and review of the pilot projects. I shall be grateful to you if you can spare some of your time to discuss some issues related to the Livelihood program which is going on in your village. Let me assure you that the information given by you will be strictly kept confidential and used for research purpose.

1. Availability of schools *Distance in Kilometres/ less than 1 km / between 1-3 km/ above 3 km*
2. Availability of Sub center *Distance in Kilometres/ less than 1 km / between 1-3 km/ above 3 km*
3. Water availability at home or walk to bring the water in the house/ Problems of water in the village
Distance in Kilometres/ less than 1 km / between 1-3 km/ above 3 km
4. What kind of livelihood programmes have you heard about in past 5 years? Discussion on benefit related to resource conservation, disaster prevention and poverty reduction.
5. Discussion about the specific tradition and culture of women's in the village. Especially if it is related to the climate or disaster prevention.
6. Can you kindly tell me your socio-economic background? (Please probe what is their caste, religion, economic status in terms of APL or BPL, educational status and occupation etc.)
7. Kindly tell us about the status of the disadvantaged sections including women in your village?
(Please probe what is the status of the disadvantaged sections which include Scheduled Caste, Scheduled Tribe, OBC, Women, BPL, old age people, widow and the persons belonging to Physically and Mentally challenged) in your village, what problems are they facing? Also probe what is the status of women in your village, what problems are they facing).
8. Kindly tell us about various developmental activities taken under JSDF Pilot Project?
(Please probe about various developmental activities which have already been taken over under the project or are currently operational under the project. These will include all the activities such as vocational and job oriented trainings, income generating activities, providing loans and other financial incentives to the poor, marketing of agricultural and handicraft products, awareness generation programmes and various other developmental programmes in the village. Who are its target groups, what benefit the women have got, whether these have been helpful in augmenting the status of women, how better can the project be implemented so that the women will get benefit).
9. Can you highlight something on the formation and functioning of SHGs in you village?
(Please probe how the SHGs were formed, what are the criteria to become member of them, whether the women are the members of SHG, please also probe how SHGs are implementing different activities under Jharkhand Livelihood Project such as creating awareness, providing loan for the income generating activities etc., please also probe how different decisions are taken in SHG, please

also probe whether women are participating in the decision making process or not, if not, then what are the reasons there of and how SHGs can better function)

10. Can you highlight something on the formation and functioning of Village Development Committee in you village?

(Please probe how the Village Development Committee was formed, what are the criteria to become member of them. What role they are playing in Poverty Reduction and livelihood development , Please also probe whether women are the members of the committee, if no, please probe what are the reasons there of, please also probe how Village Development Committee are implementing different activities under UNDP livelihood Program such as creating awareness, training and capacity building, providing loan for the income generating activities etc., please also probe how different decisions are taken in the committee, please also probe whether women are participating in the decision making process or not,, what obstacles are they facing, what way they can better function)

11. How have you participated or are participating in the designing of the project?

(Please probe whether they are participating during the designing and implementation of the project such as identifying the poor including the vulnerable community, identifying the training needs for the people, the location of the training centres and the type of potential income generating activities. Please also probe whether the procedure to select the disadvantaged sections of the society in your village was correct and whether the selection was properly conducted. Please also probe whether women participated in the selection process. Please also probe what constraints they faced while designing, what special factors were taken into consideration to cover the disadvantaged sections)

12. How have you participated or are participating in the implementation of the project?

(Please probe whether they are participating in project implementation such as whether they are member of SHG and different committees constituted under the project, attending meetings and mobilizing the people etc. How different committees under the project are functioning, what is the basis of the selection of its members, probe what constraints are they face while implementing the project, what special care are they taking so that the disadvantaged sections can get the benefit).

13. What benefits are you receiving/have you received from the project?

(probe what benefits have they received from the project (both women directly including widow and their family), what was/is the basis of receiving the benefit or criteria of selection to get the benefit and what bottlenecks did they face while receiving the benefit, tell us whether the project has helped in improving the economic-social status of the disadvantaged sections including women and widow)

14. In your view, what are the major problems or bottlenecks in the designing and the implementation of the project? What are your suggestions on the designing and implementation of the project so that the benefit can reach to all the people, particularly to the disadvantaged sections and their economic status can be improved?

(probe the major problems or bottlenecks in the designing and the implementation of the project which should be eradicated so that it can be more successful so that the disadvantaged sections will get the benefit)

15. Role of women in different activities

Activities	Participation in decision	Participation in farm
------------	---------------------------	-----------------------

	making (Y/N)		operation (Y/N)	
	In normal year	In abnormal year	In normal year	In abnormal year
A. Agriculture (Land use planning, ploughing and planking, breaking of clods, sowing / thinning / gap filling, transplanting, FYM transportation and application, weeding / intercropping, fertilizer application, harvesting, threshing and winnowing, sale and purchase of agricultural produce)				
B. Horticulture (Land use planning, land preparation, Purchase of plant material, manuring, weeding, tree training, pruning, harvesting, grading, marketing)				
C. Livestock (Fodder collection, animal care, milking etc.)				
D. Cottage Industry (Procurement of raw material, processing of raw material, actual operation, marketing)				
E. Household activities				
F. Social organizations (Member, office bearer, actual role played)				
G Others (specify)				

16. Government programmes/ different developmental programmes being implemented in the village

Programme	Was there before 5 years	Is here	Assets created during programme
Support to State Extension Programmes for Extension Reforms			
NHM/ SHM/SAMETI			
Micro-irrigation programmes			
Watershed programme			
Mahatma Gandhi National Rural Employment Guarantee Act			
Implementation of Scheduled Tribes and other Traditional Forest Dwellers (Recognition of Forest) Act, 2006			
Others (Please mention)			
1.			
2.			
3.			

Appendix E. Contact List

E.1. Professionals and Functionaries

Name	Post if any
Shri R.S. Poddar	IAS, Principal Secretary, Department of Rural Development, Govt. of Jharkhand, Ranchi
Shri B. Nijalingappa	Chief Executive Officer, Jharkhand State Watershed Mission-cum-Special Secretary, Rural Development Department
Shri Shivendra Nath Pandeya,	Project Manager
Dr.Kailaspati Jha	Monitoring & Evaluation Specialist
Dr. D. K. Shrivastava	CCF, IFS, Ranchi
Mr. S.N.Sahaya	Coordinator, GVT
Mr. Sanjay Basu Mallik	Director, ICFG
Mr. Amhed	Director KASRA
Dr. K.K. Sone	Director Agriculture
Ms. Premlata	BDO Kanke
Mr. Ravi Prakash	BDO Angara
Dr. S. Jayswal	Scientist Lac Research
MS. SHANTI MARDI	DC-Ranchi
MR. RAM RAI BANRA	DC-West Singhbhum
Sanjay Kumar	BC -West SinghBhum
Xavier Ekka	BC -West SinghBhum
MR. DEBASISH KUMAR CHAKI	BC- Bishrampur, Palamu
Rajib Kumar Mohanty	State Livelihood specialist

E.2. Beneficiaries

Sl.No	Name
1.	Durga Munda
2.	Paulush Munda
3.	Tarulata devi
4.	Sumani Mondol
5.	Jado Mondol
6.	Damianti Kora

7.	Parbati Hebram
8.	Kalyani Shay
9.	Nilam Devi
10.	Sisila Sandipurti
11.	Munnia Devi
12.	Bisangi Devi
13.	Rama Devi
14.	Sapan
15.	Malin Kora
16.	Joti Bodra
17.	Dulari Mundi
18.	Rani Munda
19.	Subosi Bodra
20.	Prabha Munda
21.	Joteya Korah
22.	Solochana Devi
23.	Ritu Devi
24.	Mantu Devi
25.	Budu Devi
26.	Sawan Korah
27.	Rautu Surin
28.	Lakshman Purty
29.	Roton Munda
30.	Rama Purti
31.	Biswa Sandi Purti
32.	Soma Mundri
33.	Harsingh Mundri
34.	James Bodra
35.	Barnabas Bodra
36.	Babita Naik
37.	Deepa Kumari
38.	Pamela Bodra
39.	Yasmani Hembrom
40.	Yasmati Hembrom
41.	Marshi Mundri
42.	Sahu Mundri
43.	Bagun Mundri
44.	Lal Barha
45.	Mahavir Munda
46.	Manisha Devi
47.	Gowardhan Munda
48.	Sampaith Devi
49.	Usha Devi
50.	Munna Munda
51.	Savitri Devi
52.	Suman Devi

53.	Sunita Devi
54.	Sukarmani Devi
55.	Suresh Karmali
56.	Jhano Devi
57.	Munni Devi A
58.	Munni Devi B
59.	Sanichariya Devi
60.	Ganga Munda
61.	Budheswar
62.	Chote Lal Munda
63.	Bhukli Devi
64.	Jogeswar Mehto
65.	Tiwari Bakta
66.	Etwa Munda
67.	Lurgu Munda
68.	Ram Munda
69.	Ram Munda
70.	Mahavir Munda
71.	Lakhan Munda
72.	Kalyan Oraon
73.	Poonam Kachaap
74.	Sugan Devi
75.	Birsi Devi
76.	sun dev
77.	Manju Devi
78.	Etwari tirky
79.	Sunita Devi
80.	Mahadev Oraon
81.	Pandu Oraon
82.	Rajaram Oroan
83.	Krishna Baraik
84.	Sohray Mahto
85.	Rajnath Oraon
86.	Ramchandra Paswan
87.	Chatturgun Ram
88.	Hullas Oraon
89.	Ganesh Oraon
90.	Basant Oraon
91.	Belas Oraon
92.	Shivpujan Oraon
93.	Lalu paswan
94.	Jawahir Oraon
95.	Lalmano Devi
96.	Dinesh Singh
97.	Pappu Singh
98.	Pato Singh

99.	Rajendra Singh
100.	Girish Singh
101.	Satender Singh
102.	Bishweshwar Singh
103.	Ramdin Kr. Gupta
104.	Mohar Singh
105.	Dhanwanti Devi
106.	Rawanti Devi
107.	Nankliya Devi
108.	Syanti Devi
109.	Nando Singh
110.	Shrawan Kr. Singh
111.	Rohan Singh
112.	Umapuri Singh
113.	Narendra Singh
114.	Phoolmatiya Devi
115.	Kamla Devi
116.	Tregani Devi
117.	Shivpatiya Devi
118.	Nand Lal Mahto
119.	Asish Kr. Mehta
120.	Jasmatiya Devi
121.	Pramila Devi
122.	Sarita Devi
123.	Shardha Devi
124.	Bimbla Devi
125.	Kalpatiya Devi
126.	Sumitra Devi
127.	Tuksi Devi
128.	Chinta Devi
129.	Maya Devi
130.	Shanti Devi
131.	Sumitra Devi
132.	Shyam Murari Choudhary
133.	Ashok Gupta
134.	Mudrika Bhattiha
135.	Tettri Devi
136.	Girja Pal
137.	Harihar Pal
138.	Ramlagan Pal
139.	Kalmla Devi
140.	Jattan Rajwar