

**International Fund for Agricultural Development
(IFAD)**

Sir Ratan Tata Trust (SRTT)

&

Government of Maharashtra

Assisted



Workshop on DPR Standardization

CONVERGENCE OF AGRICULTURAL INTERVENTIONS IN MAHARASHTRA (CAIM)

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This document is submitted for approval by the Project Director

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DAY 1: 10th September, 2010. CONCEPTUAL CLARIFICATION AND FACILITATING:

Formulation of Sub Projects

Hon'ble Dr. S. K. Goel, instructed all participants that lets us forget the past and start working newly with full of spirit. This is last chance if you are not able achieve the expected level of goals then I will stop all the efforts to put in the project.

Mr. Sudam Pawar, Addl. Project Director requested all the participants to use this opportunity as the last chance to overcome all the obstacles and let us plan for the best although PMU tried at their level best but has certainly fallen short on the some front. We have still to achieve certain level of common understanding about the project and he requested Dr. Goel to remain present for the same.

Dr. Lonkar, Ex-Director, Extension Education, Maharashtra State Animal and Fishery Science University shared his experience that animal husbandry has been always big role in livelihood of the rural poor. In case of BAIF project its top to bottom approach and not the bottom to top therefore we need to rework on the same.

Mr. Subhas Sharma, Farmer from Yavatmal district shared his experiences that how organic farming has helped him in past and why farmer should use the same.

Dr. Goel instructed if organizations or implementation organizations must listen to us if they are not listening the let them go out of the project. We can't compromise with the second best for the community who deserve the first best. I.e. On gender issues if we know this is not the best the why should deprive the community which is not the best.

If these three days help us to plan for next week and if we produce blue print for next three months in week time then and in next three months you must prepare the blue print for the next three years.

CONCEPTUAL CLARIFICATION AND FACILITATING: Formulation of Sub Projects

Mrs. Bisht gave a detailed presentation on the programme design and many question were raise by the participants, i.e. cluster of ten (10) villages is this the fix number. Dr. Goel suggested that we thought that 10 number is the good number to work in cluster if more then it will be problem and even if less then too.

Dr. Goel expressed his unhappiness from the response received from NGOs. He said the no project authority shared their project document but in our case we have shared Project Implementation Manual for the sake of transparency.

If NGOs are not listing to us revise the DPRs we are expecting then be sure that you are not getting project.

Project Duration: it should be three or 5 yrs.

Dr. Goel cleared that it's up to NGOs to decide how effectively then can work. The cost will remain the same (as per you interventions) irrespective of project your duration. If you are able to produce the same result in three years do it if not then do it in 5 yrs.

Village or GP should be base: Dr. Goel made it very clear that only revenue village will be the base of subproject no GP he also shared the statistics of no. of villages and GPs in Maharashtra. Under one GP you can have 3 VDCs.

Total Beneficiaries: The question was raised by the participants that on average 239/240 HHs to be covered in one village and for cluster 2400 HHs. All should be BPL or Non BPL? Dr. Goel said how it to exclude others from the work of NREGA and other scheme of government departments. Our priority must be for the BPL HHs in that cluster and others can get benefited from the convergence.

We have to cover at least to two subprojects in each MLA's constituency and three clusters in each block. DPMT and PMU have worked out the potential clusters and next DPRs will work under bidding process for the cluster.

Identification of Beneficiaries:

Mrs. Bisht brought the attention on the issue of identification of beneficiaries before preparing the DPRs that need to be incorporated in the DPRS.

Dr. Goel instructed that at this time the exercise might not have been possible but on first level NGOs can use the census data and they might not have gone to the HHs level data. But they will have to conduct House to House survey. We will issue the letter of intend (LOI) to NGOs for the necessary work to be carried out in next three months. If they perform excellent then only this LOI will be converted in the work order.

Mrs. Bisht highlighted that the communities willingness to participate in the project need to be carried out before the project preparation. Few of the NGOs have done the same but not the all. HHs consent needs to be considered while preparing the DPR. They need to be grouped under the different producer groups.

Mr. Bharat Bisht said that all institutions created under the project SHGs, JLGs, VDCs, CMRCs, PC, PMUs, DPMTs, PSU and we all are for these HHs and we need to think very seriously about the same.

Now these NGOs will work on probation for three months. Probation doesn't mean they will not be paid even in probation employees gets to full salary.

Insitu v/s watershed:

Mrs. Bisht shared that all DPRs are not reflecting the clear convergence. All their plans are imaginary and convergence is not the easy task as NGOs are thinking. Mr. Bisht made it clear that this is not watershed programme and NGOs should not loose their focus on insitu.

Dr. Goel made it very clear as Mr. Bisht said that major focus must be on insitu if at all there is scope for Ex-situ you can do it using the available human resources if it is leading direct and indirect benefits to the community.

NREGA activities can be done on the farms of SC, ST, Small and Marginal farmers. If you are able to do the work expected you can complete you village planning and net planning by end of December then you have more than 5 months in your hand to carry out the NREGA work. Maharashtra is one of the poorest state to use the NREGA fund where as Andhra Pradesh is spending 4000 coror. You can use our dedicated human resources for the village level activities and NGO must motivate the community to participate in this kind of work.

Capacity Building: Mrs. Bisht shared that none of the organization has clear idea capacity building of the stakeholder

Livestock: Organization will have to maintain the financial discipline, if you feel to work as subprojects the work for a cluster and if you think you can work horizontal service provider for all sub projects then submit the same and we will not treat this as subproject. I suggest PMU and SRTT team to spend little more time to think on how to integrate the services of RNGOs with the future subprojects. Dr. Goel requested SRTT representative to spend little more time as they are

completely funding for this component and SRTT may decide upon the way and quantum of the funds for the component. That it would like to give to BAIF for the same under CAIM project.

NGO Services: This is not the charges you can put as lump sum amount you will have to justify the each and everything under the NGO services, Quantum of work involved, no. of supervisions, no. of interventions, no. of human resources. He said that we have burnt our fingers in this process and from next time we will be very cautious about the same. We thought lets us give freedom to National NGOs to choose their cluster but somehow they are not able meet our expectations to design their DPRs. Each and every cost needs to be justified.

Knowledge Management: Mr. Kuntal De explained that Knowledge sharing framework has to be incorporated in the DPRs say for example Livestock component there are schemes which funds capacity building and the same can be converged in the DPRs. This is the knowledge convergence with the different institutes and entities. Therefore it is important aspects which NGOs must mention in their DPRS.

Mr.& Mrs. Bisht explained how much responsible unit we are ? There are many players involved in this process therefore we need to design strategy about how to use these entire player.

Dr. Goel elaborated the concept of forward and backward linkages for the proposed intervention in the project. He explained how community will be mobilized how they will participate in the entire process of the project and at end the project how will be self sustainable with increased income. Households are the key person of the project therefore you should create household level data collection.

Dr. Amar J. Nayak raised the question of sustainability of the institutes after withdrawal of the NGOs. And participant responded that Producer Company (PC) will replace the NGOs over the period of implementation. Mrs. Bisht also explained the all components, project design and core concepts to the participants.

Dr. Goel insisted on the best practices must be incorporated in the sub project Design itself. There are several success stories available in Vidarbha region itself. Even you all can visit to Mr. Subhas Sharma's field. Mrs. Bisht suggested that the entire capacity building support must come

from the PMU to maintain the quality of the trainings. NGOs should be encouraged to overcome their weaknesses.

The presentation ended with the core concepts of the programme end-to-end, the major obstacle that the programme facing standardization of DPRs and the cost normalizations. Dr. Goel instructed if NGOs are giving the technology which is second best and we know the best practices exists then we will not allow NGOs to do so.

3.

Baseline for DPRs: The third presentation by Mrs. Bisht shared that there has to be a comprehensive baseline data collection for preparing DPRs then only NGOs can come to conclusion and identify what are their needs and what interventions need to be made.

Dr. Goel suggested to the experts to rework on the data collection templates and strictly instructed all data collection should lead to the better quality of the DPRs. If it is not leading to the quality DPR we will not use it. He also instructed to DPMT and PMU staff to work on all the templates for data collection.

Considering the amount of work that NGO needs to carry out before the DPR preparation and time constraint for these set of sub projects we need make strategy therefore let's divide this phase into Phase I and Phase II. Only after the satisfactory completion of the Phase I with letter of intent which will convert into work order. He instructed NGOs to workout the plan for next three month.

For next Day, Dr. Goel gave several exercises to carry out in the free time which leads to the plan for next week and will convert into three month plan.

Day 2: Concept of Producer Company: 11th September, 2010

Dr. Amar J. Nayak gave the detailed presentation on Producer Company: Stages & Strategy of Implementation. He explained how PC need to be the integral part of the proposal and gave the draft roadmap for the next one year and subsequently for next three years.

Requirements for DPR

1. Subproject Summary
2. Subproject objectives aligned with CAIM objectives and goals
3. Action points (either for cluster based development or for support at the subproject level Following PIM guidelines)
4. Organizational background and capacity (with specific focus to strength and weakness)
5. Output and outcome indicators
6. Contextual Understanding of the subproject area
7. An investment and indicative return (short term and long term) table aligned with the action points
8. Unit cost table as a guide to assess the cost at subproject level
9. Convergence plans and funds expected
10. PIA overheads & operational cost
11. Budget (Point 7, 8, 9 converges to make the Budget)
12. Technical support required for implementing the subproject
13. Annexure 1: Baseline survey details (HH)
14. Annexure 2: Village level resource & institution mapping

Budget: Producer organization development & Operations:

Salary to professionals for building cooperative spirit, on job capacity building of local youth, marketing, farming, value addition, integrated low cost agriculture, NRM, & convergence of development schemes, (Strategically Manage the Contextual, Organizational, Institutional, & Functional Perspectives through the PC)

Basic Infrastructure:

- Physical Infrastructure
- Infrastructure for Basic Security (Demand & Micro-credit)
- Infrastructure for Mobility

Working Capital:

Knowledge and learning framework:

Essential Requirements for subproject implementation

1. Dedicated personnel from RNGOs/ project implementation agencies to maintain continuum
2. Strengthen local/contextual decision making by the PIA
3. Timely information and knowledge support from PMU

4. Project Implementation & Governance Mechanism

Mr. Nayak also shared the Sample table indicating organizational capacity

Reason for understanding the organizational capacity

A. Understanding further capacity requirement to:

1. Social mobilization/ baseline survey and writing DPR
2. Implement the project

B. Experience in the subproject area, understanding of the local socio- economic scenario and mapping time required for baseline survey

C. Planning resource allocation for baseline survey/ implementation of the project

D. Calculation of PIA overheads

Thereafter Dr. Goel instructed all to divide into the groups and he used world cafe method for understanding the difficulties faced by NGOs and strategy to overcome on the same.

❖Group 1: Organizational Development and Capacity: Mr. Bharat Bisht and Sonali Bisht, Ms. Sangita Shete, Ms. Chaya Singh

❖Group 2: Sustainable agriculture: Mr. Kuntal De, Mr. Subhas Sharma and Mr. Lonkar

❖Group 3: Producer Company formation, Value addition and Market linkages: Mr. Amar J, Nayak, Mr. Subhas Metha

❖Group 4: NGO service charges: Dr. S. K. Goel and Mr. Sudam Pawar, APD

❖Group 5: Programme management/ Administration: Mr. Santosh Patil

NGO Representatives spend around one 45 min to 1hr with each group and this exercise helped to understand various aspects of the subproject.

The Resource persons and team leaders presented their finding on the very next day.

Day 3: Review of the DPRs and finding out of Group Discussion: 12th September, 2010

Organization and Capacity Development by Bharat and Sonali Bisht

Process followed

- ❖ Ascertaining understanding of process to be followed for formation of PG/JLG, SHG and VDC.
- ❖ Ascertaining understanding of role and responsibility of PG/JLG, SHG and VDC.
- ❖ Clarifications on above.
- ❖ Extent to which process was followed and activity completed.
- ❖ Process for planning field level activities and implementation over three months.
- ❖ Time frame required to complete the activity-one week and three months.

Agreement on Procedure to be followed:

- ❖ Identification of BPL families and distressed households in each village.
- ❖ Identification of beneficiary households representing SC, ST, small and marginal farmers, landless, women headed households and distressed farmers.
- ❖ Ascertain willingness of households and obtain their consent.
- ❖ Obtain consent of Gram Sabha on selected beneficiaries.

Procedure for PG/JLG formation

- ❖ Listing of landless and landowning households among selected beneficiaries.
- ❖ Listing of major economic activity of each household.
- ❖ Formation of Producer Groups/JLG on basis of economic activity and affinity. Atleast 4 groups in every village to be formed.

Procedure for SHG formation

Project requires at least one woman from each selected beneficiary household to be a member of SHG. This requires:

- Identification of existing SHGs in village and its present position-functional or non functional.
- Ascertain number of women of selected HHs who are members of functional SHGs.
- Ensure that one woman from each selected HH becomes a member of an existing SHG or form new SHG/s as required.
- Non functional SHGs may be revived or new SHGs formed.

Procedure for VDC formation

- ❖ VDC to be formed as indicated in the project
- ❖ 50 per cent members' women.
- ❖ Representation from PGs and SHGs
- ❖ Representation of Gram Panchayat
- ❖ VDC to be formed after formation of PG and SHG.

Capacity building and training

- ❖ Orientation trainings to be given to PG, SHG, and VDC.
- ❖ Capacity building training needs to be worked out for SHG and JLG after analysing specific situation and identifying specific needs for inclusion in final planning.
- ❖ TOTs for MT for PG/JLG also to be worked out on the basis of specific requirements of PGs.

Counseling and Support

- ❖ Counseling required by distressed HH and building ability of SHGs to deliver it through appropriate capacity building.
- ❖ Identification of ultra poor families giving justification for the label.
- ❖ Identification of ultra poor families on the basis of criteria determined by NGO.
- ❖ Immediate support to ultra poor families with justification of the nature of support.

1. AFPRO

No	Nature of Activity	Present Status	Week	3 Month
1.	Identification of HHS	Completed		
2.	Categorization of HH into SC,ST, Landless, women, S&M farmer, distressed farmer.	Completed		
3.	Selection of HH	Not done		Yes
4.	Validation of list by Gram Panchayat.	Not done		Yes
5.	Listing of major economic activity of selected HH	Not done		Yes
6.	Activity wise grouping into viable PGs/JLG	Not done		Yes
7.	Status of women SHG in village	Completed		
8.	Women of selected HH as members of active SHGs.	Not done		Yes
9.	SHGs to be revived or new SHGs formed	Not done		Yes
10.	Formation of VDC	Not done		Yes
11.	Orientation to PG, SHG, VDC on CAIM Project.	Partially	–	Yes
12.	Identification of Training needs of MT, members, office bearers of PG and SHG and preparation of training schedule.	Partially	-	Yes
13.	Counselling needs and requirements to be Identified.	Not done	–	Yes
14.	Planning for Equipping SHGs for counselling of families in distress	Not done	–	Yes
15.	Identification of Ultra Poor with justification	Not done	–	Yes
16.	Identification of nature of assistance to ultra poor identified.	Not done	–	Yes
17.	Assistance given to ultra poor	Not done	-	Yes

2. AFARM

No	Nature of Activity	Present Status	Week	3 Month
1.	Identification of HHs	Completed	-	
2.	Categorization of HH into SC,ST, Landless, women, S&M farmer, distressed farmer.	Completed		
3.	Selection of HH	Completed*		
4.	Validation of list by Gram Panchayat.	Completed*		
5.	Listing of major economic activity of selected HH	Not done		Yes
6.	Activity wise grouping into viable PGsJ/LGs	Not done		Yes
7.	Status of women SHG in village	Not done		Yes
8.	Women of selected HH as members of active SHGs.	Not done		Yes
9.	SHGs to be revived or new SHGs formed	Not done		Yes
10.	Formation of VDC	Not done		Yes
11.	Orientation to PG, SHG, VDC on CAIM Project.	Not done		Yes
12.	Identification of Training needs of MT, members, office bearers of PG and SHG and preparation of training schedule.	Not done		Yes
13.	Counseling needs and requirements to be Identified.	Not done		Yes
14.	Planning for Equipping SHGs for counseling of families in distress	Not done		Yes
15.	Identification of Ultra Poor with justification	Not done		Yes
16.	Identification of nature of assistance to ultra poor identified.	Not done		Yes
17.	Assistance given to ultra poor	Not done		Yes

3. DHAN

No	Nature of Activity	Present Status	Week	Month
1.	Identification of HHs	Completed		
2.	Categorization of HH into SC,ST, Landless, women, S&M farmer, distressed farmer.	Completed		
3.	Selection of HH	Completed		
4.	Validation of list by Gram Panchayat.	Not done		Yes
5.	Listing of major economic activity of selected HH	Not done		Yes
6.	Activity wise grouping into viable PGs/JLGs	Not done		Yes
7.	Status of women SHG in village	Not done		Yes
8.	Women of selected HH as members of active SHGs.	Not done		Yes
9.	SHGs to be revived or new SHGs formed	Not done		Yes
10.	Formation of VDC			
11.	Orientation to PG, SHG, VDC on CAIM Project.	Not done		Yes
12.	Identification of Training needs of MT, members, office bearers of PG and SHG and preparation of training schedule.	Not done		Yes
13.	Counselling needs and requirements to be Identified.	Not done		Yes
14.	Planning for Equipping SHGs for counselling of families in distress	Not done		Yes

15.	Identification of Ultra Poor with justification	Not done		Yes
16.	Identification of nature of assistance to ultra poor identified.	Not done		Yes
17.	Assistance given to ultra poor	Not done		Yes

5. SARG

No	Nature of Activity	Present Status	Week	3 Month
1.	Identification of HHs	Completed		Yes
2.	Categorization of HH into SC,ST, Landless, women, S&M farmer, distressed farmer.	Completed		Yes
3.	Selection of HH	Completed		Yes
4.	Validation of list by Gram Panchayat.	Not done		Yes
5.	Listing of major economic activity of selected HH	Not done		Yes
6.	Activity wise grouping into viable PGs/JLG	Not done		Yes
7.	Status of women SHG in village	Completed		Yes
8.	Women of selected HH as members of active SHGs.	Not done		Yes
9.	SHGs to be revived or new SHGs formed	Not done		Yes
10.	Formation of VDC	Not done		Yes
11.	Orientation to PG, SHG, VDC on CAIM Project.	Not done		Yes
12.	Identification of Training needs of MT, members, office bearers of PG and SHG and preparation of training schedule.	Not done		Yes
13.	Counselling needs and requirements to be Identified.	Not done		yes
14.	Planning for Equipping SHGs for counselling of families in distress	Not done		yes
15.	Identification of Ultra Poor with justification	Not done		Yes
16.	Identification of nature of assistance to ultra poor identified.	Not done		Yes
17.	Assistance given to ultra poor	----		Yes

6. WOTR

No	Nature of Activity	Present Status	Week	Month
1.	Identification of HHs	Completed		
2.	Categorization of HH into SC,ST, Landless, women, S&M farmer, distressed farmer.	Completed		
3.	Selection of HH	Not done		Yes
4.	Validation of list by Gram Panchayat.	Not done		Yes
5.	Listing of major economic activity of selected HH	Not done		Yes
6.	Activity wise grouping into viable PGs/JLG	Not done		Yes
7.	Status of women SHG in village	Partially		Yes
8.	Women of selected HH as members of active SHGs.	Not done		Yes
9.	SHGs to be revived or new SHGs formed	Not done		Yes
10.	Formation of VDC	Not done		Yes

11.	Orientation to PG, SHG, VDC on CAIM Project.	Not done		yes
12.	Identification of Training needs of MT, members, office bearers of PG and SHG and preparation of training schedule.	Not done		yes
13.	Counselling needs and requirements to be Identified.	Not done		yes
14.	Equipping SHGs for counselling of families in distress	Not done		yes
15.	Identification of Ultra Poor with justification	Not done		yes
16.	Identification of nature of assistance to ultra poor identified.	Not done		yes
17.	Assistance given to ultra poor	Not done		yes

Group2: Finding and Observations: Sustainable Agriculture

General issues and needs (till Sept 18, 2010):

1. Focus on farmers food and nutrition security and their economic sustenance
2. Aligning subproject concept with project goals and project focus (household focus, component alignment, Intensive farming as the final aim, in situ water conservation to directly benefit households selected)
3. Reorienting RNGO perspective as facilitator and capacitating PC as ground level implementation agency (where required)
4. Following component guidelines and budget specified for each action points

Discussion and tasks

1. Additional action points selected by RNGOs need to be part of the extended convergence plans
2. Reorientation of action plan (selected components) to achieve economic sustainability of the selected households, where required
3. Integration of animal husbandry as primarily a support to intensive farming (Dry Dairy)
4. Clarity in convergence plans vis-a- vis action points and indicative resource (where required)

General understanding required to go ahead

1. The project goal is to establish Integrated Farming following Organic Principles (accepted as the goal by RNGOs) as the mean to achieve economic sustainability of target community
Reason: The project goal need to be established and promoted from the first day of implementation, we cannot talk about two different goals. The project period is too short to transit from one technique (LEISA) to another (Intensive farming) to create visible results
2. Additional action points are accepted within the subproject framework **but must be included under extended convergence plans**

Reason: No budget but contextual essentiality

3. Subproject components are interlinked and all must be covered in required sequence (master trainer is a pre-requisite for FFS and farmers training)

Reason: Area focus of the subproject/ annual plan and budgeting is not possible

WOTR represented by Mr. Ranjit Jadhav

Issues:

1. All components not covered under subproject and are not linked (some of the major components such as master trainer, water shed volunteers are missing while they are pre-requisites of farmers training and WS volunteer training)
2. Additional components such as Social forestry for fodder development
3. Alignment of subproject action plans with project focus and goals (Cross-breed cattle to SHGs through bank loans)

Concerns (RNGO):

1. Difficulties in costing
2. Clarity in cluster selection/ target group selection criteria
3. Guiding framework for DPR

Next 7 days tasks:

1. Aligning subproject components and household focus
2. Linking components, action plans and outcome
3. Establish linkage between components (such as water shed volunteer selection and training) and sequencing of action plan
4. Aligning budget
5. Inclusion of integrated farming (following organic principles) and supporting livestock development
6. Convergence plan and extended convergence plan to accommodate additional action points

AFARM: Mr. SubhashTamboli, Apeksha: Mr. Gajanan Kale

Issues:

1. Few of the action points are not aligned with subproject components (water shed development approach)
2. Focus on intensive farming following organic principles need to be emphasized

Concerns (RNGO):

1. In situ water conservation components may not match target groups selected and cluster geography
2. Costing & Specific format for re-representing DPR

Next 7 days tasks:

1. Aligning budget and components
2. Establish focus on integrated farming and re-strategizing mobilization

3. Establish linkage between components and action plan according to the framework given
4. Aligning budget
5. Convergence plan and extended convergence plan to accommodate additional action points

DHAN Foundation: Mr. Chandragupt and Mr. Milind

Issues:

1. Covering the subproject component and alignment
2. Mapping target group/ village/ cluster requirements for developing subproject action plan
3. Familiarity with cluster character, general needs expressed beyond statistical data

Concerns:

1. Integration of Organic component and aligning capacity development efforts
2. Convergence planning requirement (information deficiency an approach)
3. Role shifting from on ground implementer to facilitator (concern of resource group)

Next 7 days tasks:

1. Familiarize with cluster character through sample village survey
2. Aligning budget and components
3. Establish focus on integrated farming and re-strategizing mobilization/ capacity development
4. Establish linkage between components and action plan according to the framework given
5. Develop specific output and outcome vis-à-vis action points
6. Convergence plan clarity and linking with indicative resources
7. Align the animal husbandry component with project objectives

AFPRO: Mr. S G Salunke and Mr. MB Sarkhane

Issues:

1. Orientation of the DPR to subproject and project requirements
2. Clarity of project purpose, concepts and goals (shift from BT cotton/ integrated pest management/ soil testing)
3. Exposure to project related existing models and efforts

Concerns (resource group):

1. Complete reorientation in approach and past work/ experience in selected cluster (from specific activities that are done around the current practices to that of conversion and convergence)
2. Food and nutrition security priority for the community and value chain establishment

Next 7 days tasks:

1. Reorienting concept and approach and include all project components as priority
2. Aligning budget and components
3. Establish focus on integrated farming and refocus on households, economic sustainability, food and nutrition security

4. Establish linkage between components and action plan following project concept
5. Develop specific output and outcome vis-à-vis action points
6. Convergence plan clarity and linking with indicative resources

SARG: Mr. Rajesh Tiwari and Mr. Sanjay Roman

Issues:

1. Collation of information highlighting the focus on cluster and target group (HH)
2. Clarity in linkage between purpose, components and action plans
3. Specific information grouping under subproject components and sections (In situ water conservation, Intensive farming and animal husbandry)

Next 7 days tasks:

1. Restructuring to highlight subproject components and their links to action plan
2. Aligning budget
3. Clarity in convergence plan
4. Establish linkage between action, objective, output and outcome

Group3: Producer Company and Market Linkages

Some Issues in current Project Design

1. How would you **sustain** the coordination of activities in the sub project area (cluster) after the NGO is relieved of its services after 3-5 years?
2. How would the PC **transit** to take over the activities of the NGO after 3 years?
3. Can the **PC be the single window** for the producer-families (households) to transact in
 - (a) Input factor market for production and value addition activities,
 - (b) Product market, and
 - © Capital market
4. Can the PC be developed as the local institution to optimize the different **asymmetries** faced by the marginal & small farmer-producers in the cluster?

Issues with Structure & Multi layering in a cluster

1. Locking up of Resources & Assets with smaller groups of early entrants
2. Locking up the membership to the small groups.
3. Increased Transaction Costs and reduction in net incomes to the Households
4. Loss in advantage of resource and asset convergence at the sub project level that could otherwise be accessible to all the eligible households in the community/cluster.

Mr. Santosh Patil shared his observation on programme Management and administration of NGOs. Dr. Goel instructed NGO to work out the details cost of the project along with NGO service charges. Based on the exercise, you can start the phase I for all five subprojects on 2nd October, 201. DPMT

Wardha should speak to Dharamitra, if possible for them rework and submit the same their project also can be implemented for phase I.

Instruction to PMU, PSU, DPMTs

1. All timelines needs to be defined for the subproject implementations
2. Plan workshop on Organic farming at Mr. Subhas Metha's farm
3. Working / Operational Guidelines for all components and sub components by Dec. 10
4. Manual on preparing subproject DPR by Dec. 10
5. Manual on DPR validation
6. Prepare Master plan for PPP
7. Prepare Master Plan for Producer Company (PC)
8. Keep your guidelines refining after every six months
9. DPMTs must always present with NGOs to help them
10. DPMT must verify their utilization
11. On 25-26th September, NGO must submit agenda for next three months
12. Prepare component wise booklets and if possible release on the 2nd October, 2010
13. Prepare District wise booklets on success stories, best practices, lessons learned
14. DPMTs must identify the resource person and institutes
15. Organize monthly meeting for cross learning and knowledge sharing
16. Do the Resource Mapping exercise