

Annual Review

- This document is the new template for the **Annual Review**. It is not protected in any way so may be used as different departments see fit. It is divided into five parts. (There is a separate form for Budgetary Support / SWAPS).
- For a full explanation of information required please read **Guidance on Scoring Projects & Programmes in PRISM**.
- See also notes for completion at end of this form.

Annual Review

Part A - Project Data

Project Short Title	Orissa Tribal Empowerment and Livelihoods Programme OTELP		
Benefiting Country / Region	India	MIS code	149-508-015-CW
Current Project Officer Name	Rosalia Perreira	Approved Commitment	9,750,000
Actual Start Date (dd/mm/yyyy)	16/03/2005	Spend To Date	3,402,000
Planned End Date (dd/mm/yyyy)	15/03/2010	Date of Review	December 2007

Part B - Recommendations

Summary of Recommendations	Responsibility
<p>1. A capacity building strategy, based on a training needs and strength assessment, must be developed for stakeholders, using technical support provided by a specialized agency. Core packages of training for each community group and support institution should be established, to ensure consistency and effectiveness of capacity building. Training should be delivered in the appropriate local language and a pool of local trainers established. The capacity building of Community Based Organisations (CBOs) should emphasise management of organisations (group processes, financial, projects) as a foundation for absorbing and applying technical training on watersheds and livelihoods</p>	<p>Project Management Unit (PMU) , Integrated Tribal Development Agency (ITDA), DFID, Field Presence Unit (FPU) IFAD, GoO</p>
<p>2. Effort should be made to institutionalise effective convergence of all developmental activities in the programme villages under OTELP. This will be piloted in a well-run district, involving line depts, and may be led by the district collector.</p>	<p>PMU, Secretary Scheduled Caste and Scheduled Tribes Dev. Dept (SC&STDD), GoO.</p>
<p>3. The programme must address a number of staffing issues at different levels. PMU needs a person skilled in community development and participatory training – either full time or as a mentor – to ensure that Resource Non Governmental Organisations’ (RNGOs) inputs are used effectively by support agencies. Facilitating Non Governmental Organisations (FNGOs) need more staff with skills in community mobilisation and adequate training from OTELP. Budgets for capacity building and training must be reviewed. Remuneration of PMU and the FNGOs needs to be increased.</p>	<p>Facilitating Non Governmental organisations (FNGOs), PMU, and Secretary, SC&STDD, GoO</p>
<p>4. In Phase II, physical investments of OTELP must only be implemented <u>after</u> SHGs and VDAs have stabilised as organisations and have the appropriate accounting systems in place with members that can operate them proficiently.</p>	<p>Project Director, Secretary SCSTDD, , IFAD, FPU and United Nations Operation Services (UNOPS)</p>
<p>5. The programme should be expanded to new blocks of existing districts. Activities in new districts can be taken up only when infrastructure and human resources are ready. Any delays in the loan disbursement for Phase-II should be covered from the Govt. budget, to be</p>	<p>Project Director, Secretary SC&STDD, PMU.</p>

subsequently re-imbursed by IFAD.	
6. As agreed with IFAD, a person should be placed within the Field Presence Unit (FPU) to coordinate OTELP issues more effectively.	IFAD Country Portfolio Manager, FPU and DFID
7. Simplified operational guidelines both in English and Oriya/local dialect should be brought out as soon as possible.	PMU and ITDA
8. The project should start addressing land issues with immediate effect. A pilot should be launched in at least in one ITDA to undertake survey and settlement, assisted by concerned Revenue Officials. DFID Technical Assistance (TA) funds may be used for the purpose. This pilot work would help the Govt. to operationalise the Land Administration Project in a more comprehensive way	Revenue Department GoO, Secretary SC&STDD, Project Director and DFID
9. The field officers of the Forest Department (FD) and other line departments should be properly oriented to support implementation of OTELP and should be helped to play a major role in ensuring effective community mobilisation and smooth implementation of the programme. The project needs to actively engage with PRIs.	Forest Department, Secretary SC&STDD, and PMU.

Part C – Project Scoring Assessment

Goal Statement	Objectively Verifiable Indicators (OVIs)
Quality of life of poor tribal households in remote areas sustainably improved	<p>Increased employment opportunities and incomes, and reduced out-migration for work resulting from a diversified economy.</p> <p>Health and educational indicators (IMR, MMR, literacy, school completion rates) on par with state averages.</p> <p>Tribal women, men and children enjoy civil and political rights and access to justice on a par with other communities in the State.</p>

Purpose Statement	Objectively Verifiable Indicators (OVIs) *	Progress	Recommendations/Comments
Livelihoods and food security of 75,000 poor tribal households sustainably improved.	Equitable increase of at least 50% in incomes of poor tribal households.	<p>As at November 2007, OTELP operates in 136 micro-watersheds involving 396 natural villages, covering more than 23,000 households, against the Phase I target of 18,400 households. Of the total population of 78,371 in the selected watersheds, 84% are from Schedules Tribes and 10% from Scheduled Castes. 21% are classified as <i>landless</i>.</p> <p>The Programme's watershed activities have created 503168 person days of paid employment, of which 238,621 days (47.42%) were provided by women benefiting about 11789 families during the year 2006-07. Men and women receive equal wages. This has generated a substantial amount of family income, particularly for landless households that are usually given priority for paid</p>	<p>The project is divided into three phases of 3,4 and 3 years each, starting from July 2003, when IFAD declared the loan effective. The project started implementation in October 2004 and DFID's 5-year support started in February 2005. IFAD supervision missions are undertaken six monthly with a mid-term review at the end of each phase. There was no supervision mission in 2005. This review (which IFAD define as their mid-term review) is the first DFID Annual Review and is based on 18 months of implementation. During May-June 2007 the first supervision mission for the year 2007 visited and reviewed the progresses made. The next supervision mission will start from 19th November and will be completed by 3rd December 2007</p> <p>This report is qualitative rather than quantitative. The project is in the process of putting a Monitoring and Evaluation System in place. This system will collate comprehensive village baseline data generated by the project and will report</p>

	<p>At least 50% of participating below poverty level households moves above the poverty line.</p> <p>Decrease from 8% to 4% in levels of severe malnutrition by end of project amongst children (0-36 months) in Programme villages</p> <p>All tribal households enjoy access to safe drinking water, basic sanitation, and safe hygiene practice.</p>	<p>employment. Out of the above wage days about 43 % of the wage days are earned by the landless households providing about 42 days of employment in a year per house hold.</p> <p>The project has successfully targeted below poverty line (BPL) households. All households which can save up to one rupee a month are part of the new Self Help Groups (SHGs) and benefit from off-farm income-generating activities. However, the project has not yet been able to reach the chronic poor and vulnerable and plans to specifically identify these people and their nature of poverty during the second phase.</p> <p>The project uses food aid provided by the World Food Programme (WFP) for food for work activities and has begun to establish grain banks. During the year 2007-8 the project utilized 1257.52 MT of rice and 79.417 MT of pulses as a part of the wage payment to the labourers. This has increased the food availability at the poor household for about six months who have engaged in wage employment activities, impacting on severe malnutrition among children.</p> <p>Access to drinking water and sanitation has been a focus of the entry point activities; but all tribal households have not been covered. In Phase 2, the project proposes to intensify work on water, sanitation and safe hygiene practices. The project has taken a strategy to cover all the feasible programme villages within the Gram Vikas model of water and sanitation.</p>	<p>progress against indicators</p> <p>In phase 2, the project proposes to extend to 20 blocks in the 3 remaining districts, covering 250 micro-watersheds and 760 villages, with a target of addressing the livelihoods of a further 60,000 tribal households. The Phase II of the programme has launched on 27th May 2007 by the Chief Minister of Orissa and Mr. Lennart Bage, President, IFAD. The selection of villages and FNGOs for Phase II operation in Phase I districts are in progress.</p>
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Purpose to Goal
 The project has made rapid progress, given that it has only been under implementation for 30 months. It has been able to reach almost a third of the targeted number of households. The project needs to consolidate early gains and strategise on the key areas identified by this review. The review mission felt that the project will be able to report substantial further progress within the next year if it is able to address some of these key recommendations.

Project Purpose Rating - General / Overall progress assessment * 3 –Likely to be partly achieved

Justification *
 OTELP is being implemented in some of the most poorest and vulnerable districts of India with a high concentration of tribal communities. The project is successfully targeting the poor and vulnerable in 10 blocks in four districts. It has started to: address tribal empowerment and livelihood issues through participatory planning with village communities in the selected watersheds; expose Integrated Tribal Development Agencies (ITDAs) to innovative ways to address tribal empowerment; and build experience in ITDAs on dealing with land distribution and financial planning issues. It has thus started to build confidence in communities and GoO alike that successful tribal empowerment work can be driven in a participative manner by beneficiary communities. Project components include soil and water conservation activities; village-led participatory livelihood planning; community saving and credit management activities; and capacity building of communities, project staff and SC/ST Development Department staff. Spend so far by the project has been approximately £1.4 million, of which £1m is reimbursable by DFID. £402,000 has been disbursed by DFID and £500,000 will be disbursed in 2006-07 following technical clarifications (on the reimbursement of the grant component) by IFAD to DEA. This review observed that selection of project areas and NGOs has been completed; staff are now better trained; work on policy components has been initiated and the government is closely monitoring the project. Now that project implementation structures (in SC/CT Development Department in Bhubaneswar and in each project district) are in place and implementation plans finalised at village level, our view is that the project is on course largely to achieve its purpose and should be able to absorb the remaining £8.5m DFID commitment by 2010. However, continuing risks related to IFAD's management and the multi-dimensional nature of the work lead us to score it as 3 at this stage.

State how far the project has helped to deliver the objectives of the Country Assistance Plan (where appropriate)
 OTELP contributes directly to all the three objectives of DFID India's Country Assistance Plan i.e. More integrated approaches to tackling poverty in focus states, Improving the enabling environment for sustainable and economic growth and improving access of poor people to better quality services.

Outputs	Objectively Verifiable Indicators (OVIs)	Progress	Recommendations/ Comments	Score
1. Capacity of poor tribal women and men to manage their own development sustainably enhanced.	80 SHG formed/strengthened by end of PM18 and another 700 by end PY4, of which 75% are well managed, self-reliant and autonomous based on the active participation of all members, within five years.	OTELP has established 685 new Self Help Groups (SHGs) and adopted 642 pre-existing groups, with a total of 14,981 members. Total savings currently amount to only Rs 16,10,000 or an average of only Rs 107 per member. More than 85% of the SHGs are meeting on a regular basis but they are not yet self reliant and autonomous.	The project needs to focus on capacity building of the SHG's to function as autonomous organisations designed to outlive OTELP	1
	80 User Groups (UGs) /sub-committees formed by end PM18 and 800 by end PY4, 60% of which	754 user groups have been formed in the project villages to implement Land & Water		2

	<p>effectively use and maintain assets.</p> <p>30 Village Development Committees (VDC) formed by end PM18, and 250 by end PY4 all of which hold regular meetings and formulate participatory micro-plans for watershed development.</p> <p>Women participate effectively in the management of community institutions (SHGs, User Groups, VDCs)</p> <p>Technical skills and capacity of individual tribal women and men enhanced.</p>	<p>Management Activities out of which 620 user groups have taken up work. The project has developed the process guideline which speaks about the details process of maintenance of assets. Besides the livelihood strategy of the project is yet to finalize, which will further supplement to the process guideline.</p> <p>To date 136 VDCs have been formed and formally registered. All the VDCs formed have opened bank accounts. Village Development and livelihood plans (VDLPs) have been prepared in a participatory manner for 120 of the 136 watersheds and 120 of these have been approved. Based on the recommendations of the MTR the project has completed the formation of Village Level Sub Committee for implementation of the Watershed activities and Village Social & Financial Subcommittee at each natural village level.</p> <p>Women are well represented in the membership of VDCs, their participation in VDC leadership and decision-making is being a matter of concern, particularly in relation to the need to include women's interests in the micro-planning process. FNGOs have requested to give sufficient attention to supporting women in terms of capacity building, awareness and training to gain positions of influence in the VDCs. In many cases after the formation of the Village Level Sub Committee at natural village, women leadership at natural village level has emerged significantly.</p> <p>The amount and quality of training for VDCs/Village development associations (VDAs) needs to be significantly improved. Insufficient attention has been given to</p>	<p>Membership of the VDCs is composed of 97% of Scheduled Tribes and Schedule Castes. 41% are women and 19% are landless people. Thus the Programme Authorities have been very effective in targeting severely disadvantaged tribal communities.</p> <p>At appraisal, it was expected that OTELP would have a gender strategy and a road map to help develop a gender-balanced approach to development. Training is not delivered in local/tribal languages, making it particularly difficult for women, who do not understand the Oriya language. The project needs to address this urgently through the DFID TA by engaging the gender consultant for putting a proper gender and communication strategy.</p> <p>To date OTELP has not established an effective strategy for capacity building and community empowerment Whatever need assessment have done is limited to the primary stakeholders and being facilitated by the project, which is not sufficient for preparing an appropriate CB strategy. So far, emphasis is on 'sensitisation' and capacity building of SHGs, VDCs/VDAs, and User-Groups have been strated taking. Similarly proper targeting for capacity building are being set and the M&E system is trying to capture data on the results achieved in this area.</p>	<p>1</p> <p>4</p> <p>3</p>
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		strengthening Group organization. Capacity of these groups to address complex technical tasks such as VDLs are being improved. The new voucher based monitoring system has significantly improved the accounts keeping and reporting of VDCs and the RFS strategy prepared and adopted has also improved the accounting and record keeping of SHGs.		
2. Access of poor tribal people to land, water and forests enhanced and productivity increased in environmentally sustainable and socially equitable ways	Ownership of agricultural land by poor tribal households increases from X,000 ha to Y,000 ha by EOP (to be determined based on village profiles)	The project has started work in this area.. With the Revenue Department, the project has launched pilot intervention to update land records and survey unsurveyed land. This will promote an increase in ownership of land for poor tribal households.	The project needs to define the X and Y components of this indicator within the next six months and report progress against this by the next annual review.	3
	Agricultural productivity/ha sustainably increased at least 50% by EOP*.	The bulk of agricultural and horticultural development works have started and the impact will be seen next year. Specific data on agriculture productivity will be generated in Phase 2.	The project has engaged in strategic partnerships with ICRISAT, Regional Centre of the Indian Central Tuber Crops Research Institute in Bhubaneswar (CTCRI) and MS Swaminathan Research Foundation (MSSRF).	2
	Net incomes from Non Timber Forest Products (NTFP) sustainably increased by at least 50% by EOP*	The Govt. of Orissa has deregulated 64 NTFPs at the Panchayat level. The Project has appointed Marketing and Research Team (MART), an RGO, to assist in building capacity of communities to market and add value to the NTFPs. Specific data on NTFP value addition and income will be generated in the phase 2. The contract with MART has also increased and the operational area has also been increased to all the Phase I programme villages.	This initial small-scale marketing intervention has been highly successful and there is considerable scope for its expansion, both in terms of the products covered and the number of villages involved	2
	New technologies build on tribal people's indigenous technical knowledge.	Watershed development activities and agriculture enhancement work take into account the indigenous knowledge in the area.		3
	Increases in incomes from natural			

<p>sustainably enhanced.</p>	<p>sound way with communities.</p> <p>Staff of government agencies and NGOs participate in regular, well-attended and focused meetings of PRIs.</p> <p>Communities report improved access to and transparency in the management of government services</p>	<p>thematic areas such as community mobilization, participatory planning, Land & Water Management, Agriculture, Forestry, Livestock, Micro Finance, Micro Enterprise etc. An effort has been made to build the capacity of personnel in the PMU/ ITDA by sending them to different training programmes and exposure visits. Few of such trainings/exposure are training to the PO (CB) , Micro Finance Officer and WDT (mF) on SHG promotion and micro enterprise promotion at MYRADA, Exposure visit of the Agriculture Officers and WDT (Agr.) to Junagarh, Training on M&E and RIMS to PO (PME) and MIS Manager etc. A total of 1503 male training days and 3340 female one-day training sessions have also been provided on forestry, natural resources management and nursery development at village level.</p> <p>OTELP is the only development project where the government has decided to implement the programme in partnership with the NGOs. After the recommendations of the MTR the project has decreased its frequency of meetings from fortnightly to quarterly where government staffs at state and district level, plus R&FNGOs participate. Besides the project has facilitated the VDCs to attend the Gram Panchayat meeting whenever it is convened by the concerned Sarapanch. It has been observed that due to such an arrangement, the interface between PRI with the project has been increased.</p> <p>The communities report good information on how OTELP is being implemented and feel ownership of it. The recent introduction of the voucher based</p>	<p>implementation of OTELP. They should be helped to ensure effective community mobilisation and smooth implementation of all activities under the programme.</p> <p>The project needs to actively engage with PRIs and ensure the Panchayati Raj enactment for scheduled areas (PESA) is implemented in spirit and form by the GoO in the project areas.</p>	<p>3</p> <p>3</p>
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		monitoring system has increased the confidence of the communities in monitoring their own progress in each month and also the Village Social and Financial Audit Sub Committee reviews the expenditures in each month which has increased the transparency and accountability.		
6. Laws and regulations governing control of and access to development resources by poor tribal households and communities effectively implemented	<p>Tribals report significant reduction in the incidence of new land alienation</p> <p>Tribals report increase in actual ownership and management of their land</p> <p>At least 80% of land alienation cases detected are being processed through the courts within one year by the end of PY3</p> <p>Land ultimately restored to the poor tribal households in over 10% of land alienation cases processed.</p> <p>Over 15 000 ha of forest area under community management by EOP*</p> <p>Indebtedness to moneylenders as a percentage of overall indebtedness declines</p> <p>Regulations to ensure enhanced incomes from NTFP effectively implemented by Government</p>	<p>The monthly monitoring of the land rights information by the FNGOs and ITDA with active participation of the local revenue officials have affected as reduction in the new land alienation cases.</p> <p>The programme villages of OTELP have been notified by the Revenue Department, Govt. of Orissa for special survey and settlement. The special survey and settlement unit will be positioned in the blocks shortly after the procurement of the survey equipments.</p> <p>To date a total of 186 Van Sanrakshan Samitis (village forest committees) have been formed. 99 micro plans, covering 30,000 hectares, have been prepared and approved by the Forest Department (FD). Plantation in 2019 hectares has been completed during Kharif 2007 by planting about 8.19 lakhs plants in 42 micro watersheds.</p> <p>Inter-lending within SHGs has reduced indebtedness to money lenders. The extent of the impact will be clearer by mid-2008, when the M&E system is in place.</p> <p>The GoO has de-regulated 64 NTFPS to the panchayats and the project is working to enable communities to better access the benefits of this deregulation.</p>	<p>“Land issues” have not been effectively addressed prior to preparing the VDLPs and commencing watershed work, although some FNGOs have been active on land issues in their areas. However, the decision to place Revenue Survey teams at each Programme ITDA to address the issue of land with slopes of 10°-30° should substantially help to addressing land problems during Phase II.</p> <p>While the Forest Department has generally been very supportive of the Programme, Divisional Forest Officers (DFOs) are not always allowing villagers to carry out soil and water treatment on forest lands. The situation needs to be clarified and clear instructions issued to DFOs.</p>	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p>

				2
7. The legal and policy environment for tribal development reviewed and improvements recommended, as appropriate.	Improved legal and policy environment for pro-poor tribal development in Orissa State by PY5 with further improvements by EOP*.	OTELP PMU has taken some important steps to address land policy and legal framework issues. Further based on the recommendation of the MTR and Review Mission, the project has started regular monitoring of land rights and other issues relating to the livelihoods of the poor. This work needs to be embedded in the operations of the FNGOs and ITDAs. The Revenue Department has already notified the programme villages of OTELP for taking up the land survey and settlement pilot. During the pilot some of the key policy issues will be addressed.	Work to date has focused on practical, implementation issues rather than policy. However, this provides OTELP with some level of credibility and an opportunity to start tackling policy issues affecting tribal communities more effectively, based on practical experience. The review mission believes that OTELP should continue to take a “bottom-up” approach. It should continue to focus on enabling tribal communities to access their rights within the existing regulatory environment. In addition it should identify shortcomings in implementation of existing regulations and establish a mechanism for dialogue with policy makers.	2
8. Effective Programme management systems in place.	Programme implemented on schedule, within budget and with full participation of communities.	After a very troubled beginning, Programme Management has in the last six months made remarkable progress in improving OTELP’s implementation performance. OTELP now has in place a very effective programme management team at PMU and ITDA levels. The Project Steering Committee is also in place and meets regularly. FNGOs have been contracted and the necessary MOUs with the ITDA/PMU have been signed. MOUs have also been signed between the ITDAs and 120 VDCs,. The Programme Implementation Manual (PIM) has been prepared and has been approved by UNOPS/IFAD. Basic bookkeeping systems are in place and Withdrawal Applications are being prepared. The project produces Quarterly and		2

	Quality Progress Reports produced on schedule and shared with key stakeholders,	Annual progress reports as well as the Annual work plan and Budget in consultation with the FNGO's and the ITDAs. The recommendation of the various review missions has been shared widely with all stakeholders, which has ensured ownership of the recommendations and their implementation.		1
	Detailed design of Programme revised as necessary in light of participatory monitoring results.	As a part of this review, which assessed the first phase implementation, detailed observations have been made on the design and implementation of the programme and shared with the project.		1

Project Outputs Rating - General / Overall progress assessment *	3 – Likely to be partly achieved
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Justification *

Project outputs 1-8 have been scored as likely to be partly achieved. A Project Management Unit (PMU) has been set up within the Department of SC/ST Development and additional programme management structures have been put in place at the district level to work alongside the Integrated Tribal Development Agencies (ITDAs). Besides the project has also positioned the Finance Officer and Micro Finance Officer at each ITDA and two additional WDT members in each FNGO.

There is clear commitment to this project at the highest level within GoO, and the project is viewed as benefiting the poorest and most vulnerable districts in the State. Steering committees at the level of the Development Commissioner, GoO and the Chief Secretary, GoO have been constituted to review progress.

Project areas in Gajapati, Raygada and Koraput districts are identified to be under threat from Naxalites, who normally target Government officials and demand a share from the budget outlay of development schemes. Under OTELP the villagers participate in people-centred planning, which helps build their confidence and trust in the Government system. Case studies have been undertaken by project staff to document community perceptions in the project villages. These show that OTELP is viewed as a programme planned and implemented by the poor and effective at helping them help themselves.

The DFID has already finalized the process of routing the TA funds to the project. A Procurement Support Team has been placed with the project with two members specialized in Procurement and Finance who will support the project in procuring the consultancy

services and other support services as and when required by the project.

Implementation of this project has caused concern in the past. Good progress has been made in improving some important implementation issues (e.g. structures are in place in GoO and at district level) and others (management consultancy support in Bhubaneswar, and slow communications between DEA and IFAD in Delhi) are now being addressed.

Purpose Attribution *

DFID's contribution is approximately 25% of the total cost of the project i.e. 91.15 million USD. DFID has also provided technical inputs to monitor and review the programme, at times when support from IFAD was not available.

DFID's grant funds are provided to work in inaccessible tribal pockets of the state (one of the selection criteria for OTELP project areas). To promote service delivery in such challenging environments, and with NGO and government staff working closely together, is a new experience for all partners. This would not have been possible without DFID support.

Part D – Risk Management

The risk level for the project should be reassessed during Annual Reviews.

Risk Category*	Medium
Has the Risk Category changed since the last review? If so explain why.	
No	
New risks identified A risk unforeseen during design of the programme, is the effectiveness of IFAD as a management agency and especially their Field Presence Unit in coordinating Donor inputs to the project. IFAD has not been responsive enough to act as an efficient and effective management agency, leading to delays and slippages in implementation.	
Action being taken to monitor / manage risks The project team is working with the UK representative on the IFAD Board, to help address the partnership issues affecting programme implementation. It has now been decided that IFAD will use the management fee provided by DFID to recruit one full time dedicated person in Delhi to coordinate, monitor progress and provide inputs to OTELP. We will monitor this move to ensure it provides necessary improvements to implementation.	
Recommended changes to plans or management strategies in respect of project associated risks	

Does the Logframe Require Revision? Not at this stage. The log frame must be revised once the MIS system is in place.
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Do the PIMS Markers Require Revision? [Mandatory for projects approved prior to 01/04/1998] No.
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Method of Scoring – state the team composition, the methods used to conduct the review, how the scoring was agreed upon, and whether partners and stakeholders were involved. *
The review team was composed of 8 independent consultants looking at each aspect of the programme, (project management, community based organisations, gender mainstreaming etc.). This team was complemented by a DFID team of Project Officer, Lead Rural Livelihoods and Environment Adviser, Social Development Adviser, IFAD’s Country Portfolio Manager, UNOPS, WFP representatives and members from GoO (Secretary SC&ST Development Dept., Project Director OTELP, PMU Staff OTELP).

The team conducted detailed field studies over a period of two months (starting August 2006) and held meetings at the state level with different line departments involved in the project. The review mission produced a draft aide memoire. The key recommendations and observations were presented to the Chief Secretary GoO. This Annual review has been scored in consultation with all key stake holders.

Part E – Lessons Learned

You can no longer input general lessons learned. You need to specify at least one of the categories of lessons learned in sections 1,2 and 3 below.

Lessons learned, and suggested dissemination.*	
1. Working with Partners	The programme was designed as an example of joint working among donors and has generated lessons on the challenges of putting harmonisation principles into practice. Problems with IFAD fulfilling its project management role has led to much greater DFID involvement than originally planned.
2. Best Practice / Innovation	<p>1. This is the first time that the GoO has worked with such a large number of NGOs as implementing and resource partners. The GoO looks at this as a key innovation in implementation of a government programme for the poor, with potential to replicate if successful. The MTR will assess the role of NGOs in programme implementation.</p> <p>2. The fact that the project is working through the ITDAs at the district level, has given them the opportunity to ensure that innovations within the project are spread to other parts of the tribal development programme being implemented by the GoO.</p> <p>3. OTELP is implemented in areas where there is insurgency. Land tenure and forest issues in these areas are complex. Through transparent and participatory processes, OTELP has been able to successfully operate in these areas and win the confidence and trust of the people and the naxalites</p>
3. Project / Programme Management	The project is unusual in that the PMU is situated within the government and is staffed partly by recruitment in the open market as well as from the Government. The same process has been applied at the district level in staffing the ITDAs. This has successfully provided an opportunity for sharing of ideas and ways of working which are very different from the government hierarchical culture.

Key Issues / Points of information
<ul style="list-style-type: none"> • Need to develop well informed capacity building strategy with external assistance. • Effort should be made to analyse institutional roles and responsibilities for convergence of all government programmes in the villages under OTELP.

- There are a number of staffing issues at different levels that the programme needs to address.
- IFAD needs to put a person within the Field Presence Unit (FPU) to coordinate OTELP issues more effectively.
- The project should start addressing land issues with immediate effect.

If appropriate, please comment on the effectiveness of the institutional relationships involved with the project (eg comment on processes and how relationships have evolved)

- As the project PMU is housed within the Tribal development department and reports directly to the Secretary this ensures that the lessons from it directly feed mainstream GoO policy and practice.
- OTELP is the only project where the government has decided to implement the programme in partnership with the NGOs. The project has institutionalised fortnightly meetings where the government staff both at the state and the district level and Resource and Facilitating NGOs participate.
- OTELP is also first example of harmonising with IFAD. The project team has ensured that in order to ensure effectiveness of this relationship transparency is maintained between both the partners. Also, the UK rep office has been involved to ensure that lessons from this partnership feed into policy and planning within IFAD.
- IFAD also acts as a management agency on behalf of DFID for the project. Regular progress review meetings have been held with the FPU and the Country portfolio manager to ensure they perform effectively and recently IFAD has agreed to appoint a person within the FPU to support OTELP on a regular basis.

What key documentary evidence is available to support the conclusions of this report? List any supporting documents annexed to this report.

The final report and draft Aide memoire which were produced at the end of the Mid term review mission in October and November.

Notes for completion

- Where ratings are required please consider the following:
 - 1.** = Likely to be **completely** achieved. The outputs /purpose are well on the way to completion (or completed)
 - 2.** = Likely to be **largely** achieved. There is good progress towards purpose completion and most outputs have been achieved, particularly the most important ones.
 - 3.** = Likely to be **partly** achieved. Only partial achievement of the purpose is likely and/or achievement of some outputs.
 - 4.** = Only likely to be achieved **to a very limited extent**. Purpose unlikely to be achieved but a few outputs likely to be achieved.
 - 5.** = **Unlikely** to be achieved. No progress on outputs or purpose
 - X.** = It is impossible to say whether there has been any progress towards the final achievement of outputs or purpose. This score should not be used unless they meet at least one of the following criteria:
 - Project is postponed because of conflict
 - External Constraints
 - Recruitment delaysOther reasons: contact PRISM support
- Note for subsequent annual reviews you should not be using X unless you can justify using this X rating, it is unusual for projects running for 3 years or more to be scored X.
- Once the review is completed a small subset of the data gathered must be entered into PRISM for analysis purposes. There is an online form within PRISM for entering this data. Under the Enter a Review screen / link click the 'Add Performance Review Online' link. The mandatory parts required on the Online screen are marked on this form with an asterisk *.
- Dates should be entered in the format **dd/mm/yyyy** e.g. 24/08/2004 .