



The International Fund for Agricultural Development

Grant No. 773-ICIMOD

**PROGRAMME FOR SECURING LIVELIHOODS IN THE UPLANDS AND MOUNTAINS OF
THE HINDU-KUSH HIMALAYAS – PHASE II**

**Mid-Term Review Report
March 2008**

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Abbreviations and Acronyms

Ajeevika	Uttaranchal Livelihood Improvement Project, India
AMEPP	Agricultural Marketing and Enterprise Promotion Project, Bhutan
ICIMOD	International Centre for Integrated Mountain Development
LFUG	Leasehold Forestry User Group
LFLP	Leasehold Forestry and Livestock Promotion Project, Nepal
LIBIRD	
IJD	Integrated Jhum Development
MAP	Medicinal and Aromatic Plant
MRDP	Meghalaya Livelihood Improvement Project, India
MRDS	Meghalaya Livelihood Improvement Society
NERCORMP	North Eastern Region Community Resource Management Project, India
P3DP	Participatory Three Dimensional Planning
PGS	Participatory Guarantee Scheme for Organic Certification
QMPAP	Qinling Mountain Poverty Alleviation Project, China
SFATADP	South Federally Administered Tribal Areas Development Project, Pakistan
WUPAP	Western Uplands Poverty Alleviation Project, Nepal

BACKGROUND

1. In June 2004, Phase I of the IFAD and the International Centre for Integrated Mountain Development (ICIMOD) programme for securing livelihoods in the uplands and mountains of the Hindu-Kush Himalayas was reviewed by the project completion mission. The review mission strongly recommended continuation of the IFAD-ICIMOD programme to bridge the remaining gaps in developing options for improved livelihoods of the poor. In line with recommendations of the mission in April 2005 eighty-fourth meeting of the IFAD Executive Board approved a Phase II grant based on a proposal submitted by ICIMOD. The new grant became effective in September 2005 with a project completion date of 30th September 2009.

2. Key objectives of the grant, in collaboration with IFAD supported upland development projects in the Hindu-Kush Mountains, were to:

- introduce and support innovations that sustainably improve the livelihoods of the poor and disadvantaged peoples;
- build capacity and promote the development of pro-poor institutions, particularly at the community level; and
- foster improved policy dialogue in order to develop an enabling environment for sustainable pro-poor development.

3. More specifically, the grant was required to emphasize: (a) gender mainstreaming across all IFAD upland projects; (b) the generation and scaling-up of pro-poor options that are relevant and applicable to poor, marginalized peoples (particularly women) in upland areas; and (c) playing a role in policy dialogue so as to build on the successes of IFAD project experiences. The second phase was expected to synthesize and document the programme's emerging experience and sharing among IFAD-supported upland projects, as well as in promoting effective policy dialogue. In addition, the programme was expected to further strengthen the successful partnerships initiated during the Phase I, e.g. with NGOs, community-based organizations and, where appropriate, the private sector. It was considered that these aspects did not receive long enough support and/or sufficient emphasis during Phase I of the programme.

4. This report summarizes findings of the supervision mission (mid-term review) of the Grant 773-ICIMOD¹ undertaken from 21 January to 6 February 2008 and included field visits to India and Nepal. Terms of Reference of the mission are given in Appendix 1. Travel programme and a list of persons met during the mission are given in Appendix 2.

Project Coverage

4. The grant programme was to be implemented in collaboration with on-going and proposed upland projects in Bangladesh, China Pakistan, Bhutan, India and Nepal. Ten loan projects, which were eligible for support at the time of effectiveness of the grant, were consulted through fact-finding missions. A list of these projects is given in Appendix 3. The list of activities prioritized by the loan projects for support from ICIMOD is given in Appendix 4A.

¹ The mission team consisted of Ganesh Thapa, (Regional Economist, PI IFAD), Ashok Seth (Senior Consultant, PI IFAD). During field visits in India and Nepal, the mission was accompanied by ICIMOD staff Michael Kollmair, (Programme Manager Sustainable Livelihoods and Poverty Reduction) and Dhruvad Choudhury (Programme Coordinator).

5. Since IFAD had no projects in hill area (Chittagong hill tract) of Bangladesh, no work was undertaken in that country. In the case of Pakistan, difficulties related to administrative procedures and security concerns prevented implementation of agreed activities. In the case of China also limited support sought by the project could not be delivered due to administrative difficulties. In practice, therefore, the main focus of the programme so far has been on the following projects in Bhutan, India, Nepal:

Bhutan

Agricultural Marketing and Enterprise Promotion Project (AMEPP)

India

Uttaranchal Livelihood Improvement Project (Ajeevika)

Meghalaya Livelihood Improvement Project (MRDS)

North Eastern Region Community Resource Management Project (NERCORMP)

Nepal

Western Uplands Poverty Alleviation Project (WUPAP)

Leasehold Forestry and Livestock Promotion Project (LFLP)

6. To address difficulties encountered in supporting all the project countries, the programme support to Pakistan would now be delivered with the help of a short-term consultant (to be based in Peshawar by March, 2008) within the country. The Consultant would work in close consultation with the Programme Coordinator of ICIMOD's country office in Pakistan. Since other projects have now closed, the focus in Pakistan would be on the South FATA Development Project, which has shown interest in training in honeybee production, rangeland management (if not already covered under IFAD's ICARDA grant) and low cost soil and water management practices. Further consultations with China's Qinling Mountain Poverty Alleviation Project have confirmed the need for exposure visit to tea areas (in Nepal and India), and training in low-cost soil and water management practices. It is planned to undertake these activities during 2008.

SECTION 1: Grant Status Report

7. The findings of the mission summarized here are based on visits to selected projects in India and Nepal. In India, the mission held discussions with the project management staff of Ajeevika (Uttaranchal Livelihood Improvement Project), Meghalaya Livelihood Improvement Project (MRDS) and North Eastern Region Community Resource Management Project (NERCORMP). In addition, field visits were made to project sites in East Garo Hills of MRDS. In Nepal, discussions were held with Western Uplands Poverty Alleviation Project (WUPAP) and Leasehold Forestry and Livestock Promotion Project (LFLP). Comments on progress in Bhutan are based on desk review of documents related to Agricultural Marketing and Enterprise Promotion Project (AMEPP) provided by ICIMOD.

8. The progress made in each country in responding to needs identified by the loan projects is discussed under three components of the grant project, which included: capacity building and promotion of pro-poor institutions; innovations that improve livelihoods of poor; and fostering of policy dialogue for pro-poor development.

9. ***Capacity Building and Promotion of Pro-poor Institutions.*** The key interventions under this component have included:

- *Vision Building and Appreciative and Participatory Planning and Action (APPA) training (India – Ajeevika and MRDS):* A consultation meeting with Aajeevika in 2006 prioritized the need for capacity building in project implementation and institutional aspects. As a result, the programme conducted two training workshops on Vision Building and APPA in May, 2006. Similar trainings in Vision Building and APPA were also requested by Meghalaya Livelihood Improvement Project (MRDS) and conducted in February 2007 with participation from Project staff from all districts and the PMU, Shillong
- *Gender Mainstreaming Training (India - Ajeevika):* A Gender Training Workshop was conducted in September, 2006 to help the project to develop a more clear vision for supporting gender equality and to organize field teams accordingly.
- *Low cost Soil and Water Management training (Bhutan-AMEPP, India-MRDS, NERCORMP, Nepal):* A 3 week training workshop was organized by ICIMOD's NRM Division based on experiences and learning accumulated during the ten year PARDYP Project. As the module was appropriate and deemed extremely relevant for many of the IFAD Projects. Although the Projects from China (QMPAP) and Pakistan (NADP) had initially nominated and confirmed their participation, they could not attend the training due to last minute cancellations.
- *Value Chain Analysis Training:* Participants from Bhutan (AMEPP), India (Ajeevika, MRDS, NERCORMP) and Nepal (WUPAP) attended the training in December, 2007 undertaken at Dehradun, India. Participants from Pakistan did not attend due to administrative problems. During the training, participants were also taken on an exposure trip to see the Himalayan Action Research Centre (HARC)'s activities in this regard in Naugung (Uttarakhand) for agro-products and to the Centre for Aromatic Plants (CAPs), Uttarakhand Forest Development Corporation's Herbal Garden and Jaributi Mandi at Rishikesh as well as the Patanjali Veedapith near Roorkee for the MAPs/NTFP sector.
- *Exposure visits for knowledge sharing and capacity building:* These included: (a) visits by officials from the Bhutan (AMEPP) to North East India for learning in participatory planning and micro-credit management and to Nepal for learning in livestock and Agro-feed Processing; (b) visit from LFLP officials from Nepal to NE India to learn about issues related to Natural Resource Management and land use planning using participatory 3-dimensional mapping (P3DM). The team from Nepal interacted with NERCORMP to learn about landuse planning involving the P3DM methodology and

the institutional mechanisms developed in the context of participatory planning for livelihood security.

10. ***Innovations that Improve Livelihoods of Poor.*** Activities have included:

India

- *System of Rice Intensification (SRI) and Integrated Jhum Development (introduced under MRDS):* Since SRI approach has shown promise in optimizing water use and reducing input use with increased yield, a pilot programme was initiated under MRDS in India. Other projects, e.g. AMEPP, also shown interest. SRI training and pilot demonstrations were initiated in two project districts of Meghalaya. Trainings and on-farm piloting have been conducted in East Garo Hills, Ri Bhoi, and South Garo Hills. Farmers from the remaining districts participated in training provided by MRDS. In East Garo Hills district alone, 38 farmers have set up SRI plots for experimentation. The SRI pilot is seen as a complimentary to the overall strategic approach on Integrated Jhum Development. In addition, the Department of Agriculture, Government of Meghalaya is being involved as a partner to provide continuing technical backstopping to MRDS
- *Integrated Jhum Development.* On request from MRDS, expertise from ICIMOD was provided to develop a strategy and action plan for implementation of the Integrated Jhum Development component of the Project, a two member team was fielded for a Fact Finding Mission in 3-15 June 2007. The team visited East Garo Hills, West Garo Hills and Jaintia Hills. Implementation of activities identified through the field visit has been initiated.
- *Queen bee rearing and bees-products value addition training (provided to NERCORMP and Ajeevika).* As part of the livelihood improvement options and as a strategic complementation to productivity enhancement measures (pollination services), trainings in Queen Bee rearing and value addition of bees products were conducted for NERCORMP and Ajeevika project staff, NGOs and farmers in 2007.

Nepal

- *Pilot demonstrations for domestication and cultivation of medicinal and aromatic plants in marginal and leasehold forest land with involvement of the private sector (WUPAP):* During Phase 1 of the Programme, an action research on NTFPs/MAPs demonstration was conducted jointly by Dabur-Nepal and WUPAP. The action research resulted in the identification of seven species of medicinal aromatic plants (MAPs) suited to the local conditions. In the present phase, support has been extended from the Programme in piloting demonstrations, up scaling and capacity building of project members, forest officials as well as the Leasehold Forestry User Groups (LFUGs). With the help of a local consultant, the programme supported facilitation of domestication and cultivation of selected medicinal plants as well as capacity building of the members of LFUGs. Training was also provided to the forest department field staff. A total of 112 members (of which, 43 are women) belonging to 9 LFUGs have been involved in cultivation of Kutki (*Neopicrorhiza scrophulariflora*) in Humla and Jumla districts and 4.35 ha of leasehold forest land, handed over to them by the Forest Department through WUPAP. In addition, attempts to expand linkages with the private sector efforts in involvement of the private sector have led to WUPAP establishing contact with M/S Male International. This firm has provided a list of NTFP/MAP species that they would be interested in and has requested samples for evaluation of quality and grade.
- *Pilot demonstrations for land management and livelihood options and opportunities for shifting cultivation and sloping areas under LFLP:* This intervention, which started in 2007, is being implemented with the help of a national NGO LIBIRD. The NGO is helping with community mobilization, group formations, capacity building and demonstrations for promoting leasehold forestry within shifting cultivation areas. Home garden diversification is targeted to all the

beneficiaries of the project area. The diversification is aimed at conservation as well as increasing the choices of biodiversity for households. Sustainable management practices, including integrated nutrient management and water harvesting are being promoted. The NGO is also promoting domestication of economically important wild species. Two wild species Kurilo (*Asparagus racemose*) and tenosphora (Gurjo) were domesticated based on the preference of farmers, availability of species at local level and its ecological suitability.

11. ***Fostering of Policy Dialogue for Pro-poor Development.*** The focus of activities under this component has been on:

India

- *Management of shifting cultivation in NE India.* Promotion of dialogue (through workshop, roundtable meetings, as well as discussions with senior policy makers) and documentation of issues and options for management of shifting cultivation in North East India.
- *Participatory Guarantee System for Organic Produce.* Support for policy development and guidelines for harmonizing outputs from Jhum (shifting cultivation) production systems with requirements of the Participatory Guarantee System (PGS) Organic Standards.

Nepal

- *Facilitation of the Second National Workshop on Livelihoods Improvement through Leasehold Forestry* (preceded by three regional workshops). This workshop was arranged by ICIMOD jointly with CIFOR, as well as the loan project LFLP. It helped to highlight implications for the leasehold forestry policy.

SECTION 2: Grant Programme Status of Implementation

Overall Progress

12. Interventions undertaken under the grant project have been responsive to the priority needs identified through joint discussions with the loan projects. As a result, there is a continuing demand for ICIMOD's support under each component of the grant project. However, overall achievement of the grant project at this juncture is assessed to be moderately satisfactory as many outputs in the Annual Work Plans and Budget 2007 have not been achieved. Mission's assessment of the progress under each component is briefly discussed below.

Status of Grant Programme Components

Component 1. Capacity Building and Promotion of Pro-poor Institutions.

13. The focus has been on the *visioning exercise and capacity building in appreciative and participatory planning and action (APPA)*. The training by ICIMOD was carried out using the Training of Trainer (ToT) approach and the main beneficiary were the Ajeevika and MRDP projects, as well as their NGO partners in India. Although this was discussed and offered to AMEPP during the Consultation meeting conducted by ICIMOD, the loan project does not appear to have prioritized this need for similar support.

14. Through this learning, Ajeevika was able to develop a vision document for each of its districts with agreed milestones. The project found this input of considerable value in bringing about conceptual clarity in

relation to the project objectives and in initiating district level activities using participatory approaches. The impact on MRDP of this training did not appear to be as deep. The challenge for both projects now is to extend this learning to their district/sub-district teams and community-based organizations.

15. *Low cost soil and water management* training provided by ICIMOD to participants from projects in India, Nepal and Bhutan has potential to minimize soil erosion and improve water conservation. However, there is no evidence that the knowledge gained from the training has been incorporated in the work programmes of concerned projects to improve soil and water management practices at the farm level.

16. *Capacity building* in Bhutan and Nepal projects seems to have focused on peer learning through *exposure visits*. However, it is not clear as to how the knowledge gained during these visits has been utilized to improve implementation of their respective projects. Despite the best efforts made by ICIMOD, similar visits planned for China, Pakistan and India (NERCORMP) could not be completed due to administrative difficulties faced by projects.

17. *Gender Strategy*. Following an assessment of gender awareness and issues in gender mainstreaming under Ajeevika, the training workshop organized by ICIMOD helped the project to sharpen its gender strategy and organize its field staff in a better way to implement its action plan for gender equality. Ajeevika extended the training to Self Help Group members (more than 95% women) through their own trained staff and introduced a number of measures, including innovative drudgery reduction interventions such as improved tools, vermi-composting, improved fodder grasses, light weight water pitchers, bullock training (for carrying heavy loads). Rapid assessment of drudgery reduction interventions undertaken by Ajeevika has highlighted a number of benefits for women, including reduced back pain, as well as headache and time savings of 2-3 hours per household. There is a need for an in-depth assessment and documentation of these benefits for wider dissemination to other projects, as well as other development partners. No other project seems to have requested or received similar support from ICIMOD, which should be reviewed in the future.

Component 2. Innovations that Improve Livelihoods of Poor

18. Following action research undertaken during the Phase I of the programme through public-private partnership between WUPAP and Dabur-Nepal, a number of economically important medicinal and aromatic plant species (MAPs) were identified which grew wild in marginal and leasehold forestry area of the project as non-timber forest products (NTFPs). These species also had potential for domestication and cultivation. Due to the work undertaken during Phase I, most progress seems to have been made in Nepal in testing and demonstrating improved livelihood options for poor. Under Phase II, demonstrations, up scaling activities and capacity building of the WUPAP staff, forest officials and the Leasehold Forestry User Groups (LFUGs) has successfully developed models for domestication of selected MAP species, e.g. Kutki (*Neopicrorhiza scrophulariflora*). These activities are now being undertaken in four WUPAP districts involving five MAP species. Survey and identification of other naturally occurring NTFPs in leasehold forests of the loan project districts with the help of ICIMOD is further demonstrating the potential for helping the poor to improve their livelihood options. In addition, ICIMOD's help in diversifying public-private partnership, e.g. involvement of M/S Male International, has helped WUPAP to develop linkages with the private sector for marketing of a number of NTFP/MAP products. Work by an NGO, Local Initiatives for Biodiversity Research and Development (LIBIRD), financed under the grant has demonstrated potential of different technological options for enhanced food security, diversified income sources and improved management of lands on sloping terrain under shifting cultivation in selected LFLP districts.

19. As a part of the Integrated Jhum Development (IJD) programme the *system of rice intensification (SRI)*, being tried in two districts of MRDP in collaboration with the Department Agriculture, is yet to provide conclusive evidence of benefits to farmers in terms of yield and water savings during the wet (main) season of lowland rice cultivation. Heavy rain during the monsoon season, which makes water management difficult,

and pest problems have emerged as critical issues for adoption of the SRI technique. The farmers, however, are keen to try the technique again as they feel that SRI has the potential to improve grain quality, conserve water and improve yield. A reappraisal of the overall strategy to further testing of benefits of this technique during rainy and dry seasons would be appropriate. This work should involve the line departments and the interested loan projects.

20. Greater promise has been shown by IJD interventions to enhance productivity of homestead gardens through introduction of vegetables and fruit crops to address food security issues and to improve nutritional status of households. In addition, demonstration of composting technique to improve soil conditions has shown good potential. A more comprehensive strategy, including improved breed/variety availability, pest/disease management and marketing arrangements, would be required for wider livestock production and fruit cultivation to enhance productivity, as well as economic returns within the Jhum cycle.

21. Queen bee rearing training and bee-products value addition training and follow-up actions undertaken by NERCORMP and Ajeevika to promote honeybee production have contributed to improved livelihood options and productivity enhancement through pollination services. There is now demand for support to promote honeybee production and value added honeybee products in several projects.

22. The introductory *Value Chain Development* training organized by ICIMOD, with the help of GTZ, was well received by the loan project partners from Bhutan, India and Nepal. Following this training, many projects had informed ICIMOD of the immediate need for enhanced support in this area. Even though the work programme for 2007 included a number of initiatives to respond to this urgent need, most of the planned activities were not implemented.

Component 3. Fostering of Policy Dialogue for Pro-poor Development

23. Although four countries (Bhutan, India, Nepal and Pakistan) were identified during project inception for the first set of activities, only one activity each in India and Nepal have been undertaken. In India, at the request of NERCORMP, a two-day roundtable dialogue on Harmonizing Participatory Guarantee System (PGS) organic standards with shifting cultivation in North East India was organized in July 2007. If the recommendations of the roundtable are accepted by the Organic Council of India as an alternative to a more expensive approach of third party certification, then jhum products can potentially attract a premium price and farmers in the region who practice shifting cultivation can increase their incomes significantly.

24. In the area of policy dialogue on shifting cultivation, the Shillong workshop was the culmination of the work done in Phase I, which led to many policy recommendations towards making shifting cultivation more sustainable and productive². Under the current phase, an NGO, the Missing Link, was supported to organize a consultative workshop on Initiatives in Management of Shifting Cultivation: Appraisal and Experience Sharing to Identify Appropriate Approaches. The objective of the workshop was to share information and experiences of various programmes implemented by governments, externally funded projects (NERCORMP and NEPED) with regard to their impact on tenurial access and long-term vulnerability of the communities. It also explored the potential offered by new initiatives of the Government of India, including the Bamboo

² Post-Shillong Declaration, the Government of India has taken several initiatives, which do not directly mention or credit the Shillong Declaration, but seem, nonetheless, to have been influenced by the recommendations. Reflecting the Shillong Declaration, the report of the Forest Commission of India recommends that traditional rights of the upland communities be recognized and honored (although in the same report elsewhere, it talks of 'controlling' shifting cultivation). Another major development, though not directly attributable to the Shillong Declaration, but influenced by the renewed interest and changed perceptions, is the formulation and passing of the Schedule Tribes and Other Forest Dwellers (Protection of Forest Rights) Act 2006. The Technical Group (of which the Programme Coordinator was an expert member) successfully introduced provisions for protection of the rights of shifting cultivators.

Mission and Horticulture Mission. To carry forward the policy dialogue on shifting cultivation, the Missing Link has been commissioned for a period of one year starting October 2007. Under the new agreement, the Missing Link would attempt to facilitate an inter-state forum of policy makers for dialogue on policy formulation/reform on sustainable management of shifting cultivation in North East India.

25. In Nepal at the request of LFLP, the project collaborated with CIFOR in organizing a Policy Workshop on Leasehold Forestry whose objective was to demonstrate, based on empirical evidence, the potential of the leasehold forestry approach in sustainably improving livelihoods of the poor and to discuss its interface with other forestry programmes, most notably the community forestry approach. The workshop seems to have provided a unique opportunity for senior policy makers in the forestry sector to assess the potential of the leasehold forestry approach based on scientific research and to discuss the gaps in institutionalizing this approach as a national policy.

Fund Utilization and Project Completion

26. As shown in Appendix 5, out of total IFAD grant of USD 1.2 million the project has spent only USD 363,787 (30% of the total project budget) at the end of December 2007. This covers 58% of the project duration. In the two main programme categories-- technical assistance, and training/workshop, budget utilization stands at 15% and 27% of the total allocation, respectively. Only in the personnel cost/project staff category, the expenditure matches the anticipated utilization.

27. The mission recognizes that a number of factors, some beyond the control of ICIMOD, have contributed to the delayed implementation. These include administrative difficulties, security situation, cancellation of some events and non-participation of some projects, particularly from countries like Pakistan and China in capacity building training and exposure visits. However, even after allowing for these factors and based on consultations with IFAD project staff in India and Nepal, the mission feels that more concerted efforts with the help of qualified consultants could have expedited implementation, especially in the area of value chain and enterprise development, management of shifting cultivation, gender assessment, etc. This would have resulted in increased fund utilization.

28. In view of significant underutilization of funds and the potential to provide increased support to projects in India, Nepal and Bhutan, especially in areas identified above, the mission's recommendation to a no-cost extension of the project by one year (end of September 2010) has now been accepted by the IFAD management. This would, on an average, provide an annual allocation of about USD 300,000. Although this would be a 63% increase than the fund utilization (expenditure) in 2007, the mission feels that timely implementation of an expanded, but focused programme in areas such as value chain development, expanded community-based options for intensification in shifting cultivation, technology dissemination, gender assessment and capacity building, the project would be able to absorb available resources.

Project Management

29. The project became effective in September, 2005 and the start-up workshop was held in November 2005. Participants included representatives of IFAD-funded projects in Bhutan, China, India, Nepal and Pakistan, as well as staff of ICIMOD and IFAD. As envisaged in the grant proposal, a full-time Programme Coordinator was appointed for day-to-day management of the project, who is assisted by a Programme Assistant³. Until the end of 2007, the project was housed in the Natural Resource Management (NRM) integrated programme. With the adoption of its new Strategic Framework in 2008, ICIMOD has re-organized its integrated programmes and the project now falls under the Sustainable Livelihoods and Poverty Reduction strategic programme.

30. In order to ensure the support of various integrated programmes (NRM; Agriculture and Rural Income Diversification; Culture, Equity, Gender and Governance; and Information Management, Communications and Outreach) within ICIMOD, a Steering Committee headed by the Director General and comprising the Deputy Director General (Programmes) and integrated programme managers was constituted. An important task of this committee, which has met three times so far, has been to approve annual programme of work and budget before submission to IFAD, as well as providing policy guidance.

31. As in Phase I, maintaining inter-IP coordination has remained a challenge and the Programme Coordinator has had to devote considerable time to obtain contributions from other programmes for the project. In order to address this problem and to ensure effective implementation of different components of the project, the Steering Committee in April 2007 recommended the formation of three Working Groups, for Gender Mainstreaming; Policy; and Value Chain Assessment and Livelihood Interventions. These working groups have since been formed and meetings have been held to identify activity implementation plans. However, their effectiveness in improving implementation and in enhancing inter-programme coordination has not been clear. In addition, more recently ICIMOD has established a Programme Management Committee (PMC), which, led by the DDG (Programmes), has specific responsibility to guide and coordinate work programmes in different disciplines. In view of these developments, the mission recommends that the Steering Committee should review roles and responsibilities of working groups and the PMC in the context the grant project and decide whether the working groups are still required.

32. *Communication with IFAD-funded Projects.* The project has a close working relationship with IFAD-funded loan projects. However, these projects have expressed their desire to know more about ICIMOD's comparative advantage and other ongoing programmes, which can help them to decide the type of support ICIMOD can provide. The mission recommends that ICIMOD should provide an opportunity to project directors to learn about their ongoing programme activities. This could be done by organizing an annual programme-planning meeting or by organizing knowledge sharing event during training programmes it organizes.

33. *Communication with CPM and IFAD Country Office:* Maintaining regular communication with concerned Country Programme Managers (CPMs) and enlisting their involvement in programme activities has been a challenge for the project. This problem has affected similar other regional grant-funded projects mainly due to the fact that CPMs are busy with new project design and more recently with country programme implementation. However, strengthening of the country presence of IFAD in India, China, and Pakistan and start of a country office in Nepal has helped to increase their involvement.

³ An Assistant Programme Coordinator was recruited to assist the Programme Coordinator, who left the project in 2006 and the position has not been filled.

34. *Knowledge Management.* The project is generating a lot of valuable information, which is likely to grow further in coming months. It is important that the project makes a concerted effort to document and disseminate important methodological innovations, findings of workshops and roundtable discussions and lessons learnt from case studies. The primary target for these documents would be the staff in development projects and other development partners, including IFAD, NGOs and public institutions. Where necessary, ICIMOD should also guide/support loan projects to develop appropriate material targeted at participating rural communities.

Lessons Learnt

35. Although the Annual Work plans have been formulated after consultations with the Projects and are based on demands indicated by them, delays in implementation have often been due either to changed priorities or postponement of events by projects. The mission recommends that each year ICIMOD should organize work programme review and planning meetings with participating projects. The output of these meetings should be an agreed work plan with time-bound implementation schedules. In addition, appropriateness of the project nominees for participating in training/study tours should be improved with a focus on utilization of knowledge, skills and learning gained through exposure visits.

SECTION 3: Mission Recommendations and Follow up

36. **On-going Programme.** To respond to changing needs and priorities of loan projects and to bring about greater focus in activities being supported under the grant, the mission would like to make the following recommendations for the future.

Capacity Building and Promotion of Pro-poor Institutions

37. In view of changing circumstances and priorities, there is a need to reassess the capacity building requirements of the loan projects and to develop a revised training programme for remainder of the project period. The specific areas for attention include:

- Repeat of the vision building, participatory planning exercise. Where needed, this work should include training in P3DM.
- Exposure visits, in addition to Bhutan, India and Nepal, should also include proposals from the China and Pakistan projects. Prior to arranging the visit, ICIMOD should require each project to provide an action plan along with monitoring indicators for application of knowledge gained from exposure visits.
- Gender Assessment study, including cost/benefit analysis of different drudgery reduction initiatives and case studies on feminization of agriculture in selected areas of loan projects.

Supporting Innovations that Improve Livelihoods of the Poor

38. There is a considerable gap between expected/planned outcomes and actual achievement under this component. The component implementation would benefit from greater focus on participatory value chain analysis and business development and clear strategy for improved backward-forward linkages, including issues related to markets and marketing. In the context of mountain areas, this could also include consideration of innovative value chains such as eco-tourism. In addition, there is a need to review the scope and coverage of community-based initiatives for intensification of options in shifting cultivation and other marginalized areas, including opportunities for collaboration with the public and the private organizations for technical backstopping and market linkages. More specifically, the project should:

- Develop a coherent strategy and a time-bound action plan to implement a work programme that supports increasing demand from loan projects for assistance in value chain analysis and enterprise development.
- Review and, where appropriate, expand technological interventions for managing change in shifting cultivation taking account of evolving socio-economic circumstances and emerging considerations such as climate change.

Fostering Policy Dialogue for Pro-poor Development

39. During the remaining life of the project, the policy related work should be focused on India and Nepal, where, in view of the past work, the potential for success is high. In this context, the specific recommendations include:

- Support IFAD-funded loan projects in the promotion of PGS approach of organic certification, taking into consideration that the high value products to be promoted in the near future would mostly be for domestic markets. However, in the case of commodities requiring third-party certification due to export potential, the project should explore opportunities for reducing costs of such certification.
- In the case of Jhum cultivation, focus of the policy dialogue initiatives should be on selected states (Meghalaya and Nagaland) in the North East India. An important objective of this dialogue should be to influence policy at the centre (Government of India) through the state-level policy makers, building on the work of two successful state projects, NERCORMP (in Meghalaya) and NEPED (in Nagaland). In this regard, the mission recommends that the project and its partners should work with the State Agricultural Production Commissioners, who also hold the charge of Forestry Department and, if appropriate, with representatives of the North East Council.
- Support work of LFLP and other partners in policy advocacy in favor of the leasehold approach aiming at speedy passing of the Leasehold Forestry Bill, which is pending with the parliament for several years.

40. **Potential Linkages with the Future ICIMOD-IFAD Strategic Partnership** A framework is under preparation for a strategic partnership between ICIMOD and IFAD. This collaboration is expected to result in formulation of a long-term collaborative programme with three phases of 3 years each. The first phase is expected to start in 2009, with each subsequent phase commencing on achievement of agreed outcomes at the end of the previous phase. The proposed programme themes for this collaboration include Sustainable Livelihoods and Poverty Reduction, and Environmental and Climate Change and Ecosystem Services. Since the completion of the current grant project is expected to be delayed until the end of September 2010 and includes sustainable livelihoods (including value chain development) as one of the focal areas, the work under the strategic partnership at the start of the first phase in 2009 should focus on the Environmental and Climate Change and Ecosystem Services. At the same time, the design of the on-going grant allows flexibility to address strategic issues related to sustainable livelihoods and poverty reduction. On completion of the current grant in 2010, the unfinished strategic work in the area of sustainable livelihoods and poverty reduction can be transferred to the strategic collaboration programme.

Agreed Actions and Follow-up

Activity	Completion date	Action by
Draft revised work plan and budget by activity for each component for 2008 and 2009	28 February 2008	Programme Coordinator, ICIMOD
Distribution of the supervision report	28 February 2008	Regional Economist, IFAD
Planning meeting with IFAD project directors and partners to finalize the work plan	7 April 2008	Programme Coordinator, ICIMOD
Comments by IFAD on annual work plan submitted by the Project Coordinator s	20 April 2008	Regional Economist, IFAD
Final approval of the annual work plan	30 April 2008	Steering Committee

APPENDIX 1. Terms of reference

Programme for Securing Livelihood in Uplands and Mountains of the Hindu-Kush Himalayas – Phase II

TERMS OF REFERENCE for the MID-TERM REVIEW MISSION (17 January – 29 February 2008)

I. BACKGROUND

1. The goal of the programme supported by the IFAD large regional grant ICIMOD 773 is to achieve the sustainable enhancement of the livelihoods of the poor and marginalised households in the Hindu Kush Himalayas region (the "Programme Area") through existing and proposed IFAD Supported Projects, paying particular attention to women's empowerment and gender mainstreaming.

The objectives of the programme (in collaboration with the IFAD Supported Projects) are to: (i) introduce and support innovations that sustainably improve the livelihoods of the poor and disadvantaged people of the Benefiting Countries indicated in paragraph 3 below; (ii) build capacity and promote the development of pro poor institutions, particularly at the community level; and (iii) foster improved policy dialogue in order to develop an enabling environment for sustainable pro poor development.

The countries that will participate in, and benefit from the programme are: Bangladesh, Bhutan, China, India, Nepal and Pakistan.

The programme became effective on 29th September 2005 with a project completion date of 30th September 2009.

2. The consultant will visit Nepal and India in January-February 2008 to undertake a mid-term review of the above project.

II. SPECIFIC TERMS OF REFERENCE

3. The mid-term review mission is expected to meet the following general requirements:

- assess project performance to date, and compare achievements with the qualitative and quantitative objectives laid down in the Design Documents, IFAD Grant Agreements, Annual Plan of Work, and Logframes both at the level of inputs and outputs, but also at the level of achievement of project objectives (ie impact);
- assess the feedback of selected target beneficiaries in project activities;
- review the process of institution-building, collaboration and coordination within and among the involved agencies, and indicate where improvements are needed, and how they can be achieved;
- based on the experience gained and impact achieved to date in the project areas, make recommendations for any modifications/ improvements in project design that should be incorporated during the remaining years of project implementation to enhance the impact of the project;
- determine and evaluate lessons learnt so far by the agencies, beneficiaries and others concerned, for the benefit of this Project's implementation during the remaining period;
- review the need for reallocations between project components on the basis of their impact on target groups and present strategic recommendations for any necessary modifications to the IFAD grant agreements (technical and institutional);
- assess the possible link of this programme with the ongoing discussion for a strategic collaboration between IFAD and ICIMOD; and,

- review progress of the NAIP grant in consultation with ICAR, World Bank and CG Centers.

III. TIMING OF THE MID-TERM REVIEW

4. The timeframe for the supervision would be as follows:

21-Jan	Travel from London and Rome to Delhi
23-Jan	Depart Delhi for Dehradun by Mussorie Express
24-Jan	Meeting with Aajeevika & UPASaC
25-Jan	Return to Delhi
26-Jan	Depart for Guwahati by afternoon flight
27-Jan	Guwahati-East Garo Hills (William Nagar)
28-Jan	Field visit and interaction with farmers (SRI site) + return to Shillong
29-Jan	Meeting with MRDS and NERCORMP
30-Jan	Meeting with the Missing Link and Country Focal Team on Shifting Cultivation Policy + Depart for Kolkata
31-Jan	Depart for Kathmandu
01-Feb	Meeting with ICIMOD Team + Meeting with WUPAP, LFLP and LIBRID
02-Feb	Visit LI-BIRD field site (day trip) + return to Kathmandu
03-Feb	Write Aide Memoire
04-Feb	Write Aide Memoire
05-Feb	Wrap-up meeting at ICIMOD + Travel to Delhi
06-Feb	Travel back to London
07/10-Feb	Report writing at home station

IV. OUTPUTS

5. The consultant will be responsible for producing the following:
- draft very concise (3-4 page) Aide Memoire with major issues/observations/recommendations to be discussed with ICIMOD staff prior to leaving Nepal.
 - prepare mid-term review report using standard IFAD reporting format by 29/02/2008.

APPENDIX 2. Mission Travel Programme and the List of Persons Met

Mission Programme

23rd January: Delhi – Dehradun
24th January: Meeting with Aajeevika
25th January: Dehradun-Delhi
26th January: Delhi-Guwahati
27th January: Guwahati-East Garo Hills (William Nagar)
28th January: Field visit and interaction with farmers (SRI site) and return to Shillong
29th January: Meeting with MRDS and NERCORMP
30th January: Meeting with The Missing Link and Country Focal Team (SC Policy Initiative) and fly from Guwahati to Kolkotta
31st January: Kolkotta-Kathmandu
1st February: Meeting with ICIMOD Team (10.00-11.00 am)
Meeting with WUPAP, LFLP and LIBRID (3.00-5.00pm)
2nd February: Write Aid Memoire
3rd February Wrap-up meeting with ICIMOD DG and senior staff
4th February LIBRID Field visit (Day trip), return to Kathmandu
5th February: Wrap-up discussion with Michael Kollmair and Dhrupad Choudhury, ICIMOD

List of Persons Met

IFAD Country Office in India

Mr. Anirudh Tewari – Country Presence Coordinator
Mr. Shaheel Rafique – Implementation Support Officer
Mr. Sriram Subramaniam – Assistant Programme Officer
Ms. Ankita Handoo – Knowledge Management Specialist

Aajeevika Project

Ms. Jyotsna Sitling – Project Director
Mr. P.S. Hooda – Managing Director and CEO, UPASaC (Uttarakhand Parvatiya Aajeevika Sanvardhan Company)
Mr. Pawan Kumar – M&E Officer
Mr. Bhupal Neog – Manager, UPASaC

MRDS Project

Napak Songme - SRI Village

Mr. Savio Chishim-DHO

District Team

1. Mr. Perry .R. Marak – Project District Manager
2. Mr. Hunlang Blah – Coordination Officer, Gender/NGO/CBO
3. Smt. Jammuna D Marak – Finance and Administration Officer, FNGO

4. Mr. Demier G. Mommin – Block Coordinator – Songrah

Department of Agriculture Officials

1. Mr. M.S. Lyngdoh – Joint Director (Administration and account)
2. Mr. B.B. Pariat – Deputy Director Agriculture (Planning and Policy)
3. Dr. R.B. Dympep – Deputy Director Agriculture (Planning)
4. Smt. D. Sijiemiong – State Soil Survey Officer
5. Smt. B.G. Lzngdoh – Assistant Agronomist
6. Smt. L. Kharkrang – Senior Technical Assistant

MRDS Members

1. Kenneth Pala – M & Evaluation Officer
2. Augustus Suting – District Manager Jaintia Hills
3. W. J. Nongrum – DM, Ri Bhoi
4. Pangseng Marak – DM, South Garo Hills
5. V. K. Syiem – CO, Ri Bhoi
6. Kitboklong Lyngdoh – Block Coordinator, Ri Bhoi

Agriculture

7. Shri H. S. Lyngdoh – JE DA (A & A)
8. Shri B. B. Pariat – DDA (P/P)
9. Dr. R. B. Dympep – DDA (Planning)
10. Smt. D. Sjriny – SSS O
11. Smt. B. G. Lyngdoh – Assistant Agronomist
12. Smt. L. Khankhong – Senior Technical Assistant

NERCORMP

Mr. Vincent Darlong, Coordinator, NRM & Extension
Mr Adrian Marbaniang, M&E Officer
Mr Dhruba Nath Sharma, Finance Officer
Ms Vijayalakshmi Brar, Coordinator, NGO & Gender
Ms Golda, Accounts Officer

ICAR- North East Hills, BaraPani

Dr. S.V. Ngachan - Director

ICIMOD

Dr. Andreas Schild – Director General
Dr. Madhav Karki – Deputy Director General
Dr. Michael Kollmair – Programme Manager
Dr. Eklabya Sharma – Programme Manager
Dr. Kamal Banskota – Senior Economist
Dr. Dhrupad Choudhury – Programme Coordinator

Ms. Brigitte Leduc – Gender Specialist
Mr. Farid Ahmad – Monitoring and Evaluation Specialist
Ms Mamata Shrestha– Research Assistant

Nepal

Mr. Dhan Bahadur Shrestha – Project Director, WUPAP
Mr. Babukaji Dallakoti – Forest Officer, LFLP
Mr. Bashu Babu Aryal –Field Presence Coordinator
Mr. Bimal Raj Regmi – Senior Programme Officer, LIBIRD

APPENDIX 3. List of Loan Projects Eligible for Support and Consulted at the Start of the Grant Programme

Bhutan

1. Agricultural Marketing and Enterprise Promotion Project (AMEPP)

China

2. Qinling Mountain Poverty Alleviation Project

India

3. Ajeevika (Uttaranchal Livelihood Improvement Project)
4. Meghalaya Livelihood Improvement Project (MRDS)
5. North Eastern Region Community Resource Management Project (NERCORMP)

Nepal

6. Western Uplands Poverty Alleviation Project (WUPAP)
7. Leasehold Forestry and Livestock Promotion Project (LFLP)

Pakistan

8. South Federally Administered Tribal Areas Development Project
9. Northern Areas Development Project
10. Dir Area Support Programme

APPENDIX 4a. List of Activities Prioritized by the Loan Projects for Support at the Start of the Grant Programme

Components	Thematic Areas/Activities**	Specific Activities**	Scheduling (years)				Countries Involved	Projects Involved (activities as in col. 3)	Progress	Reasons for non-achievement
			1 st	2 nd	3 rd	4 th				
Capacity Building and Promotion of Pro-Poor Institutions	<ul style="list-style-type: none"> Empowering Pro-Poor Institutions 	i. Vision Building through Appreciative Participatory Planning and Action (APPA) ii. Gender Mainstreaming (Status/Needs assessment & Capacity Building) iii. Decentralized Advocacy iv. Exposure visits to other Projects (in country/abroad) for peer learning	X X	X X X	 X X	 X X	Bhutan China India Nepal Pakistan	i.: AMEPP, ULIP & MLIP ii. Projects in Bhutan, India iii. all Projects iv. AMEPP, QMPAP, NERCRMP	i. Vision Bldg, APPA, Gender assessment & training conducted in India, no response from AMEPP ii. Completed for ULIP, assessments in process of commissioning for Nepal, Bhutan & India iii. No demands from Projects iv. Exposures conducted for AMEPP (2), LFLP (1), pending for NERCORMP and QMPAP	Dates deferred by some Projects, ICIMOD (for security reasons)

	<ul style="list-style-type: none"> Enhancing Business Approaches and Skills of Pro-Poor Institutions and Enterprises 	<ul style="list-style-type: none"> i. Identification of Potential Marketable Products (with Comparative Advantage) ii. Identification of Women’s group driven income generating activities iii. Skill development in marketing (see section on Improving Livelihoods, below) iv. Exposure visits for peer learning 	X	X			Bhutan India Nepal Pakistan	<ul style="list-style-type: none"> i. AMEPP, MLIP, ULIP, WUPAP, SFDP ii. only NERCORMP (for assessment and learnings) iii. AMEPP, MLIP, ULIP, WUPAP, SFDP iv. All projects, as per demands 	<ul style="list-style-type: none"> i. Projects yet to identify products (under process), except for WUPAP where several trainings have been conducted in MAPs domestication ii. on going iii. pending completion of (i) iv. as above 	<ul style="list-style-type: none"> Projects still in process of mobilization, assessments have to be done once CBOs are mobilized, process initiated after Value Chain Training
	<ul style="list-style-type: none"> Piloting Institutionalization and Technology Backstopping 	<ul style="list-style-type: none"> i. Identify interested Projects ii. Identify the Partners iii. Identify In-country Technology Backstopping Institution (s) iv. Organise Stakeholders’ Meeting for formulating Operational modalities v. Organise Pro-Poor Institutions for providing required services and support – particularly women focused and driven enterprises. <p>(also see next section for details of activities)</p>	X	X	X		Bhutan India	<ul style="list-style-type: none"> As per Project interest (only MLIP has initiated the activity) 		<ul style="list-style-type: none"> Projects yet to decide.

Supporting Innovations that Improve Livelihoods of Poor	<ul style="list-style-type: none"> Promotion of Mountain Niche Products (Organic and Natural Niche Products, including NTFPs) 	<ul style="list-style-type: none"> i. Value Chain Analysis ii. Sub-sectoral Analysis of High Value Crops iii. Business Development Plans iv. Credit Linkages with Rural-based community-based projects v. Private-Public Partnerships vi. Exposure visits/ study tours vii. Establishing/Supporting Networks 	X	X	X	X	Bhutan China India Nepal Pakistan	For activities (i) to (iii), AMEPP, ULIP, MLIP, WUPAP, LFLP and SFDP will be involved. For activities (iv) & (v), involvement would be need-based and as the outcome evolves. For activity (vi). Project involvement will be need-based and demand driven. All Projects will be involved in activity (vii).	Product identification exercises underway; Value Chain Development Training Workshop conducted	Delayed due to the time taken to arrive at consensus activities and prioritization
	<ul style="list-style-type: none"> Piloting Leasehold Forestry (including the Landbank concept) as an option in managing Shifting Cultivation Areas 	<ul style="list-style-type: none"> i. Piloting demonstration models ii. Participatory Assessment/ validations iii. Trainings & dissemination (community-driven extension) iv. Value-addition & marketing 	X X	X X	X X	X X	Nepal	LFLP	Partner identified, field visits conducted, MoU signed, activities initiated	

	<ul style="list-style-type: none"> Institutionalizing Technology Transfer, Technical Backstopping and Capacity Building 	<ul style="list-style-type: none"> i. Identify Partners/ strengthen partnership with those identified in Phase I ii. Identify In-country Technology Backstopping Institution (or strengthen as above) iii. Establish Demonstration Centres (Nodal, On-farm) iv. Establish Training/ Dissemination modalities and activities v. Capacity building and technology backstopping vi. Networking support 		X	X		Bhutan India	MLIP (MRDS) linked with GBPIHED-NE; AMEPP in process of identifying appropriate RNRC	Process ongoing	
Fostering Policy Dialogue for Pro-Poor Development¹	<ul style="list-style-type: none"> Identifying Constraints/ Enabling Factors for Pro-Poor integrated rural development initiatives 	<ul style="list-style-type: none"> i. Consultation Meetings (with Projects) ii. Stakeholders’ Consultations iii. Documentations/Assessments of Community Initiatives iv. Consultation Meetings for ‘Packaging’ v. Dialogue with Policy Makers through ICIMOD’s NRM/PPD programmes 	X	X			Bhutan India Nepal Pakistan	i.& ii. AMEPP, NERCRMP, ULIP & MLIP, LFLP, WUPAP, SFATADP, DASP & NADP iii. Participating Projects/ Countries	Interactive meetings held, Consultation Meeting held in February, TML commissioned for further activities	
	Diversification of Livelihood Options in Shifting Cultivation/Marginalized/ Fragile Areas –	<ul style="list-style-type: none"> i. Documentations/Assessments of Community Initiatives ii. Consultation Meetings for ‘Packaging’ iii. Dissemination of Options iv. Dialogue with Policy Makers 	X	X	X		Bhutan India Nepal	i. AMEPP (Bhutan) ULIP & MLIP, NERCRMP (India) LFLP & WUPAP (Nepal) ii. as above iii. & iv: all above	PGS initiative through NERCORMP and partners	

Specific Interventions										
Rangeland Development and Management*	<ul style="list-style-type: none"> Up scaling of Co-management or CBNRM practice in Rangeland Management Forage and Feed Resource Improvement 	i. Stakeholders’ Consultations ii. Training of trainers in Co-management issues iii. Establishment of seed banks and seed multiplication and dissemination mechanisms		X	X	X	Bhutan Pakistan	Need based, to be finalized after consultations with the Projects		
Participatory 3-Dimensional Modeling¹	<ul style="list-style-type: none"> Orientation, Refresher and Skill Building Trainings in Land use Planning and Rural Resource Management (using GIS-based Tools & technologies) 	i. Trainings of Master Trainers for diversified applications ii. ToTs in GIS-based Planning iii. Institutionalization of P3DM- GIS Linkages/ Applications	X X	X X X	X X X		Bhutan India Nepal	i. AMEPP, MLIP, NERCRMP, LFLP ii. As above iii. To be explored	The activities have been put on hold as Project priorities have changed and NERCORMP has been unable to provide dates. This will be initiated now through MLIP in its Integrated Jhum Development component	
Indigenous Bee-keeping	<ul style="list-style-type: none"> Queen Bee rearing Value-addition of Bee Products Linkages with Production Enhancement Approaches 	i. ToTs for Queen Bee rearing techniques/practices ii. Skills development in value addition of Bee Products iii. Market and Business Service Development related skill development	X X	X X X		X	India	NERCRMP, ULIP (India)		

APPENDIX 4b. List of Activities Prioritized for Support Following the Mid-Term Review

Components	Thematic Areas/Activities**	Specific Activities**	Schedule					Projects Involved (activities as in col. 3)	(IFAD/ ICIMOD Strategic Objectives)
			2008		2009		2010		
			1st	2nd	1st	2nd	1st		
Capacity Building and Promotion of Pro-Poor Institutions	<ul style="list-style-type: none"> Empowering Pro-Poor Institutions 	v. Vision Building through Appreciative Participatory Planning and Action (APPA), with a focus on Value Chain Development	X	X	X			i.: AMEPP, Aajeevika, MLIP, WUPAP, LFLP	<p><i>Strengthening capacity of the rural poor and their organizations</i></p> <p><i>Enhancing Women's capabilities to promote social transformations</i></p> <p><i>Increased use of information & knowledge for planning & action programmes by mountain practitioners</i></p>
		vi. Gender Mainstreaming Assessments (Needs assessment & Capacity Building)	X					ii. AMEPP, Aajeevika, MLIP, WUPAP	
		vii. Gender Workshop (sharing of assessment findings and identify action areas, review)		X		X		iii. All Projects	
		viii. Evaluation of drudgery reduction interventions to identify Good Practices	X					iv. Aajeevika	
		ix. Dissemination to other Projects	X	X	X			v. All Projects	
		x. Evaluation of dissemination				X		vi. Selected Projects	
		xi. Exposure visits to other Projects (in country/abroad) for peer learning		X	X	X		vii. Aajeevika, MLIP, WUPAP but on merit and competitive basis (will also include QMPAP, China)	
		xii. Specific technical trainings (Soil & water mngn; polyfilm technology, P3DM, etc)	X	X	X	X		viii. SFDP, QMPAP, MLIP	

Supporting Innovations that Improve Livelihoods of Poor	<ul style="list-style-type: none"> Enhancing Business Approaches and Skills of Pro-Poor Institutions and Enterprises 	v. Identification of Potential Marketable Products (with Comparative Advantage) vi. Skill development in Value Chain development (Beekeeping, other products) vii. Identification of Women’s group driven income generating activities viii. Exposure visits for peer learning	X	X				i. AMEPP, Aajeevika, MLIP, WUPAP ii. AMEPP, Aajeevika, MLIP, WUPAP, LFLP iii. NERCORMP assessment for learnings and potential replication in other projects iv. AMEPP, ULIP, MLIP, WUPAP, LFLP	
	<ul style="list-style-type: none"> Promotion of Mountain Niche Products (Organic and Natural Niche Products, including NTFPs) 	viii. Value Chain Analysis (selected products, one for each Project) ix. Sub-sectoral Analysis of selected products (including market studies) x. Facilitate value addition of selected products xi. Assessment for micro-enterprise development and facilitation for promotion xii. Capacity building for Business Development Plans xiii. Facilitating Private-Public Partnerships xiv. Facilitate promotion of PGS practices (Trainings for PGS Practices) as alternate certification xv. Exposure visits/ study tours	X	X			X	i. Aajeevika, MLIP, WUPAP, LFLP, AMEPP ii. as above iii. MLIP, WUPAP, (as per Project commitment) iv. as in (i) above v. as above vi. WUPAP and as per opportunities vii. NERCORMP, MLIP, WUPAP, AMEPP viii. as per needs, but on merit and competition	<i>Productive & sustainable community-based management of vulnerable mountain natural resources</i> <i>Improved & diversified incomes for vulnerable & marginalized mountain people</i>
	<ul style="list-style-type: none"> Piloting Leasehold Forestry (including the Landbank) 	v. Piloting demonstration models vi. Participatory Assessment/ validations vii. Trainings & dissemination (community-driven extension)	X	X				LFLP	<i>Self-sustaining viable networks & information sharing</i>

	concept) as an option in managing Shifting Cultivation Areas								
	<ul style="list-style-type: none"> Facilitating linkages with national institutions for institutionalizing Technology Transfer and Technical Backstopping 	vii. Identify technology needs of Projects (Consultation) viii. Identify In-country Technology Backstopping Institution for partnership development with Projects ix. Facilitate linkages and support capacity x. Provide networking support	X	X				i. to iv. AMEPP, MLIP, Aajeevika, WUPAP and LFLP	
				X	X	X	X		
					X	X	X		
Fostering Policy Dialogue for Pro-Poor Development¹	<ul style="list-style-type: none"> Enhance support for promotion of Organic initiatives and processes 	vi. Consultation Meetings (with Projects) vii. Stakeholders’ Consultations viii. Documentations/Assessments of Community Initiatives ix. Consultation Meetings for ‘Packaging’ x. Dialogue with Policy Makers for formulating certification options (identification of options and modalities for operationalisation)		X		X		i.& ii. AMEPP, NERCRMP, MLIP iii. Participating Projects/ Countries iv. MLIP, AMEPP v. AMEPP, NERCRMP, ULIP & MLIP	<i>Fostering Policy Options and Dialogue</i> <i>Presence of an enabling environment for strengthened rights and access of disadvantaged people to mountain resources</i>
	<ul style="list-style-type: none"> Managing Change in the context of Shifting Cultivation : Diversification of Livelihood Options 	v. Documentations/Assessments of Community Initiatives vi. Consultation Meetings for ‘Packaging’ vii. Dissemination of Options viii. Dialogue with Policy Makers	X	X				India i. MLIP, NERCORMP and NEPED areas (India) ii. as above iii. & iv: all above	
	<ul style="list-style-type: none"> Assessment on Feminisation of Agriculture 	i. Focused assessments of status, issues and concerns and potential options to address concerns		X		X		India, Nepal ULIP, WUPAP	

Project Abbreviations/ list :

1. AMEPP – Agriculture Marketing Enterprise Promotion Project, Bhutan
2. QMPAP – Qinling Mountains Poverty Alleviation Project, China
3. NERCORMP – North Eastern Region Community Resource Management Project, India
4. ULIP – Uttaranchal Livelihoods Improvement Project (Ajeevika), India
5. MLIP – Meghalaya Livelihoods Improvement Project, India
6. LFLP – Leasehold Forestry and Livestock Project, Nepal
7. WUPAP - Western Upland Poverty Alleviation Project, Nepal
8. SFDP - South FATA Development Project, Pakistan

