

Report
IFAD India
Annual Portfolio Review - 2007
Mussorie, Uttarakhand
(9-12 May 2007)

The Annual Portfolio Review Workshop for the year 2007 was held at Mussoorie from May 9-12, 2007. IFAD-assisted Uttaranchal Livelihood Improvement Project for the Himalayas hosted the current portfolio review. During the previous portfolio review, it was suggested that the review might be organized on rotation basis by each of the projects. For the first time, representatives from NGOs involved in the implementation of IFAD-supported projects attended the PRW. Also for the first time, a one-day field visit was also arranged in the ULIPH programme areas for all the participants, and representatives from private sector (ITC) had the opportunity to introduce their activities. All the participants positively responded to the concept of combining the field visit with the portfolio review. The List of participants of the workshop is at Annexure-I.

Inaugural Session

Mr. Anirudh Tewari, Coordinator, IFAD Field Presence, India welcomed the participants and said that after taking over the responsibilities of the Field Presence Coordinator, this was his first portfolio review and was looking forward to the participatory discussion on all-important issues affecting the India Portfolio. He also indicated that this review provides an excellent platform for the project staff to come together and exchange views and discuss important issues pertaining to implementation support for the programme activities.

Mr. Mattia Prayer Galletti, Country Programme Manager, IFAD explained the objectives and the issues concerning the India portfolio. He observed that the year 2006 saw changes both in the Country team at Rome and in the field presence in Delhi. He outlined the activities during the previous year when the IFAD Executive Board approved a second loan of USD 15 million for the Post-Tsunami Sustainable Livelihood Programme and a new Women's Empowerment Programme in the Mid-Gangetic Plains. Mid-Term Review was conducted in both Jharkhand Chattisgarh Tribal Development Programme and Orissa Tribal Empowerment and Livelihood Programme. He also observed that the over the years the India portfolio has thrown up many success stories and multifold lessons have been learnt, however systematic documentation of this reservoir of knowledge to enable the Governments to assess and upscale is sparse and piecemeal. This would be a priority area for the project staff and the India Country Team. He informed that the Field Presence Office would renew efforts in this area and requested all the project directors to collaborate on

this subject. Mr. Prayer Galletti remarked that the main objectives of 2007 PRW are intended to be the following:

- Review progress made in 2006 and follow-up on past recommendations
- Share experience on selected topics, namely exit strategy, financial management and RIMS
- Strengthen partnerships between Project and NGOs
- Explore new partnerships with selected private sector agencies
- Strengthen linkages and synergies between grant and loan funded activities
- Agreed a revised action plan with concrete deliverables to strengthen portfolio-related activities and IFAD country programme

He informed that the portfolio review workshop is as always flexible in its structure and approach and requested all to actively participate in the discussions.

Mr. S. Sriram, Asstt. Programme Officer, IFAD Field Presence presented the Action Taken Report on the recommendations of the Portfolio Review 2006.

Mr. Kishan Gill, Senior Portfolio Manager, UNOPS, Bangkok made a brief introduction to the implementation issues. He opined that the concept of 'project mode' and a 'mission approach' be imbibed by all for an effective implementation. He opined that gaps do exist in the implementation and with concerted efforts by all the process could be smoothened.

During the evening session, presentations on the success stories and lessons learnt were made by Chattisgarh Tribal Development Programme, Jharkhand Tribal Development Programme, Meghalaya Livelihood Improvement Project for the Himalayas and the Orissa Tribal Empowerment and Livelihood Programme.

Day 2 of the Portfolio Review

Working Group Sessions

On the first session of second day of the workshop, Mr. Mattia Prayer Galletti introduced the topics for the Working Group Sessions on Financial Management, Exit Strategy & Sustainability and RIMS. To provide a flexible approach, participants were requested to participate in any working group of their choice. After the WG sessions, the facilitator and/or rapporteur presented the recommendations of the Working Group followed by discussions. The recommendations of the Working Groups are as below.

WG on Financial Management

Mr. Kishan Gill, Senior Manager, UNOPS, Bangkok facilitated the Working Group. Opening the discussion, Mr. Krishan Chand, Senior Accounts Officer, Office of

Controller of Aid Accounts & Audit, Ministry of Finance informed that there is a time lag in disbursement of IFAD funds and opined that steps to be taken to improve the flow. On the issue of delayed transfer of funds from the State Government to the projects, he felt that there is no budgetary constraint for any of the State Governments and requested the Finance Officers of the projects to closely liaise with the Finance Department of the concerned State. The recommendations of the Working Group are as below:

1. **Claim frequency:** Withdrawal applications to be filed regularly, at least once in two months. The expenditure to be claimed only after receiving the utilization certificate from the district units.
2. **Annual Procurement Plan:** The procurement plan for the project to be included in the Annual Work Plan & Budget. On the issue that detailed procurement plan may not always possible, it was suggested that smaller procurements may be clubbed into categories to formulate the plan.
3. **External Audit:** Some projects have informed that due to the scheduling of the Board meetings in November each year, it may not be possible to adhere to the 30th September deadline for submission of audit reports. It was recommended that a certified copy of the audit report be submitted by 30th September every year with an explanation that audit report approved by the Board would be submitted in due course.
4. **Audit Report requirements:** It was reiterated by UNOPS and IFAD FPU that the audit report should invariably include a separate opinion on Statement of Expenditures and a management letter on the financial control mechanisms by the auditor. While drafting the terms of reference for the auditor, the above must be included.
5. **MIS on Financial Management:** The MIS developed for the project to include a module on financial management also to enable efficient usage of resources.
6. **Refresher training:** IFAD FPU would organize refresher training on financial management in consultation with UNOPS and CAA&A, whenever there is a felt need. The staff from Finance Department of the State Government would also to be invited for the training for better understanding of the loan administration procedures.
7. **Information flow:** It was recommended that the finance managers of the projects need greater interaction for adopting best practices. Also, FPU would send a monthly update on the disbursement of claims for routine reconciliation to all the Projects and CAA&A.

WG on Exit Strategy & Sustainability

Mr. Aloysius Fernandez facilitated the Working Group on Exit Strategy & Sustainability. Mr. Moses Chalai, Project Coordinator & Development Strategist, NERCOMP also provided inputs, as NERCORMP is scheduled to close in March 2008 and the PMU is in the process of devising and implementing its exit strategy. All the

members of the Working Group actively participated in the discussion and the recommendations of the Group are as follows:

- Evolving an exit strategy is a time consuming process, as it needs to be discussed at the community level and their understanding and support has to be obtained.
- The project implementation process should reflect the commitment on exit strategy
- Project exit to be looked at differently from the NGO exit. NGOs may continue facilitating the communities beyond the life of the project.
- The role of the facilitating agency and the needs of the community do not cease to exist on a particular date. The roles and needs continue to evolve with the progress achieved during the project cycle.
- The programme design cannot include the exit strategy at the beginning as there are certain grey areas at design stage and also since all the stake holders have not been involved at the design stage. It is also a fact that the programme acts as a trigger or catalyst for development process and provides an opportunity for modification and new ideas.
- The Project needs to develop robust leadership at the institutions / grass root level to ensure sustainability.
- The institutions formed under the project need to be linked to the existing traditional institutions as also the legally mandated institutions.
- Lessons learnt from other concluded projects - supported by IFAD and other development partners - to be shared and imbibed
- Issues like migration which directly affect the rural poor to be taken into consideration
- Distinction between equity based institutions (SHGs) and non-equity based institutions (marketing)

WG on RIMS & Monitoring and Evaluation

The Working Group on Results and Impact Management System (RIMS) was facilitated by Mr. Ron Hartman, Operations Adviser, IFAD. It was felt that in all the IFAD India programmes, RIMS and M&E require much more attention and strengthening of capacity. The major challenges faced by the programmes were lack of baseline data and effective M&E agencies to facilitate the programme units to achieve a vibrant MIS. Mr. Hartman made a presentation to the Working Group on RIMS. As IFAD is committed to achieving the MDGs, it recognized the need to better document the impacts of its operations to MDGs. The general consensus was on the need to improve accountability for donor funds, including IFAD's focus on quality through Results Based Management ("*Managing for Results and Impact*"). Subsequently IFAD General Council in 2003, requested the design and implementation of a Results and Impact Management System (RIMS). Mr. Hartman informed the participants that RIMS is a simple system for measuring and reporting on the results and impact of IFAD

supported country programmes and consists a standardized list of common indicators that could be applied across all IFAD projects and programmes:

- 1st level indicators (outputs);
- 2nd level indicators (outcomes)
- 3rd level indicators (impact)

Mr. Hartman further explained that basically, complying with RIMS will not and should not mean drastic changes or rethinking in M&E systems as each project has (or should have) in place - RIMS to be a part of M&E. In relation to RIMS, reporting will be done on the four compulsory indicators and on additional selected common RIMS indicators - those that are relevant to project activities and RIMS should be an integral and integrated part of the regular progress reporting process. The Working Group deliberated on the issues and recommended the ways to address these. The recommendations are as below:

Key issues	How to address
Ownership of M&E/RIMS system	Standardized information
	Technical inputs
	Participation of stakeholders
RIMS	Feedback
	Knowledge management
	Revisiting Logframe
	Capacity Building <ul style="list-style-type: none"> • Country/Project Programme August 2007)
	IFAD Support for defining indicators
MIS	Capacity Building - GIS, Knowledge Mgt, Documentation, Analysis, etc
	Follow up support of past decisions - Delhi, Bangkok
	Hardware requirements
	Human resources - Capacity and people
Information Requirements	Standard/simplification of information to fulfil information needs of various stakeholders
	Knowledge Mgt
	Evaluation - Learning system
	Linkage between M&E and ICT

During the discussion there was a strong call for the need to produce a so-called "What is enough" MIS system and some participants suggested that India should be proactive in developing such a system.

Working Group on Microfinance

IFAD played a pioneering role in promoting the SHG Movement in India and IFAD-assisted Tamil Nadu Rural Women's Development Project was the first project, which mainstreamed the SHG strategy in State sponsored Programmes. After the Tamil Nadu project proved to be a success, the SHG movement expanded into other States. In this regard IFAD's role has been to:

- Mainstream the SHG strategy in State sponsored programmes
- Spread the SHG strategy in pockets to several States between 1990 and 1997 (Tamil Nadu, Maharashtra, three States in the North East, Haryana and six States through the Swa Shakti Programme which was designed originally by IFAD; these pockets provided a basis for the expansion of the movement in surrounding areas.)
- Promote SHG strategy not only as an instrument of credit provision but also (and often with more emphasis) as an instrument of empowerment and social/political and economic change; several case studies are available that assess this impact.
- Make Government aware of the need to invest in the Institutional Capacity Building of SHGs (and not only in skills training) including the ability of make periodical self assessments
- Carry the SHG movement to remote areas in Manipur and the autonomous districts of Assam (Karbi Anglong and NC Hills), Kalahandi District in Orissa, to the State of Uttaranchal in the Himalayas and to Districts in the States of Chattisgarh and Jharkhand with large tribal populations.

A working paper on History of SHGs and the role played by IFAD authored by Mr. Aloysius Fernandez, Executive Director, MYRADA was also circulated to the participants as a background paper (this was earlier published as an IFAD Occasional Papers).

In his brief introductory remarks, Mr. Fernandez informed that as the members of the Working Group are aware of the SHG movement and the SHG Bank Linkage concept it is not necessary to dwell on these aspects and the working group should rather concentrate on issues connected with micro finance institutions. NERCORMP project informed that they have established a NERCORMP Institute of Microfinance and would be pursuing the idea of setting up a MFI. Mr. Surendra Srivastava, AGM, SIDBI explained the legal framework available for setting up of an MFI and informed that SIDBI provides Capacity Building Grant support up to 40% of the loan. The grant support is available both for new and existing MFIs. Mr. Srivastava explained that for a new MFI to break even in 2-3 years, it should charge 25% interest rate, should have at least 50,000 client base and Rs.20 crore credit. During the discussions, Mr. Fernandez and Mr. Srivastava informed the group that there is no uniformity in the legal status of MFI and no legislation control. Moreover, the rates charged by the MFIs also vary significantly. An MFI can cater to three different categories, savings, credit plus and

insurance and a single MFI may find it difficult to cater to all three categories. Mr. Fernandez reiterated that MFI is not a panacea for all problems. First of all MFI is to be handled as pure business and it is only filling an existing gap in the financial services. An MFI cannot provide a bigger loan as done by formal financial institutions. Mr. Fernandez also cautioned that MFIs cannot usurp the role of banks and should always supplement the role of banks. On the risk mitigation side, it was informed that these could be reduced if gradual progression of loans, putting women ahead, working with the poor and most importantly thrift must precede the credit. Finally the working group concluded with the understanding that microfinance is not a solution to poverty alleviation but only one of the many tools; and there is an existing need for promoting micro equity and micro livelihood interventions.

Working Group on Knowledge Management

IFAD has been providing loan assistance to India for the past 25 years and IFAD has demonstrated new and innovative ideas for upscaling. The pioneering concepts of capacity building of grassroots institutions, SHG methodology and Bank linkage were adopted by the Government in the State programmes. However, except the SHG movement and few others, major success stories and the vast reservoir of knowledge has not been documented and disseminated in the proper form. Recently the inherent gap has been identified and a knowledge management strategy is being designed at the corporate level. During the recent visit of IFAD President to India, Government of India recognized the niche role being played by IFAD in the poverty reduction efforts and reiterated that IFAD should document the success stories and lessons learnt emanating from the India portfolio for wider dissemination. In this context, it was decided to discuss the knowledge management issues in a separate working group. Mr. Mattia Prayer Galletti, Country Programme Manager, IFAD facilitated the Working Group discussions. During the discussions, the members recognized that knowledge acquired should be communicated, translated and adapted to target audience. Various forms and platforms could be utilized for this purpose, like newsletters, films, role plays, studies etc. It was also felt that effective documentation is both challenging and rewarding. It was also recognized that knowledge management is a specialized activity, which require training and above all resources. The discussants were of the opinion that to satiate the demand for knowledge, concerted and focused efforts would need to be taken and requested IFAD to commit more technical as well as financial resources. Mr. Prayer Galletti informed the group that a knowledge management strategy was recently approved by IFAD's Executive Board. The Knowledge Network in Asia and the Pacific (known as ENRAP) is also being approved for the Phase-III and requested the India portfolio projects to take full advantage of it. He also informed that with the financial assistance from ENRAP, a comprehensive website of IFAD India portfolio is being developed which will be operationalised in July-August 2007. The Working Group recommended the following action points for consideration:

- Organize a workshop on knowledge system/communications/management
- Scouting and linking with journalists
- Recruit a KM Specialist for the IFAD FPU in Delhi
- Documentation (ENRAP to be utilized)
- Effective use of Internet

Working Group on Convergence

Partnerships with Country Governments and Convergence with their National Priorities has been one of the strengths of IFAD programmes. Convergence has thus attracted lot of attention in all IFAD funded Programmes as it is felt that this subsequently leads to sustainable interventions. To deliberate on this important issue a Working group was constituted which Ms. Jyotsana Sitling and Mr. Deepak Mohanty facilitated. The Group discussed two broad issues involved in 'Convergence' namely the 'What' and 'How' of it. The group was of the opinion that Convergence was a two-way relationship between the stakeholders, which allows mutual growth. There are many areas and many levels at which convergence needs to take place. Beginning from the policy level with the state and central govt. Convergence also needs to happen with the donors at the field level with the Govt. programmes and with the programmes being run by the NGOs also. If a holistic approach to development has to happen then convergence is the key. Different sectors need to converge, which not only includes the social sectors but even Infrastructure, so that the interventions mainly on the capacity building can be buiolt upon and fully capitalized.

The Group also made recommendations on how Convergence needs to be achieved. It felt that strong community organizations are perhaps a necessary condition for convergence. The role of the District Collector, CEO Zilla Parishad is of critical importance since they play a key role in synergising the various programmes and have a vision for the entire district with all the interventions from different players. The Group laid emphahsis on institutionalizing convergence and felt that more often than not, today convergence has been left to the individual zeal and vision of the district head unless it is institutionalized gains cannot accrue. There was also a strong need to expose the different line departments to the schemes and programmes that were being carried out in other sectors and also orient them to work together. The Project would be in a position to assume natural leadership for convergence with the caveat that it has already established its credibility and demonstrated its ability to deliver. The Group felt that leveraging the strengths of other programmes and value addition are the gains that come through with Convergence. IFAD projects while designing their exit strategy must keep space for dovetailing of the programmes that can converge and make the interventions already made sustainable. Appropriate indicators to monitor comvergence should also be adopted by each project.

During the evening session, Uttaranchal Livelihood Improvement Project for the Himalayas, and MAVIM made presentations on the lessons learnt during implementation and NERCOMP on the sustainability and way forward. As part of

Private Sector partnership initiative, Ms. Sugandh Saxena, Regional Manager, Social Development Initiative, ITC Ltd., New Delhi and Ms. Sangeeta Sharma, Programme Manager, Mission Sunehri Kal, ITC Ltd., Saharanpur made a power point presentation and a short film on the elements and approach to social investments. During the discussions after the presentation, they informed that SDI, ITC Ltd., would be willing to collaborate with IFAD programmes. The presentations of the session are attached as Annexure-II.

Day 3 of the Portfolio Review

Field Visit to LIPH Programme Areas

Day 4 of the Portfolio Review

The first session of the concluding day started with the feedback of the field visits. Unfortunately this session was too short, due to the need to catch up with the remaining part of workshop's agenda. All participants expressed their appreciation for organizing the field visit and the commitment of the project staff for working under difficult situations, terrain and remoteness, and yet making a difference in the lives of beneficiaries. Though in some of the villages the group mobilization has just started, they were of the opinion that the efforts and determination would pay off.

Session on PMU-NGO Partnership

IFAD as a multilateral funding agency provides assistance to the Country Governments and the programme is being implemented through the civil society organizations (also known as Non-Government Organizations - NGO). This service delivery structure has been institutionalized for the programme implementation in India for the past 10-15 years. However, it was felt necessary to clarify the broader framework of the partnership and the demands of the triangular partnership (Government, IFAD and NGO). Mr. Aloysius Fernandez facilitated the session on PMU-NGO partnership. His paper on **NGOs and Government in collaboration for development** was circulated as a background document to the Portfolio Review. The session was able to discuss the framework of collaboration effectively. All the participants agreed that the discussion provided a much-needed clarity on the roles and perspective vision. The brief recommendations of the Session were as below:

- The relationship should be for building civil society together
- Improve efficiency of reporting activities - simplified format, clear understanding of the need for the requisite information, avoid excessive reporting
- MIS Formats to be included in the agreement
- Regular joint review and analysis by project management and NGOs
- NGOs to be understood from the perspective of field realities and given flexibility to perform
- Language of the MoU could be improved by participatory discussion.

- Programme design to indicate broader range for NGO remuneration.
- Regular interaction of project with NGO Chief functionary for information sharing and conflict resolution
- Clear guidelines for travel and daily allowance to NGO staff
- NGO staff to work full time for the project
- NGO staff attrition - compensation package too low need for an incentive built and promotional HR policy
- Project to take up with NGO if cases of underpayment are reported
- State Government to provide support in the engagement of multiple stakeholders.

Session on IFAD Grant Funded Initiatives

Besides loan assistance to the country governments, IFAD also provides small, medium and large country grants and regional grants to partner institutions to support pilot models. The Session was facilitated by Ms. Carla De Gregorio, Grants Coordinator, IFAD, Rome. During the introductory remarks, Ms. De Gregorio informed that India has been traditionally recipient of a large number of grants in IFAD, for a variety of reasons: the diversity of agro ecological conditions, a lively not for profit, non governmental organizations sector, the scope of the country programme itself. Currently there is no on-going country grant except the large grant approved with ICAR in connection with the World Bank's National Agricultural Innovations Project. The India country programme has several large regional grants - financed by IFAD - that are implemented in the country by CGIAR centers (CIFOR, IRRI, IPGRI, ICRISAT) and by non CGIAR such as IDRC, ICIMOD and INBAR. Some of them have been working, to different degrees of collaboration, with IFAD funded investment projects. The NERCORMP project has been collaborating with the largest number of grants implementing agencies. The large regional grants are mostly related to agri research on local crops, from rice to bamboo, to groundnut and coconuts. They also conduct studies and research on forest products and markets and policy environment.

The regional grants can represent an asset for the country programme and the investment projects in particular, in terms of technical assistance, provision of seeds, improved varieties and technological innovations and research, as well as in some cases training and capacity building.

Ms. De Gregorio informed that the linkages between grants and loans have been not easy to build. Two issues stand out: (i) **design**, and (ii) **information flow/communication**. Finding a solution to those issues could hopefully render the implementation of regional grants more beneficial to the investment projects and less cumbersome for grants implementing agencies.

Ms. De Gregorio reiterated that Grants projects should respond to the needs of the investment projects, and therefore the design process has to involve the CPMs and the investment projects managers in order to build a sense of ownership, clarify

budgetary assumptions and integrate work plans and budgets. The design stage should therefore be concluded with the definition of the responsibilities, roles and financial implications of both grant implementing agency and investment projects, in the form of a memorandum of understanding (MOU). The MOU should then be included in the grant agreement as to facilitate the implementation stage.

The second question relates to information flows before and during grants projects implementation. Communication between CPMs and investment projects, investments projects and grant implementing agencies, grant implementing agencies and CPMs has proved to be rather complicated with a general sense of limited information. Ms. De Gregorio believed that a possible remedy could be to inform investment projects about the results achieved by regional grants so far as well as to introduce to them future research activities so as to create a direct contact in the case investment projects are interested in being involved in future grants. Ms. De Gregorio hoped that the project managers take advantage of the grants projects to leverage the results achieved to maximize the impact of project objectives.

After the opening remarks of the Grants Coordinator, the following Grants Implementing Agencies made a presentation on the objectives, area of operation, results achieved so far and the future strategies. The presentations are attached as Annexure IV.

1. Biodiversity International (formerly IPGRI) by Dr. Bhag Mal, Regional Coordinator
2. IFAD-UNIFEM Gender Mainstreaming Programme by Dr. Govind Kelkar, Programme Coordinator, UNIFEM, New Delhi
3. Biofuels by Dr. Belum V.S. Reddy, ICRISAT, Patancheru (AP)
4. Programme for Farmer Participatory Improvement of Grain Legumes in Rainfed Asia by Dr. S.N. Nigam, ICRISAT, Patancheru (AP) Linking forestry research with development projects: Overview of CIFOR by Dr. Chetan Kumar, Project Coordinator, CIFOR, New Delhi.
6. Securing Livelihoods in Uplands and Mountains of Hindu Kush Himalayas - Phase II by Dr. Dhruvad Choudhury, Project Coordinator, ICIMOD, Kathmandu
7. Accelerating Agricultural Technology Adoption to Enhance Rural Livelihoods in Disadvantaged Areas in India by Dr. Thelma R. Paris (Senior Scientist-Socio-Economist), IRR18. Enhanced Bamboo-based Smallholder Livelihood Opportunities- Livelihood and Economic Development Programme by Dr. Rama Rao, Programme Director, INBAR

Closing Session

Mr. Mattia Prayer Galletti during his closing remarks felt that this year's portfolio review had an ambitious agenda and with the active participation of the project staff and partner institutions, the review covered the entire agenda. Mr. Prayer Galletti expressed satisfaction that now the forthcoming portfolio reviews would include the field visits also, as the feedback on this new addition to the agenda was very satisfactory. He informed that as the Field Presence Office is embarking on

new additional responsibilities and is being strengthened to provide more implementation support. He added that regular physical and financial reporting be institutionalized and efforts would be made to simplify the format. Updating the database online would also be considered. As a feedback measure, an Evaluation Questionnaire was circulated among the participants. Mr. Prayer Galletti read out the results of the Workshop Evaluation Questionnaire (Annexure-V). He also requested the Project Directors to complete the Evaluation Survey posted in www.monkeysurvey.com. The results of the survey is attached as Annexure VI.

Mr. Anirudh Tewari, Coordinator, IFAD Field Presence, India thanked the participants for their active participation in the discussions. He also presented the conclusions and Action Points arising out the portfolio review

S.No.	Action point / Conclusion	Action by
1.	Results of feedbacks and surveys be shared with all projects	IFAD (FPU)
2.	Institutionalise Inter/Intra project sharing of knowledge and experiences through visits	IFAD (FPU) / PDs
3.	Need to inculcate Project Culture/ mission mode in staff and NGOs including a better understanding of Project Objectives	PDs
4.	Need to have better Knowledge Management and documentation at the country level and a communications specialist at IFAD(FPU)	IFAD (Hqrs/FPU)
5.	Organise a workshop on Knowledge management at the national level	IFAD(FPU)
6.	For better convergence orient NGOs and Govt. agencies be made aware of the project strengths and activities as well as the benefits that the Govt. agencies would derive from this convergence	PDs
7.	Exit strategy should be a part of the project design although in a flexible mode since some issues would evolve during implementation and should be chalked out much in advance	IFAD (Hqrs.)/ PDs
8.	Ownership of M&E/RIMS system is best obtained through Standardized information, technical inputs, and participation of stakeholders. There should be an optimal level of M&E (how much is enough?) so that it does not impact the project implementation.	IFAD(Hqrs) / PDs
9.	Invite NABARD/other partner FIs in PRWs in future	IFAD(FPU)
10.	Field visit has proved to be an important learning tool and should be continued as a component of PRW in future	IFAD(FPU)
11.	Institutionalize participation in grant design by all projects and in grant performance assessment	IFAD(Hqrs)

12.	Refresher training for Finance Managers on Financial Management issues	IFAD(FPU)/CAA&A/UNOPS
13.	Regular interaction of projects with NGO for information sharing and conflict resolution.	PDs
14.	NGOs must engage staff that work full time on the project are paid as per norms and adhere to the statutory requirements.	PDs
15.	State Government Finance Department should be invited to next PRW	IFAD FPU
16.	Revision of log frame	CPM/FPU/PDs

Mr. Tewari also thanked the Project Director and the project staff of ULIPH for their active support and help in organizing the workshop. Mr. Deepak Mohanty, Programme Director, OTELP offered to host the next annual portfolio review in January-February 2008 in Orissa, which was unanimously accepted.
