



Investing in rural people

Rural Enterprise Acceleration Project (REAP)

Implementation Support and Start-up Mission

6-14 October 2022

A. Introduction

1. The Rural Enterprise Acceleration Project (REAP) was approved by IFAD Executive Board in December 2021 and became effective in June 2022. This is a follow-up project to the Integrated Livelihoods Support Project (ILSP) which closed in December 2021. The goal of REAP is to contribute to the doubling of income of rural hill area households and reduce rural migration. The development objective is to increase levels of employment of the rural populace through the intensification of cluster-based climate-resilient production systems of select value chains and the promotion of both farm and off-farm enterprise through the promotion of an ecosystem supportive of enterprise development. The development objective of the project will be achieved through implementing two technical components comprising: (i) Inclusive cluster development, and (ii) ecosystem for enterprise development. Each of these two technical components comprises two technical sub-components supported by a third cross-cutting component covering Project management, M&E and Knowledge Management. that will service the project through effective coordination and management.

2. IFAD fielded a mission during 6-14 October 2022 to support the project to provide conceptual inputs to the project team on project activities and also to support in preparing for the start-up workshop.¹ The overall objective of this Mission is to strengthen the readiness of the project teams to effectively implement the project. The Mission was organised in two parts: (i) an Implementation Support Mission from 6-9 October and (ii) a start-up workshop (10-14 October). For the ISM the objective is to review the progress made by the project so far and support the project in enhancing implementation readiness. The main objective of the Start-up workshop is to discuss and reach a common understanding of the project objectives and goals and to define clear roles and responsibilities among the entities involved in the implementation.

B. Progress

3. The project during the last three months since effectiveness has undertaken the following activities:

- **Drudgery reduction:** The project undertook detailed consultation with team USRLM and a detailed list of beneficiaries has been prepared. The project intends to support the community institutions to establish farm machinery banks with support from both Sub-Mission on Agriculture Machinery (SMAM) and REAP. It was agreed that the project support will be directed towards agriculture machinery and tools that are not approved for support from SMAM and also low-cost tools that reduce the drudgery of women.
- **Ultra Poor Package:** The target for FY 2022-23 is to cover 1,000 ultra-poor beneficiaries with an ultra-poor package. The project with support from USRLM has identified beneficiaries and has started the verification process. The mission floated the idea of creating a revolving fund at the community institution level to give ultra-poor support as an interest-free loan instead of a grant. It was deliberated and the project agreed to consider this decision in consultation with USRLM.
- **Livestock production paravets:** Identification of suitable beneficiaries is in progress by the line-department taking into account existing paravets in the area and the requirement of new paravets.

¹ Comprising Meera Mishra, Country Coordinator, IFAD, Shreekantha Shetty (Institutions and Mission leader) Arvind Jhamb (Livelihoods and Value chains) and Girija Srinivasan remotely for the Start up (Rural Finance).

- **Training of district, and block staff of USRLM on transforming CLF as LCs:** The project is gathering of details regarding performance of CLFs in the project area as per criteria provided in the design document. The project is currently preparing training modules and materials for training CLF leaders.
- **USRLM CLF salary Support for 3 Years:** The project is gathering details on the performance of CLFs. The project has prepared performance indicators for release of salary support and these are under discussion with USRLM.
- **Incentives to ILSP LCs against Sales Turnover:** Performance details of Livelihood collectives formed under ILSP are being collected and the performance criteria are being discussed and finalized. During the first project year on account of COVID-19 disruptions, it was agreed to waive the conditions related to sales turnover. The condition related to sales turnover will be reinstated from the second project year.
- **Sensitisation and orientation workshop for newly appointed project staff:** A training module and training materials are being prepared and are being reviewed. It is being planned to organize the workshop between the 3rd -4th week of November 2022.
- **Convergence:** Under the chairmanship of the Chief Project Director–REAP, several rounds of meetings have been conducted with the line department i.e. Animal Husbandry, Agriculture, Horticulture, Cooperatives, MSME, Microsave, Banks, RBI, and other private players as more than 350 Crore convergence is proposed under the REAP.
- **Internal Audit- External:** Expression of interest (EOI) for empanelment of CA firms has been published.
- **Baseline Survey:** Empanelment of baseline survey firm is in progress. A draft EOI has been uploaded on NOTUS for obtaining No Objection from IFAD.

C. Grassroots community-based institutions

4. This project intends to build synergies between the community-based institutions built by UGVS and USRLM. Agreements were reached between UGVS and USRLM to: (i) treat all women Producer Groups (PGs) as SHGs and provide them with USRLM benefits; (ii) induct spouses of men members of PGs as members into PGs to access USRLM benefits; (iii) conduct a survey of all men PGs and identify whether women from these households are part of the USRLM promoted SHGs and make strategies to include any left-out households from the target group.

D. Livelihood Collectives (LCs) and Cluster-level Federations (CLFs)

5. The project has plans to provide incentives to LCs and also staff support to CLFs. It was agreed that the project will provide incentive support to LCs subject to their preparing a business plan with timelines for achievement of sustainability and also utilization of the corpus funds available with LCs. Similarly, as the CLFs promoted by USRLM are women only, it was agreed that USRLM will establish CLF-LCs under the overall management of CLFs, to provide focused attention to livelihoods and value chains. This shift would require the inclusion of men and other farmers involved in the value chains to achieve the required economies of scale. It was agreed that USRLM will facilitate the existing CLFs will mobilize CLF-LCs with the membership of men and also other members outside the target group interested to participate in the livelihoods and value chain activities.

E. Rural Finance

6. The project requires the mobilization of loans from banks for the implementation of activities related to livelihoods, value chains and enterprise development. In this connection, initial discussions were held

with the officials of the Cooperative Department, KPMG (Technical partners for the Uttarakhand Integrated Cooperative Development Project) and the project staff. It was agreed that the Cooperative Department and UPaSAC will coordinate and work out modalities for using the credit line from the National Cooperative Development Bank to fund project activities. UPaSAC agreed to take a lead in this activity and prepare the groundwork for review.

F. Human Resource

7. UGVS had undertaken national competitive bidding for the engagement of 395 staff members. Inductus Limited was selected and required no-objection has been obtained from IFAD. A contract was signed with Inductus Ltd for Rs 230.7 million. At the same time, the project also carried out bidding for engaging a Management Consultancy Firm (MCF). This bidding process was rejected by IFAD as the bid submitted by the selected bidder was considered non-responsive. The project will have to start the rebidding process and it is necessary to include a set of deliverables in the bidding documents. A set of deliverables for MCF is attached as Appendix 1. The project has taken no objection from IFAD to delink 52 positions from MCF and to include these positions in the existing contract with Inductus Limited. Request for proposals for engaging a MCF will be readvertised for 26 staff. Since the engagement of MCF will take 6-9 months, the project intends to engage individual Consultants to implement project activities. This request of the project may be approved.

G. Line-Department Proposals

8. The project had made allocations for funding sub-projects to be implemented by the line departments. However, there is a need to facilitate the line departments to prepare innovative and focused sub-projects that target the project beneficiaries. The broad principles for designing line department sub-projects under REAP are provided below:

- The proposals should be on commercial feasibility basis with all costs factored in, have reasonably accurate market demand and correct market pricing on B2B basis. As far as possible, the available Staff of Line Departments should be deployed and in exceptional cases where contractual staff has to be on boarded for filling in the gaps, the same should be provided through project funds for not more than 3 years.
- The sub-project shall focus on REAP target group and not isolated and fragmented interventions.
- The sub-project should cover a value chain that has a comparative advantage and that adds substantial value to rural households or any other innovative interventions and innovative technology-based extension and climate-related message delivery and farmer feedback systems.
- The sub-project may be in the form of mini-centres of excellence to support the value chain activities of a group of RPOs (LCs, CLF-LCs and FPOs).
- The existing seed farms/ government infrastructure/support centres/Growth centres can become the focal point for developing proposed interventions with an arrangement to lease the facility and partnership between the private sector, RPOs and government organizations.
- All institutions and structures developed under the sub-projects shall be on a business mode. The ownership and management of the business shall be with the RPOs.
- The infrastructure where appropriate may be under the ownership of GoUK. The sub-project promoters (line departments) shall be the facilitators and technical knowledge providers)
- REAP will not invest in the purchase of land, vehicles, construction of large buildings and infrastructural facilities.
- All sub-project proposals will start with a brief concept note (3 Page) and approved concept notes can be further developed into detailed sub-project.
- The concept note shall comprise the following sections: (i) rationale for designing the sub-project; (ii) target group and the sub-project area; (iii) Interventions proposed; (iv) brief implementation modality with partners proposed for implementation (community institutions, private and civil society partners); and (v) expected benefits to the target group with an exit strategy.

- The overall project cost shall ~~not exceed~~ be in the range of Rs 5-8 Crores each with REAP contribution not exceeding 80 percent. The Balance amount shall be mobilized through line department's own programmes including CSS and other schemes, existing facilities and staff inputs.
- The sub-project duration shall not exceed 3-4 years.

H. Uploading of PIM

9. The logframe related to REAP was reviewed and the gender-disaggregated targets have been incorporated. It was agreed that UGVS will upload the PIM for no-objection by IFAD on or before 21 October 2022.

I. Cost table revisions

10. The project had prepared a note indicating changes required in the project cost tables. These were reviewed by the mission. It was agreed that the project cost tables will be updated during the next mission.

J. Star-up Mission

11. The project start-up mission was organized during 10-14 October 2022 and attended by the staff of UGVS, USRLM, UPaSAC, civil society organizations and representatives of line departments. This start-up workshop was organized under the chair of Mr Anand Swaroo, Additional Chief Secretary, GoU. The start-up mission started with a welcome address by the Chairperson. Dr. BVRV Purushottam and Dr Ulac Demirag, Country Director, IFAD made opening remarks. Ms Meera Mishra provided a brief overview of IFAD's involvement in Uttarakhand, workshop objectives and ground rules. This was followed by physical sessions on: (i) Livelihood diversification and enterprise development; (ii) Institutional strengthening; (iii) Financial services development; (iv) Strengthening support to services and market infrastructure; (v) Ecosystem for enterprise development; (vi) target groups; (vii) partnerships; and (viii) Monitoring and Evaluation and Knowledge Management. Virtual sessions were held on: (i) Sexual Exploitation and Abuse; (ii) Mainstreaming themes; (iii) SECAP; (iv) Financial Management. The session on Sexual Exploitation and Abuse was included for the first time in the start-up workshop of a project in the country portfolio. This session was delivered by Ms Sylvie Martin, Director, Ethics Division, IFAD. Ms Emily Wylde and Ms Tshering Choden delivered the session on mainstreaming themes, Ms Ana Magali Heurex on SECAP and Mr Daniyarov Norpulat on Financial Management. A detailed programme is attached as Appendix 3 and a list of participants is provided in Appendix 3.

Appendix 1

Specific terms of reference and deliverables for the Management Consultancy Company

Institutions

1. Conduct a study of all 601 LCs, CLF-LCs /Federations and prepare a brief five-year business plan for each of them and facilitate on implementation of these business plans with periodic reviews.
2. Identify business development service providers for each of these LCs, CLFs-LCs /Federations to handhold them to implement the business plans.
3. Develop an implementation plan for creating about 440 CLF-LCs comprising a CLF or a group of 2-4 CLFs together taking into account value chain clusters, economies of scale and business volumes.
4. Prepare a strategy for supporting 601 LCs, Federations and CLF-LCs and support in implementing this strategy.
5. Identify business ideas for creating new business units for LCs/CLF-LCs/Federations for their evolution into FPOs and FPCs and also business ideas for the creation of new FPOs and FPCs. Facilitate the formation of about 95 FPOs/FPCs.

Livelihoods diversification and Value chains

- 1 Identify at least 20 10 core commodity-specific value chains that have a comparative advantage to move into production based on market demand with a ~~brief~~ detailed report (~~Max 10 pages~~) covering comparative advantage, broad implementation modalities to expand these value chains with CBOs with market players and partner identification, technology requirements and a model business plan with costs and benefits at household level and CBO level with a strategy for expansion.
- 2 Undertake at least 20 state-level commodity-specific MSPs to identify the interest of market players to work in the districts and development blocks of Uttarakhand and prepare a brief report on the meetings.
- 3 Identify at least 500 value chain clusters (one in each LC/CLF-LC) for identifying market players and conduct MSPs in each cluster and work out collaboration arrangements between producers and market players.
- 4 Carry out the ground work to support UGVS in respect of coordination between UGVS, USRLM, UPASAC, relevant line departments, banks, and market players to implement the value chain clusters and complete implementation of 601 value chain clusters.
- 5 Identify partners to collaborate with value chain producers for aggregation (input and output), market linkage and value addition.
- 6 Implement livelihood diversification and value chain activities with 5,60,000 households, ultra-poor support with 10,000 households. 8,000 demonstration and capacity building of 1,320 LC/CLF-LC BoDs and 1,320 staff, master trainers and farmers.

Enterprise Development

- 1 Analyze and shortlist a few viable enterprises as a bouquet of offerings to prospective entrepreneurs in order to create interests.
- 2 Establish a system for disseminating project support for stand-alone enterprises and ~~seek~~ facilitate registration of prospective entrepreneurs at the state level.
- 3 Identify relevant technologies, equipment, infrastructure and materials required in promotion of enterprises and development of value chains.
- 4 Identify and short-list potential business development partners including task-based payment systems.
- 5 Identify entrepreneurs with the required basic skills and viable business ideas and provide business development services through identified business development partners. Provide business development service to 7,000 entrepreneurs.
- 6 Prepare a plan for training including identification of training institutions and organize training for 10,000 persons.
- 7 Support the trained entrepreneurs to establish their businesses with loans from financial institutions and project support. Assist 10,000 entrepreneurs to establish stand-alone enterprises with support from UPaSAC.
- 8 Facilitate the establishment of 11 spokes for the existing RBIs and develop systems and processes to engage at least 2 more RBIs.
- 9 Facilitate training of 20,000 persons including youth in non-agricultural training and 1,000 in micro-entrepreneur training. Facilitate training of 10,000 youth in employment oriented training and assist at least 30 percent of these trainees to establish an enterprise and the remaining 70 percent to get jobs. Facilitate 1,000 youth in apprenticeship training.

Market Development

- 1 Identify value chain clusters requiring infrastructural facilities and support construction of 880 Collection Centres and Agro-processing Centres in convergence with support from other agencies and departments.
- 2 Facilitate 100 Growth Centres to prepare a plan for commercial operations with the private sector and market player participation and supervise its implementation.
- 3 Prepare a plan for hiving off HILANS as a separate entity with a business plan after analyzing the current product portfolio of HILANS and its strengths and weaknesses.
- 4 Develop a new profitable product line and assist HILANS to identify and access new markets. Facilitate engagement of required service providers /Consultants for this activity,
- 5 Develop a strategy for packaging, quality control, brand development and brand promotion of HILANS taking into account GoUK's overall brand development strategy. . Facilitate engagement of required service providers /Consultants for this activity,

Training in Value Chains & Enterprise Development including Climate Resilient Practices

- 1 Identify Climate Smart Agriculture technologies relevant to the state of Uttarakhand and develop training modules for training technical staff (1350) and farmers (10,000) and the package of practices for these crops.
- 2 Implement 3,000 demonstrations based on CSA strategies and prepare a plan for providing inputs to the farmers.
- 3 Introduce environment risk assessment and risk mitigation processes into the implementation of value chains and enterprise activities.

General

- 1 Identify the need for engagement of service providers and partners for implementing project activities, prepare terms of reference and advise the project management in their engagement.
- 2 Facilitate preparation AWPB in consultation with the project officials, partners and the community in line with project targets and ensure implementation of at least 80 percent of the physical and financial outlays.
- 3 Facilitate convergence of Rs 400 Crores as convergence funding by working with UGVS for implementing project activities related to institution building, livelihood diversification, value chains and enterprise development.
- 4 Any other deliverable mutually agreed between the project management and the management consultant.

Appendix 2

Schedule of the Start-up Workshop

Date & Time	Activity	Responsible	Facilitator
Day 1 – Oct 10			
10.00-11.00	Welcome Opening Remarks Workshop Objectives and Ground Rules	ACS RD Dr. BVRC Purushottam IAS , Secretary, RD & Chief Project Director Dr Ulac Demirag, Country Director, IFAD Ms. Meera Mishra, IFAD India	
11.00-13.00	Project Overview: Overall Goal, Objectives, Theory of Change.	Ms Nikita Khandelwal, IAS, Additional Secretary, and PD to present and followed by a discussion	Shreekantha Shetty, Meera Mishra Koji Arisawa
13.00-14.00	Lunch Break		
14.00-15.30	Project Management and Implementation Modalities	Dr. BVRC Purushottam IAS, Secretary, RD & Chief Project Director to present and followed by discussion.	Shreekantha Shetty, Meera Mishra
15.30-16.00	Tea/Coffee		
16.00-17.30	Component 1: Inclusive cluster development Subcomponent 1.1 Livelihoods diversification and enterprise development	PMU to present on sub- component 1.1 including Cropping system and livestock support Livelihoods improvement Skills training Agro-enterprise development Market oriented commercial production Exit strategy	Shreekantha Shetty, Arvind Jhamb Meera Mishra
Day 2-Oct 11			
10.00-11.30	Component 1: Inclusive cluster development Subcomponent 1.2 Institutional strengthening of CBOs and partnerships	PMU to present on; Status of CBOs Institutional partnerships Phasing Mobilisation, roles and functioning of the CBOs	Shreekantha Shetty Girija Srinivasan Arvind Jhamb Meera Mishra Koji Arisawa
11.30-13.00	Component 2: Ecosystem for enterprise development Subcomponent 2.2 Support to financial services	PMU to present on sub component 2.2 including Opportunities and constraints of financial institutions Financial services strategy for REAP Capacity building/ development Product development Institutional arrangements	Shreekantha Shetty, Girija Srinivasan Meera Mishra
13.00-14.00	Lunch Break		
14.00-16.00	Component 2: Ecosystem for enterprise development Subcomponent 2.1 Strengthening support	PMU to present on Component 2.1 including Market infrastructure Support services Business incubation	Shreekantha Shetty, Arvind Jhamb Lorna Grace Meera Mishra

	services and market infrastructure	Innovation Brand building Policy engagement	
16.00-16.30	Tea/coffee		
16.30-17.30	Target groups for the project, different components and sub components followed by Q&A	PMU to present; Definition of target groups; Selection of target in each component; Beneficiaries in each component	All Mission members
Day 3-Oct 12			
10.00-11.30	Partnerships	PMU to present	All Mission members
11.30-12.00	Tea/Coffee break		
12.00- 13.30	Monitoring and Evaluation COIS indicators Logframe AWPB Stakeholder engagement	Shreekantha Shetty	CPD/PD Lorna Grace
13.30-14.30	Lunch Break		
14.30 -15.30	Knowledge Management	Meera Mishra	PD/CPD
15.30-16.00			
16.00-17.30	Sexual Exploitation and Abuse	Sylvie Martin, IFAD Ethics Office	Lorna Grace Meera Mishra
17.30-18.00	Q&A		
Day 4- Oct 13			
10.00-13.00	Mainstreaming Themes: Gender Youth Nutrition Climate Finance	Emily Wylde, IFAD HQ Ms Tshering Choden, IFAD	Shreekantha Shetty Meera Mishra Lorna Grace
13.00-14.00	Lunch Break		
14.00- 15.00	SECAP	Ana Magali Heureux, IFAD HQ	
15.00-15.30	Tea/Coffee		
15.30-17.00	Sustainability and Exit strategy	PMU to present on; Sustainability of various stakeholders Exit strategies for each component	Shreekantha Shetty Arvind Jhamb Girija Srinivasan Meera Mishra
Day 5- Oct 14			
10.00-13.00	Presentation on Fiduciary and Project Audit Issues (Financial Management)	Norpulat Daniyarov, IFAD	Shreekantha Shetty
13.00-14.00	Lunch Break		
14.00-15.00	Q&A	To be co-ordinated by PD/ CPD	All members
15.00	Closing remarks and next steps	CPD/PD REAP	

Appendix 3

List of Participants

No	Designation/ Department	Name	Email ID
1	Country Coordinator	Ms. Meera Mishra, IFAD	m.mishra@ifad.org
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