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Himachal Pradesh Agriculture Development Society
Crop Diversification Promotion Project Hamirpur (H.P.)

No. Agr. Hmr PMU(F)10-03/2011-742-1 Date 5 NOV 2013

To

- 1) The Additional Chief Secretary (Agri.)
to the Govt. of Himachal Pradesh Cum
Chairman Executive Committee,
HPADS, Shimla-2.
- 2) The Director of Agriculture,
Himachal Pradesh Shimla-5.
- 3) Mr. E. K. Majhi Joint Secretary NRM
Department of Agriculture, 102 B Sastri Bhawan, New Dehli 110001
- 4) Chief Representative,
JICA India office 2nd floor, Dr. Gopal Dass Bhawan 28 Bara Khamba
Road, New Dehli 110001
- 5) The Managing Director,
H.P. State Agriculture Marketing Board Kalini, Shimla-2.
- 6) Director Extension CSK HPKV,
Palampur District Kangra (H.P.)
- 7) Director of State Agricultural,
Management & Extension Training Institute, Mashobra-Shimla-1
- 8) Chief Adviser,
TCP Near PNB Bank Dosarka Hamirpur,
Distt. Hamirpur (H.P.).

Subject:-

Proceeding of the 6th meeting of Joint Co-ordination Committee
(JCC) of "Himachal Pradesh Agriculture Development Society for
Crop Diversification Promotion Project" held on 30-10-2013

Sir,

Enclosed please find herewith proceeding of the 6th Meeting of Joint Co-ordination Committee (JCC) under Technical Co-operation Project for Crop Diversification in Himachal Pradesh held on 30-10-2013 at 11.00 A.M under the Chairmanship of Sh. Deepak Sanan Additional Chief Secretary(Agri.), to Govt. of Himachal Pradesh Shimla-2 for information and necessary action please.

Yours faithfully,

Project Director,
HPCDP JICA-ODA
Hamirpur,
Distt. Hamirpur (H.P.)

Minutes of the 6th meeting of Joint Coordination Committee (JCC) of Technical Cooperation Programme for Crop Diversification in Himachal Pradesh held under the Chairmanship of Sh. Deepak Sanan, Additional Chief Secretary (Agri.) to the Govt. of H.P. , Shimla-2, on 30th October, 2013 at 11 A.M. in Committee Room, Armsdale Building, H.P. Secretariat.

List of participants is given in Annexure-1.

At the outset, the Director of Agriculture welcomed the Chairman and the members of the Joint Coordination Committee (JCC). He informed that Mid Term Review of JICA-TCP was under taken by the Joint Review Team w.e.f. 18th to 29th October, 2013 comprising both Japanese and Indian members. The members of the Joint Review Team were as under:

The Japanese Team:

Title	Name	Position
Team Leader	Mr. Tomohide ICHIGUCHI	Senior Representative, India Office, Japan International Cooperation Agency (JICA)
Cooperation Planning	Ms. Naoko SAKURAI	Representative, India Office, JICA
Cooperation Planning	Mr.Subroto TALUKDAR	Lead Development Specialist, India Office, JICA
Evaluation/Analysis	Ms.Noriko ISHIBASHI	Consultant, IC Net Limited

The Indian Team:

Title	Name	Position
Team Leader	Dr.V.K.Sharma	Subject Matter Specialist, Department of Agriculture, Shimla
Member	Dr.D.V.Sharma	Training officer, SAMETI

Thereafter, following agenda items were discussed:

1. Presentation on activities of Mid Term Evaluation Mission:

Ms. Noriko ISHIBASHI, Japanese Team Leader of Mid Term Evaluation Mission informed that main focus of JICA-TCP is on development of diversification model in the Pilot Area and capacity development of the extension officers of PMU/DOA. The Joint Evaluation Team collected the information through questionnaire and a series of interviews with Indian Project Personnel, Japanese Experts and farmers of Project sites. Based on the results of the evaluation, the Team proposed and finalized the report after detailed discussion in the counterpart meeting on 29th October, 2013. A detailed presentation on different activities taken up by JICA-TCP during the period from 2011 till

mid 2013 as shown in Annexure-2 was made. She shared the experienced in achieving the envisaged targets and informed that JICA-TCP is producing some of the expected outputs, training systems and pilot site activities showing positive signs requisite output from the development model. Further, she stated that more attention on the institutional aspect of the TCP would be required in close coordination with PMU and suitable mechanism for the PMU to absorb the experience from TCP is desired in order to achieve the expected output by the end of the TCP.

The Indian Team Leader nominated for this Mid Term Evaluation Mission also gave a detailed presentation of recommendations on institutional aspects for the TCP experts as well as PMU/DOA as shown in Annexure-2(i).

The JICA Representative, Ms. Sakurai highlighted the suggestions which are to be incorporated in the Project Design Matrix (PDM), the copy of the same is attached at Annexure-3. After discussion the same were approved and for incorporation in the Mid Term Review Report.

Issues emerged from discussion on the Report of the Joint Mid Term Evaluation:

1. Crop diversification Model:

The Director of Agriculture, H.P.-cum- Project Director (TCP) felt that minimum 30% of farmers and 20% of CCA should be covered under crop diversification where the irrigation facilities have been provided in phased manner. Mr. Ishizaki informed that during the current Rabi season 10% of the CCA of the Lahlri Pilot Area Sub-Project shall be covered under vegetable crops and by the end of this project 20% area of CCA is expected to be diversified under vegetable cultivation.

The Chairman asked the JICA-TCP to have the guidelines for promotion of crop diversification which needs to be followed for crop diversification i.e. farming practices, water management, post harvesting, marketing etc. The Chief Advisor, JICA-TCP informed the committee that draft guidelines shall be ready by the end of March, 2014. The Director of Agriculture desired that before finalization of guidelines, these may be discussed.

2. Community Motivators:

The Director of Agriculture enquired about the training status of the community motivators and suggested that training to community motivators may be imparted through HPKV, Palampur, /Horticulture University as well as other sources to be identified. He asked the Director, SAMETI to explore the possibility of arranging training to community motivators through outsourcing to a good agency.

The Chairman emphasised that the performance of Community Motivators needs to be monitored frequently and regular training to upgrade their skill for effective transmission of information to the farmers of project areas should be organized. The Director of

Agriculture suggested that measurable output indicators need to be developed in respect of Community Motivators so as to review their performance regularly.

3. Activities of SHGs and their business plan:

The activities taken up by 3 SHGs viz. Shiv Shakti involved in farming activities, Bhole Shanker - Food processing and Naman - Nursery raising were discussed. The Chairman felt that keeping in view the data presented on the activities taken up by these SHGs, these may be a losing proposition. These are, therefore, required to be further strengthened by suggesting more income generating agriculture related activities.

4. Storage facilities:

The Chairman suggested that storage facilities and capacity in the project areas be developed and asked JICA- TCP to work on this aspect to develop a model. Director of Agriculture suggested that farmers should be guided for low cost techniques for storage of their crops when market rates are comparatively low for a short duration and farmers be motivated to construct appropriate storage pit with sand layers. He informed that such techniques are being followed in Kathmandu (Nepal) and also in Kinnaur District of H.P. He advised visit of demonstration sites of HPKV at Palampur /KVK in Una District and put forth their suggestions for developing similar type of techniques. The representative of CSKHPKV, Palampur, was asked to extend full cooperation to JICA-TCP during their visit.

The Addl. Chief Secretary (Agri.) stressed the need for strengthening the information system so that farmers have greater awareness of various kind of risks and potential returns from different vegetables in different markets. He further desired that there is a need to identify such crops where damage by monkeys etc. is minimum so that farmers may grow these crops instead of leaving their fields fallow.

2. Approval of Report of the Joint Mid Term Evaluation:

After discussion, the Joint Coordination Committee approved the report presented by the Joint Mid Term Evaluation Mission for the Project for Crop Diversification in Himachal Pradesh, which is enclosed at Annexure-4

The Chairman in his concluding remarks specially thanked both the Japanese Team of Mid Term Evaluation & Indian Team for conducting the midterm evaluation and offering their valuable recommendations which will be helpful in achieving the envisaged goal under JICA-TCP. He appreciated the efforts made by the Joint Evaluation Team in preparing the report and hoped that JICA-TCP shall follow the suggestions given by this Mission which will ultimately be fruitful for the effective implementation of ODA loan project activities.

The meeting ended with a vote of thanks from and to the Chairman.



Annexure-1
List of Participants

List of Participants

Name of the meeting: 6th meeting of joint coordination Committee (JCC) under Technical Cooperation Project (JCC) for Crop Diversification in Himachal Pradesh.

Place: Committee Room, H.P Secretariat, Govt. of Himachal Pradesh, Shimla-2.

Date: 30.11.2013

Time: 11:00A.M

Sr. No	Name	Position/Designation and organization/Institution/Agency
1	Sh.Deepak Sanan	Additional Chief Secretary (Agriculture to the Govt.of H.P Shimla-2.
2	Dr. J.C Rana	Director of Agriculture, Govt. of H.P.
3	Dr.Y.K .Mahajan	Project Director, CDP SPMU, Hamirpur
4	Dr.H.S Baweja	Managing Director, H.P. State Agriculture Marketing Board.
5	Dr.Tarseem Kumar	Director, SAMETI, Mashobra , H.P
6	Dr.D.R Chaudhary	Associate Prof.(Veg.),CSK, HGPKV, Palampur.
7	Mr.Tomohide ICHIGUCHI	Senior Representative, India office, Japan International Cooperation Agency,(JICA). Team Leader of Japanese Evaluation Team.
8	Ms.Naoko SAKURAI	Representative, India Office, JICA. Member of the Japanese Evaluation Team,
9	Ms.Noriko ISHIBSHI	Consultant, IC Net Limited Evaluation Analysis Member of the Japanese Evaluation Team
10	Dr.V.K Sharma	Team Leader, of Indian Evaluation Mission, Subject Matter Specialist, Department of Agriculture.
11	Dr.D.V Sharma	Member of Indian Evaluation Mission, Training officer, SAMETI
12	Dr.Suresh Sharma	SMS, Project Cell, DoA, Shimla.
13	Dr.Jagjit Kumar	SMS, Hamirpur
14	Dr.Balwant Thakur	Dy. Project Director, SPMU, Hamirpur
15	Er.Pardeep Behl	Dy. Project Director, HP. CDP,JICA ODA, Hamirpur
16	Dr.J.P. Mittal	Co-Team Leader, PMC,HP CDP, Hamirpur
17	Dr.Chander Shakhar	Senior Marketing Officer, H.P. Marketing Board, Shimla
18	Mr.Ishizaki	JICA-TCP
19	Mr.Shimizu	JICA-TCP

Annexure-2 42(i)

Presentation Material

Review Result: Summary

Mid-term Review Mission

Project Design Matrix (PDM)

- A summary table of the project description.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Project Purpose			
Outputs			
Activities	Inputs		Pre-conditions

What do we want to achieve?

PROJECT PURPOSE

The promotion mechanism for crop diversification is established in DOA Himachal Pradesh

Through Output 1 to 4

Strengthening DOA's capacity plan+ implement crop diversificat'n

Training system

Trained Core EO

Crop diversificat'n Model Developed + practiced

How are we going to achieve the Project Purpose?

Expected Outputs

1. DOA's capacity to plan and implement crop diversification is strengthened.
2. Training system to promote crop diversification is developed.
3. Core extension officers for crop diversification are trained.
4. Crop diversification Model is developed and practiced in the Pilot area.

Production of Outputs

Activities in Plan of Operations (PO)

1. 4 Activities under Output 1
2. 4 Activities under Output 2
3. 3 Activities under Output 3
 - Group formation
 - Crop cultivation
 - Farm management
 - Post harvest/processing
 - Marketing
 - Infrastructure development/OM
4. 4 Activities under Output 4

Inputs from Indian Side

- Project personnel
 - PD and two DPDs and Counterparts assigned as per R/D.
 - Core Extension Officers (CEO) are in place for absorbing experiences from the TCP training organized for time to time.
- Financial or others: Not Applicable

Inputs from Japanese Side

- Experts
 - 12 Experts were assigned
- Financial :
 - Operational cost covering the activities are provided on time
- Equipment:
 - Mostly office equipment
- Facility:
 - Irrigation scheme in Lahalri was constructed with a slight delay

Production of Outputs: Output 1

- Activities are still on-going
 - Activity 1-3 Formulation of annual plan for crop diversification
 - To be done at sub-project site by PMU
 - Application of PDCA cycle & monitoring
 - To be done by PMU after completion of irrigation facility in sub-project areas
 - Guideline for Crop Diversification
 - Draft would be ready in the early 2014

Production of Outputs: Output 2

- Training system
 - * Annual training plan for Core Extension Officers & review of existing materials
 - Completed
 - * Training curriculum & materials
 - Already developed
 - Extension
 - Water mgmt & OM
 - Vegetable Farming and Post-harvest
 - Gender and Social Inclusion
 - Marketing, and
 - Design and Construction

Output 2 (continued)

- * Review of curriculum and materials
 - Being done by the TCP on the basis of the feedbacks from farmers and CEOs

Production of Outputs: Output 3

- Training of Core Extension Officers (CEO) in 5 districts
 - * A series of training were conducted
 - On-going. More training will be conducted
 - * Training for CEO in the 7 districts
 - On-going. Two training are planned by 2013/14

Production of Outputs: Output 4

- Pilot Site activities in Lahalri
 - * Irrigation scheme: completed in end 2012
 - * Organizing farmers: KVA & 3 SHGs are formed
 - * Farmer training: on-going
 - Water Management and OM
 - Vegetable Farming and Post-harvest
 - Gender and Social Inclusion; and
 - Marketing

Achievement by Indicators

- o Output 1
 - * Output 1 is partially achieved.
 - * Capacity development of C/P in Plan-Do-Check-Action of crop diversification plan is not yet started at the time of the Mid-term Review partly due to lack of the plan itself.

Indicators (continued)

- o Output 2
 - * Both the training curriculum and materials were developed with the assistance by KVA.
 - * It is also noted that the developed curriculum and materials will be reviewed and by the end of the Project shall be developed.

Indicators (continued)

- o Output 3:
 - * **Core extension officers for crop diversification are trained.**
 - * Output 3 indicators are technically achieved. CEOs can conduct farmer training and also conduct extension activities to farmer groups.
 - * However, more on a qualitative part of their capacity development needs to be addressed.

Indicators (continued)

- o Output 4
 - * **Crop diversification Model is developed and practiced in the Pilot area.**
 - * Among 5 indicators, 2 are achieved. The rest of 3 are in the process of achieving.
 - o SHGs are gaining income, irrigation is maintained properly.
 - o Others are showing some positive advancement

5 Criteria & PDM

5 Evaluation Criteria

Narrative Summary

Overall Goal

Project Purpose

Output

Input/Activity

Relevance

Impact

Sustainability

Effectiveness

Efficiency

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Relevance

This Project is still relevant.

- Needs of India side

- The needs of GoI & GoHP

- 12th FYP: providing basic support services incl irrigation, horticulture for increasing domestic demands & high value addition
- GoHP, DOA Priority: Crop diversification for commercial based agriculture

- Target groups: CEOs

- Strengthening of front-runner for crop diversification providing extension

Relevance (continued)

- ODA policies of Japan

- Country Assistance Programme

- 4 areas of assistance: Infrastructure development, poverty reduction, environmental mitigation & measures to tackle climate change, and poverty reduction sector contains rural infra development and productivity improvement

Effectiveness

Effectiveness is yet to be proven despite some positive achievements made. It is too early to judge the prospect of achieving the PJ Purpose.

- Project Purpose: Not yet achieved

- The promotion mechanism for crop diversification is established in DOA HP
- Indicator: Extension activities based on the Crop Diversification Model are expanded in 5 districts

- Outputs: Partially achieved but more responsibility should be taken by PMU

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Effectiveness (continued)

- * **Outputs:** Partially achieved and the TCP is on the right track but more responsibility should be taken by PMU
 - o Output 2: (training curriculum & material) achieved
 - o Output 3 (training for CEO) & 4 (Pilot Site) on-going & some positive signs:
 - * CEOs conduct farmer training & extension but monitoring of qualitative aspect should be strengthened
 - * Pilot Site: Undertaking vegetable cultivation by farmers increasing. Some farmers & SHG gained income although limited amount.
 - o Output 1 : Annual Plan of Crop diversification in sub-projects are under preparation and should be monitored & reviewed by PDCA

Impact

Overall Goal is yet to be achieved. Land issue of Lahalri is dealt at court. No other unforeseen positive & negative impact observed yet.

- * **Overall Goal:** Overall Goal should be clearly identified (the target figure)
***% of total cultivated land in the target area is diversified to the vegetable
- * **Environmental and Social aspect:** Land issue in Lahalri is dealt at court
- * No other positive and negative impact observed

Efficiency

Efficiency of the Project is moderate

- o **Inputs:**
 - * DOA officers for technical transfer
- o **Inputs to Achieving Outputs**
 - * Full achievement of Outputs requires:
 - o efforts of applying the some TCP methods and model, which PMU needs to follow
 - o Irrigation schemes as source of water & creating avenues for farmers to undertake crop diversification with the support of CEOs

Sustainability

Institutional and technical sustainability is unclear. Policy supports may be sustained

- * **Policy Aspect**
 - o Crop diversification highlighted in HP agriculture policy
- * **Institutional aspect**
 - o DOA/PMU is a central part of absorbing the experiences, conducting training & replication of Model for crop diversification developed
- * **Technical aspect**
 - o Although trainings were provided to CEOs, sustainable system of developing trainer from PMU staff (DOA staff) may be put in place.

Conclusion

The Project is producing some positive outputs. The prospect of achieving the Project Purpose is too early to say.

Efficiency is moderate but more coordination with PMU and Loan Project should be needed.

Recommendations

Institutional aspect

1. A mechanism for facilitating the interaction and technical transfer b'n PMU, DPMU, BPMU with the TCP
2. Sharing the best practices
3. Monthly meetings of PMUs with the TCP for more intensive sharing
4. Formulating to Monitoring mechanism by PDCA for crop diversification plan at sub-projects
5. Identification of trainers among CEOs from DOA staff in the PMUs.
6. Assignment of more CEOs to needed places
7. Community Motivators should be capable

Recommendations (continued)

For the TCP (TCP Experts and PMU)

1. Contents of the Crop Diversification Model
 2. SHGs to develop a simple business plan
 3. Training for simple storage technology of vegetable
 4. Assistance to DPR preparation
 5. Modification of PDM according to the reality
- For PMU/DOA

- * Flexible training schedule for farmers
- * DPR contents: training plan and crop diversification plan

Annexure-3
Project Design Matrix (PDM)

Modified PDM (PDM ver.1)

Ver. 01
Date: Oct. 2013

Duration: 5 years

Project Name : Technical Cooperation Project for Crop Diversification in Himachal Pradesh
Target Area: State of Himachal Pradesh

Target Group: Core Extension Officers

Narrative Summary		Objectively Verifiable Indicators		Means of Verification	Important Assumptions
Overall Goal (Target at 5 years after the end of the Project) Crop diversification is promoted in the target area based on the advantageous climate conditions		(1)	(After 5 years of completion of the project) 20% of total cultivated land in the target area is diversified to the vegetable	(1) Agricultural census by DOA / Other reports	RIDF project is continued on the same scale No severe decline in agriculture production price
Project Purpose (Target at the end of the Project) The promotion mechanism for crop diversification is established in DOA Himachal Pradesh.		(1)	Extension activities based on the Crop Diversification Model are expanded in 5 districts.	(1) Monitoring survey carried out by the Project	
Outputs 1. DOA's capacity to plan and implement crop diversification is strengthened.		(1)-1	Implementation guideline for crop diversification is prepared.	(1)-1 Check the output	No severe decline of the state government budget on the agriculture development and support No severe decline in agriculture production price
2. Training system to promote crop diversification is developed.		(1)-2	Annual PDCA cycle of crop diversification functions in DOA (i.e. Annual Plan on crop diversification is formulated, monitored and evaluated.)	(1)-2 Monitoring survey carried out by the Project	
3. The extension skill of the core extension officers is improved.		(2)-1	Training curriculum and materials are developed after revision in each subject.	(2)-1 Check the output	
		(3)-1	80% of the core extension officers can conduct farmers' training by themselves on the various technologies.	(3)-1 Monitoring survey carried out by the Project	
		(3)-2	50% of the core extension officers can launch extension activities in the areas they cover.	(3)-2 - do -	
		(4)-1	30% of the farmers/20% of CCA in the pilot area undertake vegetable cultivation.	(4)-1 - do -	
		(4)-2	30% of farmers in the pilot area can increase their income by the Project.	(4)-2 - do -	
		(4)-3	SHGs in the pilot area can increase their income by their group activities.	(4)-3 - do -	
4. Crop diversification model is developed and practiced in the Pilot area.		(4)-4	Irrigation facilities in the pilot area are properly maintained by farmers	(4)-4 - do -	

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Modified PDM (PDM ver.1)

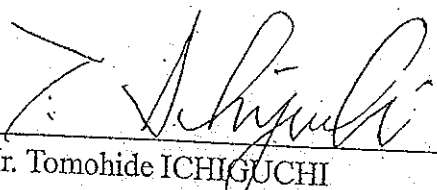
Activities	Inputs	Proposed ODA Loan Project is implemented on schedule No disaster is occurred (drought / flood) No policy change in the agriculture Pre-conditions - There is a need on the agriculture development in the state - There is the budget to bear the counterpart budget for project implementation in the State
<p>1-1. Review the existing plan on crop diversification and study, how the pilot project should be.</p> <p>1-2. Conduct Plan-Do-Check-Act training on crop diversification</p> <p>1-3. Facilitation in the preparation of annual plan on crop diversification</p> <p>1-4. Develop Crop Diversification Guideline based on the lesson learned from crop diversification model practiced in the Pilot Area and Sub-pilot Area</p> <p>2-1. Formulate annual plan on extension training</p> <p>2-2. Review the existing training curriculum and materials on extension</p> <p>2-3. Develop training curriculum and materials on extension of crop diversification</p> <p>2-4. Revise curriculum and materials incorporating feedback from the Pilot Project</p> <p>3-1. Conduct hands-on training to core extension officers assigned to the pilot area and highlighted 5 districts (Kangra, Una, Hamirpur, Bilaspur and Mandi) on:</p> <ul style="list-style-type: none"> • Group formation • Crop cultivation • Farm management • Post harvest/processing • Marketing • Infrastructure development/operation and maintenance <p>3-2. Conduct trainings for extension officers in Sub-Pilot Areas (Government of Himachal Pradesh will establish Sub-Pilot Areas by its own budget)</p> <p>4-1. Conduct baseline survey</p> <p>4-2. Selection of a pilot area to be approved by JCC</p> <p>4-3. Construct irrigation facilities and prepare demonstration plot in the pilot area.</p> <p>4-4. Organize farmers groups and Self-help groups</p> <p>4-5. Conduct trainings for farmers on:</p> <ul style="list-style-type: none"> • Group formation • Crop cultivation • Farm management • Post harvest/processing • Marketing • Operation and maintenance 	<p><u>Inputs</u></p> <p><Japanese Side></p> <ul style="list-style-type: none"> 1) Experts - Chief Advisor / Agriculture Extension - Water Management / Operation and Maintenance - Crop Cultivation / Post Harvest - Training / Project Coordination - Gender / Social Inclusion - Design & Construction Management <p>2) Training for beneficiaries and Himachal Pradesh C/Ps</p> <p>3) Cost for project office management (personnel, equipment, and consumables)</p> <p>4) Cost for construction of pilot area and preparation of demonstration plot</p> <p>5) Equipments for project management, if necessary</p> <p><Himachal Pradesh Side></p> <ul style="list-style-type: none"> 1) Counterparts (from Shimla Headquarter to field level) 2) Necessary transport and other expenditures for counterparts 3) Project office at Shimla and site 4) Sharing of project office running expenses 5) Tax exemption measures, etc. 	
<p>Gender and social inclusion should be considered in every activity as well as measured by objectively verifiable indicators</p> <p>*1 The Target group will be the core extension officers of PMU staff</p>	<p><Abbreviation></p> <p>DOA: Department of Agriculture, Government of Himachal Pradesh</p> <p>PMU: Project Management Unit</p> <p>DPMU: District Project Management Unit</p> <p>BPMU: Block Project Management Unit</p> <p>TCP: Technical Cooperation Project</p> <p>CCA: Cultivable/Culturable Command Area</p> <p>SHG: Self Help Group</p>	

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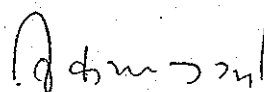
Annexure-4
Report of the Joint Mid Term Evaluation on
the Project for Crop Diversification
in Himachal Pradesh
(Main text only)

REPORT OF THE JOINT MID TERM EVALUATION
ON
THE PROJECT FOR CROP DIVERSIFICATION IN HIMACHAL PRADESH

October 30th, 2013



Mr. Tomohide ICHIGUCHI
Leader of Japanese Evaluation Team
Japan International Cooperation Agency



Dr. V.K. Sharma
Leader of Indian Evaluation Team
Department of Agriculture

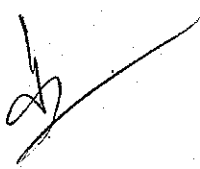
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- Annex 1 Latest Project Design Matrix (PDM)
Annex 2 Latest Plan of Operations (PO)
Annex 3 Accomplishment of the Project
Annex 4 Implementation Process
Annex 5 Evaluation by Five Evaluation Criteria
Annex 6 Draft Modified PDM

<Reference Material (RM)>

- RM A Record of Indian Inputs
RM B Record of Japanese Inputs
RM C Record of Activities
RM D List of Project Deliverables
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1 Introduction

1.1 Objectives of the Evaluation

The joint evaluation on the Project for Crop Diversification in Himachal Pradesh was conducted with the following objectives:

- (1) To verify the accomplishments of the Project compared to those planned;
- (2) To identify obstacles and/or facilitating factors that have affected the implementation process;
- (3) To analyze the Project in terms of the five evaluation criteria (i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability); and
- (4) To make recommendations on the Project regarding the measures to be taken for the remaining period.

1.2 Members of the Joint Review Team

(1) The Japanese Team

Title	Name	Position
Team Leader	Mr. Tomohide ICHIGUCHI	Senior Representative, India Office Japan International Cooperation Agency (JICA)
Cooperation Planning	Ms. Naoko SAKURAI	Representative, India Office, JICA
Cooperation Planning	Mr. Subroto TALUKDAR	Lead Development Specialist, India Office, JICA
Evaluation/Analysis	Ms. Noriko ISHIBASHI	Consultant, IC Net Limited

(2) The Indian Team

Title	Name	Position
Team Leader	Dr. V.K. Sharma	Subject Matter Specialist, Department of Agriculture
Member	Dr. D.V. Sharma	Training Officer, SAMETI

1.3 Schedule of the Evaluation

The evaluation of the Project was conducted from October 18th to 29th, 2013. The Joint Evaluation Team (hereinafter referred to as "the Team") collected the information through questionnaires and a series of interviews with Indian Project Personnel and Japanese experts. Based on the results of the evaluation, the Team prepared a draft report and finalized it through a series of discussions on October 29th.

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2 Outline of the Project

2.1 Background of the Project

Himachal Pradesh (the State) is a hilly State located at the foot of the Western Himalayas, with an area of 556.7 million ha, and a population of approximately 6 million. Nearly 70% of the working population in the State is engaged in agriculture, but agriculture accounts for only 18% of the Gross State Domestic Products (GSDP). The low agriculture productivity is partly attributed to the fact that the area available for crop cultivation is limited to 10% of the total land area of the State due to the hilly terrain, and therefore more than 80% of the farmers are marginal and small landholders with an area of less than 2.0 ha. Also, only 20% of the cultivable area has irrigation facilities, and the rest of the area has to depend on rainfed cultivation. Therefore, a majority of the farmers in the State remain engaged in traditional cultivation of food grains, and they are unable to diversify the farming to more profitable crops, such as vegetables and fruits.

Although it is not fully exploited, the State has a considerable potential for vegetable production, with an advantage of cool climate compared to other parts of the country, as well as the geographical proximity to the large cities such as Delhi, and Chandigarh. This would enable the farmers to produce off-season vegetables and fruits, which have a large market in the urban cities with better prices. The demand for fresh vegetables is expected to double by 2020, due to a rapid increase of population in the country, especially in the larger cities such as Delhi.

In order to boost the agricultural development and to enhance the farm income in the rural area, it is important to increase the productivity of the existing cultivated area, through shifting from self-subsistence food grain cultivation to diversified agriculture, by adopting cash crops such as vegetables which are suitable to hilly and highland areas. For such an accomplishment, it is essential to overcome the major constraints, such as shortage of irrigation facilities, farm roads and insufficient marketing facilities.

The promotion of crop diversification is also endorsed by the national development policy of India in the Eleventh Five-Year Plan (2007-2012). The GoI formulated nine priority policies in the agriculture sector including the policy which concerns the diversification of agriculture to high value crops such as vegetables and fruits. Also in the Eleventh Five-Year Plan of the State of Himachal Pradesh, improvement of irrigation facilities and diversification from traditional crops to commercial crops are among the priority areas of the agriculture sector.

Under such circumstances, the GoHP formulated a crop diversification plan in March 2009, under the technical assistance of JICA, in order to enhance the farm income of small and marginal farmers. The plan consists of 3 programs including institutional development, farmers support, and infrastructure development. Based on the plan, the

GoHP, through the Department of Agriculture (DOA) requested the Government of Japan for technical cooperation and financial assistance for the implementation of crop diversification in the 5 districts of HP. The Government of Japan through JICA signed the Record of Discussions with the concerned authorities of Government of India for the Technical Cooperation Project (TCP) on October 1, 2010.

The Technical Cooperation Project (TCP) mainly focuses on; 1) development of the Crop Diversification Model in the Pilot Area, and 2) capacity development of the extension officers. The Himachal Pradesh Crop Diversification Promotion Project under JICA Loan (Loan Project) for the expansion of Crop Diversification Model in the 5 districts (Bilaspur, Hamirpur, Kangra, Mandi and Una) of the State is implemented in close coordination with the TCP.

2.2 Summary of the Project

- (1) The Project Purpose: The promotion mechanism for crop diversification is established in DOA Himachal Pradesh.
- (2) The Overall Goal: Crop diversification is promoted in the target area based on the advantageous climate conditions.
- (3) The Outputs:

- 1) Output1: DOA's capacity to plan and implement crop diversification is strengthened.
- 2) Output2: Training system to promote crop diversification is developed.
- 3) Output3: Core extension officers for crop diversification are trained
- 4) Output4: Crop diversification Model is developed and practiced in the Pilot area.

3 Methodology of Evaluation

3.1 Data Collection Method

The Team made individual interviews with the Indian Project Personnel and the Japanese experts engaged in the Project. The Team also collected information through questionnaires from the concerned personnel.

3.2 Items of Analysis

- (1) Accomplishment of the Project

The accomplishment of the Project was measured in terms of the Inputs, the Outputs and the Project Purpose in comparison with the PDM.

- (2) Implementation Process

The implementation process of the Project was reviewed to see if the Activities have been implemented according to the schedule delineated in the latest PO, and to see if the Project has been managed properly as well as to identify obstacles and/or facilitating factors that have affected the implementation process.

(3) Evaluation based on the Five Evaluation Criteria

- (a) Relevance : Relevance of the Project was reviewed to see the validity of the Project Purpose and the Overall Goal in connection with the needs of the beneficiaries and policies of India and Japan.
- (b) Effectiveness : Effectiveness was analysed by evaluating the extent to which the Project has achieved and contributed to the beneficiaries.
- (c) Efficiency : Efficiency of the Project implementation was analysed focusing on the relationship between the Outputs and Inputs in terms of timing, quality, and quantity.
- (d) Impacts : Impacts of the Project were forecasted by referring to positive and negative impacts caused by the Project.
- (e) Sustainability : Sustainability of the Project was analysed in institutional, financial and technical aspects by examining the extent to which the achievement of the Project would be sustained and/or expanded after the Project is completed

4 **Summary of Accomplishment and Implementation Process of the Project**

4.1 **Accomplishment of the Project** (Details are described in Annex 3)

(1) **Inputs** (Details are described in section I of Annex 3)

Summary of Inputs is shown in the tables below.

Table 1: Summary of Indian Inputs (as of 29 October 2013)

Allocation of Project Personnel (P/P):	13 persons	Provision of local cost:	Not applicable (N/A)
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Table 2: Summary of Japanese Inputs (as of 29 October 2013)

Dispatch of Experts:	12 persons	Provision of Equipment:	Rs. 1.4 million
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(2) **Outputs** (Details are described in section II of Annex 3)

- (a) **Output 1**: Output 1 is not achieved as the activities are going on. Capacity development of Core Extension Officers (CEOs) in Plan-Do-Check-Action of cop diversification plan is not yet started at the time of the Mid-term Review partly

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due to lack of the plan itself as the construction activities are going on.

- (b) [Output 2]: Both the training curriculum and materials are developed with the assistance by ~~Krishak Vikas Association (KVA)~~ and CEOs. It is also noted that the developed curriculum and materials are reviewed on the basis of feedback from farmers and CEOs.

- (c) [Output 3]: Output 3 indicators are already achieved. Extension officers can conduct farmer training and also conduct extension activities to farmer groups.

*However, more on a qualitative part of their capacity development needs to be addressed.

- (d) [Output 4]: Output 4 is yet to be achieved but there are good signs of achieving the indicators. However, the percentage specified in the indicators are very high which requires modification.

(3) Project Purpose (Details are described in section III of Annex 3)

- (e) The Project Purpose is yet to be achieved. At the time of Mid-term Review, it is difficult for the Review Team to judge the prospect of achieving this indicator. It is the Mid-term Review team's understanding that the common understanding on what the model is consisted of is not fully formed among the Experts of the TCP and PMU personnel who are to replicate it.

(4) Overall Goal (Details are described in section IV of Annex 3)

- (f) The Mid-term Review Team is unable to judge the likelihood of achieving this indicator since the Crop Diversification Model is under the process of development at the time of the Mid-term Review.

It is also noted that the target figure is yet to be set and therefore the figure should be clearly identified.

4.2 Implementation Process of the Project (Details are described in Annex 4)

Overall, the Project has been proceeding well although delay was observed in the construction of irrigation scheme in Lahalri. Most of the Activities of the PDM have been implemented as planned. It is expected that the Activities will be completed before the termination of the Project.

- (1) Implementation system of the Project is considered to be appropriate for conducting training for 28 Core Extension Officers and also for implementing activities in the Pilot Site of Lahalri for Crop Diversification Model development. However, technical transfer during the course of implementation is lacking.

➤ The absence of the counterparts, particularly at State level, in organizing training and the process of developing the Model resulted in few

opportunities for technical transfer to PMU, which is described in '2. Implementation System' in ANNEX 4, and in strengthening the monitoring structure within PMU from State level down to the Block.

- Also the line of command from State level PMU down to District PMU and Block PMU was utilized for the purpose of sharing the manuals and the other training related documents rather than the monitoring purposes of strengthening the field level activities in the Sub-pilot areas.
- (2) The management structure of the TCP is Japanese Experts and PMU at State level, which consisted of Director of Department of Agriculture (DOA), Divisional Engineer and Subject Matter Specialist (SMS) of DOA assigned to PMU.
- (3) Monitoring system
 - For monitoring at the Pilot Site, Lahalri: The monitoring is done by the TCP Experts and feedbacks from the KVA and the vegetable farmers were directly communicated to the staff and the JICA Experts.
 - For monitoring at sub-pilot project sites, PMU follows up the implementation schedule of farmer training and that of construction of irrigation scheme, which is the responsibility of PMU. However, the feedback to the TCP experts is absent. Also the role of DPMU in the monitoring system is unclear particularly in terms of qualitative part of activities.
- (4) Joint Coordinating Committee (JCC) was formed according to the provisions of Record of Discussions (R/D) and JCC meetings were organized mostly on an annual basis for discussing the progress and the plan.

1 st JCC	Jun 2011
2 nd JCC	Feb 2012
3 rd JCC	Aug 2012
4 th JCC	Apr 2013
5 th JCC	Jul 2013

- (5) Communication and technical transfer
 - Communication among the TCP Experts and the PMU at the State level has been on a weekly basis, sharing the progress of the activities in informal meetings with primarily State level PMU officers, who are part-time counterparts of the TCP.
 - Regarding official meetings between the TCP Experts and PMU, regular management meeting, which are conducted at least once a month, have been useful to promote mutual understanding.
 - Regarding technical transfer aspect, the TCP Experts are visiting the Pilot Site in Lahalri frequently with their Project Staff and conducting on the job trainings to farmers and the CEOs.

(6) Factors that have affected the implementation process

- Negative factors: The CEOs are to take over the knowledge and experiences in all kinds of training and the Pilot Site activities in Laharli, the TCP did not have the target of technical transfer from the TCP Experts to PMU State level.

5 Summary of Evaluation based on the Five Evaluation Criteria

5.1 Relevance (Details are described in Section I of Annex 5)

The Overall Goal and the Project Purpose are still relevant with the needs of India and Target Groups (i.e. Core Extension Officers). They are still consistent with the national development plan of India (i.e. 12th Five Year Plan and the Annual Plan of DOA in State of Himachal Pradesh (2013)) as well as Official Development Assistance (ODA) policies of Japan. Japanese technical advantage has been confirmed.

Taken together, the Project is still relevant.

5.2 Effectiveness (Prospect) (Details are described in Section II of Annex 5)

Although training system development (Output 2) and training for Core Extension Officers (Output 3) and a model development in Pilot Site of Laharli (Output 4) are steadily making progress, the sign of achieving the Project Purpose ('establishing promotion mechanism for crop diversification in DOA') is yet to be observed at the time of the Mid-term Review.

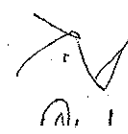
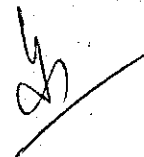
It is due to the fact that formulation of annual crop diversification plans and its monitoring for sub-projects is the responsibility of PMU applying the method developed by the TCP. For the part of irrigation scheme development, which the JICA ODA Loan Project is responsible for, the implementation of 210 sub-projects is facing 1 year delay¹.

Overall, the effectiveness of the Project is yet to be proven despite some achievements made. It is too early to judge the prospect of achieving the Project Purpose.

5.3 Efficiency (Details are described in Section III of Annex 5)

Some Outputs have been achieved so that the TCP is on the right track. However, full achievement of expected Outputs requires DOA/PMU's efforts of applying some of the TCP's methods and model (in particular formulation of annual crop diversification plan

¹ DOA was unable to show the detailed construction schedule of the irrigation facility in 5 districts to the Mid-term Review team except the sub-projects of Panjali (Hamirpur) and Bakroa (Bilaspur) where irrigation facilities are close to the completion. Reportedly, whereas 1st priority sub-projects has been delayed for a year, DOA indicated its intention to implement 2nd and 3rd priority projects according to the original schedule agreed with JICA.



under activity 1-3, and conducting hands-on training for core extension officers in 5 districts under output 3). Therefore the prospect of achieving all the expected Outputs is difficult to be judged at this stage.

Overall, the efficiency of the Project is moderate.

5.4 Impacts (Details are described in Section IV of Annex 5)

Overall Goal: The Overall Goal is yet to be achieved. In addition, the target figure for the indicator should be clearly identified in order to assess the level of achievement.

Assumption identified in the PDM ("Proposed ODA Loan project is implemented on schedule") is not satisfied at the time of the Mid-term Review, although DOA/PMU is making the best efforts to comply with the original schedule for the sub-projects to be started.

Other Impacts: At the beginning of constructing the irrigation scheme in Lahalri, one land owner disagreed to provide her piece of land despite the Project took all the necessary procedures i.e. organizing meetings to inform the purpose of irrigation scheme and its construction plan and so on. DOA is of the opinion that the process of acquiring the land was no problem and this issue related to acquisition of land is taken care of by the PMU. The dispute regarding the land case is in court but the court did not order to stop constructing the irrigation facility.

5.5 Sustainability (Forecast) (Details are described in Section V of Annex 5)

Policy supports: Crop diversification is highlighted in the DOA of HP and there is no particular policy level change expected.

Institutional and Organizational Aspect: Due to the absence of technical transfer from the TCP to the PMU at the state level, the capacity development has taken place primarily for field level Core Extension Officers. The state level mechanism of absorbing the experiences of TCP should be explored. For the part of DOA, DOA is mandated for crop diversification to vegetable and therefore there is no particular risk observed even after the Project termination.

Technical Aspect: The system of transferring the model which is currently developing in the Pilot Site is missing. In view of replicating the model to the other sub-project areas, the State, district and block level mechanism of systematically absorbing the model should be installed. The trainers for those officers amongst the DOA staff in PMU should be nominated in view of ensuring sustainability of technical aspect.

From a comprehensive viewpoint, Institutional and technical sustainability is unclear. Policy supports are to be sustained.

6 Conclusion

As discussed above, the TCP is producing some of the expected Outputs. In particular the development of training system and the Pilot Site activities which start showing positive signs for developing a Model for Crop Diversification and therefore the TCP is on the track. However, more attention to the institutional aspect of the TCP would be required i.e. more coordination with PMU and Loan Project is needed and also establishing a more systematic mechanism for the PMU to absorb the experiences from the TCP is needed in order to achieve the expected Outputs and the Project Purpose by the end of the TCP. (Refer to the recommended in '7. Recommendations'.)

7 Recommendations

7.1 Institutional Aspect:

- (1) A monthly meeting on a regular basis should be organized between the PMU, including District PMU (DPMU) and Block PMU (BPMU), and the TCP experts in order to facilitate their interactions and share of the best practices developed for crop diversification.
- (2) At present there seems to ^{be} ~~a~~ no mechanism of formulation, implementation, monitoring and evaluation of the Annual Plan of Diversification. It is necessary to develop the mechanism for the monitoring etc. of the Plan for the promotion of crop diversification. The PMC and the TCP may develop jointly.
- (3) The guidelines of crop diversification developed by the TCP should be officially notified by the state government before the end of the TCP to ensure sustainability of TCP, which would require joint preparation by the TCP Experts and DOA/PMU staff and consultation with other relevant departments including Departments of Irrigation and Rural Development.
- (4) The PMU should immediately identify the Master Trainers among core extension officers of PMU to be intensively trained under the TCP, because the current selection of training participants for CEOs appears to be on an ad-hoc basis. Also such Master Trainers should be selected amongst the extension officers deputed from DOA working in different project units so as to sustain the crop diversification programme even after the termination of the TCP and JICA-assisted loan project.
- (5) The community motivators to be engaged in the sub projects for promotion of the crop diversification programme should have capabilities enough to perform the

required duties and responsibilities.

7.2 For the TCP (TCP Experts and DOA/PMU)

- (6) At present there seems to be ambiguity about the Crop Diversification Model (CDM) to be developed for replication in the ODA Loan sub-project sites. It is the right time for the DOA/PMU and TCP Experts to identify the components and contents of the CDM.
- (7) To ensure the sustainability of the SHGs, the TCP should facilitate preparation of a simple business plan, which serves for enhancement of entrepreneurship, by organizing a training programme for SHGs and extension workers.
- (8) Sustainability of the crop diversification (vegetable production) depends on the prices at the farm gate/whole sale market, and therefore the TCP should include a training programme for farmers and extension workers on low cost refrigeration techniques, which aims to delay the timing of sales and gain higher prices, at the TCP Project Site of Lahalri.
- (9) The Project Design Matrix (PDM) of the TCP in the Record of Discussion was designed few years back. The verifiable indicators of the PDM needs to be modified in line with the ground realities, which differ from the original conditions. The recommended modification is given in Annex 6.
- (10) The TCP experts should support preparation of the Crop Diversification Plan (CDP) consisting of the crop production plan and training plan on the basis of the experience gained in Lahalri (TCP's Pilot Site), Panjali (Hamirpur) and Bakroa (Bilaspur) (ODA Loan site). The CDP would be developed for all sub-projects during the construction of the irrigation facility.

7.3 For PMU/DOA

- (11) Flexible training schedule for farmers should be considered when 29 training programmes in total are carried out in JICA ODA Loan irrigation sub-projects. As it has been observed that most of the training activities in the sub projects were undertaken during the construction period and not much was left to be carried out after the commissioning of the irrigation facility, the adequate sequencing/prioritization of the training programmes should be made for JICA ODA Loan sub-projects in consultation with the TCP experts.

There are training provisions in the ODA Loan sub-projects only for one Rabi season, and thus the provision should be made at least for 2 years after the completion of the irrigation system, within the existing fund allocation, in accordance with the opinions of farmers and CEOs.

- (12) Since Detailed Project Reports (DPR) for sub-projects focus on construction

design and cost estimate, the Crop Diversification Plan (CDP) consisting of the crop production plan and training plan should be prepared for each sub-project separately. Utilizing the format for CDR that TCP developed, the BPMU in consultation with the PMC should be responsible for preparation.

- (13) Information, Education, and Communication (IEC) component, one of the main components of the Loan project, has played an important role in creating awareness about the irrigation sub-projects and related to the success of the crop diversification programme. PMU should get the support of PMC in conducting IEC under the Loan Project, in consultation with the TCP experts experienced in the TCP Lahalri site.

