

## Minutes of the

### DEA-IFAD Tripartite Portfolio Review Meeting

11<sup>th</sup> March 2015, New Delhi

<b>1. North Eastern Region Community Resource Management Project for Upland Areas (NERCORMP) 794-IN</b>			
<p><b>Summary of Performance: High performing project</b>, expected to achieve physical and financial targets and objectives in remaining 18 months. The NERCORMP model has been scaled-up by neighbouring State Governments and by the World Bank. Overall excellent progress, but project needs to achieve more in the area of market linkages for agro-horticultural products from upland farmers and consistently improve quality of SHGs.</p>			
<p><b>Innovations of national interest</b></p> <ul style="list-style-type: none"> <li>Project strategy of <b>Community-based Biodiversity Conservation</b> involving the traditional village institutions and NaRMGs (with active participation of women) in the promotion/ activation /rejuvenation of community forest management for social, cultural, economic and environmental benefits has potential for scaling-up.</li> <li>Overall project strategy (planning and implementation through inclusive local institutions) has been <b>recognized as an effective development approach in conflict areas of the NE</b> which has led to the successful scale up of the project. Big potential for further scaling-up.</li> </ul>			
	<b>Agreed Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
1	No full time MD since mid Feb 2015. The recruitment of full time MD is under process.	DoNER/ NEC	30 <sup>th</sup> April 2015
2	The project to undertake impact studies before closure.	NEC/ Project Authorities	At closure
3	Exit strategy to include smooth transition of NERCORMP initiatives to LAMP in Meghalaya.	NERCORMP/ LAMP	Ongoing
4.	The request for top-up loan is under consideration; the programme area should not be overlapping with other major government programmes.	DEA/ IFAD	TBD
<b>2. Tejaswini Rural Women's Empowerment Programme – Madhya Pradesh (TRWEP-MP) 682-IN</b>			
<p><b>Summary of performance: A high performer since March 2013</b> after being problem project for 3 years. Full achievement of physical targets related to SHG mobilization and SHG Federation formation. Very strong social empowerment of participating households. Particularly notable is fact that SHGs did not receive seed capital. Capacity of Village Level Committee members to identify and solve social issues remains very high including facilitating members to access entitlements. Project received a supplementary loan of USD 15 million in 2014 with a 2 year extension. It will likely to spend the initial loan by Sept 2015 (original closure date) but the full top up loan needs to be spent in 2 years which is a challenge. Some successful models of livelihood interventions (vegetable cultivation, kodo-kutki millet seed banks, goat rearing and lac cultivation, collective farming on lease land by landless households) but this component needs to be strengthened for effectively utilizing the supplementary loan. Limited credit linkage of SHGs to banks (only 35%) will inhibit livelihoods activities. Public sector banks remain non-cooperative. Some emerging success with ICICI and Sanghamitra (MFI) but much more progress needed in the area of linkages with Banks.</p>			
<p><b>Innovations of national interest</b></p> <ul style="list-style-type: none"> <li><b>Shaurya Dal initiative</b> to address violence against women has started to show great results and is being scaled up by the GoMP across the State. The Shaurya Dal initiative has won the TOI social impact award, the SKOCH Gold Award and is shortlisted for another national award.</li> <li><b>Best practice example of convergence with NRLM.</b> MVVN has entered into a MOU with NRLM to mobilize 4,900 SHGs in 3 blocks and is now being engaged by NrlM to cover an entire District. <u>As a result of above initiatives there is no more confusion and duplication of work on the ground with NRLM.</u></li> <li><b>Kodo-kutki innovation has received national recognition:</b> The kodo-kutki (minor millets)</li> </ul>			

innovation by one of the Federations of Dindori district has received two prestigious awards; the order of merit SKOCH award and the Sitaram Rao award as the third best case study in the Livelihoods-Asia Case Study Competition. It is also under review for another national award.

	<b>Agreed Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
	Accelerate implementation to ensure three fold increase in disbursement performance. Expedite action on comprehensive livelihoods models.	MVVN	Immediate
	Take up the bank linkage issue with the CLBCs. Also try and get co-operative banks on board.	MVVN	Ongoing
	Need for further strengthening of SHG Federations in terms of institutional and human resource capacity.	MVVN	Immediate action for filling HR gaps.

### **3. Tejaswini Rural Women's Empowerment Programme – Maharashtra (TRWEP MH) 682-IN**

**Summary of Performance: High performing project** with the largest outreach (9.33 lakhs) in the country portfolio and excellent progress in SHG formation and self-financing of most of the 315 Community Managed Resource Centers (CMRCs). The project is an outstanding model of high level of community ownership. Over INR 16 crores have been contributed by the communities. MAVIM is now an implementing agency for NRLM - mobilized 3157 SHGs in 6 blocks of 3 districts. NRLM has identified all 315 CMRCs as Cluster level Federations for the programme. Bankers have disbursed INR 741 crore to MAVIM promoted SHGs during the last seven years. Repayment rate of bank loans remains at 97%. Project has demonstrated excellent convergence performance mobilizing INR 336.2 million during 2014-15 from other Government agencies for livelihood activities. However project is facing challenges due to fund slow issues since last 18 months. Project is scheduled to close in Sept 2015 (financial closure in March 2016) and has approx. USD 8 million unspent amount. Given its high performance IFAD will support any decision by the state to seek a 2 year extension to absorb the full loan amount and make CMRCs fully self sustaining as well as scale up livelihoods activities.

#### **Innovations of national interest:**

- **Sustainable, self financing models of Federations (CMRCs)** without large subsidy or capital infusion from the Government. Currently 85% of CMRCs are recovering over half of their costs through service fees in return for high quality services provided to SHGs. This is an exceptional achievement, with great potential for scaling-up nationally.
- **Computerized accounting of SHGs** using SHE Software and audit by Chartered Accountants has led to transparency and authenticity of records, leading to partnership with private sector banks, especially with ICICI Bank with very low delinquency rate of 1.6%. Over 60% of the loans during the last three years have been disbursed by ICICI Bank, a testimony to the quality of SHGs promoted by MAVIM.
- Project should be positioned as a key learning site for other such initiatives of Government including NRLM and project representatives should be invited to national and international events to share their success..

	<b>Agreed Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
1.	Project has submitted request for no cost extension for 2 years but files yet to be cleared by GoM. Additional state contribution for bearing operational and management cost will be needed. IFAD to provide context and DEA will follow up with GoM for extension. <b>If state government does not approve extension DEA will withdraw approx 7 million unspent fund and allocate to another project.</b>	IFAD/ DEA	Immediate
2.	Unallocated funds of 2.9 million have to be reallocated. Tejaswini MP has asked for one third of that amount for reallocation. As this is one loan this needs to be resolved immediately. IFAD will give figures for reallocated amounts so that DEA can accordingly request the state for reallocation.	DEA and IFAD	Immediate
3.	DEA to speak to MWCD about engaging representatives of such projects for high level international delegations (eg. Commission for the Status of Women).	DEA/ MWCD	April 2015

#### 4. Orissa Tribal Empowerment & Livelihoods Project (OTELP) 585-IN

**Summary of performance: High performing project**, expected to fully achieve physical targets and objectives. Outputs and outcomes are very impressive and prove the effectiveness of an integrated community driven approach even in the LWE areas. Project has formed SHGs which are nearly double the Appraisal target of which 90% are active with regular meeting and saving and 95% repayment of loans. Dependency on private money lenders has reduced from 37% to 15% (as per AOS). Owing to its high performance the project was given a top up loan in 2013 with a 3 year extension (the maximum possible). Nearly 50% of 2<sup>nd</sup> loan likely to be disbursed by end of March 2015, remaining 50% (USD 7.5 million) must be spent in next 12 months Project completion is 31 March 2016 which cannot be extended anymore. More focus is needed on sustainability aspects of Development Initiative Fund (DIF) component. The project at times suffers due to high turnover of staff due to challenges of working in remote LWE areas. To address this a panel of subject matter specialists have been prepared and are engaged in case of vacancy.

##### Innovations of national interest:

- Land titling to landless families using CRP model, be it under FRA and/or state land laws, with support from LANDESA, very effective and worthy of scaling-up. Over 26 038 landless families settled with land titles
- OTELP has demonstrated an effective “model tribal development programme” that is successful in LWE areas. This has led to scaling-up of project to more districts with State Govt finance (“OTELP plus”).
- Successful demonstration of low cost micro-irrigation technology for rain-fed areas to enhance vegetable production (low cost inputs, less water use).

	Agreed Actions	Responsibility	Timeline
1.	Only one more year remaining, the project should judiciously work for full utilization of the remaining 50-60 % of the top-up loan as there can be no further extension	OTELP	Ongoing
2.	The project to prepare a clear exit strategy including handing over of the assets to the communities and convergence plan for at least 5 years to enable the communities to access other government programmes and funds including linkages with the new OPELIP.	OTELP	30 <sup>th</sup> Sept 2015
3.	The project to document its best practices particularly on land titling to landless and working in LWE areas.	OTELP	By 30 Oct 2015

#### 5. Mitigating Poverty in Western Rajasthan (MPOWER) 748-IN

**Summary of performance:** Working in a very challenging area of Western Rajasthan this is a slow disbursing project using an Integrated rural development model. Community infrastructure development has performed well in providing animal sheds and low cost irrigation infrastructures. Goat based livelihood models are working well with approx. 6000 members. The project has successfully improved traditional rainwater harvesting/water-storage structures, allowing increased cultivation of millets/veg. Staffing situation remains a serious concern with nearly 27 positions lying vacant; auditing of SHGs and entry in the SHGs data-base in the MIS (Sakh Darpan) needs to be completed soonest and Village Organisations (VO = federation of SHGs) need to be strengthened.

A major portion of the remaining funds are for seed capital but this is linked to quality of SHGs and bank linkage which continues to be low. The project is completing in Dec 2016 (after an extension of 2 years) with nearly 63% funds (USD 18.8 million) undisbursed so far. Part of loan may need to be cancelled after a careful estimation of how much the project will be able to realistically spend by closure. This will have to be done soon because partial cancellation is not possible once the project enters into its last year of implementation.

##### Innovations of national interest:

- Goat based livelihood models in desert environment which is doing well could be a model for replication and up scaling (involving formation of Goat Groups, identification/training of *Pashu Sakhi* for community-based support system and *Community Livestock Facilitator* for technical extension services), mainly involving women.

	Agreed Actions	Responsibility	Timeline
1.	Review to ascertain the amount that the project would be able to realistically utilize in the remaining period and the	MPOWER/ IFAD	15 June, 2015

	amount to be cancelled ;		
2.	Intimate the final figure for cancellation to DEA.	MPOWER (GoR)/IFAD	1 <sup>st</sup> July, 2015
3.	SHGs linkages with financial institutions could be explored based on PTSLP model using patient capital.	MPOWER / GoR	30 April, 2015

#### **6. Post-Tsunami Sustainable Livelihoods Programme for Coastal Communities of Tamil Nadu (PTSLP) 662-IN**

**Summary of performance:** This is a high performing project successfully implementing integrated development approach in the coastal areas working with fisher communities using innovative strategies and financial products. Artificial reefs has led to increase in fish production, Fish Marketing Societies have increased bargaining power of fisherfolks and helped increase their income by 30-40%. Panchayat Level Federations are becoming business entities. VRF has helped to release loans at 6% rate of interest within 24 hours with 2 months moratorium. Nearly 16000 women have used these funds to cope with emergency needs. Patient capital model with NABFINS is also highly successful. After 6 years of the MoU with NABFINS this patient capital will rest with NABFINS as perpetual equity. Sub sector activities such as coconut, mud crab fattening, sea weed cultivation are highly successful. Less than 3% of HHs were covered by any insurance at baseline. But now 7 insurance products with premium ranging from 100- 365 INR are being implemented through PLFs and nearly 50% of project HHs are enrolled for insurance schemes. Project has strong gender and poverty focus- 97-99 % enterprises are with poor women. Some challenges exist- banks hesitant to finance enterprises, quality of Cluster staff out sourced from NGOs is mixed and there is a lack of good quality institutions for vocational training in remote areas.

The project has submitted request for a top up loan of USD 22 million for expansion of the successful PTSLP model in 6 additional districts vulnerable to natural disasters.

#### **Innovations of national interest:**

- Risk mitigation insurance products (covering health, accidents, assets, etc) with low premiums are hugely popular. This is ready for scaling-up.
- The Vulnerability Reduction Fund (VRF) managed by PLF (Panchayat level apex body of the SHGs) are soft loans available for the members for emergencies, which is very popular among the SHGs members.
- Likewise, Debt Redemption Fund (DRF) managed by the FMS provide for soft loans for the members of the FMS that they can avail to repay their high-interest loans from private money lenders to come out of debts.
- Project has demonstrated first example of functioning fish vending women's Joint Liability Groups (JLGs). Women retail fish vendors are the most vulnerable who get remaining catch and sell fish on road side. They have been organised into JLGs and provided access to credit which has helped them.

	<b>Agreed Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
1.	State Government interested in scaling-up with supplementary loan for 6 new districts. DEA considering this proposal and will be informing the project of its decision soon	DEA/ IFAD	TBD
2.	Project innovations such as DRF, VRF, Insurance and Women Fish vendors' JLGs should be documented and built into the design of new projects; the same could also be used during the visit of CPE team from IOE, IFAD.	PTSLP/ IFAD	Ongoing
3.	Undertake SHG audit and complete SHGs accounts reconciliation.	PTSLP	Immediate

#### **7. Meghalaya Livelihoods and Access to Market Project (Megha-LAMP) Loan No.200000648**

**Summary of performance:** The project became effective in Dec 2014 and is scheduled to close in Dec 2022. Overall there is good progress in key start-up activities. The Meghalaya Basin Development Agency (MBDA) implementing the project is a Section 25 company under the Department of Planning. The state government has issued notification for Core Team, SPMC, SMPU, DPMU and Addl. PD. Advertisements have been issued for key positions. Bank Account for SPMU and DPMUs opened and partnering NGOs for EFC finalized. Six Value Chain studies have been completed and CLF Assessment study has also been done. The GoM has negotiated Technical Support with ICIMOD. The project was already working where

IFAD funds were plugged in, hence the start up activities are moving very fast. During design itself some studies were done which are very useful. Learning from other projects which demonstrate that Multi state projects work well only if they operate through the office of the collectors/DMs at the district level. This has been adopted by LAMP. The project is in the process of turning around the venture capital fund LIFCOM (inherited from MLIPH) to work as an apex co-operative bank. IFAD has not been notified on compliance of conditions of disbursement for initial advance to take place.

**Innovations of national interest:**

- Too early for innovations but the model of the Enterprise Facilitation Centre is innovative by design. EFCs are a one-stop-shop for enterprise development where interested entrepreneurs will get access to bank, convergence and project funding, along with advice, training and technical support. The impact of the EFCs will need to be tracked during the project life cycle.

	<b>Agreed Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
1.	Send the request for advance to IFAD.	MBDA/ LAMP	30 April , 2015
2.	Project to send teams for learning about goatery to Rajasthan and for insurance products to PTSLP.	MBDA/ MBMA	July 2015
3.	If NERCORMP exits then the plan for exit should be drawn at the earliest and LAMP will take over some of the functions.	LAMP	Pending approval of top up loan

**8. Convergence of Agricultural Interventions in Maharashtra (CAIM) 779-IN**

**Summary of performance:** Although low on disbursement the project has had remarkable achievements on the ground. It is IFAD's only project with MoA. Current coverage is 212,000 hhs (target of 268,800). CAIM has generated real benefits for these households in terms of disseminating technologies and resources for more efficient and sustainable agriculture, leading to increased production (relative to other farmers) and/or decreased cost. Project has shown evidence on the ground for impact of improved agricultural practices in increasing productivity and incomes. A total of almost 30,000 farmers have been linked to markets via contract farming, direct selling and other initiatives. At present, the project has 64 market linkage schemes. Its greatest achievements is linkage with private sector which makes it very interesting for IFAD at the Corporate level. Improved packaging and marketing for dal has now been extended to jaggery and turmeric. Global Gap certification for oranges has been scaled up to 1000 farmers so that they can supply to international markets. However, the project suffers from some chronic challenges which include PD on additional charge (not full time); high staff turnover; mixed performance of IAs. What the project has achieved is remarkable in view of these challenges. The state government will like to stick to initial INR amount which would result in approx. USD 6 million cancellation. IFAD feels this could be increased to USD 10 million.

**Innovations of national interest:**

- Many examples of public-private-producer partnerships linking smallholders with international value chains such as Field Fresh, TESCO, Hansen, Unilever etc.
- Innovative partnership with BCI: CAIM obtained a BCI license in November 2014 and is now the largest BCI implementation partner in the world benefitting 41,923 farmers growing cotton on 53,832 ha. Yield increase 18%; pesticide down 22%, profit up 44%.
- Improved agricultural practice of BBF being scaled up across the state: The broad-bed furrow (BBF) cultivation method has increased the infiltration of water along with drainage for soyabean. In total 27,865 acres of soyabean were planted using BBF (approximately 16,000 farmers). Data from 359 villages showed that use of BBF resulted in a yield increase of 49% (195 kg/ac). BBF was introduced by ICRISAT in 1983. CAIM took it up on a mission mode and took it to 60,000 farmers and will be taking it up with 100,000 farmers. GoM has allocated funds to scale it up in the rest of the state.
- Joint asset ownership: CAIM has scaled up its Joint Asset Ownership Campaign, which puts land into the joint ownership of the husband and wife, with 5,210 households making initial applications which are getting approved by the Revenue Department with project's help.
- In a bad year for farmers of Vidarbha, project is educating them to deal with delayed monsoons and helping them to switch to other crops so as to reduce their risks. Next year the project will be increasing it to 64,000 farmers and eventually to 1 lakh farmers. GoM has now taken it up and embedded in the state government policy.

	<b>Agreed Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
1.	Engagement of Implementing Agencies and their	IFAD/ CAIM	April 2015

	performance: Programme design envisaged engagement of IAs for 64 clusters. This took a very long time to compete. Even now 9 clusters do not have IAs. The performance of around half of the IAs in 55 clusters is rated as poor. A quick solution is needed to address this. IFAD to field an ISM to help the project resolve this issue		
2.	PD to be assigned to CAIM on fulltime basis. APD to be hired.	CAIM	May 2015
3.	GoM is processing a USD 6 million partial cancellation (to correspond with initial INR amount of loan). IFAD feels this could easily be increased up to USD 10 million. This could be reviewed next year and a final decision taken on the amount to be cancelled.	CAIM/ IFAD	March 2016 after the SM

### **9. Integrated Livelihood Support Programme (ILSP) 856-IN**

**Summary of performance:** The programme is a follow up to another IFAD assisted project in the state (ULIPH) and became effective in Feb 2011. By the end Feb 2015 the total disbursement is approx. 6% of a USD 90 Million IFAD loan. It is currently the only Problem project in the India country Portfolio. The project has 3 components being implemented by 3 agencies- UGVS (Society under RD); WMD and UPaSAC. Federations formed under ULIPH have been further nurtured under ILSP. 69 federations currently involved in various business activities and INR 9.46 crore turnover with profit of INR 64.01 lakh. Almost 90% shareholders are women. Efforts are on to tie up with NABARD to provide additional funds to Federations. The project has successfully converged with ICDS- in 16000 AWCs the Federations are supplying take home ration and the state is replicating this elsewhere. With help from the project off season vegetables could be sold directly to the market. Farmers made double the amount. Project has set up a robust MIS system but it has not yet fully integrated elements of WMD and UPaSAC.

In its 4<sup>th</sup> year the project is implementing activities that should have been completed in the first year (staffing, recruitment of TAs, baseline study etc). Much of this is because of administrative and procedural delays in decision making. Barely 50% of staff are on board. A majority of Technical Agencies have been contracted in early 2015. There is also a major misunderstanding in defining the roles of PGs and compliance with NRLM. The initial delays in decision making in the project were further exacerbated due to the floods in June 2013, thus severely impacting project activities. A reallocation of project budget was made, following the floods in 2013, shifting USD 28 million (INR 160 crores) to food security and livelihoods from Watershed Development component. Progress of work has been minimal in the flood-affected regions for which the reallocation was done on an emergent basis. Number of elections in the state have also impacted implementation progress.

It is highly unlikely that the project will be able to use its full resources. The Mid Term Review of the project is due in early 2016. Partial cancellation may have to be considered by the Government unless the project make dramatic improvement in the next 8-10 months.

**Innovations of national interest:** Nothing significant though there are high potential initiatives. To be watched in future.

	<b>Agreed Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
1.	SM in April to consider including harder components to boost expenditure and also discuss with the project the amount that should realistically be cancelled.	IFAD/ ILSP	April 2015
2.	The ACS Finance, GoU should attend the wrap up with DEA after the SM so that a decision could be taken in this regard about partial cancellation.	ILSP	April 2015
3.	Ensure all staff are on board at the earliest, preferably before SM in April	ILSP	Immediate
4.	The Rural Development Department has been seeking formation of Producer Groups that are compliant with NRLM. This is a mistake, was never intended in the design, and should be stopped.	ILSP/	Immediate
5.	For more coherence in management, coordination, and reporting: (i) A single MIS for the entire project is needed (ii) CPD needs to be copied on all critical communication	ILSP/	Immediate

	from other PDs. (iii) The decision to appoint PS RD as MD of UPaSAC should be reversed as it is not in line with PIM.		
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**10. Jharkhand Tribal Empowerment & Livelihoods Project (JTELP) 879-IN**

**Summary of performance:** The project is a follow up to another IFAD assisted project JTDP in the state and is at risk if it does not pick up pace immediately. After 18 months of effectiveness there is almost no progress in the new JTELP project villages but work is being done in old JTDP villages using SCA to TSP funds. In the last 2-3 months project has picked up pace. Most of the delays have been due to elections because of which the project did not get any funds till April 2014. So staff and NGO recruitment process was delayed. In one month almost 90% of the staff will be in place. Now with staff and NGOs on board it is expected that the project will pick up pace very quickly. There are problems of overlap with NRLM and the project wishes that NRLM should exclude these areas from their coverage at least in the initial years. NRLM Co-ordination, NREGA convergence etc require higher level support of the Steering Committee which has yet to meet. Project wants to follow DGSND rates, this was initially not approved by IFAD but now for the initial procurement this has been allowed by IFAD. Project would like to do other procurement also through DGSND. Even after 18 months no withdrawal applications could be approved, due to absence of subsidiary loan agreement. This must be done on priority.

**Innovations of National Interest:** Nothing of note as yet.

	<b>Agreed Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
1.	Subsidiary agreement to be signed as per financing agreement at the earliest.	JTELP	Immediate
2.	Technical start-up to be done on priority. Organise a capacity building training for finance and procurement staff.	JTELP/ IFAD	April 2015
3.	WA to be prepared as per schedule 2; JTELP to request for support if required.	JTELP	April 2015
4.	Meeting of SPCC under the Chairmanship of Chief Secretary yet to be held (to deal with NRLM coordination, MGNREGS convergence and other matters of coordination).	JTELP	May 2015 and twice a year thereafter

## List of Participants

### Department of Economic Affairs, Ministry of Finance

1. Mr. Tarun Bajaj, Joint Secretary (MI)
2. Mr. Bhaskar Dasgupta, Director (MI)
3. Mr. Ashok Kumar, Under Secretary
4. Mr. Anand Singh, Senior Accounts Officer, Office of CAA&A
5. Mr. Naveen Kumar, Assistant

### IFAD

6. Mr. Nigel Brett, Country Programme Manager, IFAD, Rome
7. Ms. Meera Mishra, Country Coordinator, IFAD India Country Office
8. Dr. Vincent Darlong, Country Programme Officer, IFAD India Country Office
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10. Mr. Claudio Mainella, Finance Officer, CFS, IFAD, Rome (Observer)
11. Ms. Itziar Garcia Villanueva, Legal Officer, LEG, IFAD, Rome (Observer)

### Ministry of Tribal Affairs

12. Mr. Jeevan Kumar, Under Secretary

### Project Authorities

13. Mr. Vikram Kapur, Principal Secretary & Project Director, PTSLP, Chennai, Tamil Nadu
14. Mr. Pankaj Jain, Principal Secretary (Planning) & Dy. CEO, MBMA, (LAMP), Shillong, Meghalaya
15. Mr. Vijay Kumar, CPD, ILSP, Dehradun, Uttarakhand
16. Mr. Kapil Lall, Project Director, WMD, ILSP, Dehradun, Uttarakhand
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18. Mr. K.L. Chouhan, Accounts Officer, PMU, MPOWER, Jodhpur, Rajasthan
19. Mr. Mukesh Sharma, CmF, PMU MPOWER, , Jodhpur, Rajasthan
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27. Mr. Srikanta Prusty, Project Director, OTELP, Bhubaneswar, Odisha
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