



Creating Inclusive Business Models for Marginalized Tribal Communities in Odisha, Jharkhand and Madhya Pradesh (P145419)

SOUTH ASIA | India | Agriculture Global Practice |

Recipient Executed Activities | Learning and Innovation Loan | FY 2015 | Seq No: 2 | ARCHIVED on 21-Dec-2016 | ISR24766 |

Implementing Agencies: The Asian Heritage Foundation

Key Dates

Key Project Dates

Bank Approval Date:09-Oct-2014

Effectiveness Date:09-Oct-2014

Original Closing Date:09-Oct-2018

Revised Closing Date:09-Oct-2018

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The proposed PDO is to create employment and sustainable livelihood opportunities to reduce poverty amongst the unemployed youth, women and other marginalized communities in the tribal regions of Odisha, Jharkhand and Madhya Pradesh through supporting their traditional and artisanal skills.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Moderately Satisfactory	● Moderately Unsatisfactory
Overall Implementation Progress (IP)	● Moderately Satisfactory	● Moderately Unsatisfactory

Implementation Status and Key Decisions

The project witnessed a change in its management in January 2016. Key positions, including Project Manager, Finance and Procurement Manager and some technical staff had resigned. AHF recruited some of these positions, but there are still vacancies in key positions (especially at the field level).



The project team needs to substantial fast-track key project activities. The project, so far, has not been able to achieve artisan outreach from the target clusters. While a new project management team is in place at AHF, there are still vacancies in the central team as well as in the field. This would pose a risk to the project in not meeting its Development Objectives as agreed upon with the World Bank.

In particular, AHF needs to focus on (i) increasing artisan outreach (ii) conducting skill and design development trainings of identified artisans, to develop / design contemporary products (iii) developing and strengthening artisan institutions (iv) prioritizing marketing efforts (including local, B2C and B2B) to ensure there are 200 days of orders for the artisan communities being supported by the project.

AHF presented a short term time-bound implementation plan that will be monitored by the task team closely. Furthermore, in addition to the technical assistance clinics already held, the task team has planned targeted workshops/clinics on institutional building and artisan outreach.

Following are some of the key issues identified that are to be addressed at the earliest:

Slow pace of outreach and skill / design development activities: While scoping visits in all districts have been completed, AHF has held only 15 skill and design development workshops in the period between January 1 and June 30, 2016. The total number of artisans trained is only 76, which is 1.5% of the eventual target of 4800 artisans. At a time when the project is close to the half-way mark, this is cause for concern and the project should significantly pace up the outreach agenda.

Limited coordination with SRLMs and key government partners: Institutional building activities have not been initiated yet. Artisans identified and trained in various workshops have not been organized into artisan institutions. The project team is in the process of identifying a suitable expert to assist in institutional building activities. There is significant room for improvement in project team's engagement with SRLMs and State level partners to increase traction and improve pace of implementation.

No progress on Community cluster fund: No activities have been initiated yet under this component, despite 19.5% of the total project funds allocated to this component.

Marketing and promotion activities at incipient stage: The project team is in the process of strengthening back-end systems for clusters established in Jiyo-1 to ensure a robust supply chain. The team is in talks with online marketplaces (Jaypore, Mojarto) as well as select retail stores for strategic alliances, and expects to commence sale of its merchandize through these avenues by August-September 2016. The project team must take these discussions to their logical conclusion and ensure tangible partnerships that benefit artisan beneficiaries.

Project Management – Continuing vacancies is a cause for concern: There are still vacancies in the project team, especially at the ground level, which pose a risk to the pace of implementation and thereby, the achievement of project objectives. The agency for the baseline survey has been finalized, and the survey will be undertaken soon.

Financial management and procurement – immediate action required: The project has weak internal control systems. Authority for approval of bank transactions hasn't been delegated yet as agreed at the start of the project. The procurement capacity and need for adherence to agreed procurement processes need to be strengthened. A series of measures have been identified and agreed upon. It has been decided that all recommendations from Bank would be monitored on a monthly basis.

Risks

Overall Risk Rating

Risk Category	Rating at Approval	Previous Rating	Current Rating
Overall	● Moderate	● Moderate	● Moderate

Results

Project Development Objective Indicators

►Percentage increase in income for at least 50% of target artisan families as a result of developing new products. (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	--	25.00



Date	30-Oct-2015	--	--	09-Oct-2018
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►Percentage increase in the number of days of employment through project interventions (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	--	25.00
Date	30-Oct-2015	--	--	09-Oct-2018

►Percentage of new CBOs (target is 8) that are marketing through their Jiyo, Jani and Jiva (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	--	75.00
Date	30-Oct-2015	--	--	09-Oct-2018

►Percentage of target Households (HHs) have accessed funds through the project, linkages with banks or other financial resources (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	--	75.00
Date	30-Oct-2015	--	--	09-Oct-2018

►Percentage increase in sales turnover by new CBOs as a result of project interventions (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	--	50.00
Date	30-Oct-2015	--	--	09-Oct-2018



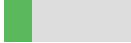
Overall Comments

Intermediate Results Indicators**▶8 new cluster enterprises established and operational (Amount(USD), Custom)**

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	8.00
Date	09-Oct-2014	--	--	09-Oct-2018

Overall Comments

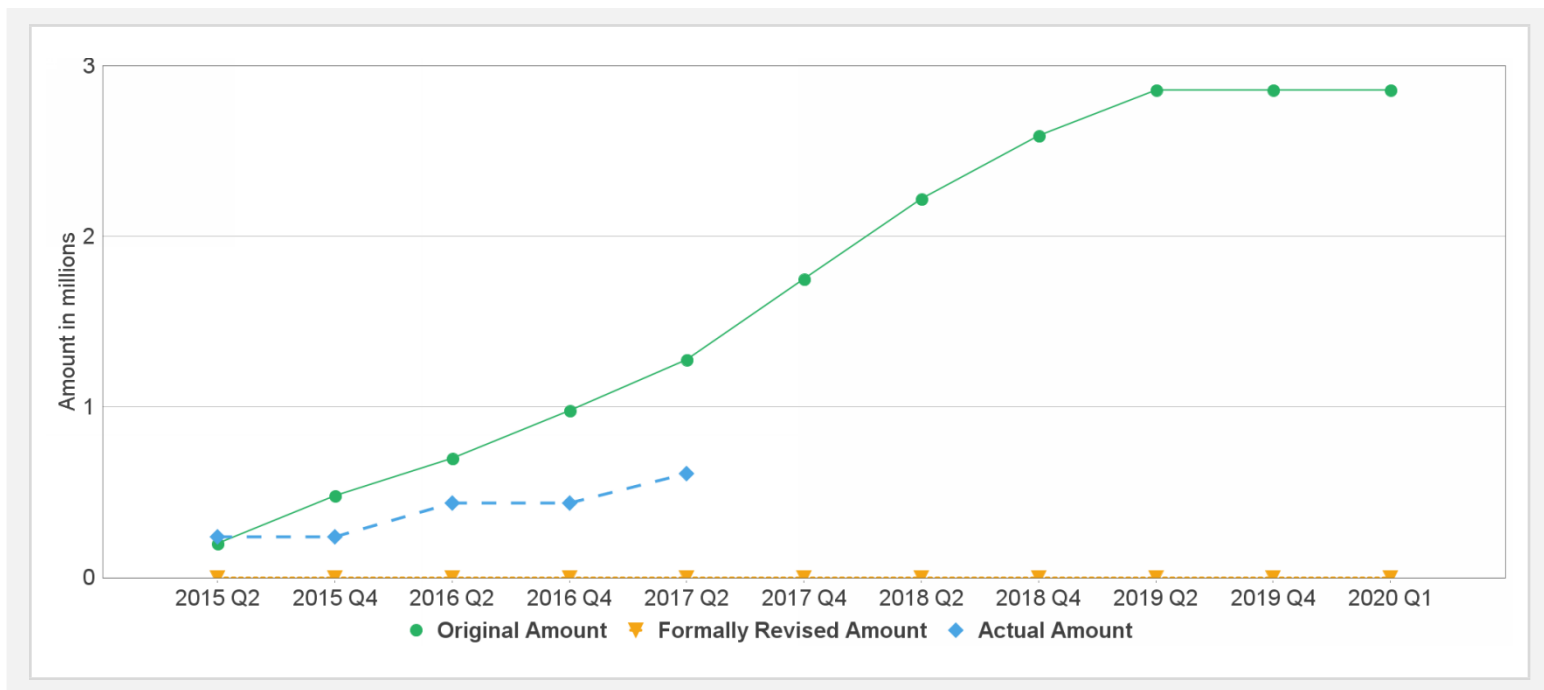
Data on Financial Performance**Disbursements (by loan)**

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P145419	TF-18040	Effective	USD	2.86	2.86	0.00	0.61	2.25	 21%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P145419	TF-18040	Effective	09-Oct-2014	09-Oct-2014	09-Oct-2014	09-Oct-2018	09-Oct-2018

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.