

Evaluation of Jharkhand Tribal Empowerment and Livelihood Project

Facilitating NGO – Badlao Foundation
Block – Jamtara, District – Jamtara, Santhal Pargana, Jharkhand



Report

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Preface

Since long Badlao Foundation (BF) has worked for socio-economic transformation of the Santhal and Paharia tribes of Santhal Pargana in Jharkhand. In pursuit of its developmental efforts Badlao Foundation also undertook the program of community empowerment and improvement in food security in the tribal villages of Jamtara district. In the year 2015 the BF launched Jharkhand Tribal Empowerment and Livelihood Project (JTELP) in 35 tribal villages of 5 panchayats in Jamtara Block of Jamtara district. The six years long project was funded by International Fund for Agricultural Development (IFAD) and supervised by Jharkhand Tribal Development Society (JTDS) at Ranchi.

The implementation of JTELP in Jamtara Block by Badlao Foundation (Facilitating NGO) is part of the state level project being executed simultaneously in 1,36,000 households of 1330 villages comprising 164 panchayats of 30 blocks of 14 Tribal Sub-Plan districts of Jharkhand in a saturation mode.

In Jamtara block, 5425 tribal households were empowered and enabled to take up livelihood opportunities based on sustainable and equitable use of natural resources in 35 villages of the block. The project envisaged to enhance community awareness, strengthen GSPECs, SHGs and Youth Groups, to conserve land and water resources and use them sustainably for the benefit of tribals; to improve food security and increase income from use of natural resources and non-farm employment.

The execution of various planned activities was done by the project team in the project villages on the basis of Annual Work Plan and Budget (AWP&B). Likewise annual progress report of the project was prepared and submitted at the end of each year. An end report was prepared at the closure of the project showing achievements and progress of the project. The evaluation study of JTELP in Jamtara block was taken up at the terminal end of the project in December, 2021 to assess the impact of the project on the living conditions of the tribal population in the project villages. The primary data was collected through FGD, case studies and interactive sessions with the project managers and field functionaries and the community organizations (GSPEC, SHG & YG) and beneficiaries.

Secondary information was gathered from progress reports, records maintained in the project office. Finally, evaluation report was prepared highlighting the main findings, conclusions, lessons learnt and recommendations for sustaining the benefits of the project.

We are thankful to Bajrang Singh, Sansthapak and Founder Secretary of Badlao Foundation for offering us to associate with this land mark project as evaluators. We express our gratitude to B.F. management for facilitating the evaluation study.

Arvind, Secretary of BF and Asha Rathore enriched the study by sharing their long field experience and wisdom gained through working for improving the quality of life of the tribals in Santhal Pargana.

Dr. Pijush Kanti Ghosh, Project Coordinator of Badlao Foundation his team fully cooperated with us by providing relevant project reports and data for the study. We got greatly benefitted and informed through interaction and discussion with field functionaries and the project beneficiaries during the field visits.

Among both of use, Dr. Y.L. Das has shared the major job of interactions and field visits in addition to sharing the writing of this report. I am very much obliged to him.

Thanks are due to Shailza Sharma for flawless computer typing and careful formatting of the report.

March, 2022.

Manohar Lal, Y.L. Das.

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CHAPTER – 1

INTRODUCTION

Poverty and Socio Economic Development in India

In spite of impressive economic growth, poverty remains a major issue in India. Bulk of the poor people in India belong to rural areas. Distribution of the benefits of growth to poor rural people has been constrained by various factors such as inadequate physical and social infrastructure, poor access to services, low investment a highly stratified hierarchical social structure and ineffective and inefficient implementation of poverty alleviation programmes and many other compulsions. Thus, removing widespread rural poverty remains a big challenge before India. Rural poverty varies sharply across various social and occupational categories as well as among different ecological regions. The scheduled tribes (STs) are among the poorest, followed by the scheduled castes (SCs). Occupationally, farm workers, small and marginal farmers and artisans are poorest. Rural poverty is highest in the central and eastern plateau states and in the rain fed undulating, hilly and mountainous regions of the country. There is now a genuine and widespread understanding that, without inclusive growth, the social and political implications of rising inequalities could be very adverse.

Poverty and Tribal Development

The scheduled tribes are among the poorest communities in India who traditionally reside in rural and remote settings through generations. They have suffered from severe socio – economic disabilities such as poverty, poor nutritional level, lack of awareness, poor health and lack of participation in development programmes. Consequently, they have been subjected to extreme exploitation and deprivation of the fruits of ongoing development and welfare programmes. They are badly trapped in the vicious cycle of poverty indebtedness, dependence and acute under development.

Various national and state level initiatives have been taken up over decades under the Five Year Plans for the upliftment and eradication of poverty among the scheduled tribes living in different parts of the country. Currently, the most relevant programmes are the MGNREGS, Special Central Assistance (SCA) to Tribal Sub Plan (TSP), grants under Article 275 (1) of the Indian Constitution, the Rashtriya Krishi Vikas Yojna (RKVY), the National Horticulture Mission (NHM), the Integrated Watershed Management Programme (IWMP), the Accelerated Irrigation Benefit Program (AIBP), the Repair, Renovation and Restoration of Water Bodies and the National Rural Livelihood Mission (NRLM).

Poverty and Tribal Life in Jharkhand

Jharkhand State was carved out of Bihar in the year 2000. Though the state is rich in minerals, it has remained backward in terms of overall development. The state economy is mainly based on primary sector with more than 78% of the population in the rural area making a living from agriculture.

Jharkhand with an area of 79.714 Km² and population of 32.98 million (2011) has a density of 414 persons per km². It accounts for 2.6% of India's population. Sex ratio in the state is 941 females per thousand males. Literacy rate is 68% for all persons, 78% for men and 56% for women respectively. The overall literacy rate varies across the districts with lowest of (50%) in Pakur and highest (77%) in Ranchi district.

There are 24 districts, 260 blocks, 4423 panchayats and 32620 villages in the state. Ranchi, Jamshedpur, Dhanbad, Hazaribagh, Deoghar, Godda, Dumka, Sahibganj and Bokaro are the main towns in Jharkhand where the living standard of the urban people is far better than the poor tribals living in villages and remote areas.

There are 32 large and small tribes which inhabit in the Jharkhand State. As per 2011 census, tribal population constitute 8,645,042 persons which are 26.3% of the state population. The tribals mainly (91.7%) live in rural and hilly areas of the state. The tribal population varies among the districts with highest concentration in Gumla, followed by Lohardaga and West Singhbhum. However, the tribals are spread all over the state. They are at different levels of socio-cultural integration ranging from hunter food gatherer Birhors to shifting cultivator Sauria Paharia to settled plain agriculturist Munda, Santhal, Oran and Ho. Thus, there are hunter food gatherers, shifting cultivators, simple artisans and settled agriculturist tribals residing in different parts of Jharkhand State.

There are 8 tribes which have been categorized as Particularly Vulnerable Tribal Groups (PVTGs) on the basis of difficult terrain, and acute socio-economic disabilities. These include Asur, Birhor, Birjia, Korwa, Parahiya, Sabar, Mal Paharia and Sauria Paharia. These PVTGs are spread in all the 24 districts of Jharkhand. As per 2011 the total population of 8 PVTGs was 292449. They are only 3.4% of the tribal population of 86.45 lakhs in the state. Most of the PVTGs live on the ridges and top of the hills engaged in shifting cultivation and pursuing forest based livelihoods.

Tribals are among the poorest in Jharkhand. They have suffered most in terms of displacement caused by acquisition of their homestead and agricultural land for the purpose of establishing industries and various development projects. The tribals as a whole and the PVTGs in particular, remain the most disadvantaged people in the state. They fare poorly on all development indicators such as poverty reduction, food and nutrition security, literacy, health and vulnerability to climate shock.

Tribals are highly dependent on the natural resources base for their survival and their livelihood systems revolve around forests, agriculture, livestock and wage labour. The majority of agricultural production, however, is rain-fed, rudimentary and mostly focused on rice cultivation. Depending on the location 20 to 60% of food requirements are met from their own production and the rest is met

through government's Public Distribution System (PDS) and purchases from income earned through NTFPs, livestock and Wage Labour. Declining fertility of soils, increasing occurrence of drought and seasonal shift in rainfall patterns are adversely affecting the traditional cropping pattern and productivity. Degradation of forest land due to uncontrolled grazing, cutting of trees and faulty implementation of forest policies and laws are reducing the availability of NTFPs to the tribals.

Although a number of State and National Acts, Policies and Programmes have been in place for quite some time, these are yet to make any perceptible impact on the living conditions of tribals in the State. Migration of tribal population in search of livelihood is a historical phenomenon. There exists distress migration of rural and tribal people from many pockets of Jharkhand. Lack of production employment, low agricultural productivity, erosion of natural resource base together with improper functioning of government welfare schemes and programmes have forced the tribals to migrate to other areas in search of wage employment such as seasonal agricultural labour, work in brick kilns and industrial areas.

The major drivers of poverty among tribals are the low level of literacy along with low level of knowledge about their rights and entitlements, political marginalization powerlessness and social discrimination, indebtedness leading to land alienation, forced labour and so on. Although vast majority of the tribal households have land, their land holdings are very small and fragmented. With considerable male out migration, most of the agricultural work other than ploughing is performed by women.

Jharkhand Tribal Empowerment and Livelihood Project (JTELP)

The government of Jharkhand is committed to extend the outreach of poverty alleviation programmes to the poorest of the poor in the State. Jharkhand Tribal Empowerment and Livelihood Project (JTELP), in line with the policies of the state government, has pursued interventions to reduce food insecurity and migration by providing an integrated natural resource management which is essential for enhancing the overall productive capacity of the land and for reducing the vulnerability of the communities to drastic climate changes.

- **Rationale of JTELP**

- Need for focused engagement to promote and nurture community based institutions of the tribals required to improve their self confidence and reduce their vulnerability.
- Urgent efforts are required to reverse the downward trend of low productivity and declining resource base.
- There are ample opportunities to enhance investments in capacity building, involving the tribals in planning and implementation and ensuring better prices for their produce and supply of quality inputs.
- There is need for enhancing their livelihood, apart from improving their farm productivity. Scaling up of livelihood options requires a cluster approach to achieve economies of scale and helping them for the entire development cycle covering input – production – output marketing.

- The ongoing IFAD funded Jharkhand Tribal Development Programme (JTDP) has successfully demonstrated the feasibility of planning and execution of various development initiatives, particularly the natural resource development by Gram Sabhas. This experience can be scaled up to other areas in the Tribal Sub-Plan districts. The design of JTELP is based on the successful interventions in natural resource management, agriculture productivity enhancement and livelihoods that have been implemented by NGOs and JTDP with financial support provided by government of Jharkhand, IFAD and other donors.

- **Justification of the Proposed Approach**

The project will upscale several of established approaches to poverty reduction. Grass-roots institutional development of SHGs and GSPECs in expanding the outreach and project implementation already successfully tested under the JTDP, empowering tribals to implement relevant government policies, access government programmes and enjoy the development benefits due to them. IFAD will play a pivotal role in addressing the development needs of marginalized groups. Up scaling alternate implementation model successfully tested under JTDP will be an essential feature of JTELP.

Goals, Objectives and Outcomes of JTELP

The government of Jharkhand through its Social Welfare department has implemented Jharkhand Tribal Empowerment and Livelihood Project (JTELP) across 164 Gram Panchayats in 30 blocks of 14 Tribal Sub Plan districts in Jharkhand on a saturation mode. The project envisages to support 1,36,000 households in 1330 villages in the state. Five districts e.g. Ranchi, Khumti, Gumla, Simdega and Lohardaga are in Ranchi division, three districts such as west Singhbhum, East Singhbhum and Sarckela – Kharsawan in Kolhan division, Latehar in Palamaya division and five districts including Godda, Dumka, Pakur, Sahebganj and Jamtara in Sauthal Pargana division. Within these districts, blocks that have rural tribal population of more than 50% and BPL of at least 60% have been selected for launching the project.

Goal

To improve living conditions of the Tribal Communities and in particular, particularly vulnerable tribal groups (PTGs) in the Tribal Scheduled Area districts in Jharkhand.

Development Objective

To empower and enable 136,000 tribal households including 10,000 PTGs households to take up livelihood opportunities based on sustainable and equitable use of natural resources in 164 village Panchayats falling in 30 Blocks of 14 TSP districts.

Outputs

- Increased community awareness, strengthened Gram Sabha PECs, women's groups, youth's groups and PTGs households.
- Land and water resources conserved and used sustainably for the benefit of tribal communities.
- Improved food security and increased incomes from use of natural resources and off-farm employment.

Outcomes

- 122,400 tribal households from highland benefit from increased food production, greater participation and returns from improved rainfed farming practices.
- 26,640 households in lowland benefit from improved village irrigation facilities.
- 42,650 households benefit from market-linked, commercial production and livelihood activities.

This is sought to be achieved via the development objective of "empowering and enabling the communities to adopt livelihood options based on sustainable and equitable use of natural resources".

The project will adopt a three-pronged approach for improving livelihoods of the target group communities:

1. Support the formation of community institutions and empower communities through mobilization of Self Help Groups (SHGs) as an entry point activity to empower poor women and their households and to ensure their effective participation in grass roots community institutions. This will be complemented by mobilization and capacity building of Tola Sabhas at the habitation level, and Gram Sabhas at the natural village level. The Gram Sabhas will converge with the Panchayats. This process of empowerment will facilitate increased engagement of village people, especially the women, in articulating their development needs and influencing decision making processes at the Panchayat level. Classical SHG activities related to financial service and formation of apex structure will be through convergence with NRLM.
2. Develop food production systems and diversify livelihood options for improving food and nutrition security in light of climate change impact. This will focus on integrated natural resource management, adoption of improved technologies for increasing crop yield, diversification of land use to enhance productivity and reduce vulnerability to weather aberrations and climate change shocks and to provide services for input supply and marketing of surplus produce; and
3. Facilitate integrated production and marketing interventions that have the potential for expansion such as tasar cocoon rearing, vegetable cultivation, lac production, mango cluster

and goat-rearing. Specific income generating activities like backyard poultry, goat-keeping, piggery, duck-farming, rural artisan etc are proposed for the PTG and poorest households.

Implementation Arrangements

Key Implementing Partners are as follows:

- Welfare Department, Government of Jharkhand
- Jharkhand Tribal Development Society, Ranchi (JTDS)
- Participatory FNGOs (Badlao Foundation for Jamtara District)
- Participating Technical Support Agencies (PRADAN for Jamtara District)
- Community Based Organizations (SHG, Youth Group, GSPEC)

Convergence with other programme

Convergence with ongoing government programmes will be a key development strategy of JTELP for mobilizing financial resources. Besides addressing food security through improved management of natural resources and introducing improved farming systems, JTELP will also promote market-oriented livelihood streams by up-scaling successful livelihood modules promoted by JTDP and various NGOs, such as vegetable cultivation, mango cluster, cultivation, taser cocoon rearing, horticulture, lac rearing, goat-rearing and backyard poultry. These will be supported through convergence with Special Central Assistance (SCA) to Tribal Sub Plan.

Since each government scheme has a specified planning, approval and implementation mechanism, the project will set up appropriate modalities and coordination arrangements to ensure effective convergence. Similarly, the success of the project hinges on the ability to converge at the district level for implementation of activities using MGNREGS funds.

Funds and Fund Flow to the Project

The International Fund for Agricultural Development (IFAD) has sponsored and provided financial assistance to implement the Project. The Fund from IFAD comes to State Project Management Unit (SPMU) of Jharkhand State. The SPMU makes the fund available to District Project Management Unit (DPMU) of each of the implementing districts. Likewise DPMU finally transfers it to grass root level implementing unit, Gram Sabha Project Execution Committee (GSPEC) of all the project villages.

From time to time, DPMU issues instructions regarding proper operationalisation of funds. On the whole, a well designed Project management structure was constituted to manage the affairs of the project efficiently and smoothly.

Project Duration: - March, 2015 to December, 2021

The Funding Agency: - International Fund for Agricultural Development (IFAD)

IFAD was established in 1977 as one of the major outcomes of the 1974 World Food Conference. It is an international financial institution and a specialised agency of the United Nations that works to address poverty and hunger in rural areas of developing countries. It is the only multilateral development organization that focuses solely on rural economies and food security.

Headquartered in Rome, Italy, IFAD is involved in over 200 projects across nearly 100 countries. It funds and sponsors initiatives that improve land and water management, develop rural infrastructure, train and educate farmers in more efficient technologies, build up resilience against climate change, enhancing market accessibility, and more.

IFAD has played an important role by funding Jharkhand Tribal Development Programme (JTDP) which have succeeded in establishing the feasibility of planning and implementation of various development programmes like natural resource development by grass-roots organizations such as Gram Sabha (Village Councils). In the context of JTELP this international agency has contributed a substantial part of the financial support.

Organisational Framework

Management Structure of JTELP

The Department of Economic Affairs (DEA) in the Ministry of Finance is the nodal agency at the Gol level to review and monitor project progress. The Welfare Department of the Jharkhand State is the State level nodal agency for the proposed project. The project is being managed by JTDS with the support from TSAs, FNGOs, District Administration, relevant line agencies, Panchayats and Gram Sabhas.

Project Management

The JTELP has supported establishment of a SPMU in Ranchi headed by a State Project Director (SPD). The SPD is supported by an Additional Project Director, Finance and Administration Manager (FAM), a Convergence Manager, a Planning and M&E Manager, a NRM Manager, a livelihoods and Knowledge Management Manager, a Community Institution and Gender Manager, two Project Executives and other support staff. There is a District Project Management Unit (DPMU) in each project district with District Project Manager (DPM), a Finance and Administration officer, a Planning, M&E and Convergence Officer and a Project Executive.

The project has supported capacity building of SPMU and DPMU staff, development of a computerized accounting system and a Management Information System. The project allocates funds for engaging Specialist Organizations or Experts to help the project management in conceptualizing various project interventions and to provide expert technical advice and support

contracting specialist agencies for conducting Impact Evaluation_baseline survey, RIMS baseline, Annual Outcome Surveys, Mid-term Impact Assessment Survey, Final Impact Assessment Survey and Final RIMS survey and preparation of Project Completion Report.

The project has established a three tier project coordination mechanism: (i) Project Steering Committee at the State level chaired by the Chief Secretary; (ii) District Project Coordination Committees chaired by the respective Deputy Commissioners; and (iii) Block Coordination Committees chaired by the respective Block Development Officers.

Jharkhand Tribal Development Society (JTDS)

The project has used Jharkhand Tribal Development Society (JTDS), for the implementation of JTELP. JTDS is outside the government line agency structure, registered under the Societies Registration Act and has its own bye-laws and financial rules. JTDS has adequate authority to enter into partnership agreements/contracts with TSAs, FNGOs and other Specialist Agencies and to provide grants and financial assistance to Gram Sabhas.

JTDS is accountable to its General Council and Board of Directors which were reconstituted to permit expansion of its roles and functions in the context of JTELP.

The BoD is be responsible for: (i) providing direction and guidance for project implementation; (ii) reviewing and approving overall Annual Work Plan and Budget (AWP&B) of the project; (iii) formulating and revising bye-laws, financial regulations and personnel policies of JTDS, (iv) approving engagement of TSAs, FNGOs and other partner organizations; and (v) reviewing implementation performance of the project. The project management responsibility is vested with SPMU established within JTDS. The SPMU is headed by a full time SPD from All India Services with about 15 years of experience. SPD is assisted by an Additional Project Director (APD) and other technical and support staff.

Role of District Project Management Unit (DPMU)

The DPMU, Jamtara, headed by District Project Manager (DPM) played a crucial role in coordinating management, planning and execution and supervision of various financial and physical activities of JTELP in Jamtara Block which is being supported by Badlao Foundation and TSA-PRADAN and implemented by GSPECs at the village level.

The DPMU played key role in JTELP in the following way.

- To provide financial support and issue guidelines for utilizing the same by the community
- To guide overall project planning and execution of interventions in the project area
- To support the initiatives of GSPEC and village headman in planning and implementation of village level activities

- To ensure food security and empowerment of the community, the DPMU has supported the Badlao Foundation in executing various activities under the following components.

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1. Community Empowerment

- Formation of GSPEC and training of its members
- Promotion of Self Help Groups (SHGs) and Youth Groups (YG)
- Creation and operation of Village Development Fund (VDF)
- Capacity building and training of members of community level institutions

2. INRM

- Execution of Farm Ponds
- Construction of Shallow Wells
- Digging of irrigation Wells
- Formation and operation of Farmers Service Centre (FSC)

3. Livelihood Support

- Live Stock – Piggery, goatery rearing and Poultry clusters for income generation
- Agriculture – Farming, vegetable growing, fruit orchard (Apple Ber), growing Elephant foot yam

4. Project Management – DPMU played an effective role in the field of project management in the following areas

- To conduct monthly review meetings with the project staff and plan time bound, target oriented action plans for implementation in the project area
- In addition, DPMU from time to time, continued to add a few new and unplanned activities and modify implementation strategies which often contributed towards delay in completion of such interventions
- To manage convergence of the project with other district level development programmes
- To coordinate the training programme for the members of community based institutions such as GSPECs, SHGs and YGs
- To arrange for meeting with TSA, field level training and exposure visits
- To collaborate in data collection, report preparation and conducting case studies

Project Implementing Agencies

Technical Support Agencies (TSA) PRADAN together with FNGO – Badlao Foundation has provided the implementation support to community-based institutions in 35 villages of the project in Jamtara

Block. Approval of village plans has been decentralized and a mechanism has been instituted for convergence of programmes in the district.

A. Facilitating NGO (FNGO) - Badlao Foundation (BF)

Badlao Foundation (BF) has been selected as a FNGO to implement JTELP in Jamtara Block of District Jamtara in Santal Pargana region of Jharkhand. It is required to implement the programme in 35 villages of 5 panchyats of Jamtara Block.

The formation, functioning and development of BADLAO as a voluntary development organization, conforms its committed strive to bring **a change in society** that stands for socially transformed qualitative state of self-reliance based on equity and justice.

Obviously, Badlao Foundation (B.F.) was born out of a contextual necessity. During early fifties, when Maithon dam was constructed on river Barakar through Damodar Valley Corporation, 39 villages on the ridges were affected - some partially and some completely. Where houses were not destroyed, cultivable lands were submerged due to construction of that dam.

The uprooted tribals scattered all over the region, though majority of them zeroed on Mihijam, as Coalfields and Locomotive Industry etc. were nearby. When meager financial compensation exhausted - these tribals and other displaced people became marginalized and a conspicuous process of abject poverty and destitution emerged as the distinct feature of their survival.

Realizing the need to uplift and empower those deprived and marginalized people Mr. Bajrang Singh, a Social Activist with a social science background having working experience with bonded labour in Antyodya Ashram of Deoghar, (Santhal Parganas, Jharkhand), along with some of his associates started working with these displaced people. The bulk of these people were Santhals, Paharias and Bauries. As they were displaced, they did not have adequate land for cultivation and farming was not enough for their sustenance, therefore non-farm income generation activities like Tasar spinning by women were initiated. In course of time (1982) Badlao Foundation became a Registered Organization. Later on, to promote Tasar spinning it became affiliated to Khadi & Village Industries Commission (K.V.I.C.), Government of India in the year 1985.

Vision

Badlao stands for equality and equity based gender just, socially transformed self reliant society.

Mission

Badlao Foundation endeavors to empower people for social transformation to achieve self-reliance and gender justice through participatory efforts and to ensure ecological balance. People in Badlao Foundation are committed and competent to creatively initiate and persevere on their tasks, to uphold human dignity to strive for an equitable social structure and to enable women and socially disadvantaged to claim their rights.

Core Values

- Change
- Self Reliance

- Human Dignity
- Ecological Balance
- Participatory Development
- Equality & Equity Based Society.

Target Group

Badlao Foundation has been rendering its services to rural population, especially Santhal & Paharia tribes, Dalits and other backward class people who live below poverty line in Santhal Pargana region of Jharkhand State.

Area of Operation

Badlao Foundation started its operation initially at Mihijam. After a few years of dedicated work with Santhals, Paharias and other poor people in Mihijam (Jamtara Block- Jamtara District) and general exposure to other areas of Santhal Parganas, it could realize the scope and need for addressing issues through micro-level planning in broader periphery. Hence it thought of expanding its base for intervention. While its original operational area of Mihijam and other adjacent areas have an industrial footing, Domdih (Sunderpahari block – Godda district) is forest based and hilly being the abode of a primitive tribe called Sauria Paharia where as Karanpura (Madhupur block- Deoghar district) is agriculture based and Machkol (Jarmundi block- Dumka district) is upland, denuded of forest cover.

Obviously the focus of actions for all these areas was different, though community organization and sustainable livelihood for food security were the major goals. In addition to general concerns on health and education in all the areas, specific attention to specific issues in all these areas was attended to. In Mihijam (Kewatjali) health and education were more focused. In Karanpura eco-friendly sustainable agriculture was the first choice. Regeneration of water and its equitable distribution was the priority area for Sunderpahari region. In Machkol area, the creation of vegetation and biomass based livelihood-system development was of utmost choice.

Activities and Accomplishments

From the very outset, Badlao Foundation had undertaken number of steps to mainstream the underprivileged and deprived masses. Over the years, it has made many self sustaining efforts to ensure holistic development of its stakeholders through multi dimensional approach. As yet, the organization has made fruitful effort in different lines of action to ensure an integrated development of the marginalized and socio economically backward people in a sustained manner.

Advocacy

Rights and entitlements based Advocacy and Lobby for rural poor and deprived tribal has been undertaken in an ongoing manner in different nook and corner of the operational areas. District and State level forums have been formed and a well planned campaign and pressure group strategy

been followed for burning issues like Land Rights of Tribals, Property Rights of Tribal Women, Panchayati Raj system and NTFP collection and marketing etc. Press Meet and Civic Meets are arranged at regular intervals once in a year to ensure proper exposure of these issues to outer world.

Partnership with Civic Society Network

- Voluntary Action Network India (VANI), New Delhi
- Voluntary Health Action for Jhaarkhand (VHAJ)
- Society for Participatory Research in Asia (PRIA)
- Confederation of NGOs of Rural India (CNRI), New Delhi
- Credibility Alliance – Jharkhand Chapter
- Sahabhagi Sikshan Kendra (SSK) – Uttar Pradesh
- BASIX India – Ranchi
- Madhyama Foundation – Bhubaneswar
- Vikash Bazar Net - Ranchi

B. Role of TSA – PRADAN

A district level agency – PRADAN has been working for long in Jamtara district for improving socio-economic situation of tribals in the area through providing livelihood opportunity by implementing farming and natural resource management activities. PRADAN is associated with JTELP as a Technical Support Agency (TSA) to mentor Badlao Foundation (FNGO) and together with it provide implementation support to community based institutions e.g. GSPEC, SHGs, YGs and VDF.

The technical support of PRADAN has been provided in the areas of interventions given as below:

- To support in mobilization of target groups through meetings and training
- To help in preparation of execution plans and inputs
- To prepare cropping schedule according to cropping pattern
- To focus on participation of volunteers (CRPs, CFs) in agriculture related activities
- To prepare POP (Package of Practice)
- To train farmers on agricultural practices and provide field training through demonstration
- The areas of agriculture training include cropping pattern, technology, varieties of seeds, seed sorting, seed selection, nursery preparation etc.
- Training on kinds of crop diseases, their prevention and treatment, local medicines and methods, organic pesticides (Neemastra) their preparation and use etc.
- To provide knowledge on how to make field assessment of crops
- Exposure visit of farmers to enhance their knowledge about good agricultural practices
- Planning for 10 days tour of the field area in project villages every month
- To participate in monthly review meeting with DPMU and prepare reports.

CHAPTER - 2

Evaluation of Jharkhand Tribal Empowerment and Livelihood Project (JTELP)

A Framework

Objective:

- To analyze the process of the implementation of the project.
- To assess the impact of the project on tribal empowerment and promotion of livelihoods.
- To underline the strengths and weaknesses of the project.
- To suggest measures to sustain the project initiatives with needful improvements.

Methodology:

- Purposive sampling of study villages.
- Purposive sampling of clusters.
- Purposive sampling of beneficiaries and stake holders.

Study Tools:

- Focused group discussion points.
- Case study framework.
- Points for researcher's observations.

Technique of Data Collection:

- Meeting with project personnel.
- Collection of relevant information from concerned records and literatures.
- Interview/Discussions with
 - Beneficiaries
 - Project personnel from village level to district level
 - Observation from the field

Chapter Outline:

Preface

1. Introduction
2. Objectives and methodology of evaluation study
3. Profile of the project area (district, block and villages)
4. Analysis and Findings of the study
 - 1) Componentwise and Activity coverage of Project area
 - Project Management structure
 - Community Empowerment
 - Livelihood Support
 - Integrated Natural Resource Management (INRM)
 - 2) Villagewise analysis of Project Interventions
 - 3) Panchayatwise analysis of Project Interventions
 - 4) Emerging issues raised in the process of interaction and Focused Group Discussion with field staff and the beneficiary groups
5. Case Studies Analysis

6. SWOT Analysis
 - Strength
 - Weaknesses
 - Opportunities
 - Threats
7. Conclusions and Recommendations
 - Conclusions
 - Recommendations
 - Lessons Learnt
 - Looking Ahead

Annexure

1. JTELP – Flow Chart (Ref. Chapter 1)
2. JTELP Villagewise Activities (Ref. Chapter 4)
3. Mahilla Sabha Samvidhan aur Niyamavali (Hindi) (Ref. Chapter 6)

Formats for Data Collection

Points for FGD

1. Component wise
2. Management: Strategies
 - a. Unit's Total Cost (Rs)
 - b. Component of cost
 - i. Infrastructure budget (Budget Shed)
 - ii. Piggery/Poultry
 - Fodder (proposed/received)
 - Medicine (proposed/received)
 - iii. Training
 - iv. Budget is adequate or not
 - Model (infrastructure) is adequate for pig/poultry?
 - a. Height and space sufficient or not?
 - b. Distance from home to pig/poultry shed is convenient or not?
 - c. Timely delivery of the assets or not?
 - d. Assets procurement/structure: required support received or not?
 - e. Assets/infrastructure: satisfied or not satisfied?
 - i. Please brief if any problems or challenges faced?
 - f. Drinking water facility in the pig/poultry shed proper or not?
 - g. What is the other problem faced by you to maintain the pig/poultry sheds?
 - h. How solve the problem?
 - i. Own contribution to sustain the pig/poultry shed
 - t. Finance
 - ii. Other than finance/non financial
 - j.
 - a. If any training for the maintaining the pig/poultry shed.
 - b. Whether you are satisfied with training?

- c. After training you have implemented the training input and procedure in practice or not?
- d. If any problem faced by you to implement the training procedure/practice in actual work.
- e. Whether you are imparted the training inputs to others?
- k. For monitoring and execution who have visited your farm and frequency.
- l. To continue the pig/poultry business what is your views.
- m. What is the procedure/process for selection of the beneficiaries?
- n. Selection of pig/poultry, who does the selection (variety etc.).
- o. The purchase of pig/poultry by the help of GSPAC/own/higher authorities.
- p. The reason for the purchase of pig/poultry- your views about appropriateness.
- q. Income from the pig/poultry shed.
- r. Own consumption from the pig/poultry
- s. Profit/saving from the pig/poultry shed.
- t. Education status of children increase or not from the pig/poultry shed.

Farmers

1. How do you select for the INRM assets (pond/shallow/tube/well/kuwan)?
2. How much land require for the creation.
3. How much farmer is benefitted and how much command area.
4. Size of creation of pond etc.
5. How long water availability (Month in a year)?
6. Actual/present common area/no. Of farmers/users.
7. The construction work is done properly and timely start date, end date.
8. The selection of land for construction in view of availability.
9. The fund of creation of assets/ as per budget is received or not.
10. If any problem or challenge faced by you, please describe.
11. Impact from the project on the agriculture, increase in irrigation area.
12. Other than irrigation what is the impact on agriculture.
 - a. New crops interventions.
 - b. Production increase (per bigha)
 - c. Does the production increase after use of irrigation and fertilizer?
 - d. Net income from agriculture how much increased- less/much more/nil.
 - e. Impact from increase the farm income, change- saving, food security, health and nutrition, education, others.
13. What is your idea to sustain the project?

YG/SHG

1. Establishment date of your group.
2. Objectives of your group.

3. Procedure for the formation of the group.
4. Member of the group.
 - a. Participation of the groups.
5. Role and function of the groups.
6. For support/supervision any facilitator has come or not, if yes, what was the role of facilitator.
7. Group activities done or not.
8. Who will monitor your group activities?
 - a. How long and how?
9. If you feel any support from other than group members for functioning the group activities?
 - a. Who comes to extend the support?
10. Problem and challenge faced by you for functioning the groups.
11. How do you solve the problem?
12. If any training provided for the group, when and on what subject.
13. Regular meeting is conducted by the group or not.
 - a. Frequency of the meeting.
14. Member participants in the regular meeting/attendance (passive/active)
15. For effective functioning the group, do you coordinate to others?
 - a. If yes, whom and how.
 - b. Do they cooperate when required?
16. Who take the decision of the group?
17. Obstacles for smooth functioning the groups.
18. Suggestion for better functioning of the group. (if any)
19. How much group members are benefitted for the group activities.
 - a. Innovation idea/activities of the groups.
20. Impact of groups on:
 - a. Community mobilization.
 - b. Participation of men and women in Gram Sabha/decision making meeting.
 - c. Social recognition of group leaders.
 - d. feeling of elevation
 - e. Govt. Liaising
 - f. Self confidence
 - g. Self volunteerism to serve as village person (VRP).
 - h. Develop the capacity to solve the social issues.

Chapter – 3

Profile of Project Area and Target Groups

Out of 14 JTELP districts 5 districts – Godda, Dumka, Pakur, Sahabganj and Jamtara fall in Santhal Pargana division. Almost all of the Santhal Pargana region except Deoghar district have been covered under this project.

Profile of Santhal Pargana Region

Santhal Parganas refer to the north-eastern part of the state of Jharkhand. It is one of the five divisions of the state consisting of six districts viz. Dumka, Jamtara, Deoghar, Pakur, Godda and Sahebganj. It continues to remain one of the most poorly developed areas in the state. Jamtara has been carved out as a separate district from Dumka district on 26th April 2001. Jharkhand now has five revenue divisions and 22 districts. The high level of poverty together with low level of literacy, high infant mortality negligible infrastructure development etc. bear out the area's backwardness. While Jharkhand constituted the neglected area of erstwhile Bihar, within Jharkhand, Santhal Pargana similarly remains neglected in terms of development. Some scholars call it as the fourth world. The area's physical distance from the southern Jharkhand's industrial hubs like Ranchi, Bokaro, and Taagnagar also led to the area's poor development.

Historically, the creation of the separate district of Santhal Pargana followed the Santhal hul (rebellion) of 1855. This was rooted in extreme oppression faced by the local tribal groups due to usury, rack-renting and land alienation at the hands of the landlords, moneylenders and resourceful non-tribals. In turn, this was caused by the imposition of Permanent Settlement by the British Colonialists. Following this, Santhal Pargana was carved out as a separate district, where tribal groups were given special protection against land alienation, right to pursue customary laws and practices, discretionary powers to the governor to directly intervene in matters related to tribal development, etc. Under the garb of protecting the people, the British Government established its stranglehold over the area and began 'legitimately' exploiting its mineral and forest wealth.

Lying between 23^o40'N – 25^o18'N latitude and 86^o28'E - 87^o57'E longitude, Santhal Pargana stretches between the river Ganga on the north-east and the river Barakar in the south-west. The region can be geographically divided into three sub regions: hilly country, rolling country and low land. Consisting of the Rajmahal and other hill ranges and valleys, the hilly country forms an almost continuous central ridge from the north to the south. Found in the west and south-west, rolling country consists of undulating land, in places rocky and in places covered by scrub jungle. In addition, there is low-lying strip of alluvial land between the Ganga, Bansloi, Brahmani, Ajai and Mor. The region is also rich in mineral deposits like china clay, fireclay, coal, quartz, silica and road metal etc.

There are 6 districts in Santhal Pargana division. These are Jamtara, Dumka, Deoghar, Godda, Pakur and Sahebganj respectively. The area of Santhal Pargana is 14206 Sqr. Km. The Population is 5592605 persons with a density of 394 persons per sqr.Km. There are 44 blocks and 10015 number of villages in this region.

Sex Ratio is 940 females per 1000 males. 18.87% children are 0-6 years old. Literacy rate is very low. It is 35.72% among all persons, 47.15% among males and 23.62% among females respectively. Literacy among females is just half of that among males.

Based on the variation in socio-cultural and economic characteristics, people in Santhal Pargana can be grouped into three major categories. Tribal groups, Sadaans (native other than tribals) and New settlers. The two main tribal groups in the region are Santhal and Paharia.

Paharia are a primitive tribal group, which can be further categorised into Sauria Paharia, Mal Paharia and kumarbhag Paharia. The Paharia are the oldest indigenous people of the region and call themselves 'Maler'. Amongst them, the Sauria Paharia are a gradually dwindling tribe, who live on food gathering and shifting cultivation. They are in possession of the poorest quality of land and reside deep in the hills where life-supporting resources are steadily decreasing. Santhal, the largest tribal group in Jharkhand is a settled agricultural tribe. Some Santhal migrated into the region from Singhbhum in southern Jharkhand. A large number were also settled by the British in the 18th century in the region owing to their ability to clear forest land for cultivation. As often happens in the course of history, pushed by the tide of Santhal immigrants, the Paharia took to the hills. The tribals who have embraced christianity have been able to improve their socio-economic status through better access to education, health and development services. Sadaans consist of non-tribal native communities like Ghatwal, Khatauri etc. who often share customs and culture of neighbouring tribal societies. Some of these are classified as scheduled castes and are agriculturists and artisans. They also share many of the socio-economic problems of the tribals. A third group consists of New Settlers like Marwaris, Biharis, Bengalis etc. who have migrated into the region at different points of time from other parts of the country. They have mainly settled in urban areas and are the beneficiaries of new economic opportunities generated by industrial and economic expansion. In general, the new immigrant groups have a better socio-economic position than the tribals and the Sadaans.

Development issues in Santhal Pargana division are the same as in the State of Jharkhand. However, the socio-economic situation is worse than that in other parts of the state. The tribals, particularly PTGs suffer more than the non-tribal native communities and new-settlers.

Santhal Pargana stands at the bottom of the development ladder with high level of food insecurity, economic stagnation, and degradation of natural resources, high incidence of poverty, low level of literacy, poor health and nutrition, low status of women, shrinking forests and forest rights.

Jamtara District

Among the five JTELP districts in Santhal Pargana, Jamtara district has been assigned to the Facilitating NGO Badlao Foundation to implement the project in its Jamtara Block. Jamtara district was carved out of Dumka District of Santhal Pargana division in 2001. It has an area of 1801.98 Sqr.Km. With a population of 544856 persons the density is 302 persons per Sqr. Km. 178199 persons are tribals which are one third of the total population of the district. The district head quarter is in Jamtara town which is also an important rail head on the Eastern Railway.

Geographically, Jamtara district has several clusters of rocky hills covered with undulating land. Rainfed agriculture is the main stay of the people. Most of the agricultural land remains fallow in other seasons, except some patches of alluvium collected by large number of tributaries of river Ajay flowing through the district. The area receives average annual rainfall of 1000 to 1200 mm but 80% of rainfall occurs only during monsoon which creates problem of surface run-off and high soil erosion. Due to climate change rains have also become unpredictable. The acidic soil, deforestation, erratic rainfall, decreasing ground water level have made the agriculture and natural resources less viable sources of livelihood leading to hardships and distress migration to other areas in search of livelihood opportunities.

Area of Operation of the Project

Jamtara Block

Jamtara Block has been selected for implementing JTELP by FNGO Badlao Foundation. It fulfilled the criterion of selection of having 50% and above tribal population in gram panchayats and block area. The selection was done, at the time of sanctioning of the project proposal, by block and district level officials.

The project was implemented in all the 5 panchayats and 35 villages of the block. There are 5425 families and 27096 population spread in 5 panchayats. All the panchayats have tribal concentration ranging from 65.8% in Manjha to 80.3% in Ladhana panchayat respectively. The average tribal concentration in the block is 70.9%. Panchayatwise details of population are as follows.

Block	Panchayat	Villages	No_HH	TOT_P	P_ST	%of ST Pop
Jamtara	Chandradipa	4	973	4690	3756	80.1
	Duladih	10	1207	6088	4016	66.0
	Ladhna	8	936	4614	3704	80.3
	Menjhiya	4	1151	5811	3821	65.8
	Shaharapura	9	1158	5893	3911	66.4
Total		35	5425	27096	19208	70.9

The tribal households is mostly belong to Santhal Tribe. There are 25 households with around 1200 persons in Chandradipa panchayat which belong to PTGs. Duladih is the largest panchayat with 10 villages and Chandradipa is smallest with 4 villages. In all, there are 19208 tribals constituting 70.9% of the total population of Jamtara block.

Chapter – 4

ANALYSIS AND FINDINGS OF THE STUDY

The Beginning:

The JTELP in Jamtara Block started functioning from April 2015. In the first three months various preparatory activities were initiated at the entry point such as:

- Image building in the community through establishing rapport with the community.
- Assessment of community needs through participatory micro planning and preparation of resource management and livelihood plan for each project village.
- Formation and strengthening of community based organizations e.g. Gram Sabha, GSPEC, YG and SHG.
- Capacity building of various stakeholders so as to enable them to execute the project interventions effectively and efficiently in the operational area of the project.

Over more than six years of implementation of the project (Apr 2015 to Dec 2021) twenty different kinds of activities were undertaken in the project area comprising 35 villages covering all the 5 Panchayats of Jamtara block. It was observed that the execution of activities varied from village to village across the project area.

1. Component wise and Activity wise Analysis of Project Interventions:

A. Project Management Structure

There is a District Project Management Unit (DPMU) at the district level in Jamtara with District Project Manager (DPM), a Finance and Administrative Offices, a Planning, M&E and Convergence Officer and Project Executive. DPMU is responsible for transferring funds to the GSPEC at the village level. DPMU also monitors and reviews the project execution at regular interval.

Project Staff

The FNGO, Badlao Foundation (BF), which has taken up execution of the project in 5 panchayats and 35 villages of Jamtara block, created the staff structure as given below for effective management and implementation of the project activities.

Table 4.1 Staff Structure

Sr. No.	Component	No. of Units
1	FNGO Staff	14
2	CRP	38
3	Krishi-Mitra	15
4	Pashu-Sakhi	7

As seen above, a team of 14 working staff headed by a Project Coordinator was selected by Badlao Foundation (FNGO) to take up mobilization of the community and manage the program execution in the project area through the committed staff members. They were identified and assigned with the task of community mobilization and keeping track of ongoing activities. However, it was observed that due to frequent change of the staff during project period, certain difficulties were faced by the facilitating NGO in connection with their re-orientation, familiarization with the partner stakeholders and taking up the task with same zeal and sincerity. But, the NGO (Badlao) tried its level best to provide them proper knowledge, in still favourable attitude and functional skills to perform their roles efficiently.

Other Field Level Project Staff

Other field level project staff were trained and oriented by the government. As reported, their training contents were their role specific. So, they do not have any problem in performing their assigned duty. They were happy with such project of people's need and they wanted to continue in such jobs.

In addition, there were 38 CRPs (at least one in each village), 15 Krishi-Mitra (3 in each Panchayat) and 7 Pashu-Sakhi who were engaged in field level implementation of the project activities related to INRM, livelihood support and community mobilization activities. The Staffing pattern has shown that adequate member of staff were engaged to manage the project at block, Panchayat and village levels. Similarly an agriculture specialist and a junior Engineer (JE) were engaged at the project level to guide in execution of agricultural activities under livelihood component and civil work for digging ponds and wells for irrigation under INRM component respectively.

B. Community Empowerment

The Community Based Organizations (CBOs), Gram Sabha Project Execution Committees (GSPECs) were formed in the entire 35 project villages with one unit in each village to plan and implement project activities.

126 SHGs named as Mahila Sabha were activated in 28 villages for social and economic improvement of women. Seven project villages have no SHGs.

All the 126 SHGs constituted of 1536 women members. They received Rs 12,50,000. Total investment of the groups was computed to be Rs 20,98,069 through which a sum of Rs 33,36,029 income was generated locally. Thus an amount of Rs 12,38,960 was earned through total investment of Rs 20,98,069. Such intervention may be considered quite significant in socio-economic improvement of tribal women. More significantly all these SHG units in the project area have become part of the Jharkhand Ajjivika Mission.

In 21 villages (60%) Youth Groups (YGs) were also formed to serve their collective interest through which they may get empowered. Three types of YGs were formed e.g. Kishori Group, Young Women

Group and the mixed group with 11, 5 and 5 members in each of the respective Youth Groups. In all 192 males and 83 females of young age groups were involved in 21 YGs. It is a significant intervention in the project to empower tribal youth in the project area. Seed money of rupees 7.8 lakhs was made available to these YGs to take a income generation activities and the group level. Village Development Funds (VDFs) have also been formed in all the 35 villages as institutional arrangement consisting of 3 persons to operate project funds. More than 46 lakhs of rupees (Rs 46,43,763) was made available for 5 Gram Panchayats meant for Integrated Natural Resource Management (INRM).

Thus, a well thought planning and formation of community level institutions was done for empowering the community at the grass roots level.

C. Livelihood Support (Livestock and Agriculture)

Poultry, goatry and piggery sheds were constructed at family and cluster levels in a few villages only in the project area. The detail of opening sheds in each category are given:

- 8 units of poultry sheds were created in 6 villages.
- 10 units of goatry sheds were constructed in 7 villages.
- 8 units of piggery sheds were created in 5 villages.
- 200 poultry cluster sheds were constructed in two villages (100 units each) of Ladhana and Manjhiya panchayats.

These income generation activities suffered set back in the beginning, however, got sustained later on after improvement in the support system like selection of sustainable species and proper care, treatment of ailment etc.

- One Biogas digester unit was created in Raghunathpur village of Saharpura panchayat.
- The famers were provided improved seed support for Kharif, Rabi and Zaid crops and for growing of elephant foot yam in most of the villages.
 - 3202 farmers of 32 villages were provided support for Kharif crop.
 - 2237 farmers were given Rabi support in 29 project villages.
 - 2754 farmers of 31 villages got support for Zaid crops.
 - 3192 farmers of 30 villages were supported for growing elephant foot yam.

Similarly farmers of project villages were helped to grow papaya and apple ber fruits orchards.

- Farmers in 3 villages of Ladhna and Saharpura panchayats were supported to grow papaya in 7.5 acres of land.
- 125 farmers of 25 villages were supported to build apple ber orchards. Thus, 5 farmers per village were supported in 25 project villages.
- The farmers of village Chakgovinddih of Duladih panchayat with 48 households did not receive any support for the four crops and growing of orchards.

The assessment of livestock activities revealed that the clusters for livestock, poultry, goatry and piggery which were meant for rearing the livestock for income generation were also alleged by used for consumption purpose by the tribal beneficiaries in the project area. These livestock also suffered from high mortality among them. Thus, expected level of income generation through livestock rearing remained partially fulfilled.

The project interventions in agricultural sector such as in Rabi, Kharif and Zaid crops and growing of fruit orchards like papaya and apple ber have shown that these efforts have resulted in increase in agricultural income of the beneficiary farmers of the project area. Obviously, the use of HYV seeds, modern technique of agriculture and irrigation facilities provided under the project could have contributed to improve agricultural production and income of the farmers. Ultimately it could have led to food and nutritional security of the beneficiary farmer households in the project villages.

D. Integrated Natural Resource Management (INRM).

Water Harvesting Tank (WHTs)

77 water harvesting tanks (WHTs) were excavated in almost all the project villages except Chakgovinddih of Duladih Panchayat. It was envisaged to irrigate 135.4 acres of cultivable land in project villages.

Irrigation Wells (IWs)

In all 22 units of irrigation wells were constructed in 11 villages. 50 percent of the irrigation wells were constructed in Chandradhipa and Saharpura panchayats. These irrigation wells provided irrigation to 62.5 acres of command area. 165 farmers were benefitted from irrigation facility through irrigation well.

Shallow Wells (SWs)

It was reported that 72 units of shallow wells were constructed in 19 villages to irrigate 100.5 acres of land. Maximum number of shallow wells were constructed in Menjhiya and Saharpura panchayat.

Thus 171 units of irrigation facilities (WHT, IW and SW) were created in the project area which has provided irrigation to 298.4 acres of command area. It is a useful investment to enhance agricultural production, intended to promote food security and livelihood.

Farmers Service Centre (FSC)

Three Farmer Service Centres were opened, one each in Chandradipa, Ladhna and Saharpura panchayats. Latest agricultural tools and equipments were kept in the FSCs which could be hired and used by the farming households of the project area during agricultural season. These 3 units

served beneficiary farmers of all the 5 panchayats in the project area. However, it could have been better to establish a FSC in each panchayat for wider use of villagers.

2. Village wise Analysis of Execution of Project Activities

- There are 35 villages spread in 5 panchayats of Jamtara block with 5425 households and 27096 populations. 71% of the population belongs to tribals.
- All the 35 project villages were covered under one or other kind of 20 activities in the project area.
- There are two villages i.e. Chakgovinddih in Duladih panchayat with 48 households and Bena in Saharpura panchayat with 116 households, where except for formation of GSPEC and VDF, no other activity was reported being implemented.
- Largest number of activities (16) were taken up only in one village i.e. Raghunathpur (253Hhs) of Saharpura panchayat except irrigation well, FSC, poultry cluster sheds and papaya orchards respectively.
- 15 types of activities were reported from two villages such as Nilijadih (99 Hhs) of Ladhna and Menjhiya (599 Hhs) of Menjhiya panchayat.
- 12 to 15 types of activities were reported from 7 villages of four panchayats e.g. Chandradhipa, Ladhna, Manjhiya and Saharpura.
- 10 to 11 types of activities were taken up in large number of village (14 villages) from all the 5 panchayats.

These activities included formation of GSPEC, VDF, Youth Group, SHGs, Water Harvesting Tank, Shallow Well and support for Rabi, Kharif and Zaid crops, Elephant Foot Yam and Apple Ber respectively.

- 8 to 9 kinds of project activities were done in five villages of Duladih, Ladhna and Saharpura panchayats.
- As many as 5 activities were carried out only in one village i.e. Duladih (200 Hhs) of Duladih panchayat. These activities included formation of GSPEC, VDF, SHGs, Water harvesting Tank and support to some farmers for Zaid crop.
- Four activities including GSPEC, VDF, SHGs, Water harvesting Tank and support to some farmers for Kharif crop and growing Elephant foot yam were initiated in three villages of Duladih and Menjhiya panchayat.

3. Panchayat wise Analysis of Project Activities:

In Jamtara block, all the 5 panchayats have similar demographic features except for variation in the number of households and household population. However, Panchayatwise number of villages varies from 4 to 10. In term of population, villages of Chandradhipa and Menjhiya panchayats are bigger than the villages of other three panchayats.

Saharpura panchayat with 9 villages is most favoured with execution of 19 types of (out of 20) activities implemented in the project area. However, one village Bena has reported no activity except formation of GSPEC and VDF.

Next comes Ladhna panchayat with 18 types of activities being carried out in all the 8 villages in varying degree.

Menjhiya and Chandradhipa panchayats are third in rank with 16 activities undertaken in each panchayat. All the villages of each panchayat are covered under atleast one type of activity. Duladih panchayat with 10 villages and largest number of 1207 Hhs are the last among the five panchayats with only 12 out of 20 types of activities being executed in the panchayat area. It is unique that no income generation activities such as poultry, goatry and piggery units were created in this panchayat area. (Ref. Table 4.2)

Again, Chakgovindih village in this panchayat reported no activity other than creation of GSPEC and VDF only.

Table 4.2: Panchayat wise details of activities (JTELP Project)

Sr. No.	Details	Panchayat's Name					Total
		Duladih	Chandradhipa	Ladhna	Menjhiya	Saharpura	
1	No. of Village	10	4	8	4	9	35
2	No. of Households	1207	973	936	1151	1158	5425
3	No. of GSPEC	10	4	8	4	9	35
4	No. of VDFs	10	4	8	4	9	35
5	No. of Youth Groups (YG)	5	4	4	4	4	21
6	No. of SHGs	28	27	24	25	22	126
7	No. of Water Harvesting Tanks	15	8	19	17	18	77
8	No. of Shallow Well	8	6	13	23	22	72
9	No. of Irrigation Well	2	6	4	4	6	22
10	No. of Farmer Service Centre	0	1	1	0	1	3
11	No. of Poultry Sheds	0	1	2	4	1	8
12	No. of Goatry Sheds	0	2	3	2	3	10
13	No. of Piggery Sheds	0	1	0	2	5	8
14	No. of Poultry Cluster Sheds	0	0	200	100	0	300
15	No. of Pig Cluster Sheds	0	0	100	0	100	200
16	No. of Biogas Disaster Units	0	0	0	0	1	1
17	Kharif (No. of Farmers)	616	777	647	523	639	3202

18	Rabi (No. of Farmers)	441	599	482	309	406	2237
19	Zaid (No. of Farmers)	630	771	583	174	596	2754
20	Elephant Foot Yam (No. of Farmers)	616	820	612	502	642	3192
21	Papaya Orchard (Area in Acres)	0	0	2.5	0	5	7.5
22	Apple Ber (No. of Farmers)	25	25	25	25	25	125

4. Emerging Issues through interaction with the field functionaries and the beneficiaries of the project

Management

There were three stakeholders such as the state government, facilitating NGO (Badlao) and community level project management structure (GSPEC) involved in implementing the project in 35 villages of 5 panchayats in Jamtara block. In addition, convergence was established with agriculture department/ATMA and some other developmental agencies. It was found that generally all the stake holders collaborated and coordinated with each other.

Especially facilitating agency (Badlao) played a pivotal role in mobilizing the community and coordinating the project activities at grass roots level and the district project management level. However, at several occasions it also emerged that the choices of the beneficiaries and suggestions of community level institutions and facilitating agency, on certain issues, were not considered at district project management level because of certain technical and administrative constraints. It was reported from the field area that on some occasions when certain financial activities of the project were about to be launched, the finances were put on hold and implementation of the planned activities was interrupted for some reason or the other. Thus, autonomy of community level organization did not work absolutely. Quite often, their functioning was disrupted which affected quality of inputs, process and outcomes of the project.

Youth Groups (YGs)

Youth Groups did not seem to be fairly active. Although seed money was provided to them under the project, besides providing financial helps from Chief Minister's special fund. However, in many cases fund was not invested by the YG to generate income and empower themselves. Certain cases were found in which leader/member of the Youth group started some enterprise locally but did not bother to follow the norms of recovery of the loan. On the whole, it appeared that inadequate investment was done from Youth Groups fund and against the invested amount, income generation was not substantial and satisfactory.

Self-Help Groups (SHGs)

As a whole, functioning of SHGs created under project seemed to be satisfactory. SHGs generated a considerable income from undertaking self-employment activities and ultimately they have been merged with Jeevika under Jharkhand Rural Livelihoods Mission. Except a few, most of the SHGs reported to be fairly active and it really contributed to women empowerment in the tribal community.

Livestock Clusters

Livestock clusters comprising of poultry and pigs, though considered being the felt need based intervention to promote livelihoods of the beneficiaries, initially could not prove to be very successful in generating interest among the beneficiaries. This was in fact because of the mismatch of the selection of the kind of pigs and poultry by the beneficiaries and the kind of such livestock prescribed/provided under the project. Because of very high mortality of prescribed types of livestock, the beneficiaries were highly discouraged. But, they were provided with another species later on which survived and served the purpose of meeting their consumption needs and generating income.

The beneficiaries of those clusters were mostly satisfied for two reasons that it had generated income and improved their living condition and they do have advantage of having proper care to those units by PashuSakhi. It was observed that really PashuSakhi frequently visits the clusters under them and provide guidance for nurturing and treatment of the livestock. Role of PashuSakhi in this connection was highly appreciated. It was noticed that PashuSakhi sincerely guide all those who are engaged in the occupation of livestock rearing.

PashuSakhi

PashuSakhi expressed that they felt elevated when their family members and community people praised them for their excellent interventions in caring of their livestock.

Agriculture and related Interventions

In order to ensure food security and livelihoods to the peasants, numerous interventions such as construction of irrigation facilities like shallow Wells and Water Harvesting Tanks, introduction of new crops and establishing Farmer Service Centre have been made in the project villages. All these interventions have really been observed in the field. Cultivation of HYV paddy and other crops is being done now. Modern cultivation implements and harvesting machines are being used. Irrigation potentials created by constructing tanks and wells are also being used by the farmers. A few of them have experimented nutritional gardens in and around their homestead land. Consequently agriculture production and income of beneficiary household have increased. Their quality of food has also improved. However, new pulse crops like khesari and moong did not suit to the soil in this

area in many cases. Yet, vegetable crops like cucumber and oal/sooran (elephant foot yam) are being produced now.

So far as Farmer Service Centre is concerned it is equipped with necessary agricultural implements which can be hired for use by the farmers in the project area. However, it was found that those implements were not adequately by hired and used by large number of farmers. It was reported that the demonstration effect of project interventions have resulted into replication of new project model of agriculture even by non-beneficiaries of the project area. Attitudinal change has been witnessed among the farmers which have resulted in improved agricultural practises among them. They have also followed the scientific pattern of agriculture as being practiced by the project beneficiaries. Thus, the entire farmer community of the project area has moved towards positive change in agriculture leading to increase in income and improvement in quality of life.

Chapter - 5

Case Studies Analysis

A few case studies were prepared to illustrate the impact of different project interventions on the beneficiaries. In this section 11 case Studies have been presented and analysed to highlight the effect of programme activities related to community empowerment, livelihood and integrated natural resource management (INRM) respectively. These case studies are as follows:

Community Empowerment

1. Reformation of GSPEC
2. Group based Backyard poultry farming
3. Increasing self-sufficiency by Himalaya Kishori YG through Poultry business
4. Empowered Youth Group of a remote project village through New Farming techniques
5. SHG women members Empowered through vegetable cultivation

Livelihood

6. Income Generation through Pig Rearing
7. Vegetable cultivation Sanjit Murmu – Innovation that changed his life
8. Cultivation of vegetables under Zaid Crops
9. Case Study of Zaid Crops

INRM

10. Irrigation through construction of Farm Pond
11. Enhancing Farm Production through construction of irrigation well.

Community Empowerment

Case Study – 1 Reformation of Gram Sabha Project Execution Committee (GSPEC) (Entry Point Activity)

Jhilimtanr is one of the tribal dominated assimilated small village of 82 HHs where 71.62% HH is ST. Due to rocky, barren & uneven soil condition and lack of irrigation facility, Mono-cropping and seasonal migration to neighboring state like West Bengal are common to the villagers for earning the bread. Highest mandage received is about 25 to 30 days in a year under MGNREGS last year.



Majority of the families are economically vulnerable and food insecure for near about five months that has been plotted in the Wealth Ranking Exercise done in the village few months ago.

In the process of execution of JTELP, GS-PEC has been formed in the month of July'15 (11.7.15) through Gram Sabha with representation from each Hamlet (1M & 1F from each) to carry out village developmental plan on NRM, productivity enhancement and crop diversification, development of VDF and execution of IGA and other livelihood up scaling activities. But, learning from previous experience, villagers have taken this project like any other Ngo based philanthropic projects where little or no sustainable gain can be achieved for the villagers and missed to get the classic *"Sustainable Service Mode Execution Plan"* of this project. They have chosen GS-PEC in the Gram Sabha but have shown little interest to learn about the project components. Main interest was noticed from the end of Gram Pradhan during that preliminary stage.

After building the initial rapport, concerned Community Facilitator (Mrs. Subhra Roy) has sit together with the SHGs and GS-PEC weekly in small number to share the process of execution and distributed the responsibility to work be a part of village development. During the PRA exercise, villagers have participated in huge number as an innovation to them and same was noticed in the GSRMLP preparation exercise but with the influence, Gram Pradhan was able to select EPA land in his son's plot and was able to pass it in the Gram Sabha with other activities. Present CF and other Badlao Foundation staff have noticed the issue and comprehend the matter with GS-PEC and SHG members by showing all possible hindering factors in the way of sustainable village development. During this period, recruitment and training of CRP have been completed and fund flow mechanism was clear to him during the 2 days residential training in Jamtara. CRP has shared the process of execution in the project and fund flow mechanism with the villagers and they put their request to CF for changing the Gram Pradhan for mitigation of ghastly influence in the work as he works as contractor in MGNREGS. In the next Gram Sabha (18.11.15), other Gs-PEC members raised the issue and villagers have chosen a new GS-PEC President in way to eradicate possible unlawful utilization of money based on their previous experience. After formation of GSPEC, they cancelled the land for EPA activity which was previously chosen. Now they have selected a better land for excavating pond from where 30 acres land of 15 HHs will be benefitted for critical irrigation purpose.

Previous GSPEC		Present GSPEC	
PEC	VDF	PEC	VDF
Devanand Tudu	Devanand Tudu	Basudev Murmu	Basudev Murmu
Manu Hansda	Rabindar Tudu	Manu Hansda	Rabindar Tudu
Durgamoni Murmu	Sahanaz Khatun	Durgamoni Murmu	Sahanaz Khatun

Now, Entry Point Activity has already been initiated and villagers are taking active participation in the process. Villagers are thinking to develop JLG concept on vegetable cultivation and likeminded plan has been mentioned in the GSRMLP.

Case Study – 2 Group Based Backyard Poultry Farming as an Alternative Source of Sustainable Livelihood for the most Marginalized vulnerable ‘Paharia’

Over the decades, the Paharias of Santal Parganas have languished in extreme marginalization. All Paharia families of Jharkhand are below the poverty line set by the Government of India and most of them are either landless or have “encroached” the government land. The socio-economic profile of the Paharias reflects this exclusion. The

The primary occupation of the Paharia is primitive agriculture. The major contribution to their livelihood is from NTFP collection, small ruminant rearing like goat, pig, backyard poultry. But only 6.75 acre (39 decimal/HH) of non irrigated land is the only source of agriculture as 37 behaviour 37 option for 17 Pahariya H.H. . Due to



lack of agricultural land and those who possess small landholdings cannot cultivate enough to sustain themselves for most of the year. The food sufficiency is less than 6 months for all 17 HHs of this hamlet. The annual income of those HH, from the traditional agriculture is decreasing day by day due to climatic condition that is unpredictable. Land holding is becoming smaller and smaller with each generation and rain fed agriculture is unable to provide full employment to this vulnerable community. Promotion of nonfarm activities like backyard poultry, piggery, goatry can add supplementary income to cope up with the situation. Backyard poultry farming requires hardly any infrastructure set-up is a potent tool for upliftment of the poorest of the poor. Apart from income generation, rural backyard poultry can improve food self-sufficiency as well as it has huge scope to develop poultry based entrepreneurship. The consumption of egg and meat of poultry is increasing rapid rate in this eastern region. The annual egg and poultry meat production in Jharkhand is insufficient to meet the demand of the state. Though many urban and semi-urban entrepreneurs are benefitted by the poultry revolution, but poor rural mass of backward community are still far away from poultry farming due to non availability of organized poultry sector in rural area.

Looking to the huge scope, group based backyard poultry farming with low input technology has taken as a possible viable intervention among the Pahariya families in Chadradipa village under the flagship of JTELP.

SHG named as “.Mahila Sabha Paharitola” at Paharia tola , a small paharia concentrated hamlet of Chandradipa village of Panchayat- Chandradipa, Block- Jamtara under JTELP project area, consisting 15 members belong from the families of marginal farmers an wage labours. With the intervention of JTELP under the facilitation of Badlao Foundation, these 15 members have organized into a group and have been trained on group norms and activities. Being nurtured under guidance of JTELP, now the group have been involved in regular meeting, internal credit and savings since last seven months or so.

After the discussion on IGA component by the CF Sushil Kr Dey and CRP Mirudi Hembram with the group, the group members have shown interest to rear poultry within the group to generate additional income by the technical and financial support of JTELP. They have also identified the homestead of Chandwa Pujharni (member of the group) for constructing the poultry shade. To take up this poultry farming as an alternative source of income generation, at first they want to receive a capacity building training on improved poultry farming before start to rear chicks. Capacity building training on chick management, veterinary care, nutrient feeding will be helped to reduce the risk of mortality. As well as input support for poultry shed construction, chick support, will be also helped to develop group based poultry micro entrepreneurship at village level.

Poultry Enterprise will provide sustainable livelihood for this vulnerable *Paharia* community. Such entrepreneurship with involvement of low risk will generate direct and indirect employment for this community. The initiative will ensure high quality protein rich diet to the undernourished children as well as economic growth of those marginal and landless households. The staff of Badlao Foundation also encourage the community for recycling the poultry manure to prepare organic fertilizer to reduce the external input cost of the agriculture.

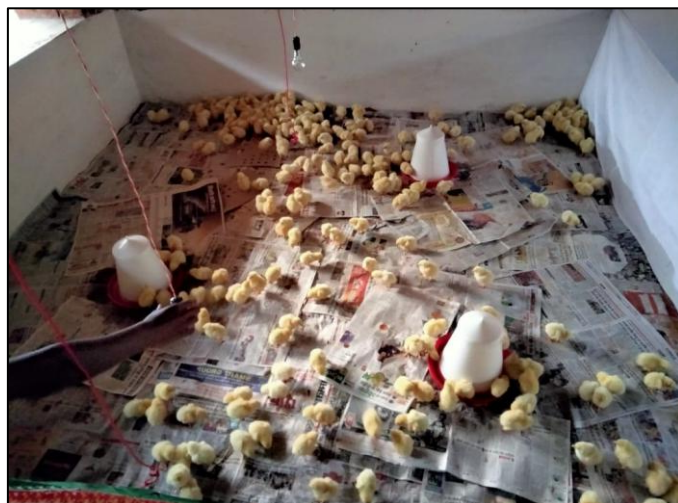
Case study – 3 Increasing self-sufficiency by Himalaya Kishori YG through Poultry Business

Badlao Foundation formed a youth group to empower the youth in Jamtara district with the support of JTDS. There are total 22 youth groups in Jamtara block. The success story of this youth group i.e Himalaya Youth Group ‘Pagdadih’ is located in Menjhia Panchayat. This group was formed in September 2017. There are total 15 members in this group. These kishori members are activated with many types of social and cultural activities. In this period of the Corona epidemic, these members also participate in awareness generation that how we should maintain social distance and Kishoris are spreading awareness through organizing many social and cultural activities in their village.

They started the poultry farming business to make themselves self-reliant. Kishoris got this idea of this poultry farming business from various resources and the experience gained in this regard. But due to lack of capital, these adolescents were not able to do this business. But with the seed capital received from JTDS, she got help in doing this business. In the first phase, they bought three hundred chicks for poultry farming. They spent a total of up to 30000 on chicks shed maintenance, food items and medicines. All the members of the group together took care of them and they

prepared poultry weighing between 2 and 2.5kg in a total of 25 days. They did business of 2 poultry farming in 2 phases through which they earned total profit of 30000 rupees.

All members of the Himalaya group are highly excited by the poultry farming business. Lugumuni Tudu President of Himalaya group and Rupani Tudu Treasurer of Himalaya group. Said that right now they were doing this business in a private rented shed if they will earned profit in a big way, then they will further develop this business in their own house.



Activity	Backyard Poultry
No of Chicks bought in total 3 phases	800
Mortality	7.5%
Own consumption of birds	12
Birds Sold out	694
Total Profit earned	INR 30000
Chicks available at present	34

Case Study – 4 Empowered Youth from a Remote Village with New Farming Techniques

In Jamtara District (Jharkhand) Badlao Foundation has identified various youth groups through JTELP Project in Jamtara block provided them with loan facility through bank and has given training to them to develop their business skill.

Ladhna Village of Ladhna panchayat of Jamtara District is among one of those villages identified to promote this activity.



Here JTDS supported by Badlao Foundation providing the financial support through JTELP Project loan from Allahabad Bank to Rangeela Youth Group Ladhna having 12 members. This Rangeela Youth groups started Papaya Nursery business. JTDS supported and motivated these youth group to take this activity as a permanent livelihood. The land holding for the Papaya Nursery was made available from among the lands of these beneficiaries only. As a result of these steps this youth group was being able to harvest very healthy saplings in the nursery and after selling these papaya nursery in GSPEC Murlidih and GSPEC Rampurchak of Saharpura Panchayat and also selling in the local market and nearby areas. They were able to return their loan amount to the bank and even these profit for themselves. From these profits they are now planning to buy new seeds and grow them again. In this way Badlao Foundation helped them become self-reliant for their livelihood.

In Ladhna village of Jamtara block of Jamtara district, the Youth Group, named Rangeela Youth Group initiated a commercial nursery for horticulture crops like papaya. They were trained and guided regularly by the Badlao foundation project personnel. They have earned an additional income of **Rs 51850/-**. With increasing income in a season, the group is confident of setting an example of success in the region.

Kamal Hansda and **Amit Murmu** took novel initiative to start papaya nursery in this youth group. He has grown a nursery based horticulture crop for the first time in his life and is quite satisfied and amazed to see the result of this combined effort from the combined profit of the group, he could now manage sufficient amount of money for his daily needs now. He even encourages other youths in the village to join his group to earn income from such business.

The Details of the entire initiative of setting up of Papaya Nursery and growing papaya sapling and thereafter selling them in GSPEC and local market is being shown below

Sl. No.	Particulars	Quantity	Rate	Amount (Rs.)
1	Seed	220 gm	163800 Rs/kg	36036
2	Coco pit	220 kg	35 Rs/kg	7700
3	Portray	175 Pcs	30 Rs/Pc	5250
4	Sprayer	1 Pc	1250 Rs/Pc	1250
5	Water Cane	1 Pc	230 Rs/Pc	230
6	Vermi Compost	200 Kg	5 Rs/kg	1000
7	Insecticides and Fungicides			764
8	Poly tube			1420
9	Miscellaneous			2500
	TOTAL COST-			56150
	Total Saplings	6500	20	130000

Net Profit = 130000 – 56150= 73850/-

Case Study – 5 The Women of the SHG became Empowered through vegetable Cultivation

Namita Kisku is a woman of Gowakola Village of Chandradipa Panchayat of Jamtara District. She is 31 years old belongs to a BPL Farmer family of Gowakola. Her family lives in a small house with her Husband and 3 Children Who is a Member of Gulab Baha Mahila Sabha Gowakola. In this group total SHG member is 12. These members described that how earlier the women of the village used to do only domestic work and wages. Due to this their financial condition was not good.



Jharkhand Tribal Development Society formed many Swayam Sahayata Samuh in this Village through Jharkhand Tribal Empowerment and Livelihood Project and also Supported them financial as seed capital and has also given training to them to develop their business skill. This group was formed on February 8th in 2016. After formation this group organized regularly weekly meeting. In this meeting they used to discuss about the topic of economic social and cultural activities happening around which built her confidence. Namita also started a vegetable cultivation business by taking loans from this SHG. Meeru took a loan of Rs. 2500 from this group and help of Rs. 700 from her own contribution. She started cultivating vegetable on the plot of 40 decimal area. In which she had a total production of 5quintal and earned an income Rs. 4400 besides domestic consumption of the vegetables.

With this amount, Namita Kisku is still Cultivating Tomato. Thus, Namita Kisku is very happy to join this Gulab Baha Mahila Sabha and her confidence has also increased. Further, she wants to help her family financially by cultivating more and more land. She was also confident that this farming option should sustain as it is a profitable business. They have created a sense of their own identity and developed confidence through their income generation.

Livelihood

Case Study – 6 Income Generation through Pig Rearing

Anjali Baski resident of Raghunathpur Village in Saharpura Panchayat is a change maker not only for her village but also for nearby panchayat. In 2018 Anjali started pig rearing with support from Badlao Foundation in association with JTDS, JTELP project. Under the project she got a shed constructed and also received 6 pigs (4 Female and 2 Male). In a span of 11 months she sold out 12 piglets and earned 36000 Rs. Next year she was able to sell 4 mature pigs worth Rs 11000. At present she still has 13 piglets of age 1-2 months and 2 mature pigs of T&D breed together with 10

local breed pigs. Anjali says that her husband's behaviour has also changed as he spends most of his time in taking care of his livestock and also the addiction of alcohol has immensely decreased.

The details of his practice is as follows:

Activity	2017-2018
No of pigs given initially	6
Mortality	0
Total piglet sold	16
Pig available at present	17
Total income	INR 17150/-



With assured income she is now able to send her children to school. She has also taken a part of land on lease for fodder production. She is now planning to expand her pig rearing business.

Case Study – 7 Vegetable Cultivation Sanjit Murmu.....Innovations that changed His Life

Pre-intervention Scenario:

40-year-old Sanjit Murmu a small farmer of Chakri Village Jamtara Block of Jamtara district, has a big family to look after. His family lives in a small house with their laws, 2 children. It was very difficult to feed his whole family from his own production. He never got sufficient income for the family, as he was investing more money on seeds fertilizers and pesticides.



They were able to generate eight months food security from their own cultivation and used to work as daily wage labour to earn for their livelihood for rearing period.

Description of Intervention and process undertaken:

In the year 2019-20, Sanjit Murmu came to know about JTELP project, managed by Badlao Foundation with the support by JTDS Jamtara, he decided to attend Zaid farming training to conducted by Badlao FoundationJTDS under the JTELP project initiative.

He learnt about the best practices of agriculture and to maintain soil testing and package of practices of vegetable farming. He has also been oriented and trained on agriculture practices and technological aspects of Pulses cultivation. He got motivated to move towards organic practice in cultivation.

Sanjit Murmu reflected that *“Sometime back I realized that our fertile soil has become completely infertile, leading to a disaster for any kind of farming. Due to increase in use of chemical fertilizer a higher input cost incurred on farming which resulted into diminishing return in agriculture. So, I switched over to organic agriculture and I prepared organic liquid manure in sufficient quantity for the whole season”*.

Post- Intervention scenario/Outcomes:

This year, He went for crop diversification and has grown Yam, Bottle Gourd, Sponge Gourd, and Cucumber in his entire land (1.5 acres). He has invested Rs.2300/-. He used the self-made Bio-fertilizers and bio-pesticides for his vegetable crop. So, the investment on chemical fertilizers and pesticides which he earlier used to do previously was saved.

He has cultivated Yam, Bottle Gourd, Sponge Gourd, bitter gourd, ridge gourd and Cucumber. Production is 25 quintals and earned Rs. 46000 (Forty-six thousand only) in his 1.5 acre of land. His cultivated land became irrigated through own well and pump set provided under JTELP through convergence with ATMA. Rs. 2000 subsidy was given to him.

Sanjit ji and his family are happy for the shift from mono-cropping of paddy to crop diversification to vegetable cultivation which gave high return on investment. This in turn helped their family members to have food security eat nutritious food with fresh vegetables and increased income levels for a better quality of life.

He thanks Badlao Foundation and JTDS and JTELP project for its continuous Support to change his life. He quoted *“JTELP project hamko aage badhne ka rasta dikhaya aur bahut madad kiya, mere jivan mein badlao lane ke liye Badlao Foundation or JTDS aur JTELP project ko dhanyawad dete hain.”*

Plan Ahead:

Now Sanjit has planned to establish all over organic agriculture practices and cover more acres of land for paddy following SRI, DSR principles in kharif season and to increase the area of vegetable cultivation into 3 acres during the rabi season. He has been recognized now as a progressive famer among the farmers of his village. Some other farmers from the nearby villages have got highly motivated to adopt such cultivation practices after observing the result of new experiments.

Case Study – 8 Cultivation of Vegetables under Zaid Crop

The brothers, Bijay Murmu and Ramesh Murmu grow crops and cultivate together and earn for their family. They are progressive farmer, they cultivate throughout the year in all three seasons whether it rains or not, since they have available resource of water near their field. This year Bijay and Ramesh planted zaid crops i.e. Bottle gourd and Brinjal in 5 bighas



in total. They have use organic fertilizer to grow the vegetables and used organic pesticide such as Nimastra several times in their field to prevent pests and diseases, along with that they used inorganic products too in their field. Now in the harvesting season Ramesh and Bijay are getting sufficient yield from that 5 Bigha land. They are getting almost 50 kg of total daily harvest from the field from last two months. They harvest the vegetables and sell those to nearby Jamtara market, Mihijam and in local in the villages.

Sl. No.	Product	Sold in Market (in Kg)	Rate (@Rs. /Kg)	Income (Rs.)
1	Bottle Gourd	2400	Rs. 6	14400
2	Brinjal	1000	Rs. 16	16000
Total		3400	Rs. 11 (in Avg.)	30400

Post Covid Challenges:

As the above table indicates the very low margin of income for Bijay Murmu and Ramesh Murmu they are getting very less profit from their field. They had also mentioned that, they invested nearly Rs. 20000 for summer cultivation which means out of that they can only manage to earn nearly Rs. 10000 profit for both their families. They have also mention that, *“due to Covid-19 outbreak throughout the world and due to state lockdown, a month ago, almost a tractor loaded with bottle gourd of almost 2.5 kg each weighing wasted as there is no market opportunity.”* That was a huge loss for them which cannot be recovered. Although they are getting high yield, lacking in market and less market price making them not reaching to the satisfactory point to earn profit out of that.

Case Study – 9

Case Study of Zaid Crops

Rajesh Kisku, a farmer of Gowakola of Chandradipa panchayat of Jamtara, is the only earning member among all 6 members in his family. He is very hardworking ever since he was a child. Since, he is engaged in farming from his very early age, he is well aware about how to do farming. Although, due to the climatic condition of Jharkhand, or the crisis of irrigation in this area, his family was felt themselves helpless to grow crops during the summer, since there were hardly any sources

of water to irrigate the land. But after JTELP project intervene, different sources of irrigation with the coordination of Badlao Foundation, the problem of summer irrigation had been resolved to some extent. Now, Rajesh cultivates crops and grow vegetables with the help of the sources of irrigation available during the summer also. This year, in the month of February he planted Bottle gourd, Cucumber, Sponge gourd, Bitter gourd and Pumpkin which was provided by JTELP project of JTDS in 80 decimal area. He put his effort to grow the vegetables, he used nimastra several times to prevent insects and get adequate growth of the zaid plants. The field of Gourd and cucumber is in fruiting stage now and Rajesh is harvesting out of it. He is getting expected yield from his field.

He used organic manure and fertilizer to grow the crops, and did seed treatment as instructed in the PoP given by JTDS and being told by the technical team of JTDS of Jamtara block. Not only seed treatment, he followed every steps very precisely to get the higher yield to make much profit from the products. He sells his produces to the Mihijam market and in the local. He brings some of the produces to his home for their own consumption.

The Yield and income are as follows:

Sl. No.	Product	Sold in Market (in Kg)	Rate (@Rs. /Kg)	Income (Rs.)
1	Bottle Gourd	250	Rs. 7	1750
2	Cucumber	400	Rs. 10	4000
3	Bitter Gourd	80	Rs. 15	1200
4	Pumpkin	1650	Rs. 8	13200
Total		2380	Rs. 10 (in Avg.)	20150

❖ **Challenges faced:**

Although Rajesh got a good yield for his hard work, he had done in summer crops, he is not getting enough profit. As the data of above table shows the minimal prices of vegetables made his income very low, on the other hand, as Rajesh quoted, *“He is barely meeting the cost of production.”* However, he wakes up early in the morning and rushes to the Mihijam market to



sell the produces. Due to Covid-19 outbreak and complete lockdown in the state, he had to abide by the rules and had to return between 10-12 in the noon. Since, the market price is less and less vegetables are being sold he is not able to make enough profit out of the produces.

INRM

Case Study – 10 Irrigation through Construction of Farm Pond

Considering, Agriculture in rain fed conditions in Santal Pargana's, Jharkhand often is lagging behind due to lack of proper irrigation. Farmers follow traditional practices for cultivating a single crop i.e., paddy in small patches of land with water available during rainy season only. The rest of the year their lands remain unproductive. They suffer under acute poverty as their livelihood opportunity got seriously affected due to this situation. They often remained jobless and become victims of distress migration.

Water management is vital in fulfilling the demand of irrigation in rain fed areas. Storage of water in these areas is an integral part of any rain water harvesting system and it is necessary to harvest water from any source e.g. precipitation, perennial sources, roof water etc. In ponds and reservoirs for various domestic and agricultural purposes over a period of time.

In 2015-16, the project staff of JTDS in support of Badlao Foundation, have organised sensitization programme for villagers on various practices of Integrated Natural Resource Management. The organization with then started to facilitate excavation of a farm pond measuring 10 feet deep and covering 60 x 60 square feet area as Entry Point Activity in 32 project villages of Jamtara Block.

65 years old Jatin Murmu belongs to village Jorbhita of Jamtara block. Being a small farmer and having 1.5 acres of agricultural land, he pursued cultivation of traditional monsoon paddy.. He has to support a large family of 7 members-, wife, son, and 3 grandsons and often faced acute shortage of food grains. His family lived in hand to mouth condition, as income from single crop was insufficient. He was desperately looking for additional income from agriculture to feed his family. Most of the families of the particular hamlet are facing similar sort of irrigational problem that results dependency on monocropping and out migration in lean season for earning the bread. This kind of small farm pond can help them to harvest the 2nd crop and as well as promote fishery.

People who have attended the Gram Sabha on 09/08/2015 also agreed to take the EPA on his land to improve some economical condition of the habitants of the hamlet. Based on the decision made in Gram Sabha , he has decided to excavate a small pond of 10 feet deep and 60x60sq.feet size by the approval of GSPEC of his village by support of JTELP on his medium Land.

After receiving Cheque of 1st instalment GSPEC members conducted a village level meeting to start the work. By hearing the work opportunity within the village, people, who are preparing to migrate or work as wage labour under



MGNREGA were very happy. By the instruction of JE and supervision of GSPEC, labours have started excavation work of this pond. But they were not excavating the earth in proper way. They were excavating 10*10 square feet and 6 or 7 inches' depth instead of 10*10*1 feet for getting their wage according to wage rate of 168 INR for 100 cft excavated soil (wage rate of JTELP is 187 INR for 100 cft soil and labours have to donate 10% of their wages to Village Development Fund) . To understand and resolve the problem, staff of Badlao Foundation have conducted an interface meeting with GSPEC and labours of Jorbhita village during the time of 1st labour payment. It was found that they were habituated with this kind of mal-practice in MGNREGA work because the labour payment in MGNREGA is irregular in this area and beside that contractor or mate usually took a percentage from their wage. Then the management staff have explained the difference between implementation process of JTELP and MGNREGA. i.e. In MGNREGA fund totally controls by the bureaucrat but in JTELP it has being controlled by the committee of their own and payment will be paid by GSPEC regularly without cutting any commission. After getting assurance and received actual payment as well as knowing about the utilization of VDF, the labours have started work in proper way next day onwards. Now they are excavating 10*10 square feet area and 1 foot deep soil to receive 168 INR as wage. Labours of this tribal village is very happy by getting the work opportunity as well as regular wage during the time of their most famous festival 'Bandana'.

After completion of excavated work, Land Owner is planning to cultivate vegetables throughout the year on his 30 decimal lands beside the pond and also SHG members of this village are interested to practice fishery in this pond. The excavation of farm pond will be helped Mr. Jatin (Land Owner) in getting regular income besides creating productive engagements for his family members. They will lead a life of dignity and comfort .Beside income generation vegetable growing will provide nutritional supplement to his family as a result of which, their health condition will be improved, medical expenses will come down.



He pond will also serves as a good source of irrigation for growing Rabi crops on the adjoining approximate 10-12 acres land of 11 H.H. Pond will also help to mitigate the problem of drinking water for livestock. Increased in crop harvest will be resulted in major changes in the life styles of the farmers of this village. The agriculture products will find adequate market linkages enhancing their income from sale of farm outputs.

Case Study – 11 Enhancing Farm Production through Irrigation Well Journey from Producer to Entrepreneur

A concept of small irrigation facilities like Irrigation well is one of the key components under Jharkhand Tribal Empowerment and Livelihood program (JTELP). The basic objective of the intervention is to increase the return from agriculture by the small irrigation facilities like Irrigation well 12’*35’ size This Scheme was initiated in the year 2017-18 in Jamtara block.



15km from Jamtara block, Chandradhipa panchayat is home to Santhal communities. Most of the tribal families work as labourers. Due to poor transportation and infrastructure facilities, residents face lack of access to basic amenities and almost are cut off from mainstreaming. Due to poverty, they are not able to eat any kind of vegetables and their main crop is Paddy. The production of Paddy is totally depending upon rainy session that not gives any production and employment security. Hence, they migrated to other states for their income. So after construction of Irrigation well, in this village, the first step was to give them awareness about nutritious foods, and the prospect of production of different type of crops for their income generation and self consumption. So, in this project, our

facilitator introduced the concept of Irrigation Well in that village and encouraged them to plant vegetables and fruits as well. The intervention started from fifteen villagers who is taking benefit of Irrigation well. Our team was promoted different nutritious vegetables like bottle gourd, pumpkin, Tomatoes, different vegetables and Paddy, wheat, Lentil, Mustard, Watermelon etc. Which contains ample amount of minerals and vitamins. Our facilitator is giving continuous support to them regarding such cultivation.



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Lakhindra Hansda a villager from Jeetpur village is one of the beneficiaries had transplanted paddy, wheat, mustard, lentil and green vegetables and he takes a lot of benefit by irrigation facilities of Irrigation well throughout the year. The details of his practices are as under:

<i>Name of Crop</i>	<i>Cultivated Area in acre</i>	<i>Production /Acre (in Quintal)</i>	<i>Total production</i>	<i>Rate (per Quintal)</i>	<i>Total income</i>	<i>Total Expenditure</i>	<i>Net profit</i>
Paddy	1.5	27.8	41.7	1800	75060	10000	65060

<i>Wheat</i>	0.5	16	8	2000	16000	3000	13000
<i>Mustard</i>	0.3	5	1.5	4500	6750	1000	5750
<i>Lentil</i>	0.3	3	0.9	3500	3150	1000	2150
<i>Vegetables</i>	0.9	4	3.6	2500	9000	1000	8000
Grand Total	3.5				109960	16000	93960

He was also an active member of GSPEC who motivated several other farmers to take the advantage of initiative and suggest such farmers to blend traditional methods with modern techniques which provided prospect for entrepreneurship. Thus, a producer turns into entrepreneur.

Chapter - 6

SWOT Analysis

(Strengths, Weakness, Opportunities, Threats)

SWOT analysis was carried out with the project staff along with the senior management of the facilitating agency, Badlao foundation to access the achievements and challenges faced during the implementation of Jharkhand Tribal Empowerment and Livelihood Project in Jamtara Block.

Strength

From provision of the project, it appeared that it was a well designed project. Participatory approach was followed while designing the interventions. Need based schemes were planned. Clear conception and vision were given to implement the proposed activities under four components of interventions.

- It is an ideal project of integrated interventions.
- Community organization was formed and enabled for implementing the activities in the project villages effectively.
- Participating agencies were available to collaborate and converge.
- State government has stake to review and monitor progress.
- Decision making role was given to village people (Independent Aam Sabha especially created for project purpose)
- Beneficiary centred Gram Sabha was formed which was a unique experiment.
- Provision for direct bank transfer of fund to community institutions was made for execution of project activities.
- Specific roles and responsibilities were assigned to partner agencies based on their experience, expertise and capabilities.
- Community participation approach was followed in implementation of the project.
- Facilitating agency Badlao Foundation enjoyed good support and recognition in the project area.
- Proper selection of schemes/project interventions was done to suite the clientele group.
- Community empowerment process was initiated in the project through formation of GSPEC, YGs and SHGs and providing them seed money under the project. Assistance to YGs came from CM's fund also.
- Convergence strategies were tried out with Agriculture department, KVK and ATMA to promote and execute the project interventions.

Weakness

- Lack of advance and detailed work plan for the entire project period was reported.
- Lack of mentoring group to guide various level management structures for each component seemed to be a missing link.

- Instant/adhoc instructions from district/state project management units to hold financial operation at the village level for some reasons or other caused delay in meeting the targets in the given time.
- Despite of funds availability, operations were disrupted because it lacked clear guidelines to operate the funds. This problem adversely affected the functioning of VDF.
- In some cases choice and preference of people were not appreciated rather decisions were imposed from above regarding the quality of inputs to be provided to the beneficiaries.
- Sometimes community was also ignored in purchase and procurement of assets and materials to be given to the selected beneficiaries and community people in general.
- Variation in decisions taken for procurement and disbursement of inputs were also observed.
- Supply of seeds to farmers in some cases did not match their choices which caused refusal of farmers to receive it.
- Without testing the soil, weather conditions, etc the project management at district level imposed such type of seeds and plants to the farmers which were not suitable and were responsible for failure of such schemes.
- Irrigation facilities provided in the project area were underutilised because pump sets were not supplied to them to lift the water to the crop field in few cases.
- Farmer Service Centres (FSC) were not functioning adequately because of absence of clear work manual.
- Business plans submitted by YGs were rejected by DPMU repeatedly on some pointer other which demotivated and discouraged the YGs from taking up innovative initiatives.
- Sometimes, higher management bodies dominated the decision making process against the project norms of decision making at community level.
- From the analysis of strengths and weaknesses of the project, it is apparent that the project lacked proper and timely implementation as per approved plans. Enabling processes, empowerment initiatives and livelihood options were not accomplished up to the expected level due to several constraints and challenges encountered in the process of implementation.

Hence, there is a need for realistic planning at the level of Gram Sabha Resource Management and Livelihood Plan (GSRMLP) preparation. Clear cut guidelines should be framed to operate the village development funds. It is required that the community should be empowered, capacitated and facilitated to take final decisions at their own level.

Opportunities

- Best practices of the project such as adoption of HYV seeds, new crops, organic farming etc. have created demonstration effect which may be spread further at a large scale in the long run.
- Volunteers identified, trained and oriented can be of great help to sustain the benefits of the existing project and other projects of agriculture and livelihoods in Jamtara district.
- Convergence initiatives can be continued in future also to sustain the existing initiatives.
- At this critical juncture while the project period is going to be over, certain tasks remained unfinished. Under such circumstances the project period can be extended for the time being at least for one more year to accomplish the objectives of the project completely.

- In order to sustain the knowledge, skill and efficiencies of the project personnel, acquired in the process of existing project implementation, second phase of project can be planned and approved particularly with an emphasis on Farmer's Producer Organization (FPO).
- Outstanding funds under VDF and YGs may be permitted to be used for the purpose of formation of FPO.
- Strategies may be thought of to involve trained and committed project personnel in other relevant development endeavours.
- Suitable mechanism to activate the functioning of FSC can be thought of. Accordingly guidelines may be issued by the state government.

Threat

- Fund allocated to Youth Groups (YGs) and Village Development Funds (VDF) which remained unused because of holding financial operation for some time, lead to misuse of such funds for purposes other than village development.
- In case the trained and committed project personnel especially tribals do not find suitable job after the project may relapse into idleness and lose their skills resulting in less of experienced and trained human resource in the community.
- There is a possibility that the agricultural implements provided to the Farmers Service Centre (FSC) are not maintained and repaired and kept properly resulting in damage and disuse causing a great loss of assets to the community.

Chapter – 7

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

IFAD funded Jharkhand Tribal Empowerment and Livelihood Project (JTELP) was meticulously planned by considering the felt needs, problems and interests of the tribal community. The main focus of the project was to accelerate the development of the tribals through providing them opportunity and financial assistance for economic advancement and organizing the community especially youths and women by enabling them to make organized effort for their own betterment.

- Multi dimensional intervention was made to change agrarian scene of the area. Emphasis was given on the use of modern scientific technology in agriculture and providing irrigation facility to the small and marginal farmers.
- Attempt was made to extend the needful benefits to the poorest of the poor in the tribal community. However, the demonstration effects of new interventions also attracted non beneficiaries among farmers to some extent to adopt new practices in agriculture.
- Initially the investment on livestock clusters did not seem to be fruitful, but later on certain strategies were changed and such experiment became successful to some extent. Change in species of poultry and piglets as well as proper care and guidance of Pashu Sakhi made this vocation beneficial and sustainable.
- Youth Groups did not take serious initiatives to organize themselves, move collectively to launch their income generation activities in some cases. However, certain adolescent girls groups have performed better than others.
- SHGs generally did better in generating their income and organizing themselves. Ultimately, they merged with Jeevika samooch to sustain themselves.
- Though, in principle, community level project management organization was given autonomy to take appropriate decisions to execute the project activities, but they were influenced with the interference from the government side. At several occasions tardy implementation of the project was observed due to conflicting instructions coming from above, specifically instruction for holding of the financial operations from time to time disrupted the process of smooth implementation of the project.
- Frequent turnover of field staff of the project adversely affected the mobilization and handholding the community institutions.
- The project has though succeeded in achieving its objectives partially but the concept of the project as a whole has not proved to be successful. Desired impact have not been created. Community has not been adequately enabled to sustain the project interventions in case of withdrawal of support from Govt. And FNG.
- Innovative efforts in Santal dominated project area for creating feasible and usable irrigation facilities have proved to be quite beneficial to introduce new crops intending to change cropping pattern as well as enhancing agricultural income of the small and marginal farmers. This gives an indication that irrigation and technological advancement in agriculture can lead to economic transformation of agrarian tribal economy.

- Role of facilitating agency Badlao Foundation has been accepted and appreciated in the context of mobilizing the community for empowering women and youths.
- Covid-19 has adversely affected the project implementation process. Hence, obviously the desired impact of various interventions is yet to be experienced.
- Though in principle, bottom up approach was followed largely in implementing the project and prioritizing the felt needs of the area and people, but from time to time adhoc and hasty decisions were also taken and imposed from above which appeared to have dampened the spirit of participatory approach.
- As a result of farmers' training/orientation facilitation under JTELP now the agriculture is gradually moving towards organic farming intended to reduce the cost of production and enhance the profitability. It may also help in sustaining the fertility of land. It has generated a new hope to the farmers towards their food security and prosperity in the long run.

Recommendations

- An advance work plan of proposed activities should be prepared and followed without frequent interference from above. Community organizations should be properly guided and facilitated to take appropriate decision and implement the planned activities timely.
- Role of all the stakeholders needed to be clearly defined and accordingly they need to be frequently oriented to overcome the challenges and expedite the process of implementation. The government should look into the affairs of administration and finance besides doing supportive supervision of the project. However, their too much indulgence in decision making process at grass roots level has to be avoided. Similarly smooth fund flow should not be held up for paltry reasons.
- Facilitating agency should regularly review the action process of the project and role played by the facilitating staff members therein. Mentoring groups of 2-3 persons can be constituted to guide and monitor the functioning of staff members in such Action Oriented Development Project. As the facilitating NGO has the prime role of mobilizing the community and facilitating their working, hence the coordinative, collaborative efforts of the staff members should be properly guided and monitored.
- In order to sustain the project efforts, necessary guidance, training and needful financial support should be continued further for a couple of years to the community based instructions created for the sake of such a people oriented project and the facilitating agency as well so that the remaining actions of the project may be implemented with unused/outstanding fund of the project and community is enabled to sustain the long term impact of the project.
- Data of the project should regularly be updated and the progress report should be prepared, shared and reviewed. Accordingly, follow-up actions should be decided and the responsibility should be given to appropriate agency/person to improve the state of affairs of the ongoing activities of the project.
- At each terminal point of the project, proposed target and achievement of the project should be assessed and accordingly unfinished previous tasks need to be incorporated in the next term of the project so that holistically the total target may be achieved. This exercise needs to be carried out by the government in close collaboration with the facilitating NGO.

- Any changes in guidelines mid-way of the project implementation need to be done in due consultation with the facilitating NGO which may present its view point on the basis of current situational analysis at the grass roots level and suggest suitable modifications.
- Taking any adhoc and hasty decision at the top level should be avoided as far as practicable to justify the project as people's project.
- Bottom up approach will certainly lead to significant achievements and great success of the project.
- Organic farming should be encouraged in tribal region which has prospects of reducing the cost of production on the one hand and enhancing productivity and production on the other. This may also help in sustaining the fertility of soil in the region.

Lessons Learnt

- A robust implementation plan with milestones and timeframe should jointly be prepared by all the stakeholders for such an action project to be sustainable.
- Ensure constant monitoring and periodical evaluation by internal and external agencies to analysis the performance of the project and suggest follow-up actions to be followed to keep the actions on the right track.
- Role and responsibilities of each agency and staff involved in implementing the planned actions of project need to be clearly spelt out and their performance appraisal to be done at appropriate juncture (annually or at a particular terminal point of the project).
- People's perception about the functioning of the project and its outcomes should be taken care of.
- Before making any change such as altering, deferring or delaying any planned actions beneficiaries views must be taken into account.
- State implementing agency and facilitating agency should work in close collaboration so that the ground reality can properly be understood and accordingly correction measures can be initiated.
- A joint mentoring group from implementing and facilitating agency can be formed to guide the functionaries to overcome the challenges faced in initiating the proposed actions of the project.
- As frequent drop-out and changes of field functionaries can lead to tardy and delayed execution of the project. The FNGOs should adopt an appropriate recruitment policy and service conditions to recruit and retain the original project team (along with the project coordinator) for the entire project period to maintain the continuity in implementation as per proposed time schedule.
- Concurrent Evaluation may be conducted in the midway of the project implementation in order to assess the process of implementation and underline the deficiencies therein needed for mid-course correction.

Looking Ahead

Sustaining the Empowered Women Centered Community Institutions i.e Mahilla Sabha: One of the important aspects of JTELP was to empower the village community through fostering community based institutions, particularly the women groups for enhancing their participation in local governance. To fulfill this objective, Badlao Foundation, during the last 6 years

of execution of JTELP in 35 villages of 5 panchayat in Jamtara block, formed 126 SHGs, popularly known as Mahilla Sabha. As many as 1526 women members of these SHGs were mobilized, trained and enabled to participate in the execution of socio-economic programmes under the project.

During the closing months of the project in December, 2021 and onwards, the process of reorganization of Mahilla Sabha has been initiated in the 5 panchayats of project area. Till date these Mahilla Sabhas were also engaged in economic activities of savings and credit. For the purpose of sustainability, all those women groups which were solely functioning as SHGs, were in the time being linked to Jharkhand Ajjivika Samiti Ranchi. All the economic activities in the project villages continue to be carried out and sustained through these SHGs. However, these women groups (SHGs) are unable to raise social issues like social evils of witchcraft (Dain), child marriage and alcoholism which impact the women adversely. Therefore the village women resolved to restructure the existing Mahilla Sabha in the new form of a social organization. They have prepared the constitution and rules for the formation of the Mahilla Sabha and to conduct its business accordingly (New constitution and rules of Mahilla Sabha (in Hindi) are given in annexure 3).

Mahilla Sabha will prepare and execute a definite plan of action for better utilization of infrastructure created and equipments (agricultural implements etc.) procured during the JTELP project. It will associate with the efforts for eliminating the social evils from the society as well as help in implementation of government development schemes at the village level. Village women, who have worked with JTELP project, have started participating in the process of reorganization of Mahilla Sabha since February, 2022. The target is to raise 100 units of Mahilla Sabha by March 2022. Each Mahilla Sabha will comprise of 20 to 30 members. This way two to three thousand village women of the project area will organize themselves and work for sustaining various grass-roots level activities leading to empowerment and better quality of life through effective management and equitable use of community resources.

Annexure

1. JTELP - Flow Chart (Ref. Chapter-1)
2. JTELP Village Wise Activities (Ref. Chapter-4)
3. Mahilla Sabha ka Samvidhan aur Niyamavali (Ref. Chapter-7)