**West Bengal Accelerated Development of Minor Irrigation Project**

**Second Implementation Support and Review Mission**

**February 4-8, 2013**

**Aide Memoire**

1. **Introduction**
2. A World Bank mission[[1]](#footnote-1) visited West Bengal from February 4-8, 2013 for an implementation support and review of the West Bengal Accelerated Development of Minor Irrigation Project (WBADMIP). The Mission met with the Secretary Department of Water Resources Investigation and Development (DWRID), staff of the State Project Management Unit (SPMU), and various consultancies under the project. The mission also attended the workshop on training support organization key team members and undertook a field visit to the district of North 24 Parganas to review the preparation for implementation of schemes. The Mission would like to thank all the concerned officers for their cooperation and the constructive discussions held. This aide memoire summarizes the mission’s main findings and recommendations, as well as important actions to be taken during the next months (Annex 1).
3. **Key Project Data**

Table 1. Project Data and Performance Ratings

|  |  |
| --- | --- |
| **Project Data** | **Project Performance Ratings** |
| Board Approval | October 4, 2011 |   | **Last** | **now** |
| Effectiveness Date | March 19, 2012 | Development Objectives | Satisfactory | Satisfactory |
| Closing Date | December 31, 2017 | Implementation Progress | Satisfactory | Moderately Satisfactory |
| Loan AmountCredit amount | USD 125 millionUSD 125 Million | Problem Flag | Nil | Nil |
| Total amount | USD 250 million |  |  |  |
| Disbursed Amt *(as of Mar 22, 2013)* | USD 3.80 million |  |  |  |
| Project Age | About 1 year |  |  |  |
| **% Disbursed** |  |  |  |  |

1. **Project Development Objective**
2. The project development objective (PDO) is to enhance agricultural production of small and marginal farmers in the project area. **The project aims at improving availability of water for agriculture and fisheries by developing new minor surface and ground water irrigation schemes on areas that are currently cultivated under rainfed conditions.** This will be achieved through development of minor irrigation (MI) schemes (4,660 nos), strengthening community-based irrigation management, and support to agricultural development, including provision of agricultural services, encouraging crop diversification and use of new technologies, and creating income generating opportunities. The minor irrigations schemes include some 2,400 minor surface flow irrigation systems ( comprising mini and medium river lift schemes, gravity-fed schemes, and water detention structures), and about 2,260 minor ground water irrigation schemes (comprising shallow tube wells, light and medium duty tube wells, and pump dug wells). These schemes have a potential of irrigating 5 ha to 40 ha each. It means the size of a water users association would range from 40-200 farmers. In order to achieve PDO effectively, it is critical that the selection of sites is made in rainfed areas only. Considering that the project is still in its early stage of implementation, and the project has started to strengthen the institutions and to develop MI schemes to achieve development objective as envisaged, the PDO rating is being maintained at Satisfactory.
3. **Current Implementation Progress**
4. The World Bank team undertook its previous full implementation support mission for the project in May 2012. Since then, project has made significant progress in strengthening the implementation team and preparing for implementation of first year (~400) minor irrigation schemes. The core team is in place at SPMU and a multidisciplinary consulting team to assist the SPMU with project management and implementation has recently mobilized. During last few months, the project had slowed down due to complex decision making processes and no financial authorities to the Project director. Recently it was informed that the approval process has been clearly streamlined along with the delegation of powers to the Project Director.
5. For the first year of implementation, the project has identified a total of 396 schemes. Detailed project reports (DPRs) have been finalized for around 316 schemes. These 316 schemes selected for phase 1 have a potential command area of 10,407 ha and estimated cost is around INR 836 million (US$16.7 million). Now the project is in the process of bidding for civil works of schemes and is expecting to finalize the procurement by April 15, 2013. By January 31, 2013, the procurement of 286 schemes had been initiated. Majority of schemes are small and can be implemented within one to two months. Simultaneously, four Support Organizations (SOs) responsible for formation and capacity building of water user associations (WUAs) have been engaged. By January 31, 2013, these SOs have been successful at forming WUAs in all 316 schemes, out of which 179 have already been registered.
6. Despite the challenges faced in administration procedures, the project has made substantial progress in last few months towards implementation of schemes and it is expected that the expenditures would pick up in coming months. The project is yet to make progress in implementation of civil works, identification of schemes for second project year and improve its financial management and monitoring systems. Based on these indications, the implementation progress of project is being rated as *Moderately Satisfactory*. It was agreed that the the project would complete the implementation of around 300 schemes, finalize the preparation of Scheme Development and Management Plan (SDMP) for 400 schemes for implementation during 2014, and have web-based MIS system for planning, designing and monitoring of schemes using remote sensing based cropping pattern by June 2013.
7. The project has also completed procurement of several major consultancies and has advanced in the procurement of civil works, and the procurement rating is maintained at *Satisfactory*. In order to maintain the same rating, it is required that project completes the pending procurements including procurement of third party QA&QC. The financial reporting has not been regular and timely in the project and is expected to get worse in absence of financial controller. Therefore, the financial management is rated as *Moderately Satisfactory.* The rating will be considered for upgradation if (a) dedicated finance staff are in position; and (b) quarterly Interim Financial Reports are submitted on a timely basis. The Monitoring and evaluation (M&E) is being downgraded to *Moderately Unsatisfactory* because little attention has been given to monitoring so far. The project is highly based on outsourced staff and their monitoring is critical to maintain the quality of project implementation. In order to upgrade the rating, the project needs to commence monitoring system and preferably web-based system particularly for construction management and support organizations.
8. The next mission is scheduled in June 2013 when the project ratings will be reviewed based on abovementioned indicators.
9. Following sections provide detailed status of each project component.

***Component A: Strengthening Community-based Institutions***

1. The component includes community-based institutions, mainly WUAs, to assume responsibilities for management, operation, and maintenance of the minor irrigation schemes to be constructed under the project. The development of WUAs includes their formation, registration, and strengthening through various training and support activities. Overall this component is progressing satisfactorily with the formation of all the 316 WUAs selected for implementation during 2013.
2. The project has completed the process of recruiting four SOs to work in 18 project districts. These SOs have been involved in mobilizing the local communities and their awareness building. As of January 31, 2013, the SOs have supported the formation of 316 WUAs out of which 179 WUAs have been registered under the West Bengal Society Act which would now legally position them to take over the maintenance and management of their respective schemes (**Table 2).**

**Table 2. Selection of Schemes and Status of formation of WUAs**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S.No.** | **District** | **No.** | **Area****(ha)** | **Cost estimate (INR m)** | **Number of WUAs formed** | **Number of WUAs registered** |
|  | Bankura | 8 | 220 | 17.62 | 8 | 8 |
|  | Barddhaman | 16 | 524 | 38.80 | 16 | 16 |
|  | Birbhum | 14 | 402 | 32.35 | 14 | 14 |
|  | Dakshin Dinajpur | 11 | 328 | 29.70 | 11 | 9 |
|  | Darjeeling | 1 | 36 | 3.05 | 1 | 1 |
|  | Haora | 4 | 80 | 10.51 | 4 | 0 |
|  | Hooghly | 15 | 457 | 42.42 | 15 | 15 |
|  | Jalpaiguri | 45 | 1410 | 57.17 | 45 | 13 |
|  | Koch Behar | 34 | 1140 | 99.23 | 34 | 5 |
|  | Malda | 35 | 1280 | 108.17 | 35 | 21 |
|  | Murshidabad | 7 | 244 | 22.07 | 7 | 7 |
|  | Nadia | 9 | 340 | 24.21 | 9 | 9 |
|  | North 24 Parganas | 17 | 580 | 58.54 | 17 | 3 |
|  | Pashchim Midnapore | 23 | 788 | 62.07 | 23 | 23 |
|  | Purba Midnapore | 20 | 686 | 61.98 | 20 | 20 |
|  | Purulia | 3 | 60 | 5.87 | 3 | 3 |
|  | South 24 Parganas | 6 | 100 | 7.95 | 6 | 0 |
|  | Uttar Dinajpur | 48 | 1732 | 154.32 | 48 | 12 |
|  | **Grand Total** | **316** | **10407** | **836.04** | **316** | **179** |

1. Since their recruitment, the SOs have been provided with series of trainings by SPMU, including trainings on project orientation, training of trainers (TOT), and preparation of scheme development and management plans. However, mission would like to reiterate that there is a need for a comprehensive training plan which could be jointly prepared by project team and the SOs. In order to give consistent and clear message, there is need of common training modules in Bengali. If existing team is unable to develop the training modules, the project should plan on engaging an expert service provider.
2. In addition, the project needs to develop material for awareness building for reaching to a large mass including needy farmers in the rainfed areas. The project should engage expert agencies, as needed, to generate such material for the project.
3. A matter of immediate concern has been inordinate delays in payment of service dues to SOs as a result of which all the SOs are facing resources constraints. Due to resources constraint, the SOs have been unable to retain competent field level staff which is directly affecting the quality of their outputs and deliveries. To address this issue, the Bank mission held several rounds of joint discussions with the project team and the SO teams. The delays have been due to various reasons: no proper reporting system developed, procedural difficulty in certification of attendance of field staff, and inability of DPU to measure SOs outputs. Further, the project lacks proper financial authority (see section below).
4. As a pilot initiative, a mobile based tracking and reporting system was demonstrated to the project team, which allows recording of location and time stamped photograph along with the information of the event. This is a very transparent and reliable system to monitor the progress of community workers. The system has been very much appreciated by both DPMU and SOs. It will make data collection and reporting very effective and DPMU would be confident to verify the progress. This system was demonstrated in October 2012, but the project is yet to put such system in practice. In order to implement mobile based systems, it would require provision of some allowance to field staff. The mission was also informed that the transport cost allocated in existing contract was not sufficient to meet the actual travel distance to remote locations covered by community workers. If required, the project may amend the contract to allow enough mobility to the field staff and make them effective.

***Component B: Irrigation System Development***

1. The component is aimed at improving availability of water for agriculture and fisheries by developing new minor surface and ground water irrigation schemes on areas that are currently cultivated under rainfed conditions. The activities include construction of about 2,400 minor surface flow irrigation systems comprising mini and medium river lift schemes, gravity-fed schemes, and water detention structures, and construction of about 2,260 minor ground water irrigation schemes comprising shallow tube wells, light and medium duty tube wells, and pump dug wells. It was expected that the project would implement 400 schemes during year 1 but the progress in this component has been less than expected and the project would be able to implement only around 300 schemes by June 2013.
2. The details of the schemes are provided in Table 2, and Annex 3a, and 3b. The project cycle has four phases of scheme development: preplanning, planning, implementation, and post implementation.
3. ***Preplanning*:** This phase involves identification of scheme and formation of WUAs. During year 1, the selection of scheme was made by DPUs based on the requests made by farmers.Till date, the project has identified 396 schemes. Out of which 316 are expected to be implemented in 2013 and remaining 84 schemes in 2014 based upon their readiness from social and technical feasibility. It is expected that in addition 800 schemes would be identified for second project year 2014, out of which 400 schemes would be prepared by June 2013.
4. The mission noticed that in some sites, the project is aiming at replacing existing private diesel shallow tubewells with the electrified system in order to provide economic solution for energy and assured irrigation for third crop. The farmers in such areas are having 2-3 irrigated crops without the project intervention. It means these are not “Rainfed” areas as envisaged in the project. The project team may have selected such areas for right reasons but during the inception of the project, the GoWB state representatives had a very clear mandate that the World Bank funding would be utilized for installation of new schemes in rainfed areas instead of addressing the issues in existing irrigated areas. Since GoWB felt that it would be possible to “accelerate” the development (cropping intensity) only if the rainfed areas (with single Kharif crop only) are selected for introduction of new irrigation source so that farmers can have double or triple crops. Hence the priority should be given to rainfed areas (non-irrigated areas) preferably with “only Kharif crop” or “Kharif/non-irrigated pulse crop” so that return from investment can be maximized**. *It was agreed that in future phases of ADMI project, the following selection procedure shall be followed:***
5. SPMU shall use remote sensing based cropping pattern to identify potential areas for introduction of new schemes. The remote sensing based cropping pattern has been developed by Department of Science and Technology for year 2006-07 which clearly identifies the areas (at 23.5 m grid resolution), with Kharif crop, double and triple crops in entire state. SPMU should expedite to acquire those imageries and share both hard copy and soft copies (GIS format) with DPMU and SOs. It would mean that the site identification will not be solely based on the applications submitted in district administration. Such requests shall be given due consideration after verification through remote sensing and physically. Similarly, the schemes which have already been identified by SOs or DPMUs for next year, they will reconfirm with SPMU (using field data and remote sensing) whether the selected areas are rainfed
6. Once the focus areas are identified by SPMU, SO shall verify further for rainfed areas and social viability. The social viability will ensure that the farmers are interested to have scheme and have submitted formal request. Thereafter both SO and DPMU shall run the feasibility test for finalizing the selection after giving due consideration to technical, social, and environmental viability.
7. Once the scheme is finalized and cleared by District level implementation committee (DLIC), it would be communicated to SPMU and preparation of SDMP will be commenced. It was informed that DLIC procedure takes quite long because meetings are held every three months only. SPMU/DPMU needs to work out the procedure to expedite the approval process.
8. It may also be noted that SOs will have prime responsibility for identification of schemes while both DPMU and SO will finalize the selection in partnership.
9. ***Planning****:* This phase involves preparation of detailed SDMP following topographic/technical surveys (as needed) and preparation of design and estimate for civil works. The SDMP will be prepared in consultation with the farmers and WUAs. The phase will ensure ratification by WUA and appraisal by DPMU.
10. In the absence of adequate and multi-disciplinary staff during year 1, in place of SDMP, detailed project report (DPR) with cost estimate of works was developed by DPMU. It was noted that DPRs did not always involve proper survey. In future, it was agreed that survey and design would be done using modern instruments and would be made available with detailed layout of structures and design in digital formats (Autocad/GIS). The DPMU teams are being equipped with survey instruments and surveyors. In case these facilities are not available with the department, they may be outsourced from survey agencies. The DPUs are strictly advised to develop the design in consultation with WUA/farmer and share the designs and layout with SOs and farmers before finalizing in SDMP. The estimate and layout of schemes should be disseminated in the village through proper means such as wall paintings.
11. *For phase 1, Detailed Project Reports have been prepared for 316 schemes. These 316 schemes would have potential to irrigate 10,407 ha. Their estimated cost is around INR 863 million.*
12. **Implementation**: This phase involves public display of project information, procurement of contractors and implementation of civil and other works, training for WUA members, quality assurance, crop planning and crop-water budgeting for irrigation schemes, mobilization and formation of common interest groups.
13. Out of 316 identified schemes for phase 1, the procurement for 286 schemes has been initiated. It is expected that by April 15, 2013 all the contracts for the first batch of around 316 schemes would be awarded and construction would start immediately thereafter. Majority of the works are small and can be completed within a month excepting for the mid size schemes (80 schemes) where execution of water distribution network may take time. The only delay anticipated at this stage, could be the State Panchayat election which are due by May 2013 and might affect the contract award process if it was not done prior to declaration of election.
14. The mission reviewed the sample bid documents and had discussion with field engineers and support organizations. The mission would like to share following observations that needs to be acted upon immediately:
	1. SPMU has generated Scheme IDs in order to integrate the data from various agencies. These scheme IDs are to be used in the bid documents/contracts so that it is easier to monitor the progress of each scheme and link with the SPMU’s master database.
	2. The bids that are floated need to have detailed layout of proposed schemes with proposed structures and field details, particularly location of pump house and spouts.
	3. The detailed layout with details of beneficiary (with major structures) should be shared in the bid documents and with SOs so that the SOs can work with WUAs to avoid any conflict at a later stage. The field engineers indicated that there were chances of conflict if layout of schemes were to be disclosed in advance. It should be a clear indicator of a well performing WUA. If a WUA cannot resolve such issues, it would mean that the WUA is not ready, and implementation needs to be delayed. First SO needs to work with WUA to resolve those conflicts.
	4. In order to avoid failure of schemes in future O&M, it is advised that the SOs and DPMU work with WUA and understand their needs and resolve conflicts in advance.
15. While the construction of schemes will start soon, the project has yet to commission quality control process. The project should start the procurement of third party QA/QC agency immediately. This needs to be done through CQ (consultant qualification) procurement method and it should have comprehensive terms of reference to ensure desired outputs. Till this consultancy is finalized, the SPMU management consultancy may arrange some quality control engineer. As it is time based consultancy, the project can work out the arrangement.
16. Further the project should develop a quality control mechanism with SO and WUAs. The WUAs should be trained to participate with simple techniques for quality control. A quality control manual needs to be developed for the use of WUAs. It should be in simple regional language with visuals.
17. **Model schemes:** The DPMUs are advised to develop model schemes closer to district HQ in their district with the provision of sustainable energy source (solar systems), water management (sprinkler, drip irrigation), and convergence with allied activities. This scheme would be used as a model to demonstrate best practices.
18. **Upgradation of Water quality lab (SWID):** The process is underway to set up a state-of-the-art water quality testing laboratory fully equipped with hardware and software facilities. The Bank mission has provided their comments on the proposal to be incorporate in the final bid proposal. In Hydrology Project II funded by the World Bank, the water quality labs have been strengthened in various state centers. The state will be linked with those states to understand the possibilities and follow example bid documents.

***Component C. Agriculture Support Services***

1. This component aims at enhancing productivity and diversification in agriculture. This will involve improvements in production and water management technologies for agriculture, horticulture, and fisheries, and more efficient and effective farm advisory services. The Agricultural Support Services (ASS) component has three sub-components, viz. Agriculture, Horticulture, and Fisheries, which are being implemented by the Departments of Agriculture (DoA), Horticulture (DoH), and Fisheries (DoF). While agriculture and horticulture sub-components will cover all 18 districts, fisheries activities will be implemented in seven districts. The progress in this component has been moderately unsatisfactory, which is partly due to delay in the implementation of schemes and WUA formation.
2. The agricultural and horticultural departments need to aim at organizing on-farm demonstrations (Farmer Field Schools) in schemes selected for phase 1 during Kharif 2013. These on-farm demonstration should be used to train the staff as well as WUAs. There are several schemes where some of the fields have irrigation systems, it means the demo can be conducted irrespective of scheme completion.

***Component D. Project Management***

1. This project component involves strengthening the DWRID to ensure effective project management through SPMU, provision of management information system, and social, environmental, and fiduciary safeguard management systems, and monitoring & evaluation and impact assessment activities.
2. **Strengthening DWRID**: A SPMU and 18 District Project Management Units (DPMU) have been set up to take charge of coordination and management of the implementation of all project activities. The project is headed by Project Director and functions under the overall supervision of Secretary, DWRID. The project has core team from DWRID and is well staffed with engineers and administration. In order to support SPMU with multidisciplinary team, a consultancy has been recently engaged which would provide various experts including monitoring and evaluation, NGO coordination, procurement and MIS. During the mission, some team members were mobilized but team leader and agricultural specialist were yet to be mobilized. Since this consultancy is time based, the project should plan the deployment of team based on needs. For instance, there is immediate need to strengthen MIS system, prepare training modules for WUA mobilization, and construction quality engineer. Such experts may be front loaded while the appointment of some other experts such as dam safety or fisheries may be requested as needed in future. Both SPMU and consultancies need to prepare staff deployment plan and update every month.
3. The vacancies for heads of all the DPMUs have been filled, while some of the technical staff is in place as well. A recruitment agency has been recently hired to fill identified staff positions in DPMU. It has been agreed that these positions will be filled by May 31, 2013. The mission reviewed the positions listed in TOR and agreed on revision to some of the posts. The revised staff requirement is listed in **Annex 4**. Both consultancies and project should finalize salary scales as soon as possible and proceed with the recruitment of staff. Although it was agreed that the new staff for the project will be engaged through recruiting agency, it was not clear why the project decided to engage the engineers directly through DPMU. It was informed that the recruitment process at DPMU was very complex and might take time. The mission advised that if the hiring process has not advanced, they should use the recruitment agency. The recruitment through agency will also ensure consistency in the remuneration of various positions otherwise it may pose some challenges in future.
4. Although project is strengthening in term of human resources, the project has been suffering due to delays in decision making and poor contract management. The project director had no financial powers and there was no clarity in approval process. In other projects, once the work plans are approved by executive committee, the project director in-charge is given all the power to execute. Recently appointed Secretary DWRID has understood the situation and has been trying to resolve this issue. The mission was informed that Project Director has been delegated with financial powers and decision making processes are being streamlined. There is a provision to designate the Executive Engineer posted at SPMU as the Drawing and Disbursing office [DDO] for purposes of the project, but it has not been implemented fully. This is resulting in unexpected transactional delays. The project has to address this issue on a priority basis to avoid slowing down of ground level operations and also to maintain the commitment level.
5. **Contract management:** This project is highly based on outsourced staff both at SPMU and DPMU level. The SPMU needs to design induction program for new staff and develop monitoring system to monitor the performance of various agencies.The project should develop induction material for new staff so that whenever new staff joins, he/she is given orientation about the project as well as about their roles. The mission noticed that the project has not yet been able to adequately monitor the consultancies due to lack of staff. The SPMU and DPMU should discuss monthly work plan and monitor the progress of their consultancies. This applies to all the consultancies including SOs, SPMU and any other. In addition they should monitor the human resources deployment whether replaced experts are qualified and experienced as agreed in the contract.
6. **Monitoring, Learning and Evaluation (MLE):** The project needs to streamline monitoring and learning so that correction measures can be introduced based on proper analysis. The SPMU, DPMUs, line departments of Agriculture, Horticulture and Fisheries, field level project staff, and the service providers who will be contracted by the project will all have responsibility for collecting and reporting information on physical and financial input and output indicators as part of their regular implementation work.
7. It is proposed that the management and monitoring would be strengthened with web-based MIS, GPS based photographs, and real time update using mobile based applications. An effective web based MIS and M&E framework that would interface with the information flow from DPMU and SOs could cater to the real time decision support needs of SPMU while it manages the implementation of the large number of minor irrigation schemes planned under the project. Till the web-based MIS system is operational, the SPMU will be capturing the data in an excel database and transfer when the web-based system is ready. **In order to integrate the data from various agencies, unique Scheme ID’s have been developed by SPMU. All the agencies are advised to use those “Scheme ID” while collecting or reporting the data.**
8. Use of mobile and GPS based applications to update field data and photo, monitor project implementation, as well as tracking the performance of various consultancies in the field has been demonstrated to the project. This can help to record (with time and location) various events organized by SOs and also update some data from the location where the work was executed. The setup was appreciated by both DPMU and SO but project needs to operationalize it through provision of such technology in the contract of SOs and equip DPMU with the technology. The SPMU has agreed that each field-based engineer will have Tablet (with a camera and GPS) to capture the progress with the scheme construction works. This setup can allow to capture the location (GPS) based pictures and also update Measurement books (MB) on time. Such setup would serve in monitoring the execution and management on real time basis.
9. For third party construction QA/QC, the project should engage the consultancy at the earliest. Simultaneously SOs and WUA need to be trained in supervision of construction through simple techniques.
10. The department of science and technology (DST) is in the process of updating cropping pattern for entire state using remote sensing maps. This map would serve as a baseline for the project while also helping in selection of sites for scheme implementation. The project is advised to collaborate with DST to understand the impact on cropping pattern and productivity. The operation expenditures for groundtruthing can be arranged through the project.
11. The Bank mission has developed three macro level MLE formats on: (a) key performance indicators; (b) progress on physical indicators; and (c) progress on financial indicators. These will eventually be used to capture all the relevant sets of information data at various levels to feed into the MIS system. As the schemes are not yet functional, only the formats for progress on physical indicators and financial indicators are being used.
12. It is proposed to organize a workshop on MLE during April when the indicators and MIS data flow will be reviewed.
13. **Preparation of report and dissemination material:** The project should start preparation of project reports on six monthly basis along with the documentation of project experience and its dissemination in the wider development community. The project website is another source of sharing knowledge base generated under the project and update the progress on regular basis. The project website is now being developed and all the project related information will be posted in it by February 28, 2013.
14. **Financial Management**
15. **Disbursement Profile:** Againstthe original allocation of USD 125 million under IBRD 8090-IN, the disbursement as of 08-Feb-2013 stands at USD 1.225 million [1%] and reflects (a) front end fee of USD 0.313 million; and (b) documented reported project expenditures up to 30-Sep-2012 amounting to USD 0.486 million; and (c) unadjusted advances totalling to equivalent of USD 0.426 million. The disbursement as of date against the signed amount of SDR 78.2 million for IDA-5014-IN stands at SDR 0.370 million [0.47%] and reflects the expenditures related to reinstatement of PPF. Withdrawal application for advance against forecasted project expenditures for the two quarters ended 31-Dec-2012 and 31-Mar-2013 is presently being processed by CAA&A and will entail disbursement of approx. USD 2 million.
16. **Budget and Project Expenditures:** The allocation of `Rs. 100 crores made in the State budget for the project for FY2012-13 has since been revised to `69 crores. For several reasons however, the actual expenditures have been extremely low [`1.04 crores reported up to 31-Dec-2012] and it is anticipated that the budget will need further revisions. The expenditures reported to date relate to costs at the state level for project management and no funds have been released or allocated to the districts yet. Budget allocation of `399 crores has been provided for the project for FY2013-14 (see attached **Annex 5**).
17. **Adequacy of Financial Management Arrangements:**On the overall, the accounting and financial reporting arrangements as were agreed during appraisal and documented in the Financial Management Manual are in place. The accounting for the project expenditures is mainstreamed into the DWRID’s accounting system and the IUFRs prepared on the basis of monthly AG’s Appropriation Accounts, thus eliminating the need for establishing parallel accounting and reporting mechanisms for the project. There have however, been some delays in the preparation of the quarterly IUFRs reports on account of non-availability of the monthly Appropriation Accounts from the AG's Office. Going forward, it may be useful for DWRID to engage with the AG's Office and find ways to reduce the time taken.
18. The agreement at appraisal to designate the Executive Engineer posted at SPMU as the Drawing and Disbursing office [DDO] for purposes of the project has not been implemented; the financial authority for the project related expenditures at the state level is presently delegated to the DDO at Resources Division of the department. While this arrangement may suffice for the present scale of operations, it may be necessary to review the same as the level of activities and quantum of payments increase significantly at the SPMU.
19. With the recent retirement of the present incumbent, the position of Financial Controller at SPMU is vacant. In discussions during the mission, it was agreed that DWRID will make immediate arrangements to position a senior officer from the State Finance Cadre at the SPMU. In the interim, SPMU will arrange to retain the services of a retired official on contract basis for the purpose.
20. While the financial reporting requirements for the project are at the consolidated component level, met from the AG's monthly Appropriation Accounts, additional physical and financial information at activity and scheme level is required to be obtained from the DPMUs. For the purpose, SPMU has prepared additional financial reporting forms and circulated the same to the districts. This will however, be need to be supplemented with hands on training for the divisional accountants; the training will need to be provided over the next two months and may be arranged for a cluster of districts. This will be a necessary pre-requisite for release of funds to districts.
21. Based on the above the financial management performance is rated as Moderately Satisfactory (MS). In order to improve the ratings, the project should have dedicated accountable staff and financial reporting system in place.
22. **Procurement**
23. The SPMU has signed the contracts for major consultancies including SO, DPMU and SPMU during mission but the signed contracts with checklist were pending which are required for Bank's record and issue of WBR numbers. The mission explained that without the WBR number it would not be possible to seek reimbursement of the expenditures.
24. Based on approval of bidding documents, bids have been invited for 61 packages. However, the field units had requested for clarifications on few concepts like joint venture, variations, etc., for which the Project had organized a Workshop. Mission explained that provisions of the NCB documents (W2) are agreed with GOI and that the document is being used for all similar procurements in India. However, with earlier interactions with this project staff, the World Bank has already brought in several changes reflecting low contractors' capacity in the State and also that similar works were not executed on turnkey basis. After extensive discussions and feedback from the field units, few modifications were further identified. The changes are to be conveyed to bidders by amendments. Mission further left the decision to extend the bid opening dates to the respective field units if required due to these amendments. Mission agreed to review the provisions after first round of the bidding. Mission has forwarded the format for bid evaluation to be used for carrying out bid evaluation. Bid Evaluation done in the project earlier at preparation using PPF can be shared with the field units The proper record keeping and adherence to procedures must be followed so that Bank does not declare any procurement as not eligible at a later date.
25. The updated procurement plan after incorporation of Bank's comments must be furnished without fail by end February.2013 for disclosure.
26. The procurement rating is maintained at satisfactory. However in order to maintain the same, the project should finalized procurements of works for schemes and have competent procurement specialist.
27. **Social and Environmental Management**

**Environment Management**

1. The environmental staff for the SPMU is already in place and the others for the DPMU are expected to join by May 31, 2013. An awareness program is being planned to target the staff of the DOA’s extension services, so as to be able to discourage use of harmful pesticides in the state. The SPMU will start the process of recommendation of delisting the 49 pesticides in March 2013, and take all necessary actions including facilitation of the DOA to ensure that this delisting is completed as soon as possible, preferably before April 2013.

**Social Management**

1. The project aims at mobilizing local communities dependent on agriculture for their livelihood to participate in the development of irrigation systems and their subsequent MOM. Two issues are given particular attention, namely land acquisition and tribal population, while gender issues are covered as well. The project needs to monitor actual land acquisition, benefitted scheduled caste and tribal population and participation of women. Kindly refer **Annex 6** for details.
2. Land Acquisition (LA): As almost all schemes are small the requirement for land is minimal. The land requirement arises for three purposes: (i) source works, mainly headworks and pump houses; (ii) spouts, which are outlets for regulating water distribution; and (iii) distribution system, mainly field channels for transmitting water to the plots. The possibility of any such issue is being resolved through proper discussion with WUAs.
3. Tribal Development (TD): The districts having significant tribal population in the state are: (i) West Medinapur; (ii) Purulia; (iii) Dakshin Dinajpur; (iv) Malda; (v) Jalpaiguri; (vi) Birbhum; and (vii) Burdwan. The tribal populations live predominantly in the rural areas and their social, cultural, economic, political, and historical characteristics induce vulnerability. Through selection process of scheme, it has been ensured to target/prioritize vulnerable groups.
4. **Governance and accountability**
5. The project needs to ensure that project related information is up to date on web. The website needs to be revamped and tenders need to be published in accessible manner. Similarly the progress report and plan needs to be published.
6. The grievance redressal system needs to be put in place that would respond to issues of mismanagement, corruption, and other problems that may be identified during implementation. A dedicated phone line, email system with complete monitoring needs to be maintained, and report on handling of complaint needs to be prepared on regular basis.
7. The display boards at work site should reflect about works and contact information clearly.
8. **Major observations**
9. **Project management**: Project Director needs to be authorized for routine approvals and decision making process needs to be streamlined.
10. ***Consultant management:***  The management of consultants needs attention. For instance, reporting system and non-payment of dues to SOs are a matter of concern. The SPMU has agreed with the Bank mission to make necessary arrangements and settle all dues by February 28, 2013. Also SO coordination with the DPMU staff is critical to review and seek guidance on field level activities.
11. ***DPMU Recruitment:*** The process of recruitment of personnel for the 18 DPMUs has to be completed urgently so that it does not hold back the agricultural support interventions that need to start after the schemes are operational.
12. ***Completion of phase 1 schemes:*** The procurement is at advance stage and it is expected that the works for 80% of 316 schemes would be completed by June 2013. It is critical that the layout of structures are shared with farmers and SOs in advance so that any probability of conflicts are minimized.
13. ***Preparation for Phase 2 schemes:***  The mission felt that SPMU needs to strongly focus on identifying the rainfed areas where scheme implementation would be most successful. The remote sensing based cropping pattern can help to identify potential area for the project and as well as understand the impact of intervention. The preparation of SDMP should be done collectively using modern survey and design techniques.
14. ***MIS:*** In order to expedite preparation of SDMP, bid documents and monitoring of project, a robust MIS need to be introduced immediately.
15. ***Disbursement delays:*** Though the SPMU moved quickly with the identification of the batch I schemes and formation of WUAs with the help of Support Organizations, the delay in approval procedures for bids and recruitment of management consultancies for SPMU and DPMU has resulted in the scheme implementation running behind schedule. With the impending Panchayat elections due in the coming months, it is expected that year 1scheme construction would be completed only after the monsoons, i.e. by end 2013. The 800 schemes identified for the second project year would be constructed in the period January-June 2014, out of which SDMP would be finalized for 400 schemes by June 2013. Based on the above, it is expected that expenditures by March 31, 2014 would be around USD 31 million.

Annex 1: Agreed Key Actions (Feb 8, 2013)

| **S.No.** | **Action** | **By Whom** | **By When/ revised** | **Status** |
| --- | --- | --- | --- | --- |
|  | **Component 1: Strengthening Community-based Institutions** |  |
|  | Support Organizations are mobilized | SPMU | June 2012 | Completed |
|  | WUA’s formed for selected schemes and mobilized.  | DPMU/SO | Ongoing | For 316 schemes, WUA are formed and registered  |
|  | Reporting system by SOs for their progress and data collection of schemes. | SPMU/DPMU/SO | Nov 15, 2013/ Mar 15, 2013 | Delayed. Excel formats have been devised. Hopefully monitoring will improve with the mobilization of NGO coordinator. |
|  | Preparation of training manual for induction of SO field staff, DPMU and training of WUAs. | SO/SPMU | Jan 31, 2013/March 15, 2013 | Delayed, This was the first task to be done by SOs.During recent workshop, the SOs discussed the content of training manual. |
|  | Project orientation training for key staff and field staff. | SPMU/DPMU/SO | Jan 31, 2013 | Completed for key staff, due for field staff. |
|  | Amendment to the contract of SOs with a provision for mobile and web-based monitoring. | SPMU/SO | Jan 15, 2013 | The estimate was prepared during mission in Oct 2012.  |
|  | **Component 2: Irrigation System Development** |  |
|  | Selection of schemes:The first year 400 scheme selection done by DPMU.   | SPMU/DPMU/ DLIC | July 31, 2012 | Completed for 316 schemes.Please ensure that schemes are technically and socially viable are not being installed in already irrigated areas. |
|  | Initiate selection of schemes for year 2 onwards of the project. | SPMU/DPMU/SO | Ongoing | Delayed. Introduce use of remote sensing (RS) in selection of sites. Using RS maps, the sites will be proposed by SPMU and will be verified by SOs and DPMU. |
|  | Procure imageries of cropping pattern from Department of Science and technology for selection of schemes. | SPMU |  | New Activity |
|  | Prepare SDMP for 800 schemes of next year | SOs/DPMU/SPMU | June, 15 2013 | Ensure to have digital map/and drawings |
|  | Begin civil works of the first year 400 schemes | SPMU/DPMU/ DWRID  | Dec 1, 2012 | Sample bid documents cleared by the Bank. Procurement is to be finalized.  |
|  | Initiate procurement of third party QA/AC | SPMU | May, 2013 | New activityShare TOR by Feb 15, 2013 |
|  | Upgrade water quality lab in the state and districts | SPMU/DWRID |  | Draft proposal was shared. Once the proposal is complete, Department can initiate procurement under shopping and prepare specifications for the categories under NCB and ICB. |
|  | **Component 3: Agriculture Support Services** |  |
|  | Organize training and sensitization workshops for the line department staff in the districts | SPMU/DOA/ DOH/DOF  | September 30, 2012 | **Completed** Training of nodal officers for the DPMUs. |
|  | Share list of selected schemes with line departments | SPMU | August 15, 2012 | No progress |
|  | Submit requirement of funds and procurement of goods and services for undertaking ASS activities to DDOs | DOA | December 31, 2012 | No progress |
|  | Field based demonstrations in first batch of selected schemes during Kharif season | DOA | June 2013 | No progress. Should plan for next Kharif 2013.  |
|  | **Component 4: Project Management** |  |
|  | Complete the recruitment of the consulting firm that will assist SPMU and DPMU with project management | SPMU | November 15, 2012 | Completed in Jan 2013 |
|  | Prepare next six month plan with SPMU consultancy alongwith the staff requirement | SMPU/consultancy | Feb 15, 2013 | New activitySPMU needs to rationalize staffing requirement. |
|  | Mobilize team for DPMUs | SPMU | May 2013 | The team structure was revised during recent mission.  |
|  | Develop web-based MIS for project immediately for following modules: * 1. DPR and bid preparation and progress monitoring
	2. Monitoring of SOs
 | SPMU | March 2013 | Delayed. Till then excel based format need to be put in practice. |
|  | Conduct a study to assess the status of old schemes and understand their needs. | SPMU | June 2013 | SPMU engage consultancy to conduct this study.  |
|  | Collaborate with remote sensing agency for selection of schemes and monitoring the impact. | SPMU | February 2013 | Explore the collaboration with DST who are already doing such work in the state. |
|  | **Financial Management** |  |
|  | Forecast of expenditures for next two quarters (Jan-June, 2013) in IUFR 1B to be sent to the World Bank. | SPMU | Jan 1, 2013/Feb 2013 | Delayed. |
|  | Audit report for 2011-12 | SPMU | Jan 31, 2013 | Completed |
|  | Engage financial expert. | SPMU | Mar 15, 2013 | Feb 28, 2013 |
|  | **Procurement** |  |
|  | Updated procurement plan for the next 12 months | SPMU | Ongoing/ Feb 28, 2013  | Recently submitted to the World Bank. It needs to involve some additional items as requested by DPMU and other needs felt recently. |
|  | Procurement of civil works contracts for year 1 works | DPMU | April 15, 2013 | Delayed. Sample bid cleared. Bids have been floated. |
|  | Finalize procurement of critical items for DMPU such as Tablet, Total stations and ArcGIS software. | SPMU/DPMU | Ongoing/Mar 15, 2013 |  |
|  | **Social development** |  |
|  | Issue Guidelines to SOs on addressing the issues related to Lands, Impacts and Tribal Development  | SPMU/SO | March 31, 2013 | Pending complete training manual for SOs |
|  | Update information on land acquisition in selected schemes | DPMU/SPMU | March 31, 2013 | New activity but should be part of integrated MIS. |
|  | Update Action Taken Report on implementing the TDP | SPMU/DPMU | March 31, 2013 | New Activity |
|  | **Environment** |  |
|  | Completing orientation training (on EA/EMP) of the newly recruited staff of DPMUs and SPMU (for all staff including environmental staff) | WRIDD | October 30, 2012 | Delayed; Engagement of staff is delayed. Expected to complete by May 30, 2013 |
|  | Complete, check and certify environmental screening documents for selection of all First Year Sub-Projects | DPMU/SPMU | September 30, 2012/Feb 28, 2013 | Delayed; expected to complete by Feb 28, 2013 |
|  | Initiate formal proposal to delist WHO Class I/ Class II pesticide from state approved list with an aim to close this issue by September 2012  | DWRID/SPMU | July 15, 2012/ Feb 28, 2013 | Delayed, Jan 31, 2013 |
|  | Initiate contact with the nominated NGO to undertake studies on bio-pesticide intensification and piloting quality assurance system. | SPMU | June, 2013 | No progress |
|  | Governance |  |
|  | Website for the project | SPMU  | Feb 25, 2013 | In progress. Update information and post all bids.  |
|  | Establish a grievance cell | SPMU | Feb 25, 2013 | New activity. Setup dedicated phone line, email and tracking system for complaint. |

**Annex 2: Physical Progress Indicators**

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator**  | **Unit** | **Progress till date** | **End of Project target** |
|  |  |  |  |
| **Component A: Strengthening Community Based Institutions** |  |  |  |
| WUAs formed | Nos. | 396 |  |
| WUAs trained |  | 179 |  |
| SDMPs prepared (DPR for year 1) |  | 316 |  |
| SDMPs approved |  | 316 |  |
| No. of Department staff trained by SOs |  | Nil |  |
| No. of female membership in committees (1/3rd of the total) |  |  |  |
| **Component B: Irrigation System Development** |  |  |  |
| Schemes in identification stage | Nos. | 400 |  |
| Schemes in implementation stage | Nos. | 286 |  |
| Schemes in post-implementation stage | Nos. | Nil |  |
| No. of WUAs functioning | Nos. | 162 |  |
| CCA developed | Ha | Nil |  |
| Participating farm families | Hhs | 4356 nos. |  |
| Number of tribal farm families  |  |  |  |
| **Component C: Agriculture Support Services** |  |  |  |
| Agriculture demonstrations | Nos. | Nil |  |
|  | Ha |  |  |
| Horticulture demonstrations | Nos. | Nil |  |
|  | Ha |  |  |
| No. of fisheries demonstrations | Nos. | Nil |  |
|  | Ha |  |  |
| Farmers trained | Nos. | Nil |  |
| Farmers taken on exposure visits  | batches | Nil |  |
| Schemes covered under fisheries  | Nos. | Nil |  |
| No. of FIGs trained | Nos. | Nil |  |
| Departmental staff trained – (Agriculture, Horticulture & Fisheries) | Nos. |  |  |
| No. of Bio villages established  | nos. | Nil |  |
| **Component D: Project Management** |  |  |  |
| DPMUs established | Nos. | 15 |  |
| Staffing in SPMU (including gov. staff) | Nos. | 23 |  |
| Staffing in DPMU (including gov. staff) | Nos. | 234 |  |
| No. of workshops organized | Nos. | 12 |  |

**Annex 3****a. District and Year-wise Phasing of Schemes**

|  |  |  |  |
| --- | --- | --- | --- |
| **S.No.** | **District** | **Schemes per year** | **TOTAL** |
| **12/13** | **13/14** | **14/15** | **15/16** | **16/17** | **17/18** |
|  | Bankura | 8 | 35 | 65 | 88 | 50 | 12 | 258 |
|  | Bardhaman | 16 | 46 | 86 | 116 | 66 | 18 | 348 |
|  | Birbhum | 14 | 35 | 65 | 89 | 51 | 13 | 267 |
|  | Dakshin Dinajpur | 11 | 16 | 31 | 42 | 24 | 7 | 131 |
|  | Darjeeling | 1 | 14 | 27 | 37 | 21 | 7 | 107 |
|  | Haora | 4 | 3 | 7 | 9 | 5 | 3 | 31 |
|  | Hooghly | 15 | 21 | 39 | 53 | 30 | 8 | 166 |
|  | Jalpaiguri | 45 | 137 | 256 | 345 | 197 | 50 | 1030 |
|  | Koch Behar | 34 | 96 | 178 | 240 | 137 | 36 | 721 |
|  | Malda | 35 | 52 | 98 | 132 | 75 | 20 | 412 |
|  | Murshidabad | 7 | 10 | 18 | 26 | 15 | 4 | 80 |
|  | Nadia | 9 | 22 | 41 | 56 | 32 | 7 | 169 |
|  | North 24 Parganas | 17 | 3 | 6 | 9 | 5 | 3 | 43 |
|  | Pashchim Midnapore | 23 | 27 | 51 | 70 | 40 | 11 | 222 |
|  | Purba Midnapore | 20 | 13 | 25 | 34 | 20 | 6 | 118 |
|  | Purulia | 3 | 17 | 33 | 44 | 25 | 8 | 130 |
|  | South 24 Parganas | 6 | 7 | 13 | 18 | 10 | 4 | 56 |
|  | Uttar Dinajpur | 48 | 46 | 81 | 112 | 67 | 17 | 371 |
|  | **Grand Total** | **316** | **600** | **1120** | **1520** | **870** | **234** | **4660** |

**Annex 3 b: Year-wise estimation of Scheme Contracts**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S.No.** | **Contract Status** |  | **Contract Details per annum** | **Total** |
| **12/13** | **13/14** | **14/15** | **15/16** | **16/17** | **17/18** |
| 1 | Contracts tendered | (nos.) | 61 | 116 | 217 | 294 | 168 | 46 | 902 |
| 2 | Contracts awarded | (nos.) | 61 | 116 | 217 | 294 | 168 | 46 | 902 |
| 3 | Expenditure | (INR crores) | 83 | 165 | 308 | 418 | 239 | 65 | 1282 |

**Annex 4: Staff Requirement at DPMU**

|  |  |  |  |
| --- | --- | --- | --- |
| **Sl. No.** | **Position** | **Total No.**  | **Requirement at** |
|  | Program Coordinator | 18 | DPMU |
|  | Institutional Development Specialist | 18 | DPMU |
|  | Procurement Engineer | 18 | DPMU |
|  | Surveyor  | 18 | DPMU |
|  | GIS specialist | 9 | DPMU |
|  | Agriculture Specialist | 18 | DPMU |
|  | Fisheries Specialist | 7 | DPMU |
|  | Environment Specialist | 18 | DPMU |
|  | Data Analyst | 18 | DPMU |
|  | Data Entry Operator | 18 | DPMU |
|  | Office Assistant | 18 | DPMU |
|  | Nodal Agriculture Coordinator | 1 | SPMU-Nodal office |
|  | Nodal Horticulture Coordinator | 1 | SPMU-Nodal office |
|  | Nodal Fisheries Coordinator | 1 | SPMU-Nodal office |
|  | Accountant cum Computer Operator | 3 | SPMU-Nodal office |

**Annex 5: Financial Progress**

|  |  |  |  |
| --- | --- | --- | --- |
| **Component/Sub-Component** | **Budget 2012/13****(Rs. crores)** | **Actual Expenditure 2012/13** **(June - December)****(Rs. crores)** | **Cumulative project expenditure till December 2012****(Rs. crores)** |
| **A. Strengthening Community-based Institutions** | 4,60,00,000 | **29,90,239** | **29,90,239** |
| **B. Irrigation System Development** | 59,76,88,000 | **-** | **-** |
| **C. Agricultural Support Services** |  | **-** | **-** |
|  C.1 Agriculture Development | 65,62,000 | - | - |
|  C.2 Horticulture Development | 6,00,000 | **-** | **-** |
|  C.3 Fisheries Development | 15,75,000 |  | *-* |
| **D. Project Management** | 44,60,00,000 | **73,88,892** | **2,03,40,744** |
| **Total** | **69,70,25,000** | **1,03,79,131** | **3,37,10,114** |

**Annex 6: Social Development Aspects**

***Lands:*** During the project preparations, it was agreed that as the requirement for land is normally very small, in those cases where private land is required it can be secured on a voluntary basis, through donations. There is no need for involuntary land acquisition in the project. In order to make the process of voluntary land donations transparent, a number of stipulations had been agreed besides under full and clear documentation. In line with this agreement, the project management is expected to strictly adhere to the following stipulations and ensure proper documentation of all the associated processes.

* + 1. Ownership of the lands is to be clear, in respect of the 'title' and firm without any ambiguities.
		2. Voluntariness shall be ascertained by DWRID and duly documented. The land user will not be subjected to any pressure, directly or indirectly, to part with the land.
		3. The department shall ensure that there shall be no significant adverse impacts on the livelihood of the household donating the land. Preferably, the voluntary donation should not be more than 10 percent of the area of any holding by the land owner in relative terms, and that the lands donated shall not be more than 1,500 sq ft.
		4. This should not result in any physical relocation.
		5. The land in question must be free of squatters, encroachers, share cropping or other claims or encumbrances.
		6. The department shall facilitate the prospective water users in arriving at extending ‘gratitude’ to the land donor in lieu of the ‘contribution’ s/he has made. The same shall be documented and monitored for compliance.
		7. land transfers will be complete, land title will be vested in the Government; and
		8. provision will be made for redressal of grievances if any.

***Community's Gratitude***: Traditionally, the prospective water users do express their thanks to the donor with some gratuity. This may entail some cash, waving off of (part of) the water charges, location of spout, or employment.

***Tribal Development:*** West Bengal has significant tribal population, and about 6 percent of the total population, or about 4.5 million people, are categorized as Scheduled Tribes (ST). There are 38 notified STs in the state, including the Santal who represents more than half of the total ST population of the state. The districts having significant tribal population in the state are: (i) W Medinapur; (ii) Purulia; (iii) Dakshin Dinajpur; (iv) Malda; (v) Jalpaiguri; (vi) Birbhum; and (vii) Burdwan. They live predominantly in the rural areas and their social, cultural, economic, political, and historical characteristics induce not only vulnerability, but also often renders them ‘excluded’ from development interventions.

While the project interventions will not affect adversely the tribals, these groups do require special attention from the viewpoint of ensuring inclusion and equity. Hence, to ensure their inclusion, specific targeting is essential. Against this context, in accordance with the Bank’s OP 4.10, a Tribal Development Plan (TDP) has been prepared with the following objectives: (i) ensuring inclusion through selective targeting/prioritization; and (ii) establishing anew/strengthening the existing tribal institutions to undertake irrigated agriculture. The key elements underpinning the tribal development plan (TDP) relate to: (i) discriminatory targeting – to ensure inclusion and equity; and (iv) capacity support/building – to enable tribals to participate and derive full benefits. Separate budget provision too has been made for implementing TDP. Project management has to take due note of this and address accordingly.

***Social Impacts***: Two issues that require attention from the 'adverse impacts' point of view are: (i) elite capture; (ii) privatization of the public investments; and (iii) affecting the livelihood of the neighboring residents as a result of the project intervention. Due note of these while planning and implementing the project is critical.

**Agreed Actions**

* + - 1. Issue Guidelines to SOs on addressing the issues related to Lands, Impacts and Tribal Development by March 31, 2013
			2. Share with the Bank a documentation on the details of the Lands Secured for the first batch of 320 Schemes by March 31, 2013
			3. Share with the Bank an Action Taken Report on implementing the TDP by March 31, 2013
1. The Mission comprised Mmes/Messrs. Anju Gaur (Senior Water Resources Specialist & Task Team Leader), Joop Stoutjesdijk (Lead Irrigation Engineer & Co Task Team Leader), Jacqueline Julian (Operations Analyst), Debabrata Chakraborti (Senior Procurement Specialist), Manvinder Mamak (Senior Financial Management Specialist), Jai Mansukhani (Program Assistant), and Mohan Sharma (Consultant). [↑](#footnote-ref-1)