Group I.

I. Positive aspects:

A. Involvement of أمري.
B. Supervision minimal
C. Bottom of approach in implementation.
D. Society oriented approach.
E. Focus on social safeguards.
II. Improvement areas:

(A) Procurement of NGOs.

(B) Tripartite Partnership between G.O., N.O. and World Bank.

(C) Monitoring between two supervision missions.

(D) Bottom-up approach with NGOs, state and W.B. at various stages.

(E) Two way approaches of implementation.

(F) Minimise overlapping.

(G) NGO mapping and ranking.

(H) Good practices should be acknowledged.
1. POSITIVE EXP & WHAT MOVE?

1. 'MAITREE' - Producer Company
   Run by women (2500)
   (DPIP Raj + Srijan)

2. CHILD DEVELOPMENT:
   MUF + SERP (AP)
   (5 districts)

3. LAND ACQUISITION:
   DISA + Punjab Road Sector

WHAT MORE

(1) Scaling Up?
(2) Sustainability - CBO
2. Areas of Improvement

- Direct Funding - Panchayats
  Producer Companies
  (devising less bureaucratic, simple, less technical guidelines)

- Disseminate Lessons (CDD Principles)
  To Water Sector

- Learn from other Donors
  Including Private Trusts/Foundations

- Training in Financial Mgmt
  + Work Plans/Projects to be in Place
  + Computerization
  + Budget-Plan (Linked) Document
  + Task Force on Fund Flow
    (CNI, AG (Audit), NGOs, etc.)
3. Specific Roles & Suggestions

* **Contractual**
  - Bank Guarantee, Taxes
  - Design Agencies barred from Implementation Role

* **Involvement**
  - From Design Stage

* **Sector Based Consultation**
  - RD
  - Agri / AH
  - Water Sector

* **HRD**
  - R&D
1. +ve Aspects

- More scope / space to CSO's have been given
- Able to contribute to methodology
- Provision of budgets - mostly adequate
- Helped to make disability viable by investing in it
- Helped to build capacity and learning for NGO in overall areas of implementation of the project.
- Allows flexibility in the programme - willing to learn.
2. Areas for further Improvement
   => Rigid methodology
   => Project design does not adequately reflect the particular concern of the project
   => M&E: lessons learnt are not followed up - sporadic
   => No adequate problem-solving mechanism at the state/project level
   => Govt. to ensure adequate staff to implement project - Govt-CSDP
   => Project staff to be sensitized & oriented - not to change frequently
   => Session members to have a common view of the larger picture
   => To give adequate timing for projects
SPECIFIC ROLES

- To involve CBOs in the project planning, design, and implementation.
- Develop CBO leaders' leadership skills.
- Ensure involvement in impact assessment.
- To involve CBOs in the PRI for sustainability.
- Inventor, sustainability outcomes.
- To promote inclusion of the marginalized into their CBO's.
- Promote an inclusive and distinct background.