

Project Completion Report

ARIES Project Code

107904-101 & 107904 -102

ARIES Project Description

West Bengal :Strengthening Rural Decentralisation (SRD)

A1: Goal, Purpose, Risk

Goal

Goal statement

Poverty in rural areas of West Bengal sustainably reduced

Indicator 1

Human development Indicator (HDI)

Target (if any)

0.7

What progress was made?

The 2nd State Human Development Report is awaited, however, indicative indicators used for computation of HDI (Health, Education, and Income) have shown good progress compared to 1st Human Development Report baseline figures. On health, the State has made good progress on Maternal Mortality Rate (MMR), Infant Mortality Rate (IMR), Immunisation and Institutional delivery. The IMR has reduced from 51 in 2002 to 35 in 2008. The rural IMR has reduced from 54 to 37 in the corresponding period (Sample Registration Survey (SRS)Data). Life expectancy of males and females has increased to 68.2 and 70.9 as against 65 & 69 (2001) respectively (Eco.Survey; Government of West Bengal (GoWB). The literacy rate has increased from 68% in 2001 to 77% (Census, 2011). The enrolment rate has increased from 92.2% in 2006 to 95.4% in 2010 (ASER report). The State per capita income has shown an increasing trend. During 2005-2010, the average per-capita income growth of the state was 6.14%.

as against 5.7% in 2001-05 period.(Economic Survey, GOWB) .

If Indicator 2 is to be reported against, click on the '+' sign to the left of this worksheet

A1 Goal, Purpose, Risk

Indicator 2

% of rural poverty as per official poverty figures

Target (if any)

23.90%

What progress was made?

Proxy indicators like state figures of per capita income has shown an increasing trend. No comparable official poverty estimate is available for the project period. The last published official poverty data available is for the year 2004-05 and it shows 28% of rural poverty in West Bengal (National Sample Survey- GoI, Planning Commission). Average per capita income growth of the state during the project period(2007-08 to 2010-11) is 7.2%. Moreover, performance of poverty alleviation programme like National Rural Employment Guarantee Scheme (NREGS) & Swarnjayanti Gram Swarozgar Yojana (SGSY) which focuses on reducing income poverty has improved over the project period. Under NREGS, average mandays generated has increased from 25 in 2007-08 to 45 in 2009-2010(GoWB Economic Survey-March 2011). The number of Self Help Group (SHG) formed under SGSY for creation of self employment opportunities has increased from 2.2 lakhs in 2007-08 to 3.14 lakhs in 2010-11. All these factors are anticipated to have reduced poverty figures in rural.

If Indicator 3 is to be reported against, click on the '+' sign to the left of this worksheet

Indicator 3

Target (if any)

What progress was made?

Goal Recommendation 1

If more Recommendations need to be made, click the '+' box on the left-hand side.

Purpose

A1 Goal, Purpose, Risk

Project Purpose

More effective, accountable and pro-poor rural decentralisation in West Bengal

Indicator 1

Target (if any)

What progress was made?

Income of the poor households in SRD GPs

50%Households (1 million HHs) increase income by 30%

Partly achieved: End of Project (EoP) independent evaluation conducted by TARU pointed out that 19% of respondents in SRD Gram Panchayats (GPs) have reported increase in income generating assets. Various independent reports have also pointed out that (i) DFID supported Critical Support for Poverty Reduction (CSPR) funds have largely targeted (67%-80%) the poorest and women SHG groups which has helped them to create/own income generating assets and improve their HH income (ii).evidence to indicate that in gram panchayats under the SRD programme, gram unnayan samitis have been strengthened, and the process of devolution of money and responsibilities to lower tiers of governance has been enhanced, creating a situation conducive to poverty reduction at the grassroots. Also, improved performance of NREGS in SRD GPs is anticipated to contribute to an increase in household income of the poorest. However, it is difficult to quantify the progress in percentage terms.

If Indicator 2 is to be reported against, click on the '+' sign to the left of this worksheet

Indicator 2

% SRD households report improved access to and satisfaction in 3 prioritised basic services: 1. NREGA (access, satisfaction); 2. Birth & death registration (% of both registered within 4 days); 3. Drinking Water

Target (if any)

1 (20% increase in person days over baseline, 25%); 2 (80% 50%); 3 (90% 50%)

A1 Goal, Purpose, Risk

What progress was made?

Largely Achieved: Citizen Report Card (CRC) survey shows greater satisfaction in all the services provided by the Gram Panchayats (GPs). According to Government of India's (GoI's) NERGS's monitoring data, SRD GPs have reported 41,324 person days of employment generated as against 19,242 person days in the baseline figures (2008). This translated to more than 100% increase in person days over the baseline figures. The EoP evaluation survey shows that average mandays of employment in SRD GPs is significantly higher compared to Non-SRD GPs: 25 & 17 respectively. CRC shows satisfaction level on NREGS has increased from 5% to 11% during the project period. With regards to Birth and death certificate, complete satisfaction achieved increased from 40% to 56%. For drinking water, 94% of the respondents reported access to safe drinking water and there has been increase in complete satisfaction level from 19% to 39%. However, complete satisfaction level is still below the target primarily because of issues related to seasonal water scarcity and breakdowns of main water sources.

If Indicator 3 is to be reported against, click on the '+' sign to the left of this worksheet

Indicator 3

Financial accountability of GP's through compliance with Gram Panchayat Management System (GPMS) (State wide)

Target (if any)

35

A1 Goal, Purpose, Risk

What progress was made?

Largely Achieved: Financial Accountability in GPs is strengthened through the operationalisation of Gram Panchayat Management System (GPMS)- a comprehensive budgeting, accounting and management software developed by SRD. Against a target of 1,173 GPs, GPMS is fully operational in 819 GPs of the state (nearly 25% of GPs). The introduction of GPMS has led to improved financial practices with double entry systems of accounting and on-time update of records which is used for better planning and effective monitoring, utilisation of funds. Recognizing the GPMS success, the recently initiated World Bank project, (Institutional Strengthening of Gram Panchayats (ISGP)) has made 'Operational GPMS' an entry criteria in its project design for GPs to access funds.

If Indicator 4 is to be reported against, click on the '+' sign to the left of this worksheet

Indicator 4

Proportion of women participating (out of total attendants) in Gram Sansad (State wide)

Target (if any)

33%

What progress was made?

Largely Achieved: The proportion of women participating in Gram Sansad (GS), a sub unit of GP, meetings has been increasing steadily. As per the PRDD's self evaluation report average women attendance in GS meetings has increased to 25% which is 10 pts higher than the baseline figures. SRD through training, sensitisation and support to women led Self Help Groups(SHGs) has focused on mobilising women, increasing their participation and voice in village level planning and decision making process. DFID has conducted specific studies attempting to document gender impact and integrating gender within SRD trainings. Recommendations and lessons captured in these reports will be considered by PRDD under the ISGP (World Bank's project).

A1 Goal, Purpose, Risk

If Indicator 5 is to be reported against, click on the '+' sign to the left of this worksheet

If Indicator 6 is to be reported against, click on the '+' sign to the left of this worksheet

Were Purpose Assumptions realised? If so, to what degree, and what was the effect on the project?

The purpose assumptions of political support, Government of West Bengal's (GoWB) commitment to rural decentralisation, state financial stability and SRD's focus on backwards districts and GPs were realised to a large extent. Though the project was envisaged to cover 600 GPs it was extended to over 1000 GPs because of initial success and strong political commitment of the Government. However, the devolution of functions and resources there has been more limited progress with many Line Departments not willing to follow the devolution Road map approved by the State Cabinet.

A1 Goal, Purpose, Risk

What evidence is there that achievement of the Purpose contributed or continues to contribute to the realisation of the Goal? If it has done so or is doing so, to what degree?

Nearly 70% of the population resides in the rural areas and Panchayati Raj Institutions (PRIs) have important roles to play in ensuring adequate and quality basic services to its citizens. SRD interventions have demonstrated improvements in performance of basic services for the poor and marginalized, especially women headed households, helped in building capacities of GPs for better planning and improving institutional performance. Various independent studies have shown that there has been progress in basic services provided by GPs :- NREGS, drinking water, sanitation, sishu sikha kendras, roads etc. NREGSs person days has increased from 25 to 45 (Economic Survey , GoWB 2011). According to the CRC round II, Access to drinking water has increased from 19 to 39%; satisfaction levels for certification on death and birth by GPs has increased to 56% (as compared to the baseline of 40%). Strong capacity building initiatives have led to improved pro-poor planning, increased utilisation of Centrally Sponsored Schemes and proactive disclosures of these schemes, beneficiaries and budget.

A1 Goal, Purpose, Risk

What is the evidence that the achievement of the Purpose can be attributed to progress made in delivering the Outputs?

Independent studies, proxy indicators and anecdotal records have indicated that progress towards the purpose is due to the achievements of the four SRD outputs. Given that the project started from a low base targeting the poorest and most backward districts in West Bengal, there have been significant achievements reported at the output level. The programme has shown:

- Improved capacity in the selected 1077 Gram Panchayats in the 14 districts with improved financial management and institutional practices;
- 921 SRD GPs and 1,113 non-SRD GPs received support for institutional strengthening and integrated pro-poor planning and budgeting;
- State-wide support to 2210 SRD Gram Panchayats for efficient use of GPMS (with fully functional GPMS in 819 GPs);
- Support to 5,566 Gram Unnayan Samities (GUSs) in 582 Gram Panchayats (GPs) through which almost 20,000 SHGs (mostly of women) with about 2,50,000 members have benefited for livelihood support and around 60,00,000 people have benefited through community based activities (as per SRD records).

Purpose Recommendation 1

If more Recommendations need to be made, click the '+' box on the left-hand side.

Project Purpose Score

2

A1 Goal, Purpose, Risk

Purpose Justification

The purpose level indicators are largely, although not fully, achieved. The field visit, final review meetings and desk analysis of programme indicators show that SRD GPs have made considerable progress in improving their financial, management and human resource capacity thus enabling more effective, accountable and pro-poor GPs in West Bengal. Whilst some targets have been partially or largely met rather than fully met, there is a case to be made that some of these targets were perhaps unrealistically ambitious and progress has been judged against initial baselines as well as movement towards achievement of targets.

Risk

Project Risk Rating or latest **Overall Risk Score**.

Medium

Was the **Project Risk Rating** revised since the last review?

No

If Yes, why was this?

If new risks have emerged since the last review, click the '+' box on the left-hand side and list them in the appropriate boxes.

Risk Recommendation 1

If more Recommendations need to be made click the '+' box on the left-hand side.

Logframe, DSOs, Cross-Cutting Markers

Logframe revised since the last review?

If Yes, why was this?

A1 Goal, Purpose, Risk

Logframe Recommendation 1

If more Recommendations need to be made, click the '+' box on the left-hand side.

DSOs revised since the last review?

If Yes, why was this?

DSO Recommendation 1

If more Recommendations need to be made, click the '+' box on the left-hand side.

Cross-Cutting Markers revised since the last review?

If Yes, why was this?

CCM Recommendation 1

If more Recommendations need to be made, click the '+' box on the left-hand side.

A2: Outputs 1-5

Output 1

Has the **Impact Weight** been revised since the last review?

No

If Yes, why was this?

Current **Impact Weight** (%)

40%

Has the **Risk** been revised since the last review?

No

If Yes, why was this?

Current **Risk**

Medium

Has the **DFID Share** been revised since the last review?

No

If Yes, why was this?

Current **DFID Share**

Indicator 1 (leave blank if standard indicator)

% of SC/ST and Minority Households report complete satisfaction in 3 basic services (1. NREGA, 2. Birth & death certification and 3. Drinking water)

Is this a Standard Indicator?

No

Select standard indicator from drop down list

Target (with numbers, where appropriate)

SC/ST: 1. 30% 2. 70% 3. 50% Minorities: 1. 30% 2. 60% 3. 50%

A2 Outputs 1-5

What progress was made, including numbers

Partly Achieved : Targets have been achieved on certification, but significantly missed for NREGA and drinking water. The complete satisfaction level reported by Citizen Report Card (CRC) Survey on NREGS was 10.2% for SC/ST and 6.7% for minorities (as compared to overall satisfaction with quality of implementation being 19.7% and 18.7% respectively); for Drinking water, satisfaction levels for SC/ST is 36% and for Minorities 43%. These are less than the overall satisfaction reported by these groups (50% and 57% respectively). Targets have been met on the issue of certification with complete satisfaction levels at 53% for SC/ST and 62.4% for minorities. Also the survey reports improvement in all basic services provided by the GPs.

If Indicator 2 is required for this Output, click on the '+' sign to the left of this worksheet

Indicator 2 (leave blank if standard indicator)

% CSPR funds targeted to the poor households

Is this a Standard Indicator?

No

Select standard indicator from drop down list

Target (with numbers, where appropriate)

75%

What progress was made, including numbers

Largely Achieved: Independent Impact Assessment Study conducted by Sambodhi (March 2010) found that nearly 67% of the CSPR beneficiaries belong to marginalized groups viz. SC, ST and OBC. Within this, nearly half of the beneficiaries belong to the Scheduled Caste across all groups, 44 percent of the beneficiaries are women'. The clear guidelines of CSPR for targeting and the continuous handholding and planning facilitation by SRD could be cited as the major reasons for this achievement. The flow of Critical Support for Poverty Reduction (CSPR) funds has increased from Rs.20.1 crores in 2007-08 to Rs.39.5 cores in 2009-10. A major portion of CSPR funds (80%) are used for public works and supporting livelihoods including activities such as; repair of ICDS centres, text books for local library, tube wells for a group of neediest families, agri-inputs for poor farmers and support to women SHG members - for fishery activities, jute cutting machine, threshing machine etc.

If Indicator 3 is required for this Output, click on the '+' sign to the left of this worksheet

A2 Outputs 1-5

Indicator 3 (leave blank if standard)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

Livelihood assets of households

No

50%

Partly Achieved: Independent evaluations showed that 35% of the SHGs Households have reported increase in income for its members. However, the independent study could not capture the increase in assets in households. The baseline for the indicator was from an independent study (Sambodhi's) 2009 however, in their subsequent study in 2010, the issue of livelihoods assets of households was not reflected prominently. The report concluded that the percentage of families reporting VERY HIGH or HIGH levels of food insecurity has reduced considerably from 32% to nearly 17%. Field visits and independent studies have reflects that nearly 70% of the CSPR fund has been given to women SHGs and individuals for creation of assets and livelihood opportunities. Apart from creation of assets, independent studies pointed out the programme has resulted in improving financial inclusion of the poor and in significantly reducing the level of hunger in poor families. During the field visit, review team noticed that CSPR funds were providing stop gap support to livelihoods rather than transforming livelihood security, while making considerable progress reflected through improved functioning and outreach of SHGs.

If Indicator 4 is required for this Output, click on the '+' sign to the left of this worksheet

If Indicator 5 is required for this Output, click on the '+' sign to the left of this worksheet

If Indicator 6 is required for this Output, click on the '+' sign to the left of this worksheet

Output Performance for Output 1

3

Impact Weighted Score

20.00

A2 Outputs 1-5

Justification for the Score

Inputs from the independent studies and other reports have indicated SRD's strong progress in making the CSPR funds reach the poor households and ensuring that these are used productively for income enhancement. This high level of targeting was also evident from the field visits of DFID Staff and the consultants carrying out impact studies, work related to gender and the evaluation work. The end project evaluation report too points towards the improvement in prioritised services, reach of the CSPR and impact on livelihood security of poor and marginalised. They report the average household income in SRD GPs to be Rs 1,756 as compared to (Rs 1,711 in non SRD GPs). This is especially with the fact that SRD GPs were one among the poorest GPs and thus operate at a much lower base comparatively.

Output 1 Recommendation 1

If more Recommendations need to be made, click the '+' box on the left-hand side.

If Output 2 is required, click on the '+' sign to the left of this worksheet

Output 2

All GPs have improved capacities & resources in line with their strengthened mandate

Has the **Impact Weight** been revised since the last review?

No

If Yes, why was this?

N/A

Current **Impact Weight** (%)

25%

Has the **Risk** been revised since the last review?

No

If Yes, why was this?

Current **Risk**

Medium

Has the **DFID Share** been revised since the last review?

No

If Yes, why was this?

Current **DFID Share**

A2 Outputs 1-5

Indicator 1 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

Fiduciary risk rating by an independent FRA

No

Low

Partly Achieved: FRA rating has come down from high to moderate during the project period. The independent FRA carried out in January 2009 modified the fiduciary risk rating from 'High' to 'Moderate'. An Annual Statement of Progress (ASP) conducted by DFID internally in 2010 assessed that the Fiduciary Risk was 'Moderate' and 'Stable'. However, it is unlikely that the FRA rating will be reduced to low (optimistic target for a three year intervention support), thus the target could not be reached. Some of the major reasons that have contributed to the improvement in fiduciary rating area. Installation of GPMS in the Panchayats; b. Improving of Accounting and Administration Rules. The SRD process has helped in strengthening audit system and internal audit practices. Now, the accounts of the Gram Panchayat are audited internally by the Panchayat Accounts and Audit Officer and Statutory audit is done by the Examiner of Local Accounts (ELA), West Bengal.

If Indicator 2 is required for this Output, click on the '+' sign to the left of this worksheet

Indicator 2 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

GP own revenues and untied funds from GoWB

No

18.4 million (100% increase); £ 33.4 million (40%)

A2 Outputs 1-5

What progress was made, including numbers

Achieved: The total own source revenue across three tiers of panchayat system has increased by 120% from £9.2 to £20.3 million (in 2009-10). The target for own source revenues was £18.4 million and therefore this have been achieved. At the GPs level own source of revenue has increased by more than 150% over the period from £5.2 million to £ 13.1 million.(PRDD Annual reports). The increase in own source revenue of the PRIs can be mainly attributed to the following reasons: a. State's regular communication and insistence of PRIs to raise self-generated revenue; b. Facilitation and handholding to GPs in tax collection. Untied funds released by the state government have been uneven with a high of £41.6 million in 2005-06 and a low of £18.1 million in 2008-09 . In 2009-10 £32.4 m untied fund has been released and this is marginally lower than the target of £33.4m. The uneven release of Untied fund is partly due to fiscal crisis and uneven utilisation of funds. The EoP evaluation shows that there has been 69% increase in untied funds in SRD GPs compared to 59% in non-SRD over 2007-8 to 2009-10. This is primarily due to proper planning and submission of utilisation certificates in time.

If Indicator 3 is required for this Output, click on the '+' sign to the left of this worksheet

Indicator 3 (leave blank if standard indicator)

Percentage of key Panchayat cadre staff positions filled

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

90% in post

A2 Outputs 1-5

What progress was made, including numbers

Largely Achieved: For improved effectiveness and performance of PRIs, there has been an overall increase in number of sanctioned posts in the panchayat system. At GP level, there has been a 40% increase in posts from (19,939 in 2005 to 26,546 in 2010) At the Panchayat Samity or Block level, sanctioned posts has increased from 1023 to 3000+. Despite the increase in sanctioned posts at GP level, the percentage of filled up posts has increased from 72% to 78%. Corresponding figure of filled up posts at PS level currently is 62%, compared to 65% earlier. The absolute number of people in place has almost increased three fold. Thus significantly large number of people have been recruited during the project period and had the number of sanctioned posts not increased significantly both at GP and PS level, the target of 90% would be achieved.

If Indicator 4 is required for this Output, click on the '+' sign to the left of this worksheet

If Indicator 5 is required for this Output, click on the '+' sign to the left of this worksheet

If Indicator 6 is required for this Output, click on the '+' sign to the left of this worksheet

Output Performance for Output 2

2

Impact Weighted Score

18.75

Justification for the Score

Independent studies, field visits and PRDD reporting shows good progress on output 2 with evidence of system wide strengthening and financial management practices in the GPs in the state. GPs are stronger in financial management and budgeting and planning. Significant capacity building of GP functionaries and officials has followed. As a result, GPs are demonstrating greater capacity, accountability and transparency leading to lower fiduciary risk in their operations. As the evaluation report concludes; overall GPs have demonstrated better financial management and stronger personnel capacities.

Output 2 Recommendation 1

If more Recommendations need to be made, click the '+' box on the left-hand side.

A2 Outputs 1-5

If Output 3 is required, click on the '+' sign to the left of this worksheet

Output 3

SRD GPs planning, budgeting and implementation systems benefit the poor

Has the **Impact Weight** been revised since the last review?

No

If Yes, why was this?

Current **Impact Weight** (%)

25%

Has the **Risk** been revised since the last review?

No

If Yes, why was this?

Current **Risk**

Medium

Has the **DFID Share** been revised since the last review?

If Yes, why was this?

Current **DFID Share**

Indicator 1 (leave blank if standard indicator)

Average increase in expenditure per GP for three flagship CSS/ACA schemes (1. NREGA, 2.TFC & 3. BRGF)

Is this a Standard Indicator?

No

Select standard indicator from drop down list

Target (with numbers, where appropriate)

20% annual increase expenditure

A2 Outputs 1-5

What progress was made, including numbers

Largely Achieved: As per available data with PRDD (till November 2010), for NREGA, fund utilisation targets are likely to be achieved (Rs.36.91 lakhs against the target of 47.87 lakhs); Twelfth Finance Commission (TFC) targets may not be achieved (Rs.3.42 lakhs against the target of 8.33 lakhs); the target for BRGF has already been reached (Rs 3.19 lakhs against the target of 1.93 lakhs). The increased utilisation is primarily due to improved planning and increased capacity because of more skilled manpower, training, improved governance and management system. The reason for failing to meet the target on TFC is because there have been no fresh tranches of fund allotted to the GPs in financial year 2010-11. Activities under Thirteenth Finance Commission have started from July 2010. Up to November, around 50% of Twelfth Finance Commission fund has been spent and even if the maximum (i.e.100%) of available TFC fund could have been spent during 2010-11 FY, it would amount to an average of Rs.6,84,000 compared to the target of Rs.8,32,896.

If Indicator 2 is required for this Output, click on the '+' sign to the left of this worksheet

Indicator 2 (leave blank if standard indicator)

Number of participatory plans implemented by SRD GUS/GP meeting the appraisal criteria – including - disaster preparedness (DP) measures in planning and implementation

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

621 GPs (100% including disaster criterion)

What progress was made, including numbers

Achieved: A total of 693 GPs prepared and implemented Integrated GP Plans for 2009-10 meeting the appraisal criteria and received CSPR. In 2010-11, 837 out of 1077 Project GPs have prepared and are implementing integrated GP Plans, meeting the appraisal criteria. Anecdotal records and independent studies have demonstrated that the quality of plans prepared by the GPs has improved significantly and resulted in achievement of this indicator.

If Indicator 3 is required for this Output, click on the '+' sign to the left of this worksheet

A2 Outputs 1-5

Indicator 3 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

Citizen's Report Card issues reflected in 60 GP plans

No

75% of the sample GPs

Partly Achieved: The PRDD Department had decided not to share the findings of the CRC reports with the GPs, hence these were not reflected in the GP plans. The 2009 Citizens Report Card (CRC) was arguably the first with respect to rural local services delivery in West Bengal. A few services selected for the study are also still not completely devolved to GPs. Due to this and various other reasons, the report was not widely shared. In the absence of this feedback, the explicit reflection of CRC issues in the GP plans would be difficult to expect. However, the facilitation process was attuned to the issues identified in the CRC and hence most of the issues did find focus in the planning process. The relevant issues related to improvement of basic services provided by the GPs are taken care of during the annual GP planning.

If Indicator 4 is required for this Output, click on the '+' sign to the left of this worksheet

If Indicator 5 is required for this Output, click on the '+' sign to the left of this worksheet

If Indicator 6 is required for this Output, click on the '+' sign to the left of this worksheet

Output Performance for Output 3

Impact Weighted Score

2
18.75

A2 Outputs 1-5

Justification for the Score

Output indicators are largely achieved. For e.g. there have been substantial increase in expenditure on NREGA and BRGF, participatory plans implemented meeting the appraisal criteria. However, there has been limited progress on utilisation of untied funds and reflection of CRC in GP plans primarily because of acute fiscal position of the state and political sensitivities. As reported through various studies and consultancy inputs, the quality of plans prepared by the GPs has improved significantly. There has been significant increase in expenditure of flagship schemes partly due to improvement in the quality of GP plans. The SRD planning process has been held up as a model by the state government and Government of India, influencing scale up within the state and replication across the country under BRGF.

Output 3 Recommendation 1

If more Recommendations need to be made, click the '+' box on the left-hand side.

If Output 4 is required, click on the '+' sign to the left of this worksheet

Output 4

Improved implementation of GoWB's RoadMap to rural decentralisation.

Has the **Impact Weight** been revised since the last review?

No

If Yes, why was this?

Current **Impact Weight** (%)

10%

Has the **Risk** been revised since the last review?

No

If Yes, why was this?

Current **Risk**

Has the **DFID Share** been revised since the last review?

No

If Yes, why was this?

Current **DFID Share**

A2 Outputs 1-5

Indicator 1 (leave blank if standard indicator)	Number of line departments making significant devolution of functions & resources to GPs
Is this a Standard Indicator?	
Select standard indicator from drop down list	
Target (with numbers, where appropriate)	9 departments devolve functions and allocate £16 million to Panchayats
What progress was made, including numbers	Partly Achieved. 15 Line departments have devolved functions to the Panchayats though only 6 departments have devolved funds to them. These departments are: Women and Child Development and Social Welfare; Public Health Engineering; Agriculture; Animal Resource Development and Horticulture and Food Processing Industries. Studies and field visits reflects that actual devolution has been limited and partly effective.

If Indicator 2 is required for this Output, click on the '+' sign to the left of this worksheet

Indicator 2 (leave blank if standard indicator)	Policy implemented for disclosure on schemes (disclosing GP budgets, names of beneficiaries (IAY & NOAPS) & NREGA entitlements)
Is this a Standard Indicator?	
Select standard indicator from drop down list	
Target (with numbers, where appropriate)	1100 (33% of GPs state wide)
What progress was made, including numbers	Achieved. Based on the PRDD's self evaluation reports, 2131 GPs have confirmed that they are displaying NREGS characteristics outside GP office. A further 1613 GPs are maintaining the IAY list at the GP office for public viewing and 1700 are maintaining the IGNOAPS schemes for similar public viewing. The target was 1100 GPs disclosing the required information and thus has been fully met. Field visits and independent evaluation reports have pointed out proactive disclosures of schemes, beneficiaries and budgets depicted through wall writing etc are better practiced and regularly updated in SRD GPs compared to non- SRD GPs.

If Indicator 3 is required for this Output, click on the '+' sign to the left of this worksheet

A2 Outputs 1-5

Indicator 3 (leave blank if standard indicator)

Number of GPs practising 3 key SRD lessons & practices: participatory planning, computerised financial reporting & revenue generation & tax collection

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

1050 (31% of all GPs)

What progress was made, including numbers

Largely achieved. Based on PRDD conducted self evaluation (March 2010) 1806 GPs are implementing participatory planning in West Bengal, 2,939 GPs are collecting revenue and computerised financial reporting (GPMS) is being used in 819 GPs in the state. The target was 1050 GPs implementing all 3 best practices and therefore the target has been largely met. Independent reviews have also pointed out that these SRD lessons and practices are being followed in most GPs surveyed, with varying degree of performance.

If Indicator 4 is required for this Output, click on the '+' sign to the left of this worksheet

If Indicator 5 is required for this Output, click on the '+' sign to the left of this worksheet

If Indicator 6 is required for this Output, click on the '+' sign to the left of this worksheet

Output Performance for Output 4

2

Impact Weighted Score

7.50

Justification for the Score

One of the aims of the SRD programme has been to promote policy action to strengthen rural decentralisation. The evaluation report states that significant success has been achieved at the state-level in developing a vision-cum action plan for all districts, all institutions associated directly or indirectly with the decentralisation process as well as the GPs. The 'Road Map for Panchayats in West Bengal' approved by the state cabinet expresses its commitment of the State Government to take concrete steps to deepen decentralisation. Two sets of Activity Maps, one indicating core tasks of the three tiers of Panchayats, the other for line department tasks proposed for assignment to PRIs from 18 departments, have been prepared and published. Though much has been achieved at the State level, field visits show areas for improvement as actual devolution has been partial and very limited without much convergence at the grass root level.

A2 Outputs 1-5

Output 4 Recommendation 1

Although several of the enabling features of good financial administration and systems are in place, the FRA ASP also identified the actions needed to move to the next level. For example, activation of the budget module, having standardised accounting heads, tighter procurement controls, consider options for private internal audit and reduction of audit paras.

If more Recommendations need to be made, click the '+' box on the left-hand side.

If Output 5 is required, click on the '+' sign to the left of this worksheet

Output 5

Has the **Impact Weight** been revised since the last review?

If Yes, why was this?

Current **Impact Weight** (%)

Has the **Risk** been revised since the last review?

If Yes, why was this?

Current **Risk**

Has the **DFID Share** been revised since the last review?

If Yes, why was this?

Current **DFID Share**

Indicator 1 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

A2 Outputs 1-5

If Indicator 2 is required for this Output, click on the '+' sign to the left of this worksheet

Indicator 2 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 3 is required for this Output, click on the '+' sign to the left of this worksheet

Indicator 3 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 4 is required for this Output, click on the '+' sign to the left of this worksheet

Indicator 4 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 5 is required for this Output, click on the '+' sign to the left of this worksheet

Indicator 5 (leave blank if standard indicator)

Is this a Standard Indicator?

A2 Outputs 1-5

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 6 is required for this Output, click on the '+' sign to the left of this worksheet

Indicator 6 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

Output Performance for Output 5

Impact Weighted Score

Justification for the Score

Output 5 Recommendation 1

If more Recommendations need to be made, click the '+' box on the left-hand side.

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A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A2 Outputs 1-5

A3: Outputs 6-10

If Output 6 is required, click on the '+' sign to

Output 6

Has the **Impact Weight** been revised since the last review?

If Yes, why was this?

Current **Impact Weight** (%)

Has the **Risk** been revised since the last review?

If Yes, why was this?

Current **Risk**

Has the **DFID Share** been revised since the last review?

If Yes, why was this?

Current **DFID Share**

Indicator 1 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 2 is required for this Output, click

Indicator 2 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 3 is required for this Output, click

Indicator 3 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 4 is required for this Output, click

Indicator 4 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 5 is required for this Output, click

Indicator 5 (leave blank if standard indicator

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 6 is required for this Output, click

Indicator 6 (leave blank if standard indicator

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

Output Performance for Output 6

Impact Weighted Score

Justification for the Score

Output 6 Recommendation 1

If more Recommendations need to be made

If Output 7 is required, click on the '+' sign to

Output 7

Has the **Impact Weight** been revised since the last review?

If Yes, why was this?

Current **Impact Weight** (%)

Has the **Risk** been revised since the last review?

If Yes, why was this?

Current **Risk**

Has the **DFID Share** been revised since the last review?

If Yes, why was this?

Current **DFID Share**

Indicator 1 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 2 is required for this Output, click

Indicator 2 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 3 is required for this Output, click

Indicator 3 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 4 is required for this Output, click

Indicator 4 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 5 is required for this Output, click

Indicator 5 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 6 is required for this Output, click

Indicator 6 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

Output Performance for Output 7

Impact Weighted Score

Justification for the Score

Output 7 Recommendation 1

If more Recommendations need to be m

If Output 8 is required, click on the '+' sign to

Output 8

Has the **Impact Weight** been revised since the last review?

If Yes, why was this?

Current **Impact Weight** (%)

Has the **Risk** been revised since the last review?

If Yes, why was this?

Current **Risk**

Has the **DFID Share** been revised since the last review?

If Yes, why was this?

Current **DFID Share**

Indicator 1 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 2 is required for this Output, click

Indicator 2 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 3 is required for this Output, click

Indicator 3 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 4 is required for this Output, click

Indicator 4 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 5 is required for this Output, click

Indicator 5 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 6 is required for this Output, click

Indicator 6 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

Output Performance for Output 8

Impact Weighted Score

Justification for the Score

Output 8 Recommendation 1

If more Recommendations need to be m

If Output 9 is required, click on the '+' sign to

Output 9

Has the **Impact Weight** been revised since the last review?

If Yes, why was this?

Current **Impact Weight** (%)

Has the **Risk** been revised since the last review?

If Yes, why was this?

Current **Risk**

Has the **DFID Share** been revised since the last review?

If Yes, why was this?

Current **DFID Share**

Indicator 1 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 2 is required for this Output, click

Indicator 4 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 3 is required for this Output, click

Indicator 3 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 4 is required for this Output, click

Indicator 4 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 5 is required for this Output, click

Indicator 5 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 6 is required for this Output, click

Indicator 6 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

Output Performance for Output 9

Impact Weighted Score

Justification for the Score

Output 9 Recommendation 1

If more Recommendations need to be m

If Output 10 is required, click on the '+' sign to

Output 10

Has the **Impact Weight** been revised since the last review?

If Yes, why was this?

Current **Impact Weight** (%)

Has the **Risk** been revised since the last review?

If Yes, why was this?

Current **Risk**

Has the **DFID Share** been revised since the last review?

If Yes, why was this?

Current **DFID Share**

Indicator 1 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 2 is required for this Output, click

Indicator 2 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 3 is required for this Output, click

Indicator 3 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 4 is required for this Output, click

Indicator 4 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 5 is required for this Output, click

Indicator 5 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

If Indicator 6 is required for this Output, click

Indicator 6 (leave blank if standard indicator)

Is this a Standard Indicator?

Select standard indicator from drop down list

Target (with numbers, where appropriate)

What progress was made, including numbers

Output Performance for Output 10

Impact Weighted Score

Justification for the Score

Output 10 Recommendation 1

If more Recommendations need to be m

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A2 Outputs 6-10

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A2 Outputs 6-10

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A2 Outputs 6-10

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A2 Outputs 6-10

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B: Project Scoring

Review Date (dd/mm/yyyy)

Impact Weighting (must = 100)

Total Impact Score

Output Risk

Method of Scoring: Sources of

Using the drop-down menu for each box

Quantitative data from national systems

Quantitative data from
project/programme study

Government assessment

Joint donor review

Independent consultant review

DFID staff review

Scoring Responsibility: Partner

Using the drop-down menu for each box

National Government partner

National non-Government partner

Independent consultant

Donor partners

DFID staff

Donor partners

Comment here on the Method of Scoring
and Scoring Responsibility.

Scoring Recommendation 1

B Project Scoring

25/02/2011

100%

65.00

Medium

Information

; enter "X" for each Source of Information used in the review.

X

X

X

X

X

Partners Involved

; enter "X" to indicate Partners Involved in the review.

X

- (1). The DFID review team was led by Sangeeta Mehta(SDPM) and included Shantanu Das (Programme Manager and Economist), Peter Evans (Governance Advisor) and Bhavna Sharma (Governance advisor, Bangladesh).
- (2). Field visit to Murshidabad was undertaken; detailed discussions were held with District Administration and the District Co-ordinating Unit, GP of Lochanpur and the community members.
- (3). Progress assessment was undertaken jointly with the PRDD, scoring was done by DFID review team, following which it was shared and agreed with GoWB. DFID review team benefited from consultancy input by IPE, TARU and GfK as well as numerous PRDD documents.

C: Knowledge Sharing and Learning

Lesson category

1. Working with partners

Working with Partners Recommendation 1

If more Recommendations need to be made, please add them here.

2. Best Practice / Innovation

Best Practice / Innovation Recommendation 1

If more Recommendations need to be made, please add them here.

3. Project Management

Project Management Recommendation 1

If more Recommendations need to be made, please add them here.

Other Comments

If appropriate, comment on the effectiveness of the institutional relationships created or enhanced by the project, e.g., comment on processes and how relationships evolved.

Key issues, points of information or additional comments that may be useful for this or other project teams.

Other Recommendation 1

If more Recommendations need to be made, please add them here.

Evidence: Key documents

Quest No.

806609
1565397
3010155

2099484

Evidence Recommendation 1
If more Recommendations need to be m

and Evidence

Continuity of leadership from the GoWB team has made a substantial difference to what could be achieved. This is an area that cannot often be influenced by DFID. However, where there is the opportunity to encourage the continuation of reform champions in critical posts for an extended period it is likely to be in the interests of the project's objectives. Maintaining relations beyond the life of the pure project cycle is also likely to enhance the sustainability prospects.

One final meeting/roundtable to discuss all evaluations, post state elections: not all evaluations were complete at the time of the PCR, it was felt that the SRD team and DFID would benefit from one final opportunity to discuss the lessons coming out of the evaluations as well as use it as an opportunity to engage the new and returning politicians and officials of the state government, post the state elections.

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DFID and the PRDD/SRD team have a productive working relationship. The Government is solidly appreciative of DFID support, its flexibility and understanding of the real world policy issues and ground realities. 'DFID provides a lot of space for country ownership of processes' - this was the feedback from the Government counterparts to the World Bank team during the design mission reflecting on DFID support to SRD.

ade, click the '+' box on the left-hand side.

Programme Memorandum (Phase 1)

Programme Memorandum (Phase II)

Results Framework

Report by IPE

C Knowledge & Evidence

Sambodhi report

ade, click the '+' box on the left-hand side.

D: Conditionality and Sustainability

Conditionality

If conditions were attached to this project, was disbursement suspended at any point because of the conditions?

If Yes, what was the cause?

Date Suspended (dd/mm/yyyy)?

What were the consequences?

Conditionality Recommendation 1

If more Recommendations need to be made

Sustainability

Comment on the likelihood of the benefits arising from this project being sustained beyond the end of project, and any challenges to sustainability.

Sustainability Recommendation 1

If more Recommendations need to be made

sustainability

No

ade, click the '+' box on the left-hand side.

World Bank has recently launched the Institutional Strengthening of Gram Panchayats (ISGP) project for GPs in West Bengal. This project has been designed with support and inputs from DFID. The Bank initiative will ensure continuity of the processes established under SRD, harness lessons learned from SRD and mainstream them into the ISGP project. Capacity building of the GPs has been one of the great achievements of SRD. The ISGP project has adopted a similar approach to capacity building. ISGP will establish a new training entity known as STARPARD, with 60 staff and 30 district training centres. Financial management of the GPs using the GPMS has been another success of SRD and an additional factor in the sustainability of the programme's impact. The increased capacity of the GPs to plan and manage resources including own self resources has been an achievement. Many of the processes and key reforms initiated under SRD have been institutionalised through Government orders and notification. GOWB would also attempt to effectively use the Backward Regions Grant Fund (BRGF), TFC and its own fund for continuation of the capacity building initiatives in non- IGSP GPs. Whilst best practice has yet to be institutionalised the systems and processes are now in place, providing the foundations, which GPs can build upon.

ade, click the '+' box on the left-hand side.

E: Recommendations

Recommendations

A1: Goal

R1	0
R2	0
R3	0

A1: Purpose

R1	0
R2	0
R3	0

A1: Risk

R1	0
R2	0
R3	0

A1: Logframe

R1	0
R2	0
R3	0

A1: DSOs

R1	0
R2	0
R3	0

A1: Cross-Cutting Markers

R1	0
R2	0
R3	0

A2: Outputs

R1.1	0
R1.2	0
R1.3	0
R2.1	0
R2.2	0
R2.3	0
R3.1	0
R3.2	0
R3.3	0
R4.1	Although several of the enabling features of good financial administration and systems are in place, the FRA ASP also identified the actions needed to move to the next level. For example, activation of the budget module, having standardised accounting heads, tighter procurement controls, consider options for private internal audit and reduction of audit paras.
R4.2	0
R4.3	0
R5.1	0
R5.2	0
R5.3	0
R6.1	0
R6.2	0

E Recommendations

R6.3	0
R7.1	0
R7.2	0
R7.3	0
R8.1	0
R8.2	0
R8.3	0
R9.1	0
R9.2	0
R9.3	0
R10.1	0
R10.2	0
R10.3	0

B: Scoring

R1	0
R2	0
R3	0

C: Knowledge Sharing

Working with Partners

R1	One final meeting/roundtable to discuss all evaluations, post state elections: not all evaluations were complete at the time of the PCR, it was felt that the SRD team and DFID would benefit from one final opportunity to discuss the lessons coming out of the evaluations as well as use it as an opportunity to engage the new and returning politicians and officials of the state government, post the state elections.
R2	0
R3	0

Best Practice / Innovation

R1	
R2	0
R3	0

Project Management

R1	0
R2	0
R3	0

C: Other Comments

R1	0
R2	0
R3	0

C: Evidence

R1	0
R2	0
R3	0

D: Conditionality

R1	0
R2	0
R3	0

D: Sustainability

E Recommendations

R1	0
R2	0
R3	0

Additional Recommendations arising

R1	
R2	
R3	

E Recommendations

Person / team who will action
the recommendation

PRDD to take forward under the ISGP initiative

E Recommendations

State Representative to take forward

E Recommendations

