

INDIA: Integrated Coastal Zone Management Project
Eighth Implementation Support Mission: August 31 – November 9, 2015

Aide Memoire

A. Introduction

1. A World Bank Implementation Support and Review Mission¹ visited the Integrated Coastal Zone Management Project from August 31 to November 9, 2015. The objective of the mission was to: (a) review the implementation progress of key activities that are central to the achievement of the PDO, and identify the key implementation challenges faced by the project; (b) recommend specific actions that need to be taken to improve implementation performance; and (c) discuss and finalize the agreed project restructuring which includes formalizing the extension of the closing date, re-allocation of funds in line with the revised project costs, and re-aligning the project results framework retaining the original PDO.

2. The mission had discussions and review meetings with the National Project Director and Staff of SICOM (the National Project Management Unit, NPMU), as well as with officials and researchers at the National Center for Sustainable Coastal Management (NCSCM). Visits were made to the three pilot states of West Bengal, Odisha and Gujarat, where discussions were held with the State Project Directors and staff of the respective State Project Management Units (SPMU), as well as staff of all Pilot Investment Executing Agencies (PEAs), and field visits were made to selected subprojects being executed by PEAs in each of the states. The mission would like to take this opportunity to thank the Directors and staff of the NPMU and the three SPMUs, as well as all the others, for the courtesies extended to the mission and for facilitating the work of the mission.

3. Set out below are the main findings and conclusions of the mission, and it's key recommendations, which have been discussed with both the Director of the NPMU, as well as the Directors of the three participating state SPMUs and other key implementing agencies. These were also presented by the mission at national, and state level wrap up meetings respectively with the National Project Director & Joint Secretary, Ministry of Environment, Forests and Climate Change, Government of India (MoEFCC) on November 2, 2015; Additional Chief Secretary (Forests and Environment), Government of Gujarat on September 3, 2015; Chief Secretary, Government of Odisha on September 23, 2015; and Principal Secretary (Environment) on September 24, 2015. The mission debriefing was held with Director (MI), DEA on November 9, 2015.

B. Key Project Data

4. ***Project Closing Date and Reallocation of Funds:*** Based on the past agreement for restructuring the project, the mission discussed the details and post-mission, during December 2015, the Bank has formally restructured the project: (a) extending the closing date to December 29, 2017; (b) re-allocating between disbursement categories in line with the revised project costs, and updated project activities; and (c) re-aligning the project results framework with project activities, while retaining the original PDO. Annex – 2 Presents the revised results framework.

5. ***Performance Ratings:*** As summarized in the table below, overall implementation performance presents a mixed picture. While there have been some notable developments achieved under the project, the progress is not uniform across different parts of the project. By and large, the overall progress is marginal as compared to the status during last mission held from September 15 to

¹ The mission members included Mr. A.Sita Ramakrishna (Task Team Leader and Senior Environment Specialist), Mr. Parthapriya Ghosh (Senior Social Development Specialist), Mr. S.Krishnamurthy (Senior Financial Management Specialist), Mr.A K Kalesh Kumar (Senior Procurement Specialist), Pawan G Patil (Senior Economist); Tapas Paul (Sr. Environment Specialist), Mr. Om Prakash (Procurement Consultant), Mr. Vinod Gautam (Consultant, Environmental specialist) Ms. Moushumi Chatterjee (Consultants), and Ms. Genevieve Maria Dutta (Program Assistant).

October 22, 2014. The lack of progress is mainly on account of: (a) delays in procuring new contracts due to significant delays (over 18 months) in processing clearances for cost revisions, and extension of project period by two years up to December 2017, which were eventually approved by the GoI's Cabinet Committee during end of July 2015 on account of focused efforts by the recently changed top management of SICOM; (b) *slippages in many contract commitments due to lack of sufficient budgetary allocations (allocations were less than 20% of the estimated budgets) in successive financial years – 2014-15, and 2015-16. This has been one of the major reasons for less than satisfactory progress ratings of the project*; and (c) inadequate planning, operational, and coordination capacity at SICOM due to significant delays in filling vacant staff positions.

6. The key message emerging from the current review of project implementation performance is that concerted attention is required during the remainder of the project period on: realizing the core institutional development objectives of the project (the establishment and efficient functioning of the key project related institutions, which can ensure the sustainability of the program following the closure of the project); in ensuring that the various pilot investment projects, where either implementation progress has been weak or there are issues concerning post-project sustainability of the investments, are all completed in a satisfactory manner; and, in sensitizing the respective PEA's about their role in supporting a program for sustainably managing the coasts of India.

PDO: To assist GoI in building national capacity for implementation of comprehensive coastal management approach in the country, and piloting the integrated coastal zone management approach in states of Gujarat, Orissa and West Bengal

Project Data			
<i>Board Approval</i>	:	June 15, 2010	
<i>Effective Date</i>	:	September 22, 2010	
<i>MTR Date</i>	:	June 30, 2013	
<i>Original Closing Date</i>	:	December 31, 2015	<i>Extended Date</i> : December 29, 2017
<i>Original Credit Amount</i>	:	XDR 146.9 mil (US\$ 221.96 mil.)	<i>Restructured</i> : XDR 146.90 mil. (US\$ 201.25 mil.)
<i>Amount Disbursed</i>	:	US\$ 92.73	

	Component Level Ratings – Now								Overall	
	National		Gujarat		Odisha		West Bengal		Last ²	Now
	Last	Now	Last	Now	Last	Now	Last	Now		
Achievement of PDO	MS	MS ³	S	S	S	S	U	MU	MS	MS
Impl. Progress	MU	MU	S	S	S	S	U	MU	MU	MU
Financial Management	MS	MU	MS	MS	MS	MS	MS	MS	MS	MU
Procurement	MS	MS	S	S	S	S	MS	MS	MS	MS
Project Management	MU	MU	S	S	S	S	U	MS	MU	MU
Monitoring and Evaluation	MU	MU	MS	MS	MS	MS	MU	MS	MU	MU

C. Overall Implementation Progress Towards Achievement of Development Objectives

7. Overall project implementation performance so far presents a mixed picture. At the national level, there have been some notable developments on the institutional front as well as larger agenda of taking forward the ICZM objectives. These in particular include: (i) the establishment of the NCSCM, where the research work has gathered momentum and the institution is functioning with reasonable delivery of outputs. NCSCM has produced draft national guidelines for ICZM Planning, and is in advanced stage of establishing knowledge and planning base including setting up databases for coastal, marine biodiversity network, National GHG emission database for coastal ecosystems, baseline for coastal sediment cell delineation as benchmark with coastal maps, and futuristic research

² "Last" Refers to the Aide Memoire of the last mission held during September 15 – October 22, 2014

³ In NCSCM, the project has helped set up an important institution. However, if issues related to SICOM (discussed later in this aide memoire) are not addressed expeditiously, the likelihood of the National Component contributing to the realization of the PDO would be much lower, and be rated as MU, bringing down the rating for the overall project also to MU.

on marine and coastal areas; (ii) Society for Integrated Coastal Zone Management (SICOM) is also established for overall project management, oversight, and broad technical guidance on ICZMP for the participating states. SICOM has also initiated replication efforts for carrying out ICZM planning for 6 other coastal states and 3 union territories. SICOM jointly with NCSCM has facilitated ICZM for Lakshadweep Islands as a benchmark; (iii) many of the pilots implemented under the project are successful while the implementation is still ongoing; and (iv) ICZM approach for managing coastal and marine environment has been identified as one of the national level adaptation strategies in India's Intended Nationally Determined Contribution (INDC) plan to the UNFCCC.

8. Overall, the foregoing reflects that that the project PDO is achievable. However, the overall implementation progress is less than satisfactory. In terms of operational aspects, staffing and the HR policies continue to be temporary in nature with short term extensions including the director of NCSCM. This approach could affect long term research agenda. Similar situation prevails at SICOM with almost all the positions have not been filled over the past one year. In terms of physical progress, the aerial photography of about 78,000 sq. km. and hazard line mapping is nearing completion for West Coast. Only less than 5% of the west coast hazard line mapping has been covered and the contract has been terminated due to poor performance. Overall, ***there are several unaddressed issues related SICOM's capacity and its permanence, to play the role envisaged as the agency within the MoEFCC which would help guide the Integrated coastal zone management agenda beyond the project; this needs urgent attention.***

9. At the state level, State Project Management Units (SPMUs) have been established in each of the three pilot states. However, other than in Odisha (where the SPMU is now a Society), these have not yet been converted into permanent institutions which would serve as the technical secretariat for the respective State Coastal Zone Management Authorities. Progress on ***institutional development has been particularly weak in West Bengal, where much more attention is needed during the extended period of the project*** to ensure that institutional capacity is created to underpin and carry forward the integrated coastal zone management (ICZM) agenda following the completion of the project.

10. Progress on initiating the preparation of the ICZM Plans continue to be slow, and overall, the activity is delayed. Importantly, consultants are now in place in Gujarat and Odisha and in the case of West Bengal, the procurement process has just begun. Gujarat is slightly ahead of other two states as consultants have already submitted their inception report and have been working over the past one year. However, no significant progress has been reported and mission has not witness well-coordinated efforts.

11. The implementation of pilot investment activities in three states is also moving slowly and lack of adequate budget release by the project is also one of the major reasons for the delay in implementation. The pilot investments in all the three states continue to be relevant and beneficial to the coastal communities. However, the ICZM planning process is yet to effectively start and take the benefit of implementation experiences of pilots. While Gujarat and Odisha SPMUs have initiated this process, West Bengal is yet to even document the pilot implementation experiences. However, West Bengal SPMU has started streamlining the project management is expected to improve overall performance. ***Overall, state level institutional development and engagement, and the preparation of the ICZM Plans are at the core of the project, and both need very close attention for the remainder of the project to ensure that these are completed in a manner which would provide a credible a basis for expanding the program to the other coastal states.*** In terms of pace of implementation, the project is behind schedule. The issues highlighted during the last mission with regard to the program in West Bengal are being addressed, and to a lesser extent, in the National Component; in comparison, implementation progress in Gujarat and Odisha continue to be better.

12. There has been no significant progress on procurement front, except construction contracts for Multipurpose Cyclone Shelters in West Bengal, and ICZMP consultancy contract in Odisha. Total number of packages to be procured for the Project as a whole has been revised from 685 packages at an estimated cost of INR 1050.13 crores in May 2013 Plan to 650 packages at an estimated cost of

INR1277.56 crores in the revised Plan. A total of 512 contracts worth INR 966.03 crores have been awarded. However project still has to procure 138 packages worth INR 311.53 crores.

13. The NPMU (in consultation with the SPMUs) has processed a revision of project costs in rupee terms, caused due to local inflation since appraisal, and some changes to the scope of some components. This has led to a significant increase in rupee costs. However, USD cost has not changed much. The table below summarizes original and revised project costs by component, and the actual expenditures to date. Based on the revision, total project costs in rupee terms are now INR 1580 crore, as compared to the original estimate of INR 1156 crore; in dollar terms, the costs remains largely unchanged, and additional IDA Credit funds would not be required to meet the anticipated increased rupee expenditures. The re-allocated costs of the project components in line with the revised project costs, and updated project activities are presented below. The costs in the table below presents the component wise share of IDA credit in XDR terms. The values presented also includes overall price as per the revised cost estimates, and physical contingencies to the tune of 7% of the total cost.

Component Wise IDA Credit Funds @ 77.7% Financing of the Cost (in million XDR)						
	NPMU	Gujarat	Odisha	West Bengal	PPF	Total
Original Cost	44.140	38.125	25.355	38.550	0.730	146.9
Revised Cost	49.403	35.556	30.597	30.614	0.730	146.9
Expenditure to date	14.51	19.85	14.91	8.58	0.650	58.5
Expenditure as % of Original Cost	33%	52%	59%	22%	89%	40%

D. Overall Implementation Progress by Component

Component One: National ICZM Capacity Building

14. The thrust of this component was on five key areas: mapping and demarcation of the hazard line of the mainland coast of India; similar demarcation of 15 different types of ecologically sensitive areas (ESAs); setting up of the NCSCM; capacity building of the Ministry of Environment and Forests (MoEF); and support for National Project Management Unit (NPMU), including implementation of communication plans, M&E and third party audits, and special evaluation studies (with the additional objective of transforming it into the coastal management division of MoEF).

15. **Demarcation of Hazard Line:** As noted earlier, aerial photography of about 78,000 sq.km. has been completed for mapping the mainland coast of India, and hazard line mapping for west coast is nearing completion; however, ***progress of the east coast hazard line mapping has been significantly delayed with mere 5% achievement of results.*** Partly this was caused by the delayed aerial photography, but now the issue concerns primarily the contractor for the east coast, who has been unable to mobilize local level surveyors for on the ground activities for completing the mapping of the east coast. Considering the poor delivery and repeated slippages in delivery schedule, the project has terminated the east coast mapping contract. The project (SICOM jointly with SoI) is not yet ready with alternative plans of action to complete east coast hazard line mapping. It is worth noting that delay in east coast mapping and lack of adequate plans and arrangements to share the hazard line data with Gujarat SPMU on west coast would have serious implications on ICZM Plan preparation for all the three pilot states. ***Action: SICOM jointly with SoI to prepare and follow up on action plans***

16. **Mapping of 15 Ecologically Sensitive Areas:** The focus of the project so far has been on two sites – *Dandi* in Gujarat and *Vedaranyam* in Tamilnadu, where the attention has been on piloting community based models for coastal areas resource management, which can later be replicated in selected ICZM areas. An issue which has not yet been resolved concerns the manner in which benefits

are to be shared within the participating communities. ***Addressing this issue early is clearly important, as it has an important bearing on the incentive framework, and the continued willingness of communities to stay engaged on the project.*** NCSCM is presently undertaking the necessary work for identifying and delineating the other ESAs. A community consultation was carried out to share draft *dandi* plan in October 2015.

17. **National Center for Sustainable Coastal Management:** NCSCM has been established and is actively engaged in important research activities, mainly covering: (a) data bases for coastal, marine biodiversity network; (b) National GHG emission database for coastal ecosystems; (c) Baseline Coastal Sediment Cell delineation as benchmark with coastal maps; (d) Futuristic Research Framework with output delivered on Offshore Renewable Energy potential assessment; and (e) Coastal Cumulative EIA methodologies. However, the issues identified in during the past missions continue to remain and the important of these to be addressed on priority with immediate attention include: (i) processing of the necessary approvals/authorizations to make NCSCM a permanent autonomous body of the GOI; (ii) staffing and HR policies (currently most of the staffing is on adhoc basis with limited clarity on research agenda); (iii) strengthening of relations with the 14 consortium partners; and (iv) expeditiously completing the building contracts, where the contractual issues have not been addressed over the past one year. In addition, the Governing Council and High Powered Research Committee meetings have not taken place for the past one year which could affect long term objectives of NCSCM.

18. **Overall Project Management and Capacity Building:** The project level pending issues such as Cabinet Committee Approval for revised project cost have been resolved and broad management guidance is in place over the past 6 months. However, the project management at operational has been less than adequate, both in terms of facilitating and guiding more rapid implementation, overall coordination, and importantly also, in building up of SICOM as a technical arm of the Ministry for guiding the coastal zone management agenda for the country. SICOM, as intended, has not been able to act as an aggregator of experiences of project implementation and did not generate any substantive analytical work which could inform discussion on issues of concern for sustainable coastal zone management. Progress by SICOM in defining a capacity building program and its implementation continue to be less than satisfactory and no action plans are in place. Project also lacks an implementable and meaningful communication strategy both at the state and national level. Staff capacity at SICOM clearly needs upgrading, with a view to making it a credible institution for supporting ICZM planning at the national level. Very importantly, most of the staff positions at SICOM have been vacant over the past 18 months with limited or no efforts for recruitment. As a result, the overall project management and coordination is affected seriously. Also, SICOM has not acted on recruitment of monitoring and evaluation consultants which was originally scheduled to be completed by October, 2013. ***Given the importance being placed on building a national ICZM capacity, these weaknesses in SICOM need to be addressed expeditiously.***

19. ***The key areas which need attention with regard to the national component include the following:***

- SICOM and SoI to prepare and adhere to an action plan for completion of hazard line mapping and sharing the results with state SPMUs to facilitate ICZM Planning which is on critical path.
- The Government needs to initiate actions needed for making the NCSCM a permanent autonomous body with relevant human resource planning and ensure the High Powered Research Committee functions are restored to ensure meaningful research.
- SICOM, on priority, needs to ensure delivery of its functions mainly - aggregator of project implementation experiences through effective communications strategy; technical arm of MoEF with strong analytical skills; overall project management, supervision, and effective M&E mechanism; and National level Capacity Building for ICZM. SICOM also needs to build its staff strength for effective delivery of these functions.
- The Monitoring and Evaluation is significantly delayed (more than 2 years) and urgent attention is needed on initiating this activity – SICOM needs to expedite the process of consultant selection for this activity. Importantly, this activity needs to undertake in close coordination with the respective SPMUs

Component Two: Piloting ICZM Approaches in Gujarat

20. The overall progress in implementation of the program in Gujarat has generally been satisfactory. Against original project cost of INR298.34 crore (revised costs estimated at INR382.17 cr), expenditures so far have been nearly 52% of the original total costs. With regard to procurement, the most current program includes an estimated 161 contracts, for a total cost of INR 347.65 crores. As of the end of November 2015, 128 contracts had been awarded, worth INR 263.43 crore. Overall, it is estimated that all of the proposed procurement will be completed before July, 2016.

21. **ICZM Plan for the Gujarat Coast:** Preparation of ICZM Plan is in progress, albeit slow. Final inception report has been submitted and approved by the Committee. However, it was observed during the Mission that the delay is primarily due to lack of full time deployment of technical specialists, lag in key data sourcing and overall lack of structured process implementation in preparation of the Plan by the Consultant. Immediate course correction needs to be facilitated otherwise a delay is foreseen in completion of the ICZM Plan. The mission also noted that the stakeholder consultation strategy for the plan preparation is not in place.

22. **Capacity Building:** Progress on capacity building has been reasonable. The SPMU despite experiencing a high rate of staff turnover in the last one year has continued with a steady pace of work. However, it is now timely for the government to consider designating the SPMU as the technical secretariat of the GCZMA. Capacity building activities of GPCB and GEER are underway. Procurement of most of the scientific equipment and establishment of laboratories/monitoring stations are almost complete, some are operational while others are likely to be by January 2016. Regular monitoring and research studies are being undertaken and plans are being additionally prepared for the extension period of 2 years of the project. However, the departments need to initiate critical scientific analysis of the monitoring and research data to support integrated assessment of the impacts on environmental resources. BISAG is in the continuous process of developing integrated GIS mapping. To fully utilize its potential, SPMU needs to furnish BISAG with comprehensive data inputs from various departments to integrate critical data entries to ensure the preparation of integrated and detailed GIS maps that support coastal planning and management decisions. The mission also noted that GPCB did not reflect any credible plans for utilizing the scientific equipment for monitoring gulf of Kuchh.

23. **Pilot Investments:** Overall, implementation of the pilot investments is progressing well. While successful plantation of 11,000 ha of mangrove under the project is reported by the implementing PEAs and SPMU, the agreed geo-referenced spatial data of plantations during the last mission is not available. It is vital now to ensure scientific monitoring and evaluation of the coverage and survival rate regularly undertaken. Jamnagar Sewerage Project, a model scheme, is progressing at a good pace and is likely to be completed by January 2016. The implementation of community based socio-economic activities has been effective in its implementation of the use of PRAs for community mobilizing, identification of entry point activities, capacity building initiatives for CBOs and EDCs and IEC strategies to target environmental consciousness and awareness among communities. However, at this crucial juncture the long term sustainability of livelihoods initiatives need to be critically reassessed and strategized. The SPMU has reported its governing council decision to drop MRCI implementation and in lieu other activities are being identified in consultation with NPMU for implementation.

24. **Communication Plan and Strategy:** Communication activities continue to progress well. Campaigns have been launched in the past to integrate creative mediums towards awareness building on ICZM thematic topics. In the year 2014-15 a major 'ICZM yatra' in 160 project villages along the Gulf of Kachchh was launched, covering 3500 km in two months; photography competition 'Along the coast of Gujarat'; hoardings on ICZMP; documents on "A framework for the cumulative environment impact assessment of Gulf of Kachchh 2014" and the "Ecosystem health report card of MNP&S 2015". Work is in process for developing a coffee table book on corals of Gulf of Kachchh,

building presence of ICZMP and GEC on social media platforms among various interactive medium of awareness building. The current initiatives must continue and should now gear up to support the ICZM plan preparation process and integrate the ICZM objectives.

25. ***While the following presents the key areas where attention is needed, Gujarat SPMU has agreed to ensure that livelihood activities, ICZM Plan preparation, and M&E for mangrove plantation will be streamlined :***

- All necessary support and coordination to be garnered to expedite ICZM Plan preparation
- Enhanced and active convergence and shared understanding around the ICZM agenda among various implementing agencies, communities and other stakeholders through outreach programs, inter-departmental coordination in monitoring and research studies. The success stories under the ICZM project should be widely shared among various stakeholders.
- Long term sustainability of livelihoods initiatives need to be critically examined, including activities that promote both environmental and economic enhancement, linkages that support the continuity of livelihood activities, requisite capacity building exercises and an effective withdrawal strategy.
- Data collected through monitoring and research activities by GPCB, GEER, ZSI and MNP need to be critically vetted, scientifically analyzed and disseminated to wider audiences.
- To utilize the full potential of BISAG, SPMU needs to provide detailed database from various departments, to ensure the data input is adequate to support planning and management decision making.
- Process for planning, design and execution of Interpretation Centres at Narara and Mandavi and ecotourism activities need to be expedited.

Component Three: Piloting ICZM Approaches in Odisha

26. Overall implementation performance in Odisha has been very satisfactory, considering the effort in steady continuation of activities and the approach adopted towards larger objectives of integration, despite the overall delay in approval of revised cost in the project. Against original project cost of INR 201.6 crore (revised costs are estimated at INR 334.86 crore), expenditures so far touched 59% of the original cost. With regard to procurement, the most current program includes an estimated 247 contracts, for a total cost of INR 296.47 crores. At the end of November 2015, 216 contracts worth INR 217.6 crore had been awarded. Odisha is expecting to complete total procurement by June, 2016.

27. **ICZM Plan for Odisha Coast:** Regional Coastal Process Study which feeds in to ICZM Planning, especially shore line management plan has been completed. A steering Committee under the chairmanship of the State Chief Secretary has been constituted, for the preparation of the ICZM Plan. Consultancy contract for ICZMP preparation has been signed.

28. **Capacity Building:** The SPMU has been created as an SPV for smooth implementation of the ICZM Project in Odisha. The SPMU has been set up as an ICZM Society, under the administrative control of the Forest & Environment Department. The institutional structure overseeing the activities of the SPMU includes: the steering committee of the Society Chaired by Chief Secretary and the Governing body chaired by the Principal Secretary, Odisha. SPMU has an independent office which is well equipped to execute the Project with a full time Project Director and two Additional Project Directors. The SPMU has been well supported under the project by the Wetland Research and Training Center, where a strong research infrastructure base has been established which meets global standards, for guiding a program on ICZM and project implementation. At the state level, the Odisha Coastal Zone Management Authority (OCZMA) has been established as a statutory body, and the SPMU has been designated as its secretariat and its technical arm, as the Integrated Coastal Zone Management Society. The Coastal Regulation Zone Notification Secretariat office has also been set up within the SPMU. Also, an important feature of the SPMU in Odisha has been continuity in its

leadership, which has allowed for greater predictability and continuity in guidance for the project as a whole.

29. **Pilot Investments:** Overall, physical implementation of the pilot investments has been progressing very well. The livelihood activities undertaken by the Fisheries department has been particularly noteworthy and the pilot initiative of solar dry fish production has picked up well. The Mission was pleased to note that positive progress has been made on the recommendations given last time on developing a robust branding and marketing strategy. With the help of MART, value addition of dry fish products in terms of branding and packaging has been particularly appreciable. Positive initiatives have been made on marketing the products, however more effort is required to create a strong and self-reliant federative group. Towards convergence of the 600 SHGs under the activity, currently TRIPTI/OLM, OMFED, NFDB, Department of Fisheries, RWSS and Gopalpur Municipality have been engaged with. An indication of success of this activity can be gauged by the entrepreneurial spirit that is distinctly visible in the SHG members now. Unfortunately, the same spirit is not shared by the coir craft activity under the EP&M. Efforts by the department is often piecemeal and lacks a larger vision to make this venture marketable and profitable, despite the fact that many women SHG members demonstrate extraordinary creativity, zeal and hard-working enterprise.

30. Physical progress of tourist facilities augmentation by OTDC and Wildlife Department is progressing well. However, attention needs to be given to the formulation of Byelaws and Management Plans to ensure equitable representation and responsibility of the local communities and sustainability of the facilities. Also, currently several facilities (including boats and tourism amenities) need to be supported by adequate operation and maintenance contracts. Structural conservation of all 7 cultural heritage sites is complete except one; chemical conservation and peripheral facilities augmentation is to begin soon. Wildlife Department has steadily continued with its monitoring and biodiversity conservation efforts. Progress has been seen in the construction of Geotube embankment and during Cyclone *HudHud* in Oct 2014, portions of the sea side slope of the retard embankment sustained against the strong impact. However, it was noticed that the community has not been adequately made aware of the initiatives of this pilot activity, leading to misrepresentations and apprehensions. Based on mission recommendation, SPMU has taken up elaborate measures to keep the community confidence. All 14 multi-purpose cyclone shelters have been constructed and put to use during cyclones. Cyclone Shelter Management & Maintenance committee (CSMMC) and village level task force formed at sites.

31. **Communication Plan and Strategy:** the activity continues to be well coordinated and effective, with regular use of diverse platforms like print media, broadcast media, web media, social media, newsletter, posters, brochures and flyers, workshops, seminars, awareness campaigns.

32. **Key areas where attention is needed, includes the following:**

- ICZMP Plan preparation must be initiated by January 2016. The Plan must project a prioritized roadmap for development and conservation initiatives in the short run with approximate budgetary figures to guide the State Government in taking appropriate actions once the Plan is adopted.
- Management Plan and byelaws (for Eco Development Society) prepared for Barkul Tourist Complex demonstrates gross inadequacies. It is suggested that it be revised bearing the following critical points, i) decision making power to be with the community and OTDC to have an advisory role; ii) maintaining requisite and equitable representation of the local community; iii) ensure that required hand holding is done by OTDC in the beginning of operations, but through capacity building initiatives the community is to be empowered take on larger role and a withdrawal strategy to be put in place; iv) adequate monitoring and time to time evaluation needs to be done to gauge the handling of the facilities by the community; v) comprehensive Management Plan to be prepared for Barkul as a prime tourist site rather than mere focus on the facility developed

under the project; Plan should be in consonance with the Chilika Tourism Master Plan that is being prepared; viable Business Model to be prepared.

- All tourist sites (OTDC, Culture Department and Wildlife Wing) to prepare a comprehensive Management Plan with a viable Business Model. Specifically, Culture Department to coordinate with Tourism Department in ensuring that a robust adaptive reuse and Operational Plan is put in place for Ganjam Fort and British Cemetery.
- Fisheries department and SPMU to continue the good work and build a robust long term operational functioning of the SHGs, especially in dry fish and dairy production; linkages with banks for micro-credit/producer group credit to be established and detailed evaluation on all SHG groups to be conducted
- Comprehensive communications package to be prepared and disseminated to the local communities at Pentha, to avoid any further misinformation and apprehensions on the geo-tube embankment activity.

Component Four: Piloting ICZM Approaches in West Bengal

33. While the overall progress of West Bengal Component is lagging behind significantly, there has been considerable positive effort over the past 6 months to improve the performance. Against original project costs of INR300.3 crore (revised costs are estimated at INR335.6 crore), expenditures up to the end of November had been 22% of the original total cost. As per the most current procurement plan, the program for West Bengal includes an estimated 97 contract packages, for a total cost of INR 302.12 crores. As of November 2015, 73 contracts worth INR 256.25 crore had been awarded. West Bengal SPMU has committed to complete the procurement by July, 2016.

34. As is evident from the implementation progress so far, apart from very successful completion of distribution of grid electricity in Sagar Island by the State Electricity Distribution Company, the progress of activities under the West Bengal Component has been rather lagged with very minimal progress to show in the last one year. The lack of holistic integration of coastal zone management objectives of the program and in particular the ICZM planning and building coastal zone management capacity of institutions has been a recurrent issue. It is critical that the current new leadership at the helm puts in coordinated efforts towards completion of all the activities within the timeframe of the project.

35. **ICZM Plan for the West Bengal Coast:** Since the last Mission there has been some progress on the ICZM Plan preparation. Expression of Interest for ICZM Plan (including Shoreline Management Plan) preparation has been advertised. The mission noted that the SPMU lacks adequate technical staff who can oversee and supervise the consultants output on a regular basis. This aspect need to be addressed to ensure that there is sufficient capacity to provide technical oversight of the ICZM Plan consultants.

36. **Capacity Building:** As originally intended, the project was aimed at building the capacity of the Institute of Environmental Studies and Wetland Management (within the Department of Environment and Forests), where the SPMU is presently housed and which was expected to support the ICZM Planning process, with a view to transforming the institute as the technical arm to the State's Coastal Zone Management Authority. In addition, it was expected that the project would contribute towards strengthening the Environment Department and building the research capacity in Calcutta University. In actual fact, the project so far has really only focused on Calcutta University, with very little having been done in a substantive sense for the other two intended target institutions. Hence, having reiterated during a number of Missions in the past, the SPMU is in the process of preparing a detailed capacity building plan, indicating how the SPMU/State will achieve the project objectives of improvement of knowledge and capacity of the state for the integrated management of the coastal marine areas. It is to be shared with SICOM and the World Bank. The progress of research studies by Calcutta University has been very heartening. Significant research results have been made

in the field of actinomides, archea and designing a new biofertilizer that could support community livelihood initiatives and industrial applications and patenting.

37. **Pilot Investments:** Overall, implementation of the pilot investments has been slow except very successful completion of distribution of grid electricity in Sagar Island by the State Electricity Distribution Company. Communication material regarding successful completion of works and its impact on Sagar Island is not being addressed in spite of repeated encouragement and mission advises. Implementation on livelihood enhancement in Sagar Island has been particularly slow since its initiation, with barely any significant progress in either Income Generation Activities (6 initiated out of 292 contracts signed) or Entry Point Activities (especially the main infrastructure activities like construction of brick paved roads, only 42 out of 92 are in execution mode and as regarding construction tube wells only 77 of 106 are under construction, with both activities being very slow on physical progress). IGA and EPA activities now been handed over to West Bengal State Rural Livelihood Mission (WBSRLM) and the livelihood activities are in very early stage of implementation. Eco-tourism activities in Sagar is ongoing, though delayed significantly. The mission noted that supervision at Sagar Island is not up to the mark. Ongoing works in Digha demonstrates a mixed report. The storm water drainage work has been stopped since November 2014 due to lack of payment to the contractor as the cost has not been approved as part of the RCE which has affected the overall sustainable and integrated environmental management of Digha. This aspect is currently being addressed through re-appropriation of costs, as approved by the NPMU. Works related to sewerage and environmental sanitation is progressing well. However, issues regarding completion of critical works linked to operationalization of the STP, like construction of retaining wall, installation of electrical transformer, electrical connection to STP and establishment of end-user connection have to be resolved and expedited at the earliest. Ongoing works for beachfront development and rehabilitation of hawkers is progressing comparatively well (and has been given a positive boost by additional initiatives made by the State Government which has made a distinct difference in cleanliness and organised activities in Digha). However, issues regarding the quality and structural design of the hawker kiosks, integration of universal accessibility in design and speedy approval systems require attention. It is imperative that the initial efforts being put into organization of environmental cleanliness and tourism activities be sustained and continued for which the Digha Shankarpur Development Authority (DSDA) must sign a MoU with the Hawker's Union specifying acceptable respective responsibilities, coordinate with stakeholders in ensuring speedy implementation of activities, generate a sustainable Management Plan with a viable Business Model and implement an effective communication strategy. Construction contract for 25 multi-purpose cyclone shelters is in place and the supervision consultancy for the same is followed up by DoDM utilizing the state budgetary support.

38. The progress of plantation works by the Forest Department continues to be slow with almost no significant progress in the last one year. Only 25 Ha. of mangrove plantation, 130 Ha. Gap Plantation, 41 Ha. of strip plantation, 440 Ha. of farm forestry and 15 Ha. CSB Plantation has been completed. The work needs to be prioritized immediately, especially those linked to community driven plantation activities so as to reach out and benefit to maximum number of beneficiaries within the targeted groups.

39. **Communication Plan and Strategy:** Communication activities are critical to generate awareness among multiple stakeholders on the need to actively participate in the process of integrated coastal management for the betterment of the environment as well as for the communities critically linked to the coastal areas. Under the West Bengal ICZMP initiative, the need for a coordinated, well thought out, structured, effective and proactive communication strategy is critical, especially considering the challenges in motivating and implementation of the activities on ground. The communication initiative steered by SPMU in the initial years of the project was worthy of mention that included wall painting activities, workshops, promotional and educational posters. However, in the last few years the pace and initiatives have drastically slackened, with rather sporadic and uncoordinated activities put together. It is required that the Communications Officer along with the

Documentation Officer work in close coordination on a visionary and strategic Communications Plan and engage proactively with multiple stakeholders, including PEAs to ensure identification of resource data base, generation of relevant data for use, support resolution of issues, reach out to wider audiences on engagement with sustainable coastal management through various platforms.

40. ***Key areas where attention is needed, includes the following:***

- Greater handholding and monitoring support by SPMU to PEAs. Viable Action Plans to be prepared for all activities in a coordinated effort to ensure corrective measures and timely completion of activities.
- Implementation of a vision oriented and effective communication platform that integrates the holistic approach of integrated coastal management and reaches out to multiple stakeholders (policy makers, implementing agencies, local communities, tourists etc.)
- Ensure coordinated efforts between DSDA, PHED and SPMU towards timely completion of activities in Digha, especially the resolution of issues required to operationalize the STP.
- Supervision of works implemented in Sagar Island requires significant inputs this need to be seriously followed up.
- Realistic targets and concrete Action Plan to be prepared by the Forest Department to ensure completion of all plantation activities, with a goal to benefit maximum number of beneficiaries.

E. Management of Environmental and Social Issues and Impact

41. Implementation plans for all activities include environment management measures; and monitoring measures to ensure that the issues avoided during design do not recur. By and large, all the project activities are observed to be following the agreed environmental management measures. The key issues noted by the mission include: (a) lack of consent for establishing the ongoing construction of STP at Digha; (b) inadequate implementation of construction stage environmental management measures under West Bengal Component, especially at Sagar Island for eco-tourism activities, and at Dhiga for storm water drainage works; and (c) lack of adequate construction stage environmental management measures at Jamnagar STP construction site. Poor housekeeping is also observed at this site. Such issues have also been observed at Pentha geo-tube working site. Before award of works contracts, regulatory clearances such as the CRZ clearances where relevant are being ensured.

42. Although implementation of EPAs is quite slow in Gujarat and West Bengal, mission was pleased to note that most of the EPAs are directly or indirectly linked to livelihood of the community. Both Gujarat and Odisha has taken the approach of convergence with various government departments which in long term will help sustain the SHGs formed by the project. Substantial effort has been made to build capacity of SHGs and CBOs in all the three states including exposure visits. The project has so far benefitted 69.67 lakh persons of which 14.22 lakh has directly benefited. It is important for all the three SPMUs to document success stories and develop strong communication strategy. However, the implementation of livelihood and eco-tourism components is very slow. SPMUs in all the three pilot states need to focus on (i) completion of EPAs; (ii) management plans for sustenance of SHGs and community assets created under the project; and (iii) withdrawal strategy. The details of social safeguards findings has been presented in annex 4.

F. Procurement

43. Mission reviewed the procurement activities of the Project. Following Government's sanction of the revised cost of the Project, SICOM has revised the Procurement Plan. It reflects revision in the procurement activities of the NPMU and the three SPMUs. The revised draft Procurement Plan presented by SICOM during the Mission shows the changes proposed with reference to the last approved version of May 2013 Procurement Plan. Total number of packages to be procured for the Project as a whole has been revised from 685 packages at an estimated cost of INR 1050.13 crores in May 2013 Plan to 650 packages at an estimated cost of INR 1277.56 crores in the revised Plan.

Mission noted that the NPMU and the SPMUs have critically reviewed their requirements. As a result of this review, 124 packages included earlier in May 2013 Plan have been deleted, and 86 new packages have been added in the revised draft Procurement Plan.

44. Mission observed that the Project has so far procured 512 packages at a cost of INR 966.03 crores. The Project has to order another 138 packages costing INR 311.53 crores to complete the procurement as per revised Procurement Plan. Given the slow progress of execution of the contracts awarded earlier, it is necessary that NPMU and the SPMUs accelerate the process of ordering so as to allow sufficient time for completion of new contracts. For this purpose, the Project should draw up an Action Plan to complete the balance procurement latest by June 30, 2016 so that all goods, works and services are delivered well before the extended closing date of the Project, namely Dec 31, 2015. Action Plan should clearly identify IA-wise packages under each category which are planned to be awarded month wise. SICOM should closely monitor such Action Plan so that timely corrective action can be taken in case of any slippages.

45. SPMU Gujarat informed the Mission that it is not feasible to undertake and complete the construction of Marine Oceanarium though it is included even in the revised Procurement Plan. SPMU Gujarat informed that it will shortly finalize the packages to be taken up in lieu of the Marine Oceanarium and revise the Procurement Plan accordingly. SICOM should forward the final version of the revised Procurement Plan after SPMU Gujarat has firmed up the procurement packages. Though 512 contracts at a total cost of about INR. 966 crores were awarded by NPMU & SPMUs till end August 2015, only 349 contracts with a total cost of INR 321 crores have been completed till end August 2015. Slow execution of contracts is a matter of great concern, as it slows down the disbursement against the Bank loan. All Implementing Agencies need to take urgent remedial measures to expedite the progress of implementation. NPMU and the SPMUs should actively monitor performance of all outstanding contracts by holding regular monthly coordination meetings with the Supplier/Contractors/Consultants to avoid defaults or further slippages in high value contracts. Based on such meetings, the Implementing Agencies should prepare details of contracts committed to be completed in each quarter.

46. Mission requested SICOM to furnish to the Bank summarized follow-up Plan NPMU/SPMU wise, indicating committed schedule of completion of outstanding contracts (with respective costs), starting from quarter ending Dec 2015 onwards. SICOM and the SPMUs were informed that changes in the procurement procedure as indicated below will be applicable to this Project. Bank will not undertake ex-ante review and there would no need for obtaining Bank's no objection for the following in respect of **post review contracts** (i) Re-bidding; (ii) Extension of bid validity; and (iii)

Amendments to Goods/Works/Consultancy contracts, unless the revised value of the modified contract exceeds Prior Review Thresholds. Detailed position of procurement activities of the Project is given in Annex 3.

G. Financial Management

47. The overall accounting systems in SICOM, Gujarat, West Bengal, and Orissa are working satisfactorily. The project has been submitting reports on a timely basis. From fiduciary and compliance point of view the project has been consistently performing well for the past few years. ***The biggest issue which is being faced by the project is the non-availability of funds from SICOM.*** There has been cash flow issues in the project and delay in payments to contractors due to reduced budgetary provision by the central government. This issue has been ongoing for the last 12-18 months and without proper budgetary provision by MOEF and timely release of funds, the project works are getting impacted. SICOM and PEAs are managing the meager resources available to the best of their ability. The states have met their commitments on budget. Orissa (98% of revised state share) and Gujarat (90% of revised state share) has paid in advance their share while West Bengal has transferred 85% of revised state share. So the option of getting more funds from the state is minimal. This year the funds issue has been more acute as 90% of the current year budget provision of Rs.100 crores has been utilized in the first half of the financial year. Most of the PEAs has pending bills and are unable

to pay the bills due to non-availability of funds from SICOM. The RE for enhanced budget has been submitted to the MOEF. *However, since the closure of the mission, SICOM has reported that RE has not been approved. Given this, the project will face serious funds crunch till the new budget is approved or some arrangement is made to meet the project expenditure.* The mission advised SICOM to follow up on provision of additional resources and also follow up with SPMU to ascertain the cash position and maintain the required liquidity so as to meet the expenses and payments.

48. Based on the issue of non-availability of budget from MOEF the FM rating is downgraded as **Moderately Unsatisfactory (MU)**. The key agreed actions for the project are summarized in the FM annex 2.

H. Key Implementation Issues and Agreed Actions

49. The summary actions agreed with the NPMU and SPMUs include: (a) specific steps to expedite hazard line mapping of east coast, which is essential for preparing ICZM Plan for Odisha and West Bengal; (b) sufficient and timely budgetary support for speeding up the physical progress; (c) actions to improve national and state level monitoring and coordination including effective contract management; (d) steps to improve project's communication strategy, especially focusing on stakeholder consultations for ICZM Planning, including a national level round table for sharing the project outcomes till date; and (e) ensuring sufficient staffing and deployment of skilled professionals, especially at SICOM. Table below presents the detailed actions and the time lines agreed

	Main Issues	Next Steps / Actions Agreed	Responsibility	Due Date
Overall Project	Budget: INR 100 Crores allocated against the estimated INR 551 crores for April 2015 to March 2016. Currently no resources are available for project implementation. No additional budget allocated during The project has overdrawn state contributions from Odisha and Gujarat.	SICOM to follow up for at least INR 150 crores before end of March, 2016 to ensure contractual obligations are met. This will help clearing backlogs	MoEFCC and SICOM	On Priority, Before Feb. 15, 2016
		SICOM will continue to raise monthly IUFs and will ensure that monthly monitoring is done in line with the committed disbursements under different project components.	SICOM and All SPMUs	Monthly
Component 1: National Component	Delays – Hazard line Mapping: Significant delays in implementation of photogrammetry contracts in East Coast– Resulting in delays in demarcation of hazard line and dependent activity of ICZM planning.	4 Non-performing contracts on East Coast have been terminated since mission closure. SICOM jointly with Sol shall provide a clear evidenced based Action Plan including alternative procurement process, monitoring plan with firm commitment on delivery of products by photogrammetry contracts	Survey of India and SICOM	Priority (not later than Jan, 2016)
	Progress of major knowledge and capacity-building activities: Research proposals for national partner institutions of NCSCM are inordinately delayed. Revised national capacity building plan is not finalized and approved yet	SICOM jointly with NCSCM to: (i) ensure that the revised national capacity building plan is approved and implementation of the same starts (was due by April 30, 2014); (ii) MoEFCC capacity building plans; (iii) Action plan for streamlining research proposals and work program of partnering agencies.	SICOM Jointly with NCSCM	Over Due (To be completed by Feb. 15, 2016)
		SICOM jointly with NCSCM & Sol to conduct a stakeholder round table to share project outcomes till date on ICZMP	NCSCM	Feb. 30, 2016
	Insufficient staff capacity at SICOM - Communication, Monitoring and Evaluation, technical skills/capabilities for driving the ICZM processes are non-existent at NPMU level. Also, the HR systems are not in place.	SICOM to expedite staff recruitment with well-defined roles, responsibilities, performances and set the specific mandates on technical, operational/coordination, M&E, Social and Economic analysis of project benefits, procurement, and communication aspects with clear agendas for different cells. The efforts should also include establishing fully functional HR systems including establishing performance appraisal processes.	SICOM jointly with MoEFCC	February 15, 2016
Monitoring Systems are not in place: Deployment of web-based real-time monitoring is delayed by more than 2 years Evaluation: Procurement of independent evaluation team is delayed by more than one year	All PEAs and SPMUs to be deployed with the web-based monitoring system which was agreed during February, 2014. Procurement of Evaluation team to be expedited involving all the SPMUs and also prepare an action plan to carry independent evaluation of different components of the project	SICOM	Overdue – SICOM to provide schedule by Jan 30, 2016	

	Main Issues	Next Steps / Actions Agreed	Responsibility	Due Date
Component 2: Gujarat State Component	Contract management needs to be strengthened to effectively coordinate STP contract.	Follow up the pending STP works. SPMU to share updated implementation action plan. Construction stage environmental issues need attention	SPMU and JMC	Jan 20, 2016
	Ineffective/underutilization of BISAG capacities under the project	Jointly with BISAG, SPMU to prepare detailed products and action plan to be delivered under the project – the products already agreed during mission include – GIS based sewerage network information, spatial information on mangrove plantation, etc.	SPMU	Overdue SPMU to commit dates
	Livelihood activities are yet to be fully established	Prepare documents to disseminate the objectives and results achieved, and prepare an action plan to establish activities which also includes convergence of state government activities.	SPMU	Overdue (to be completed by Jan 30, 2016)
	Lack of Adequate Analysis and utilization of scientific monitoring data generated by GPCB under the project	GEC to coordinate with GPCB and GEER to establish meaningful monitoring network at Gulf of Kutch and utilize the for effective utilization (including vetting) with appropriate analysis and possible actions for dissemination and remedial actions as may be necessary	GEC jointly with GPCB & GEER	Regularly
Component 3: Odisha State Component	Operation and Maintenance of eco-tourism facilities established under the project	Developing a management plan for all the tourism facilities established or to be established under the project. The plans will necessarily include O&M and training. Immediate attention is needed for all the facilities and vessels established under ICZMP	SPMU	Overdue (to be completed by Feb 2016)
	Forward linkages for sustaining the livelihood activities supported through SHGs	SPMU to jointly work with the SHGs for preparing and implementing an effective and professional marketing assistance for the livelihood activities. Immediate attention is required for marketing strategy of dry fish activity where, significant amount is spent on establishing solar dryers involving 34 SHGs.	SPMU (and PEAs)	Partly completed. To be continued with next mkt. strategy milestone during Feb, 2016
	Monitoring and Evaluation of livelihood activities which covers range of activities	Prepare a well-structured M&E system to track performance of the SHGs and participating families, and highlight impacts by way of outcomes, as well as draw lessons on sustainability, and help prepare a plan for weaning the groups off project support	SPMU	Feb, 2016 (Partly Completed)
Component 4: <small>M&E Report</small>	Slow Expenditure; completing procurement; and efficient contract management: A major concern is the relative lack of completion of procurement. It will be a challenge to complete	SPMU jointly with the PEAs to ensure: (i) basic minimum supervision (especially for construction works at Sagar Island, and Digha); (ii) prepare implementation action plans for all the delayed contracts; (iii) monitor and ensure planned procurement process is followed	SPMU and all PEAs	Jan 30, 2015

Main Issues	Next Steps / Actions Agreed	Responsibility	Due Date
<p>the scheduled procurement by June 2016.</p> <p>Limited or no efforts by SPMU and PEAs towards supervision/Contract management - to be strengthened in light of delay in the contracts for sewerage, drainage and electricity distribution. Also, regulatory non-compliance is noted as Digha STP works are undertaken without Consent to Establish from West Bengal Pollution Control Board</p>	No contract will be advertised with respect to the physical works (such as buildings in the coast) until the required CRZ clearance is available.	SPMU	Regular
	Prepare monthly expenditure projections and submit to SICOM; and ensure performance on expenditure as per the projections.	SPMU	Regular
	Current dispute of access to community by the side of STP site to be resolved.	SPMU, PHED, and DSDA	Jan. 30, 2016
	SPMU to follow up with SICOM for re-appropriation of cost for completion of storm water drainage and jointly with DSDA to prepare a plan of action for completing construction	SICOM, SPMU, DSDA	Jan 30, 2016
	Discussion with all PEAs (through series of round tables) to improve contract management (especially the large works contracts – sewerage at <i>Digha</i> , drainage at <i>Digha</i> , electrification at <i>Sagar Island</i> , and <i>mela complex which is going to be started</i>), and preparing a Detailed Action Plan to avoid time and cost overrun.	SPMU (and PEAs)	Jan 30, 2016
<p>Knowledge and capacity Building Activities. There has not been any progress for about 18 months on these. These are critical for achieving objectives of the Project.</p>	SPMU will need to prepare and share with SICOM and World Bank alternative plans (as it is clear that the activities and plans originally proposed by the State are not of interest to the State/SPMU). The plans should indicate how SPMU/State will achieve the project objectives of improvement of knowledge and improved capacity of the State for integrated management of the coastal and marine areas.	SPMU	Jan 30, 2016 (Overdue since June 2014)
SRLM has taken up the Livelihood activities. Action plan with targets to be prepared for streamlined implementation	Updated overall implementation schedule to be prepared with relevant actions and targets, monitoring and evaluation mechanisms.	SPMU jointly with WBSRLM	Jan 30, 2016
Management of beach front development activities	Involve appropriately qualified and experienced consultants (or NGOs), to have a management plan in place, outlining among others the respective responsibilities for maintaining and operating the facilities between DSDA and the hawker associations. This would need to be developed in consultation with the intended beneficiaries.	SPMU with DSDA	Overdue Action to be initiated before end of Jan., 2016

I. List of Annexes

Annex 1. List of participants

Annex 2: Agreed Results Framework

Annex 3: Financial Management

Annex 4: Procurement Management

Annex 5: Management of Social Issues and Impacts

Gujarat (August 31 to September 3, 2015)

1. Mr. Punamchand Parmar, IAS, Principal Secretary, Forests & Environment Department, Government of Gujarat
2. Mr. A. K. Saxena, IFS, Project Director, ICZMP Gujarat & Member Secretary, GEC
3. Mr. Harshad Patel, IAS, Commissioner, Jamnagar Municipal Corporation
4. Mr. Shyamal Tikadar, IFS, CCF, Marine National Park & Sanctuary, Jamnagar
5. Mr. Bharat Pathak, IFS, Director, GEER Foundation
6. Mr. T. P. Singh, Director, BISAG
7. Mr. U. D. Singh, IFS, CCF, Kachchh Forest Circle
8. Mr. Dipak Erda, Finance Controller, Forests & Environment Department, GoG
9. Dr. Shailesh Dodia, Marine Biologist, SICOM
10. Mr. A. C. Sampat, Addl. PD, ICZMP Gujarat & Director, GEC
11. Mr. Nischal Joshi, Sr. Manager (Project), GEC
12. Mr. B. J. Vasavada, Sr. Procurement Advisor, GEC
13. Mr. Lomesh Brahmhatt, Manager (Field), GEC
14. Mr. Ishwar Desai, Social Scientist, GEC
15. Ms. Sajitha Charles, Communication Expert, GEC
16. Dr. Ankur Patel, Project Officer ENVIS, GEC
17. Mr. Anand Prakash, M&E Specialist, GEC
18. Mr. Jitendra Mehta, Capacity Building Specialist, GEC
19. Mr. Ravi Upadhyay, GIS Specialist, GEC
20. Ms. Rachna Mehta, Accounts Officer, GEC
21. Mr. Dinesh Jadav, PMFC, GEC
22. Mr. Navin Pujara, PMFC, GEC
23. Mr. Pravin Bagda, Project Coordinator, GEC
24. Mr. Kamlesh Dave, Project Coordinator, GEC
25. Mr. Sanjay Baria, Project Coordinator, GEC
26. Ms. Puja Joshi, Community Mobiliser, GEC
27. Ms. Kushali Vaidya, Community Mobiliser, GEC
28. Mr. Azam Khan Pathan, Community Mobiliser, GEC
29. Mr. Popat Bharwad, Community Mobiliser, GEC
30. Mr. Rajesh Barasara, Community Mobiliser, GEC
31. Mr. Sunil Patel, Community Mobiliser, GEC
32. Mr. Jevat Solanki, Community Mobiliser, GEC
33. Mr. M. M. Bhalodi, DCF, Marine National Park & Sanctuary & Nodal Officer ICZMP, Jamnagar
34. Mr. Vikram Singh, GEER Foundation
35. Mr. D. H. Chatrala, Nodal Officer (ICZMP) & Ex. Engineer, Jamnagar Municipal Corporation
36. Mr. A. G. Vadhanian, Dy Engineer, Jamnagar Municipal Corporation
37. Mr. Amit Kansagra, Jamnagar Municipal Corporation
38. Dr. R. Chandran, Zoological Survey of India
39. Mr. Pradeep Kumar, Mott Mac, Jamnagar
40. Mr. Dipesh Desai, Mott Mac, Jamnagar
41. Dr. Harshad Salvi, Scientist, GEER Foundation
42. Dr. Dhiraj Chavda, Marine National Park & Sanctuary, Jamnagar

43. Mr. Rizwan Sama, Jamnagar Municipal Corporation
44. Mr. Vipul, Marine National Park & Sanctuary, Jamnagar
45. Mr. Ajay Patel, Project Manager, BISAG
46. Mr. K. C. Mistry, Nodal Officer – ICZMP, Gujarat Pollution Control Board
47. Mr. K. B. Vaghela, Gujarat Pollution Control Board
48. Mr. Erland Bo Rasmussen, Regional Director, DHI
49. Dr. Flemming Jacobsen, Technical Director, DHI
50. Mr. Indra Ranasingha, Consultant, DHI
51. Mr. Lalit Mohan, Section Head, Marine Environment, DHI
52. Mr. Sandeep Gupta, Jr. Environment Engineer, DHI
53. Ms. Paru Thaker, BISAG
54. Mr. Vijay Singh, BISAG

West Bengal (September 13-16 & 24, 2015)

1. Mr. Chandan Sinha, Principal Secretary, Environment Department
2. Ms. Barnali Biswas, IAS, Project Director, SPMU
3. Mr. Rajendra Jakher, IFS, Additional Project Director, SPMU
4. Mr. Ashis Biswas, Planner/ Engineer, SPMU
5. Mr. Pranab Banarjee, Finance Officer, SPMU
6. Mr. Chayan Sur, Documentation Officer, SPMU
7. Mr. Barun Kr Basak, Procurement Officer, SPMU
8. Mr. J. Selvin Pitchaikani, Oceanographer, SPMU
9. Mr. K. Kadharsha, Ecologist, SPMU
10. Dr. Sunirmal Kar, Rural Development Specialist, SPMU
11. Ms. Sunangana Basu, Communication Officer, SPMU
12. Mr. Raja Das, Senior Accounts Assistant, SPMU
13. Mr. Sujan Mistry, Junior Engineer (Civil), SPMU/SIDCL
14. Mr. Goutam Maity, Project Assistant (Accounts), SPMU
15. Mr. Debajyoti Podder, Project Assistant (Accounts), SPMU
16. Mr. Chandan Datta, Livelihood Advisor, SPMU
17. Mr. Debashis Nayak, PFMC, SPMU
18. Mr. Ranjan Dash, PFMC, SPMU
19. Ms. Choten Lama, IAS, State Mission Director and Chief Executive Officer, WBSRLM
20. Mr. Tarun Kr Debnath, Senior Consultant, WBSRLM
21. Mr. Amitava Das, Controller of Finance, WBSRLM
22. Dr. Maitree Bhattacharya, Professor, Calcutta University
23. Mr. Anish Bhattacharya, Research Scholar, Calcutta University
24. Mr. Sohan Sengupta, Research Scholar, Calcutta University
25. Mr. Piyush Basak, Research Scholar, Calcutta University
26. Mr. Satyajit Pan, Executive Engineer, PHED
27. Mr. Sukumar Barman, Assistant Engineer, PHED
28. Mr. Debashis Sengupta, I-Win Advisory Services Ltd.- Consultancy Firm
29. Mr. Arijit Das, I-Win Advisory Services Ltd.- Consultancy Firm
30. Ms. Srabani Das, I-Win Advisory Services Ltd.- Consultancy Firm
31. Mr. Jadab Ch. Pramanik, I-Win Advisory Services Ltd.- Consultancy Firm
32. Mr. Sujan Dutta, WBCS (Executive), Executive Officer, DSDA
33. Mr. Prasanta Kr. Patra, Progressive Endeavour Pvt Ltd.- Contractor –Firm
34. Mr. Malay Pattanayak, Progressive Endeavour Pvt Ltd.- Contractor –Firm
35. Mr. Shyamal Kr. Chakraborty, D.F.O, East Medinipur District
36. Mr. Protim Nag, Gannon Dunkerley & Company Limited – Contractor –Firm

37. Mr.Biswanath Paul, Gannon Dunkerley & Company Limited – Contractor –Firm
38. Mr.SumanMajumdar, Gannon Dunkerley & Company Limited – Contractor –Firm
39. Mr.Rakesh Ranjan, Executive Engineer, SIDCL
40. Mr.Hiranmoy Dutta, Viraj Projects -Contractor –Firm
41. Mr.Suvranshu Bera, Viraj Projects -Contractor –Firm
42. Mr.Sutanu Ghosh, Ghose Bose Associates- Consultancy Firm
43. Mr.Rajib Roy Choudhury, Ghose Bose Associates- Consultancy Firm
44. Ms.ParamitaChakraborty, Ghose Bose Associates- Consultancy Firm
45. Mr.Parthasarathi Haldar, Superintending Engineer, WBSEDCL
46. Mr.Shuvadip Chatterjee, Sterling & Wilson -Contractor –Firm
47. Dr Anil Mohapatra, Scientist-D & Officer-in-Charge, Marine Aquarium Cum Regional Center, Digha, ZSI
48. Mr Avijit Barik, Project Assistant (Accounts), SPMU/ ZSI
49. Bharat Ratna Swanirbhar Dal, CBO Members
50. Nagendraganj Ma Halima SGSY Dal, CBO Members
51. Sri Ma Jalabibhajika Group, CBO Members
52. Ma Krunamayee SHG, CBO Members

Odisha (September 20-23, 2015)

1. Mr. Gokul Chandra Pati, I.A.S., Chief Secretary
2. Mr. Upendra Nath Behera, I.A.S., Additional Chief Secretary
3. Dr Ajit Kumar Pattnaik, PD, ICZMP - Odisha
4. Mr. A.C. Dinakar, Special Project Director, ICZMP – Odisha
5. Shri B.K.Samal, Additional Project Director, ICZMP – Odisha
6. Dr Ananta Kumar Sahu, Ecologist, ICZMP – Odisha
7. Dr Narayan Chandra Biswal, Fishery Specialist, ICZMP – Odisha
8. Dr Prasanta Kumar Panigrahy, Ocenographer, ICZMP – Odisha
9. Dr Suchitra Pradhan, Programme Manager, C & CB, ICZMP – Odisha
10. Ms Suparna Surabhita Das, Planner, ICZMP – Odisha
11. Mr. Parameswar Swain, Administrative Officer, ICZMP – Odisha
12. Mr. Biswajit Sahoo, Communication & Capacity Building Officer, ICZMP – Odisha
13. Shri Binayak Padhi, MIS Expert, ICZMP – Odisha
14. Shri Subrat Pati, Accounts Officer, ICZMP – Odisha
15. Mr. Pratap Chandra Rout, Nodal Officer, Fishery & ARD Department, Govt of Odisha
16. Mr. Satyjit Paikray, Assistant Fishery Officer, ICZMP Cell, Fishery & ARD Department
17. Mr. B.K.Das, Nodal Officer, MSME (Coir) Department, Govt of Odisha
18. Mr. Ranjit Mohanty, Director, Culture-cum-Nodal Officer, ICZMP, Govt of Odisha
19. Mr. B.P. Ray, Deputy Director, Culture Department, Govt of Odisha
20. Mr. Ashwini Satpathy, Archaeologist, Culture Department, Govt of Odisha
21. Mr. Bimal Acharya, DFO, Rajnagar Mangrove Division-cum-PIO, ICZMP, Govt of Odisha
22. Shri A.K. Prusty, Nodal Officer, Wildlife Wing, Forest & Environment Dept, Govt of Odisha
23. Shri Bimal Acharya, DFO, Rajnagar Mangrove Division-cum-PIO, ICZMP, Govt of Odisha
24. Shri Anupam Behera, Nodal Officer, OSPCB, ICZMP
25. Dr Kamal Lochan Mishra, General Manager, OSMDA-cum-Nodal Officer, ICZMP
26. Shri R.K.Das, Assistant Engineer, OTDC
27. Shri Dillip Kumar Mohanty, Executive Officer, Paradeep Municipality-cum-Nodal Officer, ICZMP
28. Mr. K.C.Bisoi, Shelter Coordinator, OSDMA
29. Mr. J.K.Tripathy, SE, Water Resources Department-cum-Nodal Officer, ICZMP, Govt of Odisha
30. Mr. B.B. Mishra, SE, Water Resources Department, Govt of Odisha
31. Shri Jyotirmaya Sahoo, Project Manager, M/S Garware Wall Ropes Ltd
32. Mr. Satyajit Chakrabarty, SE, OTDC-cum-Nodal Officer, ICZMP
33. Mr. R.K.Das, Assistant Engineer, OTDC
34. Dr Debashish Roy, Senior Scientist, Forest & Environment Department

Annex 2: Updated Results Framework for Integrated Coastal Zone Management Project

Original (PAD)	Revisions	Rationale
PDO: To assist GoI in (i) building national capacity for implementation of comprehensive coastal management approach in the country, and (ii) piloting the integrated coastal zone management approach in states of Gujarat, Orissa and West Bengal	Continued	The PDO remains relevant and achievable.
PDO indicators		
1. Existence of an appropriate national institutional structure for guiding and coordinating implementation of ICZM approaches	Revised – <i>‘Institutional structure at National, and State level supportive of integrated coastal zone management established according to defined criteria (Yes/No)’</i> <ul style="list-style-type: none"> • National Coastal Zone Management Authority (NCZMA) established and functional • National Center for Sustainable Coastal Management (NCSCM) established and functional • State Coastal Zone Management Authorities (SCZMAs) in three pilot states established and functional 	The indicator has been revised for clarity and focus and to include State level.
2. “Knowledge Benchmarks” showing improvement according to end-users of knowledge services	Revised – <i>‘Knowledge and planning base in integrated coastal zone management established according to defined criteria (Yes/No)’</i> : <ul style="list-style-type: none"> • ICZM plan preparation guidelines prepared and adopted by MoEFCC • Knowledge base to facilitate sustainable coastal development by establishing: (a) data bases for coastal, marine biodiversity network; (b) National GHG emission database for coastal ecosystems; (c) Baseline Coastal Sediment Cell delineation as benchmark with coastal maps; (d) Futuristic Research Framework with output delivered on Offshore Renewable Energy potential assessment; and (e) Coastal Cumulative EIA methodologies developed 	The indicator has been revised for clarity and focus on ICZM and support Sustainable Coastal Management information and data needs.
3. Number of pilot ICZM activities demonstrating cross-sectoral and spatial integration completed	Revised – <i>‘Implementation of demonstrable ICZM pilot activities carried out (Yes/No)’</i> related to: <p>(a) Coastal Conservation and Protection pilots relating to: mangrove plantation, infrastructure and research facilities for coastal wildlife protection, multipurpose cyclone shelters, technology demonstration for protection from coastal erosion, and demonstration of coral transplantation & regeneration;</p>	The indicator has been revised and divided into three separate categories to capture planning and target areas at field-level in the three pilot states. The sub categories relate to coastal conservation

	<p>(b) Pollution Abatement pilots relating to: Sewerage with treatment plants for about 1 million population, solid waste management in one coastal town, and household electricity in one island to minimize air emissions; and</p> <p>(c) Coastal Livelihoods by establishing about 1800 SHGs/CBOs with improved income levels and facilitating long terms sustenance by integrating them in to regular government programs.</p>	and protection, pollution abatement, and coastal livelihoods
4. Number of other ICZM Plans initiated to replicate the lessons learnt	Dropped: The indicator has been dropped because of potential attribution problems with ICZM plans being prepared outside of the three pilot states.	
4.	<p>New – <i>‘National and State level technical capacity established for ICZM planning with supporting technical staffing according to defined criteria (Yes/No)’</i></p> <p>Criteria: (a) NCSCM established with ‘Centre of Technical Excellence’ mandate with national and international scientific partnerships in place, and supported with scientific equipment and 50 scientists; (b) Society for Integrated Coastal Management established as technical secretariat for NCZMA/MoEFCC with 8 technical staff; (c) Enhanced coastal and marine pollution monitoring capability of Gujarat and Odisha State Pollution Control Boards including scientific equipment; (d) Enhanced scientific capacity of Chilika Development Authority, Odisha; and Gujarat Ecological Education & Research Foundation for coastal and marine ecological monitoring and conservation including 8 scientific staff; and (e) State SPMUs designated as technical secretariats of SCZMAs</p>	This indicator has been added to measure the technical and scientific capacity achieved for ICZM Planning and implementation
5.	Direct project beneficiaries (<i>11 million</i>), of which female (<i>51%</i>)	
Intermediate indicators – Component one		
1.1 Institutional development plan for MoEF for coordination and implementation of ICZM approaches prepared and approved	Revised – <i>‘Plan for institutional structure at National, State and District level supportive of integrated coastal zone management prepared and submitted to State Government for approval (Yes/No)’</i>	The indicator has been revised for clarity.
1.2 Percentage of staffing at MoEF completed as per institutional development plan	Revised – <i>‘Skilled staff in ICZM planning and implementation at National level (Number)’</i> . The target is 75	The indicator has been revised for clarity to focus on the number of skilled staff in post.
1.3 Percentage of planned funds disbursed for planned ICZM	Revised –	The indicator has been revised for clarity and to

knowledge activities by the National Center for Sustainable Coastal Management annually	ICZM knowledge outputs generated by National Center for Sustainable Coastal Management (<i>Number</i>). Target is 13 consisting of – 10 research papers peer reviewed and published in journals of international repute; 3 databases for planning baseline documents – viz. coastal/marine biodiversity network, National GHG emission, and coastal sediment cell delineation as benchmark with coastal erosion maps; and ICZM guidelines and protocols	focus on tangible outputs rather than disbursement.
1.4 Cumulative percentage planned funds utilized as per the national level training plan	Dropped: The indicator has been dropped as the training and capacity building aspects have been covered with the revised indicator on skilled staff in ICZM.	
1.5 Kilometer of mainland coastline for which coastal sediment cell, hazard line and ecologically sensitive areas mapped and demarcated	Continued	This indicator remains relevant
Intermediate indicators – Component two		
2.1 ICZM plan for Gulf of Kachchh prepared using the designed participatory process, and approved	Revised – <i>'ICZM plan for Gulf of Kachchh prepared using the designed participatory process, and submitted for approval to Government of Gujarat (Yes/No)'</i>	The indicator has been revised for clarity and to include formal approval process of the ICZM plan.
2.2 Percentage planned funds disbursed for implementation of the Gujarat state ICZM capacity building plan	Revised – <i>'Skilled staff in ICZM planning and implementation in Gujarat State (Number)'</i> . Target is 20	The indicator has been revised to focus on the number of skilled staff in post and also to ensure institutional linkages
2.3 Number of pilot investments planned, implemented as per the planned ICZM approach, and efficiently functioning	Revised – <i>'Pilot investment projects in Gujarat ICZM (Number)</i> . Target is 6: sewerage and STP for Jamnagar; mangrove plantation; coral regeneration at Gulf of Kachchh; Pollution Control Board laboratory capacity enhancement for marine and coastal pollution; establishing CBOs/SHGs in 168 villages for livelihood improvements; and eco-tourism.	The indicator has been revised for clarity and focus on the project cycle.
2.4 Stakeholder workshops organized to agree on the incorporation of lessons learnt from evaluation of implementation of the pilot investments	Dropped: The indicator has been dropped as this aspect has been already integrated as part of the ICZM Planning process which also focuses on lessons learnt through stakeholder interactions at the planning stage.	
2.4	<i>New-</i>	

	<i>Core Indicator: Area restored or re/afforested (Ha. of mangroves). Target of 12,000 Ha. of mangrove plantations</i>	
2.5	New- <i>Core Indicator: Industrial/municipal waste disposal capacity created under the project. Target of 1 million coastal population provided with sewerage with supporting waste water treatment of 80MLD of which 50-60 MLD potential for industrial recycling</i>	
Intermediate indicators – Component three		
3.1 ICZM plan for Paradip-Dhamra and Gopalpur-Chilika prepared using the designed participatory process, and approved	Revised – <i>'ICZM plan for Paradip-Dhamra and Gopalpur-Chilika prepared using the designed participatory process, and submitted to approval by Government of Odisha (Yes/No)'</i>	The indicator has been revised for clarity and to include formal approval process of the ICZMP
3.2 Percentage planned funds disbursed for implementation of the Orissa state ICZM capacity building plan	Revised – <i>'Skilled staff in ICZM planning and implementation in Odisha State (Number)'. Target is 20.</i>	The indicator has been revised to focus on the number of skilled staff in post and also to ensure institutional linkage.
3.3 Number of pilot investments planned, implemented as per the planned ICZM approach, and efficiently functioning	Revised – <i>' Pilot investment projects in Odisha (10) ' : Capacity building of OPCB, and CDA; monitoring and surveillance infrastructure capacity enhancement of wildlife and forest division including research facilities in 5 locations including turtle and crocodile hatcheries established; conservation of 6 out of 8 coastal archeological and heritage sites; shoreline protection at Pentha village; 14 multi-purpose cyclone shelters; 140 Ha. mangrove plantation; 600 SHGs established with sustainable income; Eco-tourism at 4 locations involving coastal communities; and Integrated Solid Waste Management facility in Paradeep Municipality.</i>	The indicator has been revised for clarity and focus on the project cycle.
3.4 Stakeholder workshops organized to agree on the incorporation of lessons learnt from evaluation of implementation of the pilot investments	Dropped : The indicator has been dropped as it is not realistic time-wise to include incorporation of lessons learnt in project activities.	
3.4	New- <i>Core Indicator: Coastline and freshwater under biodiversity protection (km). Target is 400 km. of Odisha coast brought under enhanced coastal and marine monitoring and surveillance to facilitate ecological protection of biodiversity areas.</i>	
Intermediate indicators – component four		
4.1 ICZM plan for the West Bengal Coast prepared using	Revised –	The indicator has been revised for clarity and to

the designed participatory process, and approved	<i>'ICZM plan for West Bengal Coast prepared using the designed participatory process, and submitted for approval by Government of West Bengal' (Yes/No)</i>	include formal approval of the ICZM plan.
4.2 Percentage planned funds disbursed for implementation of the West Bengal state ICZM capacity building plan	Revised – <i>'Skilled staff in ICZM planning and implementation in West Bengal State (Number)'</i> . Target is 15.	The indicator has been revised to focus on the number of skilled staff in post and also to ensure institutional linkages.
4.3 Number of pilot investments planned, implemented as per the planned ICZM approach, and efficiently functioning	Revised – <i>'Pilot investment projects in West Bengal (10)'</i> Capacity building of Kolkatta university and IESWM; Sewerage and storm water drainage system in Digha; Digha beach improvement including hawker relocation; Distribution of grid electricity in Sagar Island; 25 multi-purpose cyclone shelters; Eco-tourism infrastructure in Sagar Island; and Livelihood improvement for Sagar Island communities	The indicator has been revised for clarity and focus on the project cycle.
4.4 Stakeholder workshops organized to agree on the incorporation of lessons learnt from evaluation of implementation of the pilot investments	Dropped : The indicator has been dropped as it is not realistic time-wise to include incorporation of lessons learnt in project activities.	

The following are the summary of FM discussions across SICOM and the SPMU's.

Budget:

SICOM: The GOI provided a budget allocation of Rs.100 Crores for FY 15-16, and the entire amount has been transferred to SICOM. Funds to SPMUs and other implementing agencies has been provided by SICOM. This year the funds issue has been more acute as 90% of the current year budget provision of Rs.100 crores has been utilized in the first half of the financial year. SICOM has sent additional proposal of Rs.250 crores for the revised budget but the outcome is awaited. Mission advised SICOM to follow up on the revised budget and also follow with SPMU to ascertain the cash position and maintain the cash balance in states as required. The mission emphasized that SICOM carry out monthly review of the cash position in all agencies of the project and do adjustments as required.

Gujarat: Gujarat has provided 90% of the revised state share already and balance would be provided as per requirement. The cumulative project expenditure as on 31st August 2015 is Rs.230 crores and pending bills are in the range of Rs.10 crores.

Orissa: The State has provided 99% of the state share i.e. Rs.33.17 crore out of state share of Rs.33.48 crores till date. The Government of Orissa has released their state share in advance to the project which has helped the SPMU to manage the cash flows. As only Rs.0.31 crores is available from the state share if SICOM does not release money to the SPMU then there would be very severe cash flow problems in Orissa. Orissa has already pending bills of Rs.9 crores which has not been paid due to non-availability of funds. The cumulative project expenditure as on 31st August 2015 is Rs.172 crores.

West Bengal: The state has provided Rs.29 crores (85% of the revised state share) from the start of the project till date. The total cumulative expenditure as on 31st August 2014 is Rs. 100 crores. The SPMU has outstanding bills for Rs. 8 crores till August 2014, which needs to be paid immediately.

Disbursements: The disbursement as per the system is XDR 60 million including DA and the overall disbursement percentage is 41% (including DA).

(in XDR Million)

Component	Allocated XDR Million	Disbursed XDR Million	Balance XDR Million	Disbursement percentage	Balance in INR crores (Bank Share)	Expenditure required in INR crores
A (National)	44.14	14.51	29.63	33%	187	240
B (Gujarat)	38.13	19.85	18.28	52%	115	148
C (Orissa)	25.36	14.91	10.45	59%	66	85

D (West Bengal)	38.55	8.58	29.97	22%	189	243
PPF advance	0.73	0.65	0.08	89%		
Sub-total (without DA)	146.9	58.5	88.41	40%	556	716
DA		1.99	-1.99			
<i>Total</i>	<i>146.9</i>	<i>60.49</i>	<i>86.42</i>	<i>41%</i>	<i>556</i>	<i>716</i>

The overall sources and uses for the project are exhibited in the table given below as on August 2015:

(Rs. In crores)

S.NO	SOURCES	NPMU	GUJARAT	ORISSA	WEST BENGAL	TOTAL
1	Received from GOI	626.48	-	-	-	626.48
2	Received from SICOM	-415.18	193.93	138.98	82.27	0
3	Received from state Govt	-	30.52	33.17	20.24	83.93
4	Interest and others	2.28	6.08	12.17	10.13	30.66
	Total	213.58	230.53	184.32	112.64	741.07
	USES					
5	Expenditure FY 2010-11	3.55	10.72	2.07	2.98	19.32
6	Expenditure FY 2011-12	8.94	23.65	11.86	6.45	50.9
7	Expenditure FY 2012-13	38.47	33.38	30.95	19.96	122.76
8	Expenditure FY 2013-14	41.78	57.08	62.27	25.41	186.54
9	Expenditure FY 2014-15	52.52	84.43	52.89	30.48	220.32
10	Expenditure FY 2015-16 (upto August 2015)	16.64	20.82	12.52	15.39	65.37
	Cumulative Expenditure	161.9	230.08	172.56	100.67	665.21
10	Balance in Bank account NPMU/SPMU	44.98	2.13	10.84	5.08	63.03
12	Balance in Bank account PEA's	12.49	1.85	3.54	4.31	22.19
13	Other advances	-5.79	-3.53	-2.62	2.58	-9.36
	Total	213.58	230.53	184.32	112.64	741.07

Accounting system:

- a) All entities have installed and operationalized TALLY accounting system and financial reports are being generated based on TALLY records. The project accounts are up to date. SICOM should conduct finance and procurement workshop for all PEA's.

- b) CBO advances: The mission reiterated that CBO advances from the project, needs to be reviewed on a continuous basis and the mission requested SPMU to review each case individually and take steps to either recover or get the UC for the advance. The community advance which are either more than one lakh or which are outstanding for more than one year should be followed up and adjusted at the earliest. West Bengal needs to account for the UCs received from the communities which has been pending for some time. It was agreed that the accounting for UCs would be completed before November end.
- c) The mission emphasized that Bank Guarantees (BG) for all contracts should be monitored and list of BGs should be maintained in the SPMU. The BGs must be valid and properly regulated. Also the project should on a regular basis follow up on the Mobilization Advance (MA) given and follow the activities and ensure that the advances are adjusted on a regular basis.
- d) Payment of retention money could become a potential issue during the closure of the project. The project needs to monitor this and can make payments for retention money against Bank guarantee to ensure that all retention money are accounted and paid during the project period. In case of Orissa and Gujarat, the payments are being claimed on gross basis, i.e. even the security payments and retention money is claimed from the Bank. The payments for these items would be paid after the DLP. The mission requested the SPMU to review these cases and ensure that payments to contractors are made against BG before project closure so that these amounts can be treated as eligible expenditure.
- e) Cash flow management of each PEAs should be reviewed regularly in order to maintain minimum cash balance. Minimum Cash balance would be maintained keeping in mind the requirement of 3-4 months contingency expenses like salaries, rent and other necessary and committed expenses. PEAs should return the excess money lying with them to SPMU taking into consideration the 3-4 month requirement of fund. Retention money held at all PEAs level and SPMU to be utilized for meeting immediate cash flow requirements and this should be communicated to Nodal Officers by the SPMU
- f) Monthly review meeting of finance accounts of all PEAs and SPMU should be carried out to review the cash position.
- g) Billing has been slow in some PEAs and the mission requested the project to ensure timely billing and payments.
- h) For cyclone shelter component of West Bengal it was agreed that the maximum amount that would be reimbursed by the Bank is Rs.62 crores.
- i) NCSCM - Issue of Payment to Design Consultant: Flying Elephant Studio (FES) has been appointed design and supervision consultant. The contracts are in two parts Part A- Design (Lump sum) and Part B-Supervision (Time based). In Part A extra scope of work for design was carried out on request of NCSCM and has been completed. The payment for this activity needs to be calculated and done as per the contract. The mission requested NCSCM and SICOM to resolve this issue at the earliest and make payments to the vendor amount as per contract. (Rama decide if you want to keep this)
- j) NCSCM -Transfer to universities: NCSCM has transferred certain amounts to the universities as per MOU, for which UCs are yet to be obtained. The mission requested NCSCM to follow up with the universities both on the technical progress and expenditure made by them and account for the expenditure based on UCs.

Staffing:

FM Staffing at NPMU and SPMU level is adequate and complete. SICOM and SPMU's should provide refresher training to PEA's continuously. The salaries of FM staff have not been revised for the last 2

years in NPMU and SPMUs. The mission requested the projects to consider increasing the salaries based on the available IOC amounts taking into account the performance, market conditions and inflation.

Internal audit:

In Orissa, and West Bengal the internal audits were discussed with PEAs and they have provided compliance. The audits have been completed till March 2015. The internal audit in future should cover the contract management issues in the PEAs.

External audit: The NPMU needs to start the process of hiring an external auditor for the current FY and this process needs to be concluded before January 2016.

Cross learning:

The mission suggested visit of SPMU's accounting team to SICOM and other SPMU's for cross learning as well as training and vice-versa. The mission also suggested the SICOM to conduct workshops for SPMUs as well as PEA's on a continuous basis to support cross learning in the accounting and finance area of the project.

Agreed Actions

S.No.	Action to be taken	By Whom	By When
1.	Appointment of external auditor	SICOM	January 2016
2.	Accounts and finance workshop for PEA's and SPMU	SICOM and all SPMU's	Continuous to be conducted at least every six months
3.	Cross learning event	SICOM and all SPMU's	January 2015
4.	Monthly review of cash position	SICOM and all SPMU's	Every month
5.	CBO advance review	All SPMU's	Every month
6.	CBO adjustment with UC	West Bengal	November 2015

1. **General:** A summary of the status of procurement performance for SICOM and the SPMUs reveals that 512 contracts worth INR 966 crores were awarded till August 31, 2015. SICOM has presented revised draft Procurement Plan which takes into account Government's sanction of the revised cost of the Project and enhanced value of the Bank Loan funds in terms of Indian Rupees following changes in the US dollar-Rupee parity. A number of packages included in the May 2013 Procurement Plan (the last version approved by the Bank) have been deleted and new packages have been added to reflect the revised requirements of the Project.
2. **Revised Procurement Plan:** As per revised Procurement Plan, NPMU and SPMUs have to procure another 138 contracts worth INR 311.5 crores. The break-up of these contracts is as under:

UNIT	Category	Packages to be procured	
		Number	Value (INR Lakhs)
NPMU	Goods	16	3,670.45
	Works	24	3,587.21
	Consultancies	10	3,000.00
	TOTAL	50	10,257.66
SPMU Gujarat	Goods	16	868.55
	Works	12	6,978.02
	Consultancies	5	575.56
	TOTAL	33	8,422.13
SPMU Odisha	Goods	6	404.64
	Works	20	6,186.60
	Consultancies	5	1,295.91
	TOTAL	31	7,887.15
SPMU West Bengal	Goods	7	332.00
	Works	10	3,158.91
	Consultancies	7	1,096.00
	TOTAL	24	4,586.91
All Units	Goods	45	5,275.64
	Works	66	19,910.74
	Consultancies	27	5,967.47
	Grand Total	138	31,153.85

3. **Action Plan:** NPMU and SPMUs should draw up an Action Plan to complete the balance procurement latest by June 30, 2016 so that all goods, works and services are delivered well before the extended closing date of the Project, namely Dec 31, 2015. As a first step, procurement of all packages of goods and works should so planned that bids are received/opened latest by January 31, 2015. Similarly, requests for EOIs of consultancy

packages are advertised latest by December 15, 2015 and EOIs are evaluated before Dec 31, 2015.

SICOM should arrange to submit Action Plan of NPMU and the SPMUs consistent with the targets indicated in this paragraph.

4. **Monitoring execution of contracts:** Against 512 contracts awarded till end August 2015 at a total cost of Rs. 966 crores, only 349 contracts at a total cost of Rs 321 crores have been completed till end August 2015. SICOM and the SPMUs should take urgent remedial measures to expedite the progress of implementation. They should hold regular coordination meetings with the Supplier/Contractors/Consultants and prepare an Action Plan to avoid defaults or further slippages in the contracts awarded already. Similar mechanism should also be put in place for contracts to be awarded in future. Such Action Plan should be shared with the Bank.
5. **Publishing Revised Procurement Plan:** SICOM should finalize the revised Procurement Plan, duly addressing the Mission's comments. Once reviewed and agreed by the World Bank, the NPMU and SPMUs should publish the revised Procurement Plans in their respective websites replacing the older versions and the Bank will also simultaneously publish it on its website.
6. **Procurement staffing:** Given the need for procuring goods, works and consultancies worth Rs 311 crores and to monitor execution of the outstanding contracts, NPMU and SPMUs should review adequacy of the existing procurement personnel. If necessary, Procurement Cells should be augmented on priority basis so that there are no slippages in the procurement targets.
7. Mission requested SICOM to present to the Bank by end Oct 2015 Action Plan as per details mentioned above, along with a summary on the following format:

UNIT	Category	Number of packages planned to be awarded month-wise								Total
		Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	June 16	
NPMU	Goods									
	Works									
	Consultancies									
	TOTAL									50
SPMU Gujarat	Goods									
	Works									
	Consultancies									
	TOTAL									33
SPMU Odisha	Goods									
	Works									
	Consultancies									
	TOTAL									31
SPMU West Bengal	Goods									
	Works									
	Consultancies									
	TOTAL									24
All Units	Goods									
	Works									
	Consultancies									
	Grand Total									138

Gujarat:

Community mobilization: For livelihood improvement pilot investments, community mobilization is completed in all 160 villages. PRA exercise for collection of baseline data has been completed for all 160 identified villages and PRA data has been uploaded on the GEC website. Community based organization have been formed in all 160 targeted villages, but MOUs have been signed with 157 CBOs / EDCs that has been registered. Half of the members in general body of CBOs and in the executive committee are women and at least one signatory in each CBO is woman. Project has facilitated formation of 476 SHGs. So far 103 entry point activities out of 155 planned have been completed in 74 villages. Various types of EPAs carried out so far includes rain water harvesting structures; ground water recharging structures; stall feeding and promotion activities; construction of salinity privation bund structures; fodder and fuel wood development & shelterbelt; construction of cyclone cum multipurpose building; solar power at community level under alternative energy resources development and access roads. INR 678.76 lakhs has been spent on entry point activities. Nearly 140 EPAs are directly linked to livelihood promotion. The project has so far benefited 69.67 lakh persons directly of which 33.34 lakh are women.

Livelihood promotion opportunities: Project has so far imparted skill enhancing training on handicraft (*Machi* work) to 45 women SHG members in 3 villages. Seaweed cultivation training has also been given to 35 women SHG members. Nearly 400 individuals have been provided training on maintenance of solar equipment and additionally 79 youths have been given advanced training on maintenance and repair of solar equipment. These youths are now earning INR 3000 per month. Project has identified 24 individuals from 4 fishing villages for one year dedicated training on lobster and crab fattening. Detailed training will be provided by local NGO called UTTHAN in Bhavnagar. SPMU has identified 30 beneficiaries from 2 villages of Mandvi takuka. Post training, NGO will also connect them to market. In order to promote dairy, project has linked milk producers with SARHAD dairy for marketing purpose. Other livelihood trainings include training on papad making to 20 women members by DIC and exposure cum training for 50 SHG members on micro enterprises. Project has also created micro enterprises in 8 villages primarily on dairy development. To build capacity of SHGs, SPMU has signed memorandum of understanding with Gujarat Livelihood Promotion Company. SHGs will be linked to Mission Manglam Skill Development Program and AAJIVIKA skill development program. Project will document success story of livelihood promotion and also prepare a withdrawal strategy.

In order to sustain the livelihood initiatives, project has adopted *approach of convergence* with various government departments and schemes. So far project has tied up with following departments and schemes:

- Education Department for School at Bhagodi, Mori and Maldo villages.
- Water supply Department for drinking water facility at Kaner and Godpar Village
- SARHAD dairy for Milk collection centre in 8 villages
- National Dairy Development Board for milk collection center at Ashiravandh and Kaiyari.
- PGVCL for electric facility at Mori, Tahera, Lakki, Khirasar, Gunau and Rodasar.
- District Industrial Centre for Livelihood at Sheh and Tahera
- ICDS schemes for Aganvadi at Bhaduvandh
- Irrigation Department for pond renovation and other schemes
- Fisheries Department for Licenses

Capacity building initiatives: Several capacity building initiatives have been taken by SPMU including orientation / exposure visits for CBOs and EDCs and skill enhancement and administrative training for SHGs. So far over 1600 trainings and nearly 600 gram sabha meetings have been held in all 160 villages to build capacity of CBOs / EDCs. Over 600 individual members of Social Audit Committee has been trained by local NGO called UNNATI. UNNATI will now provide training to all CBOs on accounting and book keeping. The training will be provided through SATCOM using BISAG studio. A total of 13 clusters will be covered. This will be followed by a follow up training in all 160 villages by social mobilizers of SPMU. Project provided disaster risk management training at village level to 35 individuals in two batches on TOT basis. GSDMA along with Disaster Management Institute provided the training covering the issues of cyclone and flood management. These individuals will receive further long term training at DMI, Anand. Detailed training will be provided by local NGO called UTTHAN in Bhavnagar. Additionally 682 CBO members from 155 villages have been given training on disaster risk management at cluster level. Project has also provided training to 25 fishermen on border security. Over 140 CBO members from 42 villages were taken on for an exposure visit within the state whereas 16 members visited Odisha and 24 visited Tamil Nadu. Exposure visits were arranged to understand working of CBOs, its management and sustainability; and coastal ecology and development.

Status of Agreed Actions

Action	By Whom	Status
Complete all EPA Activities by December 2014	SPMU	Not complied.
Share copy of village PRAs with the community	SPMU	Not complied.
Document Success Stories on livelihood activities	SPMU	In progress
Project to prepare withdrawal strategy and share with the Bank by December 31, 014.	SPMU	Not complied.

Agreed Action:

Action	By Whom	By when
Complete all EPA Activities	SPMU	March 2016
Share copy of village PRAs with the community	SPMU	Immediately.
Document Success Stories on livelihood activities	SPMU	January 31, 2016
Project to prepare withdrawal strategy and share with the Bank	SPMU	January 31, 016
Conduct impact evaluation of EPAs and livelihood activities	SPMU	April 30, 2016

West Bengal

Social Mobilization: Aiming towards the target of 15,000 BPL families directly benefited through livelihood improvement activities in Sagar Block (inclusive of Sagar Island and Ghoramara Island distributed in 9 Gram Panchayats), 1072 CBOs have been established comprising of 16920 members. 499 community contracts with approximately 485 CBOs have been signed. Some of these CBOs existed prior to the ICZM project. The 499 community contracts are inclusive of 207 contracts for entry point activities (EPA) and 292 contracts for income generation activities (IGA). As agreed with SPMU, the livelihood component will now be implemented by State Rural Livelihood Mission. Project has conducted 148 PRAs covering 96 out of total 113 *sansads* across 9 gram panchayats. Out of 1072 CBOs formed, project so far has been able to collate socio-economic database of 863 CBOs.

Entry Point and Income Generation Activities: Project has so far signed contract for 207 entry point activities and 292 income generation activities. The EPA activities include (a) construction of 92 brick road packages totaling 45km, (b) sinking of 106 tube wells with raised platforms, (c) construction of 3 raised plat forms for existing tube wells, (d) 4 concrete culverts, (e) one pay and use toilet and (f) re-excavations of 7 ponds. Even though 499 community contracts have been signed with 485 CBOs, the onsite work is progressing slowly with only 42 completed EPA activities and another 83 EPA towards completion. Only 6 IGA activities have been initiated so far. Till now only INR 391 lakhs have been disbursed for these activities. Of these EPAs completed include: 11 brick roads, 25 tube wells; 4 culverts; one toilet and 1 pond re-excavation works, while work is progressing fast for 31 other brick roads, 49 tube wells, and construction of raised platforms for 3 existing tube wells. IGA and EPA activities will now be handed over to West Bengal State Rural Livelihood Mission. SPMU and WBSRLM has signed memorandum of understanding. It has been agreed that norms of WBSRLM will be followed. Instead of NGOs, funds will be routed through sangha formed under SRLM. Mission was informed that under 14th Finance Commission, each gram panchayat will receive Rs. 498 per capita for infrastructure development. State government has undertaken integrated participatory planning exercise to identify needs of each GP. It was therefore agreed that SRLM will not spend money on EPA. It was also agreed that (i) for capacity building of CBOs, SRLM funds will be used whereas project money will be used for maximizing IGAs; (ii) SPMU will dovetail their communication strategy with SRLM; (iii) SRLM will not collect vouchers from individual SHGs. In case expenses are more than Rs. 5000, SHG will call for three quotations and process will be documented. The NGO contracts have already expired. On ground EPA activities are successful and community at large is participative. However, capacity building and strengthening of newly established CBO/SHGs and other redundant/weak CBO/SHGs under this project is necessary. Hand holding and requisite training for accounting, record keeping etc. needs to be further strengthened in the established CBOs.

As agreed, SPMU has provided detailed scheduled plan for various EPA and IGA highlighting the type of activity, date of signing of community contract, date of commencement of activity, projected date of completion, stages of work progress, disbursement, responsible NGO, village/gram panchayat and CBO details. The chart prepared will be utilized by SPMU for monitoring of EPA and IGA implementation along with WBSRLM.

Capacity Building: Project has so far organized 64 capacity building programs attended by 716 CBOs on institutional development, group management and book keeping. The details of capacity building programs is given in table below.

Table 1. Details of Capacity Building Programs

Type of Capacity Building programmes organized	No: of Capacity Building programmes organized	No. of CBOs attended the Capacity Building programmes	No. of CBO members attended the Capacity Building programmes
Capacity Building on Institutional Development, Group Management and Book Keeping	64	716	2170
Preparation of Business Development Plans & EPAs	27	160	712
Fisheries related trade	22	162	570
Poultry trade	8	99	219
Integrated Farming, Organic Farming, Vegetable Cultivation, raising of nursery, etc.	5	54	151
Betel leaf cultivation	19	155	494
Vermicomposting & organic manure	6	73	144
Handcraft			
Honey Processing	1	4	18
Animal husbandry	1	14	35
Batik Printing & Tailoring	2	30	52
Handicraft	2	18	54

The capacity building of CBO's has resulted in higher income for the members in several trades such as (i) 6 CBOs involved in dry fish production in Gangasagar GP; (ii) 3 CBOs in Rudranagar practising inland pisciculture; (iii) 8 CBOs involved in improved betel leaf cultivation in Ramkarchar (iv) 40 CBOs who opted for improved and new variety of rice reported increase in farm income; (v) 15 CBOs involved in improved vegetable cultivation also reported increased yield in Ramkarchar GP; (vi) Increased production and sale of vermin compost by 10 CBOs in Gangasagar GP; (vii) 20 CBOs in Ramkarchar have started medium scale poultry farming.

SPMU has also undertaken several exposure visits for CBOs that included (i) members from 19 CBOs of Gangasagar GP had visited Krishnanagar Milk Union Cooperative for onsite experience of dairy development; (ii) members from 17 CBOs of DS I Gram Panchayat visited Luvpur and Illambazar block, Birbhum to learn SHG functioning and management facilitated through Lokkaylan Parishad. CBOs from DS I Gram Panchayat also visited Bagnan-I Mahila Bikash Co-operative Credit Society Ltd. to understand SHG fund management based on microfinance; (iii) members of 20 CBOs of Rudranagar GP visited Bio-diverse Farming Pvt Ltd in Tona village in 24 North Paragana district for organic farming; (iv) CBO members from Ramkarchar GP had visited ‘Mati Utasab’ 2015 at Panagarh for new technologies (equipment & methods) in farming; (v) 25 CBO members from Ramkarchar GP visited Central Institute of Fishery & Education (CIFE) (aquaculture), State Poultry Farming Unit (poultry rearing) and Fishery Research Station (cultivation of ornamental fishes); and (vi) CBO members from DS- II GP had visited Sundarban Mohila SHG Cooperative to learn SHG fund management based on microfinance.

Distribution of grid electricity in Sagar Island: WBSEDCL has energized all 42 mouzas of Sagar Island. The distribution of electricity in Sagar Island will benefit 34,036 households. So far 23604 connections have been energized. It was agreed that project will prepare a documentary on Sagar Island’s electrification highlighting socio-economic benefits of electrification. The eco-tourism activities in Sagar Island is considerably delayed.

Digha Beach Front Development: A total of 2464 vendors will be rehabilitated in Digha of which project will relocate 1798 vendors in three phases. DSDA will rehabilitate 119 vendors and rest 547 vendors needs to be rehabilitated by DSDA. These 547 vendors are not located on the beach front. Under phase I, 219 vendors will be rehabilitated of which 56 will be relocated to Jagannath Ghat where new kiosks have come up and rest 163 will be accommodated in G+1 building at Kshanika Ghat. The construction at Kshanika ghat got delayed as vendors were not happy with the design. Each vendor wanted an open front so that their shop is visible from the road. DSDA has now changed the design of the building and construction will commence soon. In phase II, 1083 vendors will be rehabilitated between railway station ghat and police holiday home along the embankment. In phase III, 496 vendors will be rehabilitated insitu. Although all 56 kiosks have been placed in Jagannath ghat, they are yet to be allotted to vendors. DSDA is yet to complete the road construction and other landscaping in the rehabilitation site. The kiosks require repainting as they have been lying idle for last one year. Mission was informed that vendors will pay Rs. 400 per sq. feet for the kiosks given to them.

Construction of toilet blocks is nearing completion. However mission noted that toilets do not have the facility for differently abled persons. It was agreed that DSDA will construct separate toilets for differently abled persons.

The open air theatre is also nearing completion. However, the boundary wall is yet to come up. It was agreed that contractor will immediately work on the boundary wall to secure the construction site.

Digha Waste Water sub project: The issue of access to agriculture field at the STP site has been resolved. Project has provided an access road along the boundary wall of STP for the villagers. DSDA has received applications for household connection. DSDA is in the process of finalizing mechanism for household connections.

Status of Agreed Actions

- Complete signing MOU with WBRLM for livelihood component by October 31, 2014. **Complied**
- Complete signing of contract with NGOs for livelihood component by October 31, 2014. **NGO contracts are over. CBOs will be linked to Sanghas formed under SRLM.**
- Expedite construction of vendor kiosks in Digha and arrive at a mutually agreed mechanism for distribution of kiosks to vendors with hawker's association by December 31, 2014. **Not complied. Substantially delayed.**
- Repair properties damaged due to laying of sewer lines by December 31, 2014. **Complied**

Actions Agreed:

- Completion of socio-economic database of balance CBOs by end December 2015.
- Energize all households in Sagar Island by November 30, 2015
- Rehabilitate 56 vendors at Jagannath ghat by December 31, 2015.
- Expedite construction of vendor kiosks in at Kshanika ghat and other locations and relocate all vendors by June 30, 2016.
- Additional construction of toilets for differently abled persons by December 31, 2015.
- Initiate identification and training of beneficiaries under Sagar Island eco-tourism – Immediately.

Odisha:

The livelihood component is implemented through Fisheries and Animal Resources Development Department (F&ARD) and provides the best alternate livelihood support to 80 fishing villages through 600 SHG's benefiting more than 7000 families (over 41000 fisher folks). Out of total SHGs formed, 258 are all women SHGs and 342 are male SHGs. Through this alternate livelihood program ICZMP promotes allied fishery activities and support the local fishing communities during ban on fishing and also Olive Ridley nesting period. The alternative livelihood options have been promoted with an objective to reduce pressure on marine fishery resources and provide alternate livelihood source for the fisher folks. Financial support has been given to all 600 SHG's for carrying out their adopted alternate livelihood activities. The alternative activities include integrated pisciculture for 211 SHGs, dairy for 63 & poultry for 88 SHGs, hygienic dry fish & value added product preparation for 112 SHGs, cold chain activities for 78 SHGs and ancillary business such as tailoring, net making, grocery, rice business, and stationery shop for 48 SHGs. SPMU organized exposure visits at state level for 175 SHGs and at national level for 294 SHGs to witness best practices in their chosen trades. For the first time in the country, 99 modern solar driers have been installed for production of hygienic dry fish by women SHGs. Project has roped in MART as a consultant for marketing linkages, packaging and branding of the products of the SHGs. SPMU facilitated the branding, packaging and marketing of dry fish produced by the SHGs. SPMU helped in launching dry fish brand "SEAFEST" produced by SHGs during Adivasi Mela in January 2015. Forty women SHGs participated in the Mela to sell their produce.

Mission was informed that out of 600 SHGs, 36 SHGs have stopped functioning. Of these 36 SHGs, 12 were in dairy, 13 in pisciculture; 8 in poultry; 2 in whole sale marketing of groceries and 1 in rice marketing. The gender segregation shows that of these 36 failed SHGs, 27 were all male SHGs.

Promotion of community based Eco-tourism as sustainable livelihood option for local communities: In order to facilitate community based eco-tourism, initiatives have been taken up to provide alternate livelihood option for the community in and around Chilika. Odisha State Tourism Development Corporation has undertaken activities under eco-tourism at four different locations namely Badkul (amusement park and water sports complex), Rambha, Banamalipurpatana, Gabakunda, Mirzapur and Gangadharpur. Draft management plan, MOU and Bye-laws for formation of eco-development

committees (EDCs) have been prepared and discussed with community. SPMU is in the process of finalizing these plans.

Coir making as alternate livelihood option for fisher folk is another initiative undertaken under the project. MSME department had identified 40 SHGs covering 600 artisans and has initiated skill training activities for coir products. Training program has been completed for all 40 SHGs in (i) group leaders training held at Madhusudan Institute of Cooperative Management; (ii) 4 day costing and accounting training to 80 artisans selected from all 40 SHGs; (iii) spinning and coir toys making; (iv) local exposure tour to Teisipur, Satasankha and Sakhigopal for 533 artisans; and (v) exposure trip to Kerala for 20 SHGs. The progress of development of coir village however is extremely slow though lot of effort has been made to enhance skill of SHG members. Community in Gola village has donated 0.8 decimal of land for construction of Common Facility Centre (CFC). Construction of Gola CFC will be completed by September 30, 2015 whereas construction of CFCs at Parbatipur and Gangadharpur is yet to start. Once CFCs are made functional, producer groups will be formed by the SHGs. MSME will arrange for capacity building of produce groups. CFCs eventually will be handed over to the producer groups. Site for training and production centre (TPC) and coir craft tourist village has been finalized, but construction is yet to start.

Conservation of cultural heritage was undertaken under the project as it helps community not only to protect economically valuable physical assets, but also preserve its practices, history, and environment, and a sense of continuity and identity. Eight such culturally important heritage monuments have been selected for restoration under the project which includes Bhabakundaleswar and Harachandi temple in Puri district; Jagannath temple in Kendrapada; Bateswar temple in Ganjam; Harhardev temple in Khurda; Ganjam fort and British Cemetery in Ganjam. Physical works in most of these assets are nearing completion. Department of Culture will form Heritage Management Committees (HMC) comprising of local community to protect these monuments. Draft Bye-laws and MOA for HMCs have been prepared by the project. HMCs for temples and other assets have been formed and project is now in the process of registering these societies under Society Registration Act of 1860. Department is also provide corpus fund of Rs. 200,000 once the societies are registered.

Conservation of Biodiversity & Livelihood security through Ecotourism: Department of Forest and Environment is promoting community based nature tourism as a source of alternative livelihood in order to reduce the pressure on forest and other natural resources. Though department has made substantial progress in civil works, preparation of micro plans to involve community of the identified beneficiary villages is substantially delayed.

For *mangrove plantation*, department of forest and environment has formed 32 eco development committees (EDCs). The EDCs so far have completed plantation work in 30 hectares and maintenance work is in progress. NGOs have also been engaged to assist SHGs to carry out mangrove plantation through community (through SHGs /Village committees) in Puri & Kendrapara region. Over 100 hectares of land has been identified and plantation work has been completed in 40 hectares. A technical Consultant has been engaged to carry forward the plantation work through community participation by identifying the suitable land and specific species for plantation. Capacity building of community members by the consultants is in progress.

Paradeep Solid Waste Management: Paradeep Port Trust has given 50 acres of land for solid waste management project. PPT has given access to the land from the main road thus avoiding the route through habitation as was the case earlier. Screening carried out by the project shows no squatting or

encroachment on the identified land. SPMU has also obtained the revenue records of the land. Paradeep municipality is constructing boundary wall to secure the land.

Convergence with other departments: In order to provide exposure and marketing of produce, project has converged with various departments and organization that includes (i) provision of free KISSAN Sanchar Ltd. Sim Card to over 2500 Self-Help Group members for receiving voice/text messages on latest development in Fishery technology; (ii) fisheries department has sanctioned an amount of Rs. 185 lakhs for construction of additional infrastructure at five solar drier clusters in Ganjam district covering 82 women Self-Help Groups; (iii) dovetailing several benefits under Fishery Welfare Schemes like Fisherman Group Accident Insurance Scheme, Janashree Bima Yojana, Saving-cum-Relief, motorisation of country craft, etc.for SHGs; (iv) four Pick-up vans and five Multi Utility Vehicles provided through assistance from *National Fishery Development Board (NFDB)* to 40 SHGs covering 600 women dry fish producers to procure raw material and sell their produce; (v) marketing tie-up with FISHFED and FISHCOFED for distribution of *Sea Feast* brand produced by 40 women SHGs in state as well as national market; (vi) MoU signed with Odisha Livelihood Mission under NRLM for Institution & Capacity Building, Producer Group formation and establishing Value Chain System; (vii) quality vegetable seeds and seedlings supplied to 211 pisciculture SHGs covering over 2500 households for embankment horticulture by department of horticulture; (viii) 28 dairy SHGs in Puri, 12 SHGs in Balugaon and 11 SHGs in Kendrapara are connected to the milk route of OMFED; (ix) Orissa Livestock Resources Development Society (OLRDS) is providing technical training and handholding of the poultry & dairy SHGs; provided for day to day care, vaccination etc.OLRDS provided operational manuals to each of the SHGs on husbandry method, disease management, vaccination & insemination etc.; and (x) National Bank for Agriculture & Rural Development (NABARD) has been approached for setting up dry fish clusters, Support under Financial Inclusion Fund (FIF), Support under Financial Inclusion Technology Fund (FITF) and Setting up of Marketing Outlets.

Status of Actions Agreed in September 2014

- Micro plans for involvement of community members in eco and pro poor tourism to be completed by December 31, 2014. **Substantially Delayed.**
- Marketing assistance and plan for fisheries SHG by November 30, 2014. **In progress**

Agreed Action:

- Micro plans for involvement of community members in eco and pro poor tourism to be completed by December 31, 2015.
- Construction of CFC and TPC to be completed by March 2016.

January 12, 2016

Mr. Ashok Lavasa
Secretary
Ministry of Environment, Forests and Climate Change
Indira Paryavaran Bhavan
Jor Bagh Road
New Delhi 110 003

Dear Mr. Lavasa:

***Integrated Coastal Zone Management Project (Cr.47650-IN)
Implementation Support Review Mission (August 31 – November 9, 2015)***

I would like to thank the officials from the Ministry of Environment, Forests & Climate Change (MoEFCC), Society for Integrated Coastal Management (SICOM), and the officials of the State Governments of Gujarat, Odisha and West Bengal for the support extended to the World Bank team during its eighth implementation support mission to review progress of the Integrated Coastal Zone Management Project. The discussions carried out during this mission and the agreements reached are reflected in the attached Aide Memoire.

I am pleased that the Cabinet Committee on Economic Affairs (CCEA) approval is achieved for revision of the project cost and extension of the project closing date. Following the completion of this mission, the credit closing date has been extended till December 29, 2017, along with relevant changes in the project results framework and reallocation of funds in line with the CCEA approval. I would like to take this opportunity to remind GoI to send the counter-signed copy of the letter amending the legal agreement(s) to make the restructuring effective. Meanwhile, the project needs to take this opportunity to expedite implementation of all components towards achieving the Project Development Objectives (PDO). In this regard, I am pleased to note that both Gujarat and Odisha are making progress, albeit slowly, towards setting up the core institutions for guiding ICZM planning and implementation of state activities. However, I am deeply concerned over the continued budgetary constraints faced by the project particularly over the last two years. As a result, the other notable achievements of the project have almost been nullified. I therefore request your urgent intervention to ensure that timely and adequate funds are allocated to the project. In its absence, clearly, the project has little chance of achieving its objectives in the remaining period. In these circumstances, we have downgraded the ratings for Financial Management as well as Counterpart Funding to ‘Moderately Unsatisfactory’.

In terms of institutional development, at the national level, though institutions have been formed, staffing remains a challenge in both NCSCM and SICOM. Continued lack of operational and technical staff at SICOM may hinder the Ministry’s objective to steer the ICZM agenda, as well as overall project implementation management. The Governing Council (GC) and High

Powered Research Committee (HPRC) meetings for NCSCM have not been convened over the past one year, which could affect the research activities at NCSCM. Implementation of activities in West Bengal has improved over the past 6 months but continues to face protracted delays and requires operational and technical support from SICOM and NCSCM respectively for sustaining the current improvements.

In view of the above, the Implementation Progress continues to be rated as 'Moderately Unsatisfactory'. If adequate and timely budget is not ensured and disbursements don't pick up in the near future, the project Development Objectives may also be at risk of not being achieved. The Aide Memoire has highlighted key areas which need attention with regard to each of the four components. I would like to highlight the following issues and agreements reached for your attention and follow-up in order to help bring this project back to a satisfactory status:

- MoEFCC to ensure adequate budgetary provisions – immediate;
- SICOM jointly with Survey of India to expedite hazard line delineation for East Coast and facilitate enabling infrastructure to share the data to ensure overall progress of ICZM Plan preparation activity is achieved during the extended project period;
- SICOM and NCSCM to advance respective actions to ensure technical capacity by staffing sufficient number of professionals including communication, M&E, and technical specialists. SICOM to act expeditiously to improve overall project monitoring and implementation management at operational level by the end of February 2016; and
- SICOM to ensure Monitoring and Evaluation studies are commissioned as a priority by April 2016 to facilitate course corrections if needed, and also to document and show-case the project achievements.

Please do not hesitate to contact Mr. A. Sita Ramakrishna, Task Team Leader (email: aramakrishna@worldbank.org), if you wish to discuss any of these issues in more detail.

With regards

Yours sincerely,



Onno Ruhl
Country Director, India

Attachment: Aide Memoire

cc:

Mr. Subhash Chandra Garg, Executive Director, World Bank
Mr. Saurabh Vijay, Senior Advisor to Executive Director, World Bank
Mr. Lekhan Thakkar, Director (MI), Department of Economic Affairs, Ministry of Finance
Mr. Biswanath Sinha, Joint Secretary, Ministry of Environment, Forests and Climate Change; and National Project Director, SICOM, New Delhi

Mr. D J Pandian, Chief Secretary, Government of Gujarat, Gandhinagar
Mr. Gokul Chandra Pati, Chief Secretary, Government of Odisha, Bhubaneswar
Mr. Sanjay Mitra, Chief Secretary, Government of West Bengal, Kolkata

Mr. Punamchand Parmar, Principal Secretary, Forests and Environment Department, Government of Gujarat, Gandhinagar
Mr. Chandan Sinha, Principal Secretary, Environment Department, Government of West Bengal, Kolkata

Mr. Akshay Saxena, State Project Director & Member Secretary Gujarat Ecology Commission, Government of Gujarat, Gandhinagar
Dr. Ajit Pattnaik, State Project Director, Environment and Forest Department, Government of Odisha, Bhubaneswar
Dr. Barnali Biswas, State Project Director, Environment Department, Government of West Bengal, Kolkata