Fostering Climate-Resilient Upland Farming Systems in the Northeast (FOCUS) 2.0

Project Implementation Manual (PIM)

Project ID: 2000004677
Society for Climate Resilient Agriculture in Mizoram (SCRAM)
Government of Mizoram
India

3rd August 2026

Currency Equivalents:

1 Indian Rupee (INR) = 0.012 US Dollar (US$)

1 US$ = 85.42 INR

As of 19 May 2025

Weights and Measures:

1 Crore = 10,000,000 (10 million)

1 lakh = 100,000 (100 thousand)

1 hectare (ha) = 10,000 m^2

1 acre = 2.471 hectares

List of Acronyms & Abbreviations

AH & Vety	Department of Animal Husbandry and Veterinary
AI	Artificial Insemination
ASF	African Swine Flu
BSS	Boar Semen Stations
CAHW	Community Animal Health Worker
CLF	Cluster Level Federation
CMC	Collective Marketing Centre
COI	Core Outcome Indicator
DEA	Department of Economic Affairs
DPIU	District Project Implementation Unit
DLCC	District Level Coordination Committee
ESCMP	Environmental, Social, and Climate Management Plan
ESCMF	Environmental, Social, and Climate Management Framework
FPC	Farmers Producer Company
FPIC	Free, Prior and Informed Consent
GC	Governing Council
GIS	Geographic Information System
GSVA	Gross State Value Added
IAS	Indian Administrative Service
IFAD	International Fund for Agricultural Development
KCC	Kisan Credit Card
KM	Knowledge Management
MIS	Management Information System
M-PACs	Multipurpose Primary Agricultural Credit Cooperative Society
MoU	Memorandum of Understanding
MzSRLM	Mizoram State Rural Livelihoods Mission
NABARD	National Bank for Agriculture and Rural Development
NEC	North Eastern Council
NEDFi	North Eastern Development Finance Corporation Limited
NRM	Natural Resource Management
NRLM	National Rural Livelihood Mission
OPR	Operational Policy and Results Division (IFAD)
OSC	Operational Strategy Committee (IFAD)
PDR	Project Design Report
PIGFED	Pig Producer Cooperative Federation, Mizoram
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PLUMP	Participatory Land Use Mapping and Planning
PMGSY	Pradhan Mantri Gram Sadak Yojana
PPP	Public-Private Partnership
PRA	Participatory Rural Appraisal
PSA	Participatory Social Assessment
RKVY	Rashtriya Krishi Vikas Yojana
RIMS	Results and Impact Management System
SCRAM	Society for Climate Resilient Agriculture in Mizoram
SECAP	Social, Environmental and Climate Assessment Procedures

SHG	Self Help Group
PMC	Project Management Committee
SPCC	State Policy Coordination Committee
SPIU	State Project Implementation Unit
SRLM	State Rural Livelihoods Mission
SSTC	South-South and Triangular Cooperation
TOR	Terms of Reference
TSP	Technical Service Provider
VFA	Veterinary Field Assistant
VO	Village Organization
ZPDS	Zoram Poultry Development Society

Glossary of Terms

The following terms, some of which are commonly used within the State of Mizoram, are described below.

Bana Kaih: *Bana Kaih* is a state-endorsed handholding scheme in Mizoram that promotes close technical, financial, and institutional support to farmers and farming communities. It emphasizes coordinated planning, convergence of departmental services, and sustained capacity building to ensure successful adoption of improved agricultural practices and rural development interventions. FOCUS 2.0 is seen as a special purpose vehicle for delivering the *Bana Kaih*.

Bank Sakhi: A rural financial inclusion initiative under National Rural Livelihood Mission (NRLM) that empowers women from SHGs to serve as Banking Correspondents (BC Sakhis), providing doorstep banking services in underserved rural areas. **Sakhi** means **friend** in Hindi. In various government schemes, it refers to women facilitators or community workers who support grassroots-level implementation, such as Bank Sakhi (banking facilitator) or Pashu Sakhi (livestock extension worker).

Kisan Credit Card: The Kisan Credit Card (KCC) is a government-backed credit scheme in India designed to provide affordable and timely credit to farmers for their agricultural and related needs. Introduced in 1998 by the Reserve Bank of India (RBI) and National Bank for Agriculture and Rural Development (NABARD), the KCC aims to help farmers access short-term loans at subsidized interest rates.

Participatory Land Use Mapping and Planning (PLUMP): Participatory Land Use Mapping and Planning is a bottom-up, community-driven process that enables rural communities (especially Indigenous Peoples, smallholders, women, and marginalized groups) to map existing land use, identify opportunities and constraints, and collaboratively develop land use plans that reflect social, economic, cultural, and environmental priorities. Core objectives of PLUMP are to empower communities to make informed decisions on land use and resource management; clarify and visualize land tenure arrangements, resource boundaries, and customary rights; reduce conflict over land and natural resources through transparent and inclusive negotiation; support environmental sustainability by identifying zones for conservation, cultivation, settlement, grazing, and reforestation; and inform investment planning—especially in projects involving infrastructure, land development, or agricultural intensification. The process and tools typically involved are: (i) Community Mobilization & Awareness-Raising; (ii) Participatory Mapping Exercises (e.g. sketch maps, GIS-enabled mapping, or satellite imagery interpretation; identification of land use types); (iii) Resource Inventory & Use Analysis; (iv) Negotiation & Zoning; (v) Land Use Plan Formulation; (vi) Validation by the Community and Local Authorities; and (vii) Documentation and Integration into Local Planning Systems. The process is congruent with and supports Free, Prior, and Informed Consent (FPIC), gender and social inclusion, alignment with national land policies and decentralization frameworks, sustainability, and conflict sensitivity.

Participatory Social Assessment (PSA): According to IFAD, a Participatory Social Assessment is a structured analysis of social dynamics, institutions, and vulnerabilities that affect how different groups – particularly the poor, women, youth, and Indigenous Peoples –

may benefit from or be excluded by a project. It is typically carried out during project design or early implementation, often as part of an SECAP (Social, Environmental and Climate Assessment Procedures) analysis. The purpose is to: (i) identify vulnerable and marginalized groups; (ii) understand power relations, gender dynamics, and social barriers; and (iii) inform targeting strategies, social inclusion measures, and safeguards. Outputs of a PSA may include social inclusion plans, gender action plans, Indigenous Peoples' frameworks, and Grievance Redress Mechanisms.

Participatory Rural Appraisal (PRA): PRA is a set of participatory tools and techniques used at the community level to enable local people to analyze their own situation, identify priorities, and contribute to planning. It is often applied during project identification or community mobilization and focuses on building local ownership and gathering bottom-up information. The purpose is to: (i) enable communities to express needs, resources, and challenges; (ii) support participatory planning and local empowerment; and (iii) complement technical design with local knowledge. Common tools for PRA include social/resource mapping, development of seasonal calendars, wealth ranking, and focus group discussions.

Key differences between PSA and PRA, as related but different approaches, are summarized below:

	Approach	
Aspect	**Participatory Social Assessment (PSA)**	**Participatory Rural Appraisal (PRA)**
Focus	Social structures, vulnerability, inclusion/exclusion risks	Local perceptions, needs, and development priorities
Level of Analysis	Policy/institutional and community levels	Primarily community/household level
Purpose	Inform targeting, safeguards, and social risk management	Support planning and community engagement
Timing	During design and SECAP process	During identification or local planning
Led by (typically)	Social/gender experts or safeguard specialists	Facilitators or community mobilizers
Output	Social analysis, action plans	Community development priorities, participatory maps, etc.

Pradhan Mantri Gram Sadak Yojan (PMGSY): a centrally sponsored scheme primary objective is to provide all-weather road connectivity to unconnected rural habitations (with populations of 500 and above in plain areas, and 250 and above in hilly, tribal, and desert regions), thereby enhancing access to essential services and promoting economic development in rural areas.

Rashtriya Krishi Vikas Yojana (RKVY): A centrally sponsored scheme promoting comprehensive agricultural development by incentivising states to boost public investment in agriculture and allied sectors.

Tribes: In Mizoram, "tribes" refers to the ethnically distinct Scheduled Tribes recognized under the Indian Constitution, who comprise the vast majority of the state's population. These include major Mizo groups and sub-tribes, such as the Lai, Mara, and Chakma, (amongst others). Each tribe maintains its own cultural practices, language, and customary laws, and several are governed under Autonomous District Councils (ADCs) (as seen in Lawngtlai District), established under the Sixth Schedule for decentralized administration and cultural preservation.

Zau: According to the State Government of Mizoram, *Zau* refers to an Agricultural Intensification Cluster, a localized, contiguous, and coordinated farming area where farmers collectively implement agricultural practices based on the agro-ecological zone and slope gradient. In the context of FOCUS 2.0, *Zaus* serve as the spatial and institutional units for synchronized production, input distribution, extension services, and market linkage, enabling economies of scale and convergence with government schemes, with a focus on implementing climate-resilient, market-oriented agricultural practices.

List of Tables and Figures

Country Map & Project Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

IFAD *Map compiled by IFAD* | 31-07-2025

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Chapter 1: PIM Document

1.1 Function and Status

1. This Project Implementation Manual (PIM) serves as an official country-level document guiding the implementation of the FOCUS 2.0 project. It provides detailed procedures, institutional arrangements, and operational guidance aligned with the project's design and the Financing Agreement. The PIM becomes effective only upon:

- Approval by the designated national authority, such as the Project Steering Committee (PSC) or other competent body; and
- Receipt of a formal no-objection from the International Fund for Agricultural Development (IFAD).

2. This validation process equally applies to any specialized manuals developed under the project (included as annexes to this PIM), including but not limited to the Financial Management Manual, Procurement Guidelines, and Monitoring and Evaluation (M&E) Manual.

3. Revisions to the PIM or any related specialized manuals (or their sections) may occur at any point during the project's implementation to reflect evolving needs, lessons learned, or updated IFAD or government policies. All changes will be documented in the Revisions Log (Section 1.3 of this Manual), clearly stating the date of approval by the competent authority and the issuance of IFAD's no-objection.

1.2 Overview of Contents

4. This PIM provides a comprehensive guide to the implementation of FOCUS 2.0. It is structured to reflect the project's components, implementation arrangements, financial and procurement procedures, safeguards, M&E systems, knowledge management, and reporting requirements. The manual is complemented by detailed annexes like the Financial Management Manual, Procurement Guidelines, and Monitoring and Evaluation Manual, which provide further operational details.

5. As a living document, this PIM will be updated as needed to incorporate and account for any elements outlined during project design. Specifically, further updates may include (but are not limited to):

- The Sustainability, Scaling, and Exit Strategy, which will be further developed into a formal Exit Plan and Scaling Plan (or a combined Sustainability Plan) during implementation;
- The Gender Action Plan, which will be updated during the first year of implementation and re-integrated into the PIM in alignment with the latest project timelines and gender mainstreaming activities.

6. Other operational instruments, such as site-specific Environmental, Social, and Climate Management Plans (ESCMPs), where required or planned, will also be incorporated as annexes once finalized.

1.3 Revisions Log

7. All revisions to the PIM and its annexes will be documented in the following format:

Table 1: PIM Revisions Log

PIM Version	Date of Revision (DD/MM/YY)	Section(s) Revised	Approved by (PSC/Authority)	IFAD No-Objection Date	Summary of Changes
1.0	09/05/25	Initial Manual	PSC/Governing Council	[Insert Date]	Initial version
1.1					

8. The PIM is a living document and may be updated at any time throughout the course of the project cycle.

Chapter 2: Project Description

2.1 For use in reports

9. FOCUS 2.0 is an IFAD-supported initiative of the Government of Mizoram that is designed to address structural challenges faced by rural households around low agricultural productivity, limited market access, and weak value addition. The project aims to address these challenges by enabling a transition toward climate-resilient, market-linked agri-food systems. The project will directly benefit 75,000 households across all 11 districts, with a particular focus on smallholders, ethnic minorities, women, and youth. Tribal communities comprise more than 94% of Mizoram's population, so it is expected that project beneficiaries will be almost 100% tribal. Its implementation is grounded in the Theory of Change (please refer to Appendix 1), which posits that if communities are organized and supported with productive infrastructure, financial services, climate-smart technologies, and market linkages, they can sustainably improve their incomes and resilience.

10. As per the project's Theory of Change, FOCUS 2.0's goal, objective, and targeted outcomes are as follows:

- **Goal:** To contribute to economic prosperity and enhanced climate resilience in rural Mizoram.
- **Project Development Objective**: To enhance the economic, social, and climate resilience of targeted rural households through strengthened agricultural value chains.
- **Outcomes:**
  - Enhanced market access and value addition with reduced post-harvest losses
  - Enhanced climate-resilient crop and livestock productivity

11. The project is comprised of three components, as follows:

Component 1: Market Access and Enterprise Development

12. This component improves access to markets and value addition opportunities for agricultural and livestock products through a tiered *hub-and-spoke* model. It finances the development of Collective Marketing Centres (CMCs) at the village level, block-level Farmers' Markets, and district-level Value Addition Hubs ("Hubs"), all connected through improved first-mile[1] rural roads. It also supports entrepreneurship through an incubation fund, capacity building in business skills, and improved access to credit and insurance services. Financial inclusion is promoted through project-linked credit products, digital profiling of beneficiaries, and use of Kisan Credit Cards (KCCs).

Component 2: Agricultural and Livestock Productivity

13. Component 2 supports the sustainable intensification of agriculture and livestock systems through a cluster-based approach. Subcomponent 2.1 strengthens crop productivity via the operationalization of approximately 700 *Zaus* (Agricultural Intensification Clusters), land development for non-*Zau* households, and promotion of climate-smart agricultural practices such as agroforestry, improved crop rotation, and soil and water conservation. Subcomponent 2.2 enhances livestock production by supporting pig breeding, backyard and broiler poultry, goat and egg production, and disease management (especially African Swine Flu (ASF)). Community Animal Health Workers (CAHWs), artificial insemination (AI) technicians, and improved biosecurity infrastructure will ensure first-mile[2] service delivery.

Component 3: Institutional Strengthening and Project Management

14. This component ensures effective coordination, planning, and oversight of the project through the Society for Climate Resilient Agriculture in Mizoram (SCRAM), under the Planning and Programme Implementation Department. The project will be led by a State Project Director (IAS) to facilitate convergence across departments, and a Project Director, an officer at the Deputy Secretary level. . Capacity development of implementing teams, knowledge management, M&E, safeguards, and learning are also supported under this component, alongside dedicated technical support providers (TSPs) embedded at cluster and district levels.

2.2 Summary description for use in brochures

15. FOCUS 2.0 is a Government of Mizoram and IFAD-supported initiative designed to improve the economic, social, and climate resilience of targeted rural households across all 11 districts. The project has three components: **(1) Market Access and Enterprise Development**, which supports rural infrastructure (including Collective Marketing Centres, Farmers' Markets, and Hubs), and promotes enterprise incubation, financial access, and rural road connectivity; **(2) Improved Agricultural Productivity**, which enhances crop and livestock systems through Agricultural Intensification Clusters (Zaus), land development, climate-smart practices, improved livestock practices, and disease risk management; and **(3) Project Management and Institutional Strengthening**, which ensures effective coordination, convergence, capacity building, and knowledge sharing through SCRAM and decentralized structures.

[1] IFAD uses "first-mile" to denote the links/delivery to farmers as primary producers and the "first-mile" of production, to emphasize the importance of farmers as producers, as opposed to a more centralized perspective

[2] Idem.

16. **Implementing Agency:** Society for Climate Resilient Agriculture in Mizoram (SCRAM), Planning and Programme Implementation Department , Government of Mizoram

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Chapter 3: Project Management

18. The institutional systems and capacities established under the earlier phase of the Society for Climate Resilient Agriculture in Mizoram (SCRAM) will provide the foundation for the implementation arrangements of the new phase. The Planning and Programme Implementation Department, Government of Mizoram, through the SCRAM Society, serves as the lead implementing agency. The project will follow a three-tier implementation structure at the State, District, and Village levels, facilitating decentralised planning and ensuring effective delivery.

19. In the new phase, this institutional structure will be further strengthened, with a specific focus on enhancing financial management, procurement systems, environmental and social safeguards, and promoting stronger convergence mechanisms at both the district and community/village levels.

3.1 Management principles

20. The project management principles for the SCRAM initiative will focus on the following core values to ensure effective, decentralised, and community-driven project implementation:

- **Decentralisation**: The SCRAM project will embrace decentralised management at all levels, ensuring that decisions are made as close to the communities as possible. This will empower local bodies, District authorities, and Village-level institutions to take an active role in managing and implementing project activities, creating a more responsive approach to community needs.
- **Coordination and Cooperation**: Effective coordination between multiple stakeholders, including government agencies, technical line agencies, and other relevant partners, will be critical. The project will facilitate collaboration between various departments (agriculture, rural development, and others) to ensure a holistic approach to rural development.
- **Integrated Management**: An integrated approach will be followed across various disciplines and sectors. This means that when decisions are made at the District or block level, they will be based on inputs from different technical experts from relevant fields. The aim is to create synergies across sectors like agriculture, infrastructure,

finance, and community development, which will help in resolving complex challenges at the community level.

- **Flexibility and Adaptability**: Given the diversity of communities and challenges across the project area, flexibility will be a key principle. The project will be adaptable to local conditions and will encourage innovative solutions tailored to meet the unique needs of each area. This will help ensure that the project is responsive to changes and can take corrective actions as needed.

21. These principles will guide the management of the SCRAM project, ensuring that it remains responsive, efficient, and effective throughout its implementation.

3.2 Project preparation and start-up

22. A coordinated project preparation and start-up process will ensure a smooth transition from project design to effective implementation. The following actions will be undertaken by the Government of Mizoram, the SCRAM Society (as Lead Implementing Agency), DEA, and IFAD to facilitate project readiness:

Legal and Administrative Clearances:

23. The Government of Mizoram will formally request DEA to initiate loan negotiations with IFAD. DEA will obtain the Project Readiness Checklist and an authorisation letter from the State nominating its negotiation delegation. IFAD will share the draft legal agreements, which will be reviewed by DEA and the State Government in advance of the negotiations. The process will culminate in loan negotiations conducted in a hybrid format, following DEA's internal preparations

Budgetary Arrangements and Planning Instruments:

24. The project will be included in the State budget, with the first 18-month Annual Work Plan and Budget (AWPB) and Procurement Plan finalised to outline key activities and expenditures for the initial period. Counterpart financing will be released in accordance with the Financing Agreement to ensure timely disbursements.

25. To address liquidity challenges from the previous phase, the Government of Mizoram may request a Start-up Advance in consultation with the DEA.

Start-up Advance: IFAD may provide a start-up advance upon entry into force, prior to fulfilling conditions for withdrawal.

- **Purpose:** To fund initial activities, such as preparing the Project Implementation Manual (PIM), procuring accounting software, and recruiting key staff.
- **Withdrawals:** The advance is drawn through submission of a withdrawal application.

Recruitment and Staffing:

26. Core staff at the State Project Implementation Unit (SPIU) and District Project Implementation Units (DPIUs) will be appointed. Terms of reference will be finalised, and recruitment initiated for technical experts, safeguards personnel, and block-level facilitators.

Institutional Set-up and Orientation:

27. Project Steering Committees at the State and District levels will be notified or reconstituted. Induction and capacity-building activities will be held for key project staff, covering IFAD's fiduciary, safeguard, operational, and M&E requirements. The Project Implementation Manual (PIM) will be finalised and disseminated.

Partnerships and Convergence:

28. Formal convergence mechanisms will be initiated with key line departments and agencies through **MoUs signed with SCRAM Society**, enabling joint delivery in areas such as nutrition, market access, climate resilience, and extension. Collaborations with research institutions and market actors will also be pursued, based on their relevance to the value chains supported through FOCUS 2.0. Potential partners may include, but are not limited to the: National Bank for Agriculture and Rural Development (NABARD); Mizoram State Rural Livelihood Mission (MzSRLM); Mizoram Rural Bank; Department of Commerce, Industries, Geology and Mining; Department of Irrigation and Water Resources (Nodal Agency for Zau Implementation), etc.

Private Sector Engagement:

29. A **Private Sector Roundtable Conference** will be organised to engage agribusinesses, horticulture producers, investors, and potential partners, highlighting Mizoram's agricultural and horticultural production strengths, along with the enabling infrastructure improvements planned under FOCUS 2.0. The conference will serve as a platform to foster collaboration and explore co-investment opportunities along key agricultural and horticultural value chains, focusing on inclusive public-private partnership (PPP) models. This engagement will attract private sector investment, facilitate technology transfer, and create sustainable business opportunities that contribute to enhanced productivity and rural livelihoods.

Procurement Activities and Start-up Plan:

30. Procurement of essential goods and services (e.g. vehicles, IT systems, baseline studies, safeguards assessments) will be initiated. Early-stage mobilisation at the village level and participatory planning processes will mark the operational roll-out.

Start-up Plan: IFAD will assist SCRAM in organizing a start-up workshop, which will serve as a platform to train SPIU, DPIUs, partners, and TSPs on the project approach, implementation modalities, IFAD's financial management and procurement procedures, AWPB, and M&E. Additionally, IFAD will offer backstopping support to the SPIU during the project implementation. This support will include necessary technical assistance from experts in value chain development, infrastructure, SECAP, and agriculture/NRM to refine implementation strategies, but based on emerging/ revolving needs of the project. Special emphasis will be initially placed on establishing strong financial management and procurement systems, as well as robust planning, M&E, and MIS frameworks to ensure effective project implementation.

Project Readiness Action Plan:

31. FOCUS 2.0 will be implemented over a six-year period, with full-scale implementation expected to begin in FY 2025-26. To ensure a seamless transition from the previous phase of the project (FOCUS) to FOCUS 2.0, a set of preparatory actions will be undertaken during the interim readiness period. These include: (i) recruitment of key/additional staff; (ii) initiation of procurement processes for **Technical Service Providers and goods**; (iii) launch of baseline and safeguards surveys; and (iv) updating of

MIS platforms. A six-month **Readiness Action Plan** is provided in Table 2 to guide these initial activities and minimise delays in project implementation.

Table 2. FOCUS 2.0 Project Readiness Action Plan: March 2026– August 2026 (6 months)

#	Key Activities	Action	Responsibility	Months					
				1	2	3	4	5	6
				2026					
				Mar	Apr	May	Jun	Jul	Aug
	Preliminary Activities								
1	Review of PDR in detail	Preparation of State Cabinet approval for the FOCUS 2.0	SCRAM & GoM						
2	Budget sourcing	Incorporating a budget line item for FOCUS 2.0	GOM						
3	Start up	Release of budget for startup activities	GoM						
4	Continuation of LPA	Organize the GC of SCRAM and responsibility for implementing FOCUS 2.0	GoM						
5	Loan Negotiations	Prepare and submit the Project Readiness Checklist (issued by DEA) and participate in the Loan Negotiations	GoM & DEA						
	Project Management and Governance								
1	Appointment of core staff (secondments from the Government)	Finalize TORs	SPIU						
		Obtain agreement and endorsement from the Government on secondees	SPIU						
		Complete process on OPEN System and obtain necessary approvals	SPIU						

		On-board the seconded government officials	SPIU						
2	Prepare draft MoA for Implementation Partners (MzRLM, Department of Commerce and other Government agencies) and circulate for review	Complete the process in July/August.	SPIU/GoM						
3	Engagement of Senior Procurement Specialist	Prepare advertisement using ToR, shortlisting and engagement initially as a Consultant for 2 months and after project approval, issue a long term contract.							
		Obtain OPEN credential for the Senior Procurement Specialist							
4	Engagement of Key staff (SPIU/DPIU)	Finalize TORs and prepare advertisement	SPIU						
		Review and finalise TORs & advertisement	SPIU						
		Advertise and initiate process of shortlisting and on-boarding of the selected ones	SPIU						
		Request credentials for the Procurement staff	SPIU						
5	Engagement of Other staff at SPIUSPIU and DPIUs, who continue from FOCUS	Revise TORs, where required	SPIU						
		Advertise and initiate process of shortlisting and on-boarding of the selected ones	SPIU						
6	Project Governance mechanism in place	State Level Project Steering Committee/ = Governing Council notified / reconstituted	SPIU						

		State-Level Project Management Committee notified / reconstituted	SPIU						
	Project Governance mechanism in place	Project Coordination Committees (PCCs) at districts notified / reconstituted	SPIU						
		Induct the committee members to the FOCUS 2.0 and their roles/ responsibilities	SPIU						
7	PIM finalization & PDR localization	Finalize the PIM and disseminate across SPIU and DPIUs and stakeholders	SPIU						
		Prepare PPT / other visuals on PDR in Mizo and other local languages	SPIU						
8	Induction of the core staff and technical staff of SPIU and DPIU	Familiarize them with their own respective TORs, key project approaches and activities	SPIU						
9	Training for project staff	Train technical staff in their respective field	SPIU						
	Start up	Organise a start-up workshop and launch event							
10	Procure all required goods to facilitate project management	Prepare TORs with specifications (vehicles, office equipment…)	SPIU						
		Complete process on OPEN System and obtain necessary approvals	SPIU & IFAD						
		Procure goods	SPIU						
M&E and MIS									

11	Upgrade FOCUS MIS to meet FOCUS 2.0 needs	Complete HH id allocation for all FOCUS 2.0 beneficiaries (Household level tracking in the MIS)	SPIU						
		Complete migration of current MIS data to HH level tracked data	SPIU						
		Introduce a model to capture value chains related activities in MIS	SPIU						
12	Development of GIS module	Prepare demarcated GIS maps for FOCUS 2.0 villages	SPIU						
		Initiate development of GIS module	SPIU						
13	Undertake baseline survey	Draft TOR and advertisement	SPIU						
		Advertise and select a TSP	SPIU						
		TSP to conduct the baseline survey	SPIU						
Convergence, partners and technical service providers									
15	Convergence activities	Finalize FOCUS 2.0 convergence budget and activities by line department in partnership with the line departments	SPIU						
		Communicate the plan, budget to each department	SPIU						
		Familiarize them with key project approaches and activities, targeting	SPIU						
16	Partnerships through MoUs formalized	Sign MoUs with identified partners: 1. Concerned line	SPIU						

		Departments 2. MzSRLM 6. 7. Mizoram Rural Bank 8. SELCO Foundation 9. 10. Other partners							
		Familiarize them with key project approaches and activities, targeting, deep dives in their respective work areas for project implementation	SPIU						
17	Service providers identified/ contracted	Draft TORs and advertisement for expressions of interest (EoI)	SPIU						
		Review and finalise the TORs and EoIs	SPIU						
		Complete process on OPEN System and obtain necessary approvals	SPIU & IFAD						
		Advertise and initiate process of shortlisting and on-boarding of the service provider	SPIU						
		Familiarize them with key project approaches and activities, targeting	SPIU						
18	Sensitize village councils and other important	Familiarize them with key project approaches and activities,	SPIU						

	partners on the ground	targeting and safeguards							
			Safeguards and mainstreaming						
19	Preparation of ESCMF and other instruments *SECAP Review Note, ESCMF, Cultural Heritage Management Plan, Indigenous People's Plan, FPIC Plan, Labour Management procedures, Climate Financing Analysis.*	Prepare a TOR and advertise for TSP/consultant	SECAP Manager, SPIU						
		Recruit consultants or a TSP	SPIU						
		TSP to conduct studies, Finalize ESCMP and other instruments based on the studies	SPIU						
		Review and finalize safeguarding tools	SECAP Manager, SPIU						
		Prepare the detailed FPIC implementation plan, based on the outline provided, by describing implementation modalities for each activity.	SECAP Manager, SPIU						
		Identification of potential partners for FPIC and human-rights based approach awareness campaign	SECAP Manager, SPIU						
		Disseminate IFAD policy of engagement with tribal groups among staff	SECAP Manager, SPIU						
20	Social Inclusion	Develop gender, social inclusion action plan based on gender, nutrition and social inclusion strategy	Gender, nutrition and social inclusion specialist, SPIU						
		Disseminate IFAD policy on gender equality and women's	Gender, nutrition and						

		empowerment among staff and partners	social inclusion specialist, SPIU						
		Advertise EoIs for various gender and women related studies							
		Selected/contracted TSPs to undertake the studies (TSP under activity #15)							
			Fiduciary aspects						
21	Customize Tally accounting software (currently in use by SCRAM)	Draft ToR for a contractor	SPIU						
		Review and finalise TOR and advertise	SPIU						
		Complete process on OPEN System and obtain necessary approvals	SPIU & IFAD						
		Procure and initiate a contract	SPIU						
		Fully customize the Tally system for existing DPIUs and the SPIU	SPIU						
		Install the customized Tally system for the additional DPIUs (new FOCUS 2.0 districts)	SPIU						
22	Start-up advance	Prepare a WA with start-up expenses & submit to IFAD	SPIU						
			Engagement with beneficiaries						
23	Select beneficiaries and start FPIC process	Based on selection criteria for each sub-component, select beneficiaries in consultative, inclusive and participatory approach	DPIUs						
		Raise beneficiary awareness and	DPIUs						

		sensitization on FOCUS 2.0 (FPIC meeting 1)							
		FPIC meeting 2 (related to various mapping under Activity #24; #25; #26)	DPIUs						

3.3 Project actors and entities – Project governance

32. The institutional systems and capacities established under the earlier phase of the Society for Climate Resilient Agriculture in Mizoram (SCRAM) will serve as the foundation for Phase II. Given the elevated significance of FOCUS 2.0—particularly its mandate to function as a Special Purpose Vehicle (SPV) for implementing the state's Handholding Policy (Bana-Kaih)—the Planning and Programme Implementation Department (P&PID) will serve as the lead implementing agency in this phase. Phase II will retain the three-tier implementation structure (State, District, and Village levels), facilitating decentralized planning and ensuring effective delivery. Phase II will retain the three-tier implementation structure — State, District, and Village — facilitating decentralised planning and ensuring effective delivery.

33. In the new phase, this structure is being further strengthened, with emphasis on:

- Financial management and procurement systems
- Environmental and social safeguards
- Stronger convergence mechanisms at district and community levels
- Elevating inter-departmental coordination and strategic alignment

34. The implementation framework continues to rest on two core pillars:

A. **Governance** — through structured committees at the State, PIU, and District levels chaired by Government officials, ensuring policy oversight and inter-departmental alignment.
B. **Management** — through the SCRAM PIU, District Project Implementation Units, and community-level bodies, ensuring decentralised, community-led implementation.

Governance Structure – Oversight, Policy Direction, and Convergence

35. Governance mechanisms ensure policy guidance, cross-sectoral alignment, and institutional accountability. FOCUS 2.0 builds on and significantly strengthens the original governance architecture from FOCUS. State and district-level governance are described below.

State-Level Governance

36. **State Level Project Steering Committee/Governing Council (GC):** At the State level, the project will be overseen by a high-level Governing Council, now chaired by the Hon'ble Chief Minister of Mizoram. The Secretary, Planning and Programme Implementation Department (P&PID) will serve as the Member Secretary.

37. **Expanded Membership for Cross-Sectoral Collaboration:** The membership has been significantly expanded to reinforce cross-sectoral convergence and ensure coordinated support from all relevant departments and institutions. Members will include:

C. All concerned Ministers
D. Adviser to the Chief Minister (Finance and Planning)
E. Adviser to Chief Minister (Policy Coordination)
F. Vice Chairman, Mizoram State Planning Board (MSPB)
G. Chief Secretary

H. Finance Commissioner
I. Commissioner, Planning & Programme Implementation Department
J. All concerned Administrative Secretaries, including the State Nodal Officer, MGNREGA, and the State Mission Director, Mizoram State Rural Livelihoods Mission (MzSRLM)
K. Principal Adviser cum Additional Secretary, Planning & Programme Implementation Department
L. Chief Executive Officer, Mizoram Bana Kaih (Handholding) Scheme

38. This broadened composition reflects the project's multi-sectoral approach, enabling strategic oversight, policy alignment, and institutional accountability across key focus areas such as livelihoods, infrastructure, agriculture, and natural resource management.

Project Management Committee (PMC)

39. **The second tier of governance,** i.e., the PMC, will continue to play a central role in overseeing operational planning and implementation. The PMC will now be chaired by the Secretary, Planning and Programme Implementation Department (P&PID), with the Principal Adviser-cum-Additional Secretary, Planning & Programme Implementation Department FOCUS , serving as Member Secretary. The PMC is tasked with ensuring effective inter-departmental coordination for smooth programme delivery

40. **Phase II Enhancements:** In Phase II, the composition of the PMC will be expanded to mirror the broadened membership of the Governing Council, incorporating representatives from the Department of Commerce, Industries, Geology and Mining, Department of Irrigation and Water Resources and Mizoram State Rural Livelihoods Mission (MzSRLM). This expanded structure is designed to further reinforce cross-sectoral collaboration and ensure alignment between policy-level decisions and operational execution. Members will now include:

- Project Director, SPIU, FOCUS 2.0
- Director, Agriculture & Farmers Welfare Department
- Director, Animal Husbandry & Veterinary Department
- Director, Commerce, Industries, Geology and Mining Department
- Chief Conservator of Forests, Environment, Forest and Climate Change Department
- Director, Fisheries Department
- Director, Horticulture Department
- Chief Engineer, Irrigation & Water Resources Department
- Director, Land Resources, Soil and Water Conservation Department
- Director, Rural Development Department
- Director, Sericulture Department
- Joint Secretary, Finance Department
- Chief Scientific Officer, Mizoram Science, Technology & Innovation Council
- Principal Scientist, Mizoram Remote Sensing Application Centre (MIRSAC)

- Managing Director, Mizoram Agricultural Marketing Board
- Mission Director, MGNREGA/VB-G RAM G
- Chief Executive Officer, Mizoram State Rural Livelihoods Mission (MzSRLM)
- Chief Executive Officer, Handholding Scheme
- Chief Executive Officer, Mizoram Startup Mission
- Team Lead, Programme Implementation, Monitoring & Evaluation Unit, State Institute for Transformation

41. Terms of Reference

1. Operational Guidance- To provide operational guidanace to SPIU, DPIUs, line departments and partner agencies for implementation in accordance with the PIM, approved plans and decisions of the SCRAM Governing Council.
2. Inter-Departmental Convergence- To coordinate among line departments, SPIU, technical agencies, financial institutions, and other partners for effective implementation of FOCUS 2.0 project interventions.
3. Scheme Convergence- To identify and facilitate convergence of relevant Centrally Sponsored Schemes and State schemes with FOCUS 2.0 activities, and to coordinate with concerned departments and agencies for resource complementarity.
4. District Level Coordination- To review issues emerging form the District Management Committees/District Planning Committees, including district-level bottlenecks, convergence requirments and matters requiring State-level coordination.
5. Issues Resolution and Escalation- To resolve operational issues within its competence and place matter requiring policy decision, major approval or higher level intervention before the SCRAM Governing Council.

District-Level Governance:

42. **At the District Level**, To streamline governance and reinforce convergence at the district level, the earlier District Level Coordination Committee (DLCC) will be subsumed into the existing District Planning Committee (DPC) chaired by the Deputy Commissioner. This shift eliminates the need for a separate governance layer while leveraging an established institutional platform for oversight, alignment, and inter-departmental coordination.

As part of an innovative participatory approach, representatives from Farmer Interest Groups (FIGs) were periodically invited to the District Level Coordination Committee (DLCC) meetings to directly present their concerns, priorities, and suggestions. This mechanism not only fostered grassroots accountability and transparency but also significantly empowered community members by building their confidence to engage with and influence decision-making processes across various government departments. It will be continued through DPC, providing communities even a stronger platform for feedback

43. **Phase II Enhancements: T**he DPC will act as the primary forum for strategic review and convergence of project activities and may be convened as and when required, ensuring flexibility and responsiveness to local needs. In alignment with

the broader financial ecosystem, representatives from NABARD and the Lead Bank will be invited to participate in DPC meetings, as relevant.

44. **Terms of reference**

i) To serve as the district level forum for strategic review, oversight, alignment and interdepartmental coordination of FOCUS 2.0 activities

ii) To review and facilitate convergence of FOCUS 2.0 activities with relevant district level departmental activities and institutional arrangements.

iii) To review district level issues and issues arising in the implementation of FOCUS 2.0 and provide appropriate coordination support at the district level.

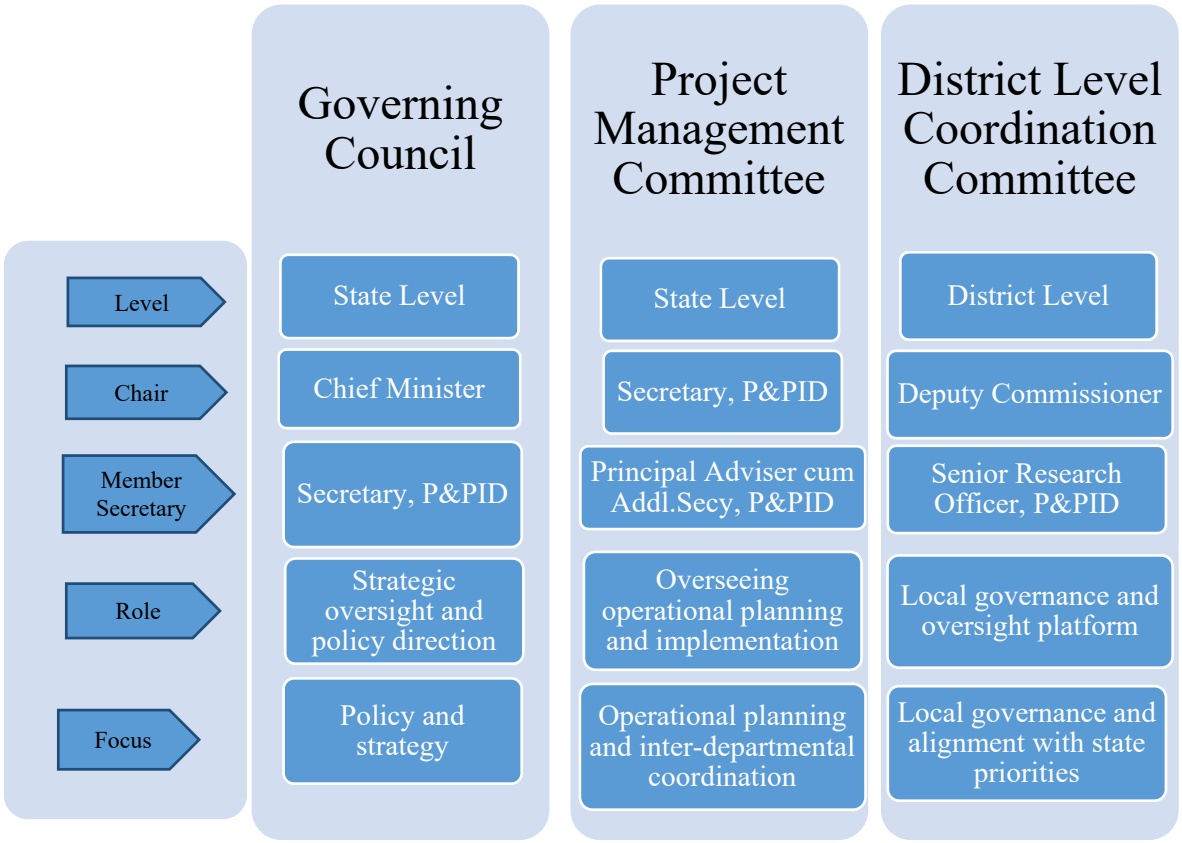
iv) To provide a forum for community feeback to enabling farmers and other relavant community based organizations to place their concerns, priorities and suggestions through acceptance of written submissions or invitation of their respresentatives to the meetings.

v) To invite representative of NABARD, Lead Bank and other relevant institutions to the meetings, as may be required, for mattes relating to financial access, convergence and project support.

vi) The committee may be convened as and when required for review, convergence and coordination of FOCUS 2.0 activities in the district.

45. A key institutional best practice from Phase I—maintaining a standing agenda item for community feedback—will be continued under FOCUS 2.0. This mechanism will allow farmers and community-based organizations to share concerns and recommendations directly with district authorities, reinforcing the project's commitment to participatory planning, grassroots accountability, and adaptive delivery.

46. The governance structure of FOCUS 2.0 is summarized below:



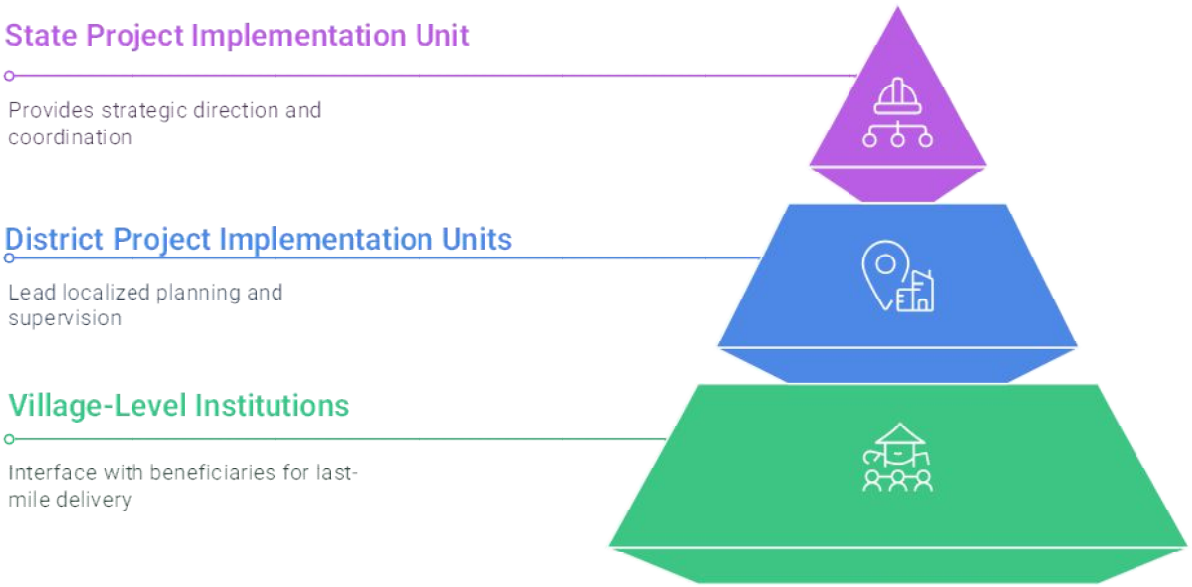
3.4 Project actors and entities – Project implementation

47. Project management of FOCUS 2.0 covers three key functions: (i) operational planning; (ii) technical execution; and (iii) results-based monitoring. Phase II builds on the existing institutional framework by strengthening core implementation structures and clarifying leadership roles to enhance efficiency and responsiveness. Implementation follows a three-tier structure:

- **State Project Implementation Unit (SPIU)** – The SPIU will be headed by theState Project Director, an officer at the Joint Secretary level, and seconded by the Project Director, an officer at the Deputy Secretary level. Officers at the level of Deputy Director will be deputed from stakeholder departments through an application-based process; any vacant positions thereafter will be filled through departmental nominations. All other SPIU staff will be engaged on a co-terminus basis. The SPIU will provide strategic direction, technical oversight, and interdepartmental coordination.
- **District Project Implementation Units (DPIU)** – The DPIU will be headed by the Deputy Commissioner of the respective district and seconded by the Project Director, DRDO. DPIUs will be housed within the Deputy Commissioner's Office/District Rural Development Office (DRDO) and will be supported by co-terminus project staff as well as DRDO-assigned personnel (clerical, engineering, and support staff). DPIUs

will lead localized planning, implementation, supervision, and ensure convergence with district-level institutions.

- **Village-level institutions** and community-based staff – including CLFs, VOs, and Zau Resource Persons – serve as the interface with beneficiaries and ensure last-mile delivery.
-



48. **Executing Agency:** The Planning and Programme Implementation Department (P&PID) will serve as the lead implementing agency for FOCUS 2.0, reflecting the project's elevated role in driving cross-sectoral convergence and its alignment with state-wide development priorities. The State Project Implementing Unit (SPIU), housed within the SCRAM Society, will be responsible for day-to-day implementation.

49. Project funds—including IFAD loan proceeds, grant resources, and the Government of Mizoram's counterpart contribution—will be channelled from the state budget to the SCRAM Society, which will continue to serve as the financial and administrative conduit for project operations.

50. The SCRAM Society, through the SPIU and DPIUs, will be responsible for fund allocation, planning, execution, monitoring, and reporting, in accordance with the Project Design Report (PDR) and Project Implementation Manual (PIM). With the expanded governance structure, redefined leadership roles, and enhanced implementation capacity, FOCUS 2.0 is positioned to deliver more integrated, accountable, and results-oriented execution.

Phase II Enhancements:

Role	Designation	Key Responsibilities
Nodal Department	Planning and Programme Implementation	Increased coordination

51. **Leadership:**

State Project Director	IAS Officer	Strategic oversight, interdepartmental coordination
Project Director	Deputy Secretary and above rank	Day-to-day operations, planning, technical supervision

A key enhancement in this phase is the restructuring of the project's leadership position. The role previously designated as the Mission Director — held ex-officio by the Director of Agriculture — has will be redefined as the State Project Director (SPD). The SPD will be an officer from the Indian Administrative Service (IAS), bringing elevated administrative authority, stronger inter-departmental convening power, and improved alignment with the state's development priorities. This adjustment is intended to ensure more effective cross-sectoral coordination and reinforce the project's strategic positioning within the broader government machinery, both at the state and district levels. This adjustment is designed to:

- Elevate the institutional standing of the project within the state's governance framework;
- Strengthen collaboration with departments such as Horticulture, Animal Husbandry & Veterinary Services, Irrigation-Water Resources, Department of Commerce, Industries, Geology and Mining, and SRLM;
- Enhance the project's convening power and ability to resolve cross-sectoral implementation challenges.

52. The Project Director (PD), can now be from any concerned department at level of minimum Deputy Secretary or above, will lead day-to-day implementation, working under the strategic guidance of the SPD. This two-tier structure enhances both strategic oversight and operational agility.

53. **Strengthened Government Secondment Structure:** To foster inter-departmental collaboration and ensure technical convergence at all levels, Phase II introduces:

- Seconded officers from: Planning & Programme Implementation, Irrigation & Water Resources Department, Horticulture Department, Agriculture & Farmers Welfare Department, Animal Husbandry &Veterinary Department, Commerce ,Industries, Geology and Mining Department , Land Resources, Soil & Water Conservation Department and a nodal officer from MzSRLM. A particularly important addition is the Convergence and Operations Officer, to be seconded from the Planning & Programme Implementation Department, who will be specifically tasked with ensuring effective coordination among all relevant line departments.
- These secondments deepen sectoral integration and improve decision-making responsiveness.
- These secondments will be an application-based process based on the ToR prepared for each of the post.

54. **Technical and Operational Support Team:** The project's implementation will be supported by a well-structured team of qualified project staff across all key technical and operational areas.

- *Business Promotion Unit:* Enterprise development and market linkages

- *Thematic Technical Managers*: Agriculture, Horticulture, NRM, GIS, and Livestock
- *Engineering Team:* Civil, irrigation, and infrastructure works
- *Core Support Functions:* Finance, Procurement, M&E, Gender, Capacity Building, MIS, SECAP compliance, and KM
- *District-Level Teams:* Thematic and operational staff ensure last-mile implementation and convergence

55. **First-Mile Support Structure:** To ensure first-mile delivery, community ownership, and efficient service delivery, FOCUS 2.0 builds on a decentralized implementation setup below the block level. This includes a network of community-based actors operating at the Cluster Level Federation (CLF), Village Organization (VO), and Zau Group levels. These actors serve as vital intermediaries for planning, fund flow, monitoring, and technical support, while also ensuring convergence with line departments and community engagement. A critical building block for the same is formalisation of MoU with Mizoram State Rural Livelihood Mission (MzSRLM).

Cluster Level Federation (CLF):

- 84 CLFs, each staffed with 1 community-level worker (not part of SPIU costs).
- Role: Oversee FOCUS activities across VOs and Zau Groups within the cluster.
- Payment modality: Service fee of 0.5–1% from project funds, routed from Deputy Commissioner (as approved by the District Level Coordination Committee, but paid out from the DPIU) →BDO → CLF → VO → Zau Group.

Village Organization (VO):

- **Bookkeeper (1 per village):** Manages accounts and tracks fund flows that the VO is handling on behalf of the Zau group, and any transactions that the Zau group does.
- **Community Animal Health Worker (1 per village):** Delivers basic veterinary services to households, strengthening livestock health and productivity.

Zau Groups (within each village or cluster):

- **Zau Resource Person (1 per Zau):** Acts as a master trainer and coordinates planning and implementation of Zau-level activities. Reports to the VO and receives technical/coordination support from the CLF-level worker.

56. **Appendix 4** provides organizational charts for state, district, and village levels, respectively.

3.5 Agreements for project implementation

57. Successful implementation of the project requires a robust set of institutional agreements that define the roles, responsibilities, and collaborative modalities between various stakeholders involved. This section outlines the key agreements including financing arrangements and strategic partnerships.

58. **Financing Agreement:** The primary legal foundation for the project is the Financing Agreement between IFAD and the Government of India, represented by the Department of Economic Affairs (DEA), Ministry of Finance. This agreement outlines the terms and conditions related to financing, implementation responsibilities, reporting, and compliance requirements. Final loan covenants, to be agreed upon post-negotiation, will replace the current draft covenants and guide implementation throughout the project lifecycle.

59. **Co-financing Arrangements:** There are no external co-financiers for this project beyond IFAD and the Government of Mizoram, which contributes counterpart funding. The modalities of the government's contribution are detailed in the Financing Agreement and reflected in the annual budgetary planning through the State Finance Department.

60. **Memoranda of Understanding (MoUs):** To enable smooth and coordinated implementation, a series of MoUs is being planned with key government departments, financial institutions, academic institutions, and civil society organizations. These partnerships are critical for leveraging technical expertise, enhancing delivery systems, and ensuring convergence with ongoing schemes. The following entities are being considered for formal partnership through MoUs:

Government Departments and Agencies:

- Department of Commerce, Industries, Geology and Mining Department
- Agriculture & Farmers Welfare Department
- Animal Husbandry & Veterinary Department
- Land Resources, Soil & Water Conservation Department
- Irrigation & Water Resources Department
- Horticulture Department
- Sericulture Department
- Fisheries Department
- Mizoram State Rural Livelihoods Mission (MzSRLM)
- National Bank for Agriculture and Rural Development (NABARD)
- North-Eastern Development Finance Corporation Ltd (NEDFi)
- MIRSAC (Mizoram Remote Sensing Application Centre, Science & Technology)

NGOs / CSOs / Private Sector:

- Mizoram Rural Bank
- SELCO Foundation
- Digital Green etc.

61. These MoUs are currently under internal discussion and will be formally tabled in the Project Governing Council in the coming weeks, as highlighted in the Readiness Action Plan. Upon approval, the process for formalisation of these agreements will commence, in alignment with project governance protocols.

62. **Private Sector:** As part of the project's strategy to engage private sector stakeholders in value chain development and market linkage, a Private Sector Roundtable Conference will be organised. Through this platform, the project aims to secure Letters of Intent (LoIs) from interested private sector actors who are aligned with the project's objectives. These LoIs will facilitate non-binding collaborations for piloting innovations, supporting farmer-producer organisations, and promoting inclusive agri-business models.

63. **Appendix References:** All draft or signed agreements and formats of MoUs and LoIs will be compiled and included in Appendix 6 for reference and future monitoring.

3.6 Social, Environmental and Climate Assessment Procedures

64. In this section, key social, environmental, and climate assessment procedures (SECAP) that require attention and action by safeguards-related project staff are listed by key SECAP category (e.g. Biodiversity, Labour Conditions, etc.). The categories below were identified as relevant based on the FOCUS 2.0 project activities, and the related key steps for action (e.g. to screen for the specific risk in sub-project areas and then mitigate those risks, where present) are described based on relevant project activity. Safeguards staff in FOCUS 2.0 are housed within the "M&E, KM & Safeguards" thematic team of the SPIUSPIU, and include two Assistant Managers (SECAP) covering northern and southern districts, respectively, and supported by an Assistant Manager – Planning, MIS, SECAP within the DPIU (please refer to Appendix 6 for the full organisational charts). Terms of Reference which clarify specific responsibilities, reporting lines, and collaboration/delegation requirements are available in Appendix 5. This section of the PIM should be read as complementary to the project's main Environmental, Social, and Climate Management Framework (ESCMF), and the ESCMF should therefore be consulted for full details on: (i) SECAP screening at sub-project sites; (ii) how, when, and what to document for SECAP throughout project implementation; and (iii) the Grievance Redress Mechanism.

65. FOCUS 2.0 aims to enhance the economic, social, and climate resilience of targeted rural households in Mizoram by supporting/developing demand-driven agricultural value chains (both business and production), combined with climate-resilient natural resources management. The project builds upon achievements and lessons learned from the FOCUS project, which was launched in 2019 and concluded in July 2024. Component 1 focuses on market access and enterprise development, through value chain analysis and mapping, infrastructure development, capacity development, facilitating access to financial services, and investing in "Information Communication Technologies for Development" (hereafter: ICT4D) solutions. Component 2 aims to improve agricultural productivity (both crop and livestock) and climate resilience by adopting sustainable practices and leveraging economies of scale. Activities include capacity building, establishing production clusters, soil and water conservation, irrigation infrastructure, support for livestock production infrastructure (e.g. Boar Semen Stations), access to quality inputs, facilitating long-term leases for landless farmers, and support for agroforestry.

66. The SECAP Review Note (SRN) provides analysis of the social and environmental context of the project as well as an assessment and description of the environmental, social and climate risks associated with the proposed interventions. The project is categorised social, environmental and climate risks as Moderate . Risks identified are related to biodiversity, resource efficiency and pollution prevention, cultural heritage, indigenous peoples, labour and working conditions and physical and economic resettlement. The following sections outline details of the risks assessed for each category and outlines the action required:

Biodiversity

67. While noting that Mizoram had many Protected Areas across the state harbouring several rare and endangered wildlife species in her National Parks and Wildlife Sanctuaries, assured that 'the project will adhere to stringent protocols to ensure no activities occur within or near protected areas, safeguarding their ecological integrity'. To ensure adherence to the assurance given, the following steps need to be adopted during project implementation:

1.1 Zau establishment around Protected Areas

68. Operationalising project interventions, particularly pertaining to Component 2 (establishment of Zau clusters for agricultural intensification) calls for extra caution and focused attention around Protected Areas (Wildlife Sanctuaries, Tiger Reserves and National Parks) especially in the districts of Champhai, Lawngtlai, Lunglei and Mamit.

69. Step 1.1.1: Prior to the operationalisation of activities under sub-component 2.1 (Sustainable intensification of climate resilient cropping), DPIU team (Crop Production/Livestock Managers) must procure a list of fringe villages and villages in the buffer zone of National Parks and Tiger Reserve from the Park/Tiger Reserve authorities. The identification of Zau clusters for these villages as well as the construction of farm link roads must avoid core areas of the National Parks/Tiger Reserve and should be within areas where agricultural/human activities are permitted. It is advisable that the DPIU team of the concerned districts hold detailed consultations with the Park/Reserve authorities and obtain GIS maps/RS Imageries (as available) of the Protected Area with the Park/Reserve boundary cleared marked out and the Buffer zone demarcated. This document should be used as reference when project activities for fringe villages/villages within Buffer Zone are planned and require further discussions with the relevant Park/Reserve authorities.

70. Step 1.1.2: To ensure that project activities are undertaken within permitted areas of the respective PA, Zau cluster maps (with coordinates) prepared during Zau identification exercises described under Component 2 activities (see Step 4.2 under section 1.3.3 referred above) for establishment of Zau clusters in the fringe villages/ villages within buffer zones of the protected areas should be cross checked with the Park/Reserve maps described above and used during discussions with the Park/Reserve authorities to confirm that the proposed Zau clusters fall within areas permitted for agricultural/human activities and outside the core zone, thus confirming adherence to the assurance given. It is advisable to obtain a written approval post confirmation from the Park/Reserve authorities for Zau clusters to be established all fringe villages/ villages within buffer zone of National Parks/Tiger Reserve for records. This exercise should be the responsibility of the concerned DPIU team (Agri/Horti Manager) under supervision and guidance of District Manager and the oversight of Project Director at SPIU.

1.2: Minimising tree-felling during Zau cluster establishment and mitigation measures thereof

71. Step 1.2.1: DMPU teams (Crop Production/NRM Asst. Managers) and VO will ensure during initial discussions as part of FPIC, that Zau members agree to restrict tree felling to the minimum and totally avoid clear-felling. This is particularly relevant in villages near Protected Areas and where Hoolok Gibbon and/or Phayre's leaf eating monkeys are present. DMPU team will obtain a written agreement to this effect.

72. Step 1.2.2: DMPU and VO should encourage the introduction of useful tree species in jhum plots that are far from the village which villagers normally avoid using for jhumming. Increase in tree cover can also be executed through assisted forest regeneration,

requiring minimal labour and inputs. These plots should be clearly identified during PLUP and demarcated in the PLUP map (using the LULC map prepared for Step 4.2 of 1.3.3). DMPU team to ensure this is done and Asst Manager (SECAP) at SPIU to include this as an indicator of compliance and regularly monitor progress.

73. Step 1.2.3: Where tree felling has been substantial during Zau cluster establishment (or clear felling necessitated particularly in bamboo covered fallows), DMPU and VO should encourage the VC and village members to expand the area of Village Safety and Supply Reserves. These should be identified and clearly demarcated in the PLUP maps prepared as part of FPIC. DMPU team to ensure this is done and Asst Manager (SECAP) at SPIUSPIU to include this as an indicator of compliance and regularly monitor progress.

1.3: Prevention of disease introduction to wild ungulates through import of livestock

74. Step 1.3.1: To prevent the accidental introduction of infectious diseases/parasites to wild populations of ungulates (serows, sambhar and other deer species), particularly in villages at the fringe or buffer zone of Protected Areas, DMPU team, in particular the Asst Manager, Livestock must ensure that all precautionary measures are taken (screening, vaccination, etc) to avoid the accidental introduction of diseases into project villages during the import of livestock, particularly goats. Asst Manager, Livestock will insist that the CLF worker (with AH & Vety) maintain regular records of each instance of import of livestock to the village and the Asst Manager, Livestock will maintain records detailing preventive steps taken to avoid accidental import of diseased animals. In addition, he/she should facilitate the setting up of an early warning network utilising village level AH resource persons for reporting early symptoms/incidences of the outbreak of any diseases among the animals. In such cases, the affected animals should be isolated and kept penned pending examination and treatment by a veterinary doctor. There will be provisions of quarantine sheds in the Goat Zaus to monitor any disease introductions and also the farmers will be encouraged to purchase/procure locally adapted animals.

1.4: Avoidance of incidents of livestock depredation by wildlife and prevention of Human-Wildlife Conflicts

75. Step 1.4.1: Goat rearing is an integral part of the proposed project activities. The project envisages that goats will not be penned but grazed in open pastures identified within the village territories. In fringe villages or villages in the buffer zone of Protected Areas, open grazing in pastures may increase the risk of predation by wildlife. DPIU team, in particular the Asst Manager, Livestock, together with VO members must assess the need for strong shelters in the grazing areas and prepare a DPR (with budget requirements) for the concerned villages. It should be noted that the majority of goat promotion will be done in fenced Zau to avoid grazing conflicts, and strong shelters and fencing of zau will be promoted to avoid predation.

76. Step 1.4.2: Asst Manager, Livestock, concerned households rearing livestock and VO members must chalk out a night vigil and wildlife conflict prevention plan to prevent incidences of livestock depredation by wildlife.

1.5: Remedial measures for addressing the depletion of agro-biodiversity consequent to the promotion of cash/ commodity crops in Zau clusters

77. Step 1.5.1: As Zau intensification will centre around cash/commodity crop(s) and promote gradual transition to settled agriculture, the risks of depletion of agro-biodiversity becomes very real and significant. This has ramifications for dietary diversity and can trigger concerns in regard to nutrition. DMPU teams (Crop Production Asst.Managers) together with VO members must encourage and support participating households to

introduce/relocate a wide variety of the leafy vegetables and other NUS crops grown in their jhum fields to the household's kitchen gardens. Asst Manager SECAP at SPIU should ensure inclusion of the number of households adopting this measure as a monitoring indicator. In addition, biannual sample monitoring exercise should be conducted to assess the dietary diversity of households to monitor nutritional diversity.

78. Step 1.5.2: DMPU teams (Crop Production Asst.managers) encourage the introduction of several of the NUS crops, particularly perennials into Zaus as 'companion crops' and/or cover crops. This will serve multiple purposes- provide a diversification in the Zaus thus strengthening risk aversion measures for the household and also safeguard the dietary diversity – hence nutritional security – over seasons. As above, Asst Manager SECAP at SPIU should ensure inclusion of the number of households adopting this measure as a monitoring indicator. In addition, biannual sample monitoring exercise should be conducted to assess the dietary diversity of households to monitor nutritional diversity.

Resource Efficiency and Pollution Prevention

2.1: Diversion of streamflow for irrigation purposes: remedial measures to ensure sustainability of water availability

79. Step 2.1.1: As proposed under Step 8 under 1.3.3 of Sub-component 2.1, it is recommended that for every irrigation intervention that involves the diversion of local stream flows, a catchment treatment plan be made mandatory. In each case, the DMPU team (Manager Crop Production/Irrigation AE) should organise a site visit together with the Village Council and Zau Cluster members to clearly identify the catchment area of the water body.

80. Step 2.1.2: Once the catchment of the water source is identified, the DPIU team will engage with the Village Council members to convince them (and other villagers) on the need for protecting the catchment to ensure long-term availability of water from the source and thus, the sustainability of the irrigation project. Following the discussions, DMPU team and the Zau cluster members must ensure that a written agreement is arrived at to declare the catchment area as a Catchment Reserve disallowing any type of agricultural land use for posterity (see Step 6 of 1.3.3). The signed agreement with the Village Council and demarcation of the catchment reserve in the PLUP map can be taken as evidence of the intent for setting up the Catchment Reserve. The number of catchment reserves set up can be adopted as indicator to monitor adherence to this SECAP concern. Asst Manager SECAP at SPIU to keep regular records and monitor adherence and progress for assigned districts.

81. Step 2.1.3: DMPU team, in consultation with the Zau members and VO draw up a catchment management plan to enhance percolation and groundwater recharge through measures that draw from Springshed Recharge and Management approaches. This reiterates the description outlaid under Step 8 of 1.3.3.

82. Step 2.1.4: SPIU (Managers Crop Production/Irrigation/NRM) to assess the magnitude of Springshed Recharge Management needs for catchment treatment, assess available capability and capacity available at districts and draw up capacity building plan. This will require the engagement of a Technical Service Provider (TSP) specialised in Springshed Management approaches and techniques. Once the need assessments are completed, the SPIU should take steps to float an Expression of Interest from national/international TSP(s). This should not duplicate activities proposed under Step 8 of 1.3.3 of Sub-

component 2.1 for engagement of a TSP for developing capacities for catchment treatment through Springshed approaches.

Step 2.2: Soil erosion control measures during construction of terraces

83. Step 2.2.1: Contour bunding using biological approaches that build on traditional practices should be the first option adopted. Traditionally, farmers lay logs along contours to reduce erosion. Split bamboo 'mattings' are also used by certain communities as low fencing to prevent erosion and help in terrace formation. DPIU team (Crop Production/NRM Asst.managers) should explore the availability of community knowledge holders and assess the viability and efficacy of traditional methods. Advice should also be sought from the Soil Conservation department for technical feasibility.

84. Step 2.2.2: DPIU team should encourage Zau members to layout contour hedgerows using legumes to complement log structures or bamboo mattings laid along contours to further strengthen erosion prevention measures. Legumes such as pigeon pea or soyabean are good options and these legumes should be planted in rows above and below the logs/bamboo mattings. Such measures can help in terrace building with minimal costs and low labour requirements while also enhancing soil nutrient and moisture retention capacities through nitrogen fixing and mulching the nitrogen rich biomass after harvest. These measures should complement soil erosion control measures suggested under relevant sections of Component 2 and not duplicate efforts.

Step 2.3: Safety measures for prevention of agro-chemical use

85. Step 2.3.1: Although the project proposes adoption of agro-ecological approaches such as Natural farming and the use of organics (see footnote 25 and 26 of section 1.3.3 of Sub-component 2.1), precautions must be taken to prevent health and safety incidences from the use of chemical pesticides/herbicides etc. SPIU team (Crop Production Managers), in conjunction with DMPU teams must organise regular training of VO and Zau Cluster members in the protection, safe use and disposal of agro-chemicals. Further, regular awareness campaigns must be conducted to encourage the adoption of agro-ecological approaches. Such approaches and trainings have been outlined under Sub-component 2.1 activities.

Step 2.4: Safe and Hygienic disposal of bio-waste in slaughterhouses

86. Step 2.4.1: Bid documents invited for the setting up of slaughterhouse must include a technical plan and description for safe disposal of bio-waste resulting from the slaughter of animals. A technical sub-committee consisting of officers from Animal Husbandry, Health and Pollution Control should be set up to assess the technical feasibility and effectiveness of the technical plan and bio-waste disposal description submitted by each bidder. Selection of the contractor for execution of the slaughterhouse construction must be made based on the Technical Sub-Committee's recommendations.

87. Step 2.4.2: DPIU Manager, Livestock must draw up a safety monitoring framework and schedule to conduct regular monitoring checks for adherence to the terms agreed for safe disposal of bio-waste.

Cultural Heritage

88. Project activities do not pose any risk to tangible cultural heritage. However, the project's fundamental thrust to bring about a change in the traditional land access arrangement through executing a long-term lease of at least 10years from the present

annual access raises concerns in regard to changes in tenurial access regimes traditionally practised. Increasing tenurial access to land is required for facilitating investment in the farmer's land resource and operationalises the Government of Mizoram's Land-Use policy, however, this shift will irreversibly change the traditional Land Access Framework from a Common Property Regime to that of Property Regime. This will not only influence cultural heritage and institutions but has implications for changing social structures. A simple safeguard against this potentially unintended outcome is to ensure the continuance of collective/community ownership while allowing access to individual households.

3.1: Safeguarding cultural heritage: Preventing privatisation and elite capture of commons

89. Step 3.1.1: DMPU team when drawing up agreements with the Village Council and Zau members for the issuance of a long-term lease (see Step 6 of section 1.3.3 of Sub-component 2.1), should facilitate discussions around the issue and suggest that the long-term lease/licence of 10 years to be issued by the Revenue authorities should be in the name of the Village Council and not individual members. Should the Zau cluster members decide to continue cultivating the Zau plots, the extension of the license/lease should continue to be in the name of the Village Council and not be converted to land *pattas* in the name of individual members. SPIU team, particularly the Project Director and Managers should ensure that this approach is adopted as a principle across the Project in all districts.

Indigenous Peoples

4.1: Free, Prior Informed Consent (FPIC) Process

90. As all the villages to be covered by FOCUS 2.0 are inhabited by tribal communities, the project qualifies to be categorised as a 100% Indigenous Peoples' project. Consequently, a Free, Prior Informed Consent process needs to be conducted in all the villages. The FPIC process in the case of FOCUS 2.0 will need to be: (a) staggered; and (b) repeated annually at the time of AWPB preparations. The steps, below, provide guidance on how FPIC will be conducted, however full details are available in the Environmental, Social, and Climate Management Framework (ESCMF) and should be consulted, accordingly. An outline of the FPIC implementation plan is provided below.

91. Step 4.1.1: Introductory Meeting. The FPIC Introductory Meeting should be attended by all households, particularly the husband and wife of each household and should also include youth (male and females). Attendence by members of the Village Council and the VO should also be ensured. The Awareness Raising meeting mentioned in Step 4 of section 1.3.3 of Sub-component 2.1 is expected to have introduced the households to the objectives, components, eligibility and implementation framework of the Project. The FPIC introductory meeting should outline, in as much detail as possible, the major activities to be taken up under each component (ie Zau cluster establishment, agricultural intensification, animal husbandry activities, marketing and value chain development, etc). After the DMPU team has outlined the major activities under each component, the meeting should be opened by to take opinions, especially any concerns that members of the community may have. As far as possible, the DPIU team members should answer queries and try to build up trust for the project.

92. Step 4.1.2: Participatory Land-Use Mapping and Planning (PLUMP). A second FPIC process related meeting should be fixed after beneficiaries have been selected and Zau clusters identified for the village. Step 4.2 of section 1.3.3 of Sub-component 2.1 mentions the preparation of Land-Use and Landcover maps at 1:10000 scale for each village for the

identification of Zaus. DPIU team and VO members should use the same map to facilitate the Participatory Land-Use Mapping and Planning exercise (PLUMP). The Participatory Land-Use Planning and Mapping should be conducted to clearly demarcate (i) the Zau cluster(s) identified for FOCUS 2.0 with the individual plots (if possible) (ii) all non-Zau jhum plots to be cultivated for that year (iii) all jhum clusters within the village territory together with the jhum cycles for each cluster (iv) catchment protected areas identified for tapping streamflows/ riverlets for irrigation purposes (v) fallows that are accessed for wild edibles and forest produces (vi) pastureland to be used for grazing of goats (where applicable) (vii) Village Supply and Reserve Forests, including expansions to compensate for substantial tree removal during Zau establishment. This PLUMP will serve as a concrete record of a thorough FPIC process having taken place and should also serve as a monitoring tool/means of verification of project interventions undertaken.

93. Step 4.1.3: FPIC meetings during AWPB preparation. DPIU teams should include a FPIC discussion meeting during the Annual Work Plan and Budget preparation. Such discussions will provide the opportunity for review of FPIC agreements conducted at the start of the project, help identify departures from agreed plans and also provide a forum for discussing good practices while providing an opportunity to discuss activities proposed for the year. Such periodic FPIC focused meetings will contribute to trust building and greater ownership – and therefore sustainability - of project activities.

FPIC Implementation Plan Outline

Sl	FPIC activity	Readiness Action Plan Activity Description & serial number	Officers responsible	Timeline (Corresponding to RAP timeline)
1.	FPIC sensitisation for Project team members	Training of Project staff (#7, Table 15 in PDR)	PD, Manager M&E, Asst Managers, SECAP	Annual activity as per AWPB schedule
2.	FPIC sensitisation of Village Council and other field partners	Sensitize village councils and other important partners on the ground (#16)	DPIU (District Manager, Asst Manager, M&E, SECAP); SPIU (Asst Manager, SECAP)	Annual activity as per AWPB schedule
3.	FPIC sensitisation of community-based cadres (CLF, VO, Zau & AH; include CMC and FMCC members)	Induct and sensitize the last mile delivery cadre (# 17)	DPIU (District Manager, Asst Manager, M&E, SECAP); SPIU (Asst Manager, SECAP)	
4.	FPIC meeting with all HHs for outlining project interventions and	Select beneficiaries and start FPIC process (#23)	DPIU (District Manager, Asst Manager, M&E,	Annual activity as per AWPB schedule

	potential SECAP concerns, documenting community concerns/reservations		SECAP); SPIU (Asst Manager, SECAP)	
5.	Participatory Landuse Planning and Mapping (PLUPM)	Select beneficiaries and start FPIC process (#23)	DPIU (District Manager, Asst Manager, M&E, SECAP); SPIU (Asst Manager, SECAP)	Annual activity as per AWPB schedule
6.	Repeat FPIC during AWPB exercise, revisit PLUP maps and incorporate any changes needed (Repeat each year)		DPIU (District Manager, Asst Manager, M&E, SECAP); SPIU (Asst Manager, SECAP)	Annual activity as per AWPB schedule

4.2: Reduction in area available for shifting cultivation subsequent to establishment of permanent agriculture through Zau clusters and marginalization of remaining shifting cultivation households

94. Establishment of cash/commodity crops and the sedentarization of agriculture in the Zaus on community land will result in the reduction of area available for jhum and the resultant shortening of jhum cycles. As households practising shifting cultivation who are (i) outside of the project's eligibility criteria; and/or (ii) have actively chosen to not participate in Zau activities, the jhum practice of those excluded jhumiyas will become further marginalised, adversely affecting their yields (and potentially the household food security). This raises serious concerns and requires carefully thought-out risk reduction measures. Keeping IFAD's policy of 'doing no harm' in perspective, the following action is suggested to address this concern:

95. Step 4.2.1: DPIU team (Crop Production/Livestock Asst. Managers), together with VO should initiate discussions with the Village Council and suggest all shifting cultivation households, particularly those not included in the Zau clusters increase the cultivation phase of their jhumming to at least two years from the present practice of annual cultivation on a trial basis.

96. Step 4.2.2: Willing households should be provided input support in the form of EM inoculants/Biofertilizers and given preference during trainings and capacity building events on soil fertility enhancement techniques, crop management and related topics. They should also be included during Farmer Field School events. This should figure in the MoU to be signed with FOCUS 2.0.

97. **A supplementary note in this context:** Although crop combinations to be adopted by Zau cluster members will be left to the choice of the households, a possible outcome of cash/commodity crop promotion in the Zaus will be either (i) a reduction of the area under paddy in Zau plots (i.e. cash crops replace paddy as the primary crop in the plot), or (ii) the total replacement of area under paddy with cash/ commodity crops. This raises concerns

for the household's staple (cereal) security through the year, as studies across the uplands of NER suggest a four-to-six-month staple security that is met from self-production from short-cycle jhum. Members of the Design team assume that staples/cereal insecurity will not increase consequent to promotion of cash/ commodity crops because (i) project intervention in Zaus should improve soil fertility and hence yields – therefore, even if households reduce the area under paddy, productivity and yields should improve following inputs and improved practices, sufficiently compensating for the reduction in area under paddy (ii) most households are dependent on rice procurement through the Public Distribution System (PDS). Allocation of rice through the PDS in the case of NER hill states is adequate to meet the annual requirements of the family. Additionally, to factor in disruption in communication during monsoons, PDS outlet(s) are located within villages with storage facilities established to hold buffer stocks for at least two months to tide over such exigencies. (iii) The project will encourage mixed crops and include seasonal as well as short-gestation cash crops to facilitate cash generation within a season. This should provide the household with the means to procure staples from the market if the need arises.

Labour Conditions

5.1: Although the PDT had proposed a moderate risk ranking for labour and working conditions, the reassessment at Design stage suggests a low risk.

98. However, clear provisions outlining safeguards against sexual harassment/discrimination and abuse (SHEA), exploitation wage disparity and child labour must be included in all bid documents and strict adherence ensured by the project teams during execution of infrastructure/farm road activities. Special attention must be paid for safeguards and preventive measures against sexual harassment and abuse risks linked to influx of migrant labour during infrastructure and farm road construction. Health safety measures must be adopted and assured by all contractors to the labour engaged particularly during the construction of infrastructure assets funded by FOCUS 2.0. SPIU and DPIU teams (Crop Production/Business Promotion and Incubation Managers and Asst. Manager, Junior Engineers) must include clauses covering labour conditions for all infrastructure and road building bidding calls. SPIU/DPIU procurement unit must ensure the inclusion of these clauses in all contracts. Dereliction of compliance to these conditions, particularly in regard to gender disparity in wages, sexual discrimination and child labour should invite immediate action.

Community Health and Safety

6.1: Seasonal dietary diversity concerns subsequent to promotion of commodity/ cash crops

99. With the promotion of commodity/ cash crops in Zau clusters, a depletion in crop diversity, especially non-cereal vegetables, tubers and other NUS crops is expected. This will potentially reduce the seasonal dietary diversity of households and thus may adversely impact nutritional security and health, particularly of children, expectant and nursing mothers and the elderly. SPIU (Managers-Crop Production, SECAP Asst Managers) and DMPU team (Asst. Manager-Crop Production/NRM) should refer to Step 1.5.1 and 1.5.2 under Biodiversity for remedial action.

6.2: Safe disposal of bio-waste in slaughterhouses

100. Health safety concerns arise from the disposal of bio-waste that will be generated in slaughterhouses proposed under the project. Unless a clear mechanism is put in place for the treatment and safe disposal of the entrails and blood of slaughtered animals, this may raise health safety risks of communities around the slaughterhouses as well as increase the risk of soil and water contamination. SPIU (Manager-Livestock/ Managers-BP&I, Asst Manager SECAP) and DPIU team (Livestock/ Manager-BP&I) should refer to Step 2.3 of Resource Efficiency and Pollution Prevention for the remedial actions.

6.3: Increased risk of exposure to disease and/or SHEA due to temporary influx of labour for construction-related activities:

101. Step 6.3: Road construction and minor infrastructure development requiring temporary labour carries a risk of increased community exposure to disease(s) and/or SHEA incidents, in instances where construction and/or related labour camps are nearby. In addition to the precautions and mitigation measures related to Labour Conditions (e.g. with SHEA safeguards included in bidding documents of contractors), the SPIU/DPIU safeguards staff must sensitize communities located near these activities on the related risks & preventative measures/reporting procedures prior to the commencement of those activities.

Physical and Economic resettlement

102. The SECAP reassessment at Design stage does not foresee any need for physical or economic resettlement due to project interventions and has therefore, downgraded the risk to low. No remedial action is therefore called for.

Financial Interventions and Procurement

103. Finance and Procurement staff at SPIU/DPIU to note that any proposal for infrastructure related to value chain, irrigation, farm link roads and slaughterhouse must have an ESC management plan as part of the DPR. All relevant bid calls must prominently list the safeguard concerns and ensure that bidders include proposals of how the concerns will be addressed. Procurement staff must also ensure that suitable clauses are included in the contract finally awarded to bind the contractor to address concerns that fall within the purview of action of the contractor.

Climate Change

104. The weather trends (including climate induced disasters) in Mizoram over the last few years indicate the possibility of prolonged dry periods, deficit rainfall and increased extreme events increasing heat and water stress for crops, and possible outbreaks of pests and diseases impacting crop performance and yields. Delayed onset of monsoons and the increased incidence of dry spells early in the season can result in crop desiccation and a need for replanting. Further, increases in storms, hailstorms and cyclonic weather events, particularly later in the year can have serious impacts on horticulture and/or on standing crops leading to loss of yield, incomes and food insecurity. Extreme events, particularly the increased incidences of heavy rainfall could trigger risks of landslides and disruption of communication with serious implications for value chain activities and market access. Overall, project risks pertaining to climate are considered moderate, thus actions to ensure climate adaptability and resilience are mainstreamed within (i) decision making processes

(re: value chain selection, agricultural practices, etc.); and (ii) component design. Further details are below.

9.1: Enhancing access to seeds for replanting exigencies

105. Step 9.1: Incidences of crop wilting soon after seed germination consequent to delayed rainfall and dry spells necessitate the need for replanting of crops. Farmers, particularly the poor, often lack saved seeds or access to seeds for replanting resulting in possible food insecurity and distress. DPIU team (Asst. Manager- Crop Production) together with VO and Cluster Federation members to initiate dialogue with Zau Cluster members and other villagers to set up a community seed bank to ease access to seeds in cases of replanting. Traditionally, households saved grains for exigencies in community granary. A similar mechanism could be encouraged to set up a community seed bank which could be accessed by households that lack saved seeds during exigencies requiring replanting. Seed borrowers should replenish the seed bank post-harvest but with an additional portion returned as thanksgiving.

9.2: Preventive steps for climate induced pest/pestilence breakouts

106. Step 9.2: Increased temperatures and high humidity can result in pest and pestilence build up and frequency of pest outbreaks can be expected to increase. This can pose serious challenges for the farmer as well as the extension workers. While the classic response is to use chemical pesticides and fungicides, with FOCUS 2.0 adopting an agro-ecological approach, steps need to be well in place to meet such challenges employing botanicals or organic pest control methods. DPIU team (Asst. Manager-Crop Production) should ensure discussions on biological pest control are included in Farmer Field School topics. Additionally, farmers should be encouraged to increase crop diversity in their fields as a risk spreading strategy as practised traditionally in jhum. In addition, training modules on agro-ecological approaches, as elaborated under Component 2 activities will include organic pest control methods. Finally, these risks call for adequate response measures and the need for setting up a Climate Emergency Response mechanism as well as an effective crop insurance framework. SPIU team (Managers-Crop Production/Livestock) must explore the introduction of crop insurance mechanism for the project beneficiaries.

9.3: Reducing climate risks in value chains

107. Step 9.3: The climate projections and their impacts may have serious implications for the value chain promotion activities proposed under the project. As a first principle to respond to climate risks, extreme care should be taken in selection of the value chain commodities and a high preference adopted for non-perishables. SPIU team (Managers-BP&I/Crop Production) must make extra efforts to ensure that, specific attention be given for semi-processing and value addition if perishable crops are included in VCD options. Possible value chain commodities identified at Design stage include perishables such as ginger and Mizo chilli. SPIU/DPIU teams should note that an immediate risk reduction practice would be to promote drying of the commodities and the grinding of the commodities to produce powdered spices. These steps would help in immediately reducing risks from microbial spoilage resulting from high temperatures and humidity.

9.4: Responses to climate induced disruptions in transport and communication

108. Step 9.4: With extreme events projected to increase in frequency, particularly the increase in high intensity rainfall triggering landslides, disruptions in communication and transportation will become more frequent, adding to disruptions of the value chain during the monsoon months. Such disruptions will have to be factored in while designing value chains and calculating profitability. Proposals for increasing storage capacities within

districts has been included in the project. Lastly, given the probability of increased climate uncertainties in the coming years, a strong recommendation is made for exploring appropriate mechanisms for agricultural insurance.

3.7 Targeting and Gender

Area(s) of Intervention

109. The project will be implemented in all 700[3] Villages in the 28 Rural Development (RD) blocks of 11 districts of the Mizoram state. In every village, at least one Intensive Zau Cluster will be promoted, prioritizing the participation of the landless[4], single women and female-headed households, and resource-poor families. In addition to the six districts covered under FOCUS (check Tables 8, 9, and 10 at the end of this chapter (3.7) for details about district level targeting and development pathways), FOCUS 2.0 will also cover the remaining five districts, emphasizing the inclusion of the poorer southern districts of Siaha, Lawngtlai, and Hnathial, where the poverty rate is high, the human development index rank is low, and a majority of ethnic religious minorities, such as Chakma and Reang (Bru) tribes, reside. According to a survey released by the Mizoram State Planning and Implementation Department, Mizoram has 56,584 families under the Below Poverty Line (BPL). Champhai district has the lowest percentage of BPL families at 9.45 percent, while Mamit has the highest percentage of 35.64 BPL families in the state. Poorer districts will be given higher priorities for building community infrastructure by promoting market centers and farmer markets, creating an enabling environment for economic upliftment. A summary of project outreach is provided in **Table 3**.

Table 3: Project Outreach in FOCUS 2.0 compared with Mizoram's Population

	Total Population	**Total Villages**	**Blocks**	**Total Rural Population**	**Total Tribal Population**	**Women**	**Youth**
Mizoram[5]	1,097,206	700	28	5,25,431	1,036, 115	541, 867	122,887
FOCUS 2.0 Project coverage	150,000	700	28	150,000	150,000	75,000	22,500

[3] According to the 2011 census, Mizoram has 829 villages. However, after 2011, many village councils under Aizawl and Lunglei districts have been notified as NACs (Notified Area Councils), and that explains the reduction in the total number of villages

[4] Landless here means households not have secure tenurial rights and are completely dependent on VC for Jhum land

[5] Mizoram Population data is of Census, 2011. Collected from Economic Survey of Mizoram, 2024-25,economic-survey-2024-2025.pdf

FOCUS 2.0 Targeting Snapshot: Main Target Group(s)

700 Intensive Zau Clusters targeting 21,000 HHs
Non-Intensive Zau Clusters:
Land Development Beneficiaries
Poultry Farmers (for meat): 1400 HHs
Poultry Farmers (for egg production): 900 HHs
Pig Farmers Benefitted by the ASF toolkit: 35,000 HHs
Pig farmers (fattening, breeding): 7700 HHs
Goat Farmers: 400 HHs
Boar Semen Centre Beneficiaries: 35,000 HHs
300 units of Village/ cluster level CMC, each targeting 100 active producers: 30,000 HHs
13 Block-level farmers market units, each targeting 20-40 CMCs: 2600-5200 HHs
5 Multi-district value-addition Hubs, each targeting 5000 producers: 25,000 HHs
Beneficiaries with new jobs: 140 individuals (70 women, 70 youth)
70 Rural producer organizations: 10,000 HHs (50 percent women, 30 percent youth)
110 Rural enterprises: 110 individuals
Households with increased access to rural financing services: 13,000 HHs
Persons trained in financial products/services: 12,000 Individuals (50 percent female, 30 percent youth)

Women: 75,000 individuals
Youth: 22,500 individuals

Socio-Economic Targeting

110. The economic targeting strategy will focus on targeting economically vulnerable, resource-poor communities, with a main focus on the following categories: (i) Poorest of the Poor – identified as those who are landless and not having enough capital to invest in land, but having household labor to engage in Zau cultivation; (ii) Poor – identified as those having some land (< 2 hectares), either homestead or agricultural, and some capital (monthly expenditure more than INR 3773[6]) to invest on land development/management or shed preparation or animal management; and (iii) Progressive marginal poor – identified as those who have exposure to value-chains, financial institutions, market and have experience of handling small-scale businesses. The selection of poor families will be done by using the wealth-ranking conducted by the Mizoram State Rural Livelihoods Mission (MzSRLM) using participatory social assessment at the village level. Criteria used to rank the economic status of the families include the household's landholding, household income from agriculture and allied activities, income from other sources, number of earning household members, dependent family members, and household assets.

[6] Based on recent Consumer Expenditure Survey conducted by Niti Aayog

Target Groups

111. The project will reach out to a total of 75,000 households, benefiting a total of 150,000 individuals.[7] The primary target group includes resource-poor, single women and female-headed households, rural youth, religious ethnic minorities, and marginalized livestock keepers. FOCUS 2.0 aims to build resilience of the rural poor by improving their annual income from land-based resources and livestock through productivity enhancement, value-chain development, and market linkages. In addition to targeting vulnerable, marginalized communities, the project will also target skilled rural and urban youth for entrepreneurship promotion, providing services and information to villagers.

112. Project's some of the key criteria for selection of the beneficiary are: (i) landless households who are completely dependent on Jhum land for agricultural production, (ii) female-headed households and single women, (iii) poor families based on the wealth-ranking conducted by the MzSRLM, (iv) ethnic religious minorities, (v) Poor families having periodic patta, LSC[8] and are interested for land development, (vi) livestock keepers rearing backyard poultry and small-scale piggery units prioritizing who lost their pig herds to ASF outbreak, (vii) Women-led business and institutions- to level the playing field, the project will prioritize women-led businesses and institutions and female entrepreneurs for enterprise development support and public-private partnerships in its interventions. A stakeholder engagement strategy will be prepared as part of the project design to support the project implementation.

113. The project will engage distinct groups through a differentiated support strategy:

- **Ethnic minority groups:** Targeted efforts will focus on minority tribes such as the Chakma and Bru, predominantly residing in southern districts and experiencing significant socio-economic marginalization.
- **Female-headed households:** Support will be tailored to and targeted at women managing land with limited labor resources, including training, access to agricultural inputs, and financial services. Divorced and separated women will be prioritized, given their heightened vulnerability.
- **"Landless" and smallholder families:** Households depending on annual Village Council land allocations and lacking secure tenure will receive targeted support to stabilise and enhance agricultural livelihoods.
- **Rural youth (men and women):** In response to high unemployment rates and vulnerability to social risks, the project will facilitate vocational training, prioritise youth for enterprise development support, and market linkages to empower young people.
- **Women-led business and institutions:** To level the playing field, the project will prioritize women-led businesses and institutions and female entrepreneurs for enterprise development support and for public-private partnerships in its interventions.

114. Differentiated interventions will ensure that the needs and constraints of each group are addressed appropriately. For instance, marginalized women may require specific capacity building in agricultural technologies and leadership, while unemployed youth may

[7] According to NFHS-5 (2019-21), the mean household size of rural households in Mizoram is 4.

[8] LSC is Land Settlement Certificate, which is considered as the permanent land pattas for which holders have to pay land tax regularly to the land revenue department. LSC are of two types- agriculture land settlement certificate and homestead land settlement certificate

need targeted skills development and access to entrepreneurship opportunities. The project will also collaborate with Youth Mizo Associations and other community structures to enhance outreach and engagement, capitalizing on the strong culture of volunteerism in Mizo society.

Phase II Enhancements

115. Improvements for Phase II based on the lessons learned from FOCUS are summarized below.

116. **Leveraging Village Councils for Targeted Interventions and community centric development:** The Village Council (VC), as a grassroots-level institution of local self-governance, plays a pivotal role in shaping community dynamics and advancing social equity. Recognizing the influential position of VCs in local decision-making, FOCUS 2.0 will strategically engage with them from the outset of project implementation to foster inclusive development and gender equity. A notable example of the transformative potential of VCs can be seen in Khawzawl, where the VC proactively issued a notification to raise the wage rate for female agricultural labourers from 350 INR to 450 INR per day, effectively narrowing the gender wage gap from 150 INR to 50 INR. Building on this precedent, FOCUS 2.0 will prioritize early and sustained engagement with VCs to drive systemic social change, particularly in promoting women's land rights, addressing gender wage disparities in agriculture, and advocating for inclusive rural development practices. In FOCUS, engagement with VCs was initiated at a relatively late stage during the Integrated Farming System-CADA (IFS-CADA) intervention. Drawing on this lesson, FOCUS 2.0 will actively engage VCs as key partners in implementing targeted interventions, ensuring that project activities align with local governance structures to maximise outreach and impact.

117. **Long-Term Land-Leasing:** As part of IFS-CADA, FOCUS was able to introduce a long lease system in Jhum land allocation by making VCs sign an MoU for 10 years instead of annual allocation by the lottery. This has brought a significant change in land and soil health investment, and a reduction in the frequency of burning in jhum land. However, participation of women in IFS-CADA is limited to female-headed households only; married women contributed to the agriculture production as supporting farmhands without participating in the decision-making process or training. Taking the learning from FOCUS, in FOCUS 2.0 SPIU will ensure that the jhum land is allocated in the joint names, and the document mentions the names of both husband and wife separately, instead of treating them as a HH unit. Participation of both husband and wife in decision-making processes and technology training will be ensured.

118. **Drudgery Reducing Equipment:** FOCUS took the initiative of introducing several small agricultural equipment required for agricultural intercultural operations, such as a brush cutter, power weeder, etc., for reducing women’s drudgery, which is a major concern in Mizoram. FOCUS 2.0 will take this initiative forward and will conduct a study.. The study results will be used to remodel the existing equipment, adjusting to the needs and aptness of women farmers.

119. **Phased Approach to Gender Training:** In Mizoram, women play a significant role in food production, livestock management, especially rearing of poultry birds and small ruminants, and retail-marketing of agro-produces. Even in the activities promoted by FOCUS, may it be IFS-CADA or poultry units, women contributed both as farmhands and unit managers. However, gender-neutral reporting of technical activities, considering

gender activities in silos and limiting it to gender studies and trainings, missed out many gendered achievements of the project, for instance, bridging of gender wage gap in IFS-CADA, Khawzawl. In FOCUS 2.0, the gender training of SPIU and SPIU will be phased out in two phases:

- **Phase 1**: A peer learning and sharing workshop will be organised to disseminate findings on gender and social inclusion, fostering knowledge exchange and identifying best practices.

- **Phase 2**: A dedicated mid-term assessment will be conducted to evaluate the integration of gender concerns across project implementation, monitoring, and reporting, ensuring that gender outcomes are systematically captured and reported.

120. **Early Action for Improved Engagement:** Some of the initiatives related to gender and youth engagement were planned at quite a later stage of the project implementation, almost at the exit stage, when there was not much time left to reap benefits from the planned activities. For instance, a training on "Breaking the Barriers: Promoting Women's Participation" was organised on January 25th, 2024, and youth skill development on agricultural skills, digital literacy, and entrepreneurship development was organized in February 2024. In FOCUS 2.0, gender and social inclusion trainings will be planned at the beginning of the project implementation to ensure mainstreaming of gender and social concerns in the project throughout the implementation period. Further, some training will be conducted periodically or in a phased manner to increase the effectiveness of the training programmes.

121. **Collaborating through Convergence:** FOCUS has built some notable collaborations with key stakeholders and resource organizations related to gender and development, such as All Mizoram Women's Federations (AIWF). FOCUS 2.0 will benefit from those networks and will utilize them effectively in ensuring mainstreaming gender and active participation of women in the project implementation. However, there are some of the major stakeholders with whom FOCUS failed to create alliances and who could have been significant contributors toward ensuring gender equality and social inclusion (GESI), such as MzSRLM, the Directorate of Women and Child Development (DWCD), Mizo Youth Association, etc.

122. In FOCUS 2.0, an MoU will be signed with MzSRLM to utilise their community institution mechanisms as a platform for implementing livelihood activities. This partnership will not only help achieve the target of reaching 49 percent women beneficiaries but also contribute to effective women's economic empowerment. Additionally, FOCUS 2.0 will collaborate with DWCD and the State Commissions for Women to implement key project activities, further strengthening the project's GESI outcomes.

Targeting Strategy

123. Target Group categories and development pathways provided in the Appendix will lay out different targeting strategies for different target groups. The Gender Action Plan and Social Inclusion Strategy (see Appendix 12) will be used to ensure active participation of vulnerable social groups, including single women and female-headed households, youth, and ethnic and religious minorities.

124. **Focus on Poverty and Those Lacking Resources:** FOCUS 2.0, following the targeting strategy of FOCUS, will have "poverty" as one of the key criteria for beneficiary selection. The target groups will be categorized as:

- **Poorest-of-the- Poor (referred as "landless" in the FOCUS):** a) HHs do not have temporary pass and land settlement certificate for any land other than residential plot and depending on accessing tenurial rights to jhum plot via the lottery allocation system b) have participated in the jhum land cultivation in last three years continuously, c) depending on wage labour as primary or secondary source of income, d) do not have any family members working in the government, and e) falls on the lowest category in the wealth rank conducted by MzSRLM;
- **Poor:** a) having land ownership of less than 2 Ha, either temporary land pass or agricultural land settlement certificate (LSC) or homestead land settlement certificate (LSC) other than residential plot; b) practicing agriculture cultivation in last three years continuously, c) falling under "median" category in the MzSRLM wealth ranking, d) do not have any family members working in the government;
- **Progressive poor:** a) who has land ownership of 2-5 Ha land as temporary pass or land settlement certificate for land other than residential plot, b) practicing commercial agricultural/ horticulture/ livestock rearing for last three years at least, c) higher rank in the MzSRLM wealth ranking.

125. FOCUS 2.0 will use the wealth ranking done by MzSRLM at the village level, using the social participatory assessment, as one of the key criteria for the beneficiary selection. Around 15 per cent of the targeted beneficiaries will be selected in the poorest of the poor category, around 70 per cent in the poor category, and the remaining 15 per cent will be in the entrepreneurial-oriented poor category. The beneficiary selection process is elaborated below.

126. FOCUS 2.0 will adapt participatory development approaches and Participatory Rural Appraisal (PRA) tools, such as Participatory Resource Mapping and/or Participatory Social Assessment for selection of the beneficiaries. The wealth ranking conducted by MzSRLM at the village level will be used as a base document for the PRA exercises. After introducing the project at the village level and conducting an initial discussion on the "entry point activities", the project will organize a two-day-long process of resource mapping and social assessment with the participation of all the village members. Assistant Manager – Gender and Capacity Buidling and SECAP expert (Social, Environmental, and Climate Assessment Procedures) will be responsible for ensuring the inclusion of landless, women, youth, and religious ethnic minority groups in the PRA exercises. In addition to the wealth ranking updating using social assessment, transect walks will be conducted to assess the land resources for locating Zau patches. Manager- Natural Resource Management (NRM)/ Crop Production/ livestock will lead the resource assessment process.

127. **Gender:** FOCUS 2.0, with a strong focus on the inclusion of women, will ensure participation of at least 49 percent[9] of Women beneficiaries. It will include single women and female-headed households, married women, and young women aged 18-35 years. FOCUS 2.0 will categorize women beneficiaries according to their resource base, vulnerability, and skill level, and will plan the interventions with them accordingly. The collaboration with MzSRLM for implementing the project activities, especially using their community-based institutions, cluster-level federations (CLF) for launching the project activities, would ensure inclusion and effective participation of women beneficiaries. MzSRLM (Mizoram State Rural Livelihoods Mission) has been actively working to empower women through various livelihood initiatives. Under the Mahila Kisan Sashaktikaran Pariyojana (MKSP), the mission focuses on mobilizing women into Self-Help Groups (SHGs) and supporting them with financial assistance, training, and sustainable agricultural practices. One of the learning from FOCUS, which was not successful in mainstreaming gender concerns in the project implementation that it failed to utilize the platform created and strengthened by MzSRLM for the inclusion of women beneficiaries and strengthen the community-based organizational structure at the ground. Hence, FOCUS 2.0 decided not to reinvent the wheel by investing in the formation and strengthening of community-based institutions separately, but rather to create convergence with MZSRLM for utilising their effective institutional mechanisms operating on the ground successfully. However, considering the burdensome work responsibilities of the women of Mizoram who contribute significantly to the household chores in the informal workforce, the SPIU will ensure participation of the men in the crop/ livestock/ activity selection meetings, crop/ animal management trainings, etc., to ensure shared work responsibilities and joint decision-making at the household level. The project component leads and the Manager- Gender and Capacity Building will ensure participation of both men and women in project meetings.

128. The female-headed households and single women who have household members to be engaged as farmhands or capital to hire agricultural laborers will be prioritized in the Intensive Zau cultivation, as the production system covering two seasons in a year is labor-intensive. The female-headed households and single women who have periodic pattas or agricultural land settlement certificates will be included in the "land development" interventions. In Mizoram, women are primarily involved in backyard poultry and pig rearing, FOCUS 2.0 will design the livestock interventions keeping women at the center. The project will ensure participation of both men and women in meetings related to crop/ livestock selection, crop/ livestock management training, business development, and market linkages for shared responsibility and knowledge transformation at the household level. (Please check Table 2 for the project component-wise targeting strategy.)

129. **Ethnic Religious Minorities**: FOCUS 2.0 will focus on the inclusion of the ethnic religious minorities, such as Chakma and Raeng (Bru), considering their lack of access to mainstream institutions, poverty, and poor performance in development indicators. Most of the Chakma, Raeng, Mara, and Lai families practice agriculture and horticulture in the jhum land, keep different livestock, including poultry, piggery, and Mithun for livelihood purposes. Hence, clear synergy between project activities and livelihood choices of ethnic religious minority groups will make targeting easier. The project will ensure the use of different ethnic languages for the development of communication and knowledge products. Lack of disaggregated data on religious ethnic groups would create constraints in targeting

[9] Mizoram Male and Female Population in 2025, according to Census of India Projection Data, are 6.35 lakh (50.4 percent) and 6.25 (49.6 percent) respectively

minority ethnic tribes. Most of the district and state-level data, except the ADC data, are clubbed as "Scheduled tribe" under social groups without any further disaggregation. However, as most ethnic tribes live in hamlets together, prioritization of specific geography and villages would ensure the inclusion of the ethnic minority groups.

130. Besides these key target groups, FOCUS 2.0 will work with the larger communities to create an enabling atmosphere for the development of the rural poor. Promoting entrepreneurship, developing value-chains for several agriculture and horticultural crops, and livestock products, and developing farmer markets are some of the key objectives of FOCUS 2.0. Resource-poor people without proper safety nets and risk-taking capacity, and lacking experience in handling even small-scale businesses, would not be suitable for such activities, as they might end up incurring more losses. People having some asset base, experience in doing business, and entrepreneurial aptitude will be selected for these activities. Youth will be encouraged to take up such activities, and the project will devise a strategy to utilize their interest, exposure, and techno-savvy nature for effective project implementation. Further, the income and resilience of young men and women will be promoted by engaging them in project activities as community resource persons, knowledge service providers, paravets, etc. This will increase the well-being of the rural youth by increasing their income and social stature, and will ensure beneficiaries' access to services at their doorstep.

131. **Minimizing Duplication of Direct Beneficiaries**: FOCUS 2.0 will include all the districts/ blocks/ villages covered in FOCUS. However, the project will ensure that households that received significant investment in the last cycle won't receive the major high-ticket project activities support. The 874 households that were part of the intensive agriculture cluster in the first phase of FOCUS, through IFS-CADA, will be excluded from the Intensive Zau cluster, however, they will be eligible to receive other project benefits such as training and capacity building, value-chain development support, market linkages, and insurance coverage. (Please check Table 1 for details on the targeting strategy in old districts)

132. Some of the component-II project activities, such as Intensive Zau Cultivation, Pig Breeding, and fattening unit promotion, backyard poultry, and component 1 activities like promotion of 40 entrepreneurs, are capital-intensive project activities. To increase project outreach and effective utilization of resources, the project will ensure that households supported by one big-ticket project activity wouldn't receive any other major benefit except some secondary and tertiary level support for market linkages, insurance coverage, or training and capacity building. The HHs having one family member in a government job will also be excluded from the Intensive Zau cultivation and receiving support for livestock units. The project will develop a monitoring framework to capture targeted, unique households. The DPIU M&E team will be responsible for verifying and ensuring unique household coverage.

Gender, Youth, and Social Inclusion Strategy

133. **Gender Equality and Women's Empowerment:** Rural women in Mizoram contribute significantly to crop production, both subsistence farming and commercial cultivation, with their contribution spanning across traditional jhum cultivation, vegetable

farming, fruit orchards, and floriculture. On average, 40.26 percent of the total farm workforce in Mizoram is constituted by females, with 39.96 percent of the main cultivators being women, majorly engaged in Jhum cultivation. The project will focus on women's economic empowerment by recognizing their contribution to the farming and livestock sector, increasing their access to institutional credit, agriculture training, knowledge systems, and their role in decision-making positions.

134. Despite a significant contribution to the agriculture sector, due to patriarchy, women don't have land ownership on any kind of land, including Jhum land. The project will ensure to mention "joint control on land", "joint decision-making", and "joint participation in training" for married women while making an MoU with the VC for Intensive Zau Cultivation. The project will also negotiate with VC to intervene to bridge the gender wage gap existing in the farming sector.

135. In Mizoram, besides contributing to farm production, unpaid care work and retail marketing are primarily done by women. The project will include men in meetings related to crop/ livestock selection, marketing of the produce for developing shared responsibility building, while women will be encouraged to attend trainings related to agriculture technology, livestock management for shared knowledge development. FOCUS 2.0 will also make an effort to understand and inform the agriculture equipment development for women in hilly terrain to reduce their drudgery. Building of agriculture link roads will ease its access and transportation of the agro-produce in the kharif season, especially for women who are primarily engaged in intercultural operations and work even during pregnancy.

136. **Actions in FOCUS 2.0:** The project will ensure women's 50 percent representation and participation in the community-based institutions, farmer field schools, and training programmes. Women's representation in the decision-making positions in the community-based institutions, as President or Secretary, will be ensured by the SPIU. Gender sensitization trainings will be conducted at every level – state-level training for SPIU and district-level DPIU, Block and village level for block-level staff and rural communities. The Manager- (gender and capacity building) will be responsible for organizing the gender sensitization training for SPIUand DPIU staff; a consultant/ agency will be hired to conduct the training. The Manager-Gender and Capacity Building and the consultant hired will be responsible for the preparation of the gender module. The Assistant Managers-Gender and Capacity Building based at the district level will be primarily responsible for the field-level gender sensitization training and which they will conduct under the guidance of the Manager-Gender and Capacity Building. Gender Resource Centers promoted by MzSRLM will be used for training and sensitization of women on various issues, including health and nutrition, protection against violence against women, legal rights, etc. The Manager- Gender and Capacity Building and the Assistant Manager- Gender and Capacity Building will be responsible for ensuring collaboration with different departments for imparting all the training and ensuring mainstreaming of gender concerns in project implementation. The most impactful activities in the project to support women are listed in **Table 4**.

Table 4: Gender Activities in FOCUS 2.0 (Ranked by Impact Potential)

Sl. no	Gender Activities (ranked according to impact)	Expected Impact	Budgeted/ Not-budgeted
1	Ensuring the participation of women in the Initial beneficiary selection processes (PRA, FPIC)	It is the key activity as it would ensure the achievement of the 49 percent women's	Not separately budgeted

		participation target of the project. (convergence with MzSRLM will ensure it, and Gender and Capacity Building-Manager, and Assistant Manager will be responsible for it	
2	Gender mainstreaming training of the SPIU	Sensitization of SPIU members is key to ensuring mainstream gender concerns in project components	Budgeted
3	An on-field assessment of agricultural tools and remodeling the equipment for Mizoram women	Significant for reducing the drudgery of women, which is a major concern in Mizoram	Budgeted
4	Ensuring registration of married women's names in the tenurial rights (MoU with the VC), and decision-making positions in the community institutions	Increased access to land tenures and decision-making positions in the community institutions will bring gender transformative changes by changing the social and cultural norms	No additional budget required. Sensitization of SPIU and clear guidelines in the implementation plan will be helpful
5	Gender sensitization of the women farmers and the field staff	Gender sensitization training of the CRPs and VC level workers is highly impactful (should be ranked in 3), but it is clubbed with gender sensitization of women farmers, which, although is highly impactful in capacity building and right-based framework, from the project perspective, the results won't be visualize in the short term	Not budgeted; will be conducted in convergenceHuman Resources are allocated in the project
5	A State status paper on Mizoram Women	There is a general belief that Mizoram is an egalitarian society and both gender enjoys equal rights, which is not true. This belief constrains the implementation of gender mainstreaming activities. The study will also explore the status of	Budgeted

		women across different tribes	

137. **Youth:** Mizoram is largely a young society with a median age of 23.7 years[10]. However, Unemployment is a serious problem in Mizoram, as about 23 percent of the people in the workforce are without any gainful employment. The unemployment rates are substantially higher for females (34%) as compared to males (14%). For Aizawl and Lawngtlai, the unemployment rates for females are above 40 percent. In the absence of gainful employment, young men and women are falling prey to harmful and illegal practices such as drug use and prostitution, which are becoming major causal factors for increased HIV cases in Mizoram. According to the Mizoram State AIDS Control Society, around 1.19 out of every 1000 people in Mizoram have been diagnosed with HIV, and the occurrence rate is highest among youngsters aged 25 to 34 years. During COVID, most youth working outside of the state returned and are now preferring to work in the state. Table 7 below provide social analysis information on youth and women belonging to specific ethnic tribes.

138. **Actions in FOCUS 2.0 for Youth:** FOCUS 2.0 will be implemented with a strong focus on "youth engagement". In the baseline assessment, a specific section will be dedicated to youth to capture their concerns, interests, and aspirations. Based on the findings, the project will engage youth in various activities. Some of the project activities where the youth, both men and women, will be encouraged to engage are – farmers' market, CMC, Community Resource Persons, Paravets, food-processing units, marketing of animal products such as egg, meat, considering their mobility. Technology-proficiency. Manager- Gender and Capacity Building and Manager- M&E will be primarily responsible for ensuring the inclusion of youth in the project activities and monitoring their engagement throughout the project implementation period by incorporating dedicated indicators for youth engagement in the project logframe. All the project component leads, especially Market, Livestock, and Agriculture, will ensure the participation of youths in project beneficiary selection to capacity building workshops. The project will engage rural youth in various skill training programmes to promote them as community trainers. The project will organize training on "youth engagement" to sensitize the project team. The Manager- Gender and Capacity Building will be responsible for imparting the training.

139. **Ethnic Religious Minorities:** Mizoram is predominantly inhabited by Scheduled Tribes (STs), who constitute approximately 94.4%[11] of the state's population, making it one of the highest tribal population percentages among Indian states. The state is home to six tribes and eleven sub-tribes, with some tribes having assimilated more into mainstream institutions compared to others due to historical context, religious practices, and different languages (see **Table 7** for an overview of tribe characteristics and livelihoods). These tribes collectively form the vibrant social and cultural fabric of Mizoram. The first six (Lusei, Hmar, Ralte, Paite, Lai, and Mara) are often grouped under the broader "Mizo" identity, while the Chakma and Bru (identified in **Table 5** under the category "others") are considered to have distinct ethnolinguistic roots. Three Autonomous District Councils – Chakma Autonomous District Council (CADC), Lai Autonomous District Council (LADC), and Mara Autonomous District Council (MADC) – were recognized under the sixth schedule of the Constitution of India preserves the culture and language of different

[10] Census 2011
[11] Numbers are from the 2011 Census of India

140. ethnic groups and promotes their economic empowerment. A few socio-economic assessments conducted in Mizoram found that the Chakma tribes have been living as refugees, struggling with poverty, a low literacy rate, and unemployment. Many Reang families living in the southern states have faced displacement and marginalization, impacting their economic stability. Dependence on subsistence farming, inadequate infrastructure, and limited access to markets restrict the income of the semi-nomadic Bru ethnic tribe in Mizoram. **Table 6** provides a broader summary of the population statistics in Mizoram.

Table 5: Population (number and percent) of Tribes in Mizoram

Tribe	Estimated Population	Percentage (%)
Hmar	3,18,645	26.53
Lusei	257,689	21.46
Ralte	216,728	18.05
Lai	154,654	12.88
Mara	72,586	6.04
Paite	67,252	5.60
Chakma	96,972	8.07
Others	16,437	1.37

141. **Actions in FOCUS 2.0 for Ethnic Religious Minorities:** The project has a stakeholder engagement process which provides opportunity for differentiated needs of minority groups to be heard, recognized, and incorporated into the project activities through approaches of Participatory Rural Appraisal (including PLUMP and other activities housed under Component 2).

Table 6: Descriptive Statistics for the State of Mizoram

SI.NO	Indicators	Number	Percentage
1	**Total Population**	**10,97,206**	**100**
	Male	555,339	50.6
	Female	541,867	49.4
	Rural	525,435	47.9
	Urban	571,771	52.1
			Year
2	Number of Females per 1000 Males	967	2011 census data
3	Number of Cooperative Societies	1254	(2022-23)
	Number of Members	50,109	(2022-23)
4	Infant Mortality Rate	13.25	(2022-23)

Table 7: Ethnic Tribes and Their Cultural and Livelihood Practices			
Major Tribes	**Livelihood Practices**	**Language, Culture, or Traditional Practices**	**Community Governance Practices**
Lusei	Agriculture, shifting cultivation, is the primary occupation of the Lusei tribe. Main crops- Rice, Maize, sesame, ginger, turmeric, sweet potato, yam, chili, mustard, string beans, coriander, and brinjal. Horticulture crops like pineapple, orange	The most influential and dominant tribe of Mizoram. One of the major Mizo tribes of the Christian faith forms the core of Mizo identity. They are predominantly found in the central and northern parts of Mizoram, especially Aizawl,	The Lusei community first formed the Young Lusei Association, which later turned into the Youth Mizo Association (YMA). Women, traditionally, had a subservient role and were expected to take care of household responsibilities and not

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	production is common. Livestock- pigs, poultry, goats, and cattle. Other livelihood activities- NTFP collection; weaving (women are mainly engaged), bamboo craft, cane furniture; youth are engaged in hospitality, construction, retail, and transport work, wage labour, and government job.	Serchhip. They speak the Lusei dialect, which is the standard Mizo language. Churches play a significant role in their daily lives.	participate in Village Councils or take up leadership positions in community institutions. However, this tradition is changing with time. Youth are most influenced by churches and YMA. Substance abuse is a key concern.
Hmar	Agriculture is the primary occupation of the Hmar tribe. Traditionally, they practice shifting cultivation, but have gradually practiced settled agriculture with the support of the government schemes like the New Land Use Policy (NULP). Main agriculture and horticulture crops- Rice, Maize, sesame, ginger, turmeric, banana, orange, pineapple, areca nut, Sugarcane. Livestock- Pig rearing (both for commercial sale and personal use), poultry, goats, and cow. Handloom- a traditional occupation, practiced mainly by women.	One of the major Mizo tribes of the Christian faith, and closely related to Lusei, Paite, and Lai tribes of Mizoram. Mostly found in North Mizoram districts- Saitual, Aizawl, and Kolasib. They speak Hmar dialect, which is akin to the Mizo language but has distinct vocabulary and pronunciation. Churches play a central role in education, health services, and social organisations. High literacy rates.	Hmar Inpui is the supreme traditional and cultural council of the Hmar tribe, serving as the highest representative body for community affairs. It plays a crucial role in preserving the Hmar identity, overseeing social governance, and uniting Hmar people across Mizoram, Manipur, Assam, and beyond. Youth are active in student unions**,** church youth groups, especially Hmar Youth Association, and NGOs.
Paite	Shifting cultivation is one of their key traditional practices. Gradually, they are shifting to settled agriculture with the support of government programmes. Main	One of the major Mizo tribes of Christian faith is concentrated mostly in Champhai, Khawzawl, and Saitual districts. They are close to the Lusei, Hmar, Lai, and Thado tribes. Paite	Zomi Council- A pan-Zo ethnic organization that includes Paites along with related groups like Hmar, Simte, Zou, etc. It aims to unite all Zomi (Zo) people under a common identity and

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	agriculture and horticulture Crops- Rice, Maize, millet, pulses, beans, chili, pumpkin, banana, papaya, orange, and pineapple. Livestock- Pig (High demand both culturally and commercially), Poultry (highly popular); goats and cows (small extent) Weaving is traditionally done by women. Weaved Shawls, bags, wraps are sold in the market.	means people from the plain. The Paite language is similar to the Mizo language. Church plays a significant role in daily lives. A high literacy rate among women who are often encouraged by the church through fellowships.	advocate for autonomy and rights**.** Paite Students' Welfare Association, a student and youth organization, works for education, awareness, and development.
Lai (paw)	Shifting cultivation is one of their key traditional practices. Gradually, they are shifting to settled agriculture with the support of government programmes. Main agriculture and horticulture Crops- Rice, Maize, millet, pulses, beans, chili, pumpkin, banana, papaya, orange, and pineapple. Livestock- Pig (High demand both culturally and commercially); poultry (broiler and duck); goats and cattle (lesser extent) Women practice handloom.	One of the recognized Scheduled Tribes of Mizoram having close linguistic, cultural, and ethnic similarities with Lusei, Hmar, and Mara. They are predominantly inhabited in the southern part of Mizoram, especially in the Lawngtlai district, which is home to the Lai Autonomous District Council. Besides, they also live in Lunglei and Siaha districts. Lai has several dialects that are used in schools, local administration, and churches in Lai LCDC. Lai language is similar to Mizo language.	The Lai Autonomous District Council (LADC) is one of the three Autonomous District Councils in Mizoram**,** created under the Sixth Schedule of the Constitution of India to safeguard the rights and identity of the Lai tribal people. It provides limited self-governance in tribal-majority areas within Mizoram. Lai Student's Unions and Young Lai Association promote education and leadership among youth, and focus on community services.
Mara (or Lakher)	Primarily, an agrarian society depends on jhum cultivation. Some of the major crops are Rice, maize, and pumpkins. They are supported by the government for	The Mara are one of the major indigenous tribes of southern Mizoram, primarily residing in the Siaha district. They are ethnically related to other tribes like the Lai,	Mara has their own Autonomous District Council (MADC) under the Sixth Schedule of the Indian Constitution. MADC exercises authority over subjects

Table 7: Ethnic Tribes and Their Cultural and Livelihood Practices			
Major Tribes	**Livelihood Practices**	**Language, Culture, or Traditional Practices**	**Community Governance Practices**
	cultivating horticultural crops like ginger, turmeric, pineapple, and banana. Livestock- Pigs, poultry, and cattle Handicrafts and bamboo work- bamboo basket, furniture, mats	Chakma, and Lusei. Their language, Mara or Lakher, although different from the Mizo language, does have some similarities. The church plays a critical role and influences their personal, social, and cultural matters.	like land administration, forests, education, public health, and customary laws. The Mara Youth Association (MYA) is the principal youth organization of the Mara community in Siaha District**,** Mizoram. Established to promote unity, cultural identity, and development among Mara youth. MYA runs drug awareness drive for addressing drug abuse cases among the youth.
Chakma	Agriculture is the primary occupation of the Chakma tribes. They mainly practice jhum cultivation, settled cultivation in valleys, and on riverbanks. Main crops- rice, maize, chili, ginger, turmeric, sesame, and vegetables. Horticulture crops- Banana, pineapple, and orange. Other livelihood activities include- fishing, NTFP collection, pig rearing, poultry, goats, and cattle. Handicraft- weaving, bamboo craft, and pottery	A non-Mizo tribal community of Buddhist faith lives in the southwestern part of Mizoram, especially in the Lawngtlai district. Monasteries play a significant role in governing people's lives. They use the Chakma language, which has similarities with Pali and Burmese, but is different from the Mizo language. They have their script, "Ajhā Pāṭh," which is used in traditional settings and schools in the autonomous council. Women play a key role in the handloom textile production. Marriages in Chakma are mostly arranged, unlike Mizos. Traditional diet- rice, fermented dishes, bamboo shoots, fish. Pig meat is important in ceremonies and festivals.	The Chakma Autonomous District Council is an autonomous council for ethnic Chakma people, formed under the Sixth Schedule to the Constitution of India on April 29, 1972. It holds legislative, executive, and judicial authority over designated departments within its jurisdiction. CADC has a population of 62,094, which roughly constitutes half of the total ethnic Chakma population in Mizoram. In CADC general elections to the VC, women members are elected according to the Mizoram Village Council Bill, 2025. Social and language discrimination, and lack of inclusion in mainstream discourse are some of the challenges for Chakma youth. Drug

Table 7: Ethnic Tribes and Their Cultural and Livelihood Practices			
Major Tribes	**Livelihood Practices**	**Language, Culture, or Traditional Practices**	**Community Governance Practices**
			abuse is a growing concern, too.
Reang (Bru)	They primarily practice Jhum cultivation. Some of the major crops are rice, maize, millet, beans, pumpkin, chili, yam, and horticultural crops- banana, pineapple, orange, and jackfruit. Livestock- Pig rearing is most popular. Also rears poultry, goats, and cattle. NTFP- Bamboo, medicinal plants, and fruits Women weave clothes, bamboo products to sell in the market.	A minority non-Mizo tribal group of Vaishanavism (Hinduism) faith lives in the western area near the Tripura border- Mamit district, Kolasib, and also in Lunglei district. Some of them follow animism too. Their dialect, "Kau Bru" is mainly oral. They use the Devanagari script (close to the Hindi language). In 1997, around 30,000 to 40,000 Bru tribe members shifted to Tripura after a period of violence with the Mizo tribe. In January, 2020 the Government of India signed BRU repartition agreement with Tripura and Mizoram, and around 30,000 Bru tribe members accepted permanent settlement in Tripura. Only a few thousand left in Mizoram.	Raeng tribe's demand for Autonomous District Council in Mizoram was one of the key reasons of violence between Mizo and Bru community. Each Bru village have a Chief called "Bichhu" who is supported by VC and is responsible for dispute settlement, allocating land for jhum farming, etc. The reang community follows customary laws passed down orally. Women have limited rights and participation in property ownership, community decision-making, and political leadership. Many Raeng youth are engaged in mobilization related to land rights and rehabilitation.

Implementation Responsibilities

142. **SPIU Level:** The Manager – Gender and Capacity Building and the two Assistant Managers – SECAP (one for northern districts, the other for southern districts) will be responsible for providing strategic guidance on inclusion of the target groups, namely: women (especially female-headed households and single women), youth, and ethnic religious minorities. Their responsibilities will include preparing guidelines for ensuring active participation of target groups in village-level meetings, conducting PRA exercises, and beneficiary selection. After selection of the beneficiaries at the village level, the Manager and Assistant Managers would have to check the beneficiary list to ensure key

target groups are covered in the project activities. In addition, they must conduct occasional checks with the Manager – M&E to ensure participation of the vulnerable, targeted groups. The Manager – NRM will be responsible for ensuring the inclusion of landless communities in Intensive Zau cultivation. The Manager – M&E will be responsible for ensuring data collection on the inclusion of target groups and preparing a learning note based on data analysis to guide the thematic team on social inclusion. The Manager – Gender and Capacity Building, and the two Assistant Managers – SECAP, will support the Manager – M&E in data analysis and learning note preparation. They will also work with the Business Production Unit team to ensure: (i) women-led enterprises and entrepreneurial youth are included in the enterprise development; and (ii) geographies with maximum ethnic religious population are covered by CMC and farmers' markets.

143. **DPIU Level:** The Assistant Manager – Gender and Capacity Building and Assistant Manager – Planning, MIS & SECAP will both be responsible for ensuring active participation of the target groups in the village meetings, PRA exercises, and beneficiary selection process. The presence of one of them is essential when conducting the PRA exercises and the beneficiary selection process. After beneficiary selection, they will be responsible for: (i) verifying target goals and achievements related to inclusion; and (ii) informing Manager – M&E. The Assistant Manager – Gender and Capacity Building will be responsible for ensuring the participation of target groups in capacity building meetings and CLF meetings. The MzSRLM field officer will assist him/her in their day-to-day functionalities. The thematic component leads (e.g. AM – NRM, AM – Crop Production, AM – Livestock) are responsible for ensuring the inclusion of the poorest-of-the-poor and poor category beneficiaries in project component activities. The District Project Manager and Manager – M&E will be responsible for overall implementation and monitoring.

144. **Village-Level (Field Team and Community Resource Persons (CRPs)):** Field team and CRPs will be trained by the Assistant Manager – Gender and Capacity Building and the Assistant Manager – Planning, MIS & SECAP on gender and social inclusion, and environmental and social safeguards. The field team and CRPs will be responsible for: (i) cross-verification of the data collected during the PRA processes; (ii) conducting frequent check-ups on the marginalized group(s) to ensure their active engagement in project activities; and (iii) informing the DPIU and SPIUSPIU if there are any discrepancies and/or capacity needs and requirements.

145. Tables 5, 6, and 7 provide a summary of (i) targeting for old vs. new districts; (ii) targeting by project activity (including person(s) responsible); and (iii) development pathways foreseen under FOCUS 2.0 for each project group.

Table 8: FOCUS and FOCUS 2.0 – Targeting Strategies for New and Old

Districts under FOCUS	Districts Under FOCUS 2.0	Exclusion/ Inclusion Criteria for FOCUS Beneficiaries
Champhai, Khawzawl, Mamit, Serchhip, Aizawl	Aizawl, Lunglei, Lawngtlai, Siaha, Hnathial, Kolasib, Saitual (New) + Champhai, Khawzawl, Mamit, Serchhip, (old)	874 HHs benefited under IFS-CADA activities will not be eligible for big-ticket activities such as Intensive Zau Cluster or Pig rearing, where the unit cost of investment per HH is high. As already significant amount has already been invested for the economic upliftment of 874 families, they will only be eligible for activities such as market access or goat rearing where unit investment cost is low. Other beneficiaries, barring 874 of the FOCUS, will be eligible for all activities under FOCUS 2.0

Table 9: Targeting Strategy in Project Activities & Person Responsible

Sl.	Component	Subcomponents	Target Group	Rationale	Person Responsible for Ensuring Project Targeting
1	**Market Access and Enterprise Development**	**1.1 Market Infrastructure**			
		A. Market Access for Broiler Poultry Farms	- Beneficiaries covered under Component 2.2 under "Poultry Value Chain" support will benefit from the market support	Market access support will be prioritized for all the FOCUS 2.0 Broiler Poultry Farm, Goat value chain, Zau cluster, and non-Zau clusters beneficiaries as part of the value-chain development that is	Manager & Asst. Manager-Livestock at SPIU and DPIU are responsible for day-to-day activity implementation.

			- Progressive poor and other large farmers who have their Broiler poultry farms but lack proper market channel support - FOCUS Beneficiaries who have broiler poultry farms	one of the primary objectives of the project. FOCUS IFS-CADA beneficiaries and livestock keepers who are continuing the agriculture/ livestock promotion will be provided with market infrastructure support for increasing their income and sustaining the effort of the last project cycle investment. In addition, progressive poor HHs that are practicing commercial agriculture/ horticulture/ poultry/ goat rearing will be provided access to the market infrastructure, as it would increase the volume of the produce and would reduce the unit expenditure cost for transportation, handling, human resources, and miscellaneous costs. Mizoram, characterized by its hilly terrain and increasing extreme weather events, faces frequent disruptions in the collection of produce and its supply to market areas. Studies have highlighted the state's infrastructural constraints and challenging geography, which hinder effective disaster response and long-term resilience-building	Manager and Asst. Manager-BPI Lead and Livestock will provide Strategic Guidance. Manager-M&E and Asst. Manager-Planning, MIS &SECAP are responsible for monitoring the activities from time to time.
		B. Market Access for Poultry Eggs/ Goat Meat	- Beneficiaries covered under component 2.2 under "Poultry value chain" and "goat value chain" will be prioritized - FOCUS beneficiaries rearing layer birds or rearing goat will be eligible - Progressive Poor HHs having their own layer bird farm or goat production units		Manager & Asst. Manager-Livestock at SPIU and DPIU are responsible for day-to-day activity implementation. Manager and Asst. Manager-BPI Lead and Livestock will provide Strategic Guidance. Manager-M&E and Asst. Manager-Planning, MIS &SECAP are responsible for monitoring the activities from time to time.

		C. Market Access for Agri/ Horti Commodities	- Beneficiaries covered under Component 2.2 under "Zau Intensive Clusters" will be prioritized for getting this market support - Non-Zau Clusters - Existing Zau Clusters - IFS-CADA beneficiaries - Progressive poor and other large farmers of the area who are engaged in commercial agriculture and horticulture production	efforts. Supporting market access for rural smallholders helps farmers harvest their produce on time, reduce post-harvest losses, maintain product quality, access markets year-round, secure better prices, and increase their incomes, thereby strengthening their adaptive capacity to the adverse impacts of climate change.	Manager and Asst. Manager-Crop Production at SPIU/DPIU are responsible for day-to-day activity implementation. Manager & Asst. Manager-Livestock and BPI will provideStrategic Guidance. Manager-M&E and Asst. Manager-Planning, MIS &SECAP are responsible for monitoring the activities from time to time
		1.2 Enterprise Development			
		A. Value Addition and Enterprise Development	Progressive poor who are engaged in commercial production and marketing have experience in trading; youth entrepreneurs running small-scale businesses; women-led businesses, female entrepreneurs; SHG groups engaged in food processing and	Some personality traits and business acumen would be essential for enterprise development - risk-taking capability, resilience, business, and financial literacy, communication and negotiation, marketing and sales, and leadership and management. The project would select rural entrepreneurs who have some previous experience in	Manager and Asst. Manager-BPI at SPIU and DPIU

			marketing.	running small-scale businesses, dealing with the market. Women and youth entrepreneurs, women-led businesses will be prioritized.	
		1.3. Financial and Digital Ecosystem			
		A. Business Development Services	Progressive poor who are engaged in commercial production and marketing have experience in trading; youth entrepreneurs running small-scale businesses; women-led businesses, female entrepreneurs; SHG groups engaged in food processing and marketing.		
		B. Agri Innovation Accelerators	Progressive poor engaged in commercial production and marketing, female and youth entrepreneurs.		
2	**Agriculture Productivity and Climate Resilience**	**2.1. Agriculture Development**			
		A. Support to Non-Zau Households	Poor and progressive poor HHs, female-headed households and single women who do not have labour support for intensive Zau clusters, Poultry and Goat value-chain beneficiaries, IFS-CADA beneficiaries	Poorest of the poor- landless poor who depend on the jhum land for agriculture production, female-headed households who practice Jhum cultivation and have household labor support for two-season crop production will be prioritized for the intensive-Zau cultivation. As Intensive Zau	Manager and Asst. Manager- Crop Production/ NRM will provide strategic guidance and day to day support. Junior Engineers,

		B. Zau implementation-existing Zau	Existing Zau beneficiaries	promotion involves high unit cost, progressive poor HHs who have land between 2-5 Ha wouldn't be eligible for this activity. Similarly, poor HHs who have a member employed in a government job wouldn't be eligible for the Zau cluster. The updated wealth ranking of MzSRLM will be used to exclude HHs from the Zau cluster. IFS-CADA beneficiaries who received support in the last project cycle for lease farming or Zau clusters won't be eligible for the Intensive Zau cluster in this cycle, as the main objective of the project is to benefit the most vulnerable communities and reach out to the most people. The benefits of digital extension services will be available to both Zau and non-Zau clusters, both old and new Zau clusters.	GIS experts will provide support in land development and zoning planning
		C. Zau Implementation	Poorest of the Poor HHs; Poor HHs, female-headed households and single women		
		D. Capacity Building	Both Zau and Non-Zau clusters, IFS-CADA beneficiaries		
		E. Digital Extension Services	Both Zau and Non-Zau clusters, IFS-CADA beneficiaries,		
		2.2. **Livestock Development**			
		A. Support to Piggery Value Chain	Poor and "progressive poor" HHs; Prioritized to HHs who lost their pig herd to ASF and still have pig sheds	Maintenance of pig production units, both for breeding and fattening purposes, needs investment, and more so for breeding units. Land would be required for the construction of pig sheds, and hence, the activity	. Manager and Asst. Manager--Livestock at SPIU/DPIU will provide strategic guidance and
		B. ASF Management in	Pig value-chain beneficiaries (poor and		

		Piggery	progressive poor)	wouldn't be suitable for the poorest of the poor.	responsible for implementing and looking after the day-to-day activities.
		C. Support to Poultry Value Chain	Broiler Farmers - Beneficiaries included in the "Poor" category- having at least a landholding (periodic patta/ homestead land settlement certificate), Median category in MzSRLM wealth ranking Layers Bird Rearers- Beneficiaries included in the "Poor" category, having at least some permanent land ownership (Periodic Patta/ LSC) up to 2 Ha, falling in the median category in MzSRLM wealth ranking. Female-headed households and single women with homestead land would be considered for layer bird rearing.	Homestead land would be required for constructing the shed for the backyard poultry. Disease breakouts can cause total loss, so HHs having land and asset ownership, falling under the median category, would have better risk-taking and shock absorption capacity. Progressive poor who can manage bigger units can become a role model for other smallholders. Beneficiaries who benefited under the poultry value chain, as the unit cost is not high, would be eligible to get other benefits, such as non-Zau cluster support.	
		D. Support to the Goat Value Chain	Goat Rearers - The poorest of the Poor and the Poor practicing Zau cultivation will be eligible for goat rearing.	Goat rearing will be promoted in the Zau land, hence poorest of the poor HH covered under the Zau cultivation will be eligible for goat rearing. As the unit cost of goat rearing is not high, beneficiaries who benefit from goat rearing will	

				also be eligible to receive other benefits if they are not covered under the Intensive Zau cluster.	

Table 10: Target Group Categories and Development Pathways

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
Poorest of the Poor: - (referred as "landless" in the FOCUS)- a) HHs do not have temporary pass and land settlement certificate for any land other than residential plot and depending on accessing tenurial rights to jhum plot via the lottery allocation system b) have participated in the jhum land cultivation in last three years continuously, c) depending on wage labour as primary or secondary source of income, d) do not have any family members working in the government, and e) falls on the lowest category in the wealth rank conducted	These HHs are resource-poor, do not have economic assets, and depend on Jhum land for food production, where they don't have control over the kind of land they will have for a particular year, as it depends on the lottery system. They do small-scale subsistence farming, production mostly used in household consumption. They have unemployed earning hands/ surplus agricultural laborers who need gainful engagement. They keep a few poultry birds in the backyard or a few pigs, which are often used for distress sale. Income from agriculture is not sufficient,	Individuals, SHGs, Vos, PGs, CLFs	Intensive Zau cultivation (sustainable crop intensification intervention interventions based on market-driven crop selection and agro-ecological farming)- Signing MoUs with VCs for long-term collective leases for at least 10 years for promoting settlement farming; production of agricultural and horticultural crops using integrated farming techniques, IPM, and investing in soil health improvement, multi-storey and multi-season cropping;	Most of these HHs are already practicing mixed cropping in the Jhum cultivation without using almost any chemical inputs. The project will streamline the leasing process from VC processes to ensure investment in land development and soil improvement. Crops will be selected in a participatory manner with communities and based on market demand, agro-ecological requirements. CRPs and block-level staff will provide technological and handholding support regularly.

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
by MzSRLM, 15 percent of total beneficiaries will fall under this category, which means 11,380 HHs Note: The population data and land data were not both updated. All the population data are from 2011 census. According to that data, only 3.77 percent population of Mizoram lives below the poverty line. The project is using land ownership, resource base, government job as some of the key indicators for defining poverty. In the absence of the updated land data, the selection of beneficiaries will be done on the basis	so they depend on earning wages from agricultural labour, construction works of the MGNREGS.			
	Female-headed households and single women, single women who practice Jhum cultivation for small-scale subsistence farming, and have surplus labour at the household level			Resource-poor female-headed HHs and single women are one of the most vulnerable groups who face both social and economic vulnerability. They mostly practice subsistence-level farming and try to survive with the support of agricultural labourers' work or different government support. Due to a lack of resources, they prefer not to select capital-intensive vegetable and horticultural crops, and often cultivate WLR and some vegetables. In the absence of collective marketing, they often sell their produce, if any, in the nearby village. FOCUS 2.0 will provide capital investment support to these HHs for investing in crop production

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
of PRA exercises done at the village level. These percentages of poverty categories and numbers will be changed and updated after the PRA. This categorization is a mean to show that which criteria will be prioritised in the beneficiary selection				technologies and land improvement. Further, it will help the families to sell their produce in distant markets, sometimes with proper branding and packaging, at a higher price, and thereby increase their income from agricultural cultivation.
Poor: **a) having land ownership of less than 2 Ha, either temporary land pass or agricultural land** settlement certificate (LSC) or homestead land settlement certificate (LSC) other than residential plot; b) practicing agriculture cultivation in last three years continuously, c) falling under "median" category in the MzSRLM	These HHs are better-off in comparison to the poorest of the poor category- having some amount of permanent land ownership- periodic patta or LSC, but still doing jhum cultivation; some of them might be having horticultural orchards or oil palm cultivation on their land, doing rice or mixed cultivation on the jhum land; this group can be divided	Individuals, SHGs, Vos, PGs, CLFs	Intensive Zau cultivation (sustainable crop intensification interventions based on market-driven crop selection and agro-ecological farming); promoting value-chain and providing market linkage support with promotion of Farmers' market, CMC Providing land development support,	These HHs are more entrepreneurial and commercially oriented than the first category. Some of the problems they face are – i. improper crop selection & not following proper package of practices, (ii) lack of investment in land development and soil health leads to poor soil fertility, and erosion, (iii) lack of collective marketing and often leads to distress sale, (Iv) lack

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
wealth ranking, c) do not have any family members working in the government; The largest proportion of beneficiaries falls under this category – 70 percent, which means 53,140 HHs	into two categories – i. Some who have very marginal land ownership, less than 1 Ha ii. those who have land ownership between 1 Ha and 5 Ha		linking with the market, and providing value-chain support	of proper marketing channel, (v) no ware-house or cold storage support for storing produce to avoid market fluctuation, (vi) due to lack of exposure to market and business development skill not able to earning sufficient income, (vii), lack of technical support during production system makes them to incur losses due to disease outbreak etc. FOCUS 2.0 will take the initiative to address production and market challenges to strengthen the value chain. Further, the project will help them to focus on a few key products for brand development.

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
	Livestock keepers who rear small-scale backyard poultry, piggery, or goats and sell the products to the middlemen/traders or sell in the local market. Most of these small livestock units are run and managed by women of the HH. Livestock rearing is their primary source of income, and they practice WLR and mixed cropping in the jhum land for consumption purposes.	Individuals, SHGs, Vos, PGs, CLFs	Providing shed support and input costs for poultry/ piggery/ goat units; providing livestock management training; providing support for breed improvement in case of Pig rearing by promoting the Boar semen center; reducing the animal mortality rate by providing vaccination and health care support; providing insurance support to coverup any loss incurred due to disease outbreak such as ASF, exploring and promoting sustainable market both within the district, state and outside the state; promote meat processing centers for providing better marketing opportunity.	Almost all HHs in Mizoram keep one or two pigs, as it has cultural significance. Backyard poultry is also pretty prevalent in the state. The operating scale is small and, in most cases, lacks the market and veterinary support. FOCUS 2.0 does not introduce any new breed or species that locals are not acquainted with. Rather, the project will analyze the loopholes existing in the current value chain and will plug all the holes by providing veterinary and insurance support, linking with the market, promoting paravets, and taking initiative to reduce the feed cost.

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
	i. Female-headed HHs and single women who have some kind of permanent land ownership, who have more capital and asset base ii. Female-headed HHs and single women who are engaged in backyard poultry, pig, or goat rearing in their homestead; livestock rearing is the primary source of income, might be or might not be practicing jhum cultivation; have some risk-taking capacity	Individuals or part of SHGs	Land development support, supporting forward and backward linkages for crop production; supporting promotion of vegetable and horticultural crop production; Providing shed support and input costs for poultry/ piggery/ goat units; providing livestock management training; providing support for breed improvement in case of Pig rearing by promoting the Boar semen center; reducing the animal mortality rate by providing vaccination and health care support; providing insurance support to coverup any loss incurred due to disease outbreak	Some of the key-challenges faced by female-headed households are – i) lack of access to technology, information, services, (ii) in the absence of the person power they rarely explore distant market and sale the produce in the village or nearby markets, (iii) lack of training on production technology and livestock management reduces their productivity. FOCUS 2.0 will emphasize increasing their access to different services through paravets, CRPs, and by providing on-field training and handholding support for the market of produce, encouraging collective marketing at the village/ block/ district level will remove the production and marketing level constraints female-headed households and single women experience.

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
			such as ASF, exploring and promoting sustainable market both within the district, state and outside the state; promote meat processing centers for providing better marketing opportunity.	
Progressive Poor **Progressive Poor** - a) who has land ownership of 2-5 Ha land as a temporary pass or land settlement certificate for land other than a residential plot, b) practicing commercial agricultural/ horticulture/ livestock rearing for three years at least, c) higher rank in the MzSRLM wealth ranking. This category includes 15 percent of beneficiaries-	These HHs belong to relatively well-off families who have land ownership, an economic asset base, some members of the families might be engaged in permanent employment in the government or private sector, and are engaged in commercial agricultural/ livestock production. They have risk-taking capacity, exposure to trading and market (district/ state level)	FPOs / FPCs, Individuals, SHGs, POs, VOs, CLFs,	Promoting CMC and Farmers Market at the block and district level for collective marketing of the produce; training farmers/ farmer groups in sorting, grading, and packaging for quality control; training on running a collection center and maintaining record books for financial obligations, promoting local entrepreneurs.	Entrepreneurial oriented HHs will be selected for this activity as it requires higher risk-taking capacity, business development aptitude, understanding of the market, and trading. Most of these activities are new in this area, as most farmers either produce for household consumption or sell in the nearby markets only. Hence, the project will put utmost importance on selecting beneficiaries for this line of activities. Rigorous capacity-building trainings and exposures

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
11,800 HHs				will be organized for CRPs, quality controllers, etc.
	Women or women's groups engaged in trading, food-processing on a small scale, have some capital base to support, exposure to the market, but need business development understanding, and better food processing technology.	SHGs, POs, VOs, CLFs, FPOs,	Providing training on post-harvest technologies, food processing, providing training on sorting, grading, packaging, and branding. Conducting training on business development acumen, record keeping of investment and income, and organizing entrepreneurship training and exposure, orienting producers on market development	Women's groups that are already trained by the MzSRLM or KVKs on food processing will be prioritized in this category, as they are already trained on some of the aspects. FOCUS 2.0 will take the initiative to create the market linkages and build a niche product from their already selected value chain. In addition, the project will promote women's groups for food processing and developing the agro value chain.

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
	Techno-savvy young men and women having an understanding of market/ trading, high mobility, interested to learn new technologies, and	Individuals	Providing training and exposure, linking them with the different credit and market institutions; training rural youth as quality controllers, and supporting the operations in the CMC and farmers market	FOCUS 2.0 will emphasize conducting training and exposure visits for building entrepreneurial skills, business acumen, and adaptability capacity of the rural and urban youth to promote them as entrepreneurs and service providers. However, the selection of the right beneficiaries will be very important, and the project will use a thorough scrutiny in the selection of candidates.
	Entrepreneur/ Entrepreneurs from ethnic religious minority groups engaged in trading/ marketing/ food-processing of agro-produce and livestock products	Individual	Assessing their current capacity and understanding their support need in their current value-chain work, providing capacity-building training, supporting them to develop forward and backward linkages for	Local entrepreneurs of ethnic religious minorities who are already engaged in the value-chain work will be supported through capacity building, financial linkages, market exposure, etc.

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
			their selected produce, creating linkages with financial institutions, and supporting them to get financial support	
Women, this category includes married women, single women (unmarried), and female-headed households. 49 percent of the total beneficiaries will be women – 37,198	Married women who, despite significant contributions to the farm production, rarely get access to agriculture training or get represented in the community-based institutions, are often represented by their husbands and lack decision-making capacity in the public sphere. Single women (unmarried) and female-headed households whose productivity and income are limited by social-cultural norms. The gender wage gap in the farm sector shows	SHGs, POs, VOs, CLFs, FPOs,	Women and Women's groups will be engaged in agriculture, horticulture, livestock production, and marketing, and the development of value chains.	FOCUS 2.0 will have a strong focus on Women- the project won't be limited to ensuring participation of women in the project activities, rather it will create a conducive environment for economic empowerment of married and single women, and female-headed households. They will be encouraged to represent in the decision-making positions at the village and block level, and promote themselves as entrepreneurs and progressive farmers.

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
	how women are not treated equally. Women contribute more than 80 percent work responsibility but are rarely represented in the social, political, and decision-making spaces.			
Youth (Young men and women), this category includes young men and women aged 18-35 years.	Youth in Mizoram are characterized by being educated, exposed to the outer world, but lack vocational skill training, limited access to resources, and a lack of proper infrastructure are some of the major bottlenecks for rural youth in Mizoram. Unemployment is a serious problem in Mizoram.	Individual	The gainful employment for youth will be ensured through the project by creating an enabling atmosphere for business development through capacity-building training, exposure, and matching grants.	The project baseline will try to capture the skills, interests, concerns, and aspirations of youth, and based on the findings, the youth will be provided with capacity-building training, exposure, and capital investment support to promote them as paravets, AI Workers CRPs, etc. Skilled and enterprising young individuals will receive support to launch their businesses through training, matching grants, and mentorship. Educated youth will be assisted in starting their ventures

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
				through suitable incubation services. Those who succeed in building start-ups or businesses may serve as role models for unemployed youth."
Ethnic Minorities	This HH belongs to the ethnic minorities of Chakma, Lai, Mara, and Raeng. Ethnic religious minorities such as Chakma and Raeng reside primarily in the poverty-stricken southern districts of Mizoram and the Mamit district. They depend on agriculture and allied activities such as livestock rearing and fisheries for their life and livelihoods. Chakma people place a lot of emphasis on higher education for their children and prefer to go out of the	SHGs, POs, VOs, CLFs, FPOs,	Providing support to increase agricultural and livestock production by adapting better production technology, and getting more income for their produce through market and value-chain support	FOCUS 2.0 will ensure inclusion of the ethnic religious minorities group by targeting the districts/ blocks/ villages where they reside. The project will use their specific ethnic tribe language in the development of communication or knowledge products, in capacity-building trainings for ensuring their effective participation. In the districts where the population of Chakma, Reang tribes is high, the project will make an effort to hire at least one DPIU person (preferably Assistant Manager-gender andCapacity Building)

Category of Beneficiaries	**Characterization**	**Individual/ Group/ Organization**	**Activities**	**Livelihoods and Value Chain Development Pathways**
	state for a job. Raeng community practice WLR, vegetable cultivation, and orcharding. Backyard poultry and pig rearing are also prevalent among these communities. All of them have separate tribe languages, and most of them do not understand Mizo, especially Chakma and Raeng. Lia and Marri have a better association with Mizo communities.			who has proficiency in tribe language.

3.8 Procurement

146. Procurement of goods, works, and services under the project, financed from resources provided or administered by IFAD, will be undertaken in accordance with IFAD's Procurement Guidelines and Handbook (dated December 2020) and as amended from time to time. In the absence of national law which safeguards the interests of transparency, fairness, and grievance redressal of the participating bidders/suppliers, IFAD Procurement Guidelines shall be followed both at the central and at the decentralized levels by all implementing entities. For full details on Procurement (including responsible actors), please refer to Appendix 3B.[12]

147. **Phase II Enhancements:** Though the previous project followed IFAD Project Procurement Framework, there were significant weaknesses noted by the Missions and Audit reports, mainly due to non-availability of skilled procurement staff at the district level and many activities were given to the community institutions to procure, without adequate assessment of capacity and internal controls. The implementation arrangements for FOCUS 2.0 have been improved as one of the key mitigation measures to address the substantial ranking of the Procurement Risk Management assessment and the lessons learnt on the moderately satisfactory performance of procurement functions in FOCUS.

148. **Procurement Staffing:** FOCUS 2.0 will have procurement staffing for both SPIU and DPIU level. Focus 2.0 will have one Manager Procurement and two Asst. Manager Assistant Manager Procurement s at SPIU. Each DPIU will have one Asst. Procurement Manager except Aizawl district. The Procurement team at SPIU will look after all the procurement activities for DPIU Aizawl as well. This arrangement for deployment of Asst, Managers at DPIU level is being proposed as risk mitigation for the project towards efficient procurement operation at district level and monitoring of Community procurement at DPIU level

149. **Capacity building support:** Trainings will be provided to all the Procurement staff engaged under FOCUS 2.0. IFAD will arrange Procurement training on Project Procurement guidelines and Procurement Handbook 2020 including orientation on procurement planning and Contract Management steps on OPEN[13] portal. Other capacity building programmes in Government of India training institutes or ITC/ILO besides implementation support and technical assistance will be explored. The proposal for capacity building for procurement staff will ensure avoidance of risk observed during capacity assessment of the LPA.

150. **Implementation partners:** The project will engage implementation partners and line departments for IFAD financed activities or convergence activities. These partners will follow IFAD Project Procurement Framework for IFAD-financed activities. The current community procurement guidelines issued by FOCUS will be used with appropriate modifications. The project will ensure audit of procurement transactions at all levels by the internal auditor as well external auditor, reporting directly to the State Project Director.

151. **Adherence to IFAD Policies:** The project, shall adhere to the IFAD Anti-corruption policy and Policy on preventing sexual harassment and exploitation and abuse (SHEA) including contracted service providers, suppliers and individual consultants[14]. Other good governance measures are incorporated in Appendix 3b (Procurement Manual).

[12] IFAD recommended Project Procurement related documents could be further explored.
[13] https://open.ifad.org/
[14] IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations: https://www.ifad.org/documents/48415603/49477334/fraudpolicy_eb86_e.pdf/bf7508da-1feb-45b6-b2f7-

152. **Standard Procurement Documents and Procurement Methods:** FOCUS 2.0 will use standard Bidding Documents of IFAD for all the contracts in first 18 months approved Procurement Plan and subsequent plans duly approved by IFAD on the OPEN Portal. National Shopping under SPIU/DPIU should be done through GEM portal to ensure better outreach to market, transparency and value for money. The project will follow procurement methods prescribed as per the thresholds prescribed in PPA to be issued to SCRAM (the Lead Project Agency for FOCUS 2.0) under Planning and Programme Implementation Department, Government of Mizoram.

153. **Contract Management:** The project will establish an effective contract management system which includes all contracts and its administration. All contracts irrespective of value should be entered into IFAD Client Portal-Contract Monitoring Tool. ICP-CMT is an online tool, which is dynamic and enables good data harvesting and analysis. For access credentials, the Project shall request IFAD by nominating users. The Procurement Manager and the Assistant Manager Procurement shall monitor and update the contract details until completion and closing of contracts. Exceptions and Cost over-run items should be reported to the State Project Director / Project Director.

154. **Dispute resolutions:** In the event of any dispute between the Borrower/Recipient and a bidder or contractor, the process for this dispute will be as outlined in the bidding documents, contract or state / national laws of the country as applicable. In these circumstances, IFAD shall not be appointed as an arbitrator or requested to appoint an arbitrator. The Project will have an online GRM to lodge any procurement related complaints on its website, aligned with the GRM described in the Environmental, Social, and Climate Management Framework (ESCMF).

155. **MIS-procurement:** IFAD will not finance expenditures for goods, works or services that have not been procured in accordance with these Guidelines and the financing agreement. In such cases, IFAD may take remedial action as outlined in the financing agreement. The issuance of a no-objection for the award of a contract shall not prevent IFAD from declaring mis-procurement upon finding that the no-objection was issued on the basis of incomplete, inaccurate or misleading information, or that the contract was modified without IFAD's approval.

156. **Procurement Supervision Plan:** IFAD will undertake procurement review during supervision missions and will generally include the following activities:

- Supervision of procurement-related start-up activities by the borrower/Implementing Agency;
- Review of individual procurement operations;
- Procurement follow-up and management via a review of the project's procurement plan and data in the Contract Monitoring Tool.
- Supervision and Implementation Support Missions.
- Project Completion Mission.

3.9 Annual Work Plan and Budget (AWPB) and Procurement Plan (PP)

- **Development of AWPB**

2365155f1a7c?t=1726605392152; and IFAD policy to preventing and responding to sexual harassment, sexual exploitation and abuse: https://www.ifad.org/documents/48415603/49466249/SEA_e_web.pdf/322dc89f-c148-f336-ddce-6629766866c3?t=1726604871452

- Before the beginning of each fiscal year for the project, the Finance Manager (SPIU) should in consultancy with other project staff, MPAs and stakeholders, prepare the AWPB for the next year reflecting any updates to the project cost tables detailed in the project design. AWPB should be prepared based on state-level budget allocations agreed and included in the state budget of Mizoram. The budget and financing plan should be prepared and presented on a quarterly basis. The data on the number of activities to be implemented in the coming year and the estimates of the total funds needed to finance them should be presented by component and sub-component, by expenditure category as well as by financier. The estimates should be based on the project's (up to date) cost tables. In addition to the financial information described above, the budget should also take into account the physical outreach of the project (number of farmer's to be trained etc.).
- When preparing the AWPB the following aspects should be taken into consideration:

- Consistency with other financial reports: It is practical to prepare the budget and financing plan in the same format as the periodic (financial) progress reports and the project financial statements of the project.
- Contingency provisions (physical and price) and allocation of funds from the unallocated expenditure category.
- Post implementation activities e.g. arrangements for after life of project, disposal of project assets (computers, vehicles etc.), future repair and maintenance.
- Availability for funds and arrangements for all audits.
- After preparing the draft AWPB, the Finance Manager (SPIU) will send it to the State Project Director and Governing Council for review and clearance/approval before sending it to IFAD for no objection. In accordance with the Financing Agreement, a draft AWPB has to be submitted to IFAD no later than 60 days before the beginning of the relevant fiscal year of the project. If required the SPIU/LPA could propose adjustments in the AWPB during the relevant project year, which would become effective after IFAD' approval.

- Please refer to Appendix 3a of this PIM for the 1st Year Annual Work Plan and Budget (AWPB), and the separate Excel file ("PIM – Appendix 3a: Procurement Plan") for the procurement plan, along with the accompanying Appendix 3b (Procurement Manual) and Appendix 8 (Financial Management Manual).

- The AWPB must be accompanied by a procurement plan prepared by the Assistant Manager Procurement . The first Procurement plan should cover the first 18 months of the project lifecycle while the subsequent procurement plans should cover 12 months of the project lifecycle.

3.10 Financial Management

157. All information related to the project's financial management can be found in the Project Financial Management Manual (FMM), located in Appendix 8. The Financial Management Manual will be tailored by the SPIU with support from the FO using the Financial Management Manual Sample provided in Appendix 8 of this template.

158. The project's financial management manual in Appendix 8 outlines the financial procedures to be followed by the SPIU, DPIUs and other implementing partners during the preparation and planning, implementation, and completion of the project. The manual aims

to describe in detail the necessary steps to be undertaken by the relevant project and finance staff, in particular, when undertaking actions related to: a) planning and budgeting: b) accounting: c) records management; d) internal controls; e) flow of funds; f) withdrawal of financing proceeds; g) processing of payments; h) financial reporting; i) fixed asset management; j) audit arrangements; k) supervision by IFAD; and l) project completion and loan closure.

159. The following are key financial management arrangements that the project will follow during the implementation:

a) IFAD's FM policies and procedures and Government regulations for accounting and budgeting will be mandatory to follow during the implementation of the project.

b) The project will be pre-financed by the state government and will use a reimbursement disbursement method to reimburse IDAD's share of project expenditures. However, advance from IFAD option will also be available in the project legal documents.

c) The project team and CAAA will use ICP to request funds from IFAD. The latest IFRs will be linked to each WA and submitted via the Finance Execution Model of ICP. The IFAD Client Portal (ICP) with a new module, called the Financial Execution module (FE module), is used to direct upload of certain project financial reports into the IFAD Client Portal (ICP). The CAAA (Role of 'Borrower Author' in ICP) will upload the IFR into the system and link the WA to the IFR before submitting it to the Borrower/Recipient for approval in ICP and final submission to IFAD.

d) IFAD's anti-corruption guidelines[15] will be mandatory during the project implementation.

e) FM roles will include Finance Manager, Assistant Finance Manager and two assistant accountants at the SPIU level, one Assistant Manager Finance and one assistant at each DPIU level. SPIU and DPIUs accountants will maintain accounting records in Tally. Roles and responsibilities for key FM staff are included in the FMM.

f) Budgeting will follow internal government budgeting regulations, and a draft AWPB will be submitted to IFAD 60 days before the start of the relevant FY. Detailed budgeting guidelines are provided in FMM.

g) Internal controls: The project will employ necessary FM resources, including FM staff and consultants, to carry out monthly reconciliation of DPIUs' books of accounts with Tally records maintained for all DPIUs at central SPIU. The online banking system of local commercial bank and cloud storage software systems will mitigate the risk of inadequate accounting record keeping and filing of supporting documents. Consultants will be hired to prepare internal audit reports each semester.

h) Indian National Accounting Standards will be applied to prepare project financial statements. Cloud-based Tally accounting software will be used for accounting record-keeping and financial reporting. The software will automatically generate quarterly IFRs.

15 www.ifad.org/en/anticorruption

160. Internal controls are the weakest FM area for the project. Therefore, FMM has detailed policies on how to improve internal controls over operations and accounting record keeping.

3.11 Human Resource Management

161. This section outlines the policies and procedures governing the recruitment, remuneration, performance evaluation, and contract renewal of project staff, ensuring alignment with both national standards and the specific requirements of Externally Aided Projects in the State.

Recruitment and Staffing

162. Staff recruitment will adhere to transparent and merit-based processes, ensuring compliance with applicable government regulations and the specific guidelines of the funding agency. Recruitment will be carried out based on Terms of Reference (ToR) for each position, which are detailed in Appendix 5 of the Project Implementation Manual (PIM). The ToRs will outline the roles, responsibilities, qualifications, and required experience for each position, ensuring clarity and consistency in the recruitment process.

163. Key staff positions, as outlined in the Financing Agreement, will be recruited with priority. These positions include:

- **Finance Team:** Responsible for overseeing project financial management, including budgeting, accounting, and financial reporting.
- **Procurement Specialist:** To manage procurement processes, ensuring compliance with project regulations and international best practices.
- **SECAP (Social, Environmental, and Climate Adaptation) Specialist:** To ensure that project activities align with environmental and social safeguards, as well as climate resilience strategies.
- **Monitoring & Evaluation (M&E) Manager:** Responsible for developing and implementing the project's monitoring and evaluation framework, tracking project outcomes, and ensuring accountability and transparency.

Remuneration and Benefits

164. Staff remuneration will be competitive and aligned with industry standards, subject to the availability of funds and in accordance with the project's budgetary provisions. Salary scales will be reviewed periodically to ensure they remain attractive and equitable, considering the project's financial constraints and the need to retain skilled personnel.

Performance Evaluation

165. Performance evaluation is a critical component of human resource management, serving to assess staff effectiveness and inform decisions regarding contract continuation and professional development. Evaluations will be conducted annually by the Manager of HR, in collaboration with the Project Director (PD) and the State Project Director (SPD). The evaluation process will include:

- **Objective Setting:** Clear, measurable goals aligned with project objectives.
- **Mid-Year Review:** An informal check-in to assess progress and provide feedback.
- **Annual Appraisal:** A comprehensive review of achievements, challenges, and areas for improvement.

166. Based on the performance evaluations:

- **Contract Renewal:** Decisions regarding the continuation of staff contracts will be influenced by performance outcomes, ensuring that only those who meet or exceed expectations are retained.
- **Annual Increment:** Salary increments will be determined based on performance ratings and will be within the range specified in the HR Manual, which has been duly approved by the Governing Council (GC).

HR Manual and Approvals

167. The SCRAM will build upon the **HR manual developed in Phase 1**, adapting the manual, it will outline the project's staffing policies, procedures, and guidelines. This manual will provide comprehensive direction on recruitment, performance management, remuneration, and other HR-related processes. The manual will be subject to approval by the Governing Council (GC), and IFAD's No Objection will also be obtained as part of the overall Project Implementation Manual (PIM) approval process.

3.12 Monitoring and Evaluation (M&E)

168. The Monitoring and Evaluation (M&E) framework for the project builds on key lessons from the implementation of FOCUS. During the earlier phase, several challenges were identified, including the absence of household-level data collection, insufficient activity-wise and district-level disaggregation, and weak feedback loops for adaptive management. These shortcomings have informed the design of a more robust and integrated M&E system under the current phase.

169. The overarching objectives of the M&E framework are to:

- Establish household-level tracking of project interventions to accurately capture the reach and effectiveness of activities.
- Integrate a Remote Sensing (RS) and Geographic Information System (GIS) module, in collaboration with state-level technical institutions, to support real-time planning, geotagging, and spatial tracking of activities.
- Ensure interoperability and data exchange with the Mizoram State Rural Livelihoods Mission (MSRLM), to leverage their existing MIS and ensure consistency in household-level data collection and beneficiary tracking.

170. The M&E system will also include:

- Component-wise tracking of physical and financial progress;
- Results and Impact Management System (RIMS) aligned with IFAD's core indicators;
- A strong focus on disaggregated reporting by gender, youth, and social groups (for instance, different tribes) to enable inclusive impact assessment;
- A harmonized data management approach to ensure that all IFAD-mandated reporting uses a single source of truth, minimizing discrepancies across reports.

Institutional Arrangements of M&E

171. To ensure robust implementation and effective use of the M&E system, the project will strengthen its M&E capacity through a combination of staff capacity development, onboarding of specialized personnel, and technical partnerships where necessary.

172. At the State Project Implementation Unit (SPIU) level, the M&E function will be led by a **Manager – M&E**, who reports to the Convergence Officer (Planning), and who will be directly supported by:

- **Manager – Knowledge Management and Communications**, responsible for ensuring effective documentation, dissemination of lessons, and communication of results;
- **Assistant Manager – MIS & Data Analysis**, responsible for managing the project's Management Information System and digital data tools, and who will ensure consistency, quality, and timely aggregation of data across project components

173. In addition, the Manager – M&E will serve as the reporting line for:

- **Manager – Gender & Capacity Building**, whose responsibilities are covered under section 3.6 (SECAP) and 3.7 (Targeting and Gender) of this PIM, but whose responsibilities to the Manager – M&E include: (i) ensuring integration of gender within the project M&E; and (ii) providing updates and statistics on gender and capacity building efforts under the project, when needed; and
- **2 Assistant Managers – SECAP**, responsible for managing SECAP work in the northern and southern districts, respectively (details outlined in section 3.6 of this PIM), and providing updates to the Manager – M&E, as needed, on the status of SECAP work.

174. This central M&E team will be supported by Assistant Managers – Planning, MIS, and SECAP at the district level, who will be responsible for:

- Regular updating and validation of district-level data;
- Ensuring harmonized data usage across planning, reporting, and compliance with Social and Environmental Climate Assessment Procedures (SECAP);
- Providing backstopping to field teams for real-time data capture and reporting.

175. The project will further leverage its block-level staff and Community Resource Persons (CRPs), as well as data generated from Self-Help Groups (SHGs) under the Mizoram State Rural Livelihoods Mission (MzSRLM), to facilitate continuous, ground-level data collection and feedback.

176. The Manager – M&E will oversee all core functions including planning, monitoring, evaluation, learning, knowledge management, reporting, and results communication. This role will also be responsible for ensuring the relevance, accuracy, and efficiency of systems for targeting and beneficiary tracking.

177. The structure ensures that the same data sources are consistently used across all levels of planning and reporting, strengthening accountability and supporting evidence-based decision-making throughout the project cycle.

Project Logical Framework:

178. The project's logical framework, or "log frame", will serve as the foundation for a **three-tiered Monitoring and Evaluation (M&E) system**, structured to capture results across the results chain:

- **Output Monitoring**: Focused on tracking the delivery of physical and financial inputs, implementation of planned activities, and achievement of tangible outputs.
- **Outcome Monitoring**: Focused on measuring the direct and intermediate benefits to households and communities resulting from project interventions.
- **Impact Assessment**: Focused on evaluating the long-term effects of the project on the target population, measured against the overall objectives and development goals.

179. The log frame (refer to Appendix 2) provides a coherent and simplified framework for identifying, measuring, and reporting on the project's **performance indicators.** It also articulates the **Theory of Change**, reflecting the logical linkages between inputs, outputs, outcomes, and impacts, and justifying the selection of interventions to achieve the project's development objectives. To maintain focus and manageability, the log frame includes a **limited set of core indicators**, which will be complemented by a broader set of **detailed progress indicators** tracked through the MIS and field monitoring tools.

180. All the M&E data collection, analysis, and reporting will be **disaggregated by gender, indigenous peoples groups (in the context of Mizoram, different tribes), and youth**, in alignment with the project's commitment to inclusion and equity. A comprehensive M&E plan has been developed (refer to Appendix 9) based on the log frame, which includes indicators to be tracked through the **Management Information System (MIS)** and **Core Outcome Indicator (COI) Surveys (Baseline, Midline, Endline)**, as appropriate.

Results and Impact Management System (RIMS):

181. The project will adopt a **locally adapted RIMS** approach to support structured impact evaluation. Two main quantitative surveys—a baseline survey and an endline survey—will be carried out by an independent third-party technical agency. These will serve to:

- Establish the initial socio-economic conditions of the target population;
- Measure changes attributable to the project at completion; and
- Verify results and generate lessons for scaling and broader policy dialogue.

182. In addition to the baseline and endline surveys, **COI surveys** will be conducted from **Project Year 2 (PY2)** onwards to monitor progress on key outcome indicators and understand the dynamics of change resulting from project activities. These surveys will generate valuable evidence on intermediate results and provide feedback for adaptive project management.

183. The M&E system will be **participatory and decentralized**, ensuring that community voices and local realities are reflected in data collection and analysis. All data, analysis, and reporting will be **disaggregated by gender, age, and social groups** in line with IFAD's inclusion and equity principles. The project will also commission **additional thematic studies and evaluations**—through independent consultants or specialized agencies—to explore critical areas of interest, identify emerging lessons, and inform

implementation strategies. These may include deep dives into climate resilience, social inclusion, or market systems, depending on emerging priorities.

184. Data and insights generated through these tools will feed into the preparation of **Annual Work Plans and Budgets (AWPBs)** and **Annual Progress Reports (APRs)**, ensuring compatibility with IFAD's **Operational Results Management System (ORMS)**. **Dedicated budget allocations** have been made for all knowledge generation activities, including baseline and endline surveys, outcome monitoring, thematic studies, and the project completion review.

Components of the M&E System

185. The M&E system is designed to collect reliable, timely, and disaggregated data to measure the project's performance and progress toward achieving its intended results. It will serve as a tool for:

- Performance monitoring and identification of implementation challenges;
- Adaptive management, by enabling evidence-based course corrections;
- Strategic decision-making, by supporting critical reflection on project strategies and operations;
- Learning and accountability, both within the project and for external stakeholders.

186. In the early years of implementation, the system will focus on tracking how activities are being rolled out and identifying areas requiring adjustment. In later stages, the M&E system will serve as a tool for assessing the achievement of project outcomes and impacts, in line with the project's Theory of Change. The system will assess the relevance, efficiency, and impact of interventions on the lives of the target groups. In line with IFAD principles, the M&E system will be participatory and decentralized, involving project beneficiaries, community institutions, and frontline staff to ensure inclusivity and ownership. To ensure its effectiveness, the project will recruit competent M&E personnel and invest in capacity strengthening at all levels, from the SPIU to district and field teams.

187. The M&E system will consist of the following interconnected elements:

a) **Management Information System (MIS):** The MIS will enable household-level tracking of activities and outputs across project components. It will integrate a RS/GIS module to support geo-tagging of civil works, physical assets, and agriculture interventions, improving spatial transparency and accountability.

b) **RS/GIS Module in Partnership with MIRSAC:** A specialized geospatial module will be developed with the Mizoram Remote Sensing Application Centre (MIRSAC) to facilitate the planning and monitoring of agriculture clusters and natural resource management (NRM) activities. This will allow visualization of asset coverage, land use changes, and cluster performance.

c) **Baseline Survey:** A comprehensive baseline survey will be conducted to establish the initial socio-economic conditions of target households and communities. It will serve as the foundation for measuring progress against the log frame indicators.

d) **Impact Evaluation:** The Impact evaluation will consist of:

- COI Surveys (at baseline, midline, and endline) designed to assess progress on outcome indicators and provide insights into the project's causal pathways.
- Endline Survey which will serve as the final benchmark for measuring long-term changes and project impact.

e) **Thematic Studies and Case Documentation:** Periodic deep-dive studies will be undertaken to explore key areas of interest, assess emerging challenges or innovations, and generate actionable recommendations. These will also inform knowledge management, including the development of case studies, best practices, and lessons learned.

A. Project MIS

188. The Management Information System (MIS) will be the central platform for collecting, managing, analyzing, and disseminating data across all components of the project. Developed in collaboration with the M&E team and technical specialists, the MIS will serve as a critical tool for results-based management, enabling timely decision-making, transparent reporting, and adaptive implementation. The MIS will be designed to:

- Capture household-level, activity-wise, and district-wise data;
- Track results against the Logframe and Annual Work Plan and Budget (AWPB);
- Support validation of the Theory of Change;
- Enable geospatial and temporal analysis of project activities;
- Generate customized dashboards and reports for project stakeholders.

189. It will be developed in consultation with M&E specialists and technical staff, and will integrate data from CRPs, SHGs under SRLM, block and district functionaries, and external sources. The MIS will also support offline functionality and mobile access to ensure field operability in remote areas.

Key Functional Areas of the MIS

190. The MIS will incorporate the following functional categories:

Data Acquisition (DA)

- Flexible form design and deployment for various project interventions;
- Offline data entry and synchronization to enable remote data capture;
- Beneficiary and intervention tracking through dedicated databases;
- Data importation and system integration from legacy systems or external sources.

Data Quality (DQ)

- Data verification and validation protocols (including field checks and approval workflows);
- Automated data cleaning and consistency checks;
- Auditing and user feedback loops to improve data reliability;
- Uniqueness enforcement for beneficiaries and location data, ensuring disaggregated analysis by gender, youth, and other groups.

Results Logic (RL)

- Logframe management, including digital tracking of indicators and results chains;
- AWPB integration for financial and physical tracking of annual targets;
- Support for testing the Theory of Change based on collected evidence;
- Results tracking and quarterly assessments to measure progress against targets.

Analysis and Reporting (AR)

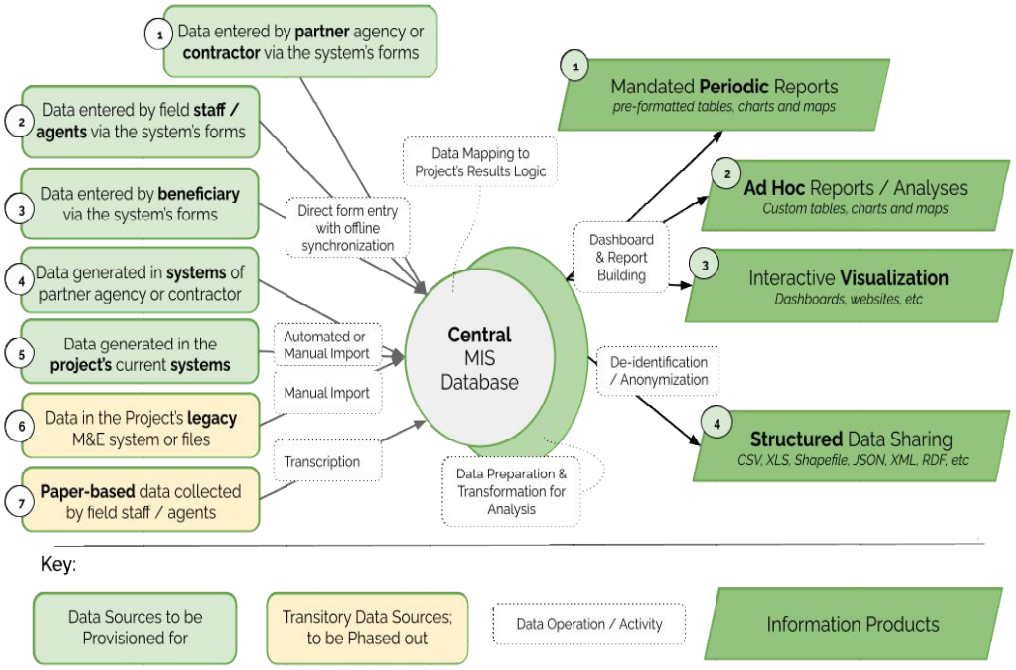
- Interactive dashboards, charts, and tables for stakeholder-specific views;
- Automated report generation aligned with IFAD's RIMS and project templates;
- Ad-hoc querying for thematic or location-specific analysis;
- Geospatial analysis and mapping for visualizing activity coverage and asset tracking.

Collaboration and Workflow (CW)

- Role-based access control aligned to the project organogram;
- Workflow automation for approvals, reviews, and field validations;
- Data export in multiple formats (CSV, Excel, PDF, SHP, JSON, etc.);
- User support and training tools, including help menus, tutorials, and manuals.

MIS Data Flow

191. The MIS will follow a layered data flow structure (as shown in the accompanying diagram), with data acquisition from multiple sources—online, offline, paper-based, and legacy systems—streamlined into a central MIS database. From there, data will be processed, validated, and mapped to the results framework. The system will generate a range of information products, including dashboards, standard reports, maps, and thematic insights for use by SPIU, district teams, CRPs, and IFAD.



192. The MIS will consist of multiple interlinked modules that support the comprehensive monitoring of project activities, outputs, and outcomes. Each module is tailored to capture specific dimensions of the project's implementation and results.

193. **Household Module** This module will serve as the **foundational database** for tracking project outreach at the household level. It will capture baseline socio-economic data, beneficiary profiles, and disaggregated information (gender, youth, IP status). This module will act as the primary reference point for linking all project interventions and monitoring beneficiary-level outcomes.

194. **Livestock Module**: Focused on Component 2.2, this module will track the implementation progress and results of livestock-related activities. Sub-modules will include:

- Tracking of Artificial Insemination (AI) services and uptake
- Geo-tagging of livestock assets such as animal sheds, pig breeding units, and collection centres.
- Monitoring livestock productivity and service delivery outcomes.

195. **Marketing Module**: This module will monitor the implementation of value chain and enterprise-related interventions under Component 1. It will capture:

- Business transactions of Farmer Producer Organizations (FPOs),
- Operational performance of value addition hubs and enterprises,
- Use and management of project-financed grants, loans, and subsidies,
- Key financial indicators such as revenues, profits, and input costs for supported enterprises.

196. **Training Module**: The training module will record and track all capacity-building activities, including:

- Type, location, and frequency of trainings,
- Participation by beneficiary categories (e.g., women, youth, IP)
- Trainers and institutions involved,
- Training feedback

197. **Community Service Provider (CSP) Module**: This module will support the planning, deployment, and performance monitoring of key community-based service providers such as Community Animal Health Workers (CAHWs), Zootechnical Service Providers (ZSPs), and others. It will facilitate:

- Task assignment and tracking,
- Service coverage and delivery verification,
- Performance analytics to inform incentives and support.

198. **Results Monitoring:** This module will enable the entry of decentralised data at the district and block levels, aligned with the project's AWPB. In addition, the module will link AWPB activities to corresponding log frame indicators and enable regular updates

against AWPB implementation (physical and financial). The module will also support generate customised reports, including disaggregation of progress data based on gender, youth, IP, etc.

B. RS/GIS Module in Partnership with MIRSAC

199. To enhance the planning, implementation, and monitoring of project interventions, the project will establish a dedicated Remote Sensing (RS) and Geographic Information System (GIS) module, developed in technical partnership with the Mizoram Remote Sensing Application Centre (MIRSAC). This module will serve as an integral part of the MIS, providing a spatial layer of analysis and reporting that supports real-time decision-making, asset management, and transparency. The module will:

- **Identify and prioritise agriculture clusters:** The module will be developed using high-resolution satellite imagery, secondary geospatial datasets (e.g., from NRSC, Bhuvan, Soil Health Cards), and primary GPS data collected by field teams and CRPs. All spatial data will be integrated into a centralized database aligned with the MIS structure, allowing for seamless linkages between spatial and non-spatial indicators. MIRSAC will provide the technical guidance and infrastructure for:
    - Image processing and data layer development;
    - Spatial modelling and cluster analysis;
    - System maintenance and upgrades;
    - Capacity building of project staff at SPIU and district levels.

  Using geospatial layers such as land gradient/slope, soil type, land use/land cover (LULC), proximity to water sources, and existing infrastructure, the module will support the identification of **suitable clusters for agriculture development**. This analysis will help ensure that clusters are selected based on their physical potential and alignment with the project's technical criteria.
- **Monitor agriculture cluster performance:** Once clusters are selected, the RS/GIS module will support their **monitoring and evaluation**, including:
    - Mapping of activities and physical progress within each cluster;
    - Assessment of land use changes and productivity improvements over time;
    - Detection of deviations or underperformance based on satellite imagery and field-verified data.
- **Geo-tagging of project assets:** The module will enable **geo-tagging and spatial tracking** of all relevant project-supported infrastructure and assets, such as:
    - Livestock sheds and breeding units
    - Collection and aggregation centres,
    - Water harvesting structures,
    - Nurseries, demonstration plots, and NRM interventions.

  This will provide a spatial record of asset location, status, and usage, enhancing transparency and accountability in asset deployment.

- **Spatial reporting and visualisation:** The RS/GIS platform will feed into the MIS to generate **map-based dashboards and spatial reports**, enabling stakeholders at various levels (SPIU, districts, blocks) to visualize:
    - Geographic distribution of interventions,
    - Progress across agricultural clusters and target areas,
    - Spatial disparities or gaps in implementation,
    - Overlaps with existing government schemes and infrastructure.

200. **Role of MIRSAC:** MIRSAC will provide the technical assistance, share infrastructure (hardware, software, server, etc.) for the following:

- Image processing and data layer development
- Spatial modelling and cluster analysis
- System maintenance and upgrades
- Capacity building of project staff at SPIU and district levels.

C. Baseline Survey

201. The baseline survey is meant to provide the basis for measurement of results and comparisons over time for the mid-term review, and ex-post evaluations. The baseline survey will be undertaken to better understand the socio-economic conditions in the targeted villages. The survey will also help measure key phenomenon among the targeted households such as women empowerment, community-based decision-making processes, agriculture and livestock practices, access to finance and markets, etc. Certain modules of the baseline survey will specifically target the community institutions such as SHGs and VOs promoted by SRLM, women and youth to better understand their issues. The baseline survey will be undertaken during the first six months after the start of project implementation.

D. Impact Assessment

202. Outcome monitoring will be conducted through COI Surveys (baseline, midline, and endline) to assess the immediate outcomes/effects resulting from project interventions– such as adoption of improved technologies, starting new enterprises, access to services and resources, and increasing farm and value addition, etc. These surveys are to be conducted annually, with the objective of: (a) regularly measure positive or negative changes taking place at the household level; (b) provide early evidence of project success and failure; (c) provide timely performance information so that corrective action can be taken if required; and (d) assess efficiency of targeting. The COI Surveys will also support the project in **tracing the causal pathways** leading to observed changes in intermediate outcomes and will offer insights for potential **course correction** and refinement of strategies.

203. The Impact Evaluation will assess the project's overall contribution toward achieving its development goal. It will be informed by data collected through the baseline, mid-term, and endline surveys, enabling rigorous measurement of change over time. The evaluation will be designed to produce statistically valid estimates for key log frame indicators. For core indicators included in the project's results framework, the survey will adhere to IFAD's recommended guidelines for indicator definition, questionnaire design, and calculation methodologies. Where necessary, indicator questions will be adapted or expanded beyond the standard COI Survey templates to better reflect the project context while ensuring comparability with broader datasets. Together with the COI Surveys, the Impact Evaluation will help validate the theory of change, assess attribution, and provide evidence for scaling, replication, and policy learning.

204. The **COI Surveys** will be coordinated by the **Manager – Monitoring and Evaluation (M&E)** at the State Project Implementation Unit (SPIU), with support from qualified survey firms and technical specialists.

E. Thematic Studies

205. Thematic studies will be implemented on a need basis. The studies will help deep dive and improve the understanding of project outcomes. One of the key thematic studies that needs to be implemented by the project includes a study on measuring the project goal indicator on reduction in soil erosion rates. The project will adopt a **sample plot-based approach** to estimate soil erosion and loss over time, using standardized field methods and empirical models.

206. The methodology of the study will include the following:

Selection of Sample Plots

- Representative **sample plots** from the zau clusters will be selected across various agro-ecological zones, slopes, soil types, and land use types.
- Control plots (non-zau clusters) will be paired with treated plots to allow comparative analysis.

Plot Design

- Standard **runoff plots** (typically 2–6 meters wide and 10–30 meters long) will be laid out on slopes.
- Plots will be bounded and equipped with runoff and sediment collection systems (e.g., troughs, tanks, or sediment traps).

Data Collection

- **Rainfall, runoff**, and **sediment yield** will be recorded during rainfall events
- Soil loss will be calculated by measuring the **weight or volume of sediments** collected from each plot.
- Observations will be repeated across seasons to capture variation.

Erosion Modelling

- Field data may be used to calibrate and validate erosion prediction models such as **Universal Soil Loss Equation (USLE)** or **Revised USLE (RUSLE).**
- Key parameters include rainfall erosivity, soil erodibility, slope gradient, slope length, crop cover, and conservation practices.

3.13 Knowledge Management

207. Effective Knowledge Management (KM) is essential to the success of FOCUS 2.0 which aims to enhancing climate resilience, productivity and market access for rural communities. The overall aim of the KM strategy is to define a structured approach to capturing, organizing, sharing, and applying knowledge across all levels of the project—from grassroots village clusters to state-level institutions. By promoting continuous learning, efficient communication, and inclusive information exchange, best practices, innovations, and lessons learned will be systematically documented and used to inform decision-making. The overall objective is to:

- Enhance the communication of FOCUS 2.0's opportunities, eligibility requirements, activities and results to relevant project stakeholders through the use of traditional and digital communication channels.
- Strengthen learning by developing and implementing innovative and effective ways to strategically capture and share knowledge, leverage good practices, and improve the effectiveness of FOCUS 2.0.
- Promote inclusive knowledge exchange with emphasis on women and youth.

Coordination Structure:

208. Knowledge Management will be overseen at the state level by the M&E, Knowledge Management (KM) and Safeguards Unit in the SPIU. A Manager for KM & Communications will be responsible to develop and implement the KM strategy for FOCUS. 2.0 in close collaboration with the SPIU M&E Manager as well as Manager for Gender and Capacity Building as well as the technical specialist forCrop Production, livestock, NRM, Business promotion, & incubation and others. The Manager-KM&C will also coordinate with relevant service providers including:

- Service Providers for improving productivity of ZAUs (Zonal Agricultural Units)
- Service Provider for livestock management
- Service Provider for Digital Extension Services
- Service Provider for Enterprise Incubation and Market Access
- Relevant counterparts at SRLM, NABARD, and other partners

Reporting and Knowledge Management:

209. **Project Website:** The project will establish and maintain a dedicated webpage that will:

- Provide information on the project's vision, design, and implementation strategy
- Link to IFAD and other relevant institutional partners
- Showcase achievements, case stories, innovations, and pilot successes
- Provide access to MIS, Dashboard, GIS maps
- Offer a repository for downloading knowledge products
- Share contact details and a platform for grievance redressal
- Host training resources, photos, videos, and community content wherever available

210. **Knowledge Products:** The project will produce high-quality, evidence-based knowledge products like:

- Quarterly newsletters
- Technical notes, and case studies
- Training modules and learning videos in collaboration with TSP in component 1, 2
- Infographics and visual materials for rural stakeholders
- Success stories from ZAU productivity gains, market access improvements, and enterprise support
- Spatial visualization of beneficiary coverage, ZAU locations, and economic clusters

- Maps of infrastructure, service delivery, and enterprise development in coordination with GIS specialist/TSP in the project
- Key learnings from baseline survey, thematic studies and COI surveys

211. **Community-Level Knowledge Exchange**

Building on innovations from projects like MLAMP, FOCUS 2.0 will introduce Community Talk forums—peer-led, field-based knowledge sessions where progressive farmers, CAHWs, or rural entrepreneurs share their experiences with others in the cluster. These events will create a culture of bottom-up learning and social proofing of new ideas. Local dialect content will be used wherever possible.

212. **KM Partners**

The project has identified a set of strategic Knowledge Management (KM) partners who will play a dual role as both implementation collaborators and support learning and innovation. These include:

Digital Green – support digital extension to farmers using AI, farmer feedback loops, and data-driven analysis will offer insights of farmer needs, cropping patterns as well as adoption of extension services by different farmers. Lessons drawn from the pilot implementation will offer lessons and knowledge for full scale-up potentially engaging with rollout of pan-India scheme "VISTAAR".

National Insurance Academy (NIA) – contributing to the design and implementation of bundled risk instruments (insurance, social protection linkages), while also serving as a KM hub for capacity-building, policy dialogue, and documentation of insurance innovations in fragile agro-ecosystems.

SELCO Foundation – co-developing decentralised renewable energy solutions for agri-processing and cold storage, while also generating knowledge products on energy access, enterprise models, and sustainability in hill regions.

The Service Providerwill incubate early stage start-ups in argi-processing, logistics, livestock management (including cold-chain) and digital technologies providing both technical and business mentorship to youth, women and other entrepreneurs. This will be one of first such incubation programmes in the state specifically targeted at agri/livestock innovations and will support both push for innovation in the sector but also valuable knowledge and lessons for IFADs portfolio in India.

These partnerships are designed not just for delivery, but to facilitate continuous learning, documentation of best practices, and support in policy engagement. During implementation, a broader KM and learning platform will be formalised under Component 3, involving these and other technical institutions (e.g., universities, KVK centres, TSPs) for peer learning, innovation showcases, and cross-state knowledge exchanges.

213. **Use of knowledge:** The State Project Implementation Unit (SPIU) will document emerging experiences, lessons learned, and best practices throughout the project and share them widely with stakeholders. Verified and accessible quantitative and qualitative data on project results will be critical for scaling up successful models.

214. To support the production of high-quality knowledge products, the SPIU will engage additional technical assistance when necessary.

215. The knowledge generated by the project will be used to:

- Improve project implementation and performance
- Adapt to changing needs and contexts
- Capture and share innovations, including both successes and failures
- Support innovation and scale-up of successful models
- Inform and influence policy engagement at the state level

216. Special focus will be placed on documenting innovative models tested through the project. These insights will be shared with policymakers and used to attract private sector investment.

217. To ensure continuous learning and communication, KM activities will promote the effective flow of information among project teams, beneficiaries, and other partners. A detailed Knowledge Management Action Plan will be developed early in the project to guide this work.

218. The KM system will:

- Enable project teams to generate, document, and apply practical knowledge
- Use data from the M&E system to create high-quality case studies, briefs, and reports
- Support improved performance and stronger outcomes

219. The project will make innovative use of digital platforms—including social media—as an integral part of its knowledge management (KM) strategy. These tools will be embedded across all project components, especially in training, capacity-building, and awareness activities. To increase visibility and promote wider outreach, **FOCUS 2.0** will:

- Engage with local and national media to highlight project achievements and activities
- Develop and disseminate posters, information videos, and other multimedia materials relevant to target value chains
- Promote environmentally friendly and innovative solutions in agriculture and allied sectors
- Document and preserve traditional knowledge specific to Mizoram for future learning and policy advocacy

220. **Continuous Learning and Documentation**: Capturing and sharing lessons and innovations will be a continuous process throughout the project, supported by:

- Ongoing data collection and analysis
- Monthly, quarterly and semi-annual progress reports
- Thematic studies and reviews

221. The **KM function in collaboration with M&E** will document and disseminate knowledge through:

- **Internal channels** such as learning events, stakeholder workshops, and review meetings (bi-annual and annual)
- **External channels** such as the project website and social media platforms

222. **Expected outputs:**

- A detailed Knowledge Management (KM) Action Plan developed and operationalized early in project implementation.
- An interactive and regularly updated project website serving as a central hub for resources, communication, and active user base established
- high-quality knowledge products including newsletters, case studies, technical briefs, training modules, videos, infographics, and GIS-based visualizations as well as quarterly newsletter is produced.
- Continuous documentation of innovations, lessons learned, and best practices through data collection, reports, and thematic studies.
- Increased visibility of project activities through strategic use of social media, local and national media coverage (at least 50 over the duration of the project), and multimedia content related to value chains.
- Regular learning events, review meetings, and stakeholder workshops to promote knowledge exchange and adaptive project management. (at least 2 per year)
- Tailored knowledge materials developed to engage and empower women and youth and capture their roles in agricultural and rural transformation.
- Improved coordination and knowledge sharing platforms established at community, district, and state levels, including collaboration with service providers and partners.
- A communication system (potentially through use of WhatsApp) established to reduce the information gap between field-level beneficiaries and project staff.

3.14 Reporting

Reporting and Deliverable Management

223. To ensure quality, consistency, and timely delivery of all project documentation, the project will adopt a structured process for the production, review, and approval of reports and key deliverables. This process will include:

- A clearly defined timeline for the preparation and submission of each report or deliverable.
- A multi-stage quality control mechanism to ensure adherence to agreed standards, technical accuracy, and alignment with project objectives.
- A review and feedback loop involving relevant technical and administrative stakeholders at the state and district levels.
- A final approval process to ensure all outputs meet IFAD's quality assurance requirements and those of co-financing partners, where applicable.

224. This structured approach to reporting is intended to foster transparency, enable evidence-based decision-making, and uphold high standards across all project documentation, while supporting proactive and responsive management throughout the project cycle.

225. **Indicative Reporting Requirements:** The State Project Implementation Unit (SPIU) is required to produce an Annual Progress Report based on the approved Annual Work Plan and Budget (AWPB) and the corresponding budget allocations received from the Government of Mizoram. This report serves as a key mechanism for recording and disseminating implementation progress to various stakeholders, including the Line Departments of the Government of India, the Department of Economic Affairs (DEA), and

participants in the Tri-Partite Performance Review (TPR) meetings conducted for IFAD-financed projects in India.

226. In addition to the annual report, several other reporting requirements arise under the project's Monitoring and Evaluation (M&E) framework. These include *(cross reference to 3.12)*:

- Annual and semi-annual M&E reports, capturing progress against logframe indicators, implementation challenges, and corrective actions.
- Joint Mission Reports, including those produced during Supervision and Implementation Support Missions and the Mid-Term Review Mission—jointly prepared by the SPIU and IFAD mission team to assess performance and suggest course corrections.
- Annual updates to the project logframe in line with IFAD's Results Impact and Development Effectiveness (RIDE) exercise, which monitors corporate performance against the Results Management Framework (RMF).

227. The above list is indicative and subject to refinement based on implementation needs and specific requirements of IFAD

Governance Meetings and Oversight Reporting

228. In addition to routine reporting, structured and periodic meetings will be held among key governance and supervisory bodies to ensure continuous oversight and timely decision-making. The project will institutionalize the following meeting schedule:

- The **Governing Council** *(cross reference to section 3.4)* shall convene **once every six months** to review strategic direction, overall performance, and policy-level decisions.
- The **Project Management Committee (PMC)** *(cross reference to section 3.4* will meet on a **quarterly basis** to assess implementation progress, address inter-departmental coordination issues, and provide operational guidance.
- The **District Level Coordination Committees (DLCCs)** *(cross reference to section 3.4* will also meet **quarterly**, focusing on local-level implementation, convergence with line departments, and issue resolution.

229. To support effective governance, these meetings will follow a structured agenda and will be supported by relevant dashboards, progress briefs, and decision logs. Meeting minutes will be formally recorded and shared with relevant stakeholders to ensure accountability and follow-through.

230. Where appropriate, the State Project Implementation Unit will prepare concise oversight reports or dashboards ahead of these meetings, providing a summary of key performance indicators, implementation bottlenecks, financial progress, and proposed corrective actions.

3.15 Risk Management

231. The SCRAM will regularly monitor key risks across financial management, procurement, safeguards, institutional coordination, climate events, and socio-political factors. A structured mechanism for periodic risk review will be embedded into project

governance, including quarterly updates and course corrections through Project Steering Committee meetings and internal review processes. Given Mizoram's remote and hilly geography, compounded by cross-border fragility (e.g., ASF outbreaks and regional unrest), the SPIU will remain particularly vigilant to biosecurity, logistics, and climate-related risks. If any major risk materialises, the SPIU will work in close coordination with IFAD and line departments to trigger mitigation protocols such as reallocation of resources, deployment of contingency plans, or activation of technical assistance. Proactive risk management will be supported by strengthened MIS, field-level reporting, and adaptive planning tools.

3.16 Sustainability Strategy[16]

232. FOCUS 2.0 is designed with a strong emphasis on long-term sustainability, institutional ownership, and scalability of results. Beyond achieving time-bound outputs, the project aims to embed resilient systems, strengthen local institutions, and create scalable models that can inform future programs in Mizoram and beyond. This chapter outlines the strategy for sustaining project results, handing over responsibilities, and scaling up successful models beyond the duration of IFAD financing.

233. **Project Outcomes Linked to National Policy Goals:** FOCUS 2.0 is closely aligned with the development priorities of the Government of Mizoram, including the *Bana Kaih* handholding policy, the supporting Zau papers for agricultural intensification, and convergence with centrally supported schemes such as PMKSY, RKVY, and the National Livestock Mission. These alignments ensure that project outcomes contribute directly to longer-term government programs and policy frameworks that will continue beyond the project's timeline. The Project Steering Committee (PSC) and district-level platforms include key line departments, reinforcing integration with the state machinery.

234. **Sustainability of Results and Handing-Over Strategy:** The project avoids a *"build-then-handover"* model by ensuring early and continued community ownership of all interventions. Specifically, project-financed assets and services are developed through participatory processes, with clear plans for community-led management and cost recovery. Key sustainability elements include:

- Zau clusters institutionalized as operational units for production and market coordination, supported by trained Zau Resource Persons (ZRPs).
- Livestock service systems, including Boar Semen Stations, Community Animal Health Workers (CAHWs), and Artificial Insemination (AI) technicians, structured around community-based models with linkages to the Department of Animal Husbandry and Veterinary Services (AH&VS).
- Market infrastructure, including Collective Marketing Centres (CMCs), Farmers' Markets, and PRIME Hubs, operated through public-private or community-managed models with built-in business and maintenance plans.
- Capacity development of farmer groups, producer organizations, and local service providers embedded throughout implementation to ensure ownership, continuity, and skills transfer.

235. Operations and maintenance (O&M) responsibilities are assigned from the outset, with handover embedded in the planning and construction processes.

[16] Annex V - Technical note – Developing exit strategies in IFAD projects

236. **Scaling-Up and Scaling-Out Strategy:** FOCUS 2.0 has been deliberately structured to produce models that can be scaled up by the state or replicated in other regions. Scaling efforts will follow three pathways:

- **Policy mainstreaming:** Successful models (e.g., *Zaus*, Small Farmers–Large Fields, livestock clusters) will be integrated into state guidelines and sector programs.
- **Budgetary replication:** Convergence with existing government schemes will facilitate continued financing for project-initiated interventions.
- **Knowledge dissemination:** Lessons learned will be documented and shared through M&E, knowledge platforms, and partnerships with research institutions, allowing wider uptake.

237. Digital systems developed under the project, such as beneficiary profiles, digital service records, and enterprise tracking, will enhance the government's ability to monitor and scale similar initiatives beyond project financing.

238. **Institutional Strengthening for Long-Term Impact:** The project is implemented through the Society for Climate Resilient Agriculture in Mizoram (SCRAM). Leadership from a State Project Director (IAS) enables cross-sectoral coordination and convergence. The institutional arrangements are designed not only for project delivery but also for long-term rural development planning and execution by the Government of Mizoram. By embedding ownership across all levels (i.e.: government, community, and private sector), FOCUS 2.0 establishes durable systems and capacities to sustain and expand its impact long after project closure.

3.17 Supervision and Implementation Support (SIS)

239. **Start-up workshop:** In the first year, a workshop will be organized to sensitize all project stakeholders, key line departments, SPIUSPIU staff and District Offices about the approach of the project, its key components and implementation arrangements, and related safeguards requirements. The Start-up workshop will aim at developing a common understanding of the project's underlying design principles, processes and development objectives. The workshop will also allow partners to understand their role in the project and reflect on the Theory of Change and log frame (including verification of indicators, baselines, and target values). The tools and procedures for financial management, procurement, selection of beneficiaries for different components, strategies for M&E and KM, and safeguards will also be introduced to key staff undertaking these key functions. Similar workshops would subsequently be organized in every participating district to sensitize local partners about the project.

240. **Supervision and implementation support missions:** Annual supervision missions and implementation support missions will be conducted jointly with the Government of Mizoram and IFAD, in close collaboration with other relevant stakeholders (for instance, line departments). IFAD will mobilize expertise to facilitate supervision missions and review missions jointly with the state government as an opportunity to assess achievements and lessons-learned, review innovations, and reflect on improvement measures. These supervision missions will, therefore, be an integral part of the KM cycle, with mission members playing a supportive role. There will be six supervision missions and six implementation supervision missions each (approximately one of each type per year), over the six-year project's lifecycle.

241. **Mid-term Review (MTR):** An MTR will be conducted halfway through implementation (either at the end of Project Year 3 or the beginning of Project Year 4) to assess the performance of the project based on results attained against the established objective(s), and the efficiency and effectiveness of project management. The MTR will evaluate whether FOCUS 2.0 is on-course to achieve the Project Development Objective and will identify any constraints and recommend remedial measures to achieve them. The recommendations will consider the likelihood of achieving the Project's targets during the remaining time and may modify those targets. Before completion, an impact assessment will be undertaken to inform the Project Completion Report (PCR), which will provide an assessment of the accomplishments of the project and analysis of its performance.

242. **Project Completion Review:** As the project reaches completion point, the SPIU will prepare a Project Completion Report. IFAD and the Government of Mizoram will then undertake a project completion review before the loan closing date.

Chapter 4: Detailed Project Implementation Plan

4.1 Overview

243. This chapter provides the strategic roadmap for executing FOCUS 2.0 across the 11 districts of Mizoram, with a structured approach on how to translate project inputs into outcomes and impacts (and by whom). Based on the Logical Framework (Appendix 2) and the Theory of Change (Appendix 1), the following sub-sections outline how activities are phased, sequenced, and interlinked to sustainably improve the economic, social, and climate resilience of the targeted households in rural Mizoram. In this chapter, each component (with subcomponents) is detailed based on: (i) context; (ii) outcome; (iii) Phase II improvements; (iv) steps for implementing the sub-component activities; (v) overall implementation roles and responsibilities; (vi) implementation-related risks and mitigation measures; and (vii) exit strategy. Each Component section clarifies the phasing of activities and, where needed, is supplemented by an Appendix with background studies/technical notes (Appendix 13, 14, and 15 of this PIM, respectively). Any additional details provided, beyond those aforementioned, are component-specific only. This chapter may be updated, as needed, by the State Project Implementation Unit (SPIU), with revisions captured in the revisions log (please refer to Chapter 1.3).

244. **FOCUS 2.0 builds directly on the foundations laid by FOCUS.** Many rural households supported under the first phase (especially in climate-resilient agriculture, livestock rearing, and producer organizations) are now poised to transition into more structured, market-responsive engagement. These (more) "production-ready" households will benefit early from the interventions under **Component 1: Market Access and Enterprise Development**, which provides critical downstream infrastructure and services at three main nodes, specifically:

- **CMC (Farmgate/Village Level/Zau Cluster level):** This is the first point of aggregation focused on primary sorting, grading, and basic post-harvest management. It serves as the initial collection and sales center at the village level.
- **Farmers' Markets (Block Level):** These are intended for both retail and wholesale transactions, functioning as intermediate nodes connecting multiple CMCs to Hubs (as needed).
- **Hubs (District Level):** These are higher-value nodes for advanced processing, packaging, and second-order value addition, preparing produce for institutional buyers and larger markets).

245. This backward linkage from markets to producers is central to the project's design and sequencing. The sequencing of FOCUS 2.0, with an emphasis on market-led, demand-driven interventions, also echoes the current policy priorities of the Government of Mizoram, specifically the flagship scheme *Bana Kaih*.

246. At the same time, **Component 2: Improved Agricultural Productivity**, will deepen outreach by supporting both Zau-based cluster development and targeted investments for new and/or underserved households, especially in the southern districts and more economically marginalized areas. Agricultural and livestock production interventions under Component 2 are strategically aligned with Component 1 to create forward linkages that connect increased productivity to functioning market systems and enterprise channels. For instance, poultry and piggery value chains will be integrated to aggregation, processing, and distribution systems financed under Component 1. Similarly, high-value

crops like ginger, promoted in selected clusters under Component 2, will follow a phased pathway: initial grading and drying at CMCs, followed by advanced processing, packaging, and second-order value addition at district hubs, enabling bulk marketing to institutional buyers.

247. Finally, **Component 3: Project Management and Institutional Strengthening**, plays a much more pivotal integrative role than it did during FOCUS. Specifically, it responds to concerns of the GoM regarding convergence, and it ensures that the planning, implementation, and oversight of Components 1 and 2 are harmonized across government ministries, sectors, and geographies. The component supports robust M&E, digital MIS, safeguards, capacity development, and coordination platforms – all of which are critical to enabling the "whole-of-government" approach envisioned under the *Bana Kaih* policy.

248. There are multiple interdependencies across components, for example (but not exhaustively):

- Market infrastructure developed under Component 1 – Subcomponent 1.1 (Market Access Infrastructure) is phased to align with production scaling of crop and livestock under Component 2;
- Business development and enterprise support under Component 1 – Subcomponent 1.2 (Enterprise Development and Financial Inclusion) are directed toward Zau groups, producer collectives, and rural enterprises formed and capacitated through Component 2 – Subcomponent 2.1, as well as livestock producer groups supported under Subcomponent 2.2;
- Veterinary services and livestock value chain actors under Component 2 – Subcomponent 2.2 are directly linked to aggregation and processing infrastructure, as well as incubation and finance mechanisms provided through Component 1 – Subcomponent 1.2;
- Both production and market-focused interventions rely on the institutional coordination, technical assistance, and capacity development mechanisms established under Component 3.

249. The FOCUS 2.0 implementation approach is spatially phased, beginning with clusters and districts that already have an institutional or production base from FOCUS, and expanding to more remote or less-developed areas. The first-year Annual Work Plans and Budget (AWPB) and related 18-month Procurement Plan are available in Appendix 3, to support readiness-at-entry, and future AWPBs will be developed through a bottom-up planning process to determine geographic rollout and investment pacing. Sequencing of project activities is designed to consider: (i) community readiness; (ii) convergence opportunities; and (iii) value chain potential, allowing the project to maintain momentum while reaching new households over time.

250. Gantt charts/implementation flow diagrams are provided in each component sub-section (4.2, 4.3, and 4.4) to illustrate the temporal and operational sequencing of each component's key activities. These charts/diagrams may be updated as-needed (likely on an annual basis) to guide adaptive management, learning, and convergence with state and centrally-supported schemes.

251. This chapter should be read in conjunction with the Logical Framework (Appendix 2), Sustainability Strategy (Chapter 3.16), and the operational manuals on procurement (Appendix 3b), financial management (Appendix 8), and M&E (Appendix 9).

4.2 Component 1: Sequencing of Project Activities

Component 1 Context:

252. Mizoram's agricultural sector is shaped by its unique hilly terrain, scattered settlements, and limited connectivity, leading to fragmented production systems and underdeveloped market linkages. Although the state possesses significant potential in high-value crops such as ginger, turmeric, Mizo chilli, banana, broom grass, and a variety of fruits and vegetables, the benefits of this potential remain largely untapped due to weak aggregation, minimal processing capacity, and limited integration with regional or national markets. As per the Economic Survey of Mizoram 2023–24, although the gross cropped area is approximately 1.56 lakh hectares, over 85% of holdings are small or marginal, and much of the cultivation remains rain-fed, with low average productivity levels and high post-harvest losses (Government of Mizoram, 2024).

253. Market-related bottlenecks are a critical constraint to rural income growth. The absence of structured aggregation systems, poor farm-to-market connectivity, lack of value addition infrastructure, and weak demand-side linkages (with buyers, traders, and institutional markets) severely limit farmer bargaining power. For example, Aizawl — the primary redistribution and consumption hub — sources 60–70% of its vegetables and fruits from outside Mizoram, especially Silchar in Assam, even though nearby districts like Lunglei, Champhai, and Kolasib have significant production surpluses (Thematic Note, 2025). Similarly, high-value produce, such as ginger, Mizo chilli, and broom grass, are often bulked in Assam or Meghalaya before being sold onward to northern India, bypassing the state's own aggregation and processing systems.

254. To address these systemic issues, Component 1: Market Access and Enterprise Development of FOCUS 2.0 is designed to establish a robust and inclusive market ecosystem. Anchored in a hub-and-spoke model, the component promotes structured aggregation and value addition aligned with the geographic and economic realities of Mizoram. The model is based on differentiated functions across Collective Marketing Centres (spokes), Farmers' Markets (mid-tier retail and relay nodes), and Value Addition Hubs (hubs) — all developed through a public-private partnership (PPP) approach. This structure enables backward and forward linkages across production clusters and ensures that both short value chains (within-state consumption) and anchor value chains (interstate marketing and processing) are effectively supported.

255. FOCUS 2.0 draws heavily from lessons learned under FOCUS. While the earlier phase succeeded in piloting integrated production clusters (known as "*Zaus*"), it did not sufficiently address the downstream value chain infrastructure. Informed by the Phase I PCR and implementation feedback, Component 1 of FOCUS 2.0 therefore expands the scope to include physical market infrastructure, enterprise incubation, and financial-digital ecosystem development, ensuring that production gains translate into higher farmer incomes, entrepreneurship opportunities, and greater economic resilience. The component also aligns with Mizoram's *Bana-Kaih* framework, which emphasizes market-driven agriculture, diversified livelihoods, and climate-smart practices, and seeks to serve as a scalable model of inclusive agri-market transformation in hilly regions of India and beyond.

Component 1 Outcome

256. The outcome for Component 1 is **"Enhanced Market Participation of Rural Households"**. Specifically, the project aims to significantly increase the number of rural households transacting through structured or formal markets such as Farmer Producer Organizations (FPOs), co-operative societies, and enterprises. By the end of the project, at least **40,000** rural households (approximately 50% of targeted beneficiaries) are expected to be engaged in formal market transactions.

Sub-Component 1.1: Market Infrastructure

257. Sub-component 1.1 of FOCUS 2.0 aims to address a foundational bottleneck in Mizoram's agriculture and allied sectors: the lack of structured and value-chain-aligned market infrastructure. Despite significant production of high-value commodities such as ginger, turmeric, Mizo chilli, banana, broom grass, and horticultural fruits, the state's market ecosystem remains fragmented due to dispersed production, challenging terrain, and limited access to aggregation and trading points. This sub-component proposes a tiered hub-and-spoke infrastructure model to connect producers to markets, reduce post-harvest losses, and enhance participation in local and inter-state value chains. By investing in Collective Marketing Centres at the village level, Farmers' Markets at the block level, and multi-functional Value Addition Hubs at the district level, the project seeks to improve producer margins, enable private sector engagement, and create inclusive market systems that benefit both supply- and demand-side actors.

Context & Justification:

258. The need for Sub-component 1.1 arises from deeply entrenched structural and geographic challenges in Mizoram's agricultural economy. While the state produces several high-value commodities such as ginger (with over 3.19 lakh quintals produced across 11 districts), turmeric, and Mizo chilli (Economic Survey of Mizoram 2023–24), farmers continue to face limited market integration due to the absence of basic aggregation infrastructure and marketing platforms. This challenge is compounded by Mizoram's hilly terrain and dispersed settlements, which increase logistics costs and limit the volume of produce that reaches structured markets.

259. As noted in the project's Thematic Note on Value Chains (see Appendix 13) and stakeholder consultations during FOCUS 2.0 preparation, the state's marketing bottlenecks are not limited to producers alone; they affect the entire value chain. Processors, buyers, and traders struggle with fragmented procurement, lack of quality assurance infrastructure, and the absence of centralized facilities for value addition and storage. This has discouraged private sector engagement and weakened price transmission from markets to farm gates.

260. The hub-and-spoke model proposed under this sub-component is justified by the evidence collected during field diagnostics and is directly informed by lessons learned under FOCUS. Key gaps such as the under-utilization of decentralized markets, poor condition of rural infrastructure, and missed opportunities for scale economies have all pointed to the urgent need for an integrated approach to market infrastructure. The model addresses both the supply and demand sides, ensuring that producers have access to local and external markets while enabling buyers and processors to operate more efficiently through streamlined aggregation and logistics systems.

Phase II Improvements:

261. The experience from FOCUS demonstrated important achievements in promoting climate-resilient production through Integrated Farming Clusters (IFCs) but also highlighted critical limitations in downstream market integration. While production volumes increased in several clusters, the absence of well-developed market infrastructure and aggregation points restricted farmers' ability to access remunerative markets. Farmgate sales dominated, leading to low price realization and persistent post-harvest losses. Furthermore, although farmer groups and community institutions were supported under FOCUS I, they lacked the scale, assets, and business orientation required to operate in value chains.

262. Another key limitation was the lack of alignment between production geography and infrastructure planning. Infrastructure was not always located based on actual production density, road access, or trade corridors, limiting their utilization. Additionally, while public infrastructure was created, its operation and maintenance models were weak—there was no structured approach for private or FPO-led participation in managing these assets. The limited investment in rural link roads also meant that even when production increased, movement to markets remained expensive and inefficient.

263. FOCUS 2.0 responds to these gaps through a redesigned market ecosystem based on a hub-and-spoke model, backed by clearer institutional roles, private sector engagement through leasing arrangements, and a strategic infrastructure investment approach that prioritizes access, functionality, and connectivity.

264. Key Changes Introduced in FOCUS 2.0:

- **Linking production clusters (IFCs) or Zaus to market-integrated infrastructure**: Linking IFCs/ Zaus to a tiered market infrastructure system—CMCs, Farmers' Markets, and Hubs—aligned to commodity flows and market potential.
- **Hub-and-spoke model for infrastructure**: Introduction of a structured model that allows aggregation, processing, and trade to take place in a spatially connected and economically logical manner.
- **Public-Private Partnership (PPP) for infrastructure management**: All infrastructure (CMCs, Farmers' Markets, and Hubs) will be publicly financed but leased to FPOs or private actors under performance-based contracts, ensuring accountability, efficiency, and market responsiveness.
- **Clear leasing authority and asset ownership structure**: Village Councils, District Authorities, or Departments (e.g., Commerce, Horticulture) will act as leasing authorities, depending on the facility, ensuring alignment with administrative capacities.
- **Commodity prioritisation and location planning based on data and demand**: Detailed district and block-level commodity mapping and market analysis (including trader consultation) were used to identify infrastructure locations and commodity focus, improving utilization and impact.
- **Stronger last-mile connectivity**: Investment in at least 150 km of farm link roads to ensure produce can be transported quickly and cost-effectively from farms/ Zaus to CMCs and higher market tiers.
- **Integrated livestock infrastructure**: Inclusion of egg aggregation, poultry slaughter facilities, and cold-chain elements within the hub-and-spoke model, addressing lessons from the exclusion of livestock marketing in FOCUS.

265. These enhancements reflect a shift toward commercialization, value chain integration, and sustainability, ensuring that public investments in infrastructure unlock tangible benefits for both producers and market actors.

Objectives and Expected Results

266. Sub-component 1.1 aims to build a foundational market ecosystem that enables the structured flow of agricultural and livestock commodities from dispersed production zones to structured markets and inter-state trade channels. The objective is to strengthen market access through tiered infrastructure, improve producer price realization, and create a conducive environment for private sector participation—including traders, processors, and buyers—across value chains. This will reduce post-harvest losses, strengthen value retention at the local level, and increase incomes for smallholder farmers and rural entrepreneurs, particularly women and youth.

Outcome: *Households engaged in transactions with structured or formal markets*

Table 8: Component 1.1 Outputs and Targets

Output	Description	Target
Collective Marketing Centres (CMCs) established at village/cluster level	CMCs will act as the first-point aggregation facilities at the farmgate level, ranging between 500 to 1,000 sq. ft. These centres will be strategically located in clusters with over 100 households. Managed by Village Councils (VCs) or Farmer Producer Organizations (FPOs), they will be equipped with essential infrastructure like weighing scales, tarpaulins, and grading tables to facilitate quality sorting, transparent transactions, and collective sales.	300 CMCs constructed and operational across key villages
Block-level Farmers' Markets constructed and operational	Farmers' Markets will serve as semi-retail and wholesale markets, strategically located along transport corridors such as State and National Highways. These markets will support intra-state trade of perishables and livestock and will include amenities such as storage facilities, drainage, sanitation, livestock sections, and parking zones. They will also act as supply nodes to urban centres like Aizawl and relay commodities to higher market tiers.	13 Farmers' Markets constructed (1 per 2 blocks)

Output	Description	Target
Multi District-level Value Addition Hubs (PRIME Hubs) established	These district-level hubs will serve as centralized platforms for bulk aggregation, value addition (drying, slicing, cold storage, packaging), and institutional marketing. They will also host incubation activities and training, and act as points for private sector engagement. Operated under a Public-Private Partnership (PPP) model, they will be managed by high-performing FPOs or private enterprises through lease agreements.	5 district-level Hubs constructed and managed by FPOs/private players
Catalytic investment in scalable models for hub expansion	The five hubs established under FOCUS 2.0 will serve as demonstration models, catalysing further investment. The project aims to scale these hubs to all 11 districts through convergence with other schemes (e.g., central government or Northeast Council).	Model hubs in 5 high-potential districts, expansion to all districts through convergence
Farm link roads and last-mile connectivity developed	To ensure seamless movement of produce from farms to markets, the project will invest in approximately 300 km of farm link roads, including earthen roads, bridges, and ropeways. These will connect production clusters (Zaus) to CMCs and higher-tier markets.	300 km of farm link roads and connectivity infrastructure developed

267. This results framework provides the physical and institutional backbone for Component 1, ensuring that the market infrastructure not only facilitates producer access but also enables efficient engagement from the private sector—spanning traders, processors, retailers, and buyers. This inclusive model of infrastructure-led market development underpins the project's broader vision of a resilient, market-responsive agricultural sector in Mizoram.

Description of Activities, Approach, and Modalities of Implementation

268. Under Component 1.1, the project will invest in a tiered market infrastructure system designed to connect producers with both local and external markets through an integrated hub-and-spoke approach. This includes the development of Collective Marketing Centres (CMCs), block-level Farmers' Markets, district-level Value Addition Hubs, and a detailed feasibility and design study to ensure that infrastructure investments are demand-driven, spatially efficient, and aligned with commodity flows and market potential. Together, these interventions aim to strengthen last-mile aggregation, improve producer-buyer linkages, and catalyze private sector participation across the value chain.

Key activities under component 1.1 are as follows:

- **Feasibility Study and Market Infrastructure Planning:** District and block-level assessment to identify infrastructure gaps, map production clusters, and avoid duplication with existing warehouses and facilities through convergence with relevant departments.
- **Establishment of 300 Collective Marketing Centres (CMCs):** First-point aggregation facilities at the village/cluster level, equipped with basic infrastructure such as weighing scales, tarpaulin, and grading tables, managed by Village Councils, SHGs or FPOs.
- **Construction of 13 Block-level Farmers' Markets:** Semi-wholesale and retail markets with infrastructure for vegetables, fruits, eggs, and livestock sales; complying with all the necessary safeguards as per local and national compliances, and storage, located near key transport corridors.
- **Development of 5 District-level Value Addition Hubs:** Multi-functional hubs equipped with facilities for second order value addition, bulk aggregation, grading, drying, packaging, cold storage, and incubation/training, operated by FPOs/private players under PPP.
- **Establishment of Poultry Slaughter and Processing Facility in Aizawl (Aibawk Block):** Development of a centralized poultry slaughter, chilling, and processing facility under a PPP model, with capacity for 500–1,000 birds/day, providing market access to broiler farmers, supporting food safety regulations, stabilizing producer prices, promoting organized waste management, and enabling expansion of value-added poultry supply chains across Mizoram.



- **Construction of 300 km of last mile connectivity:** Improving connectivity between production clusters (Zaus) to CMCs including suspension bridges and ropeways where needed.

269. ***Note:*** For specific details on the livestock-specific infrastructure and enterprise support, please refer to the PIM Chapter 4.3 (Component 2), subsection on Sub-Component 2.2: Livestock Production, as interventions are described there for simplicity given the heavy link to livestock production.

Feasibility Study and Market Infrastructure Planning

270. The first major activity under Sub-component 1.1 is a comprehensive Feasibility Study and Market Infrastructure Planning exercise, which will serve as the foundation for all subsequent infrastructure investments under the component. The objective is to ensure infrastructure investments are evidence-based, demand-driven, and spatially aligned with actual production patterns, market access potential, and trade flows.

271. The study will be conducted at both district and block levels using a participatory and data-led approach. It will identify production clusters (Zaus), assess road connectivity, analyze market flows, and map both demand and existing infrastructure. The study will also account for intra-district variations in agro-ecological zones—such as valleys and hill

slopes—which significantly affect crop suitability and market access. This will ensure infrastructure investments are tailored to micro-clusters of production rather than being generalized at the district level.

272. The feasibility study will also cover both network-level and individual investment-level assessments to ensure a well-functioning and sustainable market infrastructure system. This includes mapping production volumes and locations to guide the optimal siting and sizing of Collective Marketing Centres (CMCs) and Farmers' Markets, along with convergence with existing infrastructure and ongoing government schemes. It will assess seasonal production and marketing cycles to align infrastructure use with cash flow needs, and conduct a sensitivity analysis to test financial and operational viability under various risk scenarios (e.g., price volatility, delayed construction, or under-utilization). The study will also evaluate land availability, potential relocation costs, and required approvals. A strategy will be developed to integrate existing private-sector-owned facilities into the network through leasing, co-investment, or service partnerships. Additionally, the study will define operating and governance models (e.g., FPO-led, PPP), and propose a phased implementation plan based on readiness criteria such as water availability, production density, and logistical connectivity.

273. In parallel, the study will map existing public infrastructure (godowns, rural haats, cold storage units, and logistics sheds) under departments such as Agriculture, Horticulture, AH&VS, and Commerce & Industries. Where feasible, FOCUS 2.0 will repurpose and upgrade existing assets through convergence, avoiding duplication and maximizing cost-effectiveness. The study will also examine convergence with existing schemes to identify similar initiatives, avoid duplication, and leverage these schemes for market infrastructure development.

274. This infrastructure planning is anchored in the district-specific commodity prioritization exercise conducted during project design. As detailed in the Technical Note on Value Chain Development, a two-stage process was followed:

a. **State-wide participatory workshops** involving SHG, Businesses, FPOs, Village Councils, KVKs, and line departments to evaluate commodities using a weighted scoring framework across four parameters:
    - Production volume
    - Market potential (local and interstate)
    - Scope for value addition
    - Exposure to risk (climatic, pest, and market volatility)
b. **Empirical triangulation** with district-level production data, trader interviews, and commodity flow assessments to validate anchor commodities and short value chains. This exercise produced a validated list of high-potential commodities across districts, aligned with both production realities and market demand. The outputs of this process directly inform infrastructure planning, ensuring alignment with real economic opportunities rather than top-down allocations. Further details on scoring and selection methodology are provided in the *Technical Note on Value Chains* (Appendix 13).

275. **Rationale for Block-Level Diagnostics:** Despite strong insights from the district-level commodity selection, granular block-level diagnostics remain essential to fine-tune infrastructure siting and ensure equitable targeting. Intra-district variability in production patterns, commercialization potential, and road connectivity is significant. For example, while Aizawl district has high aggregate banana production, only a few accessible blocks

drive this output. Applying blanket infrastructure investments without this granularity would reduce impact and utilization.

276. In addition, opportunities for short value chains, intercropping, and livestock-based enterprises are often localized and may not emerge from district-aggregated data. Block-level diagnostics will help identify these, allowing the project to respond to micro-markets, seasonal surpluses, and value addition niches.

277. This exercise will support:

- Refinement of CMC and Farmers' Market locations
- Mapping and convergence with existing infrastructure
- Synergy identification with ongoing government schemes
- Logistics planning (farm link roads, ropeways)
- Participation of Village Councils in decentralized planning
- Assessment of seasonal production and marketing cycles to align infrastructure usage with cash flow support for producers and enterprises
- Sensitivity analysis to test financial and operational viability under different scenarios (e.g., price shocks, delays, under-utilization)
- Strategy for integration of private-sector-owned facilities into the network (e.g., through leasing, co-investment, or service contracts)
- Definition of governance and operating models for facilities (e.g., FPO-led, PPP arrangements, or cooperative-managed structures)
- Phased implementation plan based on criteria such as water availability, production density, logistical connectivity, and readiness for early piloting

278. **Market Flow Mapping:** The feasibility study will also integrate commodity flow assessments, for example:

- Vegetables and fruits consumed in Aizawl (60–70%) are sourced from Silchar and other parts of Assam
- Broom grass and ginger produced in Mizoram are transported to Guwahati for cold storage and staggered release
- Poultry and eggs often flow from outside the state to Aizawl, then redistributed southward

279. These insights will guide infrastructure placement, ensuring that hubs serve aggregation and processing, while Farmers' Markets act as retail and redistribution points for short value chains.

280. While site identification and DPR preparation are reflected as two separate activities in the PIM and Cost Table, these assignments may be merged and implemented through a single Technical Service Provider, with a combined Terms of Reference floated through a competitive process. This approach would streamline implementation, reduce transaction costs, and potentially lower the overall budget. Any cost saving can be utilised for other activities.

Collective Marketing Centres (CMCs): Infrastructure and Governance Structure

281. Physical Structure and Functionality of CMCs Each CMC will be a small-scale, village- or cluster-level aggregation facility serving as the first point of collection, sorting, and preliminary marketing for agricultural and livestock produce. CMCs will typically

cover an area of 500–1,000 sq. ft., based on local land availability and the scale of surrounding production.

282. They will be equipped with:

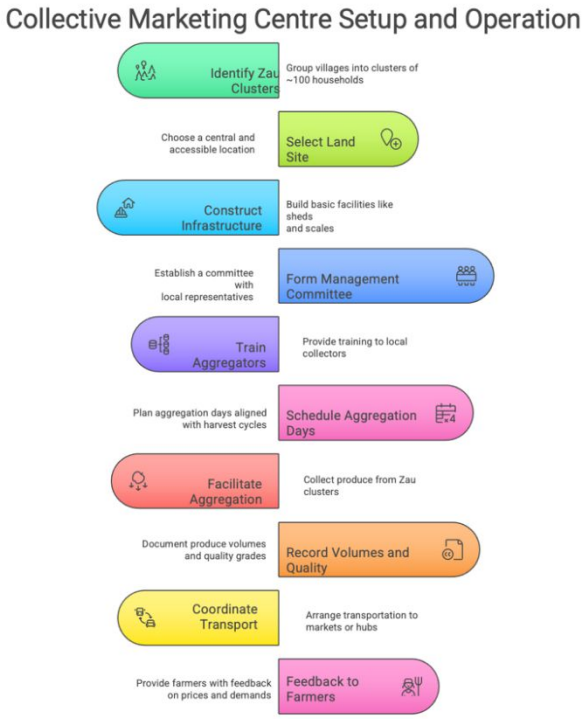
- Weighing scales for accurate and transparent transactions
- Sorting and grading tables to ensure quality differentiation
- Tarpaulin sheets and basic roofing for protection from sun/rain
- Temporary storage space for daily or overnight holding
- Sanitation and water facilities, with separate provisions for men and women
- Notice boards or digital panels for price displays and advisories

283. In select cases, CMCs located near livestock-producing areas may also include:

- Designated animal holding pens
- Space for egg or poultry aggregation
- Feed supply stalls or coordination with veterinary inputs

284. These facilities aim to ease post-harvest handling, improve price discovery, and reduce transaction costs for both producers and traders.

285. **Governance Structure of CMCs:** CMCs will be community-owned and anchored in local governance structures for sustainability and accountability.



286. The governance framework will include:

- **Ownership:** CMCs will be constructed on community-contributed land (where feasible) and legally vested with the Village Council (VC) or a registered community institution (e.g., Multipurpose Primary Agricultural Credit Cooperative Society (M-PACs), SHG Federation, or FPO).
- **Management Entity:** Day-to-day operations will be delegated to a Managing Entity—either a local FPO, SHG Federation, or other producer institution—selected based on performance criteria and local context.
- **Management Committee:** A CMC Management Committee will be established, consisting of:
    - 2–3 representatives from the Village Council
    - 2 farmer members (including at least one woman)
    - 1 representative from the managing FPO or SHG federation
    - 1 youth entrepreneur (if incubated in the same cluster)

287. This committee will meet quarterly to review performance, address grievances, and facilitate local coordination. Selection Criteria for the CMC operator are detailed in Table 9.

Table 9: Selection Criteria for the CMC Operator

Criterion	Description	Eligibility Evidence / Means of Verification
Legal Status	Must be a registered legal entity (FPO, SHG federation, M-PACs, cooperative, or private entity)	Registration certificate
Local Presence	Based in or operating within the target cluster or adjacent areas	Address proof; operational footprint
Governance Structure	Has a managing committee/board, meets regularly, and maintains basic records	Meeting minutes; governance documentation
Experience in Aggregation / Marketing	Minimum 1 year experience in commodity aggregation, handling, savings/ credit or marketing	Transaction records; buyer/seller references
Inclusive Membership / Operations	Demonstrates outreach to women, youth, and smallholder farmers	Membership lists; SHG/FPO structure
Financial Capacity	Maintains basic accounts and demonstrates ability to recover operational costs	Ledger records; income & expense statements
Financial Turnover	Minimum annual turnover of INR 75,000 in the last financial year	Audited accounts; bank statements
Community Support	Endorsed by the Village Council or other local governance structure	Village Council resolution or endorsement letter
Performance Agreement Commitment	Willing to sign and adhere to a lease and performance agreement	Signed agreement at the time of onboarding
Openness to Capacity Building / Sharing Documents with the Project	Willing to engage with TSPs for training, business planning, and digital tools, and share reporting data	Statement of willingness; participation in orientation and capacity-building sessions

288. **Community-Led Model for CMC Operation:** Given the small-scale nature of CMCs and their close integration with local agricultural activity, FOCUS 2.0 will adopt a community-managed approach for their operation and maintenance. The infrastructure will continue to be publicly financed, while day-to-day operations will be entrusted to local institutions such as SHG federations, M-PACs, or Village Councils (VCs), based on mutual agreement and capacity.

Table 10: Key Features of the Community Management Model

Aspect	Description
Management Agreement	A simple operational agreement will be drawn between the Village Council and the selected local institution (e.g., SHG federation, M-PACs, or progressive farmer groups), defining responsibilities for usage, upkeep, and local oversight.

Aspect	Description
User Charges	Nominal service charges may be collected for services such as aggregation, weighing, or packaging. Charges will be decided in consultation with the community and transparently displayed.
Revenue Use	Revenue will be used for routine operation, minor repairs, and local reinvestment. Any surplus may be used for VC-agreed development activities.
Oversight and Monitoring	The DPIU will support oversight through periodic review visits and guidance, ensuring effective use of the infrastructure and resolving conflicts if needed.
Capacity Support	FOCUS 2.0 will build the capacity of the managing entities in record-keeping, pricing transparency, and local market facilitation, with support from TSPs under Component 1.2.

289. **Role of the Private Sector and Community Institutions:**

- **FPOs and SHG Federations:** Will manage aggregation, maintain the facility, negotiate with buyers, and link with Farmers' Markets or Hubs.
- **Private Input Suppliers or Traders:** May rent space at CMCs to supply agri-inputs or procure commodities under lease conditions.

290. This integrated CMC structure creates a foundation for last-mile aggregation, producer empowerment, and buyer confidence, thereby playing a catalytic role in linking farmers to structured markets. The governance and PPP model ensures community ownership, private efficiency, and long-term sustainability.

Farmers' Markets – Structure, Operations, and PPP Model

291. Farmers' Markets will function as block-level retail and semi-wholesale platforms, serving as mid-tier nodes within the hub-and-spoke architecture. Each market will be strategically located near transport corridors—such as National or State Highways or near large production clusters—to ensure accessibility for both producers and buyers. These markets will play a dual role: enabling direct-to-consumer sales of perishables and livestock, while also serving as aggregation and relay points for onward trade to District Hubs or urban centres like Aizawl.

292. **Infrastructure Design:** Each Farmers' Market will be constructed on a standard footprint of approximately 5,000–10,000 square feet depending upon the land availability, with provisions for:

- Covered stalls for produce, livestock, and agri-input retail
- Segregated zones for vegetables, fruits, eggs, poultry, and dry commodities
- Basic processing and packaging space (weighing, sorting, basic grading)
- Waste disposal units and sanitation blocks (with gender-segregated access)
- Drainage and water points for hygienic operations
- Parking and loading areas for small vehicles or carts

293. Wherever feasible, the project will upgrade existing market structures under the ownership of district authorities or line departments (e.g., Agriculture, Horticulture, or

Local Administration) rather than building afresh. Asset mapping and convergence planning will be integral to avoid duplication and optimize public investment.

294. **Public-Private Partnership (PPP) Model:** Like CMCs and Hubs, all Farmers' Markets will be publicly financed but operated through a performance-based lease model.

- **Leasing Authority:** Typically, the District Administration or relevant line department will serve as the leasing authority.
- **Operators:** Eligible entities will include FPOs, cooperatives, SHG federations, M-PACs, or private retailers with experience in agri-marketing.
- Lease agreements will define the scope of operations, user fee guidelines, maintenance responsibilities, and performance reporting metrics.
- Operators will be encouraged to mobilize private investments in value addition (e.g., retail branding, traceability, digital point-of-sale systems) and input linkages (e.g., agri-input shops, veterinary services).
- In addition to serving as structured aggregation and retail platforms for producers, Farmers' Markets will allocate designated spaces on a rental basis to private sector actors—including poultry processors, egg and meat vendors, input suppliers (seeds, feed, veterinary products), and logistics service providers. These stalls will create backward and forward linkages within the local economy, ensuring that smallholders have access not only to fair and transparent selling opportunities, but also to critical production inputs and services. The participation of private actors will be governed through lease agreements managed by the market operator, with rental terms clearly outlined, including provisions for hygiene, pricing, and business hours. This approach is intended to stimulate rural enterprise development, crowd in private investment, and enhance the overall functionality of the market ecosystem.

Farmers' Market Setup

Task	Description
Site Selection	Select block-level site near transport corridors
Market Construction	Construct market with zoning and essential facilities
Stall Allocation	Allocate and lease stalls to various vendors
Market Calendar	Develop a market calendar for regular events
Admin Structure	Set up basic admin/management structure
Daily Functions	Enable daily market functions for smooth operation
CMC Coordination	Coordinate collection from CMCs for supply
Transportation Links	Organize transportation links to District Hubs
Institutional Buyers	Allow bulk orders from institutional buyers
Data Collection	Collect digital data on prices and volumes

295. **Role in Value Chain Integration:** Farmers' Markets serve both short value chains (within-district sales) and as relay nodes to Hubs or urban markets. For instance:

- Surplus produce collected at Farmers' Markets may be routed to District Hubs for processing or storage.
- Some operators may organize bulk transport to major markets (e.g., Aizawl, Lunglei, or Silchar) where demand for vegetables, eggs, or livestock products is higher.

- These markets will also host stalls for agricultural inputs, veterinary supplies, and digital service kiosks, building backward linkages into the value chain.

Table 11: Selection Criteria for Farmers' Market Operators

Criterion	Description	Eligibility Evidence / Means of Verification
Legal Status	Must be a registered legal entity (e.g., FPO, cooperative, M-PACs, private limited company, or SHG federation)	Registration certificate
Business Experience	At least 2 years of experience in agri-marketing, retail operations, or aggregation	Transaction records; buyer/seller references; business license
Operational Scale	Demonstrated capacity to manage semi-wholesale or retail-level trade involving multiple product categories	Sales data; market stall records; inventory or flow documentation
Financial Turnover	Minimum annual turnover of INR 2,00,000 in the last financial year	Audited accounts; bank statements
Inclusive Business Model	Demonstrated inclusion of women, youth, or marginalized producers as suppliers or members	Supplier list; gender-disaggregated data; SHG/producer inclusion documentation
Facility Management Readiness	Capability to manage public infrastructure including waste disposal, sanitation, and retail sections	Record of prior facility management or operational SOPs
Community and Market Linkages	Endorsement by District Authorities or demonstrated relationship with buyer networks	Letter of support from District Administration; MoUs with buyers
Performance Agreement Commitment	Willing to operate under a lease and performance-based agreement, including reporting and compliance	Signed agreement at onboarding; agreement template
Digital and Record-Keeping Capacity	Willing to adopt basic digital tools for transactions, reporting, and traceability	Use of digital apps, POS systems, or willingness letter
Openness to Technical Support	Committed to engaging with TSPs and project staff for capacity building and compliance	Statement of willingness; prior participation in capacity-building or training programs

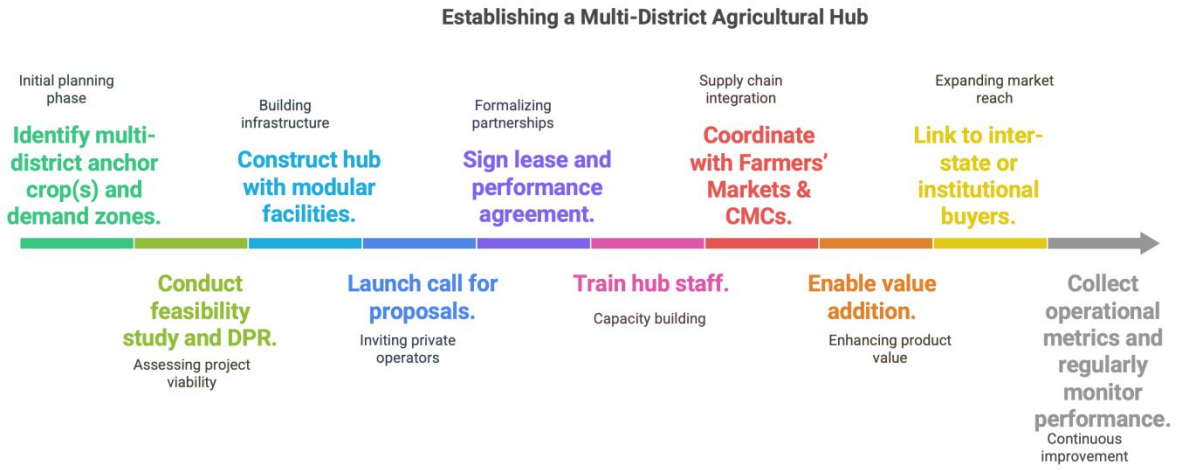
Value Addition Hubs – Structure, Operations, and PPP Model

296. Value Addition Hubs will function as district-level or multi-district platforms within the hub-and-spoke system, acting as major nodes for bulk aggregation, processing, value addition, and inter-state or institutional marketing of agricultural and livestock commodities. The hubs are designed not just for physical aggregation but also for knowledge transfer, enterprise incubation, and strengthening market linkages. These facilities will be catalytic centres that enable both producers and private entrepreneurs to participate effectively in value chains.

297. **Infrastructure Design:** Each Value Addition Hub will be developed on a modular footprint, with flexible space allocation rather than pre-installed heavy machinery. Core infrastructure elements will include:

- Covered and open aggregation platforms
- Grading, basic packaging, and sorting areas
- Cold storage units for perishables (fruits, vegetables, poultry products)
- Warehousing zones for durable commodities (e.g., broom grass, spices)
- Modular spaces for entrepreneurs and FPOs to lease and install sector-specific equipment
- Discharge/loading bays designed for efficient vehicle movement
- Reliable electricity supply, drainage, and waste management facilities
- Basic facilities for staff operations (small office space, sanitation blocks)

298. Wherever feasible, the project will **leverage and upgrade existing facilities** (e.g., Agro-Processing Park in Aizawl managed by the Department of Commerce & Industries) to avoid duplication and optimize public investments. Convergence with relevant departments will be pursued to maximize asset utilization.



299. **Public-Private Partnership (PPP) Model:** All Value Addition Hubs will be publicly financed under the project but will operate under a PPP model that emphasizes operational efficiency, accountability, and private sector engagement.

- **Leasing Authority:** The Department of Commerce & Industries will act as the primary leasing authority, in collaboration with district authorities where required.
- **Operators:** Eligible operators will include high-performing FPOs, cooperatives, private processors, and agribusiness entrepreneurs selected through a competitive process.
- **Lease agreements** will specify infrastructure usage norms, maintenance responsibilities, value addition and aggregation targets, reporting obligations, and pricing transparency rules.
- Operators will be encouraged to mobilize private investments into sector-specific infrastructure (e.g., slicing/drying/packaging units) to deepen value addition capacity at the hubs.

300. **Role in Value Chain Integration:** Value Addition Hubs will serve as the backbone of the project's commercialization strategy:

- Act as primary aggregation and dispatch centres for anchor commodities (e.g., ginger, turmeric, Mizo chilli, banana) as well as livestock.
- Enable primary and secondary processing activities to improve quality, reduce wastage, and extend shelf life.
- Serve as consolidation points for linking with urban wholesale markets and inter-state buyers.
- Facilitate cold chain and quality preservation for sensitive products (e.g., fresh vegetables, eggs, processed poultry).
- Act as entrepreneurship incubation platforms by leasing modular spaces to small businesses, traders, or cooperatives focused on agriculture and allied sectors.

Table 12: Selection Criteria for Value Addition Hub Operators

Criterion	**Description**	**Eligibility Evidence / Means of Verification**
Legal Status	Registered entity (FPO, cooperative, company, private enterprise)	Registration certificate
Business Experience	Minimum 3 years in agri-processing, logistics, marketing, or facility management	Business profile, transaction records, trade licenses
Scale of Operations	Demonstrated capacity to handle aggregation, value addition, and inter-state marketing	Past project implementation, turnover proof, infrastructure management record
Financial Turnover	Minimum INR5,00,000 annual turnover in the previous financial year	Audited financial statement, GST filings
Technical and Infrastructure Readiness	Ability to manage multi-commodity processing, grading, and storage hubs	Technical proposal, resource plan
Inclusive Business Practice	Engagement with smallholders, women, and youth in supply chains	Disaggregated beneficiary data, field engagement reports
Investment Commitment	Willingness to co-invest in hub facilities (e.g., installing processing lines, upgrading spaces)	Business plan with co-investment proposals
Community and Stakeholder Endorsement	Endorsement by district authorities or commodity-specific associations	Letters of support or MoUs

Criterion	Description	Eligibility Evidence / Means of Verification
Digital Record-Keeping Capacity	Ability to maintain digital inventory, sales, and processing records	Sample digital system demonstration, statement of commitment
Performance Agreement Commitment	Readiness to sign and comply with the lease, reporting, and quality standards agreements	Signed onboarding documents
Capacity Building Engagement	Willing to engage in continuous capacity building, mentoring, and reporting	Training attendance, TSP collaboration plan

Poultry Slaughter and Processing Facility – Infrastructure, Operations, and PPP Governance Model

301. **Physical Structure and Functionality of the Poultry Processing Facility:** The poultry slaughter and processing facility will be a district-level hub located near Aibawk Block, Aizawl District, strategically serving urban, peri-urban, and rural poultry markets. It will act as a centralized slaughter, chilling, packaging, and distribution center, ensuring compliance with urban regulations prohibiting live animal slaughter in city areas. The facility will typically include:

- Slaughter Lines: Mechanized or semi-mechanized slaughter lines with a processing capacity of 500 birds per day.
- Chilling and Freezing Units: Blast chillers and freezers to ensure product shelf-life extension up to 72 hours.
- Evisceration and Dressing Areas: Hygienic processing spaces with separation of clean and dirty areas.
- Waste Management Systems: Systems for handling offal, blood, feathers, and wastewater for environmental compliance and potential reuse (e.g., composting, feed inputs).
- Packaging and Storage Areas: Vacuum/sealed packaging units and cold storage rooms for frozen meat products.
- Retail and Distribution Dock: Loading/unloading areas to facilitate efficient dispatch to city retail outlets and distant districts.
- Basic Ancillary Facilities: Administrative block, sanitation and water systems, waste treatment systems, power backup.

302. **Operationalization and Management of Slaughterhouses through SPV:** Under Component 1 of FOCUS 2.0, a Special Purpose Vehicle (SPV) will be established to manage and operate the district-level slaughterhouses in a sustainable, transparent, and commercially viable manner. The SPV will function as a legally registered, producer-led enterprise or not-for-profit company, ensuring that livestock value chain actors—

particularly pig and goat producers—have access to hygienic, certified, and market-linked slaughtering services. The goal is to promote food safety, traceability, and reduce informal/unregulated slaughtering practices while generating local employment and enterprise opportunities.

303. The SPV will be governed by a **Board of Directors** representing:

- Local Producer Organizations (FPOs, M-PACs, SHG Federations),
- District Veterinary Officers or Livestock Department,
- Private investors (where applicable), and
- Technical advisors with expertise in meat processing and public health.

304. Day-to-day operations will be overseen by a **full-time Operations Manager**, responsible for:

- Managing slaughter schedules and staff,
- Ensuring compliance with hygiene and safety standards (FSSAI norms),
- Coordinating veterinary checks before and after slaughter,
- Supervising waste disposal, cold storage, and packaging operations.

305. The SPV will operate on a service-fee model, generating revenue from:

- Slaughtering charges (per animal),
- Value-added services (cutting, chilling, packaging),
- Rental from cold storage or meat counters (if co-located),
- Potential sale of by-products (e.g., offal, hide, bone meal).

306. To ensure effective delivery, the SPV will:

- Sign **formal agreements with producer groups** to ensure steady livestock supply,
- Link with institutional buyers (processors, retailers, hotels),
- Integrate **digital systems** (e.g., traceability, payment tracking, meat health certification),
- Adhere to periodic **performance monitoring** by the DPIU and SPIU, based on KPIs such as utilization rate, cleanliness standards, revenue generated, and number of producers served.

307. The SPV model ensures:

- Long-term viability of the slaughterhouse,
- Ownership and participation by local institutions,
- Transparent financial management and reinvestment of surplus into facility upkeep or community benefit,
- Compliance with animal health and food safety regulations, particularly critical for controlling diseases such as African Swine Fever (ASF).

308. This approach promotes both commercialization and safety in livestock value chains, while reducing risks of market rejection due to hygiene and traceability failures.

Last-Mile Connectivity for Market Infrastructure

309. Efficient and affordable transport linkages are critical to the success of the hub-and-spoke model proposed under FOCUS 2.0. To ensure that farmers and rural producers can

access Collective Marketing Centres (CMCs), Farmers' Markets, and District Hubs in a timely and cost-effective manner, the project will invest in last-mile connectivity infrastructure. This includes the construction and improvement of farm link roads connecting major production clusters (Zaus) to aggregation and trading points.

310. **Scope and Targets:**

- The project will support the construction of approximately 300 farm link roads, each km cost has been estimated at 5 lakhs.
- These roads will primarily be earthen, gravel, or lightly paved rural roads, depending on terrain and volume needs, ensuring minimal transport disruption during critical marketing seasons.

311. **Selection Criteria for Farm Link Roads:**

- Production Density: Roads will be prioritized for areas with high concentration of anchor value chains (e.g., ginger, banana, chilli, livestock aggregation).
- Connectivity to Markets: Priority will be given to roads connecting Zaus/production clusters to CMCs, Farmers' Markets, and Hubs.
- Cost Efficiency: Preference will be given to routes where minor investments can unlock substantial economic impact (e.g., existing trails needing upgrading rather than expensive new alignments).
- Topographical Challenges: In hilly areas or across streams, the project will assess the feasibility of low-cost bridges, culverts, and, where relevant, ropeway systems to address geographical barriers.
- Climate Resilience: Basic climate-proofing measures like drainage channels and slope stabilization will be included to minimize monsoon damage.

312. **Implementation Modality:**

- Farm link road projects will be identified through a participatory planning process involving Village Councils, District Level Coordination Units, and technical engineers.
- Works will be executed through community-based contractors, local public works systems, or convergence with relevant line departments (e.g., Rural Development, PWD).
- Alignment with schemes such as PMGSY, RIDF, or state-funded rural connectivity programs will be explored to maximize leverage.
-
- A preliminary road maintenance model will be developed at project start-up to ensure sustainability of investments. One proposed approach involves assigning routine maintenance responsibilities to Zau groups, thereby fostering community ownership and accountability. This model leverages traditional village institutions and aligns with Mizoram's decentralized practices. Further refinement of road maintenance approaches will occur during start-up, based on an assessment of beneficiary capacities. These assessments will be part of the project baseline and will examine:
    - Average household income of Zau group members
    - Labour allocation (e.g., time spent on agriculture and other livelihoods)
    - Availability of local construction materials
    - Participation in community groups or decision-making structures

- Knowledge and skills relevant to road maintenance and project themes

313. **Strategic Importance:** By ensuring faster, cheaper, and more reliable movement of produce from farms to aggregation points, the last-mile roads will:

- Reduce post-harvest losses by shortening transit times.
- Enhance farmer bargaining power by increasing their access to multiple buyers and markets.
- Facilitate aggregation volumes at CMCs and Farmers' Markets, improving economies of scale.
- Strengthen backward linkages, as traders and input suppliers will find it easier to service remote villages.
- Promote inclusive development by connecting smaller, hitherto isolated producers into larger value chains.

Sub-Component 1.1 Infrastructure Location Selection Criteria

Table 13: Infrastructure Location Selection Criteria

Facility Type	Selection Criteria
Collective Marketing Centres (CMCs)	• Close proximity to major production clusters (Zaus, diversified farms)
	• Minimum 100+ active producers within 3–5 km radius
	• Reasonable year-round access (earthen/paved road)
	• Village Council/community land availability
	• Good natural drainage and low flood risk
	• Alignment with value chain priority commodities (e.g., ginger, turmeric, Mizo chilli, livestock)
Farmers' Markets	• Located at strategic block points linking 20–40 CMCs within 10–15 km radius
	• Good connectivity to district/block roads, highways
	• Situated near growing towns, peri-urban clusters, or trading hubs
	• Minimum 0.5–1 acre land for multi-commodity operations
	• No major overlap with existing government/private markets unless justified
	• Availability of water, sanitation, and basic utilities
District-Level Value Addition Hubs	• Centrally located within the district (preferably near headquarters or nodal town)
	• Close to inter-state highways, main transport corridors

Facility Type	Selection Criteria
	• Capable of consolidating produce from 100+ villages or 5,000+ producers
	• Minimum 2–3 acres for aggregation, storage, processing, training facilities
	• Potential for PPP model attraction (private operators, processors)
	• Secure land with utilities (power, water) and future expansion feasibility

Sub-Component 1.2: Enterprise Development

314. Sub-component 1.2 of FOCUS 2.0 (Enterprise Development) is designed to build a vibrant and sustainable rural enterprise ecosystem that directly supports and leverages the infrastructure investments made under Component 1.1 (Market Infrastructure Development). While Component 1.1 focuses on creating the physical backbone of market access, including Collective Marketing Centres (CMCs), Farmers' Markets, and District-level Value Addition Hubs, this subcomponent complements it by nurturing the enterprises, community institutions, and private sector actors needed to operationalize, manage, and commercially utilize these facilities. In essence, Component 1.1 lays the "hardware" (structured, tiered infrastructure for aggregation, value addition, and trade) while Component 1.2 develops the "software" (the entrepreneurial capacity, institutional arrangements, and business models that bring these assets to life and ensure their sustainability).

315. The enterprises developed and supported under Component 1.2, whether Farmer Producer Organizations (FPOs), Self-Help Groups (SHGs), rural entrepreneurs, or private operators, will be the primary users, operators, and service providers within the market infrastructure created under Component 1.1. Through a combination of incubation support, technical assistance, and co-investment financing, these enterprises will be capacitated to manage aggregation, processing, logistics, and retail functions that are critical to strengthening agricultural value chains across Mizoram.

316. Component 1.2 is closely linked to Component 2 (Improved Agricultural Productivity), as the productive surpluses generated through Component 2 interventions (e.g. diversified crops, horticulture, livestock, and allied activities) will serve as the supply-base feeding into the aggregation and market infrastructure under Component 1.1, and enterprises nurtured under Component 1.2 will act as the bridge, connecting enhanced production at the farm level with structured aggregation, value addition, and market access systems.

Context & Justification:

317. While Component 1.1 tackles challenges of inadequate market infrastructure and weak aggregation systems, by investing in the establishment of a structured, tiered market infrastructure system through a hub-and-spoke model to improve aggregation, post-harvest management, value addition, and market access for agricultural and livestock products, infrastructure alone is insufficient to ensure the success of market-led value chain

development. The sustainability and effectiveness of these investments depend on building a strong ecosystem of rural enterprises like farmer organizations, SHGs, youth and women entrepreneurs, and private sector actors that can operate, manage, and commercially utilize the infrastructure for aggregation, processing, marketing, and service provision. Component 1.2 responds directly to this need by focusing on the development of enterprises that will drive value chain operations and market participation. This sub-component is designed to equip rural institutions and entrepreneurs with the technical, financial, and managerial capacities needed to capitalize on infrastructure investments, create jobs, and retain greater value within rural communities.

318. The justification for investing in rural enterprise development under Component 1.2 is grounded in several critical considerations:

- **Bridging Infrastructure and Market Use:** Without capable enterprises and operators, the infrastructure developed under Component 1.1 risks underutilization or sub-optimal management. Building enterprise capacity ensures that aggregation centres, farmers' markets, and hubs are not mere physical assets, but dynamic commercial platforms integrated into functioning value chains.
- **Unlocking Value Chain Potential:** Mizoram's production base includes several high-value, GI-tagged, and organic commodities (e.g., Mizo chilli, turmeric, ginger) with strong market demand (please refer to Annex 2 "*Thematic Note on Value Chain Development*" within Appendix 13). However, producers have historically been locked in low-margin, farmgate sales due to the absence of value-adding enterprises. Component 1.2 enables local actors to move up the value chain.
- **Addressing Market Failures and Institutional Gaps:** As outlined in the Theory of Change, rural producers face constraints such as poor aggregation, lack of post-harvest processing, weak access to finance, and limited entrepreneurial capacity. Enterprise development directly addresses these.
- **Enterprise development strengthens the climate adaptation capacity of farmers** by equipping them with the skills, organizational structures, and business models needed to make effective use of climate-resilient infrastructure and production systems. By fostering entrepreneurial capacity, farmers are better able to diversify their income streams, reduce dependence on climate-sensitive crops, and adopt climate-smart practices that enhance productivity and resource efficiency. Strengthened producer organizations and market linkages enable farmers to access timely information, inputs, and services, which improves their ability to anticipate, absorb, and recover from climate shocks. In turn, viable enterprises built around aggregation, value addition, and trade create incentives for sustainable resource management, reduce post-harvest losses, and generate more stable revenue flows, together reinforcing the long-term resilience of rural livelihoods in the face of a changing climate.

Phase II Improvements:

319. Lessons Learned from FOCUS, now addressed by Sub-Component 1.2 of FOCUS 2.0, include:

- **Insufficient linkage between infrastructure and enterprise development:** Under FOCUS, while physical infrastructure like farm link roads and market access facilities were developed, a major disconnect remained between production clusters, particularly IFS clusters or Zaus, and the infrastructure created. Effective integration of production and market facilities was lacking.
- **Weakness in structured value chain development:** Although some value chain interventions (e.g., for Mizo Chilli) achieved success, broader value chain development was limited due to fragmented production clusters, the absence of robust aggregation models, and weak business planning and operational capacities at the farmer group and FPO levels.
- **Limited functionality of FIGs without scale:** Many small, village-based Farmer Interest Groups (FIGs) remained at subsistence levels and could not evolve into commercially viable entities. Although the need to consolidate FIGs into larger organizations such as FPOs was recognized, FPO formation was initiated only towards the end of the project.
- **Delayed and insufficient FPO support:** FPOs were initiated late in the project, leaving limited time for institution building. Based on experience, supporting FPOs requires a minimum of 6–7 years of mentorship and technical assistance to build them into sustainable business entities, rather than short-term engagement.
- **Innovation and enterprise support proved promising but underutilized:** The Innovation Fund pilot demonstrated that targeted financial and technical support to rural entrepreneurs (e.g., banana chips making, Mizo chilli processing) can generate strong market linkages and income growth. However, such support was introduced late and remained limited in scale.
- **Need for stronger market-facing rural institutions:** As farmers moved from subsistence (particularly jhum) to settled agriculture and commercial horticulture, the demand for organized marketing, processing, and value addition enterprises became increasingly critical to capture higher value from production.
- **Underdeveloped post-harvest and processing enterprises:** Farmers' income enhancement remained constrained by limited local value addition, weak post-harvest handling systems, and a lack of rural enterprises capable of bridging the gap between raw production and market-ready products.

320. To respond to the above, the following Phase II improvements have been made:

- **Enterprise-Centric Approach:** Sub-component 1.2 of FOCUS II is reoriented to systematically develop and strengthen enterprises — including FPOs, SHGs, and rural entrepreneurs — to manage, operate, and commercially utilize the market infrastructure created under Component 1.1.
- **Structured Enterprise Support Instruments Co-Riding with Private Sector:**

    - **Blocked grant financing** for FPOs, with a matching contribution requirement, specifically targeted at investments in value addition, aggregation, and processing activities.
    - **Incubation grants** for rural entrepreneurs, particularly youth and women, to support innovations in agri-processing, logistics, and marketing services.

- **Competitive Selection of Entrepreneurs:** A transparent, merit-based process is established for selecting incubatees and enterprise grant recipients, prioritizing commercial viability, innovation, and scalability.
- **Stronger Focus on Value Chain Commodities:** Enterprise support is aligned with the priority value chain commodities identified under Component 1.2 (e.g., ginger, turmeric, broom grass, Mizo chilli, livestock products) and directly linked to Component 2 production activities, particularly through IFS clusters and Zaus.
- **Direct Linkages to Production Clusters:** Enterprises will be responsible for aggregating, processing, and marketing the production surpluses emerging from Component 2-supported production systems, thereby creating an integrated pathway from farm to market.
- **Aggregation and Scale:** Promotion of larger aggregation models through the formation and strengthening of FPOs and cooperative structures, enabling economies of scale for marketing, logistics, and processing.
- **Market Infrastructure Utilization:** Enterprises supported under this sub-component will manage or utilize Collective Marketing Centres (CMCs), Farmers' Markets, and District Value Addition Hubs for aggregation, processing, storage, and marketing activities.
- **Private Sector Partnerships:** Facilitation of partnerships between rural enterprises and private buyers, processors, aggregators, and logistics service providers to strengthen market access, quality standards, and commercial opportunities.

Objectives and Expected Results

321. The primary objective of Component 1.2 is to foster the development of a vibrant, market-oriented rural enterprise ecosystem that operationalizes and sustains the market infrastructure created under Component 1.1. The sub-component aims to enhance the commercial capacities of Farmer Producer Organizations (FPOs), Self-Help Groups (SHGs), Multi-Purpose Agriculture Cooperatives (MPACs), rural entrepreneurs, and other community institutions to drive aggregation, value addition, processing, and market linkages. Specifically, Component 1.2 will:

- Strengthen the institutional and operational capacity of rural community organizations to manage Collective Marketing Centres (CMCs), Farmers' Markets, and District Hubs under performance-based agreements.
- Support youth- and women-led rural enterprises through structured incubation and co-investment grants, promoting innovations in digital technologies, agri-processing, logistics, and marketing.

- Facilitate the aggregation, processing, and marketing of diversified production surpluses generated under Component 2, ensuring seamless integration between production and markets.
- Promote partnerships between rural enterprises and private sector actors to enhance market penetration, quality standards, and business development.
- Increase the volume and value of agricultural products processed and marketed through structured value chains, leading to enhanced rural incomes and expanded inter-state trade opportunities.

Outcome: *Employment opportunities created by project-supported enterprises, with enhanced inclusion of youth, women, and Indigenous Peoples*

Table 14: Component 1.2 Outputs and Targets

Output	Description	Target
Beneficiaries with new jobs/employment opportunities	Rural jobs created through incubation-supported enterprises and market ecosystem investment	140 new jobs (of which 70 women, 70 youth, 140 Indigenous Peoples)
Rural producer organizations supported	Rural Producer Organizations (FPOs, M-PACs, SHG federations) mobilized for value chain aggregation and commercial activities linked to CMCs, Farmers' Markets, and Hubs	70 RPOs supported, comprising 10,000 members (50% women; 30% youth; 100% Indigenous Peoples)
Rural enterprises accessing business development services	Rural enterprises (MSMEs, youth/women entrepreneurs) accessing business services such as incubation, marketing, and product development	110 enterprises supported with tailored business development services

322. **Note:** To operationalize and sustain the extensive market infrastructure being developed under Component 1.1—including 300 Collective Marketing Centres (CMCs), 13 Farmers' Markets, and 5 Value Addition Hubs—the project will support approximately 70 Rural Producer Organizations (RPOs) such as Farmer Producer Organizations (FPOs), Multi-Purpose Agricultural Cooperatives (M-PACs), and SHG federations. This estimate is based on a tiered engagement model: each of the 5 hubs will anchor 2–3 commercially-oriented RPOs; each of the 13 Farmers' Markets will involve at least 2 RPOs linked to local value chains; and approximately one RPO will be supported per 10 CMCs to aggregate and supply produce from surrounding clusters.

323. In total, the 70 RPOs are expected to collectively represent over 10,000 rural producers (with an average of 140 members per RPO). At least 50% of the members are expected to be women, reflecting strong SHG participation and inclusive institutional design. Given that 94.4% of Mizoram's population belongs to Indigenous communities (Scheduled Tribes), it is reasonable to assume that the vast majority of RPO members—over 90%—will be Indigenous Peoples.

Description of Activities, Approach, and Modalities of Implementation

324. Under Component 1.2, the project will invest in building a vibrant rural enterprise ecosystem that operationalizes and sustains the market infrastructure developed under Component 1.1. This will be achieved by supporting the formation and strengthening of Farmer Producer Organizations (FPOs), Self-Help Groups (SHGs), Multi-Purpose Agriculture Cooperatives (MPACs), and rural entrepreneurs engaged in priority value chains. Enterprise support will be closely aligned with the commodity prioritization conducted during project design and further refined through a detailed block-level intercropping and production system study under Component 1.1. Integrated crop-livestock enterprises will be promoted to maximize value capture at the community level.

325. Support will be provided through performance-based blocked grants, incubation funds for entrepreneurs, technical assistance, and facilitation of private sector partnerships to ensure that aggregation, processing, and marketing activities are commercially viable and sustainable. Additionally, promotion of Geographical Indication (GI) branding, eco-certification, and value chain-based packaging initiatives will be introduced after the project mid-term review, supported through specialized Technical Support Providers (TSPs).

Key activities under Component 1.2 are as follows:

- **Selection and Performance-Based Engagement of FPOs:** Transparent identification and selection of FPOs and community institutions to manage market infrastructure, based on operational readiness, governance standards, and commodity alignment.
- **Technical Support Providers (TSPs) Deployment:** Engagement of specialized service providers to mentor enterprises on business operations, market development, financial management, and operational sustainability.
- **Enterprise Strengthening and Institutional Development:** Capacity building, business planning, and operational strengthening of FPOs, SHGs, M-PACs, and rural entrepreneurs to manage Collective Marketing Centres (CMCs), Farmers' Markets, and District Hubs.
- **Provision of Blocked Grants for Enterprise Investment:** Performance-linked grants to FPOs and rural enterprises for investment in value addition, primary processing, aggregation, storage, packaging, and logistics infrastructure and services.
- **Incubation Fund for Rural Entrepreneurs:** Competitive selection and grant support for youth- and women-led enterprises engaged in innovative processing, logistics, or market service models linked to priority commodities.
- **Promotion and Facilitation of GI Branding (Post-Midterm):** Through specialized TSPs hired after the midterm review, support enterprises to develop GI-based branding, promote collective branding strategies, and enhance product identity in premium markets.
- **GI-based Branding, Packaging, and Eco-Certification (Post-Midterm):** Following midterm review, provide technical and financial assistance to enterprises for eco-certification, sustainable packaging solutions, and market-driven GI product branding through expert service providers.
- **Facilitation of Private Sector Linkages:** Connecting FPOs and rural enterprises with private buyers, processors, aggregators, and logistics companies to strengthen value chains and ensure market-driven enterprise growth.
- **Enterprise Monitoring and Performance Evaluation:** Setting up a robust monitoring framework to track enterprise turnover, infrastructure usage, value addition

volumes, and market penetration, with periodic evaluation against performance criteria.

326. The activities follow an overall path of: Selection ➔ Capacity ➔ Financing ➔ Branding ➔ Market Linkages ➔ Performance Tracking.

Commodity Identification and Refinement based on Component 1.1 Research

327. The selection of commodities prioritized under FOCUS 2.0 is based on a structured, evidence-driven process undertaken during project preparation. A comprehensive commodity prioritization exercise, documented in the Thematic Technical Note on Value Chain Development (Appendix 13, Annex 2), guided the identification of anchor commodities across horticulture, livestock, and allied sectors. The commodities were selected using multiple criteria, including production potential, market demand (both local and interstate), shelf life, value addition opportunities, and their relevance to rural livelihood diversification. The initial set of commodities identified under the project includes a mix of crops and livestock products. The Project will support districts in strengthening ODOPs where clear market opportunities exist, based on commodity viability and value chain potential. In districts where the selected ODOPs show limited market alignment, the project will engage in dialogue with district authorities to refine or revise their ODOP choices for better market integration.

Table 15[17]: Selected Crop Commodities by District

District	**Selected Crop Commodities (mostly Long Value Chain)**
Champhai	Grapes, Turmeric, Ginger, (passion fruit)
Hnahthial	Dragon Fruit, Maize, Mizo Chilli (Turmeric)
Kolasib	Hill Broom, Ginger, Turmeric
Lawngtlai	Sesame, Honey, Turmeric, (Mango)
Lunglei	Turmeric, Ginger, Chilli
Mamit	Mizo Chilli, Ginger, Broom Grass (Turmeric)
Saitual	Tung, Ginger, Soya bean
Siaha	Chilli, Ginger, Mango (Turmeric)
Aizawl	Broomgrass, Tomato, Mizo Chilli
Khawzawl	Pineapple, Mizo Chilli, Passion Fruit
Serchhip	Sugar Cane, Chilli, Banana, (Pineapple)

328. Further, the commodities listed are indicative in nature. At the beginning of project implementation, the project will undertake a detailed value chain assessment, covering agriculture, sericulture, fisheries, and other allied sectors, to validate and refine commodity

[17] Note: Commodities marked in red represent ODOPs, while those listed in brackets were not identified among the top three anchor commodities.

selection. The assessment will identify short-, medium-, and long-term value chain pathways, based on production scale, market demand, logistics, processing potential, and institutional readiness. Based on these findings, the project will sequence and prioritize interventions in line with a phased value chain development approach, ensuring coherence with Components 1 and 2.

329. **For livestock and allied products, the following are included under FOCUS 2.0:** Pigs (pork value chain), poultry (meat and eggs), and goatery.

330. Two initial, detailed value chain assessments have been conducted and provided for two prominent commodities: (i) ginger; and (ii) Mizo chilli (Appendix 13, Annex 4: "Value Chain Analysis – Selected Commodities"). In addition, existing value chain studies by Selco Foundation have also been referred to and integrated into the analysis. These commodities have been mapped against their potential to form short value chains (intended for intra-state consumption and regional marketing) and long value chains (targeting inter-state or niche premium markets). For example, perishables such as banana, cabbage, and tomato are best suited for local Farmers' Markets, while durable and high-value commodities like ginger, Mizo chilli, and broom grass are better positioned for aggregation at district hubs for interstate trade.

331. Recognizing that commodity systems are dynamic and vary significantly at micro-geographies, FOCUS 2.0 will further refine the enterprise development strategy through a district- and block-level study to be conducted under Component 1.1 during the early phase of project implementation. This research will allow the project to align enterprise support and infrastructure utilization with actual production patterns and emerging market opportunities. The Component 1.1 study will specifically focus on:

- Mapping intercropping systems at the block level to identify dominant crop combinations and opportunities for integrating livestock with crop production.
- Analyzing production clusters to ensure that aggregation and processing infrastructure is strategically located.
- Identifying short value chains with high perishability and immediate marketability to be prioritized for Farmers' Markets.
- Strengthening livestock integration by mapping piggery, goatery, and poultry, clusters for aggregation and enterprise support.
- Conducting a gap analysis of post-harvest handling, aggregation, and value addition needs to refine targeted interventions.

332. By building on the strategic commodity prioritization undertaken during project design and validating it through granular field research under Component 1.1, FOCUS 2.0 ensures that enterprise support under Component 1.2 is firmly rooted in market realities. This will enable the project to promote demand-driven, commercially viable rural enterprises that leverage both existing and emerging value chain opportunities across Mizoram.

Selection and Performance-Based Engagement of FPOs

333. The success of Component 1.2 depends heavily on identifying and supporting the right local institutions to manage, operate, and commercially utilize the market infrastructure established under Component 1.1. To achieve this, FOCUS 2.0 will adopt a structured and transparent process for the selection and performance-based engagement of Farmer Producer Organizations (FPOs) and other eligible community institutions.

334. **Definition of Farmer Producer Organizations (FPOs):** For the purposes of this project, a Farmer Producer Organization (FPO) refers to any formal or semi-formal farmer-based institution engaged in aggregation, value addition, or marketing activities. This includes:

- Multi-Purpose Agricultural Cooperatives (MPACs),
- Self-Help Groups (SHGs),
- Farmers Interest Groups (FIGs),
- Agriculture Cooperatives
- Farmer Producer Companies (FPCs),
- Other community-led producer groups recognized by local governance systems.

335. The project will adopt a flexible and inclusive approach, working with a range of these institutions across the District Hubs, Farmers' Markets, and Collective Marketing Centres (CMCs), provided they meet the eligibility criteria and demonstrate the capacity to align with project objectives.

Approach to Selection and Engagement:

336. The approach to selecting institutions for managing market infrastructure will vary depending on the type of infrastructure:

- **For District-level Value Addition Hubs and Block-level Farmers' Markets:** Given the commercial significance and operational complexity of these facilities, the project will use a Call for Proposals (CFP) process to competitively select capable FPOs or other eligible institutions. The CFP will outline eligibility criteria, business plan requirements, operational expectations, and performance targets. Only organizations demonstrating strong governance, business orientation, and commitment to value chain development will be selected to operate these higher-tier facilities.
- **For Collective Marketing Centres (CMCs):** Management of CMCs will follow a localized selection approach, recognizing the smaller, village/cluster-level nature of these centers. Selection will be based on the existing situation, prioritizing active local institutions such as Village Councils, SHGs, FIGs, M-PACs, or emerging FPOs that are well-embedded within the community. These groups will be engaged based on their proximity, willingness, and basic capacity to manage aggregation functions.

337. Further details are available in Annex C.

Eligibility Screening

338. Across all levels, minimum eligibility criteria will include:

- Legal or recognized registration status.
- Minimum operational membership (e.g., 50–100 active farmer members).
- Active engagement in the production, aggregation, marketing, or value addition of identified commodities.
- Basic financial discipline and governance practices (e.g., meeting records, simple bookkeeping).

Performance-Based Engagement

339. Selected FPOs or institutions will be engaged through formal performance agreements that will include:

- Operational responsibilities for managing the infrastructure.
- Business plans outlining aggregation, marketing, and value addition strategies.
- Defined performance indicators such as volume handled, turnover generated, maintenance obligations, and reporting compliance.

340. Institutions will be supported through capacity building and technical assistance to strengthen their operations, particularly in early phases.

Technical Support Providers (TSPs) Deployment

341. The. Given the scale and complexity of managing integrated value chain operations across the hub-and-spoke market infrastructure system developed under Component 1.1, FOCUS 2.0 will engage specialized Technical Support Providers (TSPs) to build the operational, business, and market capacities of FPOs and rural enterprises selected under Component 1.2. Each District-level Value Addition Hub will be assigned a dedicated Technical Support Provider responsible for delivering intensive handholding and capacity-building support across its associated network of Collective Marketing Centres (CMCs), Farmers' Markets, and production clusters (Zaus).

342. **Scope of TSP Support:** Each TSP will be responsible for:

- Supporting the lead FPO managing the District Hub.
- Strengthening FPOs and local institutions managing 30–60 CMCs (depending on geographic clustering and commodity flows).
- Supporting FPOs or private operators managing 2–3 Block-level Farmers' Markets linked to the Hub.
- Facilitating aggregation, primary processing, logistics, and market linkages across the network of Zaus (Integrated Farming System clusters and production hubs) feeding into the CMCs and markets.

343. **Core Functions of TSPs:** TSPs will provide the following services:

- **Enterprise Business Development:** Support FPOs and enterprises in preparing operational business plans, financial management systems, aggregation models, and marketing strategies tailored to prioritized commodities.
- **Capacity Building and Mentoring:** Conduct regular training and coaching on governance, leadership, accounting, value addition techniques, quality management, and buyer engagement.
- **Infrastructure Operationalization:** Assist enterprises in setting up standard operating procedures (SOPs) for CMCs, Farmers' Markets, and District Hubs, ensuring efficient and transparent management.
- **Aggregation and Value Chain Coordination:** Facilitate coordination between CMCs, Farmers' Markets, and Hubs to streamline aggregation, bulking, grading, packaging, and onward marketing operations.
- **Market Linkage Facilitation:** Identify and connect enterprises to private sector buyers, processors, logistics providers, and institutional markets (e.g., hospitals, schools, Army procurement).

- **Support for Innovation and Branding (Post-Midterm):** Following the midterm review, TSPs will also lead support for GI-based branding, eco-certification, and value chain-based packaging initiatives linked to high-value commodities.
- **Monitoring and Reporting:** Support enterprises in tracking turnover, volumes aggregated, buyer linkages, and infrastructure utilization, feeding into the project's monitoring system.

344. **Deployment and Management of TSPs**

- One TSP will be engaged per District Hub, covering the full catchment of CMCs, Farmers' Markets, and production clusters attached to that Hub.
- TSPs will be competitively selected based on their technical expertise in enterprise development, agricultural value chains, rural marketing, and capacity building.
- Contracts with TSPs will be performance-based, with deliverables tied to enterprise strengthening outcomes such as operationalized infrastructure, increased turnover, and expanded market access.
- Project will deploy multiple TSP and will refrain from having one TSP managing all the hubs
- Detail Terms of Reference are provided in Appendix 5

Enterprise Strengthening and Institutional Development

345. Under this activity, FOCUS 2.0 will build the business, operational, and market capacities of Farmer Producer Organizations (FPOs), Self-Help Groups (SHGs), Multi-Purpose Agriculture Cooperatives (MPACs), and rural entrepreneurs managing Collective Marketing Centres (CMCs), Farmers' Markets, and District-level Value Addition Hubs. The Technical Support Providers (TSPs) assigned to each District Hub will be responsible for delivering this capacity building and institutional development support, ensuring that enterprises are commercially viable, operationally capable, and market ready.

346. Enterprise strengthening will focus on the following key areas:

1. Governance and Organizational Management

- Strengthening governance structures (e.g., Boards, Committees, AGMs).
- Enhancing transparency, record-keeping, and compliance practices.
- Clarifying member roles, decision-making processes, and accountability mechanisms.

2. Business Planning and Financial Management

- Preparing detailed business plans linked to identified commodities and market strategies.
- Training on costing, pricing, budgeting, financial reporting, and working capital management.
- Building investment planning capacity to access grants, loans, and private sector partnerships.

3. Aggregation, Post-Harvest Handling, and Operations Management

- Supporting aggregation planning, member mobilization, and collection center operations.

- Standardizing post-harvest handling practices: sorting, grading, basic processing.
- Operationalizing infrastructure management (SOPs for CMCs, Farmers' Markets, Hubs).

4. Marketing, Buyer Engagement, and Trade Facilitation

- Training on market analysis, buyer requirements, product positioning, and quality standards.
- Facilitating direct market linkages with private buyers, traders, processors, and institutional buyers.
- Supporting participation in local trade fairs, buyer-seller meets, and digital promotion activities.

5. Digital Enablement and Record-Keeping

- Introducing basic digital tools for inventory, sales tracking, payment management, and communications.
- Training on mobile applications, WhatsApp marketing, and simple e-commerce platforms where feasible.

6. Leadership Development and Member Mobilization

- Building leadership capacity among enterprise members and management teams.
- Strengthening internal mobilization efforts to sustain aggregation scale and collective marketing.

347. **Implementation Approach:**

- TSPs will lead the field-based delivery of all training, mentoring, and capacity building activities.
- TSPs will adopt a "learning by doing" methodology, directly linking training sessions to real operational tasks (e.g., harvest aggregation, buyer negotiations).
- Capacity building efforts will be customized to the maturity level of each enterprise — lighter, practical modules for emerging groups, more sophisticated business planning support for advanced FPOs managing hubs and markets.
- The State Project Implementation Unit (SPIU) and District Project Teams will monitor TSP performance and verify the strengthening outcomes based on enterprise results.

Blocked Grant Mechanism

348. The Blocked Grant under Component 1.2 is designed not as a direct subsidy, but as a strategic enabler to strengthen the financial capacity of rural enterprises and crowd in private sector financing. The grant will be used to unlock access to formal credit for Farmer Producer Organizations (FPOs) and rural enterprises managing market infrastructure.

349. **Under the blocked grant mechanism:**

- The project will provide a performance-based grant, which will be deposited into a dedicated account at Mizoram Rural Bank (MRB) in the name of the selected FPO or enterprise.
- Prior to the deposit of the grant, MRB will conduct a credit appraisal of the FPO/rural enterprise to assess its financial health, operational capacity, and creditworthiness.
- Only enterprises that meet minimum bank credit standards — including governance compliance, operational viability, and ability to service credit obligations — will be eligible to receive the blocked grant facility.
- Once cleared, the blocked grant will remain in the bank account as a form of collateral/security to support the issuance of:
    - Overdraft facilities to meet working capital needs (e.g., produce procurement, aggregation costs, transport).
    - Term loans for investment in assets (e.g., processing equipment, cold storage, packaging units).

350. FPOs and rural enterprises must also raise their equity contributions and demonstrate their commitment to co-financing operations and investments. Where applicable, the structure may be further enhanced by converging with a Credit Guarantee Scheme (as detailed in Appendix 13, Annex 3 "Technical Note on Rural Finance"), reducing the bank's exposure risk.

351. **Benefits of the Approach:**

- **Promotes Leverage:** Every rupee of grant financing can leverage multiple rupees of private sector investment into rural enterprise activities.
- **Strengthens Financial Discipline:** Enterprises must undergo a formal credit check and manage real financial obligations, promoting responsible business behaviour.
- **Avoids Grant Dependency:** The grant does not replace private financing but acts as an enabler to crowd in commercial money into rural value chains.
- **Builds Financial Sustainability:** Enterprises begin developing formal credit histories, improving their future bankability for scaling operations beyond the project.
- **Enables Larger Scale:** Through combining grant security with loans, enterprises can access financing much larger than the grant amount alone, enabling investments into aggregation, processing, and marketing.

Incubation Centre

352. Mizoram's innovation and incubation ecosystem is supported by several government initiatives. The Mizoram Entrepreneurship & Startup Policy, launched in 2019, aims to create a vibrant entrepreneurial environment. The Entrepreneurship Development Scheme (EDS), implemented through the Entrepreneurship Development Centre (EDC), provides microfinance, training, and relaxed regulations to support startups. The Mizoram State Entrepreneurship Development and Monitoring Committee (MEDMOC), established in 2016, oversees the EDS and the startup policy. The Mizoram Startup Mission (MSUM) acts as a state-level agency coordinating entrepreneurship and startup development initiatives across departments. Mizoram has over 100 registered startups, with more than

90 receiving incubation support and over 20 undergoing acceleration programs. Initiatives like the "Mizoram Rahbi" provide micro capital to early-stage entrepreneurs. Mizoram University plays a pivotal role, hosting incubation centers and partnering with institutions like IIM Calcutta Innovation Park to support technology-based enterprises. There are also small scale incubation programmes such as RAFTAAR Agribusiness Incubator (R-ABI), specifically to support agri and allied sectors. Through these, Mizoram is fostering an environment conducive to innovation, entrepreneurship, and sustainable economic growth. This incubation fund and activity will complement existing efforts and is specifically designed to fill critical gaps in targeted sectors such as agri and allied activities including digital solutions and also support the project's tiered hub-and-spoke model, encouraging private sector engagement at the level of Collective Marketing Centres, Farmers' Markets, and District-level Hubs.

353. In this context, the vision of this incubation fund is to support develop of a vibrant entrepreneurial ecosystem that leverages local strengths, creates economic opportunities, promotes innovating climate resilient and environmentally sustainable practices, and promotes sustainable development of targeted sectors (agri and livestock).

354. **Key principles for the incubator** include:

- **Contextual Innovation:** support solutions that are specific to Mizoram's unique socio-economic and cultural landscape and focus on a few thematic areas.
- **Local Capacity Building:** Focus on developing local incubation and entrepreneurial skills
- **Sustainable Development:** Prioritize ventures that create long-term economic and social value
- Climate and environmentally sustainable practices: Identify and promote innovative climate and environmental solutions.

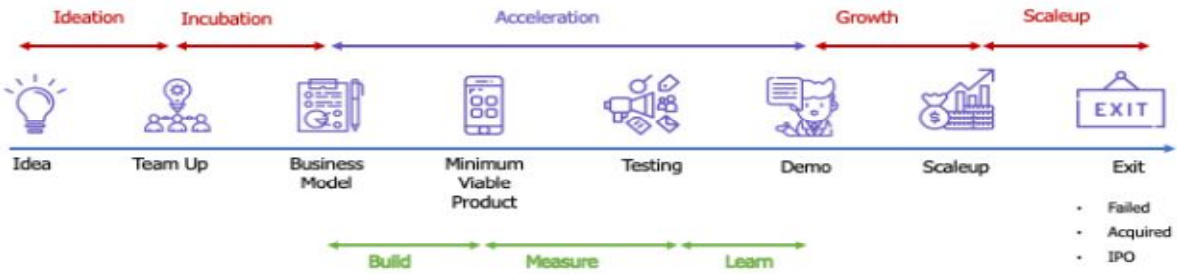
355. **Sector-Specific Incubation Tracks** will include:

- Agriculture and Food Processing -especially focusing on agri logistics, processing and marketing
- Livestock Solutions including logistics, cold chain management among other
- Digital Services and Technology for agri and allied sectors

356. **Expected Outcomes over 5 years** are as follows:

- Launch 40 startups with a capital base of ~9 crores and projected annual revenue by the end of the incubation cycle as 2x of capital base
- Improve local entrepreneurial incubation capacity of partners ()
- This incubator will focus on both the incubation and business model development (refer figure 1) but also support partial testing of solutions within the context of activities supported under FOCUS 2.0 Project

Figure X: Overall Journey of Startups



357. **Implementation process:**

- The incubation fund is proposed to be setup under the aegis of an existing incubator . The project will leverage the available infrastructure such as meeting, conferencing, demo labs and other equipment's available as well as the technical faculties in agriculture, engineering and technology among other for capacity building and mentorship.
- A service provider will be engaged to support business and entrepreneurship skills development activities. (Terms of Reference is in Appendix 5)
- Based on discussions, a MoU will be signed with the relevant partners () to take over the day-to-day operations of the incubator. This activity will be overseen by the Manager of the Business Promotion and Incubation unit within the SPIU. The activity will also be supported by seconded positions from ministry of commerce and industry, agri, livestock and SRLM for potential 4P Partnerships.
- The fund will target up to 40 entrepreneurs, supporting co-investment grants structured as follows: up to 50% (maximum INR25 lakh) of the total investment for agri- and livestock-based businesses in line with IFAD matching grant policy, and up to 80% (maximum INR10 lakh) for digital innovations. The remaining financing must be mobilized by the entrepreneur, either through bank loans or equity.
- While the proposed 80% project contribution exceeds the typical matching grant ceiling under IFAD policy, a higher cost-sharing ratio is warranted in this case due to the nature and constraints of digital innovation investments in rural and agri-market systems.
- Further, following the launch of the call for proposals, if the applications received are found to be limited in number, not sufficiently qualified, or constrained due to the specific context of the North Eastern Region, including challenges related to matching contribution requirements, the SPIU may review the experience from the first call. Based on lessons learned, the SPIU may propose adjustments to the matching grant contribution structure, showing evidence of market failure that justifies an increased level of grant support.
- Digital solutions—such as traceability platforms, e-logistics systems, or agri-fintech pilots—often face significant barriers to private financing. Commercial banks and financial institutions typically do not lend to early-stage digital initiatives due to the intangible nature of assets, lack of proven cash flows, and perceived technology risks. As a result, private entities, particularly MSMEs

and tech startups operating in rural areas, are unable to mobilize adequate capital for such investments through conventional credit channels.

- Moreover, the absolute cost of these innovations remains relatively modest compared to physical infrastructure, and the economic value they unlock—through improved transparency, market access, and service efficiency—can be transformational. The grant, therefore, functions as a de-risking instrument and first-loss coverage, enabling proof of concept and crowding in future private investment once viability is demonstrated.
- Given these considerations, the proposed 80:20 grant-to-private contribution ratio is strategically justified and necessary to catalyze scalable digital innovations that align with the project's objectives of enhancing efficiency, inclusion, and resilience in agricultural value chains.
- Further, the matching fund can be in the form of and will be subject to approval by the Selection Committee and shall be accepted only if there is enough proof of funds such as signed shareholder agreement, bank statement, grant agreement, etc.
    - Cash / Revenues
    - Capital Investment
    - Crowdfunding
    - In-kind
- The incubator will facilitate linkages with available government schemes such as Mizoram Rahbhi which offers micro capital to young enterprises and Mizoram Rural bank providing low interest loans to enterprises.
- The incubator is expected to support up to minimum 40 innovators concerning to agriculture and allied sectors and digital. Although the COSTAB presents these activities under three separate categories—agriculture, livestock, and digital—the call for proposals may be floated in a merged manner. Selection of proposals will be based primarily on quality and merit, including demonstrated potential for financial sustainability, rural employment generation, and positive environmental and social impact, rather than on strict sectoral segmentation alone.
- By aligning closely with the needs of the hub-and-spoke model, the Incubation Fund will not only foster rural entrepreneurship but also serve as a catalyst for private investment in priority value chains. Where relevant, synergies will be developed with the CM Innovation Fund, Atal innovation Mission, RKVY ensuring convergence, avoiding duplication, and building on the successful implementation experience from FOCUS Phase I.
- Where feasible, the project will also seek convergence with ongoing national and global innovation platforms, such as those operated by SIDBI, NABARD, and IFAD's GAP Fund, to expand the reach, technical support, and financing options available to rural entrepreneurs
- The incubator will follow a phased approach with focus on up to 15 start-ups every 2 years, reaching a maximum of 40 over the 6-year project period. The numbers will be aligning to the overall expected numbers under each track to be supported.

- The incubator will support both product development, business model development, technical mentorship among other support activities to handhold early-stage enterprises.

358. **Selection Process:**

- The fund will be administered via a competitive call-for-proposals, evaluated by a screening panel comprising representatives from selected partner (), private sector mentors, Mizoram Rural Bank, and business incubation specialists (potentially facilitated by a Service provider). Entrepreneurs selected through this process will receive technical mentoring, business planning support, and post-selection handholding to ensure business readiness and integration into the project ecosystem.
- The proposals will be open to individual and teams, NGOs, associations as well as existing private sector looking at introducing new workstream. Young and women entrepreneurs will be especially encouraged to apply.
- The selection process will entail review of applications, followed by review of the proposed product, its viability and fit to the overall targeted track and rural sector issues.
- The call for proposals will be publicised widely using both government websites, and social media channels and supported by cross posting by other incubators and entrepreneurship cells.
- The Incubation Fund will promote innovation in under-served nodes of the value chain, such as processing, livestock marketing, meat processing, cold-chain logistics, digital traceability, retail packaging, and last-mile market linkage.
- While the process is open to all eligible applicants, a preferential scoring system will be applied to youth- and women-led proposals to promote inclusive entrepreneurship.
- The selection process will also consider geographic representation to ensure equitable access to incubation support across rural and remote areas.
- Assessment criteria will also include potential for financial sustainability, rural employment generation, and contribution to environmental or social impact.
- Support will be released in milestone-linked tranches based on business readiness, progress, and achievement of agreed benchmarks.

359. **An example of an incubation track for agriculture and food processing** would be:

- Technology integration for traditional farming
- Value addition to local produce
- Organic farming innovation
- Export-oriented agricultural startups

360. Overall, the programme will track the following KPIs:

- **Incubator Operational Effectiveness**, including: onboarding rate, completion rate, total hours of mentorship provided, programme utilisation.

- **Startup Success and Growth Metrics:** % of startups operational post incubation, rate of growth, new market/customer aquistion
- **Long-term Ecosystem Maturity Indicators:** Number and quality of partnerships, Growth in angel, seed, and VC investments in the region, Sectoral and demographic (e.g., women, rural, tribal) representation in startups.
- **Startup and Incubator Sustainability Metrics:** Proportion of startups achieving break-even or profitability; Percentage of incubator budget supported by earned income (equity, service fees, etc.) versus grants

Promotion and Facilitation of GI Branding, Packaging, and Eco-Certification (Post-Midterm)

361. Several key agricultural and allied commodities in Mizoram, like Mizo chilli and ginger, have already obtained Geographical Indication (GI) registration, offering a unique opportunity for value enhancement and market differentiation. Building on these existing GI certifications, FOCUS 2.0 will support rural enterprises to commercialize GI products more effectively through the development of collective branding strategies, sustainable packaging solutions, eco-certification where relevant, and enhanced market positioning in premium markets. These activities will be initiated after the project's midterm review, when enterprises have achieved sufficient operational maturity.

Scope of Activities

362. The GI branding and eco-certification support will focus on:

- **Commercialization of Existing GI Commodities:** Assisting enterprises to build strong, market-facing collective brand identities around already GI-certified commodities.
- **Development of Collective Branding and Packaging Solutions:** Designing brand narratives, logos, and packaging standards that highlight Mizoram's GI heritage and meet modern market expectations, including eco-friendly and sustainable packaging options.
- **Facilitation of Eco-Certification:** For commodities and enterprises where additional sustainability certification (e.g., organic, eco-labels) is feasible and market-relevant, the project will provide technical and financial support.
- **Market Linkage Enhancement:** Positioning GI-branded and eco-certified products for entry into institutional markets, inter-state trade channels, and premium consumer segments.

Implementation Approach

363. **Engagement of Specialized Technical Support Providers (TSPs):** Post-midterm, specialized service providers with expertise in branding, certification, marketing, and agri-business development will be engaged.

364. **Targeted Enterprise Support:** Enterprises linked to prioritized GI commodities, showing strong operational performance (e.g., turnover, volumes aggregated), will be selected for branding and certification support.

365. **Phased Implementation:**

- Diagnostic assessments of enterprise readiness for branding and certification.
- Development of brand and packaging materials aligned with commodity market profiles.
- Application for eco-certification where viable.
- Launch of collective branding campaigns and market linkage initiatives.

366. **Cost-Sharing Model:** Enterprises will be encouraged to contribute partially toward branding and certification costs to promote ownership and long-term sustainability.

367. **Coordination with Enterprise Development Activities:** Branding, packaging, and certification support will be integrated into the broader enterprise strengthening and market access strategy of Component 1.2.

368. Appendix 5 provides a detailed Terms of Reference (TOR) of the service provider.

Sub-Component 1.3: Financial and Digital Ecosystem

369. Component 1.3 of FOCUS 2.0 (Financial and Digital Ecosystem) is designed to strengthen the enabling environment that underpins the enterprise and market development efforts initiated under Components 1.1 (Market Infrastructure) and 1.2 (Enterprise Development). While Components 1.1 and 1.2 focus on building the physical and institutional foundations for value chain growth, Component 1.3 complements these investments by addressing critical barriers related to financial inclusion, digital readiness, and risk management for rural producers and enterprises.

370. In essence, Components 1.1 and 1.2 create the "market and enterprise platforms," while Component 1.3 equips rural actors with the financial tools, credit access, insurance mechanisms, and digital systems needed to operate effectively within those platforms. By unlocking access to finance, promoting financial literacy, profiling beneficiaries through ICT systems, and piloting innovative insurance products, Component 1.3 ensures that rural enterprises and producers are not just physically connected to markets, but also financially and digitally empowered to participate and thrive. By providing farmers and rural enterprises with access to finance, insurance, and digital tools, Component 1.3 enhances their ability to invest in climate-smart practices, manage risks from weather shocks, and build greater resilience to the impacts of climate change.

Context & Justification:

371. While investments in rural infrastructure and enterprise development are crucial for strengthening agricultural value chains, the sustainability and commercial success of these interventions depend heavily on the ability of producers and rural enterprises to access financial services, manage risks, and participate effectively in market systems. In Mizoram, financial exclusion remains a critical bottleneck to inclusive value chain development. Despite improvements under FOCUS, a significant proportion of rural producers (including Farmer Producer Organizations (FPOs), Self-Help Groups (SHGs), Zaus, and livestock producers) still lack access to timely, affordable credit and insurance services.

372. As of March 31, 2023, Mizoram Rural Bank (MRB) reported only 20,366 active Kisan Credit Cards (KCCs) with an outstanding credit portfolio of INR244.5 crore, against more than 67,500 PM-KISAN registered beneficiaries. This disparity illustrates not only low

penetration of formal credit among rural producers but also the persistent challenges related to collateral requirements, limited credit histories, low financial literacy, and weak digital documentation of rural borrowers. Financial institutions continue to perceive rural lending as high risk, while producers often show limited demand for formal finance due to subsistence-oriented production and uncertain market access.

373. At the same time, agricultural production in Mizoram faces significant risks, particularly for piggery (vulnerable to African Swine Fever outbreaks) and horticultural crops (vulnerable to rainfall variability, slope instability, and climatic extremes). Despite these risks, insurance penetration remains extremely low, due to the absence of tailored products, affordability issues, low awareness, and limited trust in insurance claim mechanisms.

374. Recognizing these challenges, Sub-component 1.3 has been conceived as a critical cross-cutting intervention to enable the effective functioning of Components 1.1 and 1.2, and to support Component 2 growers, Zaus, and livestock producers in accessing financial services, insurance, and digital tools. It focuses on unlocking working capital, investment finance, risk management products, and digital profiling for rural value chain actors — strengthening their ability to aggregate, add value, trade competitively, and withstand market or climatic shocks.

375. Through strategic collaboration with MRB, National Insurance Academy and insurance providers, Sub-component 1.3 will build a supportive financial and digital ecosystem that underpins the aggregation, enterprise development, and production diversification efforts across FOCUS 2.0.

376. The justification for Sub-component 1.3 is grounded in several critical considerations:

- **Enabling Infrastructure and Enterprise Utilization:** Without access to finance and risk mitigation tools, rural enterprises developed under Component 1.2 and the infrastructure built under Component 1.1 risk underutilization. Financial empowerment is essential for enterprises to operate, aggregate, invest in assets, and link effectively with markets.
- **Bridging Financial Inclusion Gaps:** The limited reach of formal credit (evidenced by low KCC penetration) and near-absence of insurance products in Mizoram create systemic barriers to enterprise growth and value chain development. Sub-component 1.3 directly addresses these gaps through bundled credit, insurance, and digital finance solutions.
- **Supporting Production-Driven Value Chains:** Component 2 aims to enhance diversified and resilient production through Zaus and livestock clusters. However, for these growers to effectively aggregate, value add, and market their produce, they must be able to access working capital, invest in quality improvements, and manage production risks. Sub-component 1.3 makes this possible.
- **Addressing Market and Production Risks through Insurance Innovation:** Traditional insurance models are poorly suited to Mizoram's topography, crop patterns, and livestock systems. Sub-component 1.3 pilots customized livestock and crop insurance products to offer affordable, accessible risk coverage for piggery and horticulture producers.
- **Strengthening the Digital Backbone for Rural Finance:** Digital profiling of producers and enterprises will improve credit risk assessment, enable better

targeting of financial services, and lay the groundwork for digital transactions, insurance enrolment, and integration into emerging digital agri-markets.

- **Building on FOCUS Foundations:** Many SHGs, FIGs, and FPOs supported under FOCUS continue to face financial exclusion and vulnerability to shocks. Sub-component 1.3 ensures these earlier beneficiaries are systematically mapped, supported with credit, insured against risks, and connected to the expanded value chain ecosystems being developed under FOCUS 2.0.

Phase II Improvements:

377. Lessons Learned from FOCUS, now addressed by Sub-Component 1.3 of FOCUS 2.0, include:

- **Limited Financial Inclusion among Target Beneficiaries:** Despite efforts to link FIGs, and emerging FPOs to financial institutions, access to working capital and investment loans remained extremely limited, constraining enterprise growth and aggregation efforts.
- **Poor Uptake of Insurance Products:** Although agriculture and livestock risks were recognized, insurance penetration remained negligible due to poor product design, lack of awareness, high premium costs, and complex claim processes. Livestock value chains were highly vulnerable to shocks like African Swine Fever (ASF).
- **Low Financial and Digital Literacy:** Many rural producers and enterprises lacked basic understanding of financial management, business cash flow planning, and digital transactions, limiting their ability to engage with formal banking systems or manage enterprise operations commercially.
- **Absence of Digital Profiling and Monitoring Systems:** Without a systematic digital profiling system, it was difficult to track creditworthiness, production volumes, aggregation activities, or insurance coverage at the enterprise and producer levels, resulting in fragmented financial service delivery.
- **Fragmented Credit Facilitation Efforts:** Credit facilitation efforts under FOCUS I were limited to sporadic linkages rather than systematic, institution-led financial empowerment strategies. There was no structured credit window linked to value chain actors or infrastructure operators.

378. To respond to the above, the following Phase II improvements have been made:

- **Project-Linked Credit Window through MRB:** Establishment of a dedicated credit window with Mizoram Rural Bank (MRB) to provide bundled loan products to eligible FPOs, entrepreneurs, and producers, supported by simplified credit screening and risk assessment tools.
- **Integration of Insurance into Value Chain Development:** Design and piloting of tailored insurance products for livestock (piggery) and high-value crops/fruits, addressing the unique agro-climatic risks of Mizoram and leveraging community-based verification models to increase trust and uptake.
- **Systematic Kisan Credit Card (KCC) Facilitation:** Large-scale KCC drives conducted through the Bank Sakhi network to ensure smallholders linked to hubs, CMCs, and Zaus can access seasonal credit bundled with crop insurance.

- **Digital Profiling of Producers and Enterprises:** Deployment of a Management Information System (MIS) to digitally profile producers, rural enterprises, and FPOs — capturing credit history, insurance enrolment, aggregation volumes, and enterprise turnover.
- **Financial Literacy and Digital Finance Capacity Building:** Delivery of structured financial and digital literacy programs to strengthen financial decision-making, promote responsible borrowing, improve digital transaction capacities, and build long-term enterprise sustainability.
- **Financial Deepening for FOCUS Beneficiaries:** Systematic onboarding of SHGs, FIGs, and FPOs supported under FOCUS into credit, insurance, and digital profiling systems — building on existing foundations to strengthen their participation in upgraded market-led value chains.

Objectives and Expected Results

379. The primary objective of Sub-Component 1.3 is to strengthen the financial inclusion, risk resilience, and digital integration of rural value chain actors, enabling them to access working capital, investment finance, insurance products, and digital services critical for participating effectively in structured value chains. The sub-component is designed to complement the physical infrastructure (Component 1.1) and enterprise development efforts (Component 1.2) by ensuring that rural enterprises, Zaus, livestock producers, and smallholders (Component 2) are financially empowered, digitally profiled, and risk-protected to sustain and expand their market engagement. Specifically, Component 1.3 will:

- Facilitate the access of rural enterprises and producers to formal credit through a project-linked credit window operated by Mizoram Rural Bank (MRB), bundling loans, insurance, and digital services.
- Enable smallholder farmers, especially those linked to hubs, CMCs, and Zaus, to access seasonal working capital through Kisan Credit Card (KCC) schemes and crop insurance.
- Digitally profile producers, FPOs, and enterprises to improve credit tracking, market readiness assessments, and financial service delivery.
- Design and pilot customized insurance products tailored to Mizoram's production and climatic risks, with a focus on piggery and high-value horticulture value chains.
- Build the financial literacy and digital finance capacities of rural producers and enterprises to strengthen creditworthiness, enterprise management, and market linkages.
- Integrate FOCUS beneficiaries into the upgraded financial and digital ecosystem, ensuring continuity and deepening of value chain participation.

Outcome: *Improved access to rural financial and digital services*

Table 16: Component 1.3 Outputs and Targets

Output	Description	Target
Households reporting using rural financial services	Households actively using formal financial services such as savings, loans,	13,000 households (20% of total, covering approx. 52,000 individuals)

Output	Description	Target
	digital wallets, and insurance products through project facilitation	
Financial service providers supported	Partner banks, MFIs, and digital service providers engaged to design and deliver outreach strategies, financial products, and services tailored to rural clients	4 financial service providers supported
Persons trained in financial literacy and/or use of financial products and services	Rural community members, especially women, youth, and IPs, trained in understanding and using formal financial and digital tools	12,000 persons trained (50% female, 30% youth, 100% Indigenous Peoples)

Description of Activities, Approach, and Modalities of Implementation

380. Under Sub-component 1.3, the project will invest in building a robust financial and digital ecosystem to support the sustainable commercialization of rural value chains being developed under Components 1.1 (Market Infrastructure) and 1.2 (Enterprise Development). The sub-component aims to unlock access to finance, insurance, and digital services for Farmer Producer Organizations (FPOs), Self-Help Groups (SHGs), Multi-Purpose Agriculture Cooperatives (MPACs), Zaus, livestock producers, and rural entrepreneurs.

381. The financial and digital ecosystem will be closely aligned with the commodity prioritization conducted during project design and further refined through block-level intercropping and production system studies under Component 1.1. Customized financial products, insurance schemes, and digital profiling will be designed to serve the needs of diversified and integrated farming systems promoted under Component 2.

382. Support will be provided through the establishment of a project-linked credit window, structured credit facilitation for Kisan Credit Cards (KCCs), piloting of livestock and agricultural insurance products, development of digital profiling systems, and delivery of targeted financial literacy and digital finance training programs. Specialized Technical Support Providers (TSPs) and partnerships with financial institutions such as Mizoram Rural Bank (MRB) and insurance providers will drive implementation.

383. Key activities under Sub-component 1.3 are as follows:

- Project-Linked Credit Window through Mizoram Rural Bank (MRB)
- Kisan Credit Card (KCC) Facilitation through Bank Sakhis
- Digital Profiling of Producers and Enterprises (Digital MIS for Market Infrastructure Enterprises)
- Financial Literacy and Digital Finance Capacity Building
- Design and Piloting of Customized Insurance Products

Village Digital Training Centres

384. To strengthen digital literacy, access to information, and technology-enabled service delivery at the community level, FOCUS 2.0 will establish Village Digital Training Centres in selected project villages. These centres will function as decentralized, multi-purpose platforms for digital capacity building, virtual training, and information dissemination for rural households, Zaus, and community institutions.

385. The Village Digital Training Centres will be located at the premises of the Village Council or Village Organization (VO) to ensure accessibility, community ownership, and sustainability. Each centre will be equipped with a 50–52 inch digital television and a Wi-Fi-enabled device, enabling real-time connectivity with trainers, Technical Support Providers (TSPs), banks, line departments, and other resource institutions.

386. Approach

- The centres will be used to deliver digital training sessions, virtual workshops, and awareness programmes covering agriculture, livestock, sericulture, fisheries, enterprise development, financial literacy, and market access.
- The Digital Training Centres serve as entry-point activities.
- Training and facilitation will be undertaken by TSPs, Bank Sakhis, Mizoram Rural Bank (MRB) field staff, line departments, and other partner institutions through a combination of physical and virtual modalities.
- The centres may also be used for group-level reviews, dissemination of advisories, seasonal planning discussions, and exposure to best practices through audio-visual learning materials.

387. The Village Digital Training Centres will be continuously utilized throughout the project period and will support activities under both Component 1 and Component 2. They will complement other capacity-building interventions by providing a shared, low-cost digital infrastructure, reducing the need for repeated physical travel and enabling wider and more consistent outreach.

388. Any cost savings realized through procurement efficiencies or optimized implementation of the Village Digital Training Centres will be reallocated to other eligible project activities, in accordance with the approved AWPB and IFAD implementation guidelines.

389. **Key Features**

- Community-based location with shared access for Zaus, producer groups, SHGs, and village institutions.
- Use of simple, visual, and interactive digital content tailored to rural audiences.
- Facilitation of convergence with banking, extension, and enterprise-support services.
- Strengthening of digital inclusion as a foundation for improved market access, financial services, and knowledge dissemination under FOCUS 2.0.

Project-Linked Credit Window through Mizoram Rural Bank (MRB)

390. To operationalize the financial inclusion objectives of Sub-component 1.3, FOCUS 2.0 will collaborate closely with Mizoram Rural Bank (MRB) to establish a dedicated project-linked credit window. This initiative is central to enabling rural producers, FPOs, and rural entrepreneurs to access bundled financial products — including working capital loans, term loans for investment, and insurance services — thereby strengthening their participation in structured value chains. The operationalization of the credit window will involve the following key steps:

1. Formalization of Partnership through MoU with MRB: A Memorandum of Understanding (MoU) will be signed between FOCUS 2.0 and Mizoram Rural Bank (MRB) outlining:

- The objectives and scope of the project-linked credit window.
- Roles and responsibilities for credit product, appraisal, disbursement, and monitoring.
- Joint coordination mechanisms at state and district levels for credit facilitation, financial literacy, and digital profiling.
- Integration of credit-linked insurance and digital profiling of borrowers.

2. Design of Bundled Financial Products: The credit window will offer customized, bundled financial products tailored to the needs of rural value chain actors, including:

- Working Capital Loans for aggregation, procurement, logistics, and market operations linked to hubs and CMCs.
- Term Loans for asset creation such as primary processing equipment, storage infrastructure, and small-scale logistics assets.

3. Use of Blocked Grants to Strengthen Collateral and Creditworthiness: For eligible FPOs and rural enterprises managing infrastructure assets (Hubs, Farmers' Markets, CMCs):

- Performance-based blocked grants under Component 1.2 will be deposited into designated accounts at MRB.
- The blocked grant will serve as collateral enhancement to back overdraft facilities or term loans.
- MRB will assess the FPO or enterprise's operational viability and creditworthiness before activating the loan against the blocked grant.
- The blocked grant will not be disbursed for direct expenditure but will remain as a security mechanism to leverage commercial credit.

This structure will bridge the collateral gap that typically limits rural enterprises from accessing formal loans, promoting disciplined financial behaviour and leveraging private capital.

4. Integration of Incubation Fund Support for Rural Entrepreneurs: In addition to FPOs, individual rural entrepreneurs (especially youth and women) receiving incubation support under Component 1.2 will also be eligible to apply for loans through the MRB credit window, subject to:

- Meeting minimum viability thresholds based on business plans and financial projections.
- Matching grant support from the incubation fund where applicable to strengthen equity positions.

5. Eligibility and Screening Process: Eligibility for accessing the project-linked credit window will include:

- Formal registration (or formal recognition) of the FPO or enterprise.
- Active engagement in project-prioritized value chains (e.g., ginger, turmeric, Mizo chilli, broom grass, livestock).
- Operational engagement with hubs, CMCs, or aggregation platforms developed under Component 1.1.
- Operational engagement with Zaus, IFS under component 2.
- Completion of digital profiling and participation in financial literacy training (where applicable).
- For FPOs accessing blocked grants, compliance with grant performance milestones.
- Screening will be jointly undertaken by MRB loan officers and project field teams, supported by the TSPs.

Kisan Credit Card (KCC) Facilitation through Bank Sakhi Network

391. To strengthen smallholder access to seasonal credit for agricultural and allied activities, FOCUS 2.0 will implement a large-scale Kisan Credit Card (KCC) facilitation drive under Sub-component 1.3. This intervention will particularly target producers linked to Collective Marketing Centres (CMCs), Farmers' Markets, District Hubs, and Integrated Farming System (IFS) clusters (Zaus) supported under Components 1.1 and 2.

392. **Role of Bank Sakhis:** The project will leverage the existing Bank Sakhi network established under the Mizoram State Rural Livelihoods Mission (MzSRLM) to serve as frontline agents for KCC mobilization and facilitation. Each Bank Sakhi will be responsible for:

- Identifying eligible smallholders linked to project-supported value chains.
- Assisting farmers with the KCC application process, including form filling and documentation collection.
- Ensuring that necessary documentation (particularly the Village Council (VC) Pass) is secured.
- Submitting completed application forms to designated MRB branches or Kiosk Points.
- Following up with MRB to track application status and ensure issuance.

393. **Incentive Structure for Bank Sakhis** to encourage active participation and accountability:

- Bank Sakhis will receive an incentive of INR500 for each successfully sanctioned KCC.
- Payments will be made monthly based on verified KCC issuance records certified by MRB.

- Additional performance-based recognitions (e.g., top-performing Bank Sakhis per district) may be introduced to further motivate outreach.

394. **Eligibility Documentation (VC Pass Requirement):** To simplify and expedite the KCC approval process:

- Village Council (VC) Pass are accepted as a primary landholding for KCC applications.
- The VC Pass can be obtained at the village level through VC and does not require complex legal verification or land titles, making it accessible to most smallholders.
- Bank Sakhis and project field staff will assist applicants in obtaining the VC Pass where it is not already available.

395. **Implementation Process (in order):**

- **Mobilization and Orientation:** Orientation sessions for Bank Sakhis on the KCC facilitation process, eligibility criteria, VC Pass requirements, and incentive mechanisms.
- **Producer Identification:** Target producers engaged with hubs, CMCs, Zaus, and other value chain activities, prioritizing those with no existing access to formal crop loans.
- **Documentation Support:** Assist applicants in gathering required documents (primarily the VC Pass, Aadhaar card, and basic income declaration where required).
- **Application Submission and Tracking:** Coordinate submission of completed KCC applications to MRB branches and track progress until sanction and disbursement.
- **Monitoring and Incentive Disbursement:** Verify issued KCCs through MRB reporting, cross-check with Bank Sakhi submissions, and release INR500 incentive payments accordingly

Note: Existing Zau Producers or Livestock Rearers who hold Kisan Credit Cards (KCCs) and have renewed or extended their KCCs for the subsequent year will be counted toward the project's physical targets.

Digital MIS for Market Infrastructure Enterprises (MI-MIS)

396. **Purpose and Scope:** The Digital Management Information System (MI-MIS) under Sub-component 1.3 will focus on tracking the operational, financial, and market performance of enterprises managing or utilizing Market Infrastructure assets developed under Component 1.1. The system will provide real-time data to:

- Monitor enterprise health and sustainability,
- Track usage and effectiveness of CMCs, Farmers' Markets, and Hubs,
- Facilitate risk assessment for credit and insurance linkages,
- Support adaptive management and investment decisions.

397. **Key Data Points to Capture** (for each FPO, M-PACs, SHG Federation, or Entrepreneur managing/linked to MI) are listed in Table 17:

Table 17: Key Data Points for MI-MIS

Category	Details Captured

Basic Profile	Name, legal status (FPO, SHG Federation, M-PACs, Individual), date of formation, registration status
Membership	Number of active members (by gender and youth categories)
Commodity Focus	Main commodities aggregated/marketed
Aggregation Volumes	Quantity aggregated and sold (monthly/seasonal, commodity-wise)
Turnover and Sales	Sales turnover (monthly/seasonal), % sold to interstate or institutional markets
Infrastructure Usage	MI asset managed/used (CMC, Farmers' Market, Hub)
Financial Performance	Basic management accounts: gross margin, net surplus/deficit
Credit Access	Loan details (amount, source, repayment status, collateral/blocked grant linked)
Insurance Enrolment	Whether enterprise members/products are covered under livestock/crop insurance
Grants/Support Accessed	Blocked grant received, incubation grant (if any), milestones achieved
Market Linkages	Buyers linked, contracts signed, price realization trends

398. **System Functionalities:**

- Mobile-enabled data entry for field validation (TSPs and district teams).
- Dashboards for SPIU, District Teams, MRB to visualize enterprise-level performance.
- Alerts for underperforming enterprises (low aggregation, turnover decline, repayment defaults).
- Reports for periodic (monthly/quarterly) review and decision-making.
- Offline data capture with cloud sync where internet access is poor.

399. **Implementation Approach:**

- Use an off-the-shelf lightweight enterprise monitoring platform (adapted if needed) OR
- Simple customized development with mobile-based data collection and basic dashboard reporting.
- TSPs and Field Teams responsible for data collection every quarter.
- Enterprises responsible for submitting basic management accounts quarterly to the project team.
- Integration with MRB for monitoring linked credit disbursements where feasible.

400. **Private Sector Role in Digital Sustainability**

- Private sector such as input suppliers, processors, and financial service providers—will be engaged through structured partnerships to utilize MI-MIS insights for demand planning, contract structuring, and risk mitigation. This will promote shared value, improve market responsiveness, and enhance long-term sustainability of digital investments.

401. **Data Ownership and Protection**

- All data generated under the MI-MIS will be owned by the project and ultimately handed over to the Department of Commerce and Industries, Government of Mizoram, for sustained management and oversight. Use of enterprise-level data will be governed by protocols that ensure confidentiality, consent-based sharing, and compliance with applicable data protection standards and government norms."

402. **Expected Outcomes:**

- Digital tracking of at least 300 CMC-linked enterprises, 13 Farmers' Markets, and 5 Hubs.
- Enterprise financial health and infrastructure usage systematically monitored.
- Improved risk profiling for access to finance and insurance products.
- Strengthened ability to manage infrastructure-based business models sustainably.

403. **Note:** Detailed TORs for the MI-MIS can be found in Appendix 5.

Financial Literacy and Digital Finance Capacity Building

404. To strengthen the financial and operational sustainability of rural value chain actors, FOCUS 2.0 will deliver targeted financial literacy and digital finance training to two main groups:

- Enterprises managing or linked to project-supported infrastructure (FPOs, SHG Federations, M-PACs, rural entrepreneurs), and
- Zaus and smallholder producer groups engaged in diversified production systems under Component 2.

405. The focus will be on practical business and financial management skills necessary for aggregation, value addition, marketing, and accessing formal finance and insurance products.

406. **Approach:**

- For enterprises (FPOs, entrepreneurs): Training will be organized at the cluster or block level, covering topics such as costing and pricing, cash flow management, basic enterprise accounting, digital transactions, credit management, and insurance literacy.
  Sessions will be coordinated with MRB field staff and TSPs specializing in enterprise development.
- For Zaus and producer groups: Financial literacy sessions will be delivered through the Bank Sakhi network, focusing on basic savings, access to Kisan Credit Cards (KCCs), responsible borrowing, digital payment systems, and understanding the importance of insurance.
- Bank Sakhis will be incentivized to facilitate financial literacy outreach alongside KCC mobilization drives, ensuring that producer-level groups are linked to formal financial services and trained on responsible financial practices.

- Four (4) batches of training are planned over the entire project period, with a budget allocation of INR 50,000 per batch. It is proposed that these trainings be conducted at the project village level. The unit cost per batch may be adjusted downward, where appropriate, taking into account the size, scale, and modality of the trainings Any savings from other activities may be utilized to increase the number of batch.

407. **Key Features:**

- Use of simple, practical training materials tailored to rural audiences.
- Emphasis on immediate application of skills (e.g., cash flow tracking for aggregation, mobile banking for payments).
- Integration of financial literacy into broader credit and insurance facilitation activities under the project.
- Strong convergence with Mizoram Rural Bank (MRB) and SHG Federations under MzSRLM.

Design Piloting of Customized Insurance Products – Implementation Approach

408. Under Sub-component 1.3, FOCUS 2.0 will pilot demand-driven agricultural insurance solutions to enhance the resilience of smallholder producers and rural enterprises against climate-induced and major production risks. The piloting will focus on livestock insurance (especially for African Swine Fever [ASF] risks) and crop and fruit insurance (adapted to Mizoram's slope farming and rainfall variability).

409. The research, product design, and technical studies will be carried out by the National Insurance Academy (NIA), Pune, supported through separate funding. The project's own financial resources will focus on implementation activities, including pilot premium support, beneficiary awareness, enrolment processes, and monitoring. Please refer Annex I for Assessment of Insurance Sector.

410. Importantly, based on the findings of the research, the project will explore the feasibility of:

- Leveraging and integrating with existing national schemes like the Pradhan Mantri Fasal Bima Yojana (PMFBY) where relevant;
- Customizing "off-the-shelf" insurance products already offered by private or public insurers; or
- Designing new localized insurance products, in case existing offerings do not adequately address the identified risks in Mizoram.

411. Where required, the project will also engage with insurers in a phased manner to build awareness, enhance product suitability, and sensitize insurance providers about emerging demand and risk patterns among Mizoram's hill farmers and livestock keepers.

412. **Implementation Steps:**

1. Collaboration with NIA for Technical Design and Risk Profiling

- NIA will undertake a detailed risk classification exercise, producer consultations, and prototype product development based on Mizoram's agricultural and livestock context.
- Producers will participate in identifying key risks, relevant perils to insure, and preferences for insurance design (e.g., what triggers, what payout processes).

- It is expected that project funds will not be spent on this research and design phase — only later on implementation.

2. Dissemination of Research Findings and Industry Dialogue:

- A formal dissemination workshop will be organized after the research phase, involving Insurance companies (public and private), Regulator (IRDAI if relevant), State-level stakeholders, Producer representatives.
- The objective will be to i) Present NIA's findings on risk profiles and prototype designs, ii) Assess the appetite of existing insurers to adopt or adapt products, and iii) Explore integration with existing schemes like PMFBY. If insurers show limited interest or if significant design modifications are needed, the project will initiate the co-development of customized products with interested companies or pursue mutual/parametric insurance models tailored to Mizoram's agro-ecological zones.

3. Design of Customized Insurance Products

- **Livestock Insurance:**
  - Targeted at pig producers vulnerable to ASF outbreaks.
  - May include mortality cover based on predefined disease outbreak triggers and/or loss events.
- **Crop and Fruit Insurance:**
  - Focused on high-value commodities like Mizo Chilli, turmeric, ginger, broom grass.
  - Tailored to slope farming risks, rainfall pattern variability, and localized hazard profiles.
- **Cloud-Based Administration Platform:**
  - NIA will guide the setup of a lightweight digital platform to automate enrolment, loss monitoring, and claims processes.

4. Pilot Implementation in Selected Districts

- Pilots will be conducted initially in at least two high-risk districts, selected based on:
  - Density of piggery and horticulture production,
  - Vulnerability to climatic risks,
  - Presence of organized producer groups and Zaus.
- Focus on working with:
  - Producers engaged with project-supported Zaus,
  - FPOs and rural entrepreneurs linked to CMCs, Farmers' Markets, and Hubs.

5. Producer Training and Awareness Creation

- Before enrolment, all potential beneficiaries will receive insurance literacy training, coordinated by:
  - Bank Sakhis,

    - Project TSPs,
- MRB field officers (for integrating insurance with credit products).
- Training will cover:
    - Key insurance concepts (coverage, exclusions, claim process),
    - Rights and responsibilities of insured farmers,
    - Premium obligations and co-financing terms.
- Awareness drives will use simple visual material (posters, digital content, WhatsApp groups) to ensure clear communication and avoid false expectations.

6. Premium Payment and Co-Financing Mechanisms

- Pilot premium support will be provided by the project to subsidize initial uptake:
- Model to be designed to encourage producer contribution (e.g., 30–50% producer share of premium cost, balance covered by the project).
- Full premium payment for the first cycle can be considered in limited cases (e.g., for ASF livestock pilots) if affordability is a major barrier.
- Payments will be made directly to the insurance companies/ Mutal insurance/ Third party Insurer contracted under the pilot through formal processes, after verification of producer enrolment lists.

7. Community-Based Loss Verification and Claims Management

- Loss reporting will be based on a community-based verification model, supplemented by:
- Field inspections by trained para-vets or agriculture officers,
- Use of photographs, simple mobile applications where feasible.
- Technology solutions such as a cloud-based loss reporting portal may be deployed during the pilot, guided by NIA.
- Timely, transparent claim settlement will be a key pilot performance indicator.

8. Monitoring, Learning, and Scale-Up Planning

- A small Monitoring Committee (Project, MRB, NIA, Insurance Company, TSPs) will oversee pilot implementation.
- Post-pilot reviews will assess:
- Uptake rates,
- Claim ratios,
- Producer satisfaction,
- Financial sustainability potential.
- Lessons learned will feed into possible state-level insurance scale-up strategies after pilot closure.

Functional Flow of Commodities Across Market Tiers

413. To ensure coherent movement of goods from production clusters to end markets, FOCUS 2.0 adopts a tiered aggregation model where commodities flow from Zau clusters

(production units) to Collective Marketing Centres (CMCs), then to Farmers' Markets, and finally to Multi District-level Value Addition Hubs. Each Hub is designed to be fed by 2–3 Farmers' Markets and 40–60 CMCs, which in turn aggregate produce from multiple Zaus serving 100–120 households. This geometry supports both volume consolidation and functional specialization across the tiers, minimizing redundancy.

414. Managing Functional Overlap between Farmers' Markets and Hubs: Although both Farmers' Markets and Hubs offer storage, aggregation, and semi-processing functions, their target clientele and role in the value chain differ. Farmers' Markets primarily act as block-level convergence points for producers and buyers—including local traders, institutional buyers, and consumers—facilitating both semi-wholesale and retail trade. Hubs, by contrast, serve a higher-tier role in the chain, offering post-harvest secondary value addition, bulk marketing, and linkage to large institutional or inter-state buyers. To reduce overlap and redundancy, each Farmers' Market will be integrated into a commodity-specific flow path toward a designated Hub, governed by clear routing protocols and performance incentives.

415. Addressing Scale and Placement Mismatches: The concern around scale and placement mismatch is being mitigated through a zonal mapping exercise under Component 1.1, which aligns hub locations with production density, transport corridors, and market access potential. Though only five Hubs are being developed for eleven districts, these are multi-district nodes with backward linkages to high-volume value chains (such as ginger, chilli, broomgrass) and forward linkages to urban or inter-state trade points. Distance-to-market logistics are optimized by assigning each Hub a feasible catchment radius with multi-modal transport options (including rural roads, bridges, and in some cases, ropeways). Catchment design also accounts for cost of aggregation vs. market margin realization, ensuring that producers gain value by moving up the tiers.

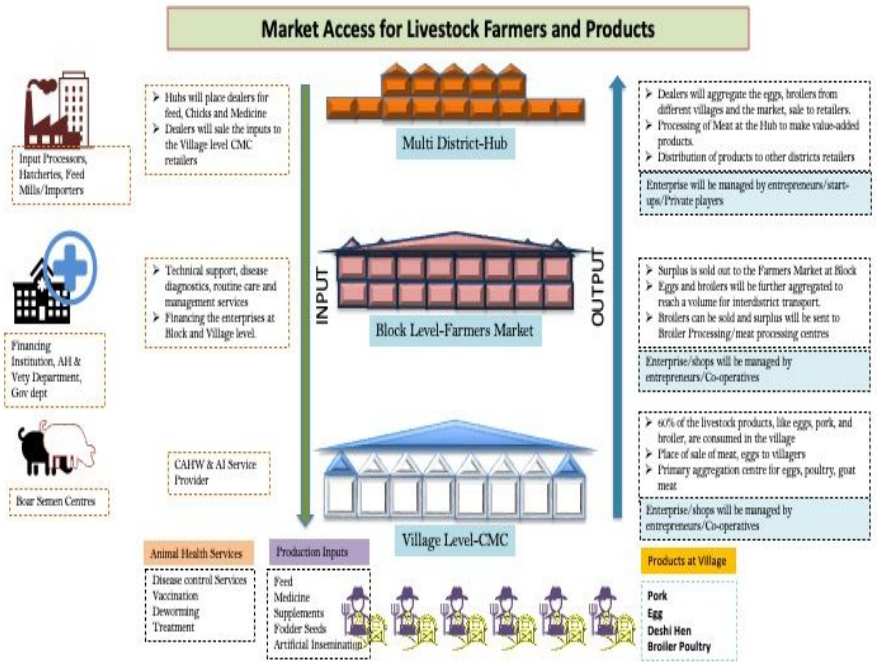
416. Movement Protocols and Governance: To avoid bypassing of tiers, the project will deploy commodity movement protocols, supported by MIS tracking and coordination by Producer Organizations and Market Managers. For example, chillies collected at CMCs will be aggregated and pre-graded at Farmers' Markets, then forwarded to the Hub for drying, flaking, and bulk sales. Similarly, perishable goods may be fast-tracked to Hubs with cold storage, while products meant for local consumption can be routed through Farmers' Markets. Zau-based production plans will be linked to aggregation volumes to maintain supply continuity and reduce idling of infrastructure.

417. Ensuring Viability of Lower Tiers: Each CMC will be financially and operationally anchored to a Producer Organization (FPO/MPAC/SHG Federation), ensuring minimum throughput through embedded sourcing arrangements. Seasonal fluctuations in volume will be mitigated through inter-cropping calendars and synchronized planting across Zaus. Farmers' Markets will have performance-based management, while Hubs will adopt PPP-based lease models with business targets. This structure incentivizes each tier to play its role efficiently without cannibalizing the functions of others.

Livestock Integration in Market Access and Enterprise Development

418. Component 1 of FOCUS 2.0 integrates livestock in a strategic and comprehensive manner, with a dual objective: enhancing market access and enabling sustainable production systems. Livestock is not treated as a standalone activity but as a critical income-generating and resilience-enhancing sub-sector within the broader market access and enterprise development framework. The project builds upon the success and lessons of FOCUS, where livestock interventions—especially pig, poultry, and goat rearing—

demonstrated significant potential for increasing household incomes and diversification, especially among smallholders and women.



419. Under Component 1.1, livestock integration focuses on creating structured market linkages across the value chain. This includes provisioning Common Market Centres (CMCs), Farmers' Markets, and Hubs with dedicated infrastructure for the aggregation, storage, and retail of both agricultural and livestock products. For example, broiler poultry meat and eggs will be aggregated at village (at CMC) and block levels (Farmers Market), enabling farmers to tap into reliable local demand and minimize distress sales. Meanwhile, goat meat and pork are positioned as high-value, culturally preferred commodities, with specific interventions around festival and institutional sales.

420. Simultaneously, Component 1.2 fosters livestock-based enterprise development through incubation support. Entrepreneurs will be supported to establish feed dealerships, cold chain logistics, poultry processing units, hatcheries, and egg retail chains. These enterprise activities are designed to close systemic gaps in input supply and market access, thus enhancing the competitiveness and viability of livestock production.

421. To further deepen integration, as the project adopts a hub-and-spoke model, with livestock clusters functioning as "spokes" connected to district-level hubs. These hubs will host bulk input suppliers, hatcheries, and meat processing facilities, creating economies of scale and enhancing commercial viability. The model promotes inclusive value chains by linking small producers to well-supported market systems and private sector partnerships.

Business Model of CMC, Farmer's Market and Hubs

422. **Community Market Centre (CMC)** The CMC model shows a steady increase in profitability, with total revenues starting at INR3.54 lakh in Year 1 and growing by 5% annually, driven by aggregation fees, weighing services, packaging charges, and stall rentals. Key operating expenses include staff honoraria, utilities, maintenance, and basic admin costs, totaling INR2.31 lakh annually with a 3% inflation rate assumed. Depreciation is calculated based on asset life—15 years for civil works and 8 years for

machinery. With minimal operating costs and diversified income streams, the CMC is financially sustainable and generates positive cash flow from the first year.

M. Assumptions

Volume growth: Assume 5% annual increase in revenue due to increased aggregation, improved packaging, better market linkage, etc.

Operating Cost Inflation: 3% cost escalation per year for simplicity.

Depreciation: Assets will be depreciated using the straight-line method:

- Civil works over 15 years
- Machinery over 8 years
- Furniture over 5 years
- Digital tools over 3 years

Staffing: One manager and one helper will be engaged at a combined cost of INR1,44,000 per year, increasing marginally over time.

Revenue Sources: Income is generated from aggregation fees, weighing/grading, packaging, stall rentals, and occasional event-based use.

Maintenance: Annual repairs and maintenance are budgeted at 3% of the capital investment.

CMC Volume: The CMC is expected to handle around 300 MT per year, increasing gradually.

No Major Reinvestment is planned in the first five years; equipment replacement may be required starting Year 6 onward.

N. Operating Expenses

Item	**Assumption**	**Annual Cost (INR)**
Staff honorarium	1 part-time manager + 1 helper (INR7,000 + INR5,000/month)	INR1,44,000
Utilities	Electricity, water, mobile, solar maintenance	INR24,000
Repair & Maintenance	3% of capital cost annually (~INR15 lakh × 3%)	INR45,000
Stationery & Records	Basic admin expenses, record-keeping	INR5,000
Audit & Governance Meetings	4 meetings/year @ INR2,000	INR8,000
Digital & MIS updates	Data charges, upkeep of tablet/laptop	INR3,000
Insurance (optional)	Basic asset insurance (structure & equipment)	INR2,000
Total Operating Cost		**INR2,31,000**

O. Revenue Assumptions

Revenue Source	**Assumption**	**Annual Income (INR)**

Aggregation fee	INR0.50/kg × 300 MT	INR1,50,000
Weighing & Grading fee	INR2 per transaction × 12,000 transactions/year	INR24,000
Packaging charges	INR1/kg × 50 MT premium packaging	INR50,000
Stall rental (5 stalls)	INR2000/month × 12 months × 5 stalls	INR1,20,000
Community events/other	Occasional rental/income	INR10,000
Total Revenue		**INR3,54,000**

P. Civil Works & Site Development (INR10,50,000 — 70%)

Item	Details	Cost (INR)
Construction of covered shed	500–1,000 sq. ft. area (steel/tin roof, cemented floor)	INR6,00,000
Raised platform & drainage	Elevated plinth + side drains (essential for monsoon rains)	INR1,00,000
Internal roads/pathways	Stone soling or concrete strip within CMC compound	INR75,000
Water connection & tank	For cleaning produce, basic hygiene	INR50,000
Basic toilet block (2 units)	One male, one female, twin pit design	INR75,000
Signage and boundary markers	Entry gate, CMC signage, basic boundary poles	INR50,000
Site levelling and soil preparation	Earthwork and levelling of uneven terrain	INR1,00,000
Subtotal – Civil Works		**INR10,50,000**

Q. Machinery & Equipment (INR3,60,000 — 24%)

Item	**Details**	**Cost (INR)**
Digital weighing scales (2 units)	300–500 kg capacity with digital display	INR60,000
Grading tables (wooden or steel)	4–5 tables with washable surfaces	INR50,000
Tarpaulin sheets & crates	For sorting, drying, and temporary storage	INR40,000
Packaging table and sealing machine	Manual sealer + clean packing platform	INR50,000
Solar lighting system	3–4 solar LED lights + battery backup	INR60,000
Mobile price display board (digital or printed)	For real-time price transparency	INR20,000
Rain cover awning/curtain	Monsoon-proofing the open structure	INR30,000
Basic cold box / ice chest	For perishables (optional)	INR50,000

Subtotal – Machinery & Equipment		**INR3,60,000**

R. Furniture & Fittings (INR90,000 — 6%)

Item	Details	Cost (INR)
Plastic chairs + tables	For management committee and basic meetings	INR20,000
Storage racks & shelves	For record books, crates, packaging materials	INR15,000
Lockable storage cabinet	For equipment and documentation	INR15,000
Whiteboard/notice board	For community announcements and record display	INR10,000
Digital record-keeping device	Tablet or basic laptop with printer	INR30,000
Subtotal – Furniture		**INR90,000**

S. Depreciation

Asset Category	Components	Estimated Useful Life	Depreciation Method	Annual Depreciation Rate
Civil Works	Shed, platform, drainage, toilet block, internal roads, signage	15 years	Straight Line	6.67%
Water system & storage	Water tank and plumbing	10 years	Straight Line	10%
Machinery & Equipment	Weighing scales, grading tables, solar lights, sealing machine, tarps, crates	8 years	Straight Line	12.50%
Furniture & Fittings	Chairs, tables, racks, cabinets, whiteboard	5 years	Straight Line	20%
Digital Tools	Tablet/laptop, printer, mobile display board	3 years	Straight Line	33.30%

Asset Category	Asset Value (INR)	Useful Life (Years)	Year 1	Year 2	Year 3	Year 4	Year 5
Civil Works	INR10,50,000	40	INR26,250	INR26,250	INR26,250	INR26,250	INR26,250
Machinery & Equipment	INR3,60,000	10	INR36,000	INR36,000	INR36,000	INR36,000	INR36,000
Furniture & Fittings	INR90,000	8	INR11,250	INR11,250	INR11,250	INR11,250	INR11,250
TOTAL DEP.			INR73,500	INR73,500	INR73,500	INR73,500	INR73,500

T. Profit and Loss

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Item	**Amount (INR)**				
Revenue					
Total Income	INR3,54,000	INR3,71,700	INR3,90,285	INR4,09,799	INR4,30,289
Operating Expenses					
Staff honorarium	INR1,44,000	INR1,48,320	INR1,52,770	INR1,57,353	INR1,62,073
Utilities	INR24,000	INR24,720	INR25,462	INR26,225	INR27,012
Repairs & Maintenance	INR45,000	INR46,350	INR47,741	INR49,173	INR50,648
Other admin costs	INR18,000	INR18,540	INR19,096	INR19,669	INR20,259
Total Expenses	**INR2,31,000**	**INR2,37,930**	**INR2,45,068**	**INR2,52,420**	**INR2,59,993**
Operating Surplus (Cash Basis)	**INR1,23,000**	**INR1,33,770**	**INR1,45,217**	**INR1,57,379**	**INR1,70,297**
Depreciation (non-cash)	INR73,500	INR73,500	INR73,500	INR73,500	INR73,500
Net Surplus (After Depreciation)	**INR49,500**	**INR60,270**	**INR71,717**	**INR83,879**	**INR96,797**

423. **Farmers' Market.** The Farmers' Market model begins with an annual revenue of INR10.8 lakh in Year 1, increasing at 5% per annum. Income sources include stall rentals, transaction handling fees, cold storage use, and grading/packaging services. Major assumptions include a steady vendor base (15 stalls), moderate transaction volumes (25,000 annually), and cold storage usage of 100 days per year. Operating costs (INR4.62 lakh in Year 1) include part-time staff, utilities, repair & maintenance (3% of capital cost), insurance, and digital record-keeping. Given the moderate cost base and strong fee-based services, the model remains profitable and scales well with usage.

A. Assumptions

Revenue Assumptions

Market Fee per Vendor Stall: INR800/month × 15 stalls × 12 months = INR144,000/year

Transaction Handling Fees: INR2 per transaction × 40,000 transactions/year = INR80,000/year

Cold Storage Rental: INR200/day × 100 days/year = INR20,000/year

Livestock Holding Fee: INR10 per head × 5,000 head/year = INR50,000/year

Event & Space Rental Income: For farmer fairs, government outreach, etc. = INR30,000/year

Revenue Source	Assumption	Annual Income (INR)
Stall rental (15 stalls)	INR5000/month × 12 months × 15 stalls	INR9,00,000
Transaction Handling Fees	INR2 per transaction × 40,000 transactions/year	INR80,000
Cold storage rental	INR200/day × 100 days/year	INR20,000
Livestock holding fees	INR10/head × 5,000 head/year	INR50,000
Community events/others	Occasional rentals for fairs and awareness events	INR30,000
Total Revenue		**INR10,80,000**

Operating Expense Assumptions

Market Manager + 2 Support Staff: INR18,000/month × 12 = INR2,16,000/year
Utility Bills: Electricity, water, waste management, internet = INR36,000/year
Repairs & Maintenance: 3% of capital investment = INR1,35,000/year
Admin & Record Keeping: Stationery, digital records = INR10,000/year
Audit and Governance: Committee meetings, public board display = INR10,000/year
Insurance: For structure, equipment, and liability = INR5,000/year

Item	Assumption	Annual Cost (INR)
Staff honorarium	1 part-time manager + 2 helpers (INR10,000 + INR7,000 × 2/month)	INR2,64,000
Utilities	Electricity, water, solar power, mobile	INR1,00,000
Repair & Maintenance	3% of capital cost annually (~INR45 lakh × 3%)	INR1,35,000
Stationery & Records	Admin, records, consumables	INR10,000
Audit & Governance Meetings	4 meetings/year @ INR2,500	INR10,000
Digital & MIS updates	Tablet/laptop maintenance, data, printer	INR6,000
Insurance (optional)	Asset insurance for structure, equipment	INR5,000
Total Operating Cost		**INR5,30,000**

B. Capital Investment Plan – Farmers' Market (INR45,00,000)

Civil Works & Site Development (INR31,50,000 – 70%)		
Item	**Details**	**Cost (INR)**
Covered market shed & stalls	Semi-permanent structure for 10–15 vendors (vegetables, fruits, eggs, meat)	INR15,00,000
Livestock sale zone	Separate area with fencing, drainage, holding pens	INR3,00,000
Drainage, road access, parking	Internal roads, drains, vehicle turnaround area	INR4,00,000

Toilets & sanitation block	Twin toilet block + waste disposal units	INR2,00,000
Electricity, water & signage	Power, borewell/pipeline, water tank, market board	INR2,00,000
Storage unit	Room for weighing, crates, cold chest, agri-inputs	INR3,50,000
Boundary wall and entrance gate	Partial wall with fencing and steel gate	INR2,00,000
Subtotal – Civil Works		**INR31,50,000**

Machinery & Equipment (INR10,80,000 – 24%)		
Item	**Details**	**Cost (INR)**
Digital weighing bridge + handhelds	For small trucks (2T–3T) and stall-level traders	INR3,00,000
Display racks & steel tables	For produce display and sorting	INR1,00,000
Grading/sorting benches	Shared space for vendors	INR75,000
Cold box/freezer chest	2–3 units for perishables	INR2,00,000
Solar lighting system	For semi-off-grid reliability	INR1,00,000
Waste bins, livestock cleaning kits	Hygiene management	INR50,000
Water storage & pump	5,000-litre tank + pump	INR75,000
Digital board for pricing	LED or painted pricing board	INR80,000
Subtotal – Equipment		**INR10,80,000**

Furniture & Fittings (INR2,70,000 – 6%)		
Item	**Details**	**Cost (INR)**
Stall partitions and counters	Portable dividers and sale counters	INR1,00,000
Benches, tables, office setup	Chairs for market operator + transaction table	INR70,000
Lockers and cabinets	For records, documents, tools	INR40,000
Record-keeping devices	Tablet/laptop + printer	INR60,000
Subtotal – Furniture		**INR2,70,000**

C. Depreciation Schedule and Measurement method

Asset Category	**Components**	**Estimated Useful Life**	**Depreciation Method**	**Annual Depreciation Rate**
Civil Works	Shed, platform, drainage, toilet block, internal	15 years	Straight Line	6.67%

	roads, signage			
Machinery & Equipment	Weighing scales, grading tables, solar lights, sealing machine, tarps, crates	8 years	Straight Line	12.50%
Furniture & Fittings	Chairs, tables, racks, cabinets, whiteboard	5 years	Straight Line	20%

Asset Category	**Asset Value (INR)**	**Useful Life (Years)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Civil Works	INR31,50,000	15	INR2,10,000	INR2,10,000	INR2,10,000	INR2,10,000	INR2,10,000
Machinery & Equipment	INR10,80,000	8	INR1,35,000	INR1,35,000	INR1,35,000	INR1,35,000	INR1,35,000
Furniture & Fittings	INR2,70,000	5	INR54,000	INR54,000	INR54,000	INR54,000	INR54,000
TOTAL DEP.			**INR3,99,000**	**INR3,99,000**	**INR3,99,000**	**INR3,99,000**	**INR3,99,000**

D. Profit and Loss

Item	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Revenue					
Total Income	INR10,80,000	INR11,34,000	INR11,90,700	INR12,50,235	INR13,12,747
Operating Expenses					
Staff honorarium	INR2,64,000	INR2,71,920	INR2,80,078	INR2,88,480	INR2,97,134
Utilities	INR1,00,000	INR1,03,000	INR1,06,090	INR1,09,273	INR1,12,551
Repairs & Maintenance	INR1,35,000	INR1,39,050	INR1,43,222	INR1,47,518	INR1,51,944
Other admin costs	INR31,000	INR31,930	INR32,888	INR33,875	INR34,891
Total Expenses	**INR5,30,000**	**INR5,45,900**	**INR5,62,277**	**INR5,79,145**	**INR5,96,520**
Operating Surplus (Cash Basis)	**INR5,50,000**	**INR5,88,100**	**INR6,28,423**	**INR6,71,090**	**INR7,16,227**
Depreciation (non-cash)	INR3,99,000	INR3,99,000	INR3,99,000	INR3,99,000	INR3,99,000
Net Surplus (After	**INR1,5**	**INR1,8**	**INR2,2**	**INR2,7**	**INR3,1**

Depreciation)	**1,000**	**9,100**	**9,423**	**2,090**	**7,227**

424. **Value Addition Hub.** The Hub model, focused on plug-and-play infrastructure without direct processing operations, starts with annual revenues of INR29.7 lakh in Year 1, projected to grow at 5% annually. Income is generated through facility rentals, cold storage charges, training events, quality testing services, and trading fee. Operating costs (~INR13.6 lakh/year) cover full-time staffing, utility bills, 2% annual maintenance on INR4 crore capital assets, insurance, and governance. Despite high capital investment, the hub is designed to cover recurring costs and facilitate enterprise incubation and private-sector use. Financial sustainability depends on consistent utilization and service monetization.

utilization and service monetization.

A. Assumptions

Operating Expenses

The Hub will employ one full-time manager, one technician, and one admin staff with a total honorarium of INR20,000 per month.
Utilities (electricity, water, internet, solar maintenance): INR1,20,000 annually
Annual repair and maintenance: 3% of capital investment = INR1,20,000
Cleaning and security services (outsourced/part-time): INR96,000 per year
Basic office administration and record-keeping: INR15,000 per year
Governance and audit meetings: 4 per year × INR2,500 = INR10,000 per year
Maintenance of digital systems, booking platform, CCTV: INR6,000 per year
Insurance (structure and assets): INR10,000 per year (optional)
Operating Cost Inflation: 3% annual escalation for simplicity

Item	Assumption	Annual Cost (INR)
Staff honorarium	1 full-time manager + 1 technician + 1 admin staff (INR20,000/month)	INR2,40,000
Utilities	Electricity, water, internet, solar maintenance	INR1,20,000
Repair & Maintenance	2% of capital cost annually (~INR4 crore × 3%)	INR8,00,000
Cleaning & Security	Cleaning and night guard (outsourced or part-time)	INR96,000
Admin & Record Keeping	Office stationery, printer ink, documentation	INR15,000
Audit & Governance	4 meetings/year @ INR2,500	INR10,000
Digital & MIS Updates	Maintenance of MIS tools, booking system, CCTV upkeep	INR6,000
Insurance (optional)	Asset insurance for structure, fittings, and safety equipment	INR10,000
Total Operating Cost		**INR12,97,000**

Income from Rentals and Services

Revenue growth by 5%
Plug-and-play units: 20 units × INR10,000/month
Storage rooms: 2 rooms × INR2,000/month
Training room rental: 2 events/month × INR5,000/event
Cold storage use: 100 days/year × INR500/day
Quality testing services: INR50/test
Additional income: From booking platforms, display space, digital services (lump sum)

Revenue Source	**Assumption**	**Annual Income (INR)**
Unit rental to processors	INR10,000/month × 20 units × 12 months	INR24,00,000
Trading/ Handling fee	RS 0.5/ kg for intial 400 MT	INR2,00,000
Storage room rental	INR5,000/month × 2 rooms × 12 months	INR1,20,000
Training & event space rental	INR5,000/event × 2 events/month × 12 months	INR1,20,000
Cold storage rental	INR500/day × 100 days	INR50,000
Quality testing services	INR50/test × 1,000 tests	INR50,000
Miscellaneous services income	Booking platform fees, digital services	INR30,000
Total Revenue		**INR29,70,000**

B. Capital Investment Plan – Value Addition Hub (INR4,00,00,000)

Civil Works & Site Development (INR3,10,00,000 – 78%)		
Item	**Details**	**Cost (INR)**
Processing Unit (built-up structure)	Food-safe RCC/PUF facility for grading, drying, roasting, packaging	INR1,50,00,000
Storage/Cold Room	Raw material storage and processed output buffer space	INR40,00,000
Utilities & Site Infrastructure	Borewell, drainage, access road, boundary wall, lighting, waste disposal	INR30,00,000
Internal Office/Admin Area	Reception, office, toilets, display/demo zone	INR20,00,000
QA/Testing Room	Quality control & moisture testing lab	INR20,00,000
Boarding room	for trainers lodging	INR15,00,000
Training room	for trainings of entrepreneurs	INR15,00,000
Drying Yard/Parking Area	Graded and partially covered loading/unloading zone	INR20,00,000

Subtotal – Civil Works		**INR3,10,00,000**

Machinery & Equipment (INR96,00,000 – 17%)		
Item	**Details**	**Cost (INR)**
Cold Storage Units	Walk-in cold room with backup	INR30,00,000
Solar Dryer Unit	For ginger, turmeric, and other crops	INR8,00,000
Quality Testing Tools	Moisture meter, lab testing kits, color analyzer	INR5,00,000
water facility	water tanks and pipes	INR10,00,000
Fire Safety & Security Systems	Fire extinguisher, CCTV, alarms	INR3,00,000
Miscellaneous tools and trolleys	Material handling equipment	INR10,00,000
Subtotal – Equipment		**INR66,00,000**

Furniture & Fittings (INR24,00,000 – 6%)		
Item	**Details**	**Cost (INR)**
Office Furniture & Fixtures	Desks, chairs, cabinets, whiteboards	INR5,00,000
Canteen & Resting Area Furniture	Tables, chairs, pantry setup	INR3,00,000
Display & Reception Furniture	Shelves, product samples showcase	INR2,00,000
IT Setup	Computers, printer, router, CCTV server	INR6,00,000
Storage Racks & Lockers	Warehouse racking and locker units	INR4,00,000
Branding, Signage, Safety Boards	Directional and safety signage	INR4,00,000
Subtotal – Furniture & Fittings		**INR24,00,000**

C. Depreciation Schedule and Method

Asset Category	**Components**	**Estimated Useful Life**	**Depreciation Method**	**Annual Depreciation Rate**
Civil Works	Shed, platform, drainage, toilet block, internal	25 years	Straight Line	6.67%

	roads, signage			
Water system & storage	Water tank and plumbing	10 years	Straight Line	10%
Machinery & Equipment	Weighing scales, grading tables, solar lights, sealing machine, tarps, crates	8 years	Straight Line	12.50%
Furniture & Fittings	Chairs, tables, racks, cabinets, whiteboard	5 years	Straight Line	20%

Asset Category	Asset Value (INR)	Useful Life (Years)	Year 1	Year 2	Year 3	Year 4	Year 5
Civil Works	INR3,10,00,000	40	INR7, 75,000	INR7, 75,000	INR7, 75,000	INR7, 75,000	INR7, 75,000
Water System and Storage	INR10,00,000	10	INR1, 00,000	INR1, 00,000	INR1, 00,000	INR1, 00,000	INR1, 00,000
Machinery & Equipment	INR56,00,000	10	INR5, 60,000	INR5, 60,000	INR5, 60,000	INR5, 60,000	INR5, 60,000
Furniture & Fittings	INR24,00,000	8	INR3, 00,000	INR3, 00,000	INR3, 00,000	INR3, 00,000	INR3, 00,000

D. Profit & Loss

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Item	**Amount (INR)**				
Revenue	29,70,000	31,18,500	32,74,425	34,38,146	36,10,054
Operating Expenses					
Staff honorarium	2,40,000	2,47,200	2,54,616	2,62,254	2,70,122
Utilities	1,20,000	1,23,600	1,27,308	1,31,127	1,35,061
Repairs & Maintenance	8,00,000	8,24,000	8,48,720	8,74,182	9,00,407
Other admin costs	1,37,000	1,41,110	1,45,343	1,49,704	1,54,195
Total Expenses	12,97,000	13,35,910	13,75,987	14,17,267	14,59,785

Operating Surplus (Cash Basis)	16,73,000	17,82,590	18,98,438	20,20,879	21,50,269
Depreciation (non-cash)	17,35,000	17,35,000	17,35,000	17,35,000	17,35,000
Net Surplus (After Depreciation)	(62,000)	47,590	1,63,438	2,85,879	4,15,269

Capacity Building and Training for Zaus, CMCs, Farmers' Markets, and Hubs

1. Effective operation and sustainability of the market infrastructure under Component 1.1—covering Zau production clusters, Collective Marketing Centres (CMCs), and Farmers' Markets (FMs)—depends heavily on building the managerial, technical, and organizational capacity of community institutions and their representatives. To this end, the project will engage a Technical Support Provider (TSP) under comp 1.2 with experience in rural aggregation systems, institutional capacity building, and agri-marketing. The TSP will lead the training and handholding support for all functional tiers.

2. Each Zau cluster will receive practical training on production planning, post-harvest handling, aggregation protocols, and price negotiation. For CMCs, training will focus on day-to-day operations, basic record keeping, grading and weighing procedures, and market liaison roles. At the Farmers' Market level, modules will include inventory tracking, transaction documentation, trader management, and quality control for perishables and livestock products. The training approach will be modular, with refresher sessions and on-site demonstrations.

3. Importantly, Mizoram's relatively high literacy rate (91.33%, Census 2011) provides a favourable foundation for effective training uptake and sustainability. Basic bookkeeping, digital transaction recording, and warehouse management systems can be adopted more readily compared to regions with lower literacy. Youth and women from SHG federations and M-PACs will be prioritized as market functionaries, ensuring gender-responsive and community-led management.

4. All trainings will be documented and aligned with performance indicators, such as volumes aggregated, transaction transparency, and price realization. The TSP will also support the development of operational manuals for each facility tier, which will be translated into local languages and shared digitally and in print.

Strategy to Prevent Under-Utilization of Market Infrastructure and Ensure Effective Operationalization

5. To ensure that the planned Collective Marketing Centres (CMCs), Farmers' Markets, and Value Addition Hubs under Component 1 are not underutilised or rendered redundant, a structured implementation approach will be followed, guided by production realities, market demand, and facility viability, as follows:

- **Baseline Mapping and Demand-Volume Analysis:** Before infrastructure investments are finalized, the project will undertake a detailed mapping of production clusters (Zaus), aggregation potential, and commodity flows under Component 1.1. This will be complemented by a demand summary analysis to identify priority locations where aggregation volumes and market demand justify infrastructure investments. Only locations with demonstrable volume thresholds and economic logic will be selected to avoid fragmentation or redundancy.
- **Leveraging Existing Infrastructure:** Rather than duplicating infrastructure, the project will prioritise utilisation of existing assets wherever feasible. For example, NABARD has established over 1,100 warehouses across Mizoram. Discussions are underway to formalise partnerships to leverage these facilities for aggregation, pre-processing, or temporary storage, thereby reducing the need for new capital investment for warehouses and ensuring optimal asset usage.
- **Conditional Infrastructure Investment:** The project will adopt a principle of **"no infrastructure without feasibility"**. No new CMC, Farmers' Market, or Hub will be established solely based on pre-defined targets or district plans. Each proposed site will undergo a feasibility assessment to validate its strategic relevance, including:
    - Production catchment and aggregation volumes
    - Proximity to roads and transport corridors
    - Market accessibility and trader/buyer demand
    - Overlap with existing facilities (e.g., SHG godowns, FCS buildings)
- **Public-Private Partnership (PPP) Contracting Framework:** All infrastructure developed under the project will be managed through light-touch PPP arrangements with producer institutions (FPOs, M-PACs, SHG federations) or qualified private players. A standardised PPP contracting framework will be developed, outlining i) Performance obligations (minimum volumes, opening hours, service delivery), ii) Transparent revenue-sharing mechanisms, iii) Maintenance responsibilities and community feedback channels, iv) Exit clauses and reallocation in case of non-performance
- **Performance Monitoring and Evaluation (M&E):** The project will embed a robust M&E framework to continuously track infrastructure utilisation and operator performance. Key indicators will include i) Monthly volume of produce handled, ii) Number of transactions and participating producers, iii) Price realisation differentials (vs. baseline), iv) Buyer engagement and repeat procurement, v) Operator revenue and cost recovery ratios

6. Periodic performance reviews will determine continued support or reallocation of infrastructure use. Facilities consistently underperforming despite adequate catchment and support may be restructured or reassigned under the PPP terms.

7. **Note:** During the Mid-Term Review (MTR), any unutilised budget resulting from the non-construction of CMCs, Farmers' Markets, or Hubs will be reallocated. The project will not undertake infrastructure development solely to meet physical targets, but only were justified by feasibility and demand.

Funding Flows and Procurement Arrangements for Market Infrastructure

8. The fund flow and procurement mechanisms for the construction of Collective Marketing Centres (CMCs), farm link roads, Farmers' Markets, and Value Addition Hubs under FOCUS 2.0 are structured as follows:

- **CMCs and Farm Link Roads:**
    - Implementation will be carried out through Village Organizations (VOs) using community procurement procedures.
    - Funds for these activities will be transferred to VO[18] bank accounts upon approval of infrastructure plans.
    - The process will follow community procurement guidelines, ensuring transparency, local ownership, and value-for-money principles.
    - VOs will be supported by trained procurement sub-committees and supervised by district-level project teams.
- **Farmers' Markets and District-Level Value Addition Hubs:**
    - Construction and procurement will be **centrally managed by the State Project Implementation Unit (SPIU)** and District Project Teams.
    - Competitive bidding and centralized procurement procedures will be applied, following IFAD and government guidelines for larger-value contracts.
    - These facilities will involve more complex designs, require compliance with engineering standards, and aim to attract PPP-based management after commissioning.

Component 1 Implementation Roles & Responsibilities

Table 17: Component 1 Implementation Roles & Responsibilities

Actor/Institution	Key Responsibilities
SPIU (State Project Implementation Unit)	
Manager-BP&I	Lead implementation of Component 1 (1.1, 1.2, 1.3); overall coordination of infrastructure utilization, enterprise development, and market linkages; supervision of TSPs; oversight of credit and insurance pilots; report to Project Director and IFAD.
Assistant Manager-BP&I	Support Manager-BP&I in day-to-day supervision, coordination with districts, monitoring enterprise performance, facilitating convergence with MRB, MzSRLM, NIA.
Infrastructure Engineers (SPIU Level)	Technical oversight of infrastructure planning and construction quality (CMCs, Farmers' Markets, Hubs); technical backstopping to district engineers; review and approve engineering designs, specifications, and construction progress reports.

[18] Village Organizations (VOs) established under MzSRLM

District Project Teams	
District Engineers	Supervise physical construction of CMCs, Farmers' Markets, Hubs; ensure technical standards; validate contractor performance; facilitate handover of infrastructure to selected FPOs or operators.
District Marketing/Value Chain Officers	Facilitate mobilization and strengthening of FPOs and enterprises; coordinate selection of enterprises for blocked grants and incubation funds; monitor enterprise usage of MI assets.
Technical Support Providers (TSPs)/ Institutions/ Private Companies	
Enterprise Development TSPs	Support selection and capacity building of FPOs, M-PACs, SHGs, and rural entrepreneurs; develop business plans; assist enterprises in applying for credit and grants; mentor enterprises on financial management, market development, and operational sustainability.
Financial and Digital Ecosystem TSPs	Support MRB in operationalizing the project-linked credit window; conduct financial literacy and digital finance trainings; manage digital profiling (MIS) of enterprises; support insurance enrolment pilots; assist in premium co-financing processes.
Branding and Certification TSPs (Post-Midterm)	Develop collective branding strategies for GI commodities; support sustainable packaging and eco-certification processes for rural enterprises; facilitate product launches and market linkages for branded products.
Mizoram Rural Bank (MRB)	Collaborate with SPIU to design and deliver bundled loan and insurance products through the project-linked credit window; conduct credit appraisal of FPOs and entrepreneurs; participate in financial literacy and credit facilitation camps; monitor loan disbursements and repayments.
MzSRLM and SHG Federations	Mobilize SHGs and smallholders for financial literacy training; facilitate Bank Sakhi deployment for KCC facilitation and insurance awareness; integrate SHGs into value chain activities where relevant.
Bank Sakhis	Mobilize individual producers for KCC applications; assist with credit and insurance literacy sessions; facilitate digital finance adoption at producer level; receive performance-based incentives for KCC issuance.
National Insurance Academy (NIA)	Conduct research and technical design for livestock and crop insurance products; guide pilot implementation strategy; train TSPs and Bank Sakhis on insurance products and loss reporting mechanisms; provide technical backstopping to insurance pilots.
Insurance Companies	Partner with the project to issue pilot insurance products; manage policy administration, claim verification, and payout processes; integrate digital tools for enrolment and claims management where feasible.

Village Councils (VCs)	Issue VC Passes to certify landholding/producer eligibility for KCC and credit access; facilitate beneficiary identification and certification for pilots and grants; act as local facilitators during infrastructure handovers and enterprise engagements.

Table 18: Component 1 Implementation Phasing

Activity	Year 1	year 2	Year 3	Year 4	Year 5	Year 6
Detailed Planning and Finalization of MI Sites						
Value Chain Research						
Procurement and Award of MI Construction Contracts						
Construction of CMCs, Farmers' Markets, and Hubs						
Selection and Strengthening of FPOs and Enterprises						
Launch of GI Branding and Packaging Initiatives (Post-MTR)						
Incubation Centre and Fund						
Establishment of Project-Linked Credit Window with MRB						
Facilitation of KCCs and Credit Access						
Deployment of Digital Profiling System						
Financial Literacy and Digital Finance Trainings						
Design of Customized Insurance Products (NIA)						
Pilot Implementation of Insurance Products						
Scale-Up and Consolidation Phase						

Component 1 Implementation Risks & Mitigation Measures

Table 19: Component 1 Implementation Risks & Mitigation Measures

Risk Area	Key Risk	Mitigation Measure
Market Infrastructure (Component 1.1)	Delays in construction of CMCs, Farmers' Markets, and Hubs due to logistical challenges, weather, or contractor performance.	- Strict contract management and performance monitoring by district engineers.
		- Advance procurement planning and contractor pre-qualification.
		- Contingency time built into construction timelines for monsoon

Risk Area	Key Risk	Mitigation Measure
		seasons.
	Underutilization of infrastructure assets post-construction.	- Link enterprise development (Component 1.2) closely with MI handover.
		- Select enterprises before final MI completion.
		- Performance-based management agreements for FPOs/operators.
		- Training on MI management and O&M planning.
Enterprise Development (Component 1.2)	Weak business capacity of FPOs and rural enterprises to operate commercially.	- Technical mentoring by Enterprise Development TSPs.
		- Phased capacity building linked to business plan milestones.
		- Prioritized support to operationally ready enterprises.
	Low absorption of blocked grants and incubation funds due to lack of readiness.	- Rigorous business plan screening before grant approval.
		- Staggered disbursement of blocked grants tied to performance targets.
		- TSP mentoring on grant utilization.
	Difficulty in forming private sector linkages for FPOs and rural enterprises.	- Early engagement of aggregators, traders, buyers during FPO strengthening.
		- Facilitate MOUs between FPOs and private sector actors.
		- Branding and packaging support post-midterm.
Financial and Digital Ecosystem (Component 1.3)	Low uptake of credit products by FPOs and rural entrepreneurs.	- Bundling blocked grants as collateral enhancement.
		- Simplified credit products designed with MRB.
		- Field-level credit facilitation camps with incentives for Bank Sakhis.
	Limited adoption of insurance products among smallholders and enterprises.	- Subsidized premium pilots during initial rollout.
		- Extensive insurance literacy drives through Bank Sakhis.
		- Simplified claim processes with community verification.
	Challenges in maintaining	- Use of mobile-based data collection

Risk Area	Key Risk	Mitigation Measure
	digital profiling data accuracy and updates.	systems.
		- Quarterly validation and updates by TSPs.
		- Integration of digital profiling into routine enterprise support activities.
Institutional Coordination	Weak coordination between SPIU, MRB, MzSRLM, TSPs at district and field levels.	- Establish clear joint planning and review mechanisms at state and district levels.
		- Deployment of marketing managers and district value chain officers.
		- Regular field reviews and mid-course corrections.
External Risks	Production shocks (ASF outbreaks, crop failure, extreme weather) affecting value chain volumes.	- Promote diversified cropping and livestock systems under Component 2.
		- Strengthen insurance pilots for key risks.
		- Encourage staggered production and aggregation models.
	Policy changes affecting financial sector, insurance regulation, or cooperative laws.	- Maintain close coordination with relevant state and national authorities.
		- Flexibility built into project operational guidelines to adapt to regulatory shifts.

Component 1 Exit Strategy

Table 20: Component 1 Exit Strategy

Area	Exit Strategy Approach	Timeline
Market Infrastructure (CMCs, Farmers' Markets, Hubs)	Exit strategy is inbuilt through a Public-Private Partnership (PPP) model: infrastructure will be leased or managed by selected FPOs, cooperatives, or private operators based on utilization performance and management capacity, under clear lease or management agreements.	Operator selection starts Year 3–4; full handover completed by Year 5
Enterprise Development (FPOs, SHGs, Entrepreneurs)	Strengthen enterprise business and management capacities for independent operation; mentor them to graduate from grant-supported models to self-sustaining commercial operations.	Ongoing till mid-Year 5, phased withdrawal after Year 5

Area	Exit Strategy Approach	Timeline
Financial Linkages (Credit Access through MRB)	Full integration of enterprises into MRB's standard lending operations through project-linked credit window; transition to commercial lending without project support.	Consolidation during Year 4; mainstreaming into MRB portfolio by Year 5
Insurance Pilots (Livestock and Crop Insurance)	Successful insurance pilots transitioned to full commercial insurance rollout models in partnership with insurance providers; gradual reduction of project premium subsidies.	Pilot completion by Year 4; scaling by Year 5
Digital Profiling and MIS	Enterprise-level digital profiles and MIS tools handed over to Department of Commerce and Industries for ongoing enterprise monitoring and credit risk assessment.	Consolidation by mid-Year 5
Financial Literacy and Capacity Building	Integration of financial and digital literacy training into ongoing programs of MzSRLM and SHG Federations, supported by MRB's rural outreach activities.	Training mainstreamed by Year 5

Financial Sustainability Exit Strategy – Sub-Component 1.1 (Market Infrastructure)
The financial sustainability of investments under Sub-Component 1.1 is anchored in robust, forward-looking business models developed for each infrastructure type—Community Market Centres (CMCs), Farmers' Markets, and Value Addition Hubs. These models incorporate diversified revenue streams (e.g., stall fees, aggregation service charges, cold storage rental, quality testing fees), cost recovery mechanisms, and realistic depreciation and operating cost projections. To ensure long-term viability beyond project support, a Public-Private Partnership (PPP) approach has been embedded into the exit strategy. Infrastructure will be leased or co-managed by eligible FPOs, MPACs cooperatives, or private operators based on performance, with lease/management agreements ensuring reinvestment obligations and maintenance standards.

4.3 Component 2: Sequencing of Project Activities

Component 2 Context:

425. Agriculture and allied sectors contributed 20.15%[19] to the total GSVA (Gross State Value Added) in 2022-23 and employed nearly 50% of the workforce in Mizoram. Of this, only the share of Forestry & Logging sector has grown from 5.17% of GSVA in 2011-12 to 11.78% in 2022-23. Share of crops, livestock and fisheries in GSVA have all declined steeply from 10.21%, 4.08% and 0.65% in 2011-12 to 6.35%, 0.25% and 1.77% respectively in 2022-23 indicating the distress in the sector.

426. For Mizos, cropping and livestock rearing are important sources of food, nutrition, and income. The programme will build on tribal peoples' knowledge of agro-biodiversity, including NUS, for dietary diversity and nutritional security. With 3 different agro-

[19] Economic Survey of Mizoram 2023-24

climatic zones[20], Mizoram has the potential to produce both tropical and temperate crops. However, the topography with steep hills marked by very narrow valleys limits the area suitable for cropping. Of the total geographic area of the state only 10%[21] is under cropping and land use is dominated by forestry. The average land slope of Mizoram is estimated[22] to be about 35% or 20°, and most of its land (80%) is on steep slopes ranging between 15% and 65% or between 10° and 30°.

427. The livestock sector in Mizoram, dominated by piggery (2.45 lakh animals) and poultry (14.97 lakhs birds), holds strong potential due to high meat demand, favorable climate, and innovative farming practices. However, its growth is hindered by challenges like repeated African Swine Fever (ASF) outbreaks, high feed costs, land constraints, competition from cheaper imported meat, and inadequate meat processing infrastructure. Despite pork being the most preferred meat, frequent ASF outbreaks have led many households to diversify into backyard broiler farming and goat rearing. Strengthening disease prevention, improving farm infrastructure, and enhancing local meat processing could help overcome these obstacles and boost profitability for farmers.

428. Diversified cropping[23] system is a key feature of Mizo farming. Cropping is mainly in the rainy season and a second season of cropping is a rarity due to poor development of irrigation, despite receiving high rainfall during the monsoon. Wet Rice Cultivation (16,000-18,000 Ha.) is practiced along rivers and streams on lands with slopes up to 15% after suitable land development. In the rest of the lands, upland farming, including jhum cultivation, is practiced. Gross command area for irrigation is a meagre 23,388 Ha., cultivated by only 9,925 farmers. Rice is the major agricultural crop (34,000 Ha.) while the area under horticulture is estimated to be around 160,000 Ha covering fruits, vegetables, spices, and plantation crops.

429. Jhum cultivation, also known as shifting cultivation or slash-and-burn agriculture, is a traditional farming practice where forests are cleared, burned, and cultivated for a few years before being abandoned for regeneration. While it has been sustainable for tribal communities with low population densities, modern pressures i.e. the population growth and reduced fallow periods make it harmful to both humans and nature. Due to the sustained efforts of the Government of Mizoram, especially during the last decade, the area under jhum has been steadily declining. During FOCUS, it became clear at midterm that farming households were interested in moving away from jhum to more settled agriculture, especially orchards[24]. However, making the transition is not easy for them due to lack of access to land on long tenures[25], high cost of land development[26] and harnessing water sources.

430. Farmers in Mizoram face multiple challenges: steeply sloping forbidding terrain, high rates of run-off and soil erosion[27] leading to rapidly depleting soil fertility, lack of irrigation facilities, land on short duration lease, increasing impacts of climate change etc. coupled with poor land management practices, lack of access to technical know-how and

[20] Humid Mild Tropical Hill Zone situated in the western side of the state; Humid Subtropical Hill Zone in the central part of the state; and Humid Temperate Subalpine Zone in the eastern side.
[21] Statistical Abstract of Mizoram-2023
[22] JICA Study Report
[23] Multiple crops are grown together in jhum, settled uplands and in winters in WRC areas.
[24] 46% of FIGs formed under FOCUS 1.0 were orchard-based groups
[25] Land allocated for jhum by the Village Council is typically for 1-2 years only
[26] Highly sloping land has to be treated with appropriate measures such as contour bunding, terracing, etc., to make it suitable and convenient for taking up a variety of crops
27 16.84 MT/Ha/year Agriculture & Farmers Welfare Department estimate, JICA report

agricultural inputs[28], farmers are trapped in a vicious cycle of low scale, low inputs, low productivity leading to low incomes. This is further exacerbated by the lack of market access and more importantly even physical access to markets is difficult in the absence of link-roads connecting farming areas to arterial roads. In a nutshell, terrain, tenure, technical know-how, connectivity and access to markets all dissuade Mizo farmers from farming intensively, keeping them poor and vulnerable to both market and weather shocks.

431. FOCUS 2.0 seeks to help farmers in Mizoram make the transition to more stable and settled farming through sustainably enhancing and scaling-up cropping and livestock production while simultaneously helping them access markets and add value to their produce (see Component 1.0). The combination of increased productivity and production along with marketing would enable these communities to increase their income. The project will support a climate-friendly[29] and resilient approach[30] to increasing productivity and production while maintaining diversity.

Component 2 Outcome

432. The outcome for Component 2 is that "the productivity of crop and livestock products are sustainably improved, and agriculture household incomes increased". Together with component 1.0, this component is structured to provide comprehensive support to farming households to: (i) perform demand-driven, sustainable[31] enhancement of climate-resilient crop and livestock production;[32] (ii) improve access to markets and increase value addition of crop and livestock products; and (iii) promote enterprise development and access to finance.

433. The approach is premised on sustainably enhancing land and water resources in the area through specific NRM based interventions, which then enables communities to undertake enhancement of cropping and livestock rearing. The project will provide technical and financial support to communities to move from the current subsistence level farming to more market-responsive production practices. Communities will be assisted in accessing more profitable markets to sell the increased produce. The project will also support groups and individuals to set up enterprises based on the new opportunities that enhancement of production opens. Finally, the project will help communities access finance to sustain and scale-up activities to provide a multiplier force to project interventions. Figure X shows the key elements of how this component along with component 1.0 seeks to assist communities to increase incomes of project households.

434. Enhancement and scaling-up of cropping and livestock is described in the sections that follow under sub-components 2.1 and 2.2 respectively.

Figure X: Comprehensive support to increase incomes from cropping and livestock

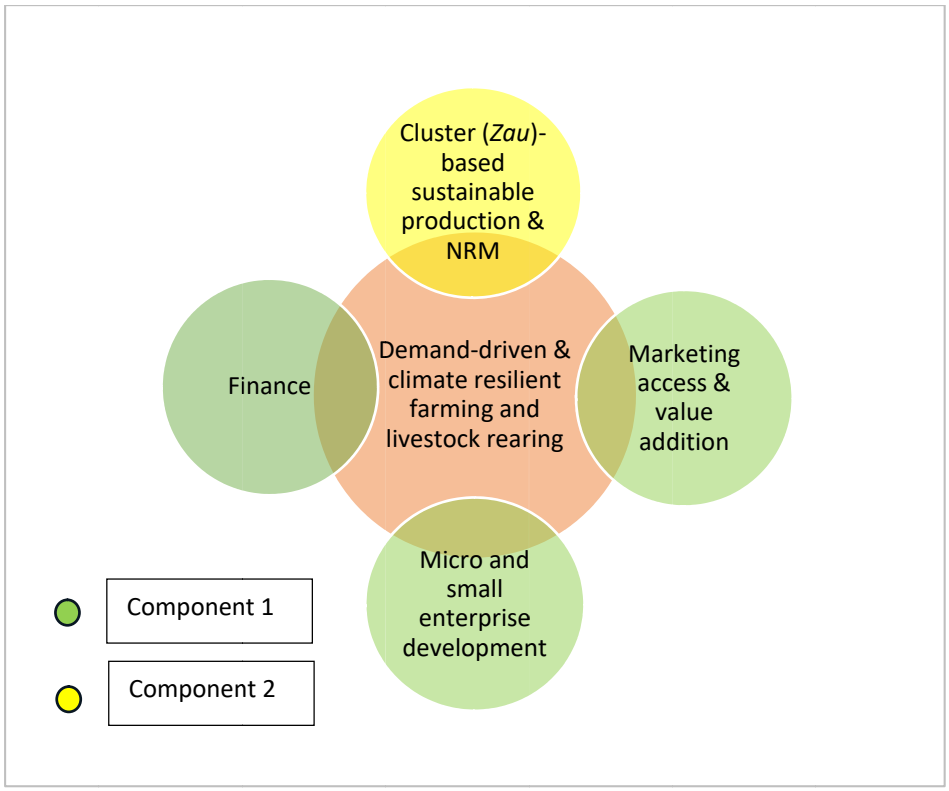
28 There are only 22 fertilizer dealers in Mizoram, mostly located in the district headquarters

29 All interventions will be backed by strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production

30 Project will promote and support agro-ecological farming that uses natural farming and regenerative methods

31 A strong natural resources management (NRM) approach will underpin enhancement of both livelihoods

32 Project will support agro-ecological farming technologies that is based on Low External Input Sustainable Agriculture (LEISA) principles



Sub-Component 2.1: Agricultural Production

435. Sub-component 2.1 of FOCUS 2.0 aims to sustainably enhance climate-resilient agricultural production and increase crop productivity. It focuses on increasing crop productivity through the sustainable intensification of climate-resilient agriculture, anchored in a landscape-based approach to land and water management. The subcomponent promotes coordinated cropping within targeted clusters (*Zaus*), where investments in soil health, water conservation, and natural resource rehabilitation are integrated with support for improved farming practices. By restoring and preserving the ecological functions of farming systems, this subcomponent aims to enhance agricultural output while safeguarding the long-term viability of the land, biodiversity, and local ecosystems.

Context & Justification:

436. The entire project area under FOCUS 2.0 comprises 11 districts and is spread across over 700 villages within the Agro-climatic Zone II[33] (see Table X), which is characterized by undulating hilly terrain, crisscrossed by several seasonal and perennial streams and rivers that are fed by high rainfall (average of ~2000mm annually) that occurs during the seven months of monsoon (April-October). Within Mizoram, the AC Zone is further classified into 3 zones namely: **Humid Mild Tropical Hill Zone** situated in the western side of the state; **Humid Subtropical Hill Zone** in the central part of the state; and **Humid Temperate Subalpine Zone** in the eastern side. Table 1-1 describes the agroclimatic zones in Mizoram[34].

[33] AC Zone II: Eastern Himalayan Zone covers Sikkim, Darjeeling (West Bengal), Arunachal Pradesh, Assam hills, Nagaland, Meghalaya, Manipur, **Mizoram**, and Tripura.

[34] Source:

437. Arable land is limited, and land use is dominated by forest cover. The combination of undulating and hilly terrain and high rainfall produces wide variation in soils, slope, water availability, soil depths, etc. The soil in this region is mostly acidic, nutrient-poor and subject to erosion[35] due to high rainfall, slopy terrain and high run-off. Soils in the hilly terrain (upland) are deep and well drained with good organic matter while soils in flat bottom valley are poorly drained (hence WRC and the first crop is mainly paddy) with a high ground water table during kharif and those in narrow valleys are mainly alluvial and have poor water holding capacity. Terrain dictates land use and crops.

438. **Table X: Agroclimatic Zones in Mizoram**

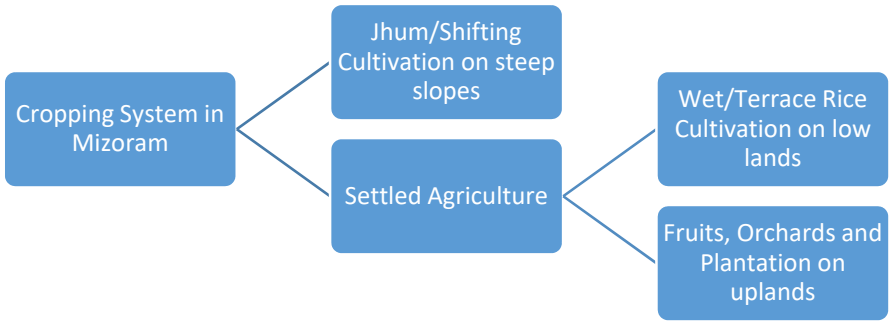
Agro-climatic Zone	Altitude Range (MASL, m)	Annual Average Rainfall (mm/year)	Mean Temperature (Max ~ Min) (°C)	Administrative District	Major Farming System
Humid Mild Tropical Hill Zone	200 ~ 800	2,000 ~ 3,000	30 ~ 12	- Kolasib (North) - Mamit (West) - Lunglei (West) - Lawngtlai (West and Centre) - Saiha (West)	Irrigated paddy and various horticulture crops taking advantage of moderate slope and water
Humid Subtropical Hill Zone	1,000 ~ 1,500	2,500 ~ 3,000	30 ~ 12	- Kolasib (South) - Mamit (East) - Aizawl (except Southeast) - Serchhip (West and Centre) - Lunglei (Center) - Lawngtlai (East) - Saiha (Centre)	Mixed cropping of upland rice with vegetables predominantly in jhum culture for self-sufficiency
Humid Temperate Sub-alpine Zone	1,500 ~	2,000 ~ 3,000	11 ~ 20	- Aizawl (Southeast) - Champhai - Serchhip (East) - Lunglei (East edge) - Lawngtlai (East edge)	Self-sufficient agriculture relying on jhum, cropping upland rice and horticulture crops on steep slope

[35] As per the Agriculture & Farmers Welfare Department on an average soil erosion is 16.84 MT/Ha. /Year in Mizoram.

				- Saiha (East)	

439. Two broad systems of cropping are practiced in Mizoram namely, jhum or shifting cultivation and settled agriculture.

Figure X: Cropping System in Mizoram



440. **Jhum/Shifting Cultivation:** The practice of jhum farming is slashing, burning and cropping without tilling the soil, and the cropped land is subsequently fallowed to attain pre-slashed forest status through natural succession. All agricultural operations are performed manually, and regeneration of forest and soil fertility are achieved cost-free and effortlessly. Jhuming in Mizoram is practiced mostly on lands upto 40% slope and usually for only 1 year. Low or no input characterizes the farming practice in jhum lands. Log wood bunding is practiced in some places, but soil erosion is rampant.

441. The forested fallow is slashed and cleared during December to January. The burning of slash is done between February and March. Rice is sown mostly from April to mid-May after the first rain. Both early and late matured varieties are adopted in the same land. Accordingly, there are two harvesting time during July to August, and during October to November. Maize and other crops such as vegetables and spices including ginger and turmeric are also sown during April to May as the mixed crops with paddy or without paddy. After harvesting once, the land is abandoned and remains fallow for few years until the next cultivation.

442. **Settled Agriculture:**

- **WRC/TRC:** Wet Rice Cultivation[36] (WRC) is practiced along rivers and streams on lands with slopes up to 15% after suitable land development. Cultivation method of irrigated and non-irrigated crops is almost the same in WRC. Paddy is transplanted from June to July and harvested from October to November. Mixed cropping is not practiced in WRC. Double cropping is

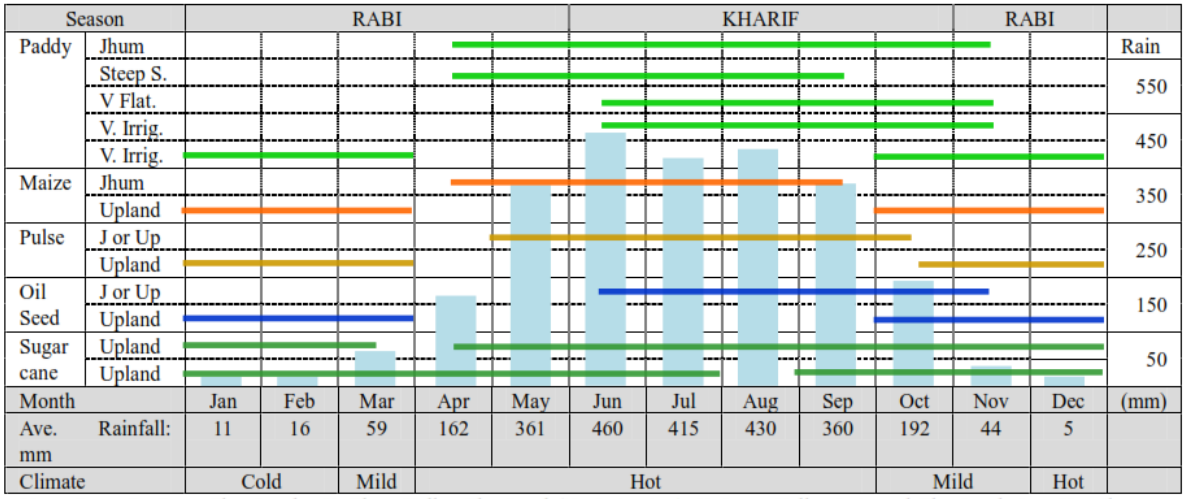
[36] WRC-I (0-10% slope) and WRC-II (10-15% slope)

possible if irrigation water is fully available, and winter vegetables are usually grown.

- **Upland:** Uplands with moderate to steep slopes are planted with longer duration crops such as banana, pineapple, dragon fruit, mandarin, citrus and plantation crops such as arecanut, oil palm and coffee (usually with government support). Terracing, contour bunding and half-moon terraces are the exception to the rule. Soil erosion is very high and similar to jhum lands. Management practices also are similar to those in jhum lands, the only difference being the land is cultivated season after season. Intercropping is practiced where feasible. Irrigation is a rarity and where seen is small-scale and usually based on farm ponds, water tanks, etc.

443. Irrespective of the cropping system, barring a few places in Mizoram, hardly any inputs are used in crop production. No system of pruning and training is practiced in orchards. The cropping calendar in a typical Mizo village for food crops[37] is depicted in Table X.

Table X: Typical crop calendar in a Mizo village



Note: Steep S.- Steep Slop Land, V. Flat.- Valley Flat Land (No Irrigation), V. Irrg.- Valley Irrigated Flat Land, J or Up- Jhum or Upland

Source: JICA Study Team

444. Mizo farming households in the project area are immersed in a vicious cycle of low productivity and poverty, where the use of traditional cropping and animal husbandry practices (often unsustainable and low yielding) lead to low productivity, resulting in resource degradation, which in turn lead to poverty, and an inability to move away from the use of traditional practices. It is typical to see farmers suffering from resource degradation, poor crop management, low productivity, poor management of land and water resources, all leading to low incomes. FOCUS 2.0 seeks to address these problems by enabling households to develop their lands, practice multiple cropping across multiple seasons while managing natural resources to ensure that productivity is sustained. The most important problems that farmers face include (see Figure X):

445. **Figure X: Key Problems and Constraints to Farming in Mizoram**

[37] For fruits and vegetables see **Annex XXX**



446. Moreover, farmers have a short land tenure of less than one year, which discourages farmers from investing in the land. As jhum lands are scattered, there are no economies of scale and no incentive for farmers to undertake collective action. Village councils are reluctant to provide community land on longer tenures due to fear of such land becoming private property. FOCUS 2.0 is addressing this issue by seeking to secure long term lease of land (15-20 years) but for a group of farmers such that no individual in the group owns the land that s/he is tilling.

447. The specific objective of this sub-component is to address the problems of scale of production and productivity by enhancing cropping, increasing the scale of operations while maintaining diversity and adopting climate-friendly[38] and resilient approaches[39] to production that also enhance biodiversity. This is expected to result in not only increased productivity, but also increased production that will enable households to supply to more rewarding and profitable markets. This will be achieved by making investments in land and water infrastructure, providing support on production technologies and inputs, and enabling groups to work on the "Small-Farmer-Large-Field" (SFLF) concept (see Box 1).

[38] All interventions will be backed by a strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production

[39] Project will promote and support Low External Input Sustainable Agriculture (LEISA) and Agro-ecological farming

Box 1. "Small Farmers Large Field (SFLF)"
SFLF is a collective action model designed to overcome the disadvantages faced by millions of small and marginal farmers due to diseconomies of scale and lack of bargaining power in the supply chain. This model is participatory and flexible and allows small farmers to benefit from economies of scale by organizing themselves into groups and synchronizing and harmonizing selected operations. It was piloted in two villages of Odisha, with 112 farmers (35 females and 77 males). These farmers organized themselves into groups and synchronized their operations such as nursery bed management, transplanting, and harvesting collectively to achieve economies of scale. The SFLF farmers purchased inputs (seed and fertilizer) and sold paddy as a group to increase their bargaining power in price negotiations. The results from this pilot study showed that the participating farmers almost doubled their profits. Apart from the monetary benefits, these farmers saved time in many joint activities, including input (seed and fertilizer) purchase, product sale, and nursery bed management. Other important benefits of the harmonization and synchronization of farming operations were social cohesion and sustainability of the farming system.

Source: Small Farmers Large Field (SFLF): A Synchronized Collective Action Model for Improving the Livelihood of Small Farmers in India (springer.com) Sampriti Baruah · Samarendu Mohanty · Agnes C. Rola

Phase II Improvements:

448. The experience from FOCUS provided the following lessons learned:

- NRM activities must be designed to support livelihood activities to create impact in terms of income and productivity. As a standalone activity they are not impactful to households.
- Merely supporting households with land development or inputs is not sufficient to increase productivity and incomes. It must be backed by intense training and technical assistance to boost technology adoption, marketing, and access to finance.
- Given the smallholdings of farmers, scale of production can be increased only when they are organized into production clusters and take up synchronized farming. Without scale of production, access to markets will be local and limited.
- Village Councils are reluctant to allot community lands on longer lease since they fear that the land will become private property. FOCUS was implemented a group model of alloting community land to households, where the land is held by the group and not individually. This enabled the roll out of IFS-CADA.
- The IFS-CADA[40] (Integrated Farming System- Compact Agriculture Development Area) set up in 23 villages during FOCUS was very successful in providing scale of operations and making irrigation infrastructure cost effective due to clustering contiguous pieces of land. Learning from this experience, the Government of Mizoram included the clustering approach (called ***Zau*** in Mizo

[40] A total of 2010 Ha. was brought under IFS-CADA of which 667 Ha. was developed for cropping. Against a total investment of Rs.10.20 crores, a revenue of Rs.3.48 crores for the first year was estimated.

language) in the recently announced flagship programme Handholding Policy or Bana Kaih.

- Households must be organized into coherent production groups to manage community assets such as irrigation systems and grow crops for the market. Merely, delivering assets will not be sufficient to create sustained impact.
- Investments in developing irrigation is required to increase cropping intensity, production, and productivity. It can be done at the community level.
- Given the vulnerability of natural resources in the area and inability of households to afford high costs of cultivation and a risk-averse approach to farming, recommending high-cost external input does not fetch compliance from farmers.
- Poorly developed input dealer network and remoteness of villages means even physical access is a barrier to uptake of external inputs in farming
- Sustained efforts are needed to build capacities of Farmer Interest Groups (FIGs) to operate as coherent groups. Working with the State Rural Livelihood Mission community institutions such as Cluster Level Federations and Village Organizations would have given a strong platform for FOCUS to build capacities of FIGs. Working directly with FIGs was inefficient.
- A dedicated and well-trained Community Resource Person[41] (CRP) drawn from the community is needed to develop technical skills of the community and mold them into a well-knit production group.

449. **FOCUS 2.0 incorporates the above learnings in its design and approach, as follows:**

- NRM activities will be taken up to support livelihood investments. For example, catchment areas will be treated to sustain irrigation command area created in the project.
- Project will focus on only two sets of interventions to intensify crop production: **land development** (0.5 Ha per household) and **Agriculture Intensive Clusters or Zaus** (15-30 Ha. covering 30 households each) rather than on a large set of activities.
- Zau groups will be provided intense support not only for production technology adoption but also for molding them into well-knit groups.
- Given that the ecosystem is fragile, famers are risk-averse and have very little access to inputs since, dealer network is sparse in Mizoram, the project will promote agro-ecological farming practices that promoted local production of inputs needed for enhancing productivity
- Unlike other parts of India, where cattle are extensively reared by farmers, Mizoram has a small cattle population. Therefore, using natural/agro ecological farming methods that are based on cow dung and urine as microbial inoculum will not work in Mizoram. Therefore, locally relevant scientific approach for agro-ecological farming will be promoted using inputs such as bio-char, inoculum from forest soils, etc.

[41] Hereinafter referred to as Zau Resource Person- ZRP

- A dedicated and well-trained ZRP well versed in crop production using agro-ecological inputs will be developed in each village to anchor the production groups.
- A Technical Service Provider (TSP), specializing in Farmer Field School approach using agro-ecological farming techniques relevant to non-cow-based farming system will provide technical training to project staff, community cadre and Zau groups. This will further be supplemented by access to digital extension advisory services (for both crop and livestock_ (on a pilot basis) in 6 districts.
- Existing community institutions such as Village Organization and Cluster Level Federations promoted by SRLM will be leveraged to support Zau Groups created under the project in areas such as beneficiary identification, funds flow and management, group capacity building, monitoring and reporting.

Objectives and Expected Results

450. Sub-component 2.1 aims to sustainably enhance climate-resilient agricultural production and increase crop productivity. This sub-component deals with the sustainable enhancement of cropping in clusters in the project area, backed by a strong natural resources management approach that will help to restore, conserve, and sustain natural resources, productive assets, the ecosystem, and biodiversity, which are key to sustaining the increased levels of production and productivity.

Outcome: *Sustainable enhancement of climate-resilient agricultural production and increased crop productivity*

Table X: Component 2.1 Outputs and Targets

Output (Indicator)	**Target**
Land brought under climate-resilient management (ha)[42]	26,500
Area under Agriculture Intensive Clusters (Zau) production (ha)	16,500
Command area created and/or augmented[43] (ha)	16,500
Number of Zau groups set up[44]	700
Number of households covered under Zaus	21,000

Description of Activities, Approach, and Modalities of Implementation

451. Under sub-component 2.1, crop production will be enhanced in the area through:

- **Land development for non-zau households**; and
- **Development of Zaus:** Phai Zau (lowlands) and Zo Zaus (uplands) for selected resource poor and vulnerable farming households.

[42] Land development for non-zau farmers (10,000 ha), existing zau (12000 ha), new zau (4500 ha)
[43] Command area of existing zaus will only be augmented or strengthened
[44] 400 existing phai zaus (WRCs) and 300 new zo zaus (upland)

452. **Land development for non-zau households:** will be done through levelling, bunding and application of soil amendments to reduce acidity and will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. In addition, they will be part of Farmer Field Schools that are conducted with Zau groups to learn and adopt agro-ecological farming techniques.

453. **Development of Zaus:** Zaus are contiguous patches of land (15-30 Ha.) that will be supported with bunding/terracing, irrigation and bund plantation and will be operated on the "small-farmer-big-field" concept of growing only 2-3 crops in a season in a synchronized manner to reach scale of production to enable easier access to markets. Catchment area that supplies water to the zau for irrigation will be treated with appropriate soil and water conservation measures to sustain water flow.

454. Crops will be chosen by the Zau group (ZG) based on guidance provided by the project on value chain crops[45] selected for support in the district (described in Component 1.0). These crops are called the Anchor Value Chain crops. In addition, other crops that are consumed locally[46], marketable, easy to grow and remunerative will also be chosen. The focus on a few crops is envisioned to increase efficiency in the use of productive resources, productivity, and economies of scale, ultimately increasing farming incomes. This will not prevent, however, the farmers and their households from continuing to produce other types of crops (vegetables, fruits, pulses, including upland paddy, etc.) in their farms as "Companion crops" to meet their dietary needs. This complementarity of activities at the household level aims to sustain households' access to diverse set of foods produced in the farm, while also increasing purchasing power through increased incomes. Zau groups and non-zau farmers that received support on land development will be imparted with rigorous training on production technologies through a Farmer Field Schools (FFS) approach by a dedicated Technical Service Agency engaged by the project, which will facilitate the participation of women and youth and value tribal knowledge. Zaus will be encouraged to cultivate in at least two seasons in a year, kharif and rabi.

Table X: Summary of Project Supports to Zau and Non-Zau Households

"Zo" Zau (Upland)	**"Phai" Zau (WRC)**	**Non-zau**
Land clearance, levelling, terracing, bunding	Levelling, stream bank erosion control, expansion of WRC, repair of bunds and drainage structures	Land levelling, bunding, no terracing
Soil amendments	Soil amendments	Soil amendments
Catchment area treatment	Catchment area treatment	No catchment area treatment
Establishment of new irrigation infrastructure for providing water to each plot in the zau	Augmentation of existing irrigation infrastructure	Support for water storage structures and pipes
Intensive support for crop planning at zau level		Farmer chooses individually
FFS will be conducted in the zau		Will be encouraged to participate in the FFS conducted in the zau
Each plot will be digitally recorded for area, crop sown		No digital monitoring

[45] Ultimately, farmers have the final choice of what they want to grow since they take all the risks. The project can provide guidance and highlight support for marketing to chosen value chain crops.

[46] Including wild edibles (Neglected and Underutilized Crops) that are found in jhums. The idea is to recreate juhm's food biodiversity on the zau, while intensifying cropping and backing it up with sound NRM practices

"Zo" Zau (Upland)	"Phai" Zau (WRC)	Non-zau
season after season		
Weather and crop specific agro-advisories at cluster level		Weather advisory but no crop specific agro-advisory at cluster level

455. The strategy for enhancement of crop production considers climate risks stemming from events such as droughts, floods, loss of soil fertility due to erosion, loss of biodiversity, etc., and prepares the community for climate change adaptation and builds their adaptive capacities. Augmented land and water resources are the basic building blocks of enhancement of crop production. Natural resources management approaches ensure that soil erosion is controlled and water availability in the form of soil moisture and water for irrigation is increased. Both these measures contribute to addressing droughts and loss of fertility. Agro-ecological farming methods increase adaptation to climate change through multilayer cropping (increases resilience to production and market failures); permanent soil cover that enhances soil organic carbon, water-holding capacity of soils; non-chemical pest management that enhances biodiversity of fauna, etc. A farmer field school approach helps communities learn root-cause analysis and critical thinking that will help them adapt to emerging challenges due to climate change.

456. Each ZG will have its own Bio-input Resource Centre (BRC) to produce locally, biological inputs[47] needed for managing soil fertility and providing plant protection. Where needed, zaus will be supported to set up and operate community nurseries, especially where vegetables are grown. A set of basic machinery such as sprayers, brush cutter, etc., would be provided to each zau to take up farm operations with reduced drudgery.

457. Finally, through use of a digital platform interfacing through a smart phone, the project will put at the fingertips of farmers, access to real-time weather and agro-advisories that are customized to local farming conditions. The project will work closely with the Agriculture & Farmers Welfare Department, horticulture, veterinary and animal husbandry, KVK, ICAR and other relevant stakeholders to reuse existing crop and livestock practices, enable content development and use AI/ML modelling to deliver these advisories through push messages, WhatsApp/telegram chat to provide quick responses to queries raised from the field. To communitize and concretize understanding of weather, local schools will be supported with simple instruments to measure, record and report temperature and rainfall and share with the community for them to reflect on the impact of weather on cropping during FFS.

458. Given that both SRLM and FOCUS 2.0 are working in the same geographies and with a saturation approach prioritizing poorer and more vulnerable households, FOCUS 2.0 proposes to work through community institutions already set up under SRLM such as Cluster Level Federations and Village Organization. These will be community institutions for planning, implementation and monitoring of FOCUS 2.0 activities at the field level.

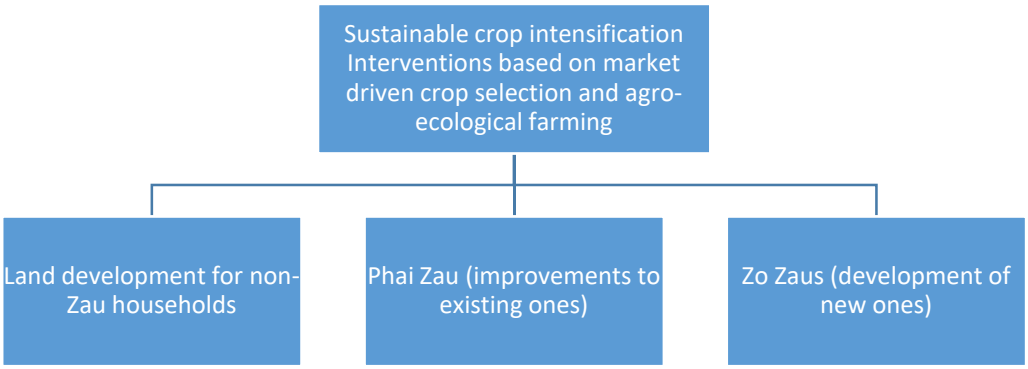
459. Depending on the type of land, two types of zaus are possible: Wet/Terrace Rice Cultivation (WRC) areas also called Phai Zau[48] and upland areas called Zo Zaus[49]. The

[47] Various forms of composting, Effective Microorganisms, activated biochar, bokashi, bamboo vinegar, etc.
[48] These are existing clusters and mainly occur on the banks of streams and rivers with slopes upto 15%. However, first crop (kharif) will be only paddy. Depending on water availability rabi and summer crops may be taken up here.
[49] These are uplands with slopes upto 33% and can support at least two crops: kharif and rabi.

project will support formation of new Zo Zaus and only improvements to existing Phai Zaus.

460. The key project interventions are shown in Figure X.

Figure X: Main Activities for Sustainable Crop Enhancement



461. **Links with other components and sub-components:** Marketing, value addition support to zau groups is described in Component 1.0. Zaus will be trained to aggregate produce after suitable sorting and grading and collectively transport and market to different markets depending on the value chain and buyer. For example, produce to be sold locally will be sent to the Community Market Centres while those that are meant for processing or bulk customers will go to hubs. Hub operators will work closely with zaus to understand when the produce would be ready for harvest and organize aggregation and transport. Zaus will form the main supply base to hubs. Aggregation, collective marketing and transportation is expected to reduce logistic costs to farmers. Further larger lot size for transportation would lead to using proper packaging and transportation vehicle which would reduce losses significantly.

Key activities under component 2.1 relate to, and are spread across, three main phases:

- **Preparatory phase:** This covers all activities starting from (i) hiring of Technical Service Provider, training of project staff, project concept seeding; through to (ii) approval of a Detailed Project Report (DPR) and disbursal of funds to the CLF for implementation of the DPR.
    a. Upon achievement of (ii), activities would then relate to the execution phase.
- **Execution phase:** This phase covers all activities that relate to execution of plans and DPRs approved in the preparatory phase, and the related monitoring and release of funds based on progress. As the DPRs will predominantly relate to land development (of Zau and non-Zau), water resources development, and crop planning, activities in this execution phase pertain to that development in Zau and non-Zau households.
    a. Once the area is developed, the operations and maintenance phase will commence.
- **Operations & Maintenance Phase:** This phase covers activities related to use of developed zaus to produce crops based on seasonal crop plans, agro-ecology based Package-of-Practices (PoPs), FFS-based training and capacity building of ZGs, management of community infrastructure such as irrigation system, zau tool kit for drudgery reduction, Bio input Resource Centre, periodic review of zau performance by the ZG and also by external agencies. While the outreach will primarily focus on zau

groups, non-zau households will also be encouraged to participate in FFS to learn and adopt agro-ecological farming techniques on their farms

Preparatory Phase

462. Covers all activities starting from hiring of the Technical Service Provider(s)/training of project staff and project concept seeding and ending with approval of a Detailed Project Report and disbursal of funds to the CLF for implementation of the DPR, the preparatory phase includes the following stepwise activities:

463. **Step 1: Hiring of Technical Service Provider (TSP) for Zau Development and FFS50:** A TSP will be hired by the project to provide comprehensive support for zau identification, DPR preparation, implementation and commissioning of Zau and roll out of Farmer Field Schools. As a first step the TSP will prepare a manual and training material on these activities. The TSP will follow a "teach by doing" approach and will be responsible for preparing DPRs in 10% of selected Zaus (~70 Zaus). Project staff will work closely with the TSP and learn while doing.

464. **Step 2: Training of Project Staff on Zau Identification and DPR Preparation:** The TSP (Zau) will train key project staff such as Junior Engineers (SPIU and District), Managers-Agri/Horti and NRM (SPIU and District), Block level staff on zau identification and DPR preparation through a hands-on training spread over 3-4 days.

465. **Step 3: Training to Spearhead Teams on Mass Awareness Campaign in project villages:** Spearhead Teams (SHT) comprising project staff from SPIU, District and Block and Cluster Facilitators from SRLM will be formed and trained by the TSP(Zau) to carryout mass awareness campaigns in all project villages on project activities related to cropping. It will be primarily aimed at the Village Organization and Village Councils. A day will be fixed with the VO for carrying out a detailed PRA later.

466. **Step 4: Identification of Zau and non-Zau Households and Shortlisting of Potential Zau sites:** Village Organization will be helped through simple PRA based processes by the SHT to identify zau and non-zau households to be supported under the project and shortlist potential zau sites. The VO will convene a general assembly of all its members and do the following:

- **Step 4.1: Identification of Zau households:** Apart from technical considerations, the following will be adopted in selection of households for a zau:
    - Households that have no land other than jhum that is on a short lease tenure of less than 5 years
    - Poor families identified through a Wealth Ranking exercise that is conducted by SRLM
    - Families that have at least 2members who provide labour to intensively cultivate 0.5 Ha. for at least 2 seasons in a year
    - Women headed households will be given priority, provided they have at least 2 members who provide labour
    - Households with at least one member in a government job will be excluded

[50] There may be single TSP for both Zau Development and FFS or separate ones. Preference is for a single TSP to ensure smooth support on both activities and cost-effectiveness due to reduced management overheads

- **Step 4.2: Shortlisting of potential zau sites:**
    - The project will provide village-wise Land use Land cover maps overlaid with drainage, slope and soils at 1:10,000 scale51. Using the map, VO members will be guided in identifying 2-3 patches of land that may be suitable for Zo Zaus. The criteria will include, but not be limited to: a) extent of the patch should be at least 15 Ha.; b) slope should be less than 30%; c) must have a water source that flows for at least 10 months in a year close to it, preferably not more than 2km away; d) must be community land or government land and available for group lease for 15-20 years; e) must not be part of any category of land not permitted for agriculture use under GoM rules and/or SECAP; f) must be preferably within 4-5 km from the village habitation area.
    - For phai zaus, the VO will assess: a) extent of the zau is at least 15 Ha; b) water source is sufficient for a rabi crop; c)names and extent of holding of farmers in the zau; d) existing infrastructure (irrigation channels, bunds, water tanks, lifting devices, etc.); e) improvement needed.
    - Once the zaus (potential sites for zo zau and/or existing phai zau) are identified, Village Organizations will convey to the DPIU in a simple format provided by the project along with georeferenced photographs to uniquely identify the location of the sites. The project will use digital platforms being currently used by various departments to seek proposals under Bana Kaih for receiving proposal from VOs. If it is not available, the TSP will support in developing one.
- **Step 4.3: Identification of non-Zau households and preparation of intervention plan:**
    - Households that do not have any land that is levelled and bunded will be selected provided they have access to land on long tenure lease or permanent patta. Households already selected for other project activities such as zau, piggery and zau-goatery will not be eligible for support under this. Preference will be given to poor and vulnerable households and women-headed ones. Selected households will be provided funds upto Rs.25,000 for land development and soil amendments for upto 0.5Ha. A simple PRA process will be used to identify land parcel for each selected household and activities to be carried out. Village Organization will compile all such activities along with georeferenced site photographs and submit to the District Project Unit for processing and approval through the CLF.
- **Step 4.4: Technical survey of proposed non-zau land development and preparation of DPR:**
    - District JE and NRM staff will survey all proposed sites, verify proposed interventions and prepare DPR with estimates of works and costs along with georeferenced52 photograph of site and

[51] Sourced from MiRSAC

[52] Georeference includes geofencing to ensure that not more than 0.5Ha is being supported per household

representative of the benefitting household. The DPR will be submitted to the DPU for approval.

467. **Step 5: Desk verification of proposed zau sites:** Using a simple open-source GIS tool53, developed by the TSP with additional thematic layers such as LULC, slope, contour, drainage, etc., sourced from MiRSAC, the District JE and NRM staff will verify the technical validity of proposed sites. The tool will have in-built queries to cover such information such as: a) extent of area proposed; b) current land use; c) slope (<30%); d) distance from water source proposed and any alternatives, etc. Based on the desk assessment, the DPIU will shortlist in order of technical feasibility the proposed sites and eliminate sites that are prima facie not feasible at all.

468. **Step 6: Site verification of shortlisted zaus:** District JE and NRM staff along with Block level staff and Cluster Facilitators will visit shortlisted zaus jointly with CLF/VO office bearers to verify and finalize a site for zau that is technically feasible and convenient to the zau households to cultivate. After seeking permission from the Village Council that the identified zau can be allotted to a zau group on lease for 15-20 years, the VO will pass a resolution and write to the DPIU seeking assistance for preparing a Detailed Project Report (DPR) for development of the Zau. Simultaneously it will work closely with the VC to get the land allotted and an MoU signed between the VC and the Zau group detailing terms and conditions for the zau group to utilize the land. The MoU will specifically include that the VC will not allocate the catchment area for any other use.

469. **Step 7: Formation of Zau Group and their capacity building:** FOCUS and SRLM block teams with support from CLFs and VOs will mobilize all zau households related to a particular zau into a Zau Group (ZG). Both a man and woman from each household will be represented in the group. SRLM and FOCUS will prepare a simple training module and deliver training to zau groups through CLF and VO to build zau members into a working group with clear purpose and vision. VO will assign a bookkeeper to keep records. The zau group will elect officer bearers following the norms of SRLM giving priority to women. The group will elect a Zau Resource Person (ZRP) who will receive all technical training from the project and in turn will transfer knowledge to the group.

470. **Step 8: Technical Survey of Selected Zau and Preparation of DPR:** Once the MoU has been signed between the VC and Zau group, the district JE and NRM staff along with district agri/horti staff will carry out a technical survey54 of the site to prepare a DPR that covers the following:

- **Land development plan** includes land clearance, levelling, terracing,[55] bunding[56] drainage for safe disposal of excess water, for each parcel of the zau. Land development will include both physical and vegetative methods. Subject to slope and terrain, contour bunding using biological approaches that build on traditional practices will be the first option adopted. Logwood bunding or split bamboo mattings along contour coupled with hedgerows of legumes will be

[53] Such as Earthmap.org developed by FAO

[54] Technical survey will be carried out by the JE and NRM staff with support from Block level staff and Cluster Facilitator. Instruments such as Total Station/Dumpy Level, GPS will be used during the survey.

[55] Terracing makes the land easy to cultivate and versatile. However, care has to be taken to ensure that the top soil is not buried while making the terrace, which could lead to poor fertility of the soil.

[56] Compared to terracing, bunding, including contour bunding and trench cum bunding is cheaper. However, on steep slopes, bunding, even with vegetative barriers may not be sufficient to control soil erosion. Usually, beyond 25%, only terracing with stone bunding is recommended.

promoted. Where needed, bench terracing will be adopted with measures to mitigate loss of soil fertility[57].

- **Catchment area treatment plan**[58] for protecting the water source serving the irrigation command will be treated with suitable measures such as bunding, plantations, percolation tanks, drainage line structures to ensure sustainability of flow in the irrigation source feeding the zau. Depending on the water source, spring shed or watershed management approaches will be chosen.
- **Water resources development plan** for providing irrigation. Irrigation system will be based on the following order of preference:
    - *Diversion based scheme:* These will tap perennial or semi-perennial sources of water from springs and streams upstream of the command area. Where necessary, a weir would be constructed to divert the water into buried PVC pipes via a stilling basin to transport water to the agricultural fields. PVC pipes are preferred as these are cheaper than masonry channels, are easy to transport and install, can be installed in a much shorter time, have long life and are free of maintenance. Where it is not feasible to dig trenches to bury pipes due to rocky terrain, masonry channels or HDPE pipes may be used. Where the flow is not adequate a storage tank may be constructed upstream of the irrigated area to store water at night when irrigation is typically not done.
    - *Lift irrigation:* While most villages are likely to have perennial streams or springs upstream, in some cases the water sources, such as streams or ponds, may be only downstream from the agricultural land. In such cases, lift irrigation comprising of a pump of suitable capacity, buried PVC pipes for transporting water to the fields and a safe pump house may be taken up. Where grid electricity is available, electric pumps may be used with the cost of extending electric connection to the pump from the grid included in programme cost; else solar pumps may be installed.
- **Crop production system plan** that will layout the crops to be grown over a period of time to gradually help the land and the farmers make the transition to a stable and settled farming. The basic principle of the crop production plan would be multi-storey, multi-season cropping to meet the market demand while also meeting household requirements of food and nutrition. This will be done by introducing/relocating a wide variety of the leafy vegetables and other NUS crops grown in jhum fields to the households' kitchen gardens, thus also reducing the risk of depletion of agro-biodiversity. Biodiversity and constant plant cover over the soil are essential to maintain soil fertility and reduce soil erosion.

471. The DPR will provide details of each of the above plans, with estimates of works to be done, bill of materials with technical specifications, cost estimates and a detailed work plan with phasing. It will also identify critical stages during implementation when the presence of JE and/or NRM staff is necessary to ensure quality and safety of structures. Table below summarizes the unit costs for various activities to be taken up in a zau.

[57] https://isss-india.org/img/08-SKRay.pdf
[58] Catchment area upto 1.5 times the size of the zau command will be supported for treatment under the project.

Table X: Summary of Zau Development Costs

Summary of Zau Development Costs	Existing Zau (30 Ha.)		New Zau (15 Ha.)	
	Unit cost Rs.	Total Rs.	Unit Cost Rs.	Total Rs.
Land development	20,000	600000	100,000	1500000
Catchment treatment of water sources (area treated is 1.5 times the area under zau)	10,000	300000	50,000	750000
Irrigation schemes for zau parcels	25,000	750000	50,000	750000
Total Rs./zau		1650000		3000000

472. Subject to the total cost for developing a zau remaining within budgets mentioned in the above table, actual allocation for each line item may be as per the actual costs determined in the DPR. In other words, budget can be moved across these three line items, subject to total costs remaining within the budget. Further, savings in one site may be used to support a higher outlay in another site.

473. **Step 9: DPR Approval and Release of Funds:** DPR prepared will be discussed in the ZG, VO and CLF before it is approved and forwarded to the BDO/DPIU/SPIU for processing. At DPIU, the DPR will be placed in the District Programme Coordination Committee headed by the District Commissioner for approval and sent to the SPIU. At SPIU, the JE and NRM staff will verify on a GIS platform the technical correctness of the proposed activities and put it up to a Technical Committee59 for technical approval. Administrative approval will be provided by the competent authority based on the budget involved. Once approved, funds will be released through the DPIU to the BDO and from there to the CLF under which the Zau falls. A similar process will be followed for approval and release of funds for interventions in non-zau lands.

474. Works described in the DPR will be divided into 2 or more stages[60]. At each of the stages, inspection and approval of work executed is needed before the next stage is taken up for execution. Funds release will be in tranches (matching the critical stages) and subject to certification of progress by Jr.Engineers/NRM staff and submission of expenditure statement.

475. **Step 10: ToT to Master Trainer on FFS and ZRPs:** TSP (FFS) will prepare location and value chain specific FFS modules that are based on agro-ecological farming principles. The TSP will train, key project staff such as District Agri/Horti and NRM staff, Block level staff, Cluster Focus Coordinator61, ZRPs in FFS techniques and agro-ecological package of practices. As a part of the FFS, training will also be provided to the Bio inputs Resource Centre entrepreneur on preparation of locally produced bio inputs for crop production.

476. For the 23 IFS-CADA (hereinafter called zau) already set up under FOCUS, the above-mentioned steps are not necessary, since the zaus are already operational. Farmers in the IFS-CADA will be moulded into zau groups and linked with the VO and CLF for

[59] Project will constitute a technical committee

[60] For example a building. Land marking, foundation, pillars, lintel and roof casting are critical stages that need an engineers's inspection and report before the next stage is taken up for implementation.

[61] CLFs will hire a staff(s) to provide exclusive support to FOCUs activities in the cluster. Funds upto 1% of total funds flowing through the CLF under FOCUS may be used to pay for these services.

institutional capacity building. A ZRP will be selected from within the zau group and office bearers will be elected. Any funds needed for repair and maintenance of assets created will be assessed by the zau group, verified by the District JE and cost estimates prepared. Funds flow will be through CLF and VO as is planned for the other zau groups. The IFS CADA Zaus will serve as the first sites for training and demonstrations for project staff and community master trainers for zau planning and development and FFS.

Execution Phase

477. This phase, covering all activities related to execution of the plans and DPRs approved during the preparatory phase, and their subsequent monitoring/release of funds based on progress, includes the following stepwise activities:

478. **Step 1: Mobilization of Zau Groups and Non-Zau Households:** With support from the project staff, CLF and VO will mobilize ZGs and non-Zau households to execute approved works. Workplans will be updated and taken up for execution.

479. **Step 2: Community Procurement of Goods and Services:** Goods and services as per specifications mentioned in the DPR will be procured following norms laid down in the Community Procurement Manual of the project. Each Zau Group will constitute a procurement committee that works under the supervision of the VO to procure goods and services. Appropriate training will be provided by the project to such committees to understand and follow procurement norms of the project. VO Book keeper and the ZRP will ensure that all transactions are recorded properly. VO and CLF will monitor and check regularly to guide the ZG. For non-zau households, the VO procurement committee will hire necessary equipment for land development and procure appropriate soil amendments.

480. **Step 3: Execution of Zau Development:** Land Development, Catchment Area Treatment and Commissioning of Irrigation System will be carried out by the ZG with the help of contractors/mistries as per technical specifications mentioned in the DPR. Georeferenced photographs will be taken by the ZG at every stage of work to document progress. Completion of works will be jointly inspected by the ZG, VO, CLF and project staff and certified.

481. **Step 4: Monitoring of Progress by VO, CLF and JE and NRM Staff:** Cluster Focus Coordinator, office bearers of CLF and VO will regularly and periodically visit zau sites during execution to ensure works as per specification and on time. Specifically, the JE and NRM staff will visit the site during critical stages of execution and record their observations in the site diary and update the Measurement Book. They will certify quantity and quality of works executed which will form the basis for approval of expenditure and release of fresh tranches to the CLF, VO and ZG for further execution. A similar approach will be implemented for verification and certification of works done on non-zau lands. Georeferenced photographs before and after execution of works will be uploaded into the project MIS system by the JE/NRM staff. Each Zau site will maintain: Measurement-book, Muster roll, cash book and stock register and update the same with the help of the VO bookkeeper periodically. The ZG will present regular physical and financial progress report to VOs and CLFs who will compile and present to the DPU.

Operations & Maintenance Phase

482. This phase covers activities related to use of developed zaus to produce crops based on seasonal crop plans, agro-ecology based PoPs, FFS-based training and capacity building of ZGs, management of community infrastructure such as irrigation system, zau tool kit for drudgery reduction, Bio input Resource Centre, periodic review of zau performance by the ZG and also by external agencies. While the outreach will primarily focus on zau groups, non-zau households will also be encouraged to participate in FFS to learn and adopt agro-ecological farming techniques on their farms.

Enhancement of Crop Production:

483. **Agro-ecological farming system:** The project proposes to adopt agro-ecological farming as the main avenue to increase productivity, production and returns to farmers in a sustainable and ecosystem-friendly manner. Agro-ecological farming is being promoted by the GoI under a national mission titled National Mission on Natural farming (NMNF) with an outlay of Rs.2481 crores[62]. Under this Centrally Sponsored Scheme (CSS), 15,000 clusters will be supported for adopting agro-ecological farming methods and 10,000 Bio input Resource Centres will be promoted to supply locally made agro-ecological inputs. Natural Farming certification through Participatory Guarantee Scheme (PGS) will also be supported under this mission. Thus, natural farming has moved from being an approach used on the margins to a mainstream one with substantial government interest and support. Government of Mizoram has notified a State Level Executive Committee (SLEC) to oversee the implementation of this CSS. FOCUS 2.0 will work closely with the SLEC to help Mizo farmers adopt agro-ecological farming systems.

Figure X: Activated Biochar Liquid for pest control

1. Harvest the bio char from the base of the mother tree kept for activation 7 days back.
2. Make powder and mix about 500 grams in 10 litres of water.
3. Add one handful of fresh cow dung/top soil from the banana base.
4. Add 1 litre rice-wash water.
5. Add 3 mashed ripe banana or half fully ripen papaya mashed into the solution.
6. Add 500 grams of raw turmeric paste.
7. Stir the solution for about 15 minutes.
8. Keep the solution covered in a cool place for overnight.
9. Next day, filter the extract with a jute bag and get the liquid extract.
10. Add 3 times plain water, mix well and sprinkle on the base of the turmeric plant.

484. Agro-ecological Farming is a chemical-free farming system rooted in Indian traditions enriched with modern understanding of ecology, resource recycling, and on-farm resource optimization. It is considered as an agroecology based diversified farming system which integrates crops, trees, and livestock with functional biodiversity. The key features of this approach are:

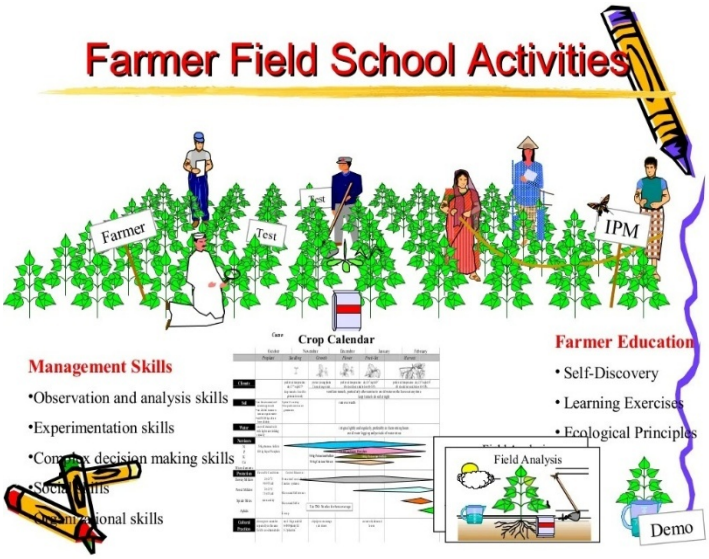
- No or limited use of external inputs
- Priority to quality local seeds (use of locally adapted varieties)
- On-farm produced microbial formulation for seed treatment (such as bijamrita),
- On-farm made microbial inoculants (Jivamrita) for soil enrichment
- Cover crops and mulching with green and dry organic matter for nutrient recycling and for creating a suitable micro-climate for maximum beneficial microbial activity in soil
- Mixed or multiple cropping that includes growing multiple crops on a piece of land at the same time such that they complement each other rather than compete for resources. Thus, plants with different heights, root depths, and times of flowering will be grown together. This fosters biodiversity and minimizes risks and ensures steady income to the farmer.

[62] https://pib.gov.in/PressReleaseIframePage.aspx?PRID=2077095

- Managing diversity on farm through integration of trees
- Management of pests through diversity and local on-farm made botanical concoctions (such as neemastra, agniastra, neem ark, dashparni ark etc.)
- Integration of livestock, especially of native breed for cow dung and cow urine as essential inputs for several practices and
- Water and moisture conservation.

485. The dominant model of agro-ecological farming being practiced in India is based on cow dung and urine. However, cattle rearing is not widespread in Mizoram. Therefore, FOCUS 2.0 will promote a technology that uses locally available resources for crop production. For example, activated biochar for pest control (See Figure X)

486. Produce from these systems will be organic/naturally grown and free from harmful chemicals. Agro-ecological farming, based as it is on locally available resources, fosters sustainability and independence of production groups. Both these factors are important for a successful exit plan.



487. **Farmer Field School (FFS) Approach:** The project will adopt an FFS approach to building the capacities of Zau and non-Zau members in sustainable crop production based on agro-ecological farming systems. FFS is a participatory education approach that brings together a group of small-scale farm producers to solve production problems through sustainable agriculture. The FFS approach offers space for hands-on practical group learning, enhancing skills for observation and critical analysis and improved decision making by local communities. Key characteristics of an FFS approach include: [63]

- Working in groups (15-25 farmers including youth and women)
- Season-long activities (following the phenological stages of the crops)
- Regular meetings/sessions during the season
- Study and learning plots to compare current practices with improved/alternative practices
- Each FFS session includes:
    - Agro-ecosystem analysis
    - A group dynamics exercise
    - Gender empowerment messages and activities
    - Studying a special topic
    - Feedback on the session
- Facilitation, not teaching

[63] https://www.fao.org/3/i5296e/i5296e.pdf

488. As a participatory method based on adult learning behavior (peer to peer learning, learning by doing) FFSs are well-suited for building capacities of zau farmers in agro-ecological farming, which need a lot of observation and critical thinking, especially with reference to interaction of crops with the ecosystem. The project will hire a Technical Service Provider (TSP) that specializes in agro-ecological farming and the FFS approach and who will value and seek opportunities to blend tribal knowledge into the capacity development. FFS support from the TSP to a village will be for a period of one to two years and will cover 1-2 crops every season. In the following years, the Zau Resource Person with support from the Cluster Focus Coordinator, Block level staff and District Agri/Horti staff is expected to train the FFS groups. The key outcome of an FFS approach will be well-trained Zau groups in crop production. In addition, the very process of FFS will foster collective work and create well-knit production groups that have the critical thinking to solve problems.

489. **Capacity building of Project Staff and ZRPs:** During the first year of operations, the Technical Service Provider for FFS will train SPIU and District Ag/Horti staff, Block level staff, Cluster Focus Coordinators and where available ZRPs as Master Trainers. In the second year the focus will be on training ZRPs. After two years, ZRPs will continue training zau and non-zau farmers with support from trained project staff. The training curriculum will include:

- SFLF concept and rollout
- Seasonal crop planning based on demand, potential returns and crop water requirement
- Agro-ecological farming concept and steps in rollout
- Preparing natural farming inputs using locally available resources
- Using natural farming inputs, frequency, and quantity for crop management
- Conducting FFS, setting up learning goals, observing and recording results, farm field day and ensuring participation of women and youth
- Setting up demonstration and control plots in zau fields, seeking opportunities to value and blend tribal knowledge

490. In addition, the project will prepare audio-video modules in Mizo language to reinforce learnings from time to time. These modules will be administered by the Cluster Focus Coordinator and ZRPs and will follow the following format: (a) introduce the topic or concept; (b) stop the video and allow for discussions; (c) restart video which will prompt questions to be addressed; (d) ZRP/Cluster Focus Coordinator will address questions not covered in the video; and (e) end the video with success stories and recap of lesson learned.

491. **Seasonal crop planning and performance review:** With facilitation from project staff, Zau groups will prepare crop plans[64] every season[65] based on the recommended anchor value chain crop, crop rotation patterns, agronomic conditions, potential demand for the products and profitability potential. This will also consider adequacy of irrigation to meet the crop water requirements. Agro-ecological principles to maintain biodiversity above the ground and below the ground and dietary diversity will also be kept in mind while choosing "companion crops". Multiple crops with a mix of various durations also

[64] Crops plans will have details of crops, area, inputs required, date of sowing and expected date and quantity of harvest

[65] 100% area will be cultivated in zaus during kharif. During rabi and summer about 30% and 10% area will be cultivated. Perennials will continue.

will be chosen to ensure that households have access to food and cash from sale of produce from time to time. For example, if pineapple or dragon fruits are chosen as the anchor value chain crop, then zau members will be encouraged to grow intercrops such as vegetables, pulses, etc., season after season to not only secure food, but also a regular source of cash income, until the main crops starts yielding. Crop plans prepared will be documented and shared by the ZRP to the Cluster Focus Coordinator for linking with required marketing support. At the end of every season, as a part of the FFS, the group will review performance of the crop in terms of production, marketing, and returns, and these will be used to inform amendments in plans for the subsequent seasons.

492. In addition, activities such as bee keeping, paddy-cum-fish culture (in phai zaus) may be taken in zaus which will not only help increase incomes but also support crop production through enhanced pollination (bee keeping) and soil fertility (paddy-cum-fish culture). In addition, fisheries may be taken up in water bodies created under irrigation schemes for zaus, provided the department of fisheries organizes supply of fingerlings, inputs and appropriate technical support.

493. In geographies where KVIB wants to promote bee-keeping, FOCUS will facilitate meetings with zau groups to sensitize them about cost-benefits of bee-keeping. Once interested zau members are identified, KVIB can work through the project institutional mechanism to deliver material and training support to bee-keepers.

494. The sericulture department will identify district/blocks to promote sericulture, approach zau groups in those areas and help them make an informed choice by providing details of cost-benefit of cultivating the crop, rearing the worm and marketing the cocoon. While the project will bear the costs of land development, irrigation and training, the department will have to provide support for planting material, DFLs, rearing houses, etc.

495. **Input management and crop production:** Producer groups will follow the package of practices[66] learned regarding crop management. ZRPs will guide the groups in following the PoP and synchronizing crop management activities to achieve scale of production. As part of the Farmer Field School, the project will support an interested entrepreneur through training (and necessary equipment) to set up a Bio input Resource Centre to produce all needed inputs for the zau and other farmers in the area. It will encourage the ZRP or any other entrepreneur to produce natural farming inputs[67] and sell to the producer groups. In addition, zau members will be trained to produce compost through in situ techniques to enhance soil quality.

496. In Zaus, while the main crop would be one or two in each season based on the chosen value chain crop and market demand, in line with the principles of agro-ecological farming and the need to diversify, multiple crops will be grown simultaneously. This approach not only reduces the risk of production or market failure, but also gives a continuous stream of food and income to households[68]. In addition, it will contribute to biodiversity that is vital to keep the agro-ecosystems healthy.

[66] Seed treatment with bio inoculum, mulching with live plants and crop waste, periodic spraying of biochar liquid, use of neemastra and other preparations based on pests and diseases observed, weeding and using them as mulch, keeping permanent crop/plant cover to protect the soil from erosion and direct heat of the sun

[67] Most of the inputs are locally available in the village such as bamboo char, bamboo vinegar, leaves of plants such as neem, calotropis. Some items such as gram flour and jaggery may have to be purchased. Drums and other containers for making and storing these inputs would also need to be purchased.

[68] Zau as an ATM (Any Time Money) to the farmer. S/he should be able to get some cash by selling some produce whenever needed

497. **Digital Monitoring & Reporting of Zau Performance:** In the first year of operations of a zau, the ZRP will geofence each operational holding in the zau and record the name of the zau farmer against it using a mobile-based app that will be developed by the project. This will create a basic database of number and extent of holdings and names of operators for holdings in each zau. Every season, once the crop planning is completed and sowing is done, the ZRP will update through the mobile app for each zau plot, crop sown, date of sowing and extent. The ZRP will periodically report progress of crop production to the VO/CLF to ensure that marketing efforts are appropriately calibrated. Marketing linkages for crops grown in the zau is elaborated more in Component 1.0.

498. **Digital Weather and Agro-Advisories:** Zaus will be supported with regular and periodic weather and agro-meteorological advisories as well as relevant package of practices for the crops being grown in the zau. The project will work closely with the Agriculture & Farmers Welfare Department. Department of Horticulture, Department of Veterinary and Animal Husbandry, KVK's, ICAR and other relevant source to enable use of existing information and AI/ML based digital platforms to deliver these advisories and provide quick responses to queries raised from the field. To communitize and concretize understanding of weather, local schools will be supported with simple instruments to measure, record and report temperature and rainfall and share with the community for them to reflect on the impact of weather on cropping during FFS.

499. The design has preliminarily identified Digital Green Trust (DGT) as a TSP to roll out an AI enabled chatbot (app "Farmer.Chat") for 24*7 access to agronomic and livestock information and advisories for supported Zau Groups, extension agents and other cluster focus coordinators to support adequate dissemination and outreach. DGT has a global letter of intent signed with IFAD and is currently implementing a pilot in Nigeria in alignment with the LIFE-ND project. They are also a trusted partner for content development under VISTAAR (a central government project to build digital public infrastructure for agriculture69). Digital Green is active in 8 states of India and has reached 4.7 million smallholder farmers (58% women), trained 91,000 frontline workers (52% women) and hundreds of farmer groups to produce and disseminate localized videos in 26 languages. They have partnered with institutions including SRLM, Ministries of agriculture at state level, ICAR, KVKs and similar institutions as intented under the project. DGT will also customise the advisories into Mizo language to enable wider dissemination and adoption.

500. Their app, Farmer.Chat, provides small-scale farmers with access to timely, localized and actionable farm and market decision making recommendations in Mizo language. It uses a combination of foundational AI and machine learning models, as well as language processing and translation technologies. The project will implement a localized and customized extension messaging strategy to improve the adoption of climate-resilient practices and local value addition across the selected value chains (both crop and livestock). This is expected to result in higher product quality and increased productivity.

501. Aligned to both component 1 and 2, the TSP (potentially with Digital Green) for this activity will also strengthen the role of Farmer Producer Organizations (FPOs), enhance their governance structures, build business management capacities, and increase engagement with shareholders and the broader agricultural ecosystem. FPOs will serve as key access points for quality inputs, market linkages, and value-added services such as processing, drying, and storage. This activity will be considered during after the first 2 years of the project. Details on how this would look are provided below:

69 PIB, FEB 4, 2025 https://www.pib.gov.in/PressReleasePage.aspx?PRID=2099755

502. **Implementation Details for Digital Weather and Agro-Advisories:**

- **Proposed Beneficiaries:** Reaching uptot 30,000 farmers (30% women) in Mizoram Zao groups/ extension workers/cluster level facilitators and FPOs across 6 districts over the 5 years of the project. The TSP will facilitate access to at least 10,000 farmers with expected both direct and indirect benefits to more households.
- **Proposed Locations:** 6 districts of Mizoram in two phases with 3 districts in each phase (to be agreed)
- **Government Partners:** Krishi Vigyan Kendra (KVK) (Farm Science Centre), Mizoram State Rural Livelihoods Mission (MzSRLM), National Rural Livelihoods Mission (NRLM) and potentially State Agricultural Management & Extension Training Institute (SAMETI)
- **Gender Inclusion:** A specific focus will be placed on addressing gender disparities in literacy, digital access, and mobile ownership. The platform will provide inclusive support to ensure that women farmers are not excluded from the benefits of digital advisory services.

Implementation Steps for Digital Weather and Agro-Advisories:

- **Contextualized Farm Advisory**: Deliver real-time, localized advisory services that factor in weather patterns, input availability, and seasonal cropping calendars. For example, the system will enable farmers to assess pest outbreaks and select the most viable treatment options based on cost and local availability. The selected TSP will coordinate with TSP (FFS) and others TSPs for livestock to ensure content is aligned, localised and coordinated to ensure effectiveness. The TSP will develop partnerships to support access to at least cluster of village level, sub-block level) weather forecasts.
- **Expanded Content for Women Farmers**: Provide content that addresses the priorities of female farmers, including health, education, household finance, and small enterprise management. This will support broader empowerment beyond farm productivity.
- **Capacity Building for Frontline Stakeholders**: Train Lead Farmers, Zao Resource persons, cluster focus coordinators in digital literacy and data use. These stakeholders will facilitate onboarding and ongoing engagement with farmers on the Farmer.
- **Interactive, Multi-Modal Access:** Development of local language capability for voice to text and text to voice. The platform will support voice, photo, and text queries in local languages. Farmers will access verified, up-to-date information from authoritative sources (e.g., agricultural research institutions, government schemes, market data). They will also be able to provide feedback that informs content development, research agendas, and policy design.
- **On-demand responses to farmers' queries** through text, image, or voice formats.
- **Proactive push messages** to guide next steps in the crop cycle, sent directly to farmers and amplified through Farmer Producer

Organization (FPO) leaders, Lead Farmers, implementing partners, and ZRPs, cluster focus coordinators.

- This multi-channel delivery model ensures reach and recall across diverse user profiles and literacy levels. In collaboration with technical and research partners, curation and promotion of farming practices will be done that:
    1. Enhance **soil health, water efficiency, and biodiversity**;
    2. Are **affordable and low-labor**, which is especially critical for marginalized and women farmers;
    3. Offer **favorable economic trade-offs** compared to conventional approaches;
    4. Are **gender-responsive**, aligning with women's roles in farm decision-making and household economy.
- **Capacity Building and training** of ZRP, Cluster Focus Coordinator, Block level staff, FPO staff to create awareness and enroll farmers (especially zau farmers).
- **Phasing of activities:** The TSP will ensure that during year 1, all required partnerships and coordination with other component TSPs is completed and local content development and Mizo language capabilities are set up. From Year 2-3 the pilot rollout, review and analysis of user feedback is completed and during year 4-6 expansion phase is completed. During year 2-3, the TSP will also explore potential additional CSR and other donor financing to scale-up the programme to cover additional districts and farmers.

- **FPO Enablement via Farmer.Chat Partner Application (pilot basis):** The project will equip **four FPOs and their frontline workers** with the **Farmer.Chat Partner application**, specifically designed to support FPO operations and digital service delivery. In parallel, business planning and digital literacy training will support FPOs in designing gender-intentional and climate-resilient business models. This activity is on a pilot basis and will be rolled out particularly for FPO selected to manage CMCs under Component 1. The application will include:
    - **Data collection interfaces** to create detailed farmer member profiles, capture crop forecasts, input orders, and procurement requests.
    - **Business dashboards** for FPO CEOs and Boards to view aggregated data on input demand and supply, enabling data-driven business pipeline planning.
- **Driving Farmer Decision-Making and Practice Adoption:** By aligning advisory content with the realities of farmers' resource availability, seasonal risks, and information needs, Farmer.Chat will guide farmers toward informed decision-making. This farmer-centric, context-aware approach will support the adoption of improved practices and lead to measurable outcomes including increased incomes and greater climate resilience.
- **Potential Partnerships and Engagement**

- **An MoU will be developed and signed between MoA (SPIU) and the TSP (Digital Extension Services) for the mentioned services**
- **State Department of Horticulture, veterinary and animal husbandry** and the **State Rural Livelihood Mission** to identify and train ZRP's, cluster focus coordinators and other identified Block level staff, District Agri/Horti/Vety staff in climate-smart agriculture, livestock management, gender inclusion, and Farmer.Chat use.
- **Agricultural research institutions** such as ICAR and Krishi Vigyan Kendras (KVKs) to curate and update content aligned with local packages of practices and national priorities.

503. **Managing Community Infrastructure:** Community infrastructure such as irrigation systems and community nurseries will be supported in the target villages and owned by the VO and managed by the zau group.

- ***Irrigation systems:*** Zau groups will be asked to start saving money as a group regularly and periodically from the time the DPRs for zau development are approved till execution is completed to build a corpus for managing and maintaining the assets being created. Contributions will be collected by the VO and appropriate books of records kept. In addition, payment in cash or kind for use of the irrigation system will be made seasonally at a rate fixed by the Zau Group in consultation with the VO. The initial contribution and user fee will be maintained in the VO account and recorded in a separate ledger for the Zau. These funds will be available to the Zau group for use when required for repair and maintenance. Zaus will target a corpus of Rs.50,000 by the end of 2nd year of use of the asset. Irrigation systems will be provided to the command area under each outlet based on a pre-agreed seasonal schedule that specifies day of the week and frequency. Irrigation will not be provided to an individual farmer based on demand that is out of turn. This system of schedule-based irrigation considers crop planning and crop requirements and ensures there are no conflicts in using the system.
- ***Community nurseries:*** Community nurseries will be operated as an enterprise. Those interested in operating the nursery will be expected to deposit with the VO 5% of the total cost of the assets in cash or kind upfront and execute an agreement with the VO to operate and pay appropriate user fee. The VO will use the upfront payment and periodic fee collected to create a corpus for maintenance of the asset. Nursery operators will be provided with business development services to develop business plans in addition to technical training on operating and managing production of planting material. Operators will be linked to zaus to generate order and fulfil them. VO, CLF and project staff will coordinate to help nurseries access such orders. In addition, nurseries will develop and sell to other customers too.

504. **Zau Performance and Rewards:** The project will hire a technical agency (preferably a research institution) to monitor the performance of zaus in terms of biophysical parameters such as soil erosion, stream flow, soil fertility, etc., by measuring and recording these parameters at baseline, midline and endline.

505. In addition, to motivate zaus to make full use of the facilities created and build their aspirations, best performing zaus will be recognized publicly and rewarded. Some of the

criteria for assessing performance of the zau could be (but is not limited to): a) utilization of zau plots; b) biodiversity; c) soil fertility status; d) productivity, etc. Regular interactions with successful entrepreneurs both from within Mizoram and outside will be organized for the ZGs to help build their achievement motivation.

Sub-Component 2.2: Livestock Production

506. Sub-component 2.2 of FOCUS 2.0 aims to enhance livestock production by supporting pig breeding, backyard and broiler poultry, goat and egg production, and disease management (especially African Swine Flu (ASF)). Community Animal Health Workers (CAHWs), artificial insemination (AI) technicians, and improved biosecurity infrastructure will ensure first-mile[70] service delivery.

Context & Justification:

507. Mizoram, a landlocked state with predominantly hilly terrain, largely practices homestead-based livestock rearing. Livestock plays a significant role in household income and serves as a key source of livelihood diversification. Livestock systems, especially those based on climate-adapted indigenous breeds and supported by climate-smart management, are demonstrably more resilient than fragile cropping systems, helping farmers diversify income, reduce vulnerability, and strengthen adaptive capacity against climate shocks. Pig-rearing is widely adopted due to its ease of management and the high local demand for pork, which is a staple in Mizo diets, particularly on weekends such as Saturdays and Sundays. While backyard poultry is present, it remains limited in rural villages. The farmers have also adopted backyard broiler production to compensate for the meat demand on other weekdays (Monday to Friday), and to compensate for the deficit due to ASF outbreaks. The agriculture here is "Jhum" farming, with little attention on feed crops and fodder crops, which compels high imports of feed ingredients for all types of animals from outside the state.

508. The contribution of agriculture and allied in state GSVA was 20.15% during 2022-23 (Economic Survey of Mizoram 2023-24), which has declined from 25.23% (2021-22). The share of livestock in GSVA was 4.08% in 2011-12 but declined to 1.77% in 2022-23. There are gaps in per capita production and demand for all livestock commodities depicted in **Table XX**.

Table XX. Demand Gap for Livestock Products

Livestock Product	Required	Availability	Demand Gap%
Milk (gm/day)	240	48	80%
Egg (no/annum)	180	32	83%
Meat (Kg/annum)	12.41	11.08	10.77%

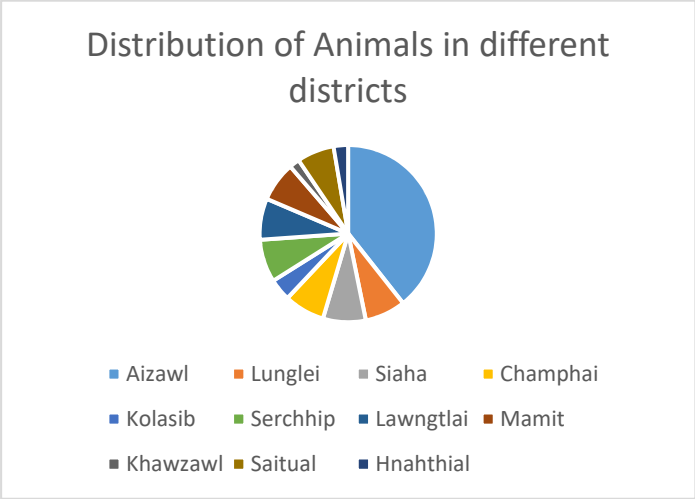
[70] Idem.

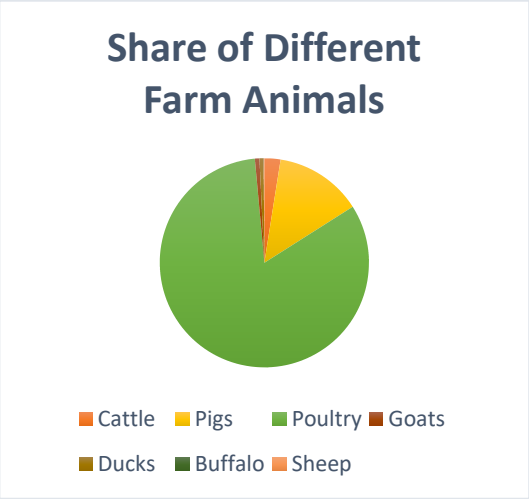
509. Agriculture and allied sectors employ more than half of Mizoram's population, with livestock playing a vital role in household income, building climate resilience, nutrition supply. However, significant gaps between local production and demand for livestock products have led to heavy reliance on imports- not only from other states but also across the international border with Myanmar. Mizoram's hilly terrain, inadequate road connectivity, and long distances from the livestock-producing regions further drive up the cost of these imported products.

510. The rising demand for milk, meat, and eggs in Mizoram necessitates investment in production infrastructure, processing facilities, and supporting eco-system to enhance local supply. FOCUS II aims to boost egg and meat production within targeted clusters to minimize market inefficiencies, reduce dependence on sales form other states, and promote value addition through localised processing and distribution.

Census of Farm Animals in Mizoram

511. As per the 20th Livestock census, Mizoram has a total livestock population of 18.14 lakh; this includes approximately 45,567 cattle, of which nearly 90% are Indigenous breeds, around 2.45 lakhs pigs with no presence of recognized indigenous or desi or breeds, and approximately 14.97 lakhs poultry birds, with only a minimal contribution of commercial broiler farms.



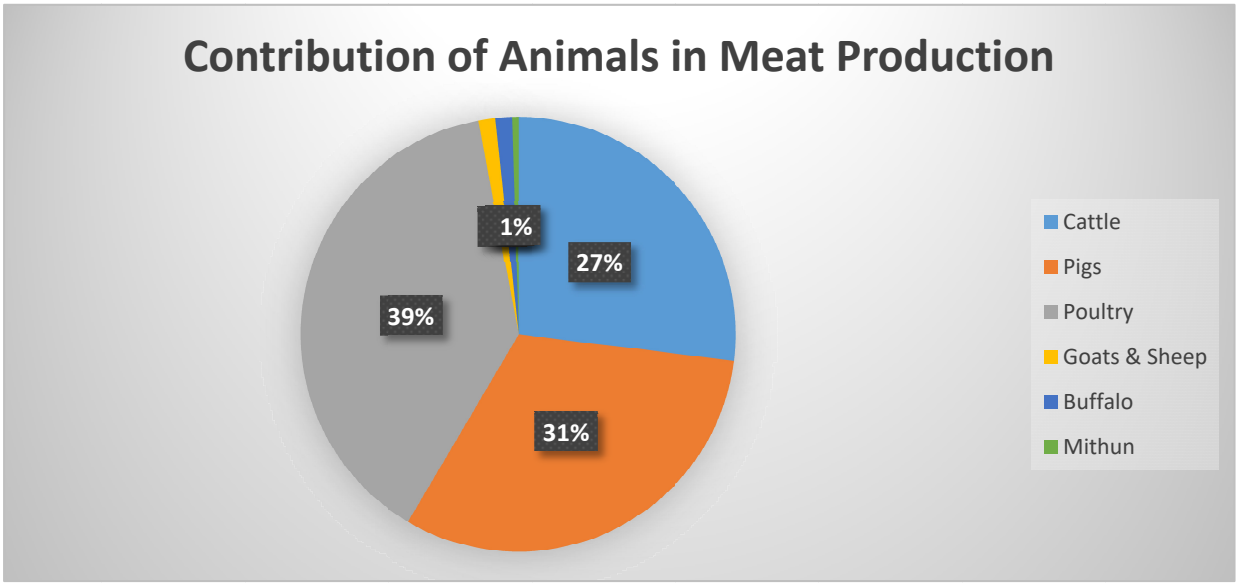


512. There are significant gaps between production and demand for milk and eggs, but in meat production, while the demand – supply gap for meat stands at 10.77%. The state has the potential to become self-sufficient in meat production and consumption.

Market and Consumption of Various Animal Products in Mizoram

513. Meat and meat product consumption in Mizoram is influenced by culture preferences, income levels and urbanisation. While poultry meat accounts for the largest share of overall meat consumption (39%), pork remains the preferred choice across the population. Fresh pork is commonly consumed on weekends, often accompanied by beef in urban areas. Eggs also form an essential part of the regular diet for both children and adults.

514. In the frozen segment, there is intermittent demand for preserved smoked pork, along with frozen beef and poultry products.



Enabling Environment in the State for Livestock Production

515. The state has the following strengths for promoting livestock-based livelihoods

- **Veterinary Service Infrastructure-** The state has 11 district veterinary hospitals, 69 dispensaries, and 67 Rural health centres, supported by 78 veterinary doctors and 141 Veterinary Field Assistants[71] (VFAs). The centres provide routine animal health facilities, vaccination, castration of animals and other technical services. There are 12 Artificial insemination centres for pig breeding and 58 AI centres for cattle. The immunisation coverage is 100% in the state. The Blocks are also equipped with Mobile Veterinary Vans with Veterinary Doctors for door step service.
- **Research and Supporting Institutions**- The state also owns one veterinary college under the Central University, 9 KVKs, and registered farmers societies like ZPDS and PIGFED. The Veterinary College engage in research and education of veterinary students and training of farmers.
- **Geographical Advantage** – The state has undulating mountainous terrain, which makes the logistics tough and costly, but they are also Natural barrier for the pathogens; the microbes cannot travel through water, air and vectors for long distances. Here, the disease mostly spreads through the fomite carriers like humans, vehicles and equipment. So, the strict biosecurity and hygiene measures can be helpful in reducing the spread of infection. There are challenges to reaching the farmers for disease control efforts due to the long distance. The hilly terrain and paucity of land limit any type of fodder and feed production, but there is plenty of fauna to support grazing.
- **Environment for Productions-** The climatic conditions, like rainfall and temperature, are favourable for animal rearing. There are lots of self-propagating vegetative plants and grasses for the grazing animals.
- **Advantages of highly literate farmers & Youths**- The high literacy rates help in easy-to-disseminate communication related to advanced farming

[71] Veterinary Field Assistants (Employed by AH & Vety Department to extend their reach to the village level. Their number is 4-5 per block.

methods, and there is good participation in training. There is a high number of mobile users, where any information is circulated fast.

- **Innovative Housing & Feeding Methods**- The farmers adopted an innovative slated floor housing system for pigs, poultry and goat rearing, which is highly ventilated, and any waste falls on the ground, keeping the sheds clean and littering is minimised. The cost of construction of such sheds is less than compared of concrete structures. The farmers also use lots of forest produce for feeding animals, like banana stems, sweet potato leaves, Colocasia leaves, etc., after cooking. The greens provide a good number of vitamins and minerals, and any anti-nutritional factors are destroyed during cooking. The addition of cheap sources of cooked vegetables, rice, etc., further minimises the feed cost.
- **High consumption of Meat and Eggs/Good Market**- The per capita high consumption of meat (52 kg annually/family) and eggs creates an internal market.
- **Policy Environment for Livestock Livelihoods:**
    - As per The Mizoram Animal Control Act, 1980:
    - According to Section 3, (1) No animals shall be let alone any time any where except under the watch keeper & (2) No owner of an animal shall allow his animal to tress pass upon any land or property whether private or public.
    - According to Section 6, the Village Council has the power to seize animals, penalties, and sell the animals if not claimed by anyone in 7 days.
    - As per Section 4 (b), Every goat owner may allow his goats to graze subject to keeping under the watch of a keeper. Also, every owner of goats shall keep their goats in confinement or detention in a shed meant for the animals at nighttime.
    - As per Section 5, Animals shall be kept in a clean and sanitary condition as may be prescribed by rules so that they may not cause a public nuisance.
    - As per the Government of India Act: " The Prevention and Control of Infectious and Contagious Diseases in Animals Act, 2009". The Act has come into force in all states/UTs. The list of notifiable diseases by the states is given in the schedule, and it includes ASF. The states have been empowered to take necessary action to appropriately deal with the disease situation.

Issues and Challenges in Livestock in Mizoram

516. The state has around 13.99 lakh people (projected census 2024), for which pork and meat are the staple diet. The meat is consumed in various forms, like fresh and processed (smoked & frozen), which creates a big internal market. There is limited scope for the export of Pork and pork products outside the state until there is a high uniqueness attached to it, like Mizo chilli. The production of livestock products needs a long incubation period, like at least 8-10 months for pigs, 6 months for egg production, 15-24 months in goats, and 3 months in poultry, and they are prone to many risks during this period. So, the

production from animals needs a comprehensive investment in sheds, good breeds, feed supplements, and disease management, along with continuous labour for care and management.

517. The demand for animal products is rising due to an increasing population, which is further compelling farmers to be competitive to minimise cheap imports of live animals from nearby. The other issues and challenges in livestock production are:

- **Limited space for building farms:** Plain land is the scarcest resource to start production, which further increases the cost of construction of farms. The high cost of building materials and labour further contributes to high investment. The farmers need some assistance from government agencies to sustain their livelihood and production.
- **High cost of feed and other inputs to farmers:** The factors of animal production, like chicks, animal feeds, medicines and supplements, are not produced in the state, so they need to be procured from other producing states. The distant location of the state increases the logistics cost of imports. Also, none of the feed commodities like maize, soya, etc, are produced inside the state, which prevents the establishment of any scalable, efficient production facility like feed mills, industry, etc.
- **Monopolistic Distribution Channels:** There are single suppliers for the inputs like chicks, feed (Godrej) in the district, due to the low volume of demand. Despite the high cost, there is availability of the required inputs in the remotest village (local passenger logistics play a major role here in transportation of few bags).
- **Cheap Imports of finished birds/meat:** The import of finished birds and meat animals from outside the state and across international borders (Myanmar & Bangladesh) creates price depression against the high-cost state produce.
- **Poor Farm Link Roads:** The poor farm link roads increase the market access cost for the finished produce.
- **Poor/No Processing Investment on Meat:** The state lacks an ample number of meat processing and cold storage facilities, so that the harvested meat is stored for longer periods during the surplus seasons. The processing may also decrease the logistics cost and minimise wastage.
- **Infrastructure to support broiler chick production and feed Processing:** The state is trapped in a vicious cycle of low demand for inputs due to a lack of infrastructural investment in production. The low demand discourages any further private or public investment in hatcheries, breeder farms or feed mills.
- **Fund Deficit states:** Despite the good potential market, there is a lack of investment from the government and private sector in innovative farming methods, which pose a challenge to sustain whatever is invested.

Table XX: SWOT for Livestock Activity in Mizoram

Strengths	Weaknesses
-The climate here is good for livestock	-Lack of processing infrastructure

production. -There is traditional expertise in pig rearing through innovative housing, mixed & cooked feeding with grains and greens. -There were no major diseases in Poultry, Piggery and goats except the ASF (Transboundary contamination). -The state has robust Veterinary department services with doctors, and mobile clinics. -There are good research institutions like college, and diagnostic labs. -There is high degree of education and access to internet for knowledge, so trainings will be easy. -Participation of both women and men in agriculture. -The mountains create a geographical barrier for disease transmission through air, water etc. -The forest is Tropical-evergreen, which supplies lots of green to the livestock.	-The shifting cultivation impact the grazing lands. -Lack of fencing in agriculture and homestead garden, prevent rearing of grazing animals in nearby. -High distance between farmland and home. -Lack of production of any grain in the state, which can be used as animal feed. -The hilly terrain increases the logistics cost. -The villages have low surplus of livestock products (except pork) to cater the outer market. -The farm size small due to paucity of land. -The initial capital investment to start a farm is very high. -The rural financing network is also weak to finance any livestock enterprise. -Although there is gap of 80% in egg and milk, but there is no investment support to production.
Opportunities	**Threats**
-High consumption of Meat and Meat products. -Lots of fruit processing is happening, the fruit pulp can be utilised as livestock feed. -Saturday sale is a big market, which can be well planned for any new opportunity. -Growing demand for alternative meat like goat meat, broilers, -Opportunity for establishing feed manufacturing in small scale. -Growing rail and road networks will open market access to the villages. -Only 10% of the area is being cultivated and rest are fallow, which can be used for livestock grazing. -Although lots of forest area, but no wild animals threat to livestock. -High slope lands (>30%) can be used for	-The outbreaks of ASF, PRRS, in Pig rearing. -Transboundary diseases from international border -Cheap imports of live birds from other states, live animals (beef). -Dependency on other states for feed and medicine. -The villages are thinly populated and the youths migrate to city for work.

livestock farming.	

Phase II Improvements:

518. The experience from FOCUS provided the following lessons learned:

- **Risk Mitigation Measures against the ASF-** The state must have a risk mitigation strategy against ASF in pig rearing through stringent diagnostic facilities at the village for regular surveillance, monitoring outbreaks, investment for safe disposal of infected animals and supporting farmers to restart the business through compensation and insurance cover.
- **Boar Semen Stations:** The project has supported the establishment of BSS in 4 districts with the help of AH & Vety departments. The pilot was successful, but it became a liability for departments to keep the staff of BSS. The production and supply of boar semen is a revenue-generating activity, and the business has the potential to sustain itself on its income. The entire business of the Boar Semen station should be housed in business enterprises like FPC or government-registered societies.
- **Value Chain Cluster Approach:** Activities like backyard poultry, pig breeding units, and goat rearing need an integrated approach from production to marketing and to ensure scalability. The project shows a risk mitigation measure through the goat and poultry rearing, when the Pork production was in risk of ASF.
- **Alternative Meat Source:** The ASF outbreaks have impacted the overall pig rearing in the state. The disease not only kills the animals but also there is a large number of culling of live animals. The production of pork falls rapidly, and lots of healthy animals are queued for slaughter and consumption once there is a reported case nearby. So, to compensate for the meat demand locally, the state requires investments in meat production from other animals like poultry, goat and beef.
- **Building Knowledge Capital:** In FOCUS, 27596 farmers were trained on improved methods of livestock rearing, along with two exposure visits outside the state.
- **CAHW:** The project has trained 522 Community Animal Health workers for the last-mile delivery of animal husbandry services. There was 11% female participation in CAHW, and they are continuing the service even after the project ends.
- **High Return on Investment**- The pig rearing in FOCUS -1, has proven as highest earning opportunity in the state, which require a strategic model to scale up under the episodes of ASF outbreak. The activity has high resilience to start with a minimum investment of piglets kept under one corner of HH. They can adopt well to the cooked left overs, cooked rice, banana stem , and other local greens.

Activity	**Unit of**	**Outreach**	**Annual incremental**

		production per HH	(HH)	per HH (INR)
Current Jhum	Paddy	0.25 ha	120	NA
	Maize		2,000	5,829
	Soyabean		1,087	12,410
	Vegetables \b		5,185	81,625
	Areca nut \a		4,015	199,750
	Orange \a		1,332	54,100
	Other saplings		510	NA
WRC/TRC	Wetland paddy	0.5 ha	10,800	7,430
	Vegetables \b		3,705	127,167
Settled agriculture	Areca nut \c		6,418	399,500
	Mandarin orange \c		1,902	54,100
	Coconut		150	NA
	Apple		100	NA
	Seedless orange		25	NA
	Vegetables	1 ha	600	135,950
	Dragon fruit		510	729,000
	Grape		175	41,500
	Vineyards		300	NA
Landless	Vegetables \d	0.75 ha	4,169	81,625
Value chain crops	Ginger	0.12 ha	1,920	NA
	Turmeric		634	NA
	Mizo chilly	0.5 ha	6,466	NA
Livestock	Breeding pigs	1 boar and 6 sows	192	697,450
	Fattening pigs	2 piglets	4,888	37,020
	Breeding goats	1 buck and 5 goats	131	36,000
	Fattening goats	2 kids	827	8,000
	Backyard poultry	20 birds	19,858	12,348

\a Derived from settled agriculture data; Refer /c below.

\b Based on a mix of representative vegetable crops

\c Expected income for multi-year crop models; No actual fruiting realised within project period

\d Based on jhum data as it will have the closest conditions

(Ref- PCR FOCUS-I)

519. **FOCUS 2.0 incorporates the above learnings in its design and approach, as follows:**

- Enhancing the market access for the livestock farmers with multi-layer interconnected marketing channels from the village (CMC) to the District (Hub).
- Increasing private partnership in meat processing, input production like feed, and chicks through incubation support.
- Scaling the production of broiler meat through farming, slaughter and processing facilities.
- Piloting the production of brown eggs, goat meat production at the community level, which can be scaled later on.
- Improving the status of Pork production, through 700 breeders in the state for 14000 piglets annual supply.
- Strengthening the Pig AI network of the state, with all the Boar Semen stations functional, satellite boar semen storage centres, more AI workers,
- Enhancing the capacity of the state to handle ASF, with initiatives at the village level to the apex level.
- Also continuing the effort to enhance the local resource persons like CAHW and paravets to support the production at farmers doorstep.

Objectives and Expected Results

520. Sub-component 2.2 aims to aims to enhance livestock production by supporting pig breeding, backyard and broiler poultry, goat and egg production, disease management (especially African Swine Flu (ASF)) and first-mile service delivery (building on existing institutions/service providers). This subcomponent plans to reach 35000 HH engaged in livestock rearing to enhance their income and capacity for sustainable production. The project will work with the larger goal of capacity enhancement of the state to produce and provide wholesome, adulteration-free livestock products to consumers. The project activities will bring more resilience to the agrarian family income, but also contribute largely to food and nutrition.

Outcome(s): *(i) Increased livestock production, productivity, and contribution to family incomes; (ii) Increased market access for livestock produce; and (iii) Increased resilience towards disease and climate risks.*

Table X: Component 2.2 Outputs and Targets

Activity Indicator	**Target**
No of HH Benefited by the Poultry Processing Facility	1500
No of HH benefited by the General Support for Supplements and ASF tool kit	35000
No of Pig Breeding HH	700
No of Pig Fattening HH	7000
No of HH engaged in Broiler Production	1400
No of HH engaged in Brown Egg Production	900
No of HH engaged in Goat Production	400
No of AI Technicians trained	88
No of Boar Semen Station functional	12

No of HH benefited by Boar Semen Station	35000
No of Satellite Boar Semen Storage Functional	20
No of CAHW functional	350

Description of Activities, Approach, and Modalities of Implementation

521. Under sub-component 2.2, livestock production will be enhanced in the area by: (i) creation of market access & incubation support for animal husbandry activities *(note: these activities are cross-referenced, supported, and financed via Component 1, however implementation details are listed under sub-component 2.2 in this PIM so that all livestock-related interventions can be understood collectively)*; (ii) supporting the enabling environment for (livestock) production; and (iii) production support activities for pork, broiler poultry, goat meat, and eggs.

Creating Market Access & Incubation Support for Animal Husbandry Activities

a. Creating Market Access for Livestock Products

522. Apart from pork, other livestock products like eggs and broiler poultry are maximally consumed in Mizo villages and cities. In Mizoram, farmers are trapped in the dilemma of high production costs and cheap imports. In response, FOCUS 2.0 creates a network of markets (under Component 1) with: (i) easy information sharing; and (ii) movement of commodities across surplus points to demand points. Inputs cost are expected to reduce based on bulk transport and competition creation (contrary to the current monopoly). Start-ups will be encouraged to establish production infrastructure. Overall, interventions are expected to minimize distress sale, especially in broiler poultry and pork during ASF outbreaks.

523. Market access for livestock products will be aligned with the other agricultural commodities supported under FOCUS 2.0. The project will create the following infrastructure facilities to enable smooth sale of produce and transactions (the list below provides a summary of livestock-relevant supports at each level):

524. **Common Market Centre at Village (CMC):**

- CMCs will be established at villages with a minimum of 100 HH, and they will house the input shops separately or with other commodities, depending upon the demand. The input shop for livestock will be separated from the input shop for agriculture.
- The CMC will also provide space for primary aggregation of eggs, broilers, and retail space for meat and eggs to meet the local demand. It will be equipped with a weighing balance and refrigerators for storing meat. The shops and enterprises will be run by individual entrepreneurs or co-operatives. The project will support linking the entrepreneurs to financing institutions, incubation and handholding support. The CAHW will be encouraged to participate as an entrepreneur to sustain self and farmers business.

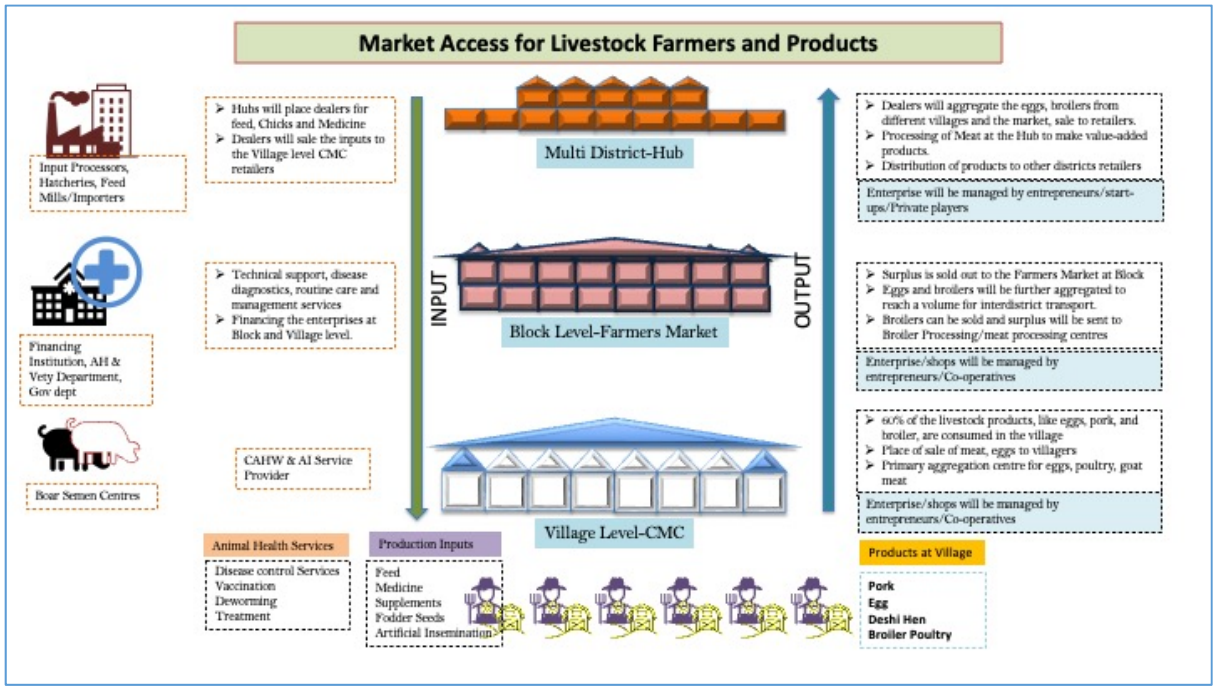
525. **Farmers Market at Block Level:**

- Farmers Markets at the block level will be a secondary aggregation centre for eggs and broilers. The location of the Farmers' market on the highway will facilitate the movement of produce outside the village. The farmer market will

also provide dedicated space for bulk storage of feeds, medicines to cater for the demand of CMCs and villages

526. **Hubs at Multi-District Level:**

- The Hubs will play an important role in promoting private investment in hatcheries, feed mills, bulk supplements and medicines procurements, and processing facilities for meat. The hubs will identify new entrepreneurs, encourage them through mentoring and a support grant to start the business.



A Note on Broiler Poultry Processing and Marketing Infrastructure:

527. Broiler poultry processing and marketing infrastructure is supported as an activity under the broad category of "creating market access for livestock". Given its specificity, details on the intervention and location rationale, as well as key notes for implementation, are explained in this sub-section of the PIM.

528. **Intervention Rationale:** Poultry broiler meat consumption is highest in the state (39%) in all the consumed meats, with more than 50% imports of live birds from outside the state, like Assam, West Bengal and other states. The imported birds face the issue of shrinkage and deterioration of meat quality, and they further disrupt the market price. The local poultry farmers are forced to sell their produce at cheaper prices, or they wait for a favourable market by extended rearing. They also follow the mixing of feed with cooked rice, which increases the Feed Conversion Ratio (FCR).

529. Also, it was observed from field visits during project design that 25-30% of households in every village of other districts are engaged in broiler poultry production in most of the districts, but their flock size is just 30-90 birds. The highest production of broilers is done in the Aibawk Cluster, a block in the Aizawl district. Here, we have almost more than 3500 poultry farmers distributed in 22 villages. The flock size in Aibawk varies from 150-2000 chickens. The block has big dealers for feed and chick supply from outside the state, and also dealers to sell the produce to Aizawl and other districts. There is

also a Women Poultry Farmers Producer company (CWPCL) promoted under NERLP (WB) and Poultry Farmers Societies.

530. Poultry broiler production has the scope to provide continuous income, and it has the potential to meet the local demand for fresh meat. A farmer rearing 250 birds and able to complete 4 cycles a year can manage to earn 1-1.2 lakhs per annum.

531. **Location Rationale (Poultry Processing Facility in Aizawl):** The city municipality of Aizawl doesn't allow the live slaughter of any animals in the city area, and there are nearly 5 lakh residents. This creates huge potential for fresh, slaughtered, and frozen meat products (for poultry, about 20 tons weekly). The surge in restaurants and eateries in the city has further increased the demand for frozen meat (with restaurants needing to serve for extended hours, all days of the week). Poultry processing is, therefore, both a compulsion and a necessity for the city. Supporting rationale include:

- At present, there are almost 300 retail outlets in different corners city, which either source their dressed chicken from the farmers or traders, but without prioritizing in-state or out-of-state production. Establishing the processing facility can tap into those retail businesses for selling state-raised produce.
- The poultry processing facility will create market access for the broiler farmers to sell their produce on time, helping those farmers to save time and add one more production cycle (e.g. the 60-day production cycle required, as opposed to the 90-days production practiced currently). By reducing the rearing period, the farmers will also increase their margin by decreasing the Feed Conversion Ration (Amount of feed required to produce a unit of meat). There is also the risk of mortality losses in extended rearing.
- There is high broiler production at Aibawk that has now reached a plateau, with farmers stressed due to fluctuating market prices of broiler poultry given: (i) its perishability and; (ii) dependence on dealers for sale. In contrast, the price for frozen/value-added products is stable and 20% higher than fresh products due to their long shelf life (72 hrs). The processing facility will open market access for poultry farmers at the block level.
- The poultry processing facility will extend the shelf life of the processed poultry meat, and it can reach the distant districts/villages of the state. There is a limitation of time with live bird transport and non-frozen carcass transport.
- The state is a protein-deficient state, where the entire poultry waste (30% of weight) is wasted in drains, which further elevates the BOD of water bodies. Organized slaughter will enable utilization of poultry waste as animal feed, pet food, and/or manure.
- The competitive cost of production of broiler poultry is dependent on the supply and production of inputs. The entire business of broiler production is disorganised and managed by a few private investors. Organising the cluster around the processing facility will attract private investment in hatcheries, breeder farms, and feed units.
- If the Poultry processing is managed by the FPC or Poultry farmers' societies, the profit can be shared back with the farmers.

532. **Infrastructure of the Poultry Processing Facility:** The current investment in Poultry processing is planned to set up the following infrastructure:

- Poultry Meat Processing for 500 birds per hour
- Storage Capacity of 4 tons
- Cold Transport logistics for 2 tons to reach the distant locations.
- Poultry retail outlets per processing cluster with a refrigeration facility
- Training and Capacity building around processing and marketing
- Data Management systems to facilitate purchase, processing and sale for meat and eggs.

533. **Products from the Processing Facility:** The poultry slaughter and processing facility will give the following products to the consumer:

- Dressed whole chicken (freeze)
- Various boned and boneless cuts
- Semi-processed products like sausages

534. **Implementation Strategy for the Poultry Processing Facility:** The Poultry Slaughter and Processing facility is one of the first in the state, it may require lots of time on mobilisation, community consultation, positioning, land identification, building works and market potential estimation. So, the processing facility will be:

- Implemented once the thorough consultation is done, in 2nd or 3rd year of the project. It will follow the hub and spoke model, where the spokes will be the production villages and hub will be the processing facility.
- Since the investment is high, other sources of funding like the National Livestock Mission (EDP), NABARD need to be explored and incorporated.
- The business enterprise can also be motivated to take a partial loan from the scheduled banks with a grant support from the project.
- A TSP will be involved in the development of DPR, implementation and market set up.

b. Incubation and Enterprise in Livestock

535. FOCUS 2.0 is investing in production and processing infrastructure, which is also creating scope for the enterprise and entrepreneurs to participate. The activity is aligned with Sub-component 1.2. The various enterprises that will be promoted for building a sustainable ecosystem for livestock production and processing are:

536. **Input Dealers for Poultry Feed:**

- There will be requirements for Day-old Chicks (DOC), poultry feeds, medicines and equipment regularly. The entrepreneur can engage themselves in the trading of inputs and make the items available at the farmer's doorstep.

537. **Partner for Poultry Meat Transport and Retailing**:

- The establishment of a poultry processing facility will require partners for transporting the chilled/frozen meat from the processing centre to the retail units. There will be requirement of refrigerated/cooled vans. The enterprise can be setup with 50% grant from the project.
- The retail units will operate on commission and various sales promotion strategies. The entrepreneur must come with minimal facilities for display,

storage, and cutting. The poultry retail business is a totally cash business, so there will be no working capital requirement. The retailers and logistic partners can be housed in the CMCS, Farmers Market and hubs.

538. **Meat Processing Partners:**

- The availability of slaughtered frozen/chilled poultry meat will create an opportunity for meat processors to produce processed poultry products like sausages, meatballs, nuggets, etc. The processing facility will require minimum space for cooking, processing and packing, and there will be negligible wastage.

539. **Partners for Hatchery & Breeder Setup**:

- These are the second-layer enterprises that can be established to support the production of day-old chicks at low cost, once the business is organised around the poultry processing facility. The availability of low-cost chicks will further make the product competitive against the imports.

Table XX: Potential enterprise for promotion

S.No	Type of Enterprise			
1	Input Dealers for Poultry Feed, medicine			
2	Poultry Meat Transporters			
3	Poultry Meat and Egg Retails			
4	Chicken Meat Processing			
5	Hatchery Set-up			
6	Breeder Set up for Hatch able eggs (1000 birds)			

c. Exposure of Farmers/Staff

540. The favourable environment and disorganised production of pork in the state have led to excess production in some of the villages. There is also a constant threat due to ASF, which forces farmers to slaughter their animals and harvest the meat to sell before any mortality or culling happens. There is an erratic supply of animals over the demand for meat locally. So, the pigs need to be slaughtered and stored for future use or export from the state. There are also restrictions on the movement of animals during the reported cases. It makes it difficult for any investment in the Pork processing and slaughter. There is a requirement to establish a pig transport logistics with diagnostics, quarantine and slaughter. There is a requirement to build consensus among the decision makers and implementers to adopt any state-of-the-art facility on pork processing in any of the South Asian countries or within the country. The project proposes staff exposure visits related to the following activities:

- National and international exposure for state-of-the-art pork processing
- National Exposure on poultry/pork waste processing for re-utilisation of protein
- Use of distillery waste (e.g. from wineries) for pig feeding

d. Creating Awareness on Goat Meat & Eggs-

541. There are more than 1500 goat farmers in the state and a limited number of brown egg producers. The project is going to pilot community-based brown egg production and goat production in Zau. The sudden increase in the number of farmers and products will disrupt the market. So, the project will invest in consumer awareness and create a retail market segment for goat meat, and eggs.

542. Overall, FOCUS 2.0 interventions relating to the creation of market access & incubation support for animal husbandry activities will provide the following outreach, as depicted in Table XX.

Table XX. Outcome and Farmers Reached

S.No	Activity	No of Farmers get Benefited
1	Broiler Poultry processing and market infrastructure	1500
2	Creating Awareness on Broiler Meat, Goat Meat, & Eggs	3000
3	Enterprise Promotion (Directly impact)	1500-2000

Enabling Environment for Production

a. Boar Semen Station

543. The Boar Semen Station is the point that produces high-quality semen dosage with a shelf life of 72 hrs to be used on breeding sows for the production of piglets. The process of transferring the semen to a female pig (Sow) is done through the Artificial Insemination (AI) technique. The AI in pigs has lots of advantages, such as being cheap, easy to do, high success rates, and minimum damage to both the animals during the process. The AI also has the advantage of preventing issues of productivity loss and poor immunity due to inbreeding.

544. Setting up AI infrastructure in the state requires breeder boar farms, Boar Semen stations with Boar, Semen collection and processing infrastructure, semen storage and transport facilities, and service providers for the first-mile delivery. The awareness regarding the advantages and use of AI to farmers is also important.

545. The state has 12 semen stations, of which six are equipped with instruments and the rest have only buildings. The Boar semen station (BSS) at Aizawl, Kolasib & Mamit is functional. The unavailability of elite boars, technical human resources, and AI technicians is the major factor for the non-functional semen stations. The AI services in other districts are at a halt due to a series of outbreaks of ASF, where both the stock at BSS and breedable stocks have been culled or died.

546. The FOCUS I has also done a pilot with 4 BSS in districts Mamit, Kolasib, Champhai and Serchhip, with total AI reaching nearly 7673 households. The FOCUS I has supported the project with building, equipment and human resource costs. The current project aims to make all the BSS functional and operate as a sustainable business entity.

547. The institutional arrangement to monitor the implementation of the programme is to be done through the AH & Vety, which majorly works on Artificial Insemination in pigs, pig feed marketing, and production of elite piglets for farmers with its 5 farms.

548. **Rationale behind establishing the BSS in the state:** The Pig breeding through the use of Artificial Insemination Technology has various advantages like reducing inbreeding, disease transfer, minimising the cost of boar rearing, reducing the cost of breeding, etc. The Boar Semen Stations are an important point for the production and storage of boar semen. The gov departments usually provide these breeding services to the farmers on a charge basis, so the business should run as an enterprise. In the state, there are 12 BSS, out of which one 3 are in operation, so there is a requirement for investment from FOCUS II to make all of the BSS functional. Investment rationale includes:

- The state of Mizoram has 12 semen stations, which are established under the Centrally Sponsored Scheme on Pig breeding with a grant support of 90:10 (central & state). This was a one-time support only, and the BSS lost their pigs in the ASF outbreaks and their capital gets depleted during the pause period. The state is looking for alternative funds to start the business as it has a funding deficit.
- The state has almost 80,000 HH engaged in pig production, the breeding facilities are required by 30% of farmers to increase their farm production and productivity. There is a huge cost on the maintenance of elite boar, also there is a cost on the exchange or culling of boar to avoid inbreeding. The Boar AI is an alternative, low-cost support model.
- The AI can minimise the movement of boars and also decrease the spread of diseases, which favours the climate-resilient practice.

549. The project is also bringing the concept of running the BSS as an enterprise, so that it will not need any grant support, except in massive outbreaks of diseases.

550. **Semen processing facility:** The project will invest in the following:

- Setting up human resources for the functioning of BSS,
- Repair of any infrastructure works for bio-security,
- Instruments and supplies based on requirements,
- Elite boars as supplies
- Creating satellite semen storage centres in Rural Health Centres
- Training and Capacity Building of AI Technicians
- Awareness and facilitation for the purchase of AI by the farmers.
- Data Management systems for AI, (to be sourced from NDDB/to be developed)

551. **Products from the Semen Processing Facility:**

- The facility will produce Boar Semen Crochet of 50ml size with a shelf life of 72 hours at 17^0C.

552. **Strategy for Implementation:** Investment in BSS aims to make them sustainable and independent of any grant requirement in future. The strategy for implementation in FOCUS 2.0 will be:

- The assessment of available infrastructure at BSS is done for building, equipment, Elite Boars and working capital. The FOCUS II will invest directly in the repair of the building, biosecurity measures and purchase of critical equipment.
- There will be an investment in supplies (regular use materials) for a limited period only, as their use depends on the number of doses to be produced.

- FOCUS II will invest in the HR cost for 24 months, only due to the constant sporadic threat of ASF.
- The project will also invest in establishing satellite semen storage centres to maximise the reach, and also invest in building adoptability of pig AI, through subsidising the first AI for a farmer.

Table XX. Outcome and Farmers Reached

S.No	Activity	No of Farmers get Benefited
1	Boar Semen Stations (HH)	35,000
2	Employment generation	124 (88+36)
3	Direct Benefit to farmers on doing AI (Grant) (HH)	21,000

b. Disease Management Systems, including ASF

553. The first outbreak of ASF was reported in Arunachal Pradesh in 2020, and it spread to the entire NE states, causing a devastating loss and compromising the livelihood of the farmers. As per the estimated report from the AH & Vety department, the economic loss in the state is INR 896.63 Cr (INR 896.63 billion). The disease has affected nearly 8672 families and created distress in the administration to manage the risks.

Table XX: Losses due to ASF (2021-2024)[72]

Year	Death (no)	Culled (no)	Economic Loss (Crs)	Family Affected	Compensation (lakhs)	Amount Released (lakhs)	% Received
2021	33417	12568	334.14	2488	1169.94	1169.94	100%
2022	12795	11686	210.32	1915	1053.22	263.315	25%
2023	1139	928	15.77	234	74.7	18.66	25%
2024	14950	24177	336.4	4035	2494.17	0	0%
Total	**62301**	**49359**	**896.63**	**8672**	**4792.03**	**1451.915**	**30%**

554. The ASF has also impacted the outputs and outcomes of the FOCUS project. FOCUS 2.0 is planning to invest in the following support to manage the risks:

- **Creating Awareness & Brainstorming** among the farmers and administration to develop stringent protocols for surveillance and monitoring during the outbreaks.
- **Infrastructure and capacity enhancement of AH& Vety at the district level** for regular surveillance through rapid test kits and bio-security items for rapid response in outbreaks.
- **Creation of Reserve funds/insurance** for the proper disposal of Caracas, and culled animals to meet the sanitisation expenses and logistics.
- **Empowering Mizoram to take actions to appropriately deal with ASF**, as per the Government of India Act, *" The Prevention and Control of Infectious and Contagious Diseases in Animals Act, 2009".* The Act has come into force in all states/UTs. The list of notifiable diseases by the states is given in the schedule and it includes ASF. The states have been empowered to take

[72] Source: AH & Vety Department, Mizoram

necessary action to appropriately deal with the disease situation. The project FOCUS 2.0 will create a risk fund and pilot insurance with the state government to utilise in case of outbreaks as compensation and support the insurance products[73].

555. **Rationale behind the investment in ASF Management:** The country is endemic with many diseases, and there are vaccinations and management programs to control them. Some of the diseases also have zoonotic importance as they are transmitted to humans. African Swine Fever (ASF) is also one of the deadliest diseases for pigs, causing high mortality and morbidity. The animals that survive the infection are a reservoir for the virus, so they need to be culled and destroyed. Although the ASF is non-transferable to humans, but causes severe economic risk to the state. The farmers need lots of investment and a long pause to restart the business. There is a requirement for investment from FOCUS II to prevent the severity and economic losses. The rationale behind the investments are:

- The ASF control depends on the early warning systems and strict biosecurity protocols.
- Due to a paucity of funds and protocols, there is a delay in response to ASF, which increases the severity of damage. There is a requirement for the sensitisation of farmers and other stakeholders on ASF management.
- The districts are very far away from the state capital, Aizawl, and there is considerable delay in approvals and procurements. The required items are also not available in the state capital, so they need to be procured outside the state.

556. **Strategy for Implementation:** The strategy for ASF control measures in district and Blocks are:

- The districts and blocks will be equipped with the set of items required for rapid response, and the Project will get time to procure more items in case of severity. (Table XX-Bio-security/Diagnostics items at district & Block)
-
- The diagnostic kits will be used for regular surveillance of ASF by the CAHW under the guidance of the Project and AH & Vety dept. Any febrile cases need to be diagnosed first for ASF and reported to higher authority before any treatment.

[73] https://dipr.mizoram.gov.in/post/notification-on-guidelines-for-disaster-relief-of-asf

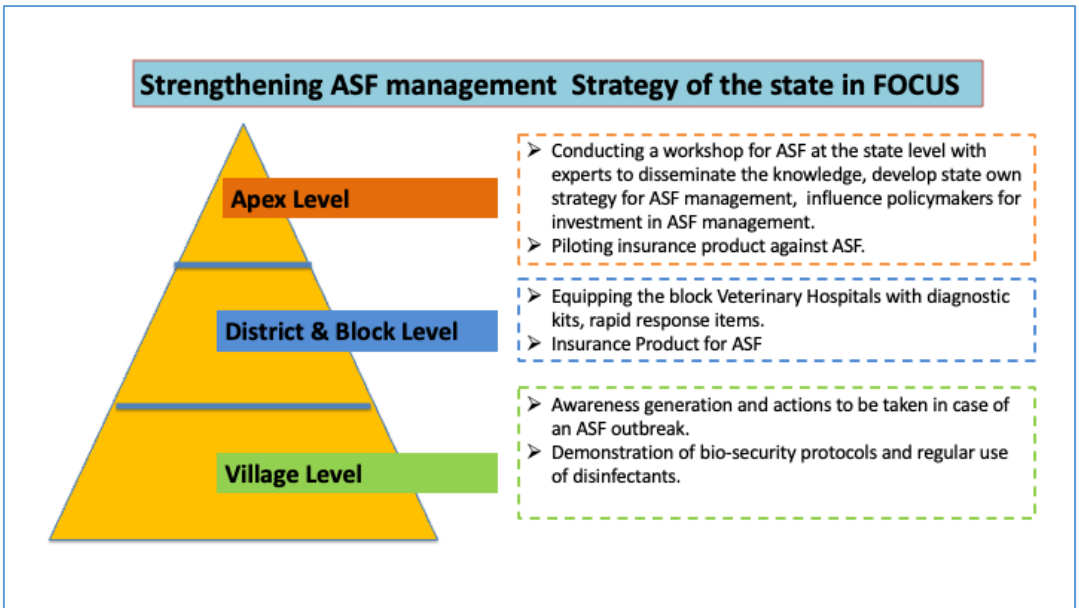


Table XX. Outcome and Farmers Reached

S.No	Activity	No of Farmers get Benefited
1	Biosecurity and ASF Management program	All HH of district
2	Engagement of CAHW at village level	All HH of the Village

c. Support for the Pig Rearing House Holds for Bio-security/Hygiene measures-

557. The farmers are mostly affected by the disease outbreaks due to a lack of knowledge and items to manage the outbreaks. The project will facilitate the training of farmers on advanced methods which include better nutrition, housing, care and management of pig rearing and the actions to be taken on outbreaks.

558. The Community Animal Health Workers (CAHW) will be trained on disease management and routine health checkups at the village level to facilitate last-mile delivery of services. They will work under the guidance of the Project and AH& Vety experts of the district. The project will invest in sanitation kits, improvement of shed hygiene, and awareness to minimise the losses due the diseases. The CAHW will support all types of livestock rearing in the village.

Table XX. Bio-security/Diagnostics items at district & Block

S.N	List of items	No per Unit at District	No per Unit at Block	Approx Unit Cost
i	ASF diagnostic (RBPAT)	100	50	675
ii	PPE kits	20	10	1,500
iii	Sprayer 5 lt Capacity	5	2	1,200

iv	Shoe Cover (pack of 100)	1	1	470
v	Gloves (pack of 100)	1	1	1,100
vi	Mask (pack of 100)	1	1	900
vii	Slaked Lime (25 kg)	5	5	600
vii	Calcium Hypochlorite (1lt)	10	5	500
ix	Carcass Disposal items	100	50	500

559.

Production Support Activities for Pork, Broiler, Goat Meat and Egg,

a. Production Support for Pork

560. Pork is a staple diet for almost the entire population, and there is a high decline in the pig population due to ASF outbreaks. As per the government estimate, nearly 8672 families have been affected, and the total economic loss was nearly 896.63 Crs. Out of the total loss, only 5% has been compensated. The project will continue its investment from the FOCUS I project on the promotion of pig breeding units and pig fattening units to bring back production. As there is a constant risk of ASF, a smaller model of pig-breeding units with 2 sows will be introduced instead of 6 sows in FOCUS I. The project will invest in one or two individual farmers as pig breeders who will be linked to 10-15 fattening farmers per village. As there is restriction on movement of live animals outside the village, the piglets produced by the breeders will be utilised in the village only. There will be less/no dependency on other villages for fattening piglets. It has been estimated that 25% of the investment at farmers HH is at risk due to ASF and remaining 75% will remain with him. He can restart his pig rearing with his own investments. The BSS will reduce the boar rearing at farmers door step and also minimise the replacement cost in the event of ASF outbreaks. (**Detailed in SOP in Appendix 14**)

b. Production support for Broiler poultry

561. Broiler chicken meat is the next preference after pork due to its wider availability, taste, ease of cooking, and small slaughter size. Chicken meat is highly preferred by all ages and all days of the week due to the versatility of taste and cooking. In Mizoram, nearly two lakh birds of 2.5-4 kg each are produced and slaughtered every month to supply the meat, but the total number of birds slaughtered is much more than the availability, and the majority of it comes outside the state. The products coming inside the state are competitive based on production cost, but they suffer losses due to shrinkage and mortality during transport. The current project will add more capacity to broiler meat production in the state, and farmers can have the advantage of fresh chicken sales through the retail markets. The project will support the farmers in the construction of a poultry shed, input costs (working capital), training and capacity building, and linking them to the organised slaughter and retail outlets. **(Detailed in SOP in Appendix 14)**

c. Production support for eggs

562. The eggs are complementary to pork in the staple diet, and they have significant importance due to their nutritional value and culinary versatility. The eggs form the part of ingredients used for making many local dishes and bakery items. It is also part of festival celebrations for gifting and eating together. The state has a deficient production of eggs (-83%), the per capita availability is 32 eggs, and after large imports also, the availability is far below the net requirement of 180 eggs (ICMR recommendations). The project proposes to do a pilot of **Brown egg production** in the backyard/homestead because bringing efficiency in the cost of production of commercial white eggs will be difficult due to the lack of space to build large farms and the unavailability of poultry feed ingredients. The Brown eggs are priced at higher rates as compared to the white eggs and also have a high preference due to the freshness and thickness of egg yolk. The project will support the farmers in the formation of an egg production cluster with 250-300 farmers in a continuous patch of a block or district. The cluster is to be managed by FPC so that the farmers can get continuous handholding and efficient logistics for egg sales can be integrated. There are limited sales of eggs in the village area. The project will support the farmers in the construction of layer poultry sheds (45 birds), feed (working capital), equipment for egg collection centre and logistics, training and capacity building, and egg retail facility. **(Detailed in SOP in Appendix 14)**

d. Production support for Goats-

563. The state has 13057 goats (2019, livestock census), which might be covering 1500-2000 Farmers only. The most prevalent districts where goat rearing is practised are Lunglei, Lawngtlai, Siaha, Kolasib and Mamit. The other districts also have a few goats. The availability of demand is a major deciding factor for rearing.. Goat meat is priced higher than pork, so the demand is less, although there is an average consumption of 52 kg of meat per family per year. There is also intermittent and rising demand for goat milk for lactose-intolerant individuals, beauty product manufacturers and other consumers. The number of goats varies from 10-35 per farmer, and they rear them in a fenced ranch situated away from the villages in a free-range system (00). The goat breeds are predominantly Black Bengal, with crosses of Myanmar goats in some areas.

564. The project will promote Zau's approach to goat rearing, where 30-40 farmers will come together to form a Zau user group and get the land allotted by the Village Council. The hilly terrain with more than 30% slope will be utilised for goat rearing. The farmers will be supported in creating shelter, purchasing animals, fencing, fodder cultivation and training. The Zau will be equipped with facilities like a quarantine centre, a drinking water facility, and a common area for resting and selling animals. (**Detailed in SOP in Appendix 14**)

Table XX: Production Impacts

S.No	Production Units	Units	Capacity	No of Units	Production Per Units
1	Boar Semen Stations	Semen dosage	44	12	91,520

2	Poultry Slaughter House (tons)	Tons	100	12	1,200
3	Pig fattening Units	Tons	0.36	7,000	2,520
4	Pig Breeding Units	No of Piglets	40	700	28,000
5	Broiler Units	Tons	1.781	1,400	2,494
6	Egg Production unts	Nos	10,125	900	91,12,500
7	Goat Production units	Tons	0.243	400	97

Eligibility and Targeting Details for Livestock Activities

1. **Village & Beneficiary Selection**: All the project villages are eligible to participate in the program. In the current scenario, the high distance between the villages and the market is limiting the market access, also the low volume of produce at the village level makes the per unit transport costlier. The FOCUS II is addressing the issue of selecting the cluster of villages as a production unit and a group of farmers in the villages as producers. The criterion for farmers and village selection for production units became important in terms of sustainability, as well. The inclusive targeting criteria for farmers are very important to reach the poor farmers. The other selection criteria for each of the activities are detailed in Table XX.

2. **Table XX**: Additional Selection Criteria for Livestock Activities

Activities	**Village Selection Criteria**	**Beneficiary Selection Criteria**
Poultry Processing Facility	-The cluster of 15-20 villages with more than 500 HH engaged in Broiler Production.	-The project beneficiary will be new farmers in the cluster. -The farmers with existing smaller units (150 birds) can expand their business. -Affiliation to the Poultry society or Producer company.
HH engaged in Broiler Production		-New farmers in the cluster interested for broiler farming having space for shed. -15-20 Beneficiaries per village. -Experienced farmers in broiler production. -Affiliation to Producer company or Cooperatives.

Activities	Village Selection Criteria	Beneficiary Selection Criteria
General Support for Supplements and ASF tool kit	-All villages affected by ASF and in production.	-All HH engaged in pig production and management. -The project beneficiary for Pig units.
Pig Breeding HH	-All Project Villages	-New HH interested to engage in pig breeding. -Maximum beneficiary per village 2-3 -HH affected with ASF -Preference for single Women family.
No of Pig Fattening HH	-All Project villages where pig	- For every Pig breeding HH, 10 pig fattening hh to be selected in same village. -Landless and non-Zau farmers to be targeted. -Farmers with small homestead space. -Single women headed HH.
No of HH engaged in Brown Egg Production	-The cluster of 15-20 villages with interested farmers in Egg Production. -The district near to Aizawl can be selected to have good market access and reduce transport cost. -The egg collection to be housed in CMC promoted under the project.	- Any interested HH of the cluster to form an egg producer group. -The number of beneficiaries under one cluster is to be 250-300. - The HH having land with extra labour to be selected.
No of HH engaged in Goat Production	-To be implemented in any district in Zau approach. -At least 3-4 Zaus groups per district with 40 farmers in each. -AH and Vety support for services.	-Any interested HH with extra labour at home to manage the Goat Zau operations.
AI Technicians trained	-All Villages -At least 1 AI technician per 10 villages.	
Boar Semen Station & Satellite Boar Semen	-All districts and all villages to be covered.	-All HH with breed able pigs.
CAHW	-All villages	- Youths to be targeted as CAHW - Male CAHW to be promoted for handling pigs.

3. **Selection of cooperatives and FPC for the Operation of the Poultry Processing Facility:** The Poultry Cooperative societies or Poultry Farmers producer companies with the following criteria to be selected

- The PCS/PCL with good financial records for the last 2 years.
- The PCS/PCL must have a base of 250-300 HH engaged in broiler farming.
- The PCS/PCL is engaged in the input business with farmers.
- Capacity and interest to operate the processing facility under the technical support of AH & Vety Departments.

4. **Selection of Agency to operate Boar Semen Stations & ASF Control (AH Very Roles):** The AH & Vety department will be the nodal agency for implementation of Boar Semen Stations, ASF control, & Capacity building of CAHW and AI Technicians.

5. **Selection of Entrepreneurs for Running Retail Outlets:** The retail outlets at the marketplace will sell processed poultry products, poultry meat and eggs. The entrepreneurs can be selected on the following criteria:

- Youth/Male/Female having interest and experience in retailing.
- Must be affiliated with PCS/FPC to run the business centre.

Implementation Steps for Livestock Activities

565. The implementation steps for different livestock activities are detailed in Table XX.

Table XX: Steps for Implementation (Livestock Activities)

S.No	Activity	Steps in Implementation
1	General Steps	i. Concept seeding at state/district/block/village level about the project interventions. ii. Convergence mapping with the other departments. iii. PRA workshop in the village to identify beneficiary, locations of common facility, institutions to implement and monitor, CAHW, AI workers etc. iv. Agreement in the community on finance movement and procurements to be done.
2	Steps for Incubation and Entrepreneurs establishment.	i. The hubs will be the point for incubation and entrepreneurship development. ii. The entrepreneurs will be identified, mentored by the , and financed under the project.

S.No	Activity	Steps in Implementation
3	Implementation of Broiler Poultry Processing	iii. Identification of location in Aizawl, (Aibawk cluster). iv. Formation of body with poultry cooperative, AH department and SPIU to identify the best location for the facility. v. Identification and procurement of TSP vi. Development of DPR for the processing facility, vii. Allocation of land from the district council, municipal clearance. viii. Implementation arrangement ix. Installation of processing facility and running. x. Business Monitoring of the facility.
4	Implementation of Boar Semen stations	i. Concept sharing meeting with AH & Vety department, clarity on finance and procurement guidelines. ii. Agreement with AH & Vety department on project implementation and achieving the project objective. iii. Development of detailed plan for each BSS with building, instrument, pigs, supplies etc. iv. Construction and repair of buildings on Procurement norms of IFAD. v. Procurement of items for the BSS, satellite centres, including pigs. vi. Hiring of required HR by the AH and Vety department. vii. Identification of AI technicians for each BSS and training them by AH and Vety. viii. Initiation of production of Semen and start of AI program in 4 BSS in first year and remaining 8 in second year. ix. The department will claim the expenditure after

S.No	Activity	Steps in Implementation
		a designated period but not later than 3 months of completion. x. The AH & Vety department will submit the required reports of AI done, costing of each dosage, and piglets born every month. xi. The AH & Vety department will support in project monitoring by the SPIU. xii. The PIU will also explore the running of BSS under the PPP, in collaboration with with AH & Vety to make them self sustainable in future.
5	Implementation of grant for AI to the farmer.	i. The farmers must registered themselves as project beneficiary at village institution. ii. They must create a profile on the data management platform of BSS. iii. Get the online receipt of AI done and claim the amount from the SPIU. iv. One beneficiary can claim up to 2 AI.
6	Implementation of ASF management protocol by the block/district.	i. Implemented by AH & Vety department ii. Arranging a workshops with the scientists, experts from nearby state to develop a protocol for the state. iii. Identification of high risk zones for ASF in the district, iv. Formation of decision making body with AH Department, FOCUS II -SPIU & Deputy Commissioner. v. Procurement of required items for rapid response. vi. Training and mock drill with the staff for management.
7	Support to Piggery Households on bio-security and hygienic measures.	i. Procurement of required items in consultaion with AH & Vety department.

S.No	Activity	Steps in Implementation
		ii. Training of all the HH on ASF Management iii. Distribution and demonstration of use of items iv. The support should include cleaning of sheds, white painting the walls and floors with lime, white painting the roof, repair, using dis-infectants,
	Support to Piggery Household on feed and Supplements for Pigs	i. Procurement of required items in consultation with AH & Vety department. ii. Training of all the HH on use of supplements iii. Distribution and demonstration of use of items
8	Production Activities like Pig Breeding, Pig fattening, Broiler Production, Egg production, & Goat Production.	i. Identification of villages for the activity based on the given criteria by the SPIU. ii. PRA workshop at the village to identify the beneficiary. iii. Identification of individual land for shed development. iv. Development of common DPR for sheds by engineering department of SPIU, v. Inclusion of shed in MGNREGA plan (Oct of every year). vi. Completion of sheds vii. Procurement of inputs like feed, feeder and drinker by the community procurement. viii. Procurement of animals for production. ix. Completion of production cycle. x. Preventive and routine care of animals. xi. Sale of final produce to market. xii. Repetition of production cycle.
9	Training of Farmers at Village	i. The required training modules will be prepared and approved by the SPIU for all the sectors. ii. The CAHW will arrange the training in the village.

S.No	Activity	Steps in Implementation
		iii. The selected farmers will be trained with the help of AH & Vety department as resource. iv. The CAHW will compile the training report and submit to DPIU.
10	Training of CAHW and AI Technicians	i. The CAHW will be selected in the PRA. ii. The district will prepare a batch of CAHW to be trained. iii. The training modules for CAHW will be prepared by the AH & Vety department. iv. The CAHW will be trained for at least 200 hrs for performing the primary veterinary care (both theory and practical). v. They will be attached with the VFAs to perform the task.

Training and Capacity Building Plan

6. The project will facilitate training and capacity building of the stakeholders through various means. It will adopt the usual training process of field demonstrations, farmers' field schools, discussions and also using AI (Artificial Intelligence) enabled chatbots for anytime access. The different thematic areas for trainings are detailed in Table XX.

Table XX: Capacity Building and Trainings Required for Livestock Activities

Whom to be Trained	Thematic area of Training
Farmers	The farmers will be trained on -Broiler production and marketing Management -Brown egg production, -Management of Goats, Pigs etc
CAHW	The CAHW will be trained on -Service delivery to farmers related to animal management. -Helping farmers on minor veterinary care like vaccination, deworming, iron injection to piglets, castration, teeth cutting etc. -Linking the farmers to AH& Vety services, BSS and Pigfed.
AI Technicians (Pig)	The AI Technicians for Pig will be trained on -Process of conducting AI in pigs, -Semen storage and transport -Creating awareness on Artificial insemination of pigs.
Vets & Paravets and Other Stake Holders	-ASF management in the state.

Component 2 Implementation Roles & Responsibilities

566. This section describes how various stakeholders will come together to implement the activities described in the previous sections and how the implementation will be phased out over the period of the project. The section is bifurcated by sub-component.

Sub-component 2.1: Agricultural Production

567. Focus 2.0 puts the community at the centre of planning, implementation and achieving results. To support this the project has a detailed architecture of people and institutions that play different roles, each supporting and complementing the other. Zaus are the key producer groups for enhancing crop production and work under the overall guidance and supervision of the VO/CLF which are the community institutions for implementing the project at the field level. To function as effective groups, the VO/CLF supports institution building aspects of Zau Groups. These groups are assisted in technical matters of crop production, post-harvest management and marketing by the ZRP. Cluster Focus Coordinators, Block level staff, District Agri/Horti staff provide backstopping support to the ZRP as well as the zau groups.

568. On engineering aspects such as irrigation, NRM activities and setting up community nurseries, the community is supported by the District JE and Assistant Managers NRM and Agri/Horti. The Cluster Focus Coordinator and VO interfaces with the zau group and non-zau households, especially the ZRP for all aspects of this component. The DPIU is the key implementation arm of the project and is assisted by Block level staff at the block level. Technical staff[74] at the DPIU will work with CLF and VO, especially during the planning phase and execution phase to roll out development for zau and non-zau households. Checks and balances are provided in the form of a District Project Coordination Committee that supervises the functioning of the DPIU.

569. Specialized Technical Service Providers (TSP) who will support the project in technical aspects of Zau development and roll out of FFS for agro-ecological farming will be procured by the project. The TSP for Zau development will prepare the approach, methodology, reporting, etc., for Zau DPRs; train project, community cadres in preparation of DPRs. The TSP will provide direct support to the CLF/VO for preparing DPRs in about 10% of the project villages. In the remaining, the District JE, and Assistant Manager NRM will take the lead with support from AM Agri/Horti, Block level staff, Cluster Focus Coordinator to prepare DPRs and development of land for non-zau households. The TSP will quality check the DPRs initially and later trained District and SPIUSPIU JEs will do the same for DPRs prepared by project staff. The TSP for Agro-ecological farming and FFS will be overall responsible for design and roll out of agro-ecological farming in the project area through an FFS approach. They will develop appropriate training modules and materials for large scale training of farmers. They will train Focus Cluster Coordinator and ZRPs as Master Trainers to continue providing training to the community in every season.

570. Deputy Director (Horticulture), Deputy Director (Soil & Water Conservation) and,Executive Engineer (Irrigation) at the SPIUlevel will be overall responsible for technical and administrative aspects of this sub-component. They will be assisted by Managers (Crop Production, NRM) and an Engineering team comprising Assistant and Junior Engineers. An officer on deputation from the SRLM will help in coordinating and converging with SRLM and their community institutions that FOCUS 2.0 proposes to use

[74] Each DPU will have 2 Junior Engineers and an Assistant Manger for NRM and Agri/Horti each

at the field level. Roles and responsibilities of key field staff, community cadre and institutions are presented below. Detailed ToRs for all stakeholders mentioned in this section are in Appendix 5.

571. **Village Organization:** VO is the field level implementation arm of the project. Key activities are:

- Key community institution for identifying, planning and finalizing (with concurrence from VC) Zau and Zau Group and non-zau beneficiaries
- Will handle funds for Zau Group through its bank account and keep a separate book of accounts. VO bookkeeper will do this.
- Release funds from time to time to Zau Group for Zau development based on District JE certification
- Receive regular financial and physical progress from Zau Group and report it in MPR (Monthly Progress Report[75])
- Ensure that zau members are moulded into a group through regular IBCB trainings and group discipline is maintained.

572. **Cluster Level Federation:** CLFs are the vital link between project staff and the project communities. Key activities are:

- Will have a dedicated person (Cluster Focus Coordinator) for FOCUS 2.0 coordination paid through a service fee paid by FOCUS to CLF/SRLM (approximately 0.5-1% of total funds handled)
- Handle FOCUS funds through existing bank account or may open a new bank account
- Maintain books of accounts for all activities happening at the cluster
- Release funds as per DPR and stage of implementation after due certification by District Junior Engineer to the respective VOs
- Receive regular financial and physical progress from VOs (Monthly Progress Report to SRLM will include FOCUS line items) and report upwards
- Responsible for all UCs under FOCUS in the cluster and pace of implementation
- Supervise and monitor Zaus being implemented and operated in the cluster
- Role in creating awareness about FOCUS 2.0 through Cluster Facilitators and VO in the initial mobilization
- Oversee institutional and capacity building of Zau Groups as an operation group

573. **Zau Resource Person:** The ZRP is a vital link between the community and the project and is responsible for articulating the needs and aspirations of the community and delivering actions agreed with the project. Functionally the ZRP serves the Zau group and is supervised by the VO who also makes payments based on work done assessment. Key activities are:

[75] MPR format being used by SRLM will be suitably modified to include items for reporting on FOCUS 2.0 activities also

- Implement the SFLF concept by dividing the zau group into smaller units that will function as a single farm in terms of operations.
- Training of zau groups on agro-ecological farming methods and preparation of inputs
- Seasonal crop planning based on demand and profitability
- Monitoring adoption of PoP, crop growth and harvest estimates
- Review of crop performance at the end of every season and adoption of corrective measures in subsequent plans
- Facilitate identification of lead farmer (demonstration plot where FFS will be carried out) and control plot
- Facilitate FFS-based learning for the zau group conducted by the TSP
- Provide technical guidance to the zau group and liaise with the Cluster Focus Coordinator and District technical staff for technical support where needed
- Documentation and reporting of crop plan, crop status and harvest estimates to VO and CLF

574. **Zau Group:** These are the groups that will benefit from enhancement of crop production. They will work with support from the ZRP to learn, own and adopt agro-ecological farming methods of crop production. They will manage the assets created under the project that support crop production and produce crops as agreed in the crop plan. They will report to the VO and CLF periodically on their performance. Along with the ZRP, zau groups are a vital part of the exit strategy to manage the intensified production system beyond the project period. Therefore, during project period their key responsibilities will be to plan and grow crops as per demand following agro-ecological farming methods, pay for goods and services used such as seeds, inputs, irrigation system, seedlings, repair of pumps, etc., harvest and prepare the produce as per market demand. They will ensure gender and social inclusion and value tribal knowledge and promote opportunities to blend/use it.

575. **Village Council (VC):** The VC is the main decision making and governing body in the village and plays a crucial role in selection of lands for zau, allocation of land to zau members, etc. The VO will work closely with VC on land related issues in zau development.

Table 17: Component 2.1 Implementation Roles & Responsibilities

Actor/Institutions	Key Responsibilities
Zau Group	Working closely with project staff to develop zaus. Regular seasonal crop planning and production based on agroecological methods. Use, repair and maintenance of zau assets. Manage and continue the production systems developed under the project

Zau Resource Person	Links Zau Group with the project. Implement the SFLF concept by dividing the zau group into smaller units that will function as a single farm in terms of operations. Training of zau groups on agro-ecological farming methods and preparation of inputs. Seasonal crop planning based on demand and profitability. Monitoring adoption of PoP, crop growth and harvest estimates. Review of crop performance at the end of every season and adoption of corrective measures in subsequent plans. Facilitate identification of lead farmer (demonstration plot where FFS will be carried out) and control plot. Facilitate FFS-based learning for the zau group conducted by the TSP. Provide technical guidance to the zau group and liaise with the Cluster Focus Coordinator and District technical staff for technical support where needed.
Village Council	Selection of lands for zau, allocation of land to zau members, etc. The VO will work closely with VC on land related issues in zau development.
Village Organization	VO is the field level implementation arm of the project. Key community institution for identifying, planning and finalizing (with concurrence from VC) Zau and Zau Group and non-zau beneficiaries. Handle funds for Zau Group through its bank account and keep a separate book of accounts for the Zau Group. Release funds from time to time to Zau Group for Zau development based on District JE certification. Receive regular financial and physical progress from Zau Group and report it in the Monthly Progress Report. Ensure that zau members are moulded into a group through regular IBCB trainings and group discipline is maintained. Work closely with the CLF in group development and funds management.
Cluster Level Federation	Links Project Staff with project communities. Overall supervision of zau development and operations. Management of funds flow to zau groups through VOs. Maintain books of accounts and provide UCs at cluster level for FOCUS 2.0 activities. Create awareness about FOCUS 2.0 in the cluster and mobilize the community to participate. Oversee institutional and capacity building of zau groups.
Block level staff	Project staff who link the project to community institutions and the broader community. Responsible for coordination, supervision and support on all aspects of the project, including technical, financial, administrative, etc.
DPIU	Responsible for all aspects of the project implementation at the district level including administrative, technical, finance and institutional development. Monitoring and support of project staff and community institutions. Provides technical support along with the TSP on zau identification, development and management. Ensure adequate funds flow for zau and non-zau development. Prepare regular reports on progress and share with PIU. Coordinate with PIU to ensure project activities are supported with a smooth flow of funds and technical support from the TSP is available when needed.
PIU	Overall responsible for roll out and management of FOCUS 2.0 state-wide.

Technical Service Providers	TSP for Zau Development, FFS on Agroecological Crop Production and Digital Agriculture are proposed. They are responsible for all technical aspects in planning and implementing activities that are detailed in their respective ToRs. They will work closely with the PIU and DPIU to deliver on agreed outputs. They will deploy manpower as agreed with the PIU. Overall, they are responsible for developing SoPs, training materials, PoPs, etc. Train identified staff and community resource persons on all technical aspects. Provide technical support during planning, execution and operations phase of the project.

Table XX: Component 2.1 Implementation Phasing

		Years					
Outcome	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Consolidation of activities in 23 IFS-CADA sites set up during FOCUS							
Enhancement of cropping activities in 23 IFS-CADA sites	Recognition of Village Level Producer Group (VLPGs) as Zau Groups and linking them to the VO and CLF. Selection of ZRP.						
	Institutional capacity building of zau group **by VO and CLF**						
	Repair and maintenance of assets in the zau based on joint assessment **by zau, VO and District JE and AM NRM**						
	FFS based training to zau group and project staff and Master Trainers **by TSP (FFS)** in these zaus						
	Training on zau identification and development **by TSP (Zau)** to project staff using these zaus as examples						

		Years					
Outcome	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	Setting up of bio input resource centres and community nurseries						
	Crop planning and production using agro-ecological approach						
	Piloting of digital monitoring by ZRP and delivery of digital weather and agro-advisories						
Transformation activities in the remaining project villages							
Strengthening ecosystem for crop production (Preparatory phase)	Development of zau and FFS manuals and training modules, videos, etc by TSP						
	Training of Spearhead Teams on project concept and modalities						
	Mass awareness campaigns and PRA for identification of zau and non-zau beneficiaries						
	Formation of Zau groups and their institutional capacity building by VO and CLF						
	Identification and Training of ZRP, Cluster Focus Coordinator in agro-ecological farming methods						
	FFS based training and demonstration to zau and non-zau members through TSP						
	Identification and selection of TSPs for XX, XX, XXX						

		Years					
Outcome	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Setting up production infrastructure (Execution phase)	Preparation and approval of zau development DPRs						
	Preparation and approval of land development for non-zau households						
	Land development of non-zau households						
	Zau development						
Operations & Management Phase	Zaus gathering / exchange visits		x		x		X
	Crop planning and production using agro-ecological approach						
	Expansion of digital monitoring by ZRP and delivery of digital weather and agro-advisories to cover all project villages						
	Measuring and rewarding zau performance						

Sub-component 2.2: Livestock Production

576. The participation of farmers' associations, co-operatives, and SHG groups in project implementation will add to the sustainable engagement in production and stabilization of the market. The responsibility of various institutions to be engaged in the implementation are described in Table XX.

577. **Table XX: Component 2.2 Implementation Roles & Responsibilities**

Institution	Role and Responsibilities
Project Monitoring Unit (SPIU)	Overall implementation of the project. Led by PD; Deputy Director, AH & Vety is responsible for livestock interventions statewide.
AH & Vety Department	Technical partner for livestock activities. Implements Breeding Support Services (BSS), Artificial Insemination (AI), and ASF protocols at district/block level.

Veterinary College, Aizawl	Provides knowledge, training, and diagnostic support. Trains farmers, Community Animal Health Workers (CAHWs), and AI workers.
Village Organizations (VOs)	Main implementing body at village level (promoted under SRLM). Maintains separate project accounts and ensures financial compliance.
Cluster Level Federations (CLFs)	Hold and disburse project funds for multiple VOs. Release is conditional upon documentation of previous disbursements.
SRLM (MzSRLM)	Supports cluster identification, mobilization of resource persons, and monitors CLFs and VOs during project implementation.
Special Purpose Vehicle (SPV)	Manages broiler poultry processing unit in Aizawl. Includes Poultry Co-op Society (PCS)/Producer Co. Ltd., AH & Vety Dept., and private partner. See sub-table below for party-wise roles.
Technical Service Provider (TSP)	Facilitates implementation and technical oversight of the poultry processing unit at Aizawl.
Community Animal Health Worker (CAHW)	Delivers last-mile veterinary and animal health services as per project SOPs.

578. **Special Purpose Vehicle**: The SPV will be formed for the implementation of Broiler Poultry processing at Aizawal. The SPV will include local Poultry Co-operative Society/Producer company Ltd, AH & Vety Department and a private party. The role of different parties is detailed in Table XX.

579. **Table XX: SPV for Broiler Poultry Processing – Implementation Roles & Responsibilities**

Institution/Entity	Roles & Responsibilities
PCS/PCL	Co-owns facility with AH & Vety Dept.; manages accounts; shares profits with farmers; maintains reserves; obtains clearances; arranges operations.
AH & Vety Dept.	Provides technical guidance; co-owner role; supports regulatory compliance and veterinary standards.
Private Partner	Operates the facility on a profit-sharing basis under oversight from PCS/PCL and AH & Vety Department.

Table XX: Component 2.2 (and related Component 1.1) Implementation Phasing for Livestock Activities

SN	Activity	Y-1	Y-2	Y-3	Y-4	Y-5	Y-6	Y-7
Sub-Component:1.1-Creating Market Access & Incubation support for Animal Husbandry Activity								

a	Creating Market Access for livestock Products							
b	Incubation and Enterprise development							
c	Exposure of farmers/staff							
d	Creating awareness on Broiler, Goat meat & Eggs							
e	Broiler Poultry slaughter and processing facility							
Sub-Component:2.2-Enabling environment for Livestock Production								
a	Implementation of Boar Semen Stations & AI program							
b	Implementation of ASF Management at District and Blocks							
c	Support for Pig house holds for Biosecurity/Hygiene measures							
d	Support to Pig house for Supplement and feed							
Sub-Component:2.2- Production support activity for Pork, Broiler, Goat Meat, and Eggs								
a	Pig Breeding and Piglet Production							
b	Pig Fattening activity							
c	Broiler Production							
d	Brown Egg Production							
e	Implementation of Goat production activity in Zau.							
f	Training and Capacity Building of Farmers							

Component 2 Implementation Risks & Mitigation Measures

580. Implementation risks and mitigation measures for both agricultural production (subcomponent 2.1) and livestock production (subcomponent 2.2) are detailed in the tables below, and divided accordingly, for simplicity.

Table xx: Component 2.1 Implementation Risks & Mitigation Measures

Risk Category	Likelihood	Impact	Severity	Mitigation Measures
Severe pest and disease outbreaks	Medium	High	Medium-High	• Graded approach to pest and disease management. If locally made natural pesticides are not effective, organic pesticides, bio-pesticides, hormonal traps, etc. will be promoted • Promote crop diversification and rotation • Farmers trained in agroecology farming to

				identify root causes and develop solutions
Insufficient water for irrigation due to reduced rainfall	Medium	High	Medium-high	• Support use of micro-irrigation devices mobilized through convergence • Contingency plan for scaling down cropped area or shifting to crops that need less water • Treatment of catchment area
Market price drops making crops unremunerative	Medium	High	Medium	• Promotion of demand-driven production decision-making • Promote crop diversification • Diversified marketing channels • Connect with niche markets based on naturally grown produce which are not subject to major price fluctuations
Conflicts in the zau group	Medium	Medium	Medium	• Foster a community-based approach (SFLF) and ensure that trainings (including FFS) reinforce joint action. • Set VOs and CLFs to resolve conflicts with help from traditional community leaders

581. The geographical location of the state, the thin population distribution, the long distance between the villages and the marketplace and dependency on other states for production inputs are the major hurdles for livestock production. Although the climate and environment favour livestock growth, there is limited scope for managing the surplus production. The project sees the following risks in livestock production and productivity, and their possible mitigation measures are detailed in Table XX.

Table xx: Component 2.2 Implementation Risks & Mitigation Measures

Area	Challenge/Risk	Mitigation Measures
Input Costs	• High cost of inputs	• Minimise the cost of production with

Area	Challenge/Risk	Mitigation Measures
	like chicks, animal feeds, medicines • Non availability of inputs.	the incorporation of local feed resources. • Training and capacity building of farmers on efficient production. • Introduction of good breeds for productivity enhancement. • Decreasing the loses by management and improving the farmers margins through market access.
Animal Disease	• Lack of Preparedness in the state to handle the outbreak due to paucity of fund. • Transboundary diseases transfer from nearby countries. • ASF is highly contagious and fatal, may threaten the Pig business as in FOCUS I • BSS will not function during the ASF outbreak.	• The project is creating reserves and diagnostics facility at district for rapid response. • Sensitization and awareness of Veterinary staff/farmers/stake holders on the disease like ASF. • The number of pig breeding units is kept very low per village. • The farmers will be advised to purchase animals within the village. • The BSS will also restrict Boar Movements. • The BSS will follow strict quarantine and personal movements.
Zoonotic Risks	• High intensified pig rearing may cause spread of Echinococcosis.	• Creating awareness among the farmers regarding the zoonotic diseases. • Good housing facilities for animals.
Climate Risk	• Erratic rainfall • Long gaps in rainfall • Hot/Severe Cold climate	• Good housing/sheds • Inside and outside paining of pig sheds with white color. • Management of feed and fodder for animals.
Mortality	• Mortality of birds/animals during production. • Extended rearing due to poor market access.	• Good management practices • Market access for the farmers to sell of produce on time.

Component 2 Exit Strategy

582. The exit strategy for component 2 is summarized in two parts for simplicity, based on (i) agricultural production activities (subcomponent 2.1); and (ii) livestock production activities (subcomponent 2.2).

583. **For agricultural production activities under Sub-Component 2.1:**

584. Sustaining impacts stemming from project interventions long after the project has ended is the key outcome for a successful exit strategy. FOCUS 2.0 will ensure this by embedding elements of exit strategies during every stage of implementation. The key elements are:

- **Group action:** This builds on the already existing community cohesion in Mizo communities. All activities from training to crop production to marketing are done on a group basis. Even the FFS approach while allowing for individual initiatives ensures that learning is a group activity and a dynamic peer to peer activity.
- **Linking zau groups to strong community institutions:** Zau groups are associated right from formation to VOs and CLFs. In fact, zau members are also members of VOs and CLFs. Unlike FOCUS 2.0 which is a project-based approach, VOs and CLFs are operating under on-going programme of the GoI and have been set up a long-term community institution. Therefore, zau groups that are closely linked with VOs and CLFs are likely to get nurtured and guided beyond the end of FOCUS 2.0 by them with support from SRLM.
- **Robust financial arrangements for asset management:** Zau groups using assets created in the project are expected to create a maintenance fund and add to it through user fees deposited regularly for maintenance of assets. Since these funds are under the control of the VO, there is little chance for misuse by the zau groups.
- **FFS approach facilitates learning by doing and observation:** FFS approach has been chosen to deliver technical training to zau groups because it is based on adult learning methods that include non-formal learning, peer to peer learning and group activities. These approaches are expected to foster changes in not just knowledge but also skills and attitudes to problem solving. A strong grounding in agroecology, root cause analysis and critical thinking for problem solving will be built through FFS based training that will help the groups independently navigate production related problems that may arise from time to time.
- **Agro-ecological farming system relates well to local methods and has less dependence on external inputs:** Zau communities use very little external inputs in producing crops. However, since they are not backed by sound agroecological principles, productivity is low. Agro-ecological farming methods will help them learn these principles and adopt them easily since they are based on locally available inputs. Moreover, since they are very low-cost compliance will be high even after project completion.
- **Linking to emerging new programmes on agro-ecological farming:** These groups will be linked to emerging new programmes from Govt. of India such as National Mission on Natural Farming so that they continue to get technical and marketing support for their produce.

585. Technically well-equipped groups that are well-knit, with a robust support system are expected to continue with intensive climate-resilient crop production leading to sustained impacts in terms of productivity, production, and incomes to farming households in Mizoram.

586. **For livestock activities under Sub-Component 2.2:**

587. The project's exit and sustainability strategy is built into its implementation approach. Despite the complexity of livestock interventions, the project invests heavily in farmer capacity building, knowledge transfer, and the creation of sustainable infrastructure. Key elements are as follows:

- **Sustainability of BSS**: The 12 Boar Semen Stations will be operated by the AH & Vety department, and the project is supporting the initial investments in HR cost for 2.0 Years, instruments, repairing of labs, quality boars, etc. The AH& Vety has been in the practice of charging AI costs to farmers, which include production cost (45%), cost of doing AI(35%), and revenue to the government (20%). The project is also investing in creating a satellite semen storage facility, capacity building of AI Technicians, and increasing the adoption of AI by subsidising the first few AI. After the initial set-up and operations, for 3-4 years the BSS can be managed through the special societies like PIGFED, or any other new institutions to manage it sustainably. The institution will operate under the guidance of state breeding and disease control policies. There is also scope of operating the BSS under the PPP mode, where the private enterprise can work for production and marketing of boar semen and AH & Vety can help in technical support.
- **Operations of Poultry Slaughter & Processing Centre**: The Poultry Slaughter and Processing facility will be operated by the SPV created with PCS/PCL, AH & Vety Department and a Private party. The roles and responsibilities for running the business is explained in the previous paragraphs.

588. **Sustainability of Services of CAHW and Paravets**: The Community Animal Health Workers **(CAHW)** will be trained during the project period, and they will be linked to the state SRLM, (MzSRLM) for continued support and monitoring. The CAHW will work under the guidance of AH & Vety Department, and they can join the A-Help program and other programs of CSS.

589. **Sustainability of Animal Production**: The farmers will be trained during the project period on efficient, low-cost production, and they will be linked to the CMC & market hubs for selling their produce. The region is in a high-risk ASF zone, so they will be supported through the AH & Vety for managing the outbreaks and will be compensated through the risk fund and insurance to start the farming business. The AH & Vety department will continue its support for disease risk management through routine vaccination, deworming and awareness building.

Table XX: Component 2 Exit Strategy

TBD if including.

4.4 Component 3: Sequencing of Project Activities

590. This component, Project Management, ensures effective coordination, planning, and oversight of the project through the Society for Climate Resilient Agriculture in Mizoram (SCRAM), under the Planning and Programme Implementation Department. The project will be led by a State Project Director (IAS) to facilitate convergence across departments,

and a Project Director not below the rank of Deputy Secretary. . Capacity development of implementing teams, knowledge management, M&E, safeguards, and learning are also supported under this component, alongside dedicated technical support providers (TSPs) embedded at cluster and district levels.

591. The institutional systems and capacities established under the earlier phase of the Society for Climate Resilient Agriculture in Mizoram (SCRAM) will provide the foundation for the implementation arrangements of the new phase. The Planning and Programme Implementation Department , Government of Mizoram, through the SCRAM Society, will serve as the lead implementing agency. The project will follow a three-tier implementation structure at the State, District, and Village levels, facilitating decentralised planning and ensuring effective delivery. In the new phase, this institutional structure is further strengthened, with a specific focus on enhancing financial management, procurement systems, environmental and social safeguards, and promoting stronger convergence mechanisms at both the district and community levels.

592. **Implementation Details:** All aspects pertaining to this component (Project Management) that cover its institutional anchoring, overall coordination and convergence are covered in Chapter 3 of this PIM. To avoid duplicity, please refer to Chapter 3 for all details related to Project Management. A simplified matrix which highlights (i) project activities by component; and (ii) persons responsible at each level (SPIU, DPIU, Village-level) is provided in **Table XX**.

Table XX: FOCUS 2.0 Matrix of Responsibilities by Component Activities

INSERT BASED ON TEAM UPDATES

4.5 Project completion and closing

1. **Project Completion Review:** As the project reaches completion point, the SPIU would prepare a Project Completion Report. IFAD and the Government of Mizoram will then undertake a project completion review before the loan closing date.

2. **Loan completion and Closing:** The closing of the loan/grant is due six months after the project completion date. Both the completion and the closing date of the loan have financial implications on the project management such as: development and submission of a recovery plan, ensuring eligibility of expenditures and submission of the necessary documents outlined below. *Please also refer to section 1.3 of the Disbursement Handbook.*

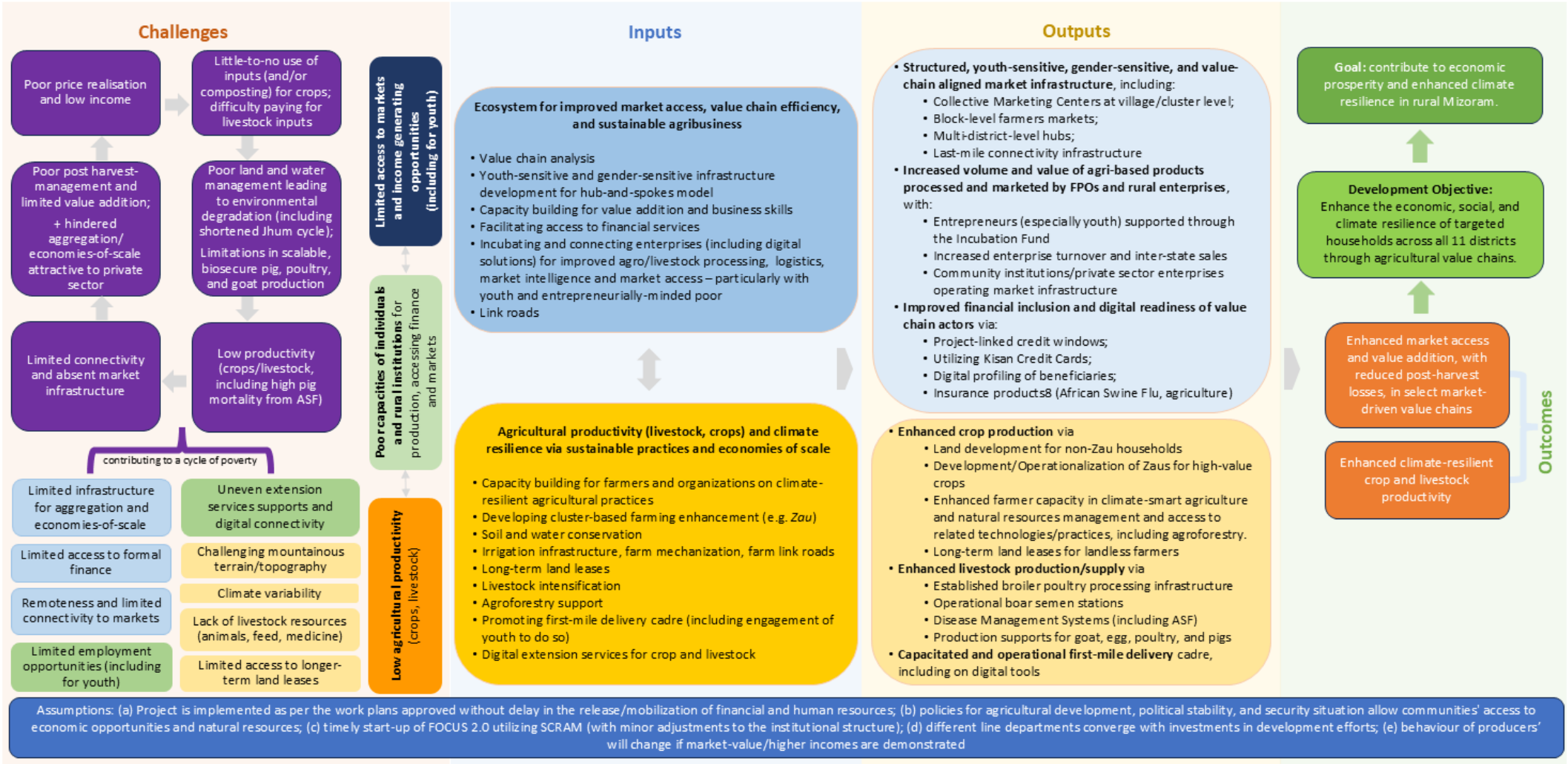
- **Recovery plan:** To ensure that the designated account is completely and timely justified, the Finance Manager/SPIU must develop and submit to the Fund a recovery plan outlining the percentages per withdrawal application that will be recovered and paid respectively. The recovery plan should be submitted to the fund around 6 months before the completion date or when the outstanding balance (amount still undisbursed by IFAD is less than the double of the authorized allocation.
- **Loan Completion:** As defined in the Financing Agreement, the completion date of the loan is the sixth anniversary of its entry into force. By this date, all project activities must be concluded. Payments can still be processed after the completion date, provided that the commitments or contracts were signed before the completion date. Activities that extend beyond the completion date are not considered eligible expenditures and, therefore, cannot be financed

using IFAD funds. However, from the completion date until the closing date (six months after the completion date), the SPIU may incur expenditures related to winding-up activities. These may include, for instance, the final audit, project completion report, salaries for project staff involved in winding-up activities, SPIU maintenance costs, and the project completion workshop.

- **Loan Closure:** The Fund requires the following to be provided by the SPIU to close the loan:
    - Confirmation of last withdrawal application
    - Submission of final audit report
    - Submission of project completion report

3. The Final Audit Report must cover the final project year up to the final expenditures and it can be paid from the loan available balance by using for example direct payment or Reimbursement of pre financed expenditures.

Appendix 1: Theory of Change



Appendix 2: Logical Framework

Please refer to separate appendix (Excel File), "PIM – Appendix 2: Logical Framework"

Appendix 3a: 1st Year Work Plan and Budget and 18-Month Procurement Plan

First Annual Work Plan and Budget (AWPB)

Sl. No	Description	Unit	PY1	Unit Cost (Local)	Unit Cost (US$)	Total Cost (US$ '000)	Disbursement Category
A. Market Access and Enterprise Development							
1. Market Infrastructure							
A	**Market Access for Broiler Poultry**						
1	Hiring of TSP for support to livestock marketing activities	ls	1	3,000,000	35,087.72	10.7	EXP_CONSULT
B	**Market Access for agri/horti commodities**						
1	Site identification for collection center, farmer markets,etc.	ls	1	2,500,000	29,239.77	29.8	EXP_CONSULT
2	DPR prepration for marketing and infrastructure	ls	1	2,500,000	29,239.77	29.8	EXP_CONSULT
3	Establishment of collective marketing centres	ls	50	1,200,000	14,035.09	715.8	EXP_WORKS
4	Establishment of block level markets	ls	3	4,500,000	52,631.58	161.1	EXP_WORKS
5	Construction\upgradation of farm ink roads	km	50	500,000	5,847.95	298.2	EXP_WORKS
C	**Block level HR**						
1	Block level staffing	pmonth	336	25,000	292.40	100.2	EXP_IOC
2	Travel costs	pmonth	336	1,500	17.54	6.1	EXP_IOC
3	Statutory allowances for block staff	pmonth	336	2,000	23.39	8.0	EXP_IOC
2. Enterprise Development							
A	Value Addition and Market Development						
1	Feasibility assessment and DPR preparation for value chains	ls	1	2,500,000	29,239.77	29.8	EXP_CONSULT
2	District level challenge fund	district	6	500,000	5,847.95	35.1	EXP_GRANTS
3. Financial and Digital Ecosystem							
A	**Project awaremeness and digital training**						
1	Village digital training center	ls per village	300	200,000	2,339.18	715.8	EXP_EQUIP

Sl. No	Description	Unit	PY1	Unit Cost (Local)	Unit Cost (US$)	Total Cost (US$ '000)	Disbursement Category
B. Agriculture Productivty and Climate Resilience							
1. Agriculture Development							
A	**Support to non-zau HHs**						
1	Land development support to non-zau HHs	HH	1,000	25,000	292.398	298.2	EXP_WORKS
B	**Zau planning and awareness creation**						
1	International agency for zau identification, DPR prep and training module development /b	ls	0.2	50,000,000	584,795.32	119.3	EXP_CONSULT
2	Training of project staff on zau identification and DPR preparation /c	batch	3	125,000	1,461.99	4.5	EXP_CONSULT
3	ToT to master traininers on zau and FFS concept /d	batch	5	30,000	350.877	1.8	EXP_CONSULT
4	Mass awareness campaigns on zau clusters	villages	500	1,000	11.696	6.0	EXP_CONSULT
5	Zau survey and DPR preparation	villages	150	10,000	116.959	17.9	EXP_CONSULT
C	**Zau implementation - existing zaus /e**						
1	Land development in existing zau parcels	ha	1,500	20,000	233.918	357.9	EXP_WORKS
2	Catchment treatment of water sources /f	ha	2,250	10,000	116.959	268.4	EXP_WORKS
3	Irrigation schemes for zau parcels	ha	1,500	25,000	292.398	447.4	EXP_WORKS
4	Support to bio-resource center	number	50	10,000	116.959	5.8	EXP_GRANTS
5	FFS Sessions	session	50	10,000	116.959	6.0	EXP_CONSULT
6	Agri mechanization support to zaus	session	50	50,000	584.795	29.8	EXP_EQUIP
7	Community nursery for zaus /g	session	17	200,000	2,339.18	40.6	EXP_EQUIP
D	**Capacity building**						
1	Training to bio-resource entrepreneurs	batch	2	250,000	2,923.98	6.0	EXP_CONSULT
2	ZRP Training	batch	7	200,000	2,339.18	16.7	EXP_CONSULT
3	Exposure visit to ZRP/CRP	ls per year	1	1,500,000	17,543.86	17.9	EXP_CONSULT
E	**Last mile training delivery through CRPs/ZRPs**						
1	Training by ZRP in existing zaus	p month	600	1,500	17.544	10.5	EXP_CONSULT
2	Training by ZRP in new zaus	p month	200	1,500	17.544	3.5	EXP_CONSULT
3	Training by FOCUS 1.0 CCs	p month	1,008	3,500	40.936	41.3	EXP_CONSULT
F	**Support to MIRSAC for RS/GIS planning and monitoring**						
1	Hardware support	ls	1	2,500,000	29,239.77	29.8	EXP_EQUIP
2	Software and RS imagery	ls	1	500,000	5,847.95	6.0	EXP_CONSULT
3	RS/GIS Training	ls	1	50,000	584.795	0.6	EXP_CONSULT
G	**ICT Based ag-met platform**						
1	Development of Ag-met platform	ls	20%	26,500,000	309,941.52	63.2	EXP_CONSULT
H	**Block level HR**						
1	Block level staffing	p month	168	25,000	292.398	50.1	EXP_IOC
2	Travel costs	p month	168	1,500	17.544	3.1	EXP_IOC
3	Statutory allowances for block staff	p month	168	2,000	23.392	4.0	EXP_IOC
I	**Last mile training delivery through CRPs/ZRPs**						
1	Honorarium to ZRP in existing zaus	p month	600	500	5.848	3.5	EXP_IOC
2	Honorarium to ZRP in new zaus	p month	200	500	5.848	1.2	EXP_IOC
3	Honorarium to FOCUS 1.0 CCs	p month	1,008	1,500	17.544	17.7	EXP_IOC
4	Honorarium to book keepers	p month	600	1,500	17.544	10.5	EXP_IOC
J	**Support to MIRSAC for RS/GIS planning and monitoring**						
1	RS/GIS Consultant	p month	12	60,000	701.754	8.8	EXP_IOC

Sl. No	Description	Unit	PY1	Unit Cost (Local)	Unit Cost (US$)	Total Cost (US$ '000)	Disbursement Category
2. Livestock Development							
A	**Support to piggery value chain**						
1	Support to Boar Semen Stations (Civil and Equipment)	station	12	2,500,000	29,239.77	357.9	EXP_WORKS
2	Support for promoting AI to HHs	HH	5,000	1,000	11.696	58.5	EXP_GRANTS
3	Support for strengthening piggery ralted bio-security measures	HH	7,000	5,000	58.48	409.4	EXP_GRANTS
4	Support for pig feed and supplements	HH	7,000	1,250	14.62	102.3	EXP_GRANTS
5	Support for pig breeding units	HH	400	300,000	3,508.77	1,403.5	EXP_GRANTS
6	Support for pig fattening units	HH	4,000	15,000	175.439	701.8	EXP_GRANTS
7	Tarining on bio-security and pork production	HH	7,000	500	5.848	41.8	EXP_CONSULT
B	**ASF management in piggery**						
1	Training of paravets	person	36	25,000	292.398	10.7	EXP_CONSULT
2	Training of CAHW/Govt. staff	person	100	5,000	58.48	6.0	EXP_CONSULT
3	Funds for ASF control	district	11	150,000	1,754.39	19.7	EXP_CONSULT
C	**Support to poultry value chain**						
1	Support to establish broiler production units	HH	200	271,000	3,169.59	646.6	EXP_WORKS
2	Support to establish egg production units	HH	300	250,000	2,923.98	894.7	EXP_WORKS
3	Support to establish egg collection center	number	1	84,000	982.456	1.0	EXP_EQUIP
4	Training on brown egg production	HH	300	2,500	29.24	8.9	EXP_CONSULT
5	Training on broiler production	HH	200	2,500	29.24	6.0	EXP_CONSULT
D	**Support to goat value chain**						
1	Goat zau identification workshop	ls	1	100,000	1,169.59	1.2	EXP_CONSULT
2	Preparation of goat zau plan	ls	1	100,000	1,169.59	1.2	EXP_CONSULT
3	Support for goat production in zau	HH	40	180,000	2,105.26	85.9	EXP_WORKS
4	Training to goat farmers	HH	40	2,500	29.24	1.2	EXP_CONSULT
5	Goat zau stablisation fund /b	ls per year	1	1,200,000	14,035.09	14.0	EXP_GRANTS
E	**Last mile training delivery through CAHW**						
1	CAHW Last mile training delivery	p month	4,200	700	8.187	34.4	EXP_CONSULT
F	**Block level HR**						
1	Block level staffing	p month	168	25,000	292.398	50.1	EXP_IOC
2	Travel costs	p month	168	1,500	17.544	3.1	EXP_IOC
3	Statutory allowances for block staff	p month	168	2,000	23.392	4.0	EXP_IOC
G	**Last mile training delivery through CAHW**						
1	Honorarium to CAHW	p month	4,200	300	3.509	14.7	EXP_IOC
H	**Support to piggery value chain**						
1	Boar semen stations - HR costs	ls	1	10,000,000	117.0	117.0	EXP_IOC

Sl. No	Description	Unit	PY1	Unit Cost (Local)	Unit Cost (US$)	Total Cost (US$ '000)	Disbursement Category
C. Project Management, Convergence planning and Knowledge Management							
1. Convergence planning and Project Management							
A	**Office set up costs**						
1	PMU equipment	ls	1	4,000,000	46,783.63	47.7	EXP_EQUIP
2	DMU equipment (existing offices)	ls	1	4,000,000	46,783.63	47.7	EXP_EQUIP
3	DMU equipment (new offices)	ls	1	7,000,000	81,871.35	83.5	EXP_EQUIP
B	**SRLM Suport costs**						
1	CLF suport costs	CLF	84	150,000	1,754.39	150.3	EXP_IOC
C	**State Project Mangement Unit**						
1	Chief Project Director	person year	12	215,000	2,514.62	30.8	EXP_IOC
2	Project Director	person year	12	160,000	1,871.35	22.9	EXP_IOC
3	Deputy Director - LR&SWC	person year	12	110,000	1,286.55	15.7	EXP_IOC
4	Deputy Director - Horticulture	person year	12	110,000	1,286.55	15.7	EXP_IOC
5	Deputy Director - AH & Vety	person year	12	110,000	1,286.55	15.7	EXP_IOC
6	Deputy Director - Commerce & Industries	person year	12	110,000	1,286.55	15.7	EXP_IOC
7	Deputy Director - Finance and Procurement	person year	12	110,000	1,286.55	15.7	EXP_IOC
8	Deputy Director - HR	person year	12	110,000	1,286.55	15.7	EXP_IOC
9	Convergence officer - planning	person year	12	110,000	1,286.55	15.7	EXP_IOC
10	SRLM deputed staff	person year	12	110,000	1,286.55	15.7	EXP_IOC
11	Sr. Engineer /a	person year	12	130,000	1,520.47	18.6	EXP_IOC
12	Manager - BP&I	person year	12	100,000	1,169.59	14.3	EXP_IOC
13	Asst. Manager - BP&I	person year	24	60,000	701.754	17.2	EXP_IOC
14	Manager - Agri/Horti	person year	12	100,000	1,169.59	14.3	EXP_IOC
15	Manager - NRM	person year	12	100,000	1,169.59	14.3	EXP_IOC
16	Manager - Livestock	person year	12	100,000	1,169.59	14.3	EXP_IOC
17	Manager - Procurement	person year	12	100,000	1,169.59	14.3	EXP_IOC
18	Manager - M&E	person year	12	100,000	1,169.59	14.3	EXP_IOC
19	Jr. Engineer	person year	12	60,000	701.754	8.6	EXP_IOC
20	Asst. Manager (Finance)	person year	12	60,000	701.754	8.6	EXP_IOC
21	Deputy Manager - KM & Communication	person year	12	75,000	877.193	10.7	EXP_IOC
22	Deputy Manager - Gender & CB	person year	12	75,000	877.193	10.7	EXP_IOC
23	Asst. Manager - MIS & Data Analytics	person year	12	60,000	701.754	8.6	EXP_IOC
24	Asst. Manager - SECAP (2) /b	person year	24	60,000	701.754	17.2	EXP_IOC
25	Asst. Accounts /c	person year	24	30,000	350.877	8.6	EXP_IOC
26	Procurement Assistant	person year	12	30,000	350.877	4.3	EXP_IOC
27	Support staff /d	person year	36	25,000	292.398	10.7	EXP_IOC
28	Management Trainees /e	person year	120	25,000	292.398	35.8	EXP_IOC
29	Travel allowances	ls per month	12	100,000	1,169.59	14.3	EXP_IOC
30	Statutory allowances	ls per month	12	250,000	2,923.98	35.8	EXP_IOC

Sl. No	Description	Unit	PY1	Unit Cost (Local)	Unit Cost (US$)	Total Cost (US$ '000)	Disbursement Category
D	**District Project Management Units**						
1	District Project Manager	person year	120	61,000	713.45	87.3	EXP_IOC
2	Asst Manager (Planning, MIS & SECAP)	person year	120	50,000	584.795	71.6	EXP_IOC
3	Asst Manager (Agri/Horti)	person year	120	50,000	584.795	71.6	EXP_IOC
4	Asst Manager (Livestock)	person year	120	50,000	584.795	71.6	EXP_IOC
5	Asst Manager (NRM)	person year	120	50,000	584.795	71.6	EXP_IOC
6	Asst Manager (Business Promotion)	person year	120	50,000	584.795	71.6	EXP_IOC
7	Jr. Engineer /f	person year	240	50,000	584.795	143.2	EXP_IOC
8	Asst Manager (Gender & CB)	person year	120	50,000	584.795	71.6	EXP_IOC
9	Asst Manager (SRLM Deputed)	person year	120	50,000	584.795	71.6	EXP_IOC
10	Asst Manager (Finance)	person year	120	50,000	584.795	71.6	EXP_IOC
11	Asst Manager (Procurement)	person year	120	50,000	584.795	71.6	EXP_IOC
12	Asst Manager (Accounts)	person year	120	50,000	584.795	71.6	EXP_IOC
13	Office Assistant (accounts and producrement)	person year	120	30,000	350.877	42.9	EXP_IOC
14	Support staff /g	ls per month	240	25,000	292.398	71.6	EXP_IOC
15	Travel allowance	ls per month	120	30,000	350.877	42.9	EXP_IOC
16	Statutory allowance	ls per month	120	45,000	526.316	64.4	EXP_IOC
E	**Office running costs**						
1	SPMU running costs	ls per month	12	231,500	2,707.60	33.1	EXP_IOC
2	DPMU running cocts	ls per month	120	50,000	584.795	71.6	EXP_IOC
3	Block office running costs	ls per month	312	25,000	292.398	93.1	EXP_IOC

Sl. No	Description	Unit	PY1	Unit Cost (Local)	Unit Cost (US$)	Total Cost (US$ '000)	Disbursement Category
2. M&E and Knowledge Management							
A	**Monitoring and Evaluation**						
1	Agency for biophysical monitoring of zaus	ls	1	1,250,000	14,619.88	14.9	EXP_CONSULT
2	Baseline survey	ls	1	10,000,000	116,959.06	119.3	EXP_CONSULT
3	Web based MIS	ls	1	2,500,000	29,239.77	29.8	EXP_CONSULT
4	Server and other IT requirements	ls	1	1,500,000	17,543.86	17.9	EXP_CONSULT
B	**Knowledge management**						
1	KM and policy engagement related to IP and policy brief on FPIC	ls	1	250,000	2,923.98	3.0	EXP_CONSULT
2	Partnership with KM agenecies and consultants	ls	1	2,000,000	23,391.81	23.9	EXP_CONSULT
C	**Gender and SECAP**						
1	Status paper on women farmers in Mizoram	ls	1	500,000	5,847.95	6.0	EXP_CONSULT
2	Gender sensatisation training for PMU	ls	1	400,000	4,678.36	4.8	EXP_CONSULT
3	SECAP Training for PMU	ls	1	400,000	4,678.36	4.8	EXP_CONSULT
4	Study on drudgery reduction in agriculture	ls	1	700,000	8,187.14	8.4	EXP_CONSULT
5	Peer learning and sharing workshops for SPMU and DPMU	ls	1	50,000	584.795	0.6	EXP_CONSULT
6	Thematic study on gender mainstreaming	ls	1	300,000	3,508.77	3.6	EXP_CONSULT
7	FPIC and general awreness creation on project activties	villages	300	100,000	1,169.59	357.9	EXP_CONSULT
D	**Fidiciuary compliance**						
1	Internal auditor	ls per year	1	2,000,000	23,391.81	23.9	EXP_CONSULT
2	External auditor	ls per year	1	2,000,000	23,391.81	23.9	EXP_CONSULT
3	TALLY License	ls per year	1	500,000	5,847.95	6.0	EXP_CONSULT
E	**PMU Staff capacity building**						
1	National level exposure for PMU staff	ls	1	2,500,000	29,239.77	29.8	EXP_CONSULT
2	Executive courses for PMU staff	ls	1	2,500,000	29,239.77	29.8	EXP_CONSULT

18-month Procurement Plan

Please refer to separate appendix “PIM – 18 Month Procurement Plan”

Appendix 3b: Procurement Manual

Applicability of the Procurement Provisions

1. All the procurement of goods works and consultancy services under the project shall be done in accordance with the provisions of IFAD Procurement Guidelines and Procurement Handbook, 2020, amended from time to time under FOCUS 2.0 and as per The Financing Agreement and the Project Agreement for the FOCUS 2.0. The IFAD Procurement Guidelines can be accessed from https://www.ifad.org/documents/38711624/39421027/procure_e.pdf/e1a99511-d57d-4695-a05b-3d9b597d0149 and the IFAD Procurement Handbook can be accessed from https://www.ifad.org/documents/38711624/39421018/proc_handbook_e.pdf/2febc53a-4244-4447-a788-d06a632fd3b5). IFAD recommended Project Procurement related documents could be accessed at https://www.ifad.org/en/project-procurement
2. For implementation of procurement under the FOCUS 2.0 Project by the SCRAM, IFAD Project Procurement Framework will apply.
3. The SPIU established under the Society has the overall responsibility on the interpretation, the update of this Manual, and obtain the necessary agreements, clarifications, and no objection from IFAD.

Procurement implementation

4. The Procurement Unit in SPIU and DPIU under FOCUS 2.0 is the primary responsible unit for preparing and implementing the procurement activities under the project. The Unit should have physical and/or electronic copy of the following:
    - IFAD Procurement Guidelines, 2020
    - IFAD Procurement Handbook, 2020
    - Initial and all updates of the Project Procurement Arrangements Letter issued by the IFAD.
    - Financing Agreement and its amendments.
    - Project Agreement.
    - Project Implementation Manual approved by IFAD.
    - IFAD Standard Bidding Documents and templates.

Institutional Arrangement for Procurement Management.

5. SCRAM is the lead implementing Agency to implement FOCUS 2.0 which is an extension of the IFAD supported previous project FOCUS. SCRAM has SPIU established under its headquarter and will have eleven District State Project Implementation Units. SPIU will have one Manager Procurement , two Asst. Procurement Manager and one Procurement Assistant. Each DPIU will have one Asst. Manager Procurement except DPIU AIZAWL. SPIU procurement team will support DPIU AIZAWL in their Procurement management.
6. The Project will have following committees to process and finalize tenders for all the categories of Procurement.

- Tender Opening Committee (SPIU & DPIU)
- Tender Evaluation Committee (SPIU & DPIU)
- The recommendations of award of contracts will be approved by the SPD/PD/DPM as per the administrative approval and financial powers thresholds. The PD or DPM will not be part of the Evaluation Committees to the extent possible, to maintain independent review and approval of the recommendations.

Role of Lead Implementing Agency in Procurement

7. The Lead Implementing Agency for FOCUS 2.0 is SCRAM which has overall responsibility for the execution of the project and retains overall responsibility and accountability for the project to IFAD and the State Government. In respect of procurement, the SPIU and DPIU procurement team under supervision of Project Director would be responsible for the entire procurement process, including but not limited to functions such as:

    - Preparing procurement plans.
    - Preparing statements of requirements, specifications, terms of reference and/or bills of quantities.
    - Agreeing with IFAD on the procurement method or method of selection for each procurement activity.
    - Undertaking pre-qualifications, advertising, management of expressions of interest and shortlisting.
    - Preparing bid solicitation documents and draft contracts.
    - Issuing bidding documents, responding to clarification requests and overall management of the bidding process.
    - Bid receipt, bid opening and bid evaluation.
    - Evaluation report finalization.
    - Bid cancellation.
    - drafting contract documents and contract placement.
    - Contract negotiation and award.
    - Debriefing
    - dispute resolution.
    - contract management.
    - invoicing and payment.
    - contract completion and assessment.

Guiding principles of Public Procurement.

Transparency, Competition, Fairness and Elimination of Arbitrariness

8. Public procurement should be conducted in a transparent manner to bring Transparency, competition, fairness and elimination of arbitrariness in the system.

This will enable the prospective bidders to formulate competitive tenders with confidence. The following are some important measures to achieve the same and, thus, secure best value for money:

9. The text of the bid document should be user-friendly, self-contained, comprehensive, unambiguous, and relevant to the objective of the procurement. The use of terminology used in
common parlance in the industry should be preferred.
10. The specifications of the required goods/terms of reference for consultants should be framed giving sufficient details in such a manner that it is neither too elaborately restrictive as to deter potential bidders or increase the cost of procurement nor too sketchy to leave scope for substandard supply.
11. The bid document should clearly mention the eligibility criteria to be met by the bidders such as
minimum level of experience, past performance, technical capability, manufacturing facilities, financial position, ownership or any legal restriction etc.
12. The procedure for preparing and submitting the bids; deadline for submission of bids; date, time
& place of public opening of bids; requirement of earnest money and performance security; parameters for determining responsiveness of bidders; evaluating and ranking of bids and criteria for full or partial acceptance of bids and conclusion of contract should be incorporated in the document in clear terms.
13. Bids should be evaluated in terms of the criteria already incorporated in the bid document, based on which bids have been received. Any new condition, which was not incorporated earlier, should not be brought into consideration while evaluating the bids.
14. Sufficient time should be allowed to the bidders to prepare and submit their bids.
15. Suitable provisions should be kept in the bid document allowing the bidders reasonable opportunity to question the bid conditions, bidding process, and/or rejection of its bid and the settlement of disputes, if any, emanating from the resultant contract.
16. It should be made clear in the bid document that bidders are not permitted to alter or modify their bids after expiry of the deadline for receipt of bid till the date of validity of bids.
17. Negotiations with the bidders for procurement of goods and works must be avoided. In case of consultancy services negotiations should be conducted with the highest combined ranked consultant, to clarify certain aspects of reporting, agreement on the Accountability Matrix and to confirm the team of experts proposed. For negotiations with the consultants, please refer to the Guidelines for negotiations.
18. The name of the successful bidder to whom the contract is awarded should be appropriately notified by the SPIU for the information of general public, including display at notice board, periodical bulletins, website etc.

Efficiency, Economy and Accountability

19. Public procurement procedures must conform to norms of best practices to ensure efficiency, economy and accountability in the system. To achieve this objective, the following key areas should be taken care of:
20. To reduce delays, SPIU should prescribe appropriate time frame for each stage of procurement; delineate the responsibility of different officials and agencies involved in the purchase process and delegate, wherever necessary, appropriate purchase powers to the lower functionaries with due approval of the competent authority.
21. SPIU should ensure conclusion of contract within the original validity of the bids. Extension of bid validity must be discouraged and resorted to only in unavoidable, exceptional circumstances with the approval of the competent authority after duly recording the reasons for such extension.

Value for money

22. Underpinning all of the above is the need to obtain value for money for all project procurement activities through the optimum combination of several factors, including:
23. Applying sound, internationally recognized procurement principles.
24. Ensuring that the goods, works or services procured meet the requirements for the task and are
25. not over-specified.
26. Ensuring that the goods, works or services are contracted on the best possible terms, taking into account their expected life cycle.
27. Ensuring that the provider/supplier of the goods, works or services is qualified, legally entitled and competent to execute the contract.
28. Best value does not necessarily mean the lowest initial price option, but rather represents the best return on investment, taking into consideration the unique and specific circumstances of each procurement activity; the balance of time, cost and quality required; and the successful overall outcome of the contract in meeting its original objectives.

Eligibility

29. Firms/entities/individuals from any country are eligible to participate in this Project, except: (i) as a matter of law or official regulation, India prohibits commercial relations with that country, or (ii) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, India prohibits any import of goods from, or payments to, a particular country, person, or entity. Where India prohibits payments to a particular firm or for particular goods by such an act of compliance, that firm may be excluded; and (iii) those who are included in the IFAD's debarred list or common debarment list agreed with other IFIs.

General Provisions

30. The procurement of goods works and consulting services under FOCUS 2.0 project is to be undertaken by observing the following specific requirements.
31. Procurement is to be carried out in accordance with the IFAD Procurement Guidelines, the respective loan agreement, and any duly agreed amendments thereto.
32. Procurement is to be conducted within the project implementation period, except where the loan
33. agreement provides for retroactive financing and then within the limits therein specified.
34. The cost of the procurement is not to exceed the availability of duly allocated funds as per the loan agreement.
35. Procurement is to be consistent with the duly approved annual work plan and budget (AWP/B) including a procurement plan for at least the initial 18 months and subsequently updated annually.
36. Procurement is to result in the best value for money as defined by the IFAD Procurement Guidelines.

Codes of Conduct and Conflicts of Interest

Codes of Conduct

37. Negative perceptions of procurement can quickly and easily be formed by individuals or groups looking in at the process from the outside. It is therefore imperative that procurement is not only conducted in an ethical, transparent and fair manner, but that it is seen to be conducted that way.
38. The ethical conduct require that no person shall use his/her authority, position or office for personal gain, which will be defined as soliciting, accepting or otherwise benefiting from anything of material value, in any form, either in person or indirectly through close relatives or associates, as a result of procurement financed by IFAD. The officials of SPIU and its district units shall respect the confidentiality of information gained in the course of duty and not use such information for personal
39. gain or for the unfair benefit of any bidder or supplier or contractor. Information given in the course of his or her duty shall be true, fair and not designed to mislead.

Gifts and Hospitality

40. Any official of the SPIU/DPIUs under FOCUS 2.0 involved in IFAD- funded procurement activity shall:
    not be permitted to accept any business gifts from current or potential suppliers, contractors or consultants unless such gifts are of very small intrinsic value such as a calendar or business diary.
    refrain from accepting any business hospitality that might be viewed by others as having an influence in making a business decision as a result of accepting that hospitality; and has a duty to promptly report refer any cases of irregular practices which include but not limited

to fraud and corruption as defined in IFAD's Anti-Corruption Policy by a colleague, bidder, supplier, contractor or consultant to IFAD and National Authorities as required Conflicts of Interest

41. It is a requirement of the IFAD Procurement Guidelines that any public official of the Borrower/recipient involved in IFAD-funded procurement activity shall declare any personal interest
42. that may affect, or might reasonably be deemed by others to affect, impartiality in any matter relevant
to his duties (conflict of interest).

43. Upon being aware of such a situation of this nature arising or having the potential to arise, the official(s) concerned should immediately recuse themselves from any aspect of the procurement process to avoid being placed in a position of conflict.

44. Where IFAD becomes aware of a situation where a conflict of interest may have existed but was not declared then this is sufficient grounds to declare mis-procurement in line with the IFAD Procurement Guidelines.

45. Where there is doubt that a conflict of interest, or potential conflict of interest, may exist or arise, IFAD may be consulted for advice or guidance; however, the general principle is that if it there is uncertainty then it is safer to recuse oneself from the process than to risk a negative perception of the process and mis-procurement being declared.

46. A firm/entity/individual participating in a procurement process under this FOCUS Project shall not have a conflict of interest. Any firm/entity/individuals found to have a conflict of interest shall be ineligible for award of a contract.

47. A conflict of interest is a situation in which a party has interests that could improperly influence that party's performance of official duties or responsibilities, contractual obligations, or compliance
with applicable laws and regulations, and that such conflict of interest is not acceptable under the FOCUS Project. The Borrower will take appropriate actions to manage such conflicts of interest which
may include rejecting a proposal for award if it determines that a conflict of interest has flawed the integrity of any procurement process.

    A firm shall be considered to have a conflict of interest in a procurement process if:

    such firm is providing goods, works, or non-consulting services resulting from or directly related to consulting services for the preparation or implementation of a project that it provided or were provided by any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm.; or

such firm submits more than one bid, either individually or as a joint venture partner in another bid, except for permitted alternative bids. This will result in the disqualification of all bids in which the Bidder is involved; or
such firm (including its personnel) has a close business or family relationship with a professional staff of the Borrower (or of the project implementing agency, or of a recipient of a part of the loan) who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract unless the conflict stemming from such relationship has been resolved acceptable to IFAD throughout the procurement process and execution of the contract; or such firm does not comply with any other conflict of interest situation as specified in the Bidding

48. It is the duty of all project staffs, and any other public employee directly or indirectly involved with the procurement process and particularly the preparation of bid documents, bid evaluation, contract negotiations, contract management and payments to avoid any potential conflicts of interest. A conflict of interest arises when the individual has a direct or indirect relationship with a bidder, consultant, contractor, service provider or supplier.

49. In the event that a project staff or a member of the PC or an employee who is directly involved with the procurement process feels that there is the potential for a conflict of interest they shall declare it to the PC and recuse themselves from the procurement process. Standard of Ethical Conduct.
50. All project staff and consultants involved in procurement activities, shall observe the Code of Business Ethics as outlined below.
51. No individual shall use his/her authority or office for personal gain. Personal gain includes accepting or requesting anything of material value from bidders, prospective bidders or suppliers for the individual, his or her spouse, parents, children or other close relatives, or for other persons from whom the individual might gain direct or indirect benefit of the gift.
52. An individual shall seek to maintain and enhance the reputation of the Government by:

    - Maintaining the highest standards of honesty and integrity in all relationships both inside and outside the Entity in which he works.
    - Developing the highest standards of professional competence.
    - Using funds and other resources for which he/she is responsible to provide the maximum benefit to the Government

53. Disclosure of personal relationships – an individual shall declare any relationship with a bidder, supplier, contractor, service provider or consultant and shall take no part in either the decision making
process or the implementation of any contract where such a relationship exists. A personal relationship is defined as consanguinity or affinity up to the third civil degree.

54. Confidentiality and accuracy of information - An individual shall respect the confidentiality of information gained in the course of duty and shall not use such information for personal gain or for the unfair benefit of any bidder, supplier, contractor or consultant.

55. Information given by an individual in the course of their duty shall be true, fair and not designed to mislead.

56. Competition - All bidders, suppliers, contractors and consultants shall be treated with fairness and impartiality and avoid any business arrangement that might prevent the effective operation of fair competition.

Examples of Unethical Conduct

57. The following are examples of the type of conduct prohibited by this Code of Ethics:

- Revealing confidential or "inside information" either directly or indirectly to any bidder or prospective bidder.
- Discussing a procurement with any bidder or prospective bidder outside the official rules and procedures for conducting procurements; of technical specifications, terms of reference or standards or the evaluation of bids and proposals.
- Destroying, damaging, hiding, removing, or improperly changing any formal procurement document.
- Accepting or requesting money, travel, meals, entertainment, gifts, favours, discounts or anything of material value from bidders or prospective bidders, suppliers, contractors or consultants.
- Discussing or accepting future employment with a bidder or prospective bidder, suppliers, contractors or consultants.
- Requesting any other person to violate the public procurement rules or procedures.
- Ignoring evidence that the Code of Ethics has been violated; and
- Ignoring illegal or unethical activity by bidders or prospective bidders, suppliers, contractors, service providers or consultants, including any offer of personal inducements or rewards or otherwise.

Procurement methods

58. Procurement of goods, works and consultancy services under FOCUS 2.0 will be done by using any one of the following selection methods:

<u>Goods, Works and Non-Consultancy</u>

National Competitive Bidding
National Shopping
Direct Contracting
Secondary procurement

Consultancy Services

Quality cum Cost Based Selection (QCBS)
Fixed Budget Selection (FBS)
Least Cost Selection (LCS)
Selection based on Consultants Qualification (CQS)
Single Source Selection (SSS)

Individual Consultants
Secondary procurement

Grants

59. Grants (competitive or design identified) to community institutions/groups/private sector investment grants
60. Project parties or implementation partners (NGOs/Private Sector/Government/UN) will be engaged as per the thresholds indicated in Project Procurement Arrangements Letter issued and amended from time to time.
61. The procedure for undertaking each of the procurement/selection methods are indicated in IFAD Procurement Handbook.

Project Procurement Plan

62. It is a requirement of the IFAD Procurement Guidelines that at the outset of each project, the Borrower/recipient, in conjunction with IFAD, establishes a procurement plan covering the first 18- months of the project followed by 12-month successive plans synchronised with the Annual Work Plans and Budget during implementation.

63. Planning is a critical part of the procurement process to enable objectives and priorities to be set, workloads to be estimated and resources allocated. It enables the procuring entity to plan, organise, forecast and schedule its procurement activities and to identify potential areas for aggregation of needs.

64. As far as possible, procurement planning should be integrated with financial planning of a project so that budgets and procurement needs are synchronised as far as is practical.

65. Each procurement plan shall identify procedures which must be implemented by the Lead Project Agency to ensure consistency with the IFAD Procurement Guidelines. As provided in appendix I, paragraph 1 of IFAD Procurement Guidelines, IFAD review of

and no objection to the Borrower/Recipients procurement plans are compulsory and the first 18-month procurement plan and
the update for the subsequent 12-month procurement plan submitted by the Borrower/Recipient must include as a minimum:

66. Any item/activity, which is not included in the relevant AWPB or Procurement Plan will not be eligible for IFAD financing. Therefore, updates/upgrades of the Procurement Plan are essential. The Procurement Plan will be prepared, upgraded, updated in IFAD End-to-End Procurement System (OPEN) (https://open.ifad.org). Any amendments to the Consolidated Procurement Plan shall be subject to no objection by IFAD on OPEN Portal.

67. The following details are required for creating a Procurement Plan:

Procurement Category
Activity title
Estimated budget
Activity description
Procurement method
Contracting arrangement
AWPB Reference No.
Sources of financing for the activity
Pre-qualification or post-qualification
Single or dual envelope
Implementation dates

68. As soon as the Project is declared effective and procurement staff at SPIU and DPIU are engaged, a communication with the following details is required to be sent to IFAD for obtaining user credentials for nominated staff:

Name	Designation	Role	Email id	Contact No.
	State Project Director	Oversight SPIU		
	Project Director	Oversight SPIU		
	Manager Procurement (SPIU)	PP preparation and Updates		
	Assistant Manager Procurement SPIU and DPIU	PP preparation and Updates under supervision of		

		Manager Procurement.		
	Any other official			

Prior Review by IFAD

69. The prior review thresholds for IFAD review will be informed to the Borrower and the LPA by IFAD after entry into force. These thresholds may be modified by IFAD after periodic risk assessment and communicated to the Lead Project Agency.
70. All direct contracts for goods and civil works above the prescribed procurement method thresholds (indicated in the Letter to the Borrower issued by IFAD) shall be undertaken in accordance with the provisions of IFAD Procurement Guidelines. All the single source selection of consultancy services (national/international organizations/UN agencies) would require a detailed proposal including budget and deliverables, which will be evaluated by the project and submitted to IFAD for prior review before entering into the contract.

71. In addition, the following steps of the procurement process for Goods/Works/Services also require IFAD's No Objection for contracts designated for "prior review" in the project's procurement plan.

Sl.no	**Activity / Step of the procurement process for Prior Review Contracts**	**IFAD "NO" is required**
1	Call/Request for Prequalification document and related advertisement	Yes
2	REOI (Request for Expression of Interest) document for consultancy services and related advertisement	Yes
3	Terms of Reference for consultancy services and related non-consulting services	Yes, usually as part of NO request for issue of the RFP (step 9 below)
4	Technical Specifications for Goods/Works/NCS	Yes, usually as part of NO request for issue of the bid docs (step 9 below)
5	Composition of evaluation committees	Yes, usually as part of steps 9, 13, or 15
6	Prequalification report for Goods/Works/NCS	Yes
7	Shortlisting report for consultants' selection	Yes
8	The use of "prior lists" for shortlisting consultants	Yes

9	Complete Bidding Documents and RFPs and related advertisement if applicable	Yes
10	Use of a Performance Guarantee template if other than unconditional, irrevocable and on-demand guarantee	Yes
11	Amendments to the Bidding Documents and RFPs	Yes
12	Opening bids/quotes/proposals that are less than 3 (excluding DC/SSS)	Yes
13	Technical evaluation report (in two envelope procedures)	Yes
14	The combined evaluation report (in two envelope procedures)	Yes
15	The single evaluation report (in one envelope procedures) for Goods/Works/NCS/Consulting Services (SSS)	Yes
16	Decisions concerning abnormally low bids	Yes
17	Draft contract	Yes
18	Minutes of negotiation at award for consultancy services (where applicable) or when using DC for Goods/Works/NCS	Yes
19	Rejection of all bids/proposals and cancellation of the procurement procedure	Yes
20	Failure of negotiations and proceeding to next ranked consultant	Yes
21	Proceeding to next ranked bidder if top ranked fails to sign the contract in Goods/Works/NCS	Yes
22	Determination to reject a bid/proposal because of cross-debarment	Yes, usually as part of steps 13, 14 or 15
23	Amendments to contracts exceeding 10% in value (increase/decrease in quantities as a result of evolutionary changes). Additional unforeseen new items exceeding 10% of the contract value is a new procurement subject to Single Source/DC conditions.	Yes
24	Extension of time to contracts exceeding 25% of the original contractual duration in Goods/Works/NC Services/Consulting Services	Yes
25	Termination of a contract in Goods/Works/NC Services/Consulting Services	Yes

Procurement involving Community Participation

72. Procurement with community participation is not a distinct method of procurement and it therefore requires the same adherence to all principles and standards set out in the public procurement.
73.
74. Under the term “community participation”, it is understood that the community will play the following roles during project implementation.

75. As a provider of goods, works or services directly to the project, communities are permitted to undertake works or provide goods or services to the project where:

76. It is an implementation modality within the project design document; or
77. It is not an implementation modality but it is agreed with IFAD that this represents a cost effective and practical alternative to procuring externally. The factors such as fostering ownership, the sustainability of project activities, effective operation and maintenance of a
project facility are also considered for selecting this approach.

78. All the Community procurement under FOCUS 2.0 shall be undertaken as per Community Procurement guideline approved for FOCUS. The guidelines have threshold limits for Local shopping as well as DC.

Mis-procurement

79. IFAD will not finance expenditures for goods, works or services that have not been procured in accordance with these Guidelines and the financing agreement. In such cases, IFAD may take remedial action as outlined in the financing agreement. The issuance of a no-objection for the award of a contract shall not prevent IFAD from declaring mis-procurement upon finding that the no-objection was issued on the basis of incomplete, inaccurate or misleading information, or that the contract was modified without IFAD’s approval.

Fraud and corruption

80. IFAD requires that its own staff, the staff of Borrowers/Recipients (including beneficiaries of IFAD Financing) and all bidders, suppliers, contractors and consultants that are signatories to IFAD- financed contracts observe the highest standards of ethics and integrity during the execution of procurement activities. This position is clearly stated in IFAD’s Policy on Preventing Fraud and Corruption in its Activities and Operations.
81. All Borrowers/Recipients shall ensure their full compliance with the Anticorruption Policy in all FAD-financed operations.
82. Failure to comply with this policy may result in IFAD taking measures in accordance with the provisions of the Anticorruption Policy and the General Conditions. The

revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations is available at www.ifad.org/anticorruption_policy.

Sexual harassment, sexual exploitation and abuse

83. IFAD seeks to ensure a safe working environment that is free of harassment, including sexual harassment, and sexual exploitation and abuse (SEA) in its activities and operations. These principles are stipulated in IFAD's Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse,10 which is incorporated into the General Conditions and applies to all IFAD-financed operations.
84. IFAD shall not tolerate any acts of sexual harassment or SEA in the activities it supports and shall require timely and appropriate action from Borrowers/ Recipients of IFAD funding, satisfactory to the Fund, to address allegations.
85. All Borrowers/Recipients shall ensure their full compliance with this policy in all IFAD-financed operations. The IFAD Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse is available at www.ifad.org/en/document-detail/asset/40738506.

Anti-Money Laundering and Countering the Financing of the Terrorism Policy

86. The IFAD Anti-Money Laundering and Countering the Financing of Terrorism Policy intends to prevent the Fund from becoming exposed to serious reputational damage, financial loss or legal liability through ensuring that its funds and the funds it administers are not used to finance any illegal acts connected with Money Laundering and Terrorism Financing, and that integrity risks are identified, assessed and adequately mitigated by taking the nature, scale and complexity of the Fund's activities into account.

87. All Borrowers/Recipients shall observe due diligence requirements to combat Money Laundering and Terrorism Financing and ensure their full compliance with the objective of this policy in all IFAD-financed and managed operations. IFAD anti money laundering and countering the financing of the terrorism policy can be downloaded at the link https://www.ifad.org/en/w/corporate-documents/policies/anti-money-laundering-and-countering-the-financing-of-terrorism-policy.

Contract Management

88. Contract administration procedures are largely determined by the terms and conditions of each individual contract and the description of requirements for the goods, works or services. Therefore, staff must be guided by the content of each contract.
89.
90. contract administration, the receipt of goods/works as per the technical specifications agreed to be monitored and any shortfall/shortcomings to be informed to the supplier and made good. For Consultancy services, the contract management acquires importance as any delay in achievement of deliverables as per the timeline agreed, impact the project implementation.
91.
92. As per the Responsibility Matrix (Annex 1) the contracts to be closely monitored for satisfactory performance and occurrence of any force majeure conditions. Each payment to the consultancy services should be properly validated against the contract provisions and deviations should be communicated to the party, in writing. If unsatisfactory performance continues, appropriate actions to be initiated with strict adherence to the contract. Frequent change of staff without justification should be viewed as non-performance and action to be initiated for suspension/termination.

93. All disputes related to the contract should be resolved through mutual consultation and if unresolved disputes persist, arbitration process, as per the national law, should be initiated. All contractors should sign an undertaking that without exhausting the arbitration procedures, no judicial intervention should be proceeded. The results of arbitration will be subject to judicial review.

94. The end date of the contracts should be closely monitored and if any amendment/extension is warranted, these should be taken up sufficiently in advance. Amendment or extension of contracts, which lapsed, should be strongly discouraged.

IFAD Client Portal-Access Credentials

95. The SPIU to ensure that a request is sent to IFAD for the nominated staff members to access IFAD's Project Procurement System (OPEN – Online Procurement End-to-End) for procurement and non-procurement related workflow and the ICP for uploading interim unaudited financial reports. The SPIU to ensure that all contracts, memoranda of agreements, purchase orders and related payments are registered in the contract monitoring in OPEN in relation to the procurement of goods, works, services, consultancy, non-consulting services, community contracts, grants and financing contracts. The SPIU shall ensure that the contract data is updated on a quarterly basis during the implementation of the programme.The Manager Procurement and Asst. Manager Procurement should monitor and update the contract details till completion and closing of contracts. Exceptions and Cost over-run items should be reported to the State Project Director.

Correspondence and Records Management

96. Keeping accurate records and evidence is key to a transparent and auditable procurement process. It is therefore mandatory to keep accurate records of all procurement process communications and use a procurement reference numbering system to ensure a transparent and auditable procurement process.
97. Record-keeping of correspondence and communications are critical for effective management of relations with bidders, suppliers, contractors and consultants since these may commit or bind originators and recipients to a course of action which can have legal, contractual or financial implications.
98. Documentary records in hard copy or electronic format are therefore essential for efficient and effective management, as they provide the necessary evidence to support decision-making and action. Moreover, they provide an audit trail that permits the verification of transparency, accountability and effectiveness.
99. The IFAD General Conditions for Agricultural Development Financing require that borrowers/recipients retain documents and records for IFAD review at any time within 10 years of bid or contract completion.

Correspondence and communications

100. To facilitate record-keeping and transparency, all communications, decisions and instructions between IFAD and borrowers/recipients and between borrowers/recipients and bidders, suppliers, contractors or consultants must be issued or recorded in writing.
101. When meetings are held as a method of communication, minutes should be taken and signed by the participants to create a record of the information provided and the discussions that took place.

Records to be retained

102. It is critical for each procurement activity to have its own separate file, folder or dossier where records related only to the procurement in question are kept in properly coded chronological order. Documents related to other procurement projects must not be included in the procurement record. It should be possible to review the entire historical record of the procurement in a logical and sequential manner at any time.

103. The following table offers guidance on the materials that procurement files, folders or dossiers should contain.

Table: Record Keeping

Sl. No.	Document	Preferred format
1.	A copy of the published REOI advertisement or shortlist (if applicable)	Hard copy
2.	A copy of the published pre-qualification and bidding documents and any amendments,	Hard copy

	extensions or clarifications requested and issued	
3.	A record of the tender opening, signed by all TEC members and the bidders present	Hard copy
4.	A full copy of each bid received and evaluated, plus clarifications requested and responses received	Hard copy
5.	A copy of the signed evaluation report	Hard copy
6.	Signed minutes of all meetings related to the procurement, including pre-bid and negotiation meetings, when held	Hard or electronic copy
7.	A contract award notice	Hard copy
8	Any letter of tender acceptance to the supplier, contractor or consultant	Hard copy
9	The signed contract document and contract acceptance	Hard copy
10.	Any contract amendments	Hard copy
11.	All contractual correspondence between the procuring entity and a supplier, contractor or consultant	Hard copy or electronic copy
12.	Post-contract documents related to the fulfilment of contract obligations, especially photocopies of bank guarantees or payment guarantees	Hard copy
13.	Signed minutes of any meetings related to contract management, including contract progress or review meetings	Hard copy
14.	Signed delivery documents evidencing delivery of supplies, or signed completion certificates related to a contract for services or works under the contract, including any contract delivery records	Hard copy
15.	A copy of all invoices for works, services or supplies, including working papers verifying the accuracy of payments claimed and details of the actual payment authorized	Hard copy
16.	A copy of cumulative payment worksheets/records evidencing management of all payments made	Soft copy
17.	All decisions of the Government's approval authority related to the procurement, including the approval of the bidding documents, the approval of the evaluation report(s), the contract award, the approval of contract documents and contract	Hard copy

	amendments and any decision to suspend or cancel procurement proceedings	
18.	A copy of any claims made by the procuring entity with respect to any warranty, non-warranty, short supply, damage and other claims against the contracted vendor or the procuring entity	Hard or electronic copy
19.	In the case of IFAD prior review, a copy of the respective IFAD NO letter	Electronic copy
20.	any other communications related to the procurement in question, including internal entity correspondence	Hard copy or electronic copy

Dispute resolutions

104. In the event of any dispute between the Borrower/Recipient and a bidder or contractor, the process for this dispute will be as outlined in the bidding documents, contract or state / national laws of the country as applicable. In these circumstances, IFAD shall not be appointed as an arbitrator or requested to appoint an arbitrator.
105. The Project will have an online GRM to lodge any procurement related complaints on its website https://focus.mizoram.gov.in similar to existing ESGRM already in place.

Use of Memorandum of Understanding / Memorandum of Agreement or Contracts.

106. Borrowers in IFAD-funded projects may, at times, plan to execute some activities or a component of the project through selected established partners (which can include research centers, state -owned enterprises and NGOs etc. but not private sector firms) deemed proficient in the sector for providing such project implementation services. As some of these entities cannot enter into commercial contracts, a different form of contract is needed and IFAD clearly distinguishes between MOA and MOU and is strict in respect of not using such instruments for bypassing the competition, transparency and VFM principles of the IFAD Project Procurement Guidelines. Borrowers tend to use MOU or MOA interchangeably, however. Thus, IFAD introduces specific definitions and conditions for use for the MOUs and MOAs as follows:
107. Memorandum of Understanding (MOU) is a non-legally binding agreement, similar to a Letter of Intent which outlines an agreement (plan of action) among the parties about "potential" activities in the near future. It should not include any payments but should merely state the "will" or "intention" to cooperate between the signatory parties of the MoU. The MOU is "not" a procurement contract since no money is involved and therefore it does not need to be submitted for IFAD's No Objection at the point of signature of the MOU. When the borrower actually decides to transact the procurement with the party/ies selected in the MOU then a contract needs to be entered in to or the MOU needs to be transformed into an MOA (if the parties have special legal status) and the IFAD-prescribed provisions applicable to the use of MOAs need to be incorporated.

Procurement of project requirements in this manner is considered "Direct Contracting" and is subject to IFAD's prior review.

108. A Memorandum of Agreement (MOA) is a form of procurement contract entered between the borrower and a party or parties of special legal status like a ministry, state agency, UN agencies or other international organizations. The MOA specifies the exact service outputs to be delivered, the delivery schedule and stipulates the corresponding service fees and payments over a specified period of time. The use of MOA with private firms is not permitted in IFAD-funded projects since it eliminates competition by reserving procurement to the selected firm which is an exceptional procedure allowed only under the conditions permitting the use of Direct Contracting.
109. IFAD Approval process of MOAs: An MOA follows the same approval process as direct contracting. This entails that each MOA needs to be submitted for IFAD's prior review (irrespective of value) and must be supported with strong justification for why entering into a MOA with the designated entity represents the best option and best value for money for the project compared to a competitive procurement process.

Procurement Supervision Plan.

110. IFAD undertake procurement review during supervision mission which generally include the following activities:
111. Supervision of procurement-related start-up activities by the borrower/Implementing Agency;
112. Review of individual procurement operations.
113. Procurement follow-up and management through reviewing the project's procurement plan and data in the Contract Monitoring Tool.
114. Supervision and Implementation Support Missions.
115. Project Completion Mission.

Annexure 1.: Responsibility Assignment Matrix.

Tasks	**Component heads**	**APM (SPIU/ DPIU)**	**FM / AFM (SPIU / DPIU)**	**PM**	**SPD / PD / DPM**
Preparation of AWPB	R	C	C	C	A
Preparation of Procurement Plan and upload in OPEN	C	R		R/ C	A
Update/upgrade of PP	C	R		R/ C	A
Monitoring achievement/delays in PP				R	A
Initiation of implementation	C	R		R/ C	
Finalisation of ToR, technical specifications	C	I		I	A

Preparation of RFQ/RFP/Bid documents		R		R/ C	A
Organise pre-bid meetings	C	R		R/ C	I
Issuing addendum/corrigendum/clarifications to the prospective bidders	C	R		R/ C	A
Safe custody of bids/proposals received		R		R	
Organise bid opening meetings and preparation of minutes		R	I	R/ C	I
Preliminary/administrative eligibility evaluation		R		R/ C	
Constitute Technical Evaluation Committees	C	C		C	R/A
Briefing TEC and assist in the evaluation		R		R	
Preparation of TEC Evaluation and Combined Evaluation Reports		R		R/ C	
Conduct negotiations (in case of services procurement)	C	R		R	I
Preparation of Draft contract/Purchase Order		R		R/ C	
Handling debriefing/protests		R		R/ C	A
Contract Signature		R		R	A
Safe custody of Securities		R	R		
Receipt/delivery of goods		R			
Monitoring Contract deliverables R I C	R	I		I	
Update contract details in ICP-CMT		R		R	
Contract administration	R	I		I	
Maintenance of all documentation related to Procurement		R		R	
Coordination with IFAD on procurement matters				R	I
Capacity building of junior procurement staff				R	
Lead Procurement performance audit	C			R	
Resolution of audit observations on procurement		R		R/ C	
Coordination with IFAD SM/ISM				R	

R : Responsibility to undertake task; C : Consultation required; I : To be informed for further steps; A : Accountability and Approval.

Annexure 2. Project Procurement Strategy (PPS) – FOCUS 2.0

Project Overview

Country	India
State	MIZORAM
Programme Area (as per design)	11 districts of MIZORAM
Full Project Name	Fostering Climate Resilient Upland Farming Systems in the Northeast 2.0 (FOCUS 2.0)
Project ID	2000004677
IFAD Loan amount (tentative)	US $ 45.78 million
Loan Number	TBD

Potential contracts in the first 18 months

High value contracts which have an impact on the implementation.

Consulting Services Contracts	**Approx. Value in USD**
Hiring of TSP for establishment of Slaughterhouse and business setup for the FPC/SPV.	2,42,540.00
Hiring of TSP for HUB mentoring/linkage.	4,50,000.00
Hiring of TSP zau identification, DPR preparation and training module preparation.	6,00,000.00
Hiring of TSP for biophysical monitoring of zau (SWC, stream flow, NDVI, soil fertility, etc	12,60,000.00
Hiring of Agency for Base line survey	11,56,000.00
Hiring of Agency for development of Web based Project MIS	87,000.00

Works Contracts	**Approx. Value in USD**
Construction of Hygienic Slaughterhouse for Broiler Poultry with data management.	5,37,931.00
Construction of Block level farmers markets (total 8)	4,25,000.00
Construction of value addition Hub.	4,88,000.00
Construction / upgradation of farm link Road	5,87,000.00

Most of the goods contracts identified under projects are post review cases and are of tactical acquisitions. The cost table identifies and budgeted other procurement activities throughout the implementation period. During the implementation, the SPIU is required to plan the procurement activities in line with the annual budget planning.

Overview of Country, Borrower and Marketplace

Operational *Context*

116. Governance aspects: India is a sovereign, socialist, secular, democratic republic with a parliamentary system of government based on the principle of universal adult franchise. The federal structure of India comprises the central (federal) level, 28 states, and nine union territories (UTs). The size of the expenditure budget of states has increased over the years owing to revenue augmentation by the states as well as increased devolution from the Central Government. The state Governments are assuming greater responsibility in governmental spending in the country. States primarily rely on three sources for financing this expenditure: (a)own resources (approximately 44 percent), (b) transfers from the central government (approximately 35 percent), and (c) borrowings (approximately 21 percent).

117. The Constitution of India lays down the framework demarcating fundamental political code, structure, procedures, powers, and duties of government institutions and sets out fundamental rights, directive principles, and the duties of citizens. Article 53 of Constitution of India vests the executive powers of the Union of India with the President of India. The two articles directly related to procurement are 298 and 299. Article 298 of the Constitution stipulates that executive power of the union and each state shall extend to any trade or business activities and to the acquisition, holding, and disposal of property as well as the conclusion of contracts for any given purpose, and Article 299 stipulates entering of contracts. Article 299 authorizes the central and the state governments to contract for works, goods, and services and requires the executive to protect the fundamental rights enshrined in the Constitution which have implications for public procurement. The Constitution allocates some subjects to the Union government, some to the states, and some concurrently to both. Procurement falls under the concurrent list.

118. There are no standard/model bidding documents for goods, works, services, and consultancy at the at the state levels. At the Union level, Procurement Policy Division prepared model tender documents for goods, works and services. However, these are for the use of the Central Ministries and Central Public Sector Enterprises. As procurement is decentralized, most State Governments use their own bidding documents with varying standards.

119. In line with the procurement risk assessment, procurement under FOCUS 2.0 will follow IFAD Procurement Guidelines and IFAD Procurement Handbook similar to FOCUS . Both Government of India and the State Governments recognises precedence of international obligations like IFIs Financing Agreements to use IFI procurement guidelines and document templates.

120. The federal procurement framework incorporates two broad types of procurement purchase preferences. First is the ‘Make in India’ policy, which is a purchase preference for local suppliers who can demonstrate at least 50 percent local content (eligible supplier). The second type of preference is a purchase preference relating to micro, small, and medium enterprises (MSMEs), disadvantaged groups, and start-ups. MSMEs are also exempted from paying certain tender-related fees.

121. Economic aspects: The State of Mizoram is estimated to achieve an annual economic growth rate of 10.14% during the year 2022-2023 which was estimated at 9.50% during 2020-21 (Actual) and 9.80% for the financial year 2021-22 (provisional). The Gross State Domestic Product (GSDP) of Mizoram has been continuously growing over the years, however, the rate of growth declined during the pandemic period. Gross State Domestic Product (GSDP) at constant (2011-12) prices which is a true indicator of growth without being influenced by factors such as inflation is expected to attain an amount of Rs. 21000.56 crore in 2022-2023 against the estimate of Rs.18493.72 crore for the year 2021-22, showing a growth of about 13.55% over the previous year. The GSVA at constant (2011-12) prices has clocked 10.43% average annual growth rate during financial years 2011-12 to 2022-23 peaking at 14.32% during 2014-15.
122. Source: Economic Survey 2023 -2024.

123. Sustainability aspects: Mizoram's sustainability aspects revolve around managing its natural resources and promoting ecological balance amidst economic development. Key areas include addressing deforestation, water conservation, and sustainable land use practices, while also fostering ecotourism to support community development and a more sustainable economy. Mizoram, a predominantly hilly state in the northeastern region of India, has embraced sustainable development principles to address its unique geographical, socio-economic, and environmental challenges. With its lush forests, biodiversity, and reliance on agriculture, Mizoram policies reflect a commitment to harmonizing development with environmental conservation.

Some of the Key Components of Mizoram Sustainable Development Policies are

124. Shifting Cultivation Reforms: Mizoram has traditionally practiced shifting cultivation or "jhum farming." Recognizing its environmental impact, the government introduced programs like the New Land Use Policy (NLUP) to transition farmers to settled agriculture, horticulture, and allied activities. Promotion of Organic Farming: The state promotes organic farming under initiatives such as the Mission Organic Value Chain Development (MOVCD), aiming to reduce chemical inputs and preserve soil health.
125. State Action Plan on Climate Change (SAPCC): Mizoram SAPCC emphasizes forest conservation as a critical component of mitigating climate change effects. It includes afforestation, sustainable forest management, and ecosystem restoration.
126. Participatory Forest Management: Under the Joint Forest Management (JFM) program, local communities are engaged in forest conservation efforts, ensuring sustainable use of forest resources.

127. Biodiversity Conservation: The establishment of protected areas like Dampa Tiger Reserve and Lengteng Wildlife Sanctuary reflects Mizoram commitment to biodiversity conservation.
128. Watershed Development Programs: Mizoram has adopted watershed development projects to ensure sustainable use of water resources, prevent soil erosion, and enhance groundwater recharge. Irrigation Infrastructure: Investments in minor irrigation projects under schemes like the Accelerated Irrigation Benefit Program (AIBP) have improved water accessibility for agriculture.
129. Green Mizoram Program: This program focuses on tree planting and raising awareness about climate change impacts. Disaster Risk Reduction: Recognizing its vulnerability to landslides and other natural disasters, Mizoram has integrated disaster preparedness into its development policies.

130. Technological aspects: Government of Mizoram mandates through its Public Procurement rule 2020 to all public procurement authorities to use e-procurement portal for receiving bids/proposals for contracts having value beyond a threshold value INR 1crore. For procurement under GeM, the Guidelines issued by Department of Commerce, Ministry of Commerce & Industries, government of India shall be followed subject to Memorandum of Understanding signed between Department of Commerce, Ministry of Commence & Industries, Government of India and Government of Mizoram. FOCUS 2.0 will have web based online MIS system to monitor the project. The Public procurement rule 2020 also mandates all Procuring Authorities to publish their tender enquiries, corrigenda thereon and details of bid awards on State Public Procurement Portal and Department's website if the estimated value of the subject matter of procurement is Rupees Five Lakh or more besides e publishing on official website.

Implementing Agency Capability Assessment

IA capability assessment through PRM part B has been done during design mission for FOCUS 2.0 and following were observed and documented.

131. Project FOCUS 2.0 is an extension of FOCUS. FOCUS had applied IFAD Procurement Guidelines and Handbook 2020.
132. Previous records of procurement under FOCUS shows slow delays in submission of AWBP and PP for approval. That shows lack of skill and experience in public Procurement system.
133. Community Procurement was not done as per Community Procurement guidelines developed for FOCUS.
134. Two procurement staff have left FOCUS SPIU
135. Lack of qualified procurement professionals in NE states is a challenge.
136. Low capacity to ensure efficient procurement operation.
137. GoM has notified its Public Procurement rule 2020 which is not consistent with IFAD Procurement Guidelines and Handbook 2020.

Following mitigation measures are proposed to address the observations during PRM assessment and also recognising the lessons learnt on the moderately satisfactory performance of procurement functions in FOCUS.

138. Project Procurement under FOCUS 2.0 to follow IFAD guidelines and Handbook 2020 for all the procurement (Goods, Works and Services).
139. SPIU to have dedicated procurement staff both at SPIU and DPIU level as proposed in the design Report.
140. Timely appointment of Procurement staff at SPIUSPIU and DPIU levels
141. On-site orientation training for all procurement staff by IFAD including training on OPEN system for PP entries , Update and ICP – Contract Monitoring tool.
142. Implementation support from IFAD
143. Basic Training on the public procurement system for procurement staff at NIFM, Faridabad.
144. Procurement staff shall be nominated to undertake Procurement certification from BUILPROC.
145. Refresher courses on public procurement on an as-needed basis
146. Periodic risk assessment and implementation of related mitigation measures
147. Arrange training of all community procurement committee and CRP to be actioned by SPIU at the commencement of the project.
148. Regular monitoring of community procurement process by SPIU/DPIU and by IFAD staff/consultant intermittently.
149. SPIU and DPIU to maintain all the Contract files in efficient manner. DPIU to support Community procurement on regular basis and ensure clear filing system.
150. Direct Contracting at SPIU / DPIU and Community will be subject to prior review. Any DC without clearance from IFAD will be ineligible for funding.

Procurement trends

151. Public procurement accounts for a significant level of public expenditure and hence strengthening public procurement systems is central to achieve concrete and sustainable results, build effective institutions, and gain substantial savings in the use of scarce public resources. Public procurement has a strategic function as a mechanism for supporting economic development, conserving and making optimum use of resources through application of sustainable criteria, and increasing job creation and private sector growth including enhanced participation of small and medium enterprises in a country. Government expenditure through public procurement has long been used as a means of stimulating growth at all levels (national, regional, and local), including accomplishing the government's vision and mission.
152.
153. The Government of India (GoI) has progressively undertaken various initiatives in reforming its public procurement system during the past many years, including setting up a functional Procurement Policy Division (PPD) at the Department of Expenditure, GoI, revising the General Financial Rules (GFRs), preparing procurement category-wise

manuals, adopting the electronic government procurement (e-GP) platform, and setting up the Government Electronic Marketplace (GeM), among many initiatives.

154. One of the key initiatives implemented by the government is the e-procurement system, which enables suppliers to submit bids electronically and allows for greater transparency and efficiency in the procurement process. The system has been successful in reducing the time and cost of procurement, as well as improving the quality of goods and services procured. The system is also available as an application in Google Play. Payment of fees and EMD are also linked to the system, eliminating paper securities.

Market analysis of construction sector

155. With the booming Indian economy, construction of infrastructure (roads, highways and real estate) was well developed. There are sufficient groups of players (large, medium and small) servicing this sector at the State level. In rural areas, the availability of suppliers is limited to 4-5, as this sector employs manual labour along with equipment. It is difficult for a contractor to move beyond his operational area due to labour mobilization etc.

Market analysis of supply sector

156. India’s economy has been growing steadily over the past decade, with an average annual growth rate of around 6% and the country has emerged as the fifth largest economy in the world. This has led to an increase in consumer spending, which has created opportunities for businesses operating in various sectors. The market for goods and services in India is diverse, with opportunities in sectors such as agriculture, manufacturing, retail, tourism, and telecommunications. Agriculture is the backbone of India's economy, with about 54% of the population engaged in farming. For 2022-23, the share of Gross value added (GVA) of agriculture and allied sectors in total economy at current prices is 18.3% and growth of GVA of agriculture and allied sectors for the year is 3.3%. There are opportunities in the agriculture sector for businesses that supply inputs such as seeds, fertilizers, and machinery, as well as for those involved in processing and exporting agricultural products. India has a very robust seed system comprising both public sector institutions and private seed companies. However, the last mile delivery is fragmented with small suppliers and traders.

Analysis of Consultancy Market

157. The consultancy market in India has been growing steadily in recent years, driven by increasing demand for professional services across various sectors of the economy, including government, private businesses, and non-profit organizations. The Government of India has been actively promoting entrepreneurship and private sector development, leading to an increase in demand for consultancy services in areas such as business planning, market research, and investment advisory. Heavy public investment in infrastructure has also created opportunities for consultants to offer services related to project management, feasibility studies, and technical assistance. Overall, the

consultancy market in India is expected to continue growing in the coming years, as the country continues to implement its development agenda and attract investment from both domestic and international sources.

Procurement Risk Analysis for the abovementioned contract/group of similar contracts

Procurement Type	Risks	Mitigation Measures
Works Contracts	Quality of DPRs for civil work is a challenge. The project office at SPIU and DPIU have technical specialists at JE level only. This compromises the quality protocol and DPR preparation and its vetting process challenging. Very small, dispersed works not preferred by the contractors Lack of qualified supervision High cost of maintenance High cost of construction materials SECAP related compliance needs attention in proposed civil contracts in FOCUS 2.0.	Oe senior Engineer position has been proposed at SPIU level to monitor DPR preparation and finalization of technical specifications. Junior engineers level positions are also proposed for both SPIU and DPIU level to ensure proper coordination with contractor and efficient contract monitoring. TSP proposed under two components of FOCUS2.0 will support the preparation and finalization of DPR of proposed contracts. Convergence opportunities with other technical departments like PWD and Irrigation have been proposed to ensure quality in technical specification and DPR. Packaging of work to be done to attract the big contractors. Project will plan the bidding process in monsoon season to finalize contractors for civil work contracts in order to commence work soon after monsoon. This project will have sufficient time of at least six months to complete the contracts.

Goods Contracts	No proper need assessment conducted Dispersed destination delivery not preferred by the suppliers Small traders in the rural areas do not have the capacity to supply. Low quality seeds No advance planning for cropping seasons.	Conduct detailed needs assessment Engage in proper advance planning to ensure goods are obtained in time, without delaying implementation Use Long Term Agreements with multiple suppliers
Consultancy Services Contracts	Growing but still small market may result in inadequate expertise in various fields Project has difficulty in estimating/evaluating the price, as no benchmark price available Oligopolistic market may constrain competition	Comprehensive TORs to ensure selection of qualified suppliers Automatic advertisement of procurement notices in E-procurement system Engage technical resource persons in evaluating the proposals

Procurement Objective for the abovementioned contract/group of similar contracts (related to the 5 Rs)

Maximize Value for Money
Timely completion of contracts
Achieve adequate competition
Selection of qualified suppliers / Contractors with good track record in implementation and SECAP concerns

Recommended Procurement Approach for the Project Procurement Approach
Works Contracts:

Attribute	Selected arrangement	Justification Summary/Logic
Specifications (SECAP compliance)	Conformance. Procurement Team in consultation with SECAP officer in the project will ensure all the nine standards prescribed under SECAP standards requirement checklist in terms of procurement.	SECAP compliance checklist to be adhered to : Resource efficiency, Pollution preventions. Sustainable management of living natural resources Water usage Fisheries resources in case of project supporting small scale

		capture fishing. Practices that cause land degradation, soil erosion, degradation of soil organic matter and soil nutrient mining have been/will be avoided. Appropriate measures will be put in place by contractors to prevent harassment, intimidation and exploitation, and to protect disadvantaged and vulnerable workers, including but not limited to, women, children of working age, migrants and persons with disabilities. Project to ensure clear provisions regarding non-discrimination and prevention of sexual harassment, exploitation and abuse have been included in all contracts with project employers, contractors and suppliers. Compliance with minimum age requirements set out in International Labour Organization conventions or national legislation and kept records of the dates of birth of all employees, verified by official documentation. No child labour to be employed. Strict oversight for structural stability Mitigation of OSH risks by following statutory legal requirements. Structural design if any has taken climate change considerations into account as appropriate.

		Making available rest sheds for workers Deployment of skilled labour to operate heavy equipment.
Sustainability Requirements	Yes	
Contract Type	A. Traditional	Most of the works' contracts follow the normal contracting process. These are easy to manage and control.
Pricing and costing mechanism	A. Schedule of Rates/Admeasurement B Percentage basis (when detailed BoQ is not feasible)	These two methods are applicable and can be used in the pricing and cost mechanism of these contracts.
Supplier Relationship	A. Collaborative	
Price Adjustments	A. None, fixed price	Fixed Price applies or Admeasurement price for small variations authorized.
Form of Contract (Terms and Conditions)	Standard form of contracts with clear special conditions of contracts , technical specification and defined milestones based on SPD prescribed under IFAD procurement guidelines and Hand books.	Include SECAP compliance requirements clearly.
Selection Method	Requests for Quotations (RFQ) and RFP	Selection methods will be subject to threshold limit prescribed in the PPA.
Selection Arrangement	Open tender through Govt. E- procurement portal and offline tender through paper advertisement of wide circulations.	To ensure transparency and fair practice.

Market Approach	A. Type of Competition 1.Advertised RFQ / RFB B. Number of Envelopes/Stages 1.Single Envelope / two envelops Negotiations - No	Open competition places the bids to the entire market to obtain the tender documents. No negotiations are allowed on Goods and works contracts.
Pre / Post Qualification	Post-Qualification.	Since bids are advertised in the open market, Post qualification is the most ideal method.
Evaluation of Costs	A. Adjusted Bid Price (corrected for a bidder's minor deviations)	Adjusted bid price is the most ideal method. Before award, bidder has to accept the corrected price.
Domestic Preference	No	All bidders are domestic. No international bidders would be interested due to small packages.
Rated Criteria	List the type of criteria to be used (mandatory) in the bid documents.	Lowest Price on BoQ or Lowest Evaluated cost.
Debriefing	Preferred	To be conducted after award to identify the errors/failure to submit documents. This would increase the credibility of the organization to widen the competition.

Goods Contracts:

Attribute	**Selected arrangement**	**Justification Summary/Logic**
Specifications (SECAP compliance)	Conformance	For agricultural inputs (seeds/plant materials) all the materials should have been authorized by the Government for release. Hazardous Pesticides In case of pesticides, no prohibited pesticides to be procured. The project includes suitable capacity-building activities for the selection, distribution, storage, application and disposal

		of pesticides and fertilizers Project to ensure clear provisions regarding non-discrimination and prevention of sexual harassment, exploitation and abuse have been included in all contracts with project employers, contractors and suppliers.
Sustainability Requirements	Yes	Sustainability should always be considered in all procurement activities
Contract Type	Traditional	The standard traditional contract applies to these procurements of goods.
Pricing and costing mechanism	Lump Sum	Lumpsum pricing serves well in most of the procurement of goods for the project.
Supplier Relationship	Collaborative	Collaborative relationships work well where suppliers agree on the prices and terms to be met.
Price Adjustments	None, fixed price	Fixed prices will apply to procurement of goods as no negotiations are allowed for procurement of goods.
Form of Contract (Terms and Conditions)	Standard contract form / PO as per prescribed RFQ / RFB under IFAD PPF.	Project will use only standard bidding documents under IFAD PPF as per financial agreement and PPA issued to SCRAM.
Selection Method	A. Requests for Bids (RFB) B. Requests for Quotations (RFQ) C. Direct Selection in rare conditions. D. Rate Contracting E. Community Procurement.	Most of the procurements will go through RFB/ RFQ to give an opportunity for competition and a wide range of competitors. Need assessment to be done and technical specifications in a range (not exactly leading to a particular brand/model). Market survey should be conducted. Direct selection only for very low value consumables for office equipment or at community procurement. Project has well

		defined Community procurement mechanism for low value community procurement.
Selection Arrangement	Open tender through Govt. E- procurement portal and GeM portal.	To ensure better market responses , Project to use need based both the online portals viz., https://mizoramtenders.gov.and https://gem.gov.in/ in for project procurement for works and goods contracts bidding respectively.
Market Approach	A. Type of Competition 1.Open 2. Advertised RFQ / RFB 3. Direct contracting (for low value) 4. Government E-Market Place (GEM) without bids. B. Number of Envelopes/Stages Both Single Envelope and two envelopes as per procurement methods and ticket size. C. Negotiations (No)	Most of these tenders are open to encouraging competition amongst suppliers in the market. Single Envelope will be used for procurement of goods under NS. Two envelopes in the case of NCB. No negotiations are allowed for procurement of goods or Works under IFAD PPF.
Pre / Post Qualification	A. Post-Qualification	Good supplier pool available as such post-qualification will be the most ideal method to be used.
Evaluation of Costs	A. Bid Price (exclusive of taxes) B. Life-Cycle Costs	Bid price substantially compliant to the specifications. Life cycle costs to be considered for capital assets like machinery (for agro processing)
Domestic Preference	No	International bidding not foreseen. All domestic suppliers (manufactured or already imported prior to supply)
Rated Criteria	Mandatory	Best evaluated price substantially responsive to requirements.

Consultancy Services Contracts:

Attribute	Selected arrangement	Justification Summary/Logic
Specifications (SECAP compliance)	Conformance	Resource efficiency Project to ensure clear provisions regarding non-discrimination and prevention of sexual harassment, exploitation and abuse have been included in all contracts with project employers, contractors and suppliers. Workers have been informed of applicable grievance and conflict resolution mechanisms provided in the workplace. When used on TA/advisory role, SECAP requirements to be adopted for final report, which has implications for downstream procurement.
Sustainability Requirements	Yes	Sustainability will be a mandatory requirement for any procurement carried out in this project.
Contract Type	A. Traditional	Most of the consultancy contracts will follow the traditional method
Pricing and costing mechanism	A. Lump Sum B. Time based	Most of the consultancy contracts will be lump sum. However, any of these methods can be used.
Supplier Relationship	A. /Collaborative	Collaborative relationship will apply in all contracts with consultants
Price Adjustments	A. Yes, beyond 24 months B. Negotiated	Both Fixed Price and negotiated contracts methods will be used. Price adjustments to be done for long term contracts beyond 24

		months. The consultant and the Client to agree on the modality of increase.
Form of Contract (Terms and Conditions)	D. State any special conditions of contract	Legal recourse to dispute resolution only after exhausting all appellate and arbitration avenues. Replacement of team at contract stage not allowed. Long term contracts, exceeding 12 months, each replacement requires Client approval. Frequent replacements lead to suspension and termination.
Selection Arrangement	Open tender though paper advertise, e publication on Govt. procurement portal and project official website.	Selection arrangements will be based on standard commercials practices to ensure transparency and fair practice,
Market Approach	A. Type of Competition 1.Open 2.Limited 3.National 5.No Competition - Direct Selection B. Number of Envelopes/Stages 1.Two Envelopes 3.Single Stage 4.Multistage C.Negotiations (Yes)	Competition is national. In very isolated cases direct selection could also be used.
Pre / Post Qualification	A. Pre-Qualification B. Post-Qualification C. Initial Selection (limited tendering.)	REOI followed by RFP based selection approach in most of the consultancy service contracts.

Consultant Selection & Evaluation Method	A. Quality Cost Based Selection (QCBS) B. Fixed Budget Based Selection (FBS) C. Least Cost Based Selection (LCS) D. Quality Based Selection (QBS) E. Consultant's Qualifications Based Selection (CQS) D. Direct Selection	All these are acceptable
Evaluation of Costs	A. Adjusted Bid Price (after negotiations)	Both methods are applicable
Domestic Preference	No	All the bidders are domestic firms.
Rated Criteria	type of criteria to be used (mandatory/desired)	Highest combined score for QCBS. Highest technical score within budget (FBS). Highest technical score with lowest financial cost. Though QBS is allowed, it is not generally used for rural development projects.
Government official (serving/retired/resigned) as part of consultancy team		If the proposed consultant is a government official, IFAD may agree on a case-by-case basis to the hiring of a government official of the Government under consulting contracts in the Borrower/Recipient country, either as an individual or as a member of the team of experts proposed by a consulting firm, only when: a) the services of the government official of the Borrower Government are of a unique and exceptional nature, or his/her participation is critical to project implementation. b) his/her hiring would not create a conflict of interest.

		c) his/her hiring does not conflict with any laws, regulations, or policies of the Government; and d) he/she is on unpaid leave of absence granted by the current government employer. The contract of the concerned government official (proposed consultant) with its government employer needs to have ended (resigned or retired) or has been halted for the duration of the assignment and an official letter from its current employer to this effect must be submitted.

Engagement of Government agencies

Memorandum of Agreement (MOA) is a form of procurement contract entered between the borrower and a party or parties of special legal status like a ministry, state agency, UN agencies or other international organizations. The MOA specifies the exact service outputs to be delivered, the delivery schedule and stipulates the corresponding service fees and payments over a specified period of time.

Used typically for specialized non-commercially operating providers of a special legal status.

The use of MOA with private firms is not permitted.

Justification to ensure the best value for money for the project compared to a competitive procurement process involving the private sector.

Payment of any kind of salary to government staff is prohibited. Their DSA/per diem, travel and related expenditures to deliver the services or activities specified in the MOA are permissible.

The MOA is written in the template (Letterhead) of the originating ministry/state entity.

The MOA cannot be legally enforced in normal courts, therefore the risk of non-compliance needs to be reduced as much as possible.

Clear payment modalities (time-based or output-based) and payment schedule needs to be included with a high last (final) payment subsequent to full delivery and acceptance.

158. The MOA should automatically terminate after its expiry (maximum 12 months) and without any automatic extension. If needed, the MOA can be extended beyond 12 months but any extension is subject to positive performance evaluation and completion of identified deliverables. Delay in performance should not be a reason for extension beyond 12 months.

159. Initial engagement and extension is subject to IFAD prior review irrespective of value and must be supported with a strong justification why entering into a MOA with the designated entity represents the best option and best value for money for the project compared to a competitive procurement process.

Contract Management

160. It is to be understood that procurement actions do not end when the contract or purchase order is signed. The contractual obligations to be followed up systematically till the intended results are achieved as a result of procurement and cessation of all legal obligations as per the provisions of the contract with the parties.
161. During the course of contract administration, the receipt of goods/works as per the technical specifications agreed to be monitored and any shortfall/shortcomings to be informed to the supplier and made good. For Consultancy services, the contract management acquires importance as any delay in achievement of deliverables as per the timeline agreed, impact the project implementation. As per the Responsibility Matrix of PSU Staff (as included in PIM) the contracts to be closely monitored for satisfactory performance and occurrence of any force majeure conditions. Each payment to the consultancy services should be properly validated against the contract provisions and deviations should be communicated to the party, in writing. If unsatisfactory performance continues, appropriate actions to be initiated with strict adherence to the contract. In consultancy contracts, replacement of team members should not be authorized within 12 months except under extraneous or medical conditions. Frequent change of staff with or without justification should be viewed as non-performance and action to be initiated for reduction in management cost and/or suspension/termination of contracts following due process.
162. All disputes related to the contract should be resolved through mutual consultation and if unresolved disputes persist, arbitration process, as per the national law, should be initiated. All contractors should sign an undertaking that without exhausting the arbitration procedures, no judicial intervention should be proceeded. The results of arbitration will be subject to judicial review.
163. The end date of the contracts should be closely monitored and if any amendment/extension is warranted, these should be taken up sufficiently in advance. Amendment or extension of contracts, which lapsed, should be strongly discouraged.
164. The Project shall provide and update the project contracts data through OPEN.

Procurement Audit

165. Procurement is one of the key driver in project implementation. The procurement management is a process that describes how the public resources should be managed until the closure of the contract, to obtain project objectives. These include preparing the independent estimates, constraints, assumptions, procurement documents, bidding and sourcing of suppliers/technical assistance/consultancy services.

166. A procurement audit is a project management process that reviews different contracts and contracting processes to determine the completeness, efficiency as well as the accuracy and transparency of the procurement process. It is a structured review that stems from the planning of procurement process through the procurement cycle.

167. The objective of this particular process is to determine the success and failures that require acknowledgement during the implementation which would inform the Project management to resolve problem areas of internal control.

168. Procurement audit is basically a method in project management that formally evaluates the performance of the procurement processes being practiced. It is also used to create a record that can be used to shape and streamline the procurement practices of the organization.

169. It is to be understood that the internal audit team which performs the procurement audit function should deploy qualified persons with procurement skills and experience. The ToR should identify the methodology and sampling checks and tools for compliance. The procurement audit observations and the management responses to resolve these should be submitted to IFAD and placed before the Project Management Committee or Project Steering Committee.

Procurement Capacity Development

170. The procurement staff engaged for the project should have benchmark qualifications and skills. No staff should be engaged without the benchmark skills.

171. The capacity of the procurement staff will be augmented in the following manner:

172. Senior Procurement Specialist and the Assistant Manager Procurement s should be nominated for the Training Programme on Project Procurement (Basic and Advanced) conducted by Arun Jaitley National Institute of Financial Management within 3 months of engagement.
173. ITC/ILO has a project procurement training programme (Blend of online and offline), BUILDPROC. BUILDPROC is a capacity-building programme in procurement for agricultural and rural development. The cost of the programme would be borne by the project resources. To retain the talent, the PSU may specify minimum number of years of service to be completed, beyond certification.
174. IFAD India Country Office will conduct additional need-based training programmes through its staff and accredited procurement consultants.

Procurement Supervision Plan

175. IFAD will field an annual Supervision Mission to the project and the Procurement Specialist in the mission among other issues will (i) review the procurement contracting

and implementation processes and timeliness and appropriateness of procurement actions; (ii) assess contract administration and management procedures and review the completeness and updated nature of contract data in the Contract Monitoring Tool; (iii) determine whether adequate systems are in place for procurement planning, implementation and monitoring, and whether procurement documentation and records (including securities) are maintained as per required standards and can be relied upon.

176.

177. In view of the elevated risks and capacity challenges, the supervision plan shall include post and prior review arrangements referenced in the Project Procurement Arrangement, Internal Audit of activities BLDA PSU and the implementation sub-units. This shall also include review and assessment of training deliverables and outputs under Component 1 and Component 2.

178.

179. In addition to the annual Supervision Mission, IFAD India Country Office will also organise a Startup workshop within 2 months from entry into force. Procurement workshop will be either part of the start-up workshop or will be separately organised within two months from entry into force.

180.

181. Additional specific ad hoc support missions will also be fielded by IFAD.

182.

Annexure 4: SECAP and Procurement Actions.

Environmental and Social Safeguards			
Biodiversity conservation	**Risk Rating**	**Consequence Guidance for Project SPOs**	
1.8 Will the project involve or lead to procurement through primary suppliers of natural resource materials (wood, gravel,	Moderate	**Moderate** Project will require procurement of natural resources through primary suppliers, and resource extraction is tightly	No major construction is envisaged in this project. However, depending on the type of construction project in discussion with SPIU , adequate requirement as part of bid document will be incorporated. This provision does

sand, etc.)?		regulated.	not need to be incorporated for types of construction work or activities where it is not feasible to obtain nor identify sources of materials in remote rural locations.
Resource Efficiency and Pollution Prevention	**Risk Rating**	**Consequence**	**Guidance for Project**
2.1 Could the project involve or lead to the release of pollutants to the environment (on and off farm) due to routine or non- routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Low	**Minor** Pollutants may be released, either routinely or by accident, but treatment systems are proven, verified and affordable. Receiving environment has absorptive capacity.	Low risk. No mitigation action envisaged

Environmental and Social Safeguards			
2.4 Will the project develop or rehabilitate irrigation schemes and/or involve or lead to significant extraction, diversion or containment of surface or ground water? (For example, construction of dams, reservoirs, river basin developments, groundwater	Moderate	**Moderate** The project will need a considerable amount of groundwater or surface water. This will require a minor extension of existing sources. This will include	No major construction is envisaged in the project, however, depending on the type of construction, adequate requirements should be included in the technical specifications of bid documents.

extraction)		development or rehabilitation of small-scale irrigation schemes below 300 ha per scheme.	Bid evaluation criteria to favour ethical and efficient use of raw materials when feasible.
2.5 Will the project involve the use of agrochemicals (pesticides, fertilizers, and other modifying agents) which have potential to pollute soils and water bodies or cause other negative impacts?	Moderate	**Moderate** The project will require use of fertilizers, pesticides and/or other modifying agents, but options are available to replace polluting fertilizers and/or pesticides with alternatives. The adaptive capacity of the environment is high, which should ameliorate most potential pollution problems.	Included in the technical specifications that the project will only use approved pesticides and respect WHO-FAO codes for safe labelling, packaging, handling, storage, application and disposals of pesticides. Include the list of approved pesticides in the tender documents.

2.6 Will the project involve or lead to primary production of living natural resources through cultivation or rearing of plants, annual and perennial crop farming, etc.?	Moderate	**Moderate** Project will be fully dependent on production of living natural resources. Project will be sited in an existing agricultural area, with low environmental and/or social sensitivity.	While major construction is not anticipated, the project will tailor bid documents in consultation with the State Procurement Management Unit (SPIU) to include appropriate requirements promoting ethical and efficient utilisation of raw materials, depending on the type of construction or activity involved. However, such provisions are unnecessary for construction work or activities in remote rural areas where significant usage of raw materials, energy, and/or water is not identified. Additionally, an impact assessment tool will be developed to assess water usage based on the type of construction or activity, facilitating the identification and management of water resources accordingly.

Environmental and Social Safeguards			
2.7 Will the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	Moderate	**Moderate** A significant component of the project will be focused on forestry, and this aspect is well regulated. Proposed project activities do not have major negative impacts and will be implemented through recognized certification/regulation. Environmental and/or social negative impacts are manageable.	Mostly through community groups. Ref to ESMF implementation (subprojects)
Cultural Heritage	**Risk Rating**	**Consequence**	**Guidance for Project**
3.1 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse	Low	**Minor**	Low risk. No mitigation action envisaged

impacts)			
3.2 Could the project involve or lead to excavations, demolitions, movement of earth, flooding or other environmental changes in an area that is considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or intangible forms of culture (e.g. knowledge, innovations, practices) or contains features considered as critical cultural heritage?	Low	**Minor**	Low risk. No mitigation action envisaged
3.3 Could the project involve or lead to alterations to landscapes and natural features with cultural significance?	Low	**Minor** The project causes short-term and spatially limited alterations to landscapes. Rehabilitation is straightforward.	Low risk. No mitigation action envisaged

3.4 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Moderate	**Moderate** The project could be located in an area with cultural heritage value and involves commercial use of cultural heritage. The process of consultations with stakeholder groups is clearly defined.	As applicable the project will include a requirement for bidder qualifications previous experience in carrying out works in areas that have cultural heritage. Contract clauses to include safeguards to protect chance finds. Provision to be incorporated in consultation with SPIU/DPIU Involve community or community-based organization in the process and to use knowledge.
Indigenous peoples	**Risk Rating**	**Consequence**	**Guidance for Project**
4.2 Could the project adversely affect indigenous people's rights to traditionally owned or otherwise occupied and used lands, territories, waters, coastal seas and other resources and/or livelihood systems?	Moderate	**Moderate** Temporary loss of access to indigenous land, assets and resources due to project activities is expected.	Following document are in place and validated ● MoU with Village Council ● FPIC agreement minutes ● PLUP map of village

Environmental and Social Safeguards

4.3 Could the project result in the utilization and/or commercial development of natural resources on lands and territories inhabited by indigenous peoples?	Moderate	**Moderate** The project will involve the utilization and/or commercial development of natural resources on lands and territories inhabited by indigenous peoples. The consultation process with indigenous groups is clearly defined.	Following document are in place and validated ● MoU with Village Council ● FPIC agreement minutes ● PLUP map of village
Labour and Working Conditions	**Risk Rating**	**Consequence**	**Guidance for Project**
5.1 Could the project operate in sectors or value chains where there have been reports of discriminatory practices and the lack of equal opportunity (for disadvantaged and vulnerable workers, including women, children of working age, migrants and persons with disabilities), denial of freedom of association and collective bargaining, labour migrants?	Low	**Minor**	Low risk. No mitigation action envisaged
5.2 Could the project operate in a value chain where there have been reports of forced labour? Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant	Low	**Minor**	Low risk. No mitigation action envisaged

workers is uncertain.			
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	Low	**Minor**	Low risk. No mitigation action envisaged
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: "OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.")	Moderate	**Moderate** The project will operate in a sector, area, or value chain where workers are occasionally exposed to OSH risks, and where regulation is known to be weak or non-existent. However, there is no evidence of illness or death.	Project to include contract clauses for OSH measures to protect project's workers from injury, illness or impacts encountered in the workplace or while working to be included contract provision Bid evaluation criteria to favour contractors with a high- quality Health and Safety Management Plan (HSMP) may be introduced as applicable in consultation with SPIU for specific value chain actors based on assed risk factors and exposure. Provisions to be incorporated

			in consultation with SPIU
Community Health, Safety and Security	**Risk Rating**	**Consequence**	**Guidance for Project**
6.1 Could the project lead to and or be at risk from water- borne, zoonotic or vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases?	Moderate	**Moderate** The project will be situated in an area where there is past evidence of negative impacts from water-borne, zoonotic or vector-borne diseases, or communicable/ non-communicable diseases, but where regulation or containment of these impacts has been shown to be effective. Project activities could lead to moderate risks of water-borne, zoonotic or vector-borne diseases (e.g.	Ref to to incorporate provision based ESMF and ESMP

		temporary breeding habitats), and/or communicable and non-communicable diseases.	

Environmental and Social Safeguards			
6.3 Will the project involve the construction or rehabilitation of dams?	Low	**Minor** The project will involve the rehabilitation of dam(s) and/or reservoir(s) meeting at least one of the following criteria: - less than 10 metre high wall; - less than 300m long crest; or - less than 1 million m3 reservoir capacity.	Low risk. No mitigation action envisaged

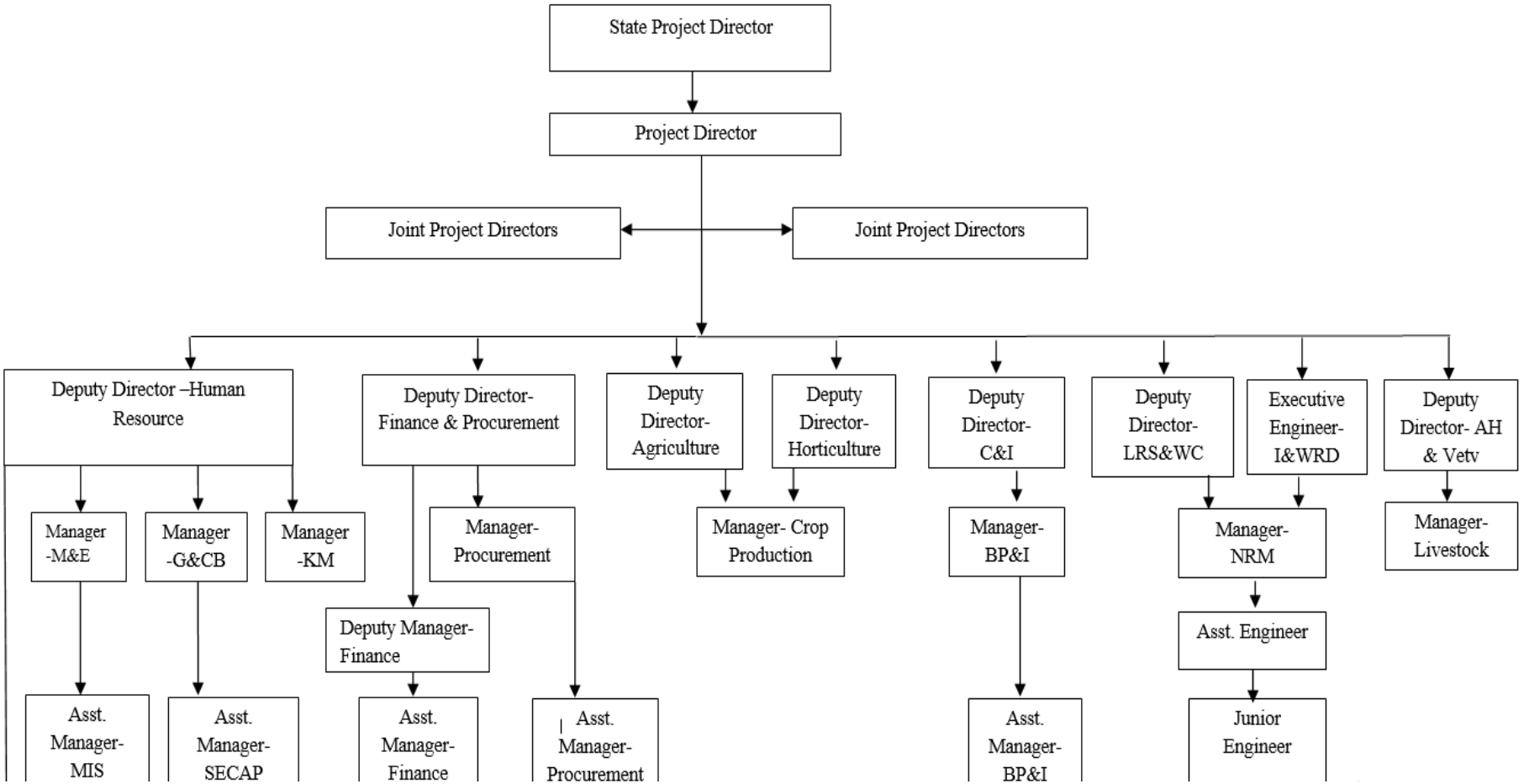
6.4 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Low	**Minor** The project will have only minor involvement with the transport, storage, and use and/or disposal of hazardous or dangerous materials, and regulation of hazardous materials is effective.	Low risk. No mitigation action envisaged
6.5 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Low	**Minor** The project may lead to minor changes to community dynamics but no serious cases of gender-based violence and/or sexual exploitation are expected. Gender-based violence protocols in place	Low risk. No mitigation action envisaged
6.6 Will the project construct, rehabilitate or upgrade rural roads and/or lead to increases in traffic or alteration in traffic flow?	Low	**Minor** The project will result in minor increases to traffic volume. Only minor increase in risk of injury or death.	Low risk. No mitigation action envisaged

6.7 Could the project lead to an influx of project workers?	Low	**Minor** The project will require the employment of new labour, but workers can be sourced from local communities, and so influx is kept to a minimum, and risks are effectively managed.	Low risk. No mitigation action envisaged
6.8 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	Low	**Minor** A small number of security personnel will be required, but they are well trained, and protocols are in place.	Low risk. No mitigation action envisaged
Physical and economic resettlement	**Risk Rating**	Consequence	**Guidance for Project**
7.4 Could the project result in adverse impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Moderate	**Moderate** The project will result in moderate changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse and other forms of arbitration/conflict resolution	Subprojects (Infrastructure funded by Investment grant) to incorporate provision based ESMF and ESMP in reference to national and/or provincial guidelines. Work commencement conditional to satisfactory implementation of RAP by SPIU/DPIU and

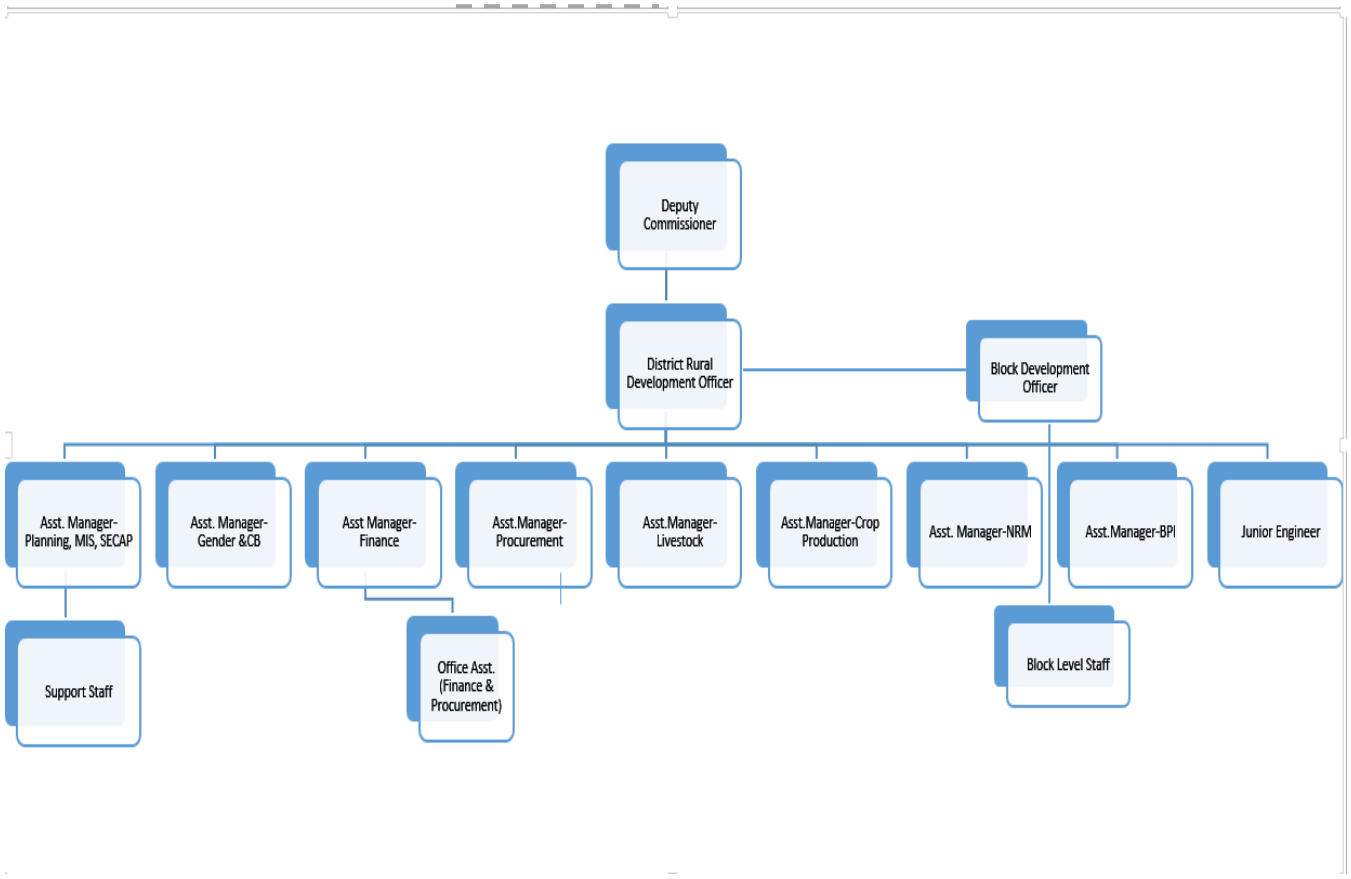
		are available.	Local Government (Village), as certified by the supervision engineer. Procedure to the outlines in PIM for each subproject

Appendix 4: Organizational charts - **State PIU Level**

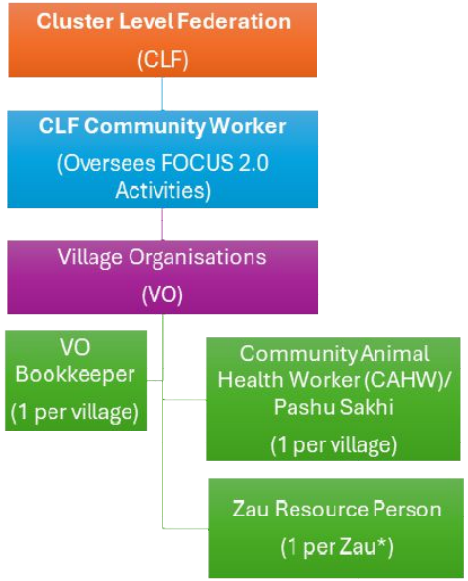
State Project Implementation Unit structure



District PIU Level



Village Level



Appendix 5:

A. Project Management ToRs (Seconded Staff from Government of Mizoram)

Terms of Reference (SPD)	
Type	State Project Director
Division	SCRAM
Role	Head of the SCRAM
Location	Aizawl (Mizoram)
Reports to	Secretary Planning and Programme Implimentation Department
General description of task(s) and objectives to be achieved	

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The State Project Director (SPD), SCRAM, will provide strategic leadership and high-level oversight for the effective implementation of the FOCUS 2.0 project in Mizoram. Reporting directly to the Secretary, Planning and Programme Implementation Department, the SPD will act as the primary liaison between the Government of Mizoram and project stakeholders, ensuring coordination, alignment with state priorities, and responsive governance.

Key objectives include:

- Ensuring that project activities align with state development priorities and policy frameworks.

- Facilitating timely, data-driven decision-making to support effective implementation.
- Promoting cross-departmental convergence and integration with key Centrally Sponsored Schemes (CSS).
- Utilising SCRAM as a Special Purpose Vehicle (SPV) to strengthen implementation efficiency at the field level.
- Supporting the achievement of the Project Development Objective (PDO) of FOCUS 2.0, particularly in advancing market-led production systems and improved rural livelihoods.

III. Roles and responsibilities

A. Strategic Leadership and Coordination

- Provide overall strategic direction to the FOCUS 2.0 project and ensure alignment with state policies and IFAD's objectives.
- Serve as the principal interface between the Government of Mizoram, IFAD, and other key stakeholders.
- Lead high-level coordination with line departments to leverage convergence with Centrally Sponsored Schemes (CSS) and other initiatives.
- Chair Project Management Committee (PMC) meetings and ensure follow-up on decisions.

B. Oversight and Governance

- Ensure that project implementation adheres to the Financing Agreement and related legal instruments.
- Supervise execution of Subsidiary Agreements/MoUs with implementing partners including government departments, academic institutions, NGOs, and private sector actors.
- Provide policy guidance and administrative oversight to the State Project Implementation Unit (SPIU) and District State Project Implementation Units (DPIUs).

C. Financial Management and Fund Flow

- Oversee the inclusion of project budgets in the State's annual budget planning cycle.
- Ensure timely release of funds to various levels (SPIU, DPU, CLF, VO) in accordance with project financial protocols.
- Exercise financial signatory powers in line with government and project financial rules.

D. Human Resources and Institutional Capacity Building

- Guide recruitment of SPIU and DPU staff and ensure deployment of qualified personnel.

- Promote institutional capacity development of SCRAM, community-based organisations, and other stakeholders.
- Foster an enabling environment for staff performance, training, and retention.

E. Reporting and Communication

- Ensure timely submission of progress reports to IFAD and Government of India/State, including participation in DEA-led review portfolio reviews (Tripartite Portfolio Review Meetings)
- Communicate key achievements, risks, and milestones to state leadership and other stakeholders.
- Promote transparency and accountability in project operations.

F. Risk Management and Adaptive Implementation

- Identify risks to project performance and develop mitigation strategies in consultation with the SPIU and IFAD.
- Promote adaptive management practices based on real-time learning, stakeholder feedback, and M&E findings.

G. Stakeholder Engagement and Indigenous Peoples

- Uphold IFAD's principles of engagement with Indigenous Peoples and ensure inclusion of vulnerable groups.
- Promote partnerships with civil society, academic institutions, and private sector actors to enhance service delivery and innovation.

Qualifications and timeline

IV. Required qualifications and experience

Indian Administrative Services (IAS) Officer with minimum 7 years of experience. Joint Secretary Level

V. Duration and timeline

The position is envisaged for the entire project period i.e six years.

Terms of Reference(PD)	
Type	Project Director
Division	SCRAM
Role	Project Director SCRAM
Location	Aizawl (Mizoram)

Reports to	SPD Project Director (SCRAM)

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasises convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Project Director, SCRAM, will report to the State Project Director and be responsible for the overall delivery and day-to-day management of FOCUS 2.0 in Mizoram. The PD will ensure effective implementation across all components of the project, coordinating closely with the State Project Implementation Unit (SPIU), District State Project Implementation Units (DPIUs), partner agencies, and line departments. The PD will work under the strategic guidance of the State Level Project Steering Committee (SLPSC) and the State Level Project Management Committee (SLPMC), and will be accountable for ensuring quality, timeliness, and impact of all project activities in line with the Financing Agreement, Project Implementation Manual (PIM), and relevant safeguards and inclusion strategies.

III. Roles and responsibilities

A. Project Implementation and Coordination

- Guide and supervise project implementation as per the Financing Agreement, PIM, AWPB, and project strategies on poverty, gender, youth, and Indigenous Peoples.
- Ensure convergence and collaboration with key state departments such as Horticulture, Rural Development, Forests, AH&V, Women and Child Development, and others.
- Facilitate integration of project activities with national and state flagship schemes such as

MGNREGS, PMKSY, Mudra Yojna, KCC, etc.
- Promote inclusive and participatory planning, ensuring active involvement of women and youth

B. Operational Management and Administration

- Lead day-to-day administration of the SPIU, ensuring alignment with project goals, policies, and operational standards.
- Supervise SPIU staff, assess performance, ensure capacity development, and foster a high-performing, accountable team culture.
- Liaise with District State Project Implementation Units (DPIUs), Line Departments, Technical Support Agencies, NGOs, and financial institutions for smooth coordination and delivery.
- Work closely with Joint Project Directors and Deputy Directors deputed and seconded from various line departments to ensure effective coordination, alignment, and convergence across SPIU, DPIUs, and village-level institutions.
- Manage and coordinate with Technical Service Providers (TSPs) with support from Deputy Directors and Thematic area managers

C. Financial Management and Procurement

- Assume direct responsibility for managing the project budget, ensuring:
    - Timely and appropriate disbursement of funds.
    - Compliance with approved financial plans and IFAD's fiduciary standards.
    - Maintenance of accurate accounting records and timely submission of financial reports.
- Oversee financial operations of implementing partners and ensure timely submission of reimbursement claims (Withdrawal Applications).
- Supervise procurement processes and ensure adherence to procurement guidelines and timelines.

D. Planning, Monitoring and Reporting

- Lead preparation and consolidation of the Annual Work Plan and Budget (AWPB), including monthly targets and deliverables.
- Ensure timely submission of key deliverables such as:
    - Annual Progress Reports
    - Half-yearly Progress Reports
    - RMF/Logframe updates
    - Outcome Surveys, Baseline/Midline/Endline studies

- Use monitoring data for adaptive planning, course correction, and reporting to government and IFAD.
- Ensure regular field visits and participatory reviews to support evidence-based decision-

making.

E. Human Resources and Capacity Building

- Oversee all HR-related matters including staff recruitment, deployment, performance evaluation, and training at SPIU and DPU levels in close collaboration with the SPD
- Assess and regularly review the training and capacity-building needs of staff at the SPIU, DPIU, and Block levels to ensure they possess the necessary skills and competencies to effectively deliver project interventions at the grassroots level.

F. Knowledge Management and Communication

- Lead the KM and Communication work with the team to:
    - Organise workshops, trainings, and learning events to share lessons and promote cross-learning within and outside the project.
    - Ensure communication and dissemination of success stories, innovations, and best practices across the project landscape and with key stakeholders.
- Contribute to state and national-level dialogues on sustainable agriculture and rural livelihoods.

F. Compliance and Safeguards

- Ensure adherence to IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP) and other safeguards.
- Lead compliance with gender, social inclusion, and Indigenous Peoples policies across all project interventions
- Lead compliance pertaining to Finance and Procurement

G. Liaison and Coordination with stakeholders

- Maintain close coordination with IFAD, DEA, and Government of Mizoram, ensuring smooth flow of information and timely submissions of all required reports and documentation.
- Facilitate supervision missions, reviews, and audits, and follow up on implementation of agreed actions.

Qualifications and timeline

IV. Required qualifications and experience

- **Joint Director and above** ranking official from any of the line department working/supporting FOCUS 2.0
- Prior Experience with EAP project must

V. Duration and timeline

The position is envisaged for the entire project period i.e six years.

Terms of Reference	
Type	Joint Project Director – Planning and Project Implementation)
Division	SCRAM
Role	Convergence Officer
Location	Aizawl (Mizoram)
Reports to	State Project Director and Project Director (SCRAM)

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

, FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasises convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The **Convergence Officer** will be seconded from the Planning and Programme Implementation Department, Government of Mizoram, to strengthen inter-departmental coordination and ensure effective convergence of Central Sector Schemes (CSS), State Sector Schemes (SSS), and Externally Aided Projects (EAPs) across the state. As a core member of the **Society for Climate Resilient Agriculture in Mizoram** (SCRAM), the officer will play a key role in facilitating integrated planning, improving fund utilisation, and ensuring strategic alignment between FOCUS 2.0 and broader state-led initiatives, including Bana-Kaih interventions. The officer will report jointly to the SPD and the PD, and will lead the Monitoring & Evaluation (M&E), Knowledge Management (KM), and Safeguards team to ensure timely, evidence-based reporting and planning that meets both Government of Mizoram and IFAD standards.

III. Roles and responsibilities

A. Strategic Convergence and Institutional Coordination

- Facilitate convergence between FOCUS 2.0 and relevant Central Sector Schemes and EAPs to optimise resource utilisation and deliver integrated services at the village level.
- Ensure that SCRAM, in its SPV role, proactively supports line departments in planning, coordinating, and executing development interventions with FOCUS 2.0 as a complementary anchor.
- Foster stronger collaboration between the SPIU, DPIUs, and seconded officers from key line departments (Agriculture, Horticulture, Planning, Animal Husbandry, Rural Development, etc.) to align planning, implementation, and reporting processes.
- Liaise with senior officials across the government system to ensure institutional alignment and policy coherence in project implementation.

B. Oversight of M&E, KM, and Safeguards

- Lead and supervise the M&E, KM, and Safeguards team comprising the M&E Manager, Managers (KM & Communication, Gender &Capacity Building), and Assistant Managers (MIS, SECAP).
- Oversee performance management of the M&E team, ensuring timely reviews of updates provided by the Assistant Manager (Planning, M&E and SECAP) through the Deputy Commissioner (Head of DPIU)o support robust planning and evidence based decision making.
- Ensure timely and high-quality reporting (progress reports, logframe indicators, ORMS updates) to IFAD and GoM in accordance with agreed schedules and templates.
- Provide strategic guidance for the integration of SECAP compliance, social inclusion, and gender considerations in project planning, monitoring, and reporting.

C. Planning and Evidence-Based Decision Making

- Lead coordination and consolidation of the Annual Work Plan and Budget (AWPB), ensuring integration of convergence plans and setting of measurable targets.
- Promote use of evidence from field data, evaluations, and participatory reviews to inform mid-course corrections and adaptive management.
- Strengthen feedback loops between field institutions, DPIUs, and the SPIU to enhance responsiveness, transparency, and accountability.

D. Capacity Building and Technical Support

- Assess capacity gaps and technical support needs of M&E and convergence teams at SPIU, DPIU, and Block levels.
- Oversee targeted training initiatives are implemented through consultation with PD/SPD

- Provide guidance on integration of MIS and knowledge systems across departments to promote shared understanding of project progress and bottlenecks.

E. Learning, Communication and Policy Support

- Support documentation and dissemination of good practices, convergence models, and innovations to inform broader policy and planning at the state level.
- Coordinate with IFAD and GoM supervision missions and ensure SCRAM's representation reflects accurate project performance and strategic direction.

Qualifications and timeline

IV. Required qualifications and experience

- **Not below the rank of Deputy Direcor** official from Planning and Programme Implementation Department with minimum 15 years of service and
- Prior Experience with EAP project must

V. Duration and timeline

The position is envisaged for the entire project period i.e six years.

Terms of Reference	
Type	Joint Project Director-Operations
Division	SCRAM
Mode of engagement	Deputation
Role	Operations
Location	Aizawl (Mizoram)
Reports to	Project Director (SCRAM)
General description of task(s) and objectives to be achieved	

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasises convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project is implemented by the Planning and Programme Implementation Department in Mizoram and focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Joint Project Director-Operations, SCRAM, will report to the Project Director and be responsible for the overall delivery and day-to-day management of FOCUS 2.0 in Mizoram. The JPD will ensure effective implementation across all components of the project, coordinating closely with the Project Management Unit (SPIU), District Project Management Units (DPIUs), partner agencies, and line departments. The JPD will work under the strategic guidance of the Project Director, State Level Project Steering Committee (SLPSC) and the State Level Project Management Committee (SLPMC), and will be accountable for ensuring quality, timeliness, and impact of all project activities in line with the Financing Agreement, Project Implementation Manual (PIM), and relevant safeguards and inclusion strategies.

III. Roles and responsibilities

A. Project Implementation and Coordination

- Guide and supervise project implementation as per the Financing Agreement, PIM, AWPB, and project strategies on poverty, gender, youth, and Indigenous Peoples.
- Ensure convergence and collaboration with key state departments such as Horticulture, Rural Development, Forests, AH&Vety., Women and Child Development, and others.
- Facilitate integration of project activities with national and state flagship schemes such as MGNREGS, PMKSY, Mudra Yojna, KCC, etc.
- Promote inclusive and participatory planning, ensuring active involvement of women and youth

B. Operational Management and Administration

- To hold the fort of the Project in the absence of the Project Director.
- Overview the works and reports from various thematic lines to mitigate the Project Director's role.
- Assisting the PD in day-to-day administration of the SPIU, ensuring alignment with project goals, policies, and operational standards.
- Supervise SPIU staff, assess performance, ensure capacity development, and foster a high-performing, accountable team culture.
- Liaise with the Deputed Project Officers in SPIU, District Project Management Units (DPIUs), Line Departments, Technical Support Agencies, NGOs, and financial institutions for smooth coordination and delivery.
- Work closely with the Deputed Project Officers seconded from various line departments to ensure effective coordination, alignment, and convergence across SPIU, DPIUs, and village-level institutions.
- Manage and coordinate with Technical Service Providers (TSPs) with support from Line Departments Officers and Thematic area managerial staff.

C. Financial Management and Procurement

- Financial authorization in the absence of PD for timeliness and smooth function of the Project.
- Assume direct responsibility for managing the project budget, ensuring:
    - Timely and appropriate disbursement of funds.
    - Compliance with approved financial plans and IFAD's fiduciary standards.
    - Maintenance of accurate accounting records and timely submission of financial reports.
- Oversee financial operations of implementing partners and ensure timely submission of reimbursement claims (Withdrawal Applications).
- Supervise procurement processes and ensure adherence to procurement guidelines and timelines.

D. Planning, Monitoring and Reporting

- Assist in the preparation and consolidation of the Annual Work Plan and Budget (AWPB), including monthly targets and deliverables.
- Ensure timely submission of key deliverables such as:
    - Annual Progress Reports
    - Half-yearly Progress Reports
    - RMF/ Log-frame updates
    - Outcome Surveys, Baseline/Midline/Endline studies
- Use monitoring data for adaptive planning, course correction, and reporting to government and IFAD.
- Ensure regular field visits and participatory reviews to support evidence-based decision-making.

E. Human Resources and Capacity Building

- Review and report to the PD in all HR-related matters including staff recruitment, deployment, performance evaluation, and training at SPIU and DPIU levels in close collaboration with the SPD and PD
- Assess and regularly review the training and capacity-building needs of staff at the SPIU, DPIU, and Block levels to ensure they possess the necessary skills and competencies to effectively deliver project interventions at the grassroots level.

F. Knowledge Management and Communication

- Lead and supervise the Knowledge Management, Gender and Capacity Building and Safeguards team.
- Provide strategic guidance for the integration of SECAP compliance, social inclusion, and gender considerations in project planning, monitoring, and reporting.

G. Compliance and Safeguards

- Ensure adherence to IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP) and other safeguards.
- Steer compliance with gender, social inclusion, and Indigenous Peoples policies across all project interventions
- Responsible for the compliance with Grievance Redressals and Right to Information Act (RTI).

H. Liaison and Coordination with stakeholders

- Maintain close coordination with IFAD, DEA, and Government of Mizoram, ensuring smooth flow of information and timely submissions of all required reports and documentation.
- Facilitate supervision missions, reviews, and audits, and follow up on implementation of agreed actions.

Qualifications and timeline

IV. Required qualifications and experience

- **Joint Director and above** ranking official from the State Government with minimum 8 years of service in administrative division.
- Prior Experience with EAP project or any other Centrally Sponsored Schemes.

V. Duration and timeline

The position is envisaged for the entire project period

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Terms of Reference	
Type	Deputy Director – Horticulture Department
Division	SCRAM
Role	Support to Agriculture and Horticulure Division
Location	Aizawl (Mizoram)
Reports to	State Project Director and Project Director (SCRAM)

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Deputy Director – Horticulture will serve as the thematic lead for Agriculute, horticulture and high-value crop interventions under the FOCUS 2.0 project, providing strategic direction, technical oversight, and quality assurance. Seconded from the Department of Horticulture, Government of Mizoram, the officer will ensure close coordination and convergence with departmental projects, technical standards, and schemes. The objective is to strengthen the

delivery and scalability of market-led horticulture models across the identified Zau clusters and ensure alignment with both state priorities and project goals.

III. Roles and responsibilities

A. Technical Planning and Advisory

- Lead the technical implementation, and scale-up of horticulture-related interventions across Zau clusters, focusing on climate-resilient and market-aligned practices (as per the initial guidance from PIM)
- Advise on crop selection, production techniques, integrated pest/nutrient management, and sustainable input use in consultation with research and extension institutions.
- Provide technical inputs for the preparation and updating of cluster-specific cropping plans.

B. Oversight of M&E, KM, and Safeguards

- Supervise the M&E, KM, and Safeguards team comprising the M&E Manager, Deputy Managers (KM & Communication, Gender & Social Inclusion), Assistant Managers (MIS, SECAP), and Data Analyst.
- Ensure robust performance management of the M&E team and review regular updates received from Assistant Manager Planning through District Project Managers for use in project decision-making.
- Ensure timely and high-quality reporting (progress reports, logframe indicators, ORMS updates) to IFAD and GoM in accordance with agreed schedules and templates.
- Guide the integration of SECAP compliance, social inclusion, and gender considerations in project planning, monitoring, and reporting.

C. Planning and Evidence-Based Decision Making

- Lead coordination and consolidation of the Annual Work Plan and Budget (AWPB), ensuring convergence plans are embedded and targets are measurable.
- Promote use of evidence from field data, evaluations, and participatory reviews to inform mid-course corrections and adaptive planning.
- Ensure robust feedback mechanisms between field institutions, DPIUs, and the SPIU to enhance responsiveness, transparency, and accountability.

D. Capacity Building and Technical Support

- Assess capacity gaps and technical support needs of M&E and convergence teams at SPIU, DPIU, and Block levels and ensure targeted training projects are implemented through consultation with PD/SPD
- Provide guidance on integration of MIS and knowledge systems across departments to promote shared understanding of project progress and bottlenecks.

E. Learning, Communication and Policy Support

- Support documentation and dissemination of good practices, convergence models, and innovations to inform broader policy and planning at the state level.
- Coordinate with IFAD and GoM supervision missions and ensure SCRAM's representation reflects accurate project performance and strategic direction.

Qualifications and timeline

IV. Required qualifications and experience

- **Not below the rank of Deputy Director** ranking official from Planning and Programme Implementation Department with minimum 15 years of service and
- Prior Experience with EAP project must

V. Duration and timeline

The position is envisaged for the entire project period i.e six years.

Terms of Reference

Type	Deputy Director – Land Resources and Soil Water Conservation
Division	SCRAM
Role	Support to Natural Resource Management Aspects
Location	Aizawl (Mizoram)
Reports to	State Project Director and Project Director (SCRAM)

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Deputy Director – LR&SWC will be seconded to SCRAM to provide strategic and technical leadership on land resource management and soil and water conservation under the FOCUS 2.0 project. The officer will ensure that NRM interventions are integrated effectively into project implementation, support convergence with departmental schemes and Central Sector Schemes, and contribute to climate-resilient agriculture across project areas

III. Roles and responsibilities

A. Strategic Planning and Technical Guidance

- Support the development and refinement of the project's natural resource management strategy, with emphasis on soil and water conservation (SWC), irrigation, and sustainable land use practices tailored to Mizoram's hilly terrain.
- Provide technical inputs on SWC and irrigation for the Annual Work Plan and Budget (AWPB), ensuring integration of interventions across Zau-based production clusters and alignment with district and village-level planning processes.
- Contribute to the review and appraisal of micro-plans and land use plans, ensuring that SWC and NRM activties are context-specific, climate-resilient, and reinforce the productivity goals of Zau clusters.
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B. Implementation Support

- Supervise the implementation of NRM-related activities including contour trenching, bunding, terracing, water harvesting, and small-scale irrigation works, in close coordination with Sr. Engineer (Irrigation and Water Resources Department), DPIU staff and community institutions.
- Ensure that SWC and irrigation interventions are appropriately designed and executed to enhance the sustainability and productivity of Zau cluster farming systems.
- Coordinate with line departments, technical experts, and field teams to ensure convergence and technical consistency in the implementation of land resource and irrigation components within Zau-based clusters.

C. Convergence and Coordination

- Strengthen convergence between FOCUS 2.0 and departmental projects of LR&SWC, MGNREGS, IWMP, Jal Shakti Abhiyan, and CSS with NRM relevance. Support-Coordinate with Convergence officer for seamless collaboration with line departments.
- Liaise with other line departments, district officials, and local bodies to integrate and harmonise interventions for improved resource utilisation.
- Ensure SCRAM's role as a Special Purpose Vehicle is leveraged to mobilise co-financing and technical inputs for NRM-related investments.

D. Quality Assurance and Monitoring

- Ensure adherence to technical standards, quality norms, and environmental safeguards in NRM activities.
- Conduct field reviews and technical supervision visits to assess implementation quality and provide corrective guidance.
- Monitor progress against physical and financial targets set in the AWPB and provide inputs to the M&E and MIS teams for reporting.

E. Capacity Building and Institutional Support

- In collaboration with Manager NRM , Design and coordinate training and capacity building for project and field-level staff, including ZRPs, and user groups, on SWC and sustainable land use practices.
- Promote community ownership and sustainability through participatory planning and implementation of NRM works.
- Document innovations, best practices, and case studies for cross-learning and policy inputs.

F. Safeguards

- Ensure NRM interventions are climate-resilient, environmentally sound, and socially inclusive, in line with IFAD's SECAP standards.
- Align activities with the Environmental and Climate Management Framework (ECMF) developed during design, ensuring adherence to safeguards and mitigation measures.
- Support implementation of the Stakeholder Engagement Plan and ensure Free, Prior, and Informed Consent (FPIC) where applicable.
- Promote gender-sensitive and inclusive approaches, ensuring active participation of marginalised communities in NRM planning and execution.

Qualifications and timeline

IV. Required qualifications and experience

- **Not below the rank of Deputy Director** official from LR&SWC ion Department with minimum 15 years of service and
- Prior Experience with EAP project must

V. Duration and timeline

The position is envisaged for the entire project period i.e six years.

Terms of Reference	
Type	Deputy Director – Animal Husbandry and Veterinary Department

Division	SCRAM
Role	Support to AH&Vety Division
Location	Aizawl (Mizoram)
Reports to	State Project Director and Project Director (SCRAM)

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Deputy Director, AH&VETY, seconded from the Department of Animal Husbandry & Veterinary, Government of Mizoram, will play a pivotal role in steering and supervising all livestock-related interventions under the FOCUS 2.0 project. Given the department's technical expertise and infrastructure, all activities under the livestock sub-component will be executed in close collaboration with the AH&VETY Department. The Deputy Director will oversee the work of the Manager – AH&VETY and will be responsible for strategic planning, capacity building, market integration, and convergence with government schemes. The role is crucial for scaling up pilots, ensuring quality delivery, and institutionalising sustainable livestock production and value chains in the state.

III. Roles and responsibilities

A. Strategic Planning and Implementation

- Develop a state-wide livestock strategy and implementation roadmap aligned with project goals, including time-bound milestones and delivery targets basis the project Design report and Project Implementation Manual.
- Ensure the preparation and integration of livestock-related activities into the Annual

Work Plan and Budget (AWPB) at the state, district, and block levels.
- Support the Manager AH&E Vety in preparing adapting ToRs for the engagemnt of Technical Service providers for various interventions
- Coordinate the rollout of innovative models such as poultry for increased egg production, goatery pilots, and sustainable livestock hubs with scale-up potential.
- Oversee development of livestock-based enterprises including the transformation of the Boar Semen Station into a revenue-generating model.
- Guide the development of a hub-and-spoke market linkage model for livestock and poultry products to strengthen value chains and improve farmer incomes.
- Support infrastructure planning and convergence with ongoing Government of Mizoram and Government of India livestock schemes.

B. Technical Oversight and Supervision

- Provide technical direction to the Manager – AH&VETY and field-level teams on livestock production, health, breed improvement, feed and fodder management, and veterinary service delivery.
- Strengthen the last-mile delivery by institutionalising the Pashu Sakhi / Community Animal Health Worker (CAHW) model and optimising the use of block-level staff from AH&VETY Department.
- Ensure quality assurance in livestock interventions through adherence to established animal health protocols and regular field monitoring.

C. Capacity Building and HR Support

- Identify training needs and support the design and delivery of capacity-building projects for project staff, CAHWs, and departmental functionaries in close collaboration with PD.
- Facilitate recruitment and deployment of field-level technical staff in alignment with project needs and departmental coordination in close collaboration with Manager HR (MSS seconded staff)
- Lead knowledge exchange between SCRAM and AH&VETY to build institutional synergies and enable continuous learning.

D. Monitoring, Review, and Coordination

- Lead periodic state-level reviews and progress tracking of livestock sub-components and submit timely inputs for project reviews and reporting.
- Serve as the key departmental liaison to ensure smooth coordination and convergence of livestock activities under FOCUS 2.0 with other Central Sector Schemes and EAPs.
- Collaborate with the M&E, KM and Safeguards team to ensure that livestock-related data and lessons are properly documented and reported.

Qualifications and timeline

IV. Required qualifications and experience

- **Not below the rank of Deputy Director** official from AH&Vety Department with minimum 15 years of service and

- Prior Experience with EAP project must

V. Duration and timeline

The position is envisaged for the entire project period i.e six years.

Terms of Reference	
Type	Executive Engineer – Irrigation and Water Resources Department
Division	SCRAM
Role	Support to Component 2 .1 (Zau Cluster Based approach and NRM)
Location	Aizawl (Mizoram)
Reports to	State Project Director and Project Director (SCRAM)

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Senior Engineer will be seconded from the Irrigation and Water Resources Department, Government of Mizoram, and embedded within SCRAM to provide technical leadership and strategic oversight on all irrigation and water resource-related interventions under FOCUS 2.0. The Senior Engineer will also serve as the nodal technical officer for implementation of the Zau Policy within the project, ensuring that irrigation investments support sustainable, climate-resilient transitions from shifting cultivation to settled agriculture. The officer will supervise Junior Engineers placed at the SPIU and DPIU levels and ensure full compliance with IFAD's environmental and social safeguards.

III. Roles and responsibilities

A. Planning and Technical Support

- Lead the planning, design, and implementation of small-scale irrigation and water harvesting interventions across clusters, in alignment with local agro-climatic conditions and land use patterns.
- Review and approve detailed project reports (DPRs), designs, and cost estimates prepared by Junior Engineers and consulting agencies.
- Ensure climate resilience, technical soundness, and cost-effectiveness of engineering solutions, particularly in hilly and high-rainfall terrains.
- Supervise, mentor, and provide technical guidance to Junior Engineers at SPIU and DPIU levels to ensure quality implementation and timely progress.
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B. Zau Implementation Support

- Serve as the technical lead for the implementation of the Zau Policy within FOCUS 2.0, in coordination with the Zau Cell under the Irrigation & Water Resources Department.
- Guide infrastructure planning in Zau clusters to support integrated land and water management and promote settled agriculture.
- Monitor infrastructure-related progress in Zau clusters and support alignment with other technical interventions (agriculture, NRM, livelihoods).

C. Convergence and Infrastructure Coordination

- Facilitate convergence between FOCUS 2.0 and government schemes such as PMKSY, IWMP, and other CSS related to irrigation and land development.
- Liaise with district- and block-level engineering wings of the Department for coordinated implementation and technical vetting.
- Support joint inspections and interface with implementing partners, vendors, and user groups.

D. Environmental and Social Safeguards Compliance

- Ensure full compliance of infrastructure activities with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), and ESCMP developed for the project.
- Work closely with the safeguards team to integrate risk mitigation measures in engineering designs, conduct screening, and facilitate stakeholder consultations where required.
- Ensure that interventions are inclusive, gender-sensitive, and do not adversely impact vulnerable groups or ecologically sensitive areas.

E. **Monitoring, Quality Assurance, and Reporting**

- Undertake regular field visits to monitor progress, ensure quality assurance, and troubleshoot technical challenges in implementation.
- Submit monthly progress reports covering physical and financial achievements, safeguard compliance, and site-level observations.
- Contribute to technical documentation, annual planning exercises, and audit/review processes**.**

F. Capacity Building and Knowledge Sharing

- Conduct and support training projects for Junior Engineers, CRPs, and community institutions on sustainable irrigation practices, infrastructure O&M, and safeguards.
- Document and disseminate technical best practices and innovations for replication and scale-up.

Qualifications and timeline

IV. Required qualifications and experience

- **Not below the rank of Deputy Director** official from Irrigation and Water Resources Department with minimum 15 years of service and
- Prior Experience with EAP project must

V. Duration and timeline

The position is envisaged for the entire project period i.e six years.

Terms of Reference	
Type	Deputy Director – Agriculture & Farmer's Welfare Department
Division	SCRAM
Role	Support to Crop Production Division

Location	Aizawl (Mizoram)
Reports to	State Project Director and Project Director (SCRAM)

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Deputy Director – Agriculture will serve as the thematic lead for Agricultural crops interventions under the FOCUS 2.0 project, providing strategic direction, technical oversight, and quality assurance. Seconded from the Department of Agriculture & Farmer's Welfare Department, Government of Mizoram, the officer will ensure close coordination and convergence with departmental projects, technical standards, and schemes. The objective is to strengthen the delivery and scalability of market-led agriculture models across the identified Zau clusters and ensure alignment with both state priorities and project goals.

III. Roles and responsibilities

A. Technical Planning and Advisory

- Lead the technical implementation, and scale-up of agriculture-related interventions across Zau clusters, focusing on climate-resilient and market-aligned practices (as per the initial guidance from PIM)
- Advise on crop selection, production techniques, integrated pest/nutrient management, and sustainable input use in consultation with research and extension institutions.
- Provide technical inputs for the preparation and updating of cluster-specific cropping plans.

B. Oversight of M&E, KM, and Safeguards

- Supervise the M&E, KM, and Safeguards team comprising the M&E Manager, Deputy Managers (KM & Communication, Gender & Social Inclusion), Assistant Managers (MIS, SECAP), and Data Analyst.
- Ensure robust performance management of the M&E team and review regular updates

received from Assistant Manager Planning through District Project Managers for use in project decision-making.
- Ensure timely and high-quality reporting (progress reports, logframe indicators, ORMS updates) to IFAD and GoM in accordance with agreed schedules and templates.
- Guide the integration of SECAP compliance, social inclusion, and gender considerations in project planning, monitoring, and reporting.

C. Planning and Evidence-Based Decision Making

- Lead coordination and consolidation of the Annual Work Plan and Budget (AWPB), ensuring convergence plans are embedded and targets are measurable.
- Promote use of evidence from field data, evaluations, and participatory reviews to inform mid-course corrections and adaptive planning.
- Ensure robust feedback mechanisms between field institutions, DPIUs, and the SPIU to enhance responsiveness, transparency, and accountability.

D. Capacity Building and Technical Support

- Assess capacity gaps and technical support needs of M&E and convergence teams at SPIU, DPIU, and Block levels and ensure targeted training projects are implemented through consultation with PD/SPD
- Provide guidance on integration of MIS and knowledge systems across departments to promote shared understanding of project progress and bottlenecks.

E. Learning, Communication and Policy Support

- Support documentation and dissemination of good practices, convergence models, and innovations to inform broader policy and planning at the state level.
- Coordinate with IFAD and GoM supervision missions and ensure SCRAM's representation reflects accurate project performance and strategic direction.

Qualifications and timeline

IV. Required qualifications and experience

- **Not below the rank of Deputy Director** ranking official from Agriculture & Farmer's Welfare Department with minimum 15 years of service and
- Prior Experience with EAP project must be preferred

V. Duration and timeline

The position is envisaged for the entire project period i.e six years.

Terms of Reference	
Type	Deputy Director - Finance & Procurement (Seconded from Finance and Accounts Services)
Division	Financial Management

Role	Unit Head
Location	Aizawl (Mizoram)
Reports to	State Project Director and Project Director (SCRAM)

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project is implemented by SCRAM, under the Project & Planning Implementation Department, in Mizoram and focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Deputy Director – Finance & Procurement will be seconded from the Finance and Account Services/Department of Government of Mizoram to lead the financial management team in SCRAM for the FOCUS 2.0 project. The incumbent will oversee the financial operations of the SPIU, ensuring the effective management of financial resources, accurate financial reporting, compliance with IFAD and Government of Mizoram guidelines, and alignment with the Financing Agreement and Project Implementation Manual (PIM). The Manager – Finance will report directly to the Project Director and work closely with the Finance and Accounts team to ensure transparency, accountability, and timely fund disbursement.

The Deputy Director-Fi&P, under the direct supervision of the Project Director, and within the framework of projects appraisal reports and loan/grant agreements, is responsible for the financial and administrative management of the SPIU , including Accounting, Budgeting , financial reporting, internal controls, auditing arrangement, flow of funds and the efficient management of projects resources.

III. Roles and responsibilities

A. Financial Planning and Budgeting:

- Prepare together with the Project Director the Annual Work Plan and Budget (AWPB) and the budget and financing plan.
- Responsible for the preparation, review, and monitoring of project budgets, including the financing plan, procurement plan (together with the Assistant Manager Procurement),

and staff development plan (together with the training focal point).

B. Financial Management and Internal Controls:

- Master IFAD key documents such as the disbursement handbook, procurement guidelines and handbook, IFAD guidelines for project audits, the Financing Agreement (FA), and the FMFCL.
- Develop and maintain an efficient accounting system and reliable internal control procedures and guidelines for financial reporting and recordkeeping.
- Ensure adequate maintenance of accounting software for the project accounting record-keeping and financial reporting.
- Ensure bank accounts and accounts with implementing partners are reconciled on a monthly basis.
- Ensure all supporting documents are adequately maintained for all project financial transactions.
- Develop together with the finance staff the Accounting manual of the project.
- Review and regularly update the Financial Management Manual of the project.
- Manage the projects bank accounts, approve, and co-sign all payments.

C. Fund Flow and Disbursements:

- Prepare/verify all withdrawal applications for submission to IFAD, ensuring the availability of funds for all planned activities.
- Lead the process of contracting an external audit firm to conduct an independent audit of the annual project accounts, ensuring that annual audits are carried out within the specified timeframe.
- Ensure external and internal audit reports are sent on time.
- Ensure external and internal audit report recommendations are timely implemented.
- Ensure IFAD Supervision report recommendations are timely implemented.

D. Financial Reporting and Compliance:

- Prepare and provide financial reports including the sources and uses of funds statement, incurred expenditures by component, expenditure category and financier, designated account reconciliation statement, fixed asset list, and cash flow forecast for submission to the Project Steering Committee, LPA, and IFAD on a quarterly basis.
- Ensure IFRs are timely prepared and sent to CAAA and IFAD.
- Maintain all records in a form appropriate for audit.

E. Capacity Building and Team Management:

- Develop and manage an effective and performance-based human resources management system.
- Supervise and coordinate the work of staff placed under his/her direct authority.
- Facilitate recruitment and selection of appropriate staff at MPA level.
- Train and build the capacity of project staff on various activities and modalities of sub-component and its integration with other subcomponents.

F. Operational and Administrative Management:

- Responsible for the organization and supervision of the SPIU office, assets, logistics, and all administrative matters.
- Undertake any other activities assigned by the Project Director.

Qualifications and timeline

IV. Required qualifications and experience

Educational Background

- Secondment from Finance and Accounts Division of Government of Mizoram
- Accounting or Finance, undergraduate degree
- At least 10 years of experience in a similar position
- Excellent knowledge of Indian Accounting and Audit standards. Familiarity with IFAD's planning and reporting procedures.

V. Duration and timeline

The position is envisaged for the entire project period.

Terms of Reference	
Type	Deputy Director- Human Resource
Division	SCRAM
Role	Human Resource and General Administration
Location	Aizawl (Mizoram)
Reports to	State Project Director and Project Director (SCRAM)

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasises convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Manager – HR and Administration, under the supervision of the Project Director and the State Project Director, will oversee all aspects of human resource management and administrative functions within the SCRAM. The Manager will be responsible for recruitment, staffing, remuneration, performance evaluation, and implementation of the HR Manual in line with the guidelines of the Project Implementation Manual (PIM) and Financing Agreement. The resource person will be seconded from Mizoram Secretariat Services (MSS).

Primary objective will be to establish and manage an efficient HR and administrative system that ensures the recruitment and retention of qualified personnel, effective performance management, and adherence to IFAD and Government of Mizoram guidelines.

III. Roles and responsibilities

A. Recruitment and Staffing:

- Implement transparent and merit-based recruitment processes in line with government regulations and funding agency guidelines.
- Develop and review Terms of Reference (ToR) for all staff positions in accordance with the Project Implementation Manual (PIM) and Financing Agreement.
- Coordinate the recruitment of key staff positions as part of Project Readiness Action Plan, including:
    - Finance Team
    - Procurement Specialist
    - SECAP Specialist
    - M&E Manager
- Ensure alignment of job descriptions with project objectives and key deliverables.
- Facilitate the recruitment and selection of staff at the MPA level, ensuring adequate capacity to implement project activities effectively.
    - **HR Manual and Policy Development:**
- Review and adapt the HR Manual developed in Phase 1 to align with Phase 2 project requirements and emerging project needs.
- Ensure the HR Manual provides clear guidelines on:
    - Recruitment and selection processes.
    - Performance management and appraisal systems.
    - Remuneration, benefits, and contract renewals.
    - Disciplinary procedures and conflict resolution mechanisms.
- Obtain necessary approvals from the Governing Council (GC) and IFAD's No Objection for HR policies and procedures as part of the overall PIM.
- Design and implement a structured performance evaluation system, including:
    - Objective Setting: Define clear and measurable goals for all staff in alignment with project objectives.
    - Mid-Year Review: Conduct informal progress assessments and provide constructive feedback.
    - Annual Appraisal: Conduct comprehensive performance reviews to identify key

achievements, challenges, and areas for improvement.

B. Administrative Management:

- Develop and implement administrative policies and procedures for effective office management.
- Coordinate logistics, asset management, and procurement of office supplies in line with the project's budget at SPIU, DPIU and Block level
- Ensure that administrative processes comply with IFAD guidelines and GoM regulations.
- Maintain an updated organisational structure, clearly defining reporting lines and responsibilities

C. Reporting and Coordination:

- Prepare periodic HR and administration reports for submission to the Project Director, SPD, and the Governing Council and or Project Management Committee depending on the requirement (*reporting and administrative).*
- Collaborate with other project managers and Deputy Directors to ensure smooth coordination and timely delivery of HR and administrative functions.
- Address HR-related grievances and resolve conflicts in a timely manner.

Qualifications and timeline

IV. Required qualifications and experience

- **Not below the rank of Deputy Director** official from MSS Department with minimum 10 years of service and
- Prior Experience with EAP project (desirable)

V. Duration and timeline

The position is envisaged for the entire project period i.e six years.

Terms of Reference	
Type	Deputy Director – Department of Commerce, Industries, Geology and Mining
Division	SCRAM
Role	Business Promotion Unit
Location	Aizawl (Mizoram)
Reports to	State Project Director and Project Director (SCRAM)
General description of task(s) and objectives to be achieved	

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Deputy Director – Commerce, Industries, Geology and Mining under the supervision of the Project Director and State Project Director, will lead the Business Promotion Unit (BPU) at the SPIU level. The incumbent will oversee all business development, market linkage, and enterprise promotion activities under Component 1 of the FOCUS 2.0 project, ensuring effective coordination with key stakeholders, including the Horticulture and Livestock Deputy Directors and the Senior Engineer. The role also involves overseeing the work of the BPU Manager and Assistant Manager and providing strategic guidance in the development of Terms of Reference (ToR) for Technical Service Providers (TSPs) engaged in the establishment and operationalization of Hubs, markets, and other infrastructure-related initiatives.

Primary Objective is to facilitate effective implementation of business promotion, market linkages, and entrepreneurship development initiatives under the FOCUS 2.0 project, ensuring alignment with project objectives and the broader state development agenda, particularly in the areas of CMC, infrastructure, Hubs, and enterprise development.

III. Roles and responsibilities

A. Business Promotion and Market Linkages:

- Provide strategic direction for the implementation of Component 1 activities, focusing on market linkages, aggregation, and enterprise promotion.
- Oversee the development and operationalization of Hubs, ensuring alignment with the project's Cluster-Based Approach (Zau).
- Lead the planning and implementation of Farnmers' Market, CMC initiatives to ensure effective aggregation and market access for target beneficiaries.
- Collaborate with the Horticulture and Livestock Deputy Directors to align market linkage strategies with agriculture and livestock components.
- Support the development of market intelligence and trade promotion strategies to enhance business prospects for project beneficiaries.

B. Infrastructure:

- Coordinate with the Senior Engineer to ensure infrastructure development aligns with business promotion and market access objectives.
- Monitor the implementation of infrastructure-related interventions, including storage facilities, aggregation centers, and market outlets.
- Ensure that all infrastructure and market development initiatives adhere to IFAD's SECAP guidelines and Government of Mizoram's standards.
- Provide technical inputs for the development of ToRs for TSPs engaged in infrastructure, market, and Hub-related activities.

C. Entrepreneurship Development:

- Develop a framework for entrepreneurship development, focusing on MSMEs, start-ups, and value chain enterprises using Hub as the focal point for it
- Facilitate capacity building of local entrepreneurs to enhance their business acumen, market access, and financial literacy.
- Identify key sectors and opportunities for business incubation, promoting the establishment of enterprises that align with project goals.
- Collaborate with the Livestock and Horticulture teams to identify opportunities for agribusiness development and value addition.

D. Coordination and Collaboration:

- Facilitate cross-departmental coordination with Horticulture, Livestock, and Engineering units to ensure integrated planning and convergence of interventions.
- Engage with line departments, private sector partners, and financial institutions to foster partnerships that enhance market access and business development.
- Provide regular updates to the Project Director and SPD on the progress of BPU activities and suggest corrective actions as necessary
- Ensure that all CSS schemes and find flow to targeted group converge and are complimentary in nature to overall FOCUS 2.0 interventions and vice-versa

E. Oversight and Management of BPU

- Oversee the work of the BPU Manager and Assistant Manager, ensuring timely implementation of project activities in alignment with the Annual Work Plan and Budget (AWPB).
- Review and provide strategic guidance on the ToRs for TSPs involved in Hub establishment, infrastructure development, and market linkages.
- Ensure that business promotion activities are effectively monitored and documented, with regular updates provided to the M&E team

F.Reporting and Compliance:

- Ensure timely preparation and submission of quarterly, half-yearly, and annual progress reports, capturing key outcomes of business promotion and market linkage activities for GC, PMC, DEA and IFAD
- Ensure compliance with IFAD's SECAP guidelines and project-specific safeguards, coordinating closely with the M&E and Safeguards teams.
- Work closely with Finance and Procurement team to ensure compliance with guidelines
- Maintain comprehensive records of BPU activities, including market analysis, Hub

establishment, and infrastructure development, ensuring data is readily available for audits and evaluations.

Qualifications and timeline

IV. Required qualifications and experience

- **Not below the rank of Deputy Director** from Department of Commerce, Industries, Geology and Mining with minimum 10 years of service and
- Prior Experience with EAP project (desirable)

V. Duration and timeline

The position is envisaged for the entire project period i.e six years.

B. Project Management ToRs (Hired Staff)

Terms of Reference	
Type	Manager
Division	Monitoring & Evaluation, Knowledge Management & Safeguards
Role	Unit Head
Location	Aizawl (Mizoram)
Reports to	Project Director

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasises convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The **Manager (Monitoring & Evaluation, Knowledge Management & Safeguards**) is responsible for guiding the overall M&E strategy implementation within the Project and vis-a-vis partners, plus providing timely and relevant information to the Special Project Director and Project stakeholders upon analysis of data. This requires close coordination and communication with the Project Partners, component leads, and field staff as well as consultants of M&E-related external missions. Critical tasks for the Manager (M&E, SECAP) is to ensure a highly effective, fully functional, and robust project management information system (MIS), prepare AWPB, provide technical leadership for the impact evaluations and prepare reports as per the requirements of IFAD.

III. Roles and responsibilities

A. Monitoring and Evaluation

- Develop and implement a **comprehensive M&E plan**, aligned with the project logframe and IFAD's guidelines, to ensure timely, reliable, and effective performance monitoring.

- Lead the design, development, and management of a **Project Management Information System (PMIS)** that integrates data across all components and supports real-time updates and reporting.
- Ensure the timely preparation and submission of **quarterly, semi-annual, and annual progress reports**, as well as thematic and technical reports, as required by IFAD and the Government of Mizoram.
- Conduct regular **data analysis and interpretation** to generate insights for evidence-based project management and present findings during review and planning meetings.
- Establish and maintain a robust **information flow mechanism** between community-level institutions, DPUM, and SPIU to support timely data exchange, feedback, and follow-up.
- Conduct regular **field visits** to verify the accuracy and completeness of reported data and gather direct feedback from beneficiaries on the effectiveness and relevance of project interventions.
- Prepare and oversee **Terms of Reference (ToRs)** for key studies and surveys, including baseline, midline, endline, and thematic evaluations, ensuring use of appropriate methodologies and tools.
- Coordinate with contracted survey agencies to ensure timely, high-quality delivery of outputs that inform project learning, reporting, and impact assessment.

B. Planning and Reporting

- Coordinate the preparation of the Annual Work Plan and Budget (AWPB) in close collaboration with project teams and technical specialists, ensuring alignment with project objectives and performance targets.
- Prepare and submit consolidated data tables, including updates for the Operational Results Management System (ORMS) and project logframe indicators, in line with IFAD's reporting requirements.
- Identify implementation delays or bottlenecks and advise the Project Director on corrective actions and risk mitigation strategies.

C. Capacity Building and Human Resource Management

- Supervise and mentor all M&E, Knowledge Management, and Safeguards staff at the SPIU and DPUM levels.
- Provide ongoing **technical support and capacity building** to Monitoring and Planning Associates (MPAs), Community Resource Persons (CRPs), and other field-level staff to ensure high-quality data collection and MIS usage.

D. Knowledge Management and Participatory Reviews

- Organise regular **planning and review workshops** at state, district, and community levels to incorporate field-level feedback and promote adaptive management.
- Facilitate the documentation and sharing of **good practices, success stories, and lessons learned** to support learning and scaling across project areas.
- .

E. SECAP Compliance

- Ensure integration of and compliance with IFAD's **Social, Environmental, and Climate Assessment Procedures (SECAP)** across all project activities and components.
- Monitor safeguards-related indicators and support the screening, mitigation, and reporting of environmental and social risks, with a focus on gender equality, climate resilience, and inclusion.

F. Flow of Information and Field Verification

- Facilitate a seamless and systematic flow of information from community institutions to DPUM and SPIU and back, ensuring feedback loops are functional and responsive.
- Organize routine field visits to verify the validity, accuracy, and completeness of data and gather feedback from beneficiaries on the effectiveness and satisfaction with project interventions.

G. Studies, Surveys and Evaluations

- Prepare Terms of Reference (ToRs) for periodic studies, including baseline, midline, endline, and thematic surveys, outlining appropriate methodologies.
- Coordinate with selected agencies and ensure timely, reliable delivery of survey outputs aligned with project needs.

Qualifications and timeline

IV. Required qualifications and experience

Educational Background

- Master's degree in Economics, Business Management, Statistics, or a related field from a recognized institution.

Professional Experience

- A minimum of 5 years of overall professional experience in the development sector.
- At least 5 years of demonstrated experience in the planning, design, and implementation of Monitoring & Evaluation systems, and/or in Communication and Knowledge Management.
- Proven experience in facilitating learning-oriented analysis of M&E data with multiple stakeholders and in managing large-scale agricultural surveys and data analysis.

Technical Competencies

- Sound understanding of M&E methods, including quantitative, qualitative, and participatory approaches.
- Strong skills in data management, interpretation, and analysis.
- Proficiency in statistical software such as Excel, STATA, and R, and in data collection platforms/tools.

Communication and Interpersonal Skills

- Strong verbal and written communication skills in Mizo and English
- Excellent report writing skills.
- Good interpersonal skills with the ability to work collaboratively across a range of institutions and disciplines.

Team and Coordination Skills

- Ability to lead and work effectively within multi-disciplinary teams, and to facilitate collaboration among colleagues at different levels of the project.

Desirable Attributes (Preferred)

- Prior experience in managing M&E and Knowledge Management functions within development projects, particularly those financed by multilateral funding agencies.
- Familiarity with IFAD's planning and reporting procedures.
- Preference will be given to candidates with prior experience in IFAD-supported projects in a similar capacity

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

Terms of Reference (M&E, KM and Safeguards)	
Type	Manager - Gender and Capacity Building
Division	Monitoring & Evaluation, Knowledge Management & Safeguards
Role	Gender and Capacity Building
Location	Aizawl (Mizoram)
Reports to	Manager - Monitoring & Evaluation, Knowledge Management & Safeguards

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

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The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of the role

The **Manager Gender and Capacity Building** will be overseeing the design and implementation of the project's overall Gender Equality and Social Inclusion strategy. The Deputy Manager will ensure that gender and social concerns are mainstreamed in project design, implementation, monitoring, and evaluation. The role requires close coordination with component leads, field teams, project partners, and external gender consultants. His/ Her core responsibility will include implementing planned gender and social inclusion activities, ensuring compliance with IFAD's Social Safeguards in project implementation, and incorporating the perspectives of women, youth, and ethnic groups in project periodic reports in line with IFAD's requirements.

III. Roles and responsibilities

A. Strategic Planning and Program Guidance

- Develop and implement the project's gender and social inclusion strategy and action plan

that would provide a roadmap for incorporating gender and social concerns in project implementation, monitoring, and evaluation.

- Conduct a gender and social analysis of all sectoral interventions designed to be implemented in the project following IFAD's gender policy and social inclusion guidelines.
- Assist in the design and implementation of participatory methodologies to enhance the voice and agency of women, youth, ethnic minorities, and other marginalized groups.

B. Mainstreaming GESI in Project Activities

- Lead the implementation of Participatory Social and Resource Assessment for the beneficiary selection of the project in line with IFAD's poverty targeting and gender policy.
- Ensure participation of women, youth, and ethnic minorities in the Free, Prior, Informed Consent (FPIC) process in all project villages, safeguarding the interests of vulnerable communities.
- Hiring and managing consultants, following IFAD procurement norms, for conducting various gender and social inclusion studies, and training programs planned under the project.
- Ensure GESI mainstreaming in project components, including Zau promotion, livestock, market infrastructure, knowledge and capacity building, and value chains.
- Ensure periodic documentation and publication of best practices, and the achievement of project activities for project visibility and increased outreach.
- Organize a peer learning and sharing workshop for SPIU members on gender equality and social inclusion to discuss best practices, lessons learned.
- Organizing gender training projects for field teams to build their capacity on gender mainstreaming and social inclusion.

C. Capacity Building and Technical Support

- Manage and supervise the Assistant Manager- Gender and Social Inclusion at the DPIU level; provide them with technical support and continuous training to ensure last-mile project delivery.
- Support DPIU and field staff for organizing gender and social inclusion trainings for Community Resource Persons (CRPs) and women farmers.
- Organize a gender training program at the state level for sensitizing different component heads and the project management team, both SPIU and DPIU, on gender and social issues; developing a gender training module for use by DPIU in training of Community Resource Persons (CRPs) and women farmers.

D. Partnerships and Coordination

- Collaborating with key stakeholders, including the Directorate of Women and Child Department, the Directorate of Social Welfare, Mizoram Youth Commission, KVKs etc., for organizing sensitization projects for women and youth.

- Building alliances with civil society organizations, private stakeholders, and academic institutions on gender and inclusion activities.

E. Monitoring, Evaluation, and Learning

- Support the development of gender-sensitive indicators and contribute to the monitoring and evaluation framework.
- Ensure the collection and periodic reporting of gender disaggregated data as part of the project baseline, monitoring, and evaluation.
- Monitor GESI-related activities and prepare periodic progress reports, highlighting lessons learned and best practices.
- Organize routine field visits to verify the validity, accuracy, and completeness of gender disaggregated data and gather feedback from beneficiaries, especially women, youth, and ethnic minority groups, on the effectiveness and satisfaction with project interventions.
- Ensure gender mainstreaming assessment of the project as part of the project mid-term review to evaluate the project's success in mainstreaming gender concerns.

G. Risk Mitigation and Safeguards

- Identify and mitigate potential social risks, including gender-based violence (GBV), sexual harassment at the workplace, exclusion, and discrimination.
- Ensure integration and compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), especially social safeguards across all project components.
- Support the implementation of social safeguards and grievance redressal mechanisms (GRM) to protect vulnerable project participants.

Qualifications and timeline

IV. Required qualifications and experience

Educational Background

- Master's degree in Gender Studies, Social Development, Sociology, Rural Development, or related fields.

Professional Experience

- A minimum of 5 years of experience in gender and social inclusion in development projects, preferably in agriculture or rural development.
- At least 3-5 years of field-level experience working directly with marginalized groups (women, indigenous people, youth, ethnic minorities, people with disabilities).
- Proven experience in mainstreaming GESI with multi-stakeholders in multi-lateral or bi-lateral funded projects.

Technical Competencies

- In-depth understanding of gender mainstreaming, social inclusion frameworks, participatory development approaches, and familiar with international concepts and frameworks regarding gender (SDG, CEDAW).
- Proven ability to conduct gender and social analysis, including power and vulnerability

assessments.

- Experience in developing and implementing Gender and Social Inclusion Strategies, action plans, and monitoring frameworks.
- Strong skills in designing and delivering training and capacity building on gender equality, women's empowerment, disability inclusion, and social equity.

Cross-cutting Skills

- Knowledge of Result-Based Management and integrating gender sensitive-indicators into M &E systems.
- Excellent analytical and report writing skills for preparing project reports, policy briefs, and case studies.
- Demonstrated facilitation and interpersonal skills to work with diverse stakeholders, including government, civil society organizations, and private stakeholders.
- Ability to ensure GESI integration across sectors such as agriculture, natural resource management, livestock management, rural finance, and value chains.

Communication, Coordination, and Interpersonal Skills

- Proficiency in verbal and written communication skills in Mizo and English.
- Willingness and ability to travel frequently to rural project sites.
- Cultural sensitivity and ability to work in multi-ethnic, multicultural environments.

Desirable Attributes (Preferred)

- Experience working with IFAD, UN agencies, World Bank, or other multilateral or bilateral development agencies is highly desirable.
- Working knowledge of other ethnic tribe languages.
- Familiarity with IFAD’s planning and reporting procedures.
- Preference will be given to candidates with prior experience in IFAD-supported projects in a similar capacity.

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

Terms of Reference of Manager Procurement (SPIU)	
Type	**Procurement Manager**
Division	**Finance & Procurement**
Role	**Unit Head**
Location	**SPIU FOCUS 2.0, Aizawl (Mizoram)**
Report to	**Project Director / State project director**
General Description of task(s) and objectives to be achieved.	

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

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The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

Society for Climate Resilient Agriculture in Mizoram (SCRAM) is the Lead Project Agency under the Planning and Programme Implementation Department for implementing Fostering Climate Resilient Upland Farming Systems in the North East 2.0 - FOCUS 2.0 in Mizoram.

II. Overall objective

The Procurement Manager will lead Procurement Management system in the project from planning to bid management, letters of awards, draft contracts contract management etc. in the procurement of good/works and services including consultancies, in compliance with IFAD Procurement Guidelines and Procurement Handbook 2020 and coordinate and support on all procurement actions of the project at SPIU and provide mentorship to procurement team at DPIU. To lead on providing capacity building and mentoring support to other SPIU and DPIU procurement Staff and Implementing partners Procurement staff.

III. Roles and responsibilities

The responsibilities of the Procurement Manager will be as follows:

A. Need Assessment and Procurement Planning.

- Need assessment for procurement activities during preparation of AWPB.

- Work closely with Finance and program manager during finalisation of AWPB.
- Update the initial 18-month Procurement Plan prepared during design and ensure that the subsequent annual Procurement Plans are continuously updated in accordance with the procedure and procurement plan agreed with IFAD.
- Submission of Procurement Plan on OPEN (Online Project Procurement End-to-End System) portal for obtaining necessary approval on PP.
- Need based Updating of procurement plan every six months in consonance with any changes in AWPB.

B. Bid Management.

- Initiating procurement action on approved packages on OPEN as per timeline therein.
- Preparation of TOR, technical specifications, SOW for each contract in consultation with subject matter specialists and obtaining necessary.
- Preparation of Bidding documents (RFQ, RFB, REOI, RFP etc.) for goods, works, consulting services and non-consulting contracts. .
- Responsible for publication of SPNs on newspaper, website, government procurement portals etc
- Facilitate and organize pre bid meetings, preparation of responses to queries raised / received during Pre bid meetings and ensure uploading of same on website and other official portals. Publication of addendum / corrigendum if any on time.
- Receiving Bids and facilitate opening of Bids as per timeline of Procurement notice and preparation of MoM through procurement team.
- Preparation and finalisation of evaluation reports. Co-ordinate with project team, organize and support evaluation committees for prompt evaluation.
- Draft of Contract preparation and LOI issuance.
- Contract Negotiation and finalisation of contract, LOA and facilitate contract signing.
- Ensure Necessary approval IFAD on each step in case of prior review contract on OPEN portal before signing of contract. Submission of necessary documents as per the Project Procurement Arrangements Letter, to IFAD for those items subject to prior review.

A. Contract Management and Administration.

- Supervise update of Contract Management details in IFAD ICP-CMT and prepare amendment letters to the contracts. As part of the contract management, in coordination with the concerned officials monitoring the contractual provisions for compliance.
- Monitoring progress of procurement activities against procurement timetables, highlight variations in progress, record reasons and identify remedial actions, if any.

B. MIS and Record Keeping

- Manage, maintain and regular update of Procurement data relating to each contract on Project MIS dashboard.
- Maintaining procurement reports for review meetings for higher authority.
- Guide Asst. Manager at SPIU and DPIU to update procurement data on Project MIS dashboard on regular basis and maintaining procurement records and reports efficiently.
- Responsible for efficient record keeping for each procurement activity and ensure to have contract wise separate file, folder or dossier where records related only to the procurement in question are kept in properly coded chronological order both at SPIU and guide DPIU for same.
- Periodical internal procurement audit of DPIU and Community procurement

C. SECAP Compliance

- Ensure integration and compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) in all the Bidding documents for Goods, Works and Consultancy services.
- Monitor safeguards-related indicators and support screening, mitigation, and reporting efforts to address cross-cutting environmental and social concerns in terms of procurement management and contract management.
- **Coordination**

  - Co-ordination with IFAD procurement staff on any procurement related matters.
  - Facilitate/assist in getting NOC from IFAD wherever required.
  - Co-ordination with project team, organize and support evaluation committees for prompt evaluation.
  - Facilitate arrangement for contract signatures on time.
    a. To monitor and provide technical guidance to Implementing Parties' procurement staff in case of need.
    b. Provide necessary support and assistance to Project Director for placement of various documents/papers before Project Management Committee for review and approval, all types of audits of procurement activities, post review of IFAD, contracts exception reporting, etc.
    c. Provide liaison with any other appropriate authority for any dispute among the parties relating to procurement.
    d. To provide documentations and data to IFAD fielded Supervision Mission and Implementation Support Missions.

To perform any other relevant work related to the project procurement assigned by the Project Director.

Qualification and Timeline.

IV. Required qualifications and experience.

A. Educational Qualifications:

1. Graduate in commerce, business, finance, engineering or management

B. Relevant Training:

- Purchasing management and procurement systems

C. Work Experience

- Post qualification, minimum ten (10) years of demonstrated managerial experience in managing procurement in the organization with complete understanding and experience on national procurement procedure, especially preparation of Expression of Interest, Notice Inviting Tender, Terms of Reference, Request for Proposal and bidding document for procurement of consultant services, goods and works. Preference will be given for experience in handling procurement funded by external agencies like World Bank, ADB, IFAD etc.

D. **Desirable Qualification**:

- Post Graduate Diploma in Material/Supply Management
- Thorough knowledge of procurement procedures of International Financial Institution financed projects.
- Completion of Procurement training from a national level institute
- MBA from any recognised university or institute.

E. Preferred Skills:

- Good written and verbal communication skills
- Computer literacy general MS package
- Proficient in computer based spread sheets for data analysis
- Proactive with leadership quality , and team builder.

V. Duration and timeline

The position is for the duration of the project. Incumbent will be hired initially for one year, with annual
extension based on performance.

Terms of Reference of Asst. Manager Procurement (SPIU & DPIU)	
Type	Assistant Manager-Procurement
Division	Procurement
Role	Support to procurement division
Location	DPIU in Project districts (Mizoram) SPIU, Aizawl under FOCUS 2.0
Report to	SPIU Position to Manager Procurement (SPIU)/Deputy Director-Finance & Procurment and DPIU position to Project Director, DRDO
General Description of task(s) and objectives to be achieved	
I Background FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural	

Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

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The projectfocuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

Society for Climate Resilient Agriculture in Mizoram (SCRAM) is the Lead Project Agency under Planning and Progamme Implementation Department for implementing Fostering Climate Resilient Upland Farming Systems in the North East 2.0 - FOCUS 2.0 in Mizoram.

II. Overall objective

The Asst. Manager Procurement will report and assist Manager Procurement (SPIU) in all the procurement activities at SPIU. Asst. Manager Procurement (DPIU) is responsible to lead procurement activities at DPIU under supervision of Deputy Commissioner/Project Director, DRDO and will seek guidance from Manager (Procurement) in all the matters relating to procurement at DPIU. He will also be responsible to provide support and handholding to community / Zao for community level procurement.

III. Roles and responsibilities

The responsibilities of the Asst. Manager will be as follows:

1. To co-ordinate with concerned subject matter specialists on procurement matters, especially preparation of TOR, technical specification etc.
2. To assist in preparation of bidding documents, and other documentation
3. To manage the receipt and safe storage of quotations/bids/proposals
4. To co-ordinate with project team, organize and support evaluation committees for prompt evaluation.
5. To update of Contract Management details in IFAD ICP-CMT and prepare amendment letters to the contracts. As part of the contract management, in coordination with the concerned officials monitor the contractual provisions for compliance seek necessary guidance from Manager Procurement.
6. Monitor Community Procurement progress (At DPIU and ensure submission of reports along with any challenges and delays to SPIU.
7. To review the compliance of the community institutions to the Community Participation Procurement Guidelines and ensure all required documents are correctly maintained at DPIU
8. Ensure integration and compliance with IFAD’s Social, Environmental and Climate

Assessment Procedures (SECAP) in all the Bidding documents for Goods, Works and Consultancy services.

9. Monitor safeguards-related indicators and support screening, mitigation, and reporting efforts to address cross-cutting environmental and social concerns in terms of procurement management and contract management.
10. To keep progress of procurement activities against procurement timetables, highlight variations in progress, record reasons and identify remedial actions, if any.
11. To ensure correct maintenance of procurement correspondence and documentation required in hard copy files or electronic copy.
12. To provide documentations and data to IFAD fielded Supervision Mission and Implementation Support Missions.

    To perform any other relevant work related to the project procurement assigned by Deputy Commissioner/Project Director, DRDO and SPIU.

Qualification and Timeline

IV. Required qualifications and experience

A. Qualifications & Experience:

Formal Academic from recognized University or equivalent

- Graduate in commerce, business, finance or management

Relevant Training:

- Purchase management and procurement systems.

B. Work Experience

Post qualification, minimum 3 years of demonstrated managerial experience in procurement in the organization with complete understanding and experience on national procurement procedure.

C. Desirable Qualification:

- Post Graduate Diploma in Material/Supply Management
- Completion of Procurement training from a national level institute or completion of procurement training conducted by an IFI.

D. Preferred Skills:

- Good written and verbal communication skills
- Computer literacy general MS package
- Proactive, work with minimum supervision, and as a team player
- Minimum of one year of experience in handling project procurement in an externally aided project

E. Preference will be given to candidates with prior experience in externally aided projects.

F. Salary: Rs. 60000/- per month. Allowances and other entitlements shall be as per the HR Manual

V. Duration and timeline

The position is for the duration of the project. The incumbent will be hired initially for one year, with
annual extension based on performance.

Terms of Reference of Procurement Assistant (SPIU)	
Type	Procurement Assistant
Division	Procurement
Role	Support To Procurement division in SPIU and Aizawl DPIU
Location	SPIU
Report to	Manager Procurement
General Description of task(s) and objectives to be achieved	

I Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

Society for Climate Resilient Agriculture in Mizoram (SCRAM) is the Lead Project Agency under Planing and Programme Implementation Department for implementing Fostering Climate Resilient Upland Farming Systems in the North East 2.0 - FOCUS 2.0 in Mizoram.

II. Overall objective

The Procurement Assistant will report and assist Manager Procurement (SPIU) in all the activities relating to Procurement management.

A. Roles and responsibilities

The responsibilities of the Procurement Assistant will be to provide support and assistance to Asst. Manager and Manager Procurement in following

- Record and File Management in Procurement cell.
- Data Entry on Project MIS dashboard.
- Assistance in noting and drafting
- Report writing.

- Any other jobs related to Procurement by Asst. Manager / Manager (Procurement)

Qualification and Timeline.

IV. Required qualifications and experience

B. Qualifications & Experience:

Educational Qualification

- Graduate in Commerce/BBA**Work Experience**
- Post qualification, minimum 2 years of demonstrated experience in administrative work from any reputed organisation.

C. Preferred Skills:

- Good written and verbal communication skills
- Computer literacy general MS package
- Proactive, work with minimum supervision, and as a team player

V. Duration and timeline

The position is for the duration of the project. The incumbent will be hired initially for one year, with
annual extension based on performance.

Terms of Reference of Procurement Assistant (SPIU)	
Type	Procurement assistant
Division	Procurement
Role	Support Staff.
Location	DPIU
Report to	Assistant Manager-Procurement

General Description of task(s) and objectives to be achieved

I Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

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Society for Climate Resilient Agriculture in Mizoram (SCRAM) is the Lead Project Agency under Planing and Programme Implementation Department for implementing Fostering Climate Resilient Upland Farming Systems in the North East 2.0 - FOCUS 2.0 in Mizoram.

II. Overall objective

The Procurement Assistant will report and assist Asst. Manager / Manager Procurement (SPIU) in all the activities relating to Procurement management.

D. Roles and responsibilities

The responsibilities of the Procurement Assistant will be to provide support and assistance to Asst. Manager and Manager Procurement in following

- Record and File Management in Procurement cell.
- Data Entry on Project MIS dashboard.
- Assistance in noting and drafting
- Report writing.

Any other jobs related to Procurement by Higher authority

Qualification and Timeline.

IV. Required qualifications and experience

E. Qualifications & Experience:

Educational Qualification

- Graduate in finance and accounting

Work Experience

- Post qualification, minimum 2 years of demonstrated experience in administrative work from any reputed organisation.

F. Preferred Skills:

- Good written and verbal communication skills
- Computer literacy general MS package
- Proactive, work with minimum supervision, and as a team player

D. Preference will be given to candidates with prior experience in EAP.

E. Salary: Rs.30000/- per month. Allowances and other entitlements shall be as per the HR Manual

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which can be renewed depending on performance and continued need

Terms of Reference (M&E, KM and Safeguards)	
Type	Assistant Manager (2 positions at SPIU : North and South Mizoram)
Division	Monitoring & Evaluation, Knowledge Management & Safeguards
Role	SECAP Compliance Monitoring
Location	Aizawl (Mizoram)
Reports to	Manager - Monitoring & Evaluation, Knowledge Management & Safeguards

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The **Assistant Manager (SECAP),** through the Manager, M&E, will support the Convergence Officer and Project Director in monitoring compliance to SECAP safeguards as laid out in the Environment, Social and Climate Management Framework of the project. The Assitant Manager will prepare an overview of the SECAP safeguard requirements under each category, flag the timelines for initiating compliance and alert the concerned technical managers at the SPIU responsible for initiating action. The Assistant Manager will also oversee the effective functioning of the Grievance Redressal Mechanism and regularly brief the Project Director through the Manager M&E on the effective functioning of the GRM. The Asst Manager will also ensure the inclusion of critical SECAP indicators in the Projects M&E framework. The Assistant Manager will ensure that timely, accurate, and relevant data and analysis are made available to the Project Director and other stakeholders to support evidence-based decision-making.

III. Roles and responsibilities

A. SECAP Compliance Planning & Implementation

- Develop an overview of Compliance requirements for each SECAP category as

outlined in Project's SECAP Note and ESCMF, including the Project Implementation stage in which remedial action is required and the Technical Manager(s) responsible for initiating action
- For all infrastructure, farm road and related activities, ensure that DPRs of such proposals include SECAP risk assessment and remedial mitigation plans
- Develop a Compliance Monitoring calendar for each assigned districts listing the Technical Managers responsible for initiating remedial action and compliance
- Set up a mechanism for alerting the concerned manager(s) of the need to initiate action for each SECAP compliance
- In active collaboration with Village Organisations, Cluster Federation members and the DPIU team oversee the operationalisation of the Grievance Redressal Mechanism for the assigned districts.
- Develop an effective, culturally sensitive framework for registration of grievances and a culturally sensitive redressal mechanism acceptable to the community and compliant with project's compliance requirements
- In this regard, encourage discussions among project stakeholders to initiate the practice of recording grievances expressed verbally during meetings as an item recorded in the meeting minutes and to be accepted by the Project as a written record of the Grievance

B. Compliance Monitoring and Reporting

- In consultation with Manager M&E and drawing from the SECAP Note and ESCMF, develop a set of key compliance indicators under each SECAP risk category and include in the Project's M&E framework
- Design a SECAP M&E monitoring reporting mechanism to track SECAP compliance in each district
- Communicate timely reporting requirements to concerned DPIU technical managers regularly and follow up for timely responses
- Design a mechanism to regularly monitor number of grievances recorded in village meeting minutes and the time taken to provide the redressal
- Prepare regular reports ensuring that District teams register complaints, maintain records and take steps to address the grievances registered
- Identify implementation issues or delays and advise the Project Director through the Manager M&E on required corrective measures.
- Analyse data for evidence-based project management and present key findings during review meetings to support informed decision-making.

C. Capacity Building

- Conduct a SECAP sensitisation need assessment of DMPU team (including CLFs, Vos) within the first quarter of Project implementation
- Report to Project Director through Manager M&E on the capacity building needs following the need assessment and prepare a proposal for SECAP training of DPIU teams

Qualifications and timeline

IV. Required qualifications and experience

Educational Background

- Master's degree in Social Work or a related field from a recognized institution.

Professional Experience

- A minimum of 3 years of overall professional experience in the development sector.
- At least 3 years of demonstrated experience in the SECAP risk assessment and/or compliance of safeguards.

Technical Competencies

- Proficient in participatory approaches
- Skills in data management, interpretation, and analysis.

Communication and Interpersonal Skills

- Strong verbal and written communication skills in Mizo and English
- Excellent report writing skills.
- Good interpersonal skills with the ability to work collaboratively across a range of institutions and disciplines.

Team and Coordination Skills

- Ability to lead and work effectively within multi-disciplinary teams, and to facilitate collaboration among colleagues at different levels of the project.

Desirable Attributes (Preferred)

- Prior experience in managing SECAP related M&E and Knowledge Management functions within development projects, particularly those financed by multilateral funding agencies.

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

Terms of Reference (M&E, KM and Safeguards)	
Type	Manager
Division	Knowledge Management and Communication
Role	Unit Head
Location	Aizawl (Mizoram)
Reports to	Head of M&E, KM and Safeguards

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The position has dual responsibility of KM and communications. The overall objectives are:

- Enhancing the communication of FOCUS 2.0's opportunities, eligibility requirements, activities and results to relevant project stakeholders through the use of traditional and digital communication channels.
- Strengthen learning by developing and implementing innovative and effective ways to strategically capture and share knowledge, leverage good practices, and improve the effectiveness of FOCUS 2.0.

The KM/Communications Specialist will be responsible for a wide variety of activities related to identifying, managing, packaging, and disseminating key information to FOCUS 2.0's stakeholders and public at large. The KM/Communications Specialist has the responsibility for developing and implementing the knowledge management (KM) strategy. S/he will also work closely with the M&E Manager, Gender and Capacity Building Deputy Managers at SPIU and DPIUs as well as the technical staff at both SPIU and DPIU level.
The Knowledge Management and Communications specialist will report directly to the Head of M&E, KM and safeguards Unit. The position is based at SPIU in Aizawl with periodic technical support and supervision visits to the Project implementation sites.

III. Roles and responsibilities

Main responsibilities of the KM/Communication Specialist

A. Knowledge Management

- In line with FOCUS 2.0 and objectives and targeting strategy, develop and implement effective Communication and Knowledge Management strategy (along with annual action plans) across components, implementation entities and beneficiaries
- Define FOCUS 2.0 KM goals and strategic objectives, KM products and the main areas of KM-related work with clear linkages to improving Project performance, promoting innovations, scaling up success, sharing lessons learned, and influencing policy.
- Identify the key partners for knowledge dissemination, transfer and uptake by the target groups. Further explore partners for knowledge exchange at regional and central level with research institutes/universities, extension services, etc.
- Establish online and offline systems for a downward and upward timely flow of up-to-date information about project opportunities, progress, results to Project stakeholders and public at large. Contribute to the development of channel digital platforms.
- Contribute to generating various knowledge products (ad hoc studies/case studies, success stories, problem analysis, etc.) throughout FOCUS 2.0 lifecycle to foster informed decision mak-ing and the implementation of timely remedy actions.
- Work proactively with project teams to identify opportunities for capturing and sharing knowledge, and disseminating information about major progress and results;
- Document various success stories that will become a source of inspiration for potential beneficiaries to participate in FOCUS 2.0's activities and will allow to replicate and scale up successful interventions.
- Produce Knowledge Management Reports elaborating on the best practices and lessons learned, success stories, etc., communication related activities, analysis of stakeholder feed-back and grievance, etc. provide these reports as annex to Project Progress Reports.
- Analyze and document the results of the innovative approaches of FOCUS 2.0.
- Document and share learning by ensuring that lessons learned, and best practices are documented and communicated in a timely manner.

B. Communications:

- Collaborate across teams to ensure that M&E and gender aspects are integrated throughout FOCUS 2.0's public communications efforts.
- Manage the successful execution of learning, knowledge sharing events including multistake-holder consultations, implementation review and reflection meetings, planning workshops, project learning days, seminars/webinars, workshops, conferences, peer learning sessions, etc.
- Develop and implement a communications strategy along with annual action plans to enhance the communication of FOCUS 2.0's opportunities, activities and results to relevant Project stakeholders thus raising awareness, generating resources, and policy dialogues necessary to achieve FOCUS 2.0's goals.
- Develop communication materials, including digital materials, to promote the Project and raise awareness (project briefs, infographics, brochures, newsletters)

- Develop appropriate stakeholder outreach plans to share the Project opportunities, strategies and communicate impact.
- Advise on how communications can most effectively be used to support FOCUS 2.0's goals.
- • Develop and implement a proactive media strategy, contribute to the design of new strate-gies, collaborations and implementation plans to ensure long-term sustainability and impact.
- Track and analyze key media and communications trends relevant to FOCUS 2.0.
- Develop and manage a website and/or a Facebook page, or other online platforms where the actual and potential beneficiaries can access comprehensive information about Project opportunities and eligibility requirements. These will also become a platform for sharing various knowledge products (such as success stories, case studies, lessons learned etc.), including different information and learning materials developed by the project.
- Produce video documentary for capturing project results and success stories Work collaboratively with peers (particularly with the M&E specialists as well as other team members) to ensure alignment and cohesion.

Qualifications and timeline

IV. Required qualifications and experience

a. Educational Background

- Master's degree in Communications and/or related field from a recognized institution.

b. Professional Experience

- A minimum of 5 years of overall professional experience in the development sector.
- At least 5 years of demonstrated experience in the planning, design, and implementation of in Communication and Knowledge Management.

c. Communication and Interpersonal Skills

- Strong verbal and written communication skills in Mizo and English
- Excellent report writing skills.
- Good interpersonal skills with the ability to work collaboratively across a range of institutions and disciplines.

d. Team and Coordination Skills

- Ability to lead and work effectively within multi-disciplinary teams, and to facilitate collaboration among colleagues at different levels of the project.

e. Desirable Attributes (Preferred)

- Prior experience in managing Knowledge Management functions within development projects, particularly those financed by multilateral funding agencies.
- Familiarity with IFAD's planning and reporting procedures.
- Preference will be given to candidates with prior experience in IFAD-supported projects in a similar capacity

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

Terms of Reference	
Type	Assistant Manager - Gender and Capacity Building
Division	Monitoring & Evaluation, Knowledge Management & Safeguards
Role	Gender Equality and Social Inclusion (GESI)
Location	DPIU
Reports to	Deputy Commissioner/Project Director, DRDO

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The programme emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of the role

The **Assistant Manager** Gender and Capacity Building will be responsible at the district level for ensuring the implementation of GESI-related activities. The core responsibilities of the Assistant Manager Gender and Capacity Building include ensuring the inclusion of women, youth, and ethnic minorities in the project activities and safeguarding their interests. The role requires close coordination with the GESI lead, district component leads, and Community Resource Persons (CRP) for mainstreaming gender and social concerns in the implementation of the field-level activities, and preparing periodic reports in line with the project logframe and IFAD's requirements.

III. Roles and responsibilities

A. Mainstreaming GESI in Project Activities

- Ensure the implementation of Participatory Social and Resource Assessment for the beneficiary selection of the project at the district level in line with IFAD's poverty targeting and gender policy.
- Ensure participation of women, youth, and ethnic minorities in the Free, Prior, Informed Consent (FPIC) process in all project villages, safeguarding the interests of vulnerable communities.

- Supporting consultants for conducting various gender and social inclusion studies, and training programs planned under the project.
- Ensure GESI mainstreaming in field activities, including Zau promotion, livestock, market infrastructure, knowledge and capacity building, and value chains.

C. Capacity Building and Technical Support

- Organizing gender training programmes for Community Resource Persons and women farmers to build their capacity on gender equality and women's right to resources.
- Participating in peer learning and sharing workshop on gender equality and social inclusion to discuss best practices, lessons learned.
- Supporting DPIU team members in mainstreaming GESI in other project component activities and informing SPIU on capacity building needs of the field team, Community Resource Persons and women farmers.

D. Partnerships and Coordination

- Collaborating with key stakeholders, including the district social welfare department, district rural development agency, district social welfare and tribal affairs departments, for organizing legal awareness and sensitization programmes for women, youth, and ethnic minority groups.
- Building alliances with civil society organizations, KVKs for organizing technology transformation and capacity building trainings for women farmers, youth, and other marginalized communities.
- Coordinating regularly with the SPIU team, especially the GESI lead and the Monitoring & Evaluation component lead, for informing the project updates from the field and staying informed on strategic guidelines updates.

E. Monitoring, Evaluation, and Learning

- Ensure the collection and periodic reporting of gender disaggregated data as part of the project baseline, monitoring, and evaluation.
- Monitor GESI-related activities and prepare periodic progress reports, highlighting lessons learned and best practices.
- Organize routine field visits to verify the validity, accuracy, and completeness of gender disaggregated data and gather feedback from beneficiaries, especially women, youth, and ethnic minority groups.
- Support gender mainstreaming assessment of the project as part of the project mid-term review to evaluate the project's success in mainstreaming gender concerns.

G. Risk Mitigation and Safeguards

- Support the implementation of social safeguards and grievance redressal mechanisms (GRM) to protect vulnerable project participants.
- Ensure compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), especially social safeguards.

Qualifications and timeline

IV. Required qualifications and experience

- **Educational Background**

- Bachelor's or Master's degree in Social Work, Gender Studies, Social Development, Sociology, Rural Development, or related fields.

- **Professional Experience**

- A minimum of 3 years of experience in gender and social inclusion in development projects, preferably in agriculture or rural development.
- At least 2-3 years of field-level experience working directly with marginalized groups (women, indigenous people, youth, ethnic minorities, people with disabilities)

  - **Technical Competencies**

- In-depth understanding of gender mainstreaming, social inclusion frameworks, and field experience of implementing gender and social analysis, including power and vulnerability assessment.
- Strong skills in designing and delivering training and capacity building of local communities, especially women, youth, and indigenous communities on gender equality, women's empowerment, and social inclusion.
- Ability to ensure GESI integration across sectors such as agriculture, natural resource management, livestock management, rural finance, and value chains.

  - **Communication, Coordination, and Interpersonal Skills**

- Proficiency in verbal and written communication skills in Mizo and English. Working knowledge of other ethnic tribe languages is preferred.
- Willingness and ability to travel frequently to rural project sites.
- Cultural sensitivity and ability to work in multi-ethnic, multicultural environments.
- Good analytical and report writing skills for preparing project reports, policy briefs, and case studies.

  - **Desirable Attributes (Preferred)**

- Familiarity with IFAD's planning and reporting procedures.
- Preference will be given to candidates with prior experience in Externally Aided projects in a similar capacity
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  - Salary: Rs. 60000/- per month. Allowances and other entitlements shall be as per the HR Manual

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

Terms of Reference (M&E, KM and Safeguards)	
Type	Assistant Manager-MIS and Data Analytics
Division	M&E, KM and Safeguards

Role	MIS and Data Management
Location	Aizawl (Mizoram), SPIU
Reports to	Manager-M&E

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Assistant Manager (MIS and DataAnalytics) will support the design, implementation, and operation of the project's PMIS and oversee data management processes. The incumbent will ensure system functionality, integration of datasets, real-time analytics, and high data quality across project components. The role is critical in enabling evidence-based planning, adaptive project management, and results reporting aligned with IFAD and government requirements. This role will act as the **data custodian** for the project and will work closely with the thematic teams to ensure the effective use of project data for learning and accountability.

III. Roles and responsibilities

A . MIS Design, Development and Management

- Support the concerned division in designing and implementing the PMIS based on the log frame, AWPB, and reporting needs.
- Coordinate with software vendors for system development, testing, deployment, and maintenance.
- Integrate RS/GIS layers (in collaboration with MIRSAC) for geo-tagged data capture.
- Ensure secure storage, encryption of sensitive data, and role-based access management.

B . Data Management and Quality Assurance

- Lead protocols for data validation, cleaning, deduplication, and quality checks.
- Develop automated consistency checks, indicator definitions, and disaggregation standards (gender, age, youth, IP, geography).
- Monitor the completeness and accuracy of field data submissions from ZRPsand DPIU teams.

- Maintain data dictionaries, audit trails, and metadata documentation.

C . Reporting, Analytics and Visualisation

- Generate real-time and periodic reports (log frame, ORMS, AWPB outputs, M&E indicators) for SPIU, IFAD, and GoM.
- Develop dashboards for SPIU, DPUMs, ZRPs, and community institutions.
- Collaborate with GIS teams to produce spatially referenced reports and visual data summaries.
- Prepare analytical briefs, infographics, and charts for presentations and learning products.

D . User Training and Support

- Train district and block teams, and ZRPs on data protocols, indicator tracking, and use of MIS forms.
- Provide technical handholding and troubleshooting support to data entry operators and stakeholders.
- Develop user manuals, helpdesk toolkits, and guidance materials.

E . Coordination and Documentation

- Liaise with M&E, safeguards, gender, and thematic teams to ensure their data needs are captured.
- Ensure technical alignment between MIS functionalities and data collection tools.
- Support external audits, spot checks, and evaluations using MIS-generated data.

Qualifications and timeline

IV. Required qualifications and experience

Educational Background

Bachelor's degree in IT, Computer Technology, Computer Application, Data Sciences and/or related field from a recognized institution. **Professional Experience**

- A minimum of 3years of overall professional experience in the development sector.
- At least 3 years of demonstrated experience in MIS design, data management, and data analytics of large scale projects

Technical Competencies

- Proficiency in RDBMS (e.g., MySQL, PostgreSQL), cloud-based MIS, mobile data collection tools (KoboToolbox, ODK), and data visualization platforms (Power BI, Tableau).
- Working knowledge of data cleaning and statistical tools (Excel, R, STATA, SPSS).
- Familiarity with log frame-based reporting, indicator tracking, and spatial data integration (QGIS, GeoServer).
- Strong skills in organizing large datasets and presenting them in actionable formats.

Communication and Interpersonal Skills

- Strong written and verbal communication skills in English (knowledge of Mizo an advantage).
- Ability to coordinate across teams and communicate technical data issues clearly to non-technical colleagues.
- Preference will be given to candidates with prior experience in Externally Aided Project'

Salary: 60000/- per month. Allowances and other entitlements shall be as per the HR Manual

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

Terms of Reference *(Business Promotion Unit)*	
Type	Manager-Business Promotion & Incubation
Division	Business Promotion Unit
Role	Support to Commerce and Industries
Location	SPIU, Aizawl (Mizoram)
Reports to	Deputy Director- Commerce & Industries

General description of task(s) and objectives to be achieved

1. Background

FOCUS 2.0 is a six-year externally aided project supported by IFAD and implemented by the Planning and Programme Implementation Department, Government of Mizoram. Component 1 focuses on market infrastructure, value chain development, and enterprise promotion through the development of Collective Marketing Centres (CMCs), Farmers' Markets, and Value Addition Hubs across Mizoram. These will serve as anchor points for market-led production, including for agriculture, horticulture, and livestock products.

The project also promotes rural enterprises through incubation support, and builds aggregation and market linkages with a strong emphasis on inclusive participation, climate resilience, and convergence with existing infrastructure (e.g., warehouses under NABARD).

2.Purpose of the Role

The Manager-Business Promotion & Incubation will lead the planning, coordination, and implementation of market-related activities under Component 1. The role includes oversight of infrastructure design, value chain facilitation, institutional partnerships, and alignment of market services with production systems.

3. Key Responsibilities

A. Market Infrastructure Planning and Oversight

- Support planning and rollout of CMCs, Farmers' Markets, and Value Addition Hubs, ensuring commodity and location alignment with production clusters.
- Ensure livestock infrastructure requirements are integrated within CMCs and Farmers' Markets (e.g., slaughter slabs, cold storage).
- Liaise with engineers and design teams to ensure infrastructure matches aggregation, storage, and retail needs of diverse commodities.

B. Institutional Engagement and Capacity Building

- Guide selection and onboarding of community institutions (VCs, SHGs, MPACs, FPOs) for infrastructure management under PPP or lease models.
- Coordinate technical service providers (TSPs) delivering training to infrastructure operators on record-keeping, hygiene, market logistics, and transparency.

C. Coordination with Stakeholders

- Liaise with line departments (Agriculture, AH&Vety, Horticulture), NABARD, MzSRLM, and other convergence partners.
- Facilitate convergence with existing public infrastructure, including warehouses, roads, and cold chains.

D. Market Linkages and Value Chain Facilitation

- Facilitate anchor value chains (ginger, Mizo chilli, turmeric, etc.) by linking production zones with inter-state buyers via Hubs and Farmers' Markets.
- Promote short/local value chains by enabling direct sales of perishables and livestock through Farmers' Markets to urban and institutional consumers (e.g., hospitals, army).
- Engage with private sector actors, institutional buyers, and traders to develop demand-driven procurement mechanisms.
- Support digital price discovery and e-marketplace integration for select commodities.
- Assist RPOs and CMC operators with market intelligence, buyer networking, and logistics coordination.
- Ensure seamless movement of goods between Zaus → CMCs → Farmers' Markets → Hubs, optimizing costs and efficiency.

E. Monitoring and Evaluation

- Track physical and financial progress of infrastructure development and operationalization.
- Ensure infrastructure meets usage benchmarks (volumes handled, traders served, turnover).
- Contribute to output-level indicators: number of market facilities operational, RPOs linked, and volume of marketed produce.
- Ensuring timely reporting of project activities and support for developing and maintaining the Project MIS
- Provide support for the preparation and monitoring of AWPB.
    - Aligning project interventions to ensure compliance with the targeting and gender strategy of the project

SECAP Compliance

- Ensure integration and compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP) across all marketing activities in the project.

- **Other Responsibilities**
    - Ensure convergence with existing government schemes where feasible for project activities
    - Make regular field visits to verify and guide project staff and community cadre on marketing activities.
    - Coordinate with other project team members and government departments to ensure that FOCUS activities are carried out in a cost-effective and timely manner
    - Any other responsibilities that may be entrusted by the Project Director from time to time
-

Qualifications and timeline

IV. Required qualifications and experience

Educational Background

- Master's degree in Agribusiness, Marketing, Agricultural Economics, or related fields.
- Minimum 5 years of experience in agricultural marketing, rural infrastructure, or value chain development.
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- Strong understanding of livestock, perishables, and hill market systems is desirable.
- Excellent coordination, communication, and reporting skills.

Technical Competencies

- Proficient in participatory approaches
- Skills in data management, interpretation, and analysis.

Communication and Interpersonal Skills

- Strong verbal and written communication skills in Mizo and English
- Excellent report writing skills.
- Good interpersonal skills with the ability to work collaboratively across a range of institutions and disciplines.

Team and Coordination Skills

- Ability to lead and work effectively within multi-disciplinary teams, and to facilitate collaboration among colleagues at different levels of the project.

Desirable Attributes (Preferred)

- Prior experience in Private Sector Engagement, Managing Roundtable conferences, Setting up incubations centers , Promoting FPOs
- Preference will be given to candidates with prior experience in Externally Aided Projects in a similar capacity

Salary: Rs.100000/- per month. . Allowances and other entitlements shall be as per the HR Manual.

Duration and timeline

The position is envisaged for the entire project period i.e six years. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

Terms of Reference *(Business Promotion Unit)*

Type	Assistant Manager- Business Promotion & Incubation
Division	Business Promotion & Incubation
Role	Support to Business Promotion and Incubation Division
Location	SPIU Aizawl and DPIU (Mizoram)
Reports to	SPIU position to Manager-BP&I and DPIU position to Project Director/DRDO

General description of task(s) and objectives to be achieved

1. Background

FOCUS 2.0 is a six-year externally aided project supported by IFAD and implemented by the Planning and Programme Implementation Department, Government of Mizoram. Component 1 focuses on market infrastructure, value chain development, and enterprise promotion through the development of Collective Marketing Centres (CMCs), Farmers' Markets, and Value Addition Hubs across Mizoram. These will serve as anchor points for market-led production, including for agriculture, horticulture, and livestock products.

The project also promotes rural enterprises through incubation support, and builds aggregation and market linkages with a strong emphasis on inclusive participation, climate resilience, and convergence with existing infrastructure (e.g., warehouses under NABARD).

2.Purpose of the Role

The Assistant Manager-BP&I will provide day-to-day support to the Manager-BP&I division in implementing Component 1 activities, especially on planning, field coordination, monitoring infrastructure progress, and ensuring integration with value chains and farmer organizations

3. Key Responsibilities

A. Field Coordination and Infrastructure Rollout

- Support site validation and field-level coordination for the establishment and operationalization of Collective Marketing Centres (CMCs), Farmers' Markets, and Hubs.
- Coordinate with district teams and engineers to ensure timely infrastructure construction, basic equipment installation, and functionality.

B. Support in Market Linkage Facilitation

- Assist in linking Zaus and producer groups with markets through the CMC-Farmers' Market-Hub structure.
- Help facilitate market days, buyer-seller meets, and linkages with institutional buyers.
- Collect and share commodity price data to support decision-making.

C. Support to RPOs and Infrastructure Operators

- Help in mobilising and training FPOs, SHGs, and VCs operating market infrastructure.
- Support capacity-building efforts and onboarding of community operators under PPP or lease arrangements.
- Assist in recordkeeping and simple reporting from operators (e.g., footfall, traded volumes, fees collected).

D. Monitoring and Documentation

- Track physical and financial progress of infrastructure activities at the district level.
- Maintain dashboards and MIS inputs related to market facilities, operations, and commodity movement.

- Document good practices, bottlenecks, and emerging private sector opportunities.

E. Liaison with Convergence Partners

- Support coordination with departments like Agriculture, AH&Vety, Horticulture, and NABARD for infrastructure sharing or convergence.
- Follow up on utilization of NABARD warehouses and other government assets for market strengthening.

Qualifications and timeline

IV. Required qualifications and experience

Educational Background

- Bachelor's and above degree in Agribusiness, Agricultural Economics, Marketing, Rural Management, or related fields.
- Minimum 3 years of experience in agricultural marketing, rural infrastructure, or value chain development.
- Proficiency in field coordination, communication, and simple MIS tools required.

Technical Competencies

- Proficient in participatory approaches
- Skills in data management, interpretation, and analysis.

Communication and Interpersonal Skills

- Strong verbal and written communication skills in Mizo and English
- Excellent report writing skills.
- Good interpersonal skills with the ability to work collaboratively across a range of institutions and disciplines.

Team and Coordination Skills

- Ability to lead and work effectively within multi-disciplinary teams, and to facilitate collaboration among colleagues at different levels of the project.

Desirable Attributes (Preferred)

- Prior experience in Private Sector Engagement, Managing Roundtable conferences, Setting up incubations centers , Promoting FPOs.
- Preference will be given to candidates with prior experience in Externally Aided Project'

Salary: 60000/- per month. Allowances and other entitlements shall be as per the HR Manual.

Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

Terms of Reference (AH&Vety Team)	
Type	Manager– Livestock
Division	Livestock

Role	Support to Livestock Division
Location	Aizawl (Mizoram)
Reports to	Deputy Director AH& Vety, State project director and Project Director (SCRAM)

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Manger Livestock will be hired from outside and he/she must support Deputy Director, AH&VETY, deputed from the Department of Animal Husbandry & Veterinary, Government of Mizoram, for execution of the project. Focus will work with the AH & Vety leveraging the department's technical expertise and infrastructure. All activities under the livestock sub-component will be executed in close collaboration with the AH&VETY Department.

Precisely the manager will help in strategic planning, capacity building, market integration, and convergence with government schemes for the Livestock Sub-component.

III. Roles and responsibilities

A. Strategic Planning and Implementation

- Develop a state-wide livestock strategy and implementation roadmap aligned with project goals, including time-bound milestones and delivery targets basis the project Design report and Project Implementation Manual.
- Ensure the preparation and integration of livestock-related activities into the Annual Work Plan and Budget (AWPB) at the state, district, and block levels.
- Coordinate the rollout of innovative models such as poultry for increased egg production, goatery pilots, and sustainable livestock hubs with scale-up potential.
- Oversee development of livestock-based enterprises including the transformation of the Boar Semen Station into a revenue-generating model.

- Guide the development of a hub-and-spoke market linkage model for livestock and poultry products to strengthen value chains and improve farmer incomes.
- Support infrastructure planning and convergence with ongoing Government of Mizoram and Government of India livestock schemes.

B. Technical Oversight and Supervision

- Provide technical direction to field-level teams on livestock production, health, breed improvement, feed and fodder management, and veterinary service delivery.
- Strengthen the last-mile delivery by institutionalising the Pashu Sakhi / Community Animal Health Worker (CAHW) model and optimising the use of block-level staff from AH&VETY Department.
- Ensure quality assurance in livestock interventions through adherence to established animal health protocols and regular field monitoring.

C. Capacity Building and HR Support

- Identify training needs and support the design and delivery of capacity-building projects for project staff, CAHWs, and departmental functionaries in close collaboration with PD.
- Lead knowledge exchange between SCRAM and AH&VETY to build institutional synergies and enable continuous learning.
- Develop manuals, digital tools, and extension materials to support farmer education.
- Provide technical guidance to community institutions on best livestock practices.

D. Monitoring, Review, and Coordination

- Facilitate periodic state-level reviews and progress tracking of livestock sub-components and submit timely inputs for project reviews and reporting.
- Serve as the key departmental liaison to ensure smooth coordination and convergence of livestock activities under FOCUS 2.0 with other Central Sector Schemes and EAPs.
- Collaborate with the M&E, KM and Safeguards team to ensure that livestock-related data and lessons are properly documented and reported.
- Ensuring timely reporting of project activities and support for developing and maintaining the Project MIS
- Ensure compliance with environmental and regulatory standards in agricultural interventions.
- Undertaking analysis of project interventions to identify key learnings and challenges and proactively share with IFAD and other stakeholders through newsletters, publications, website, etc. for knowledge sharing
- Provide support for the preparation and monitoring of AWPB.

E. Other Responsibilities

1) Ensure convergence with existing government schemes where feasible for project activities
2) Make regular field visits to verify and guide project staff and community cadre on technical aspects of livestock activities
3) Coordinate with other project team members and government departments to ensure

that FOCUS activities are carried out in a cost-effective and timely manner

4) Any other responsibilities that may be entrusted by the Project Director from time to time

F. SECAP Compliance

Ensure integration and compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP) across all Livestock related works in the project.

Qualifications and timeline

IV. Required qualifications and experience

- **Educational Qualification:**
- Master's degree in veterinary sciences & animal Husbandry (BVSc & AH) or equivalent.
- Postgraduate degree in any field of Veterinary Science.

Experience:

- Minimum 5 years of experience of working in the government or private sector in the field of animal production and animal h e a l t h .
- Experience in international projects will be preferred.
- Experience in piggery/poultry production and agro-economics relevant to the Northeast Region and the country.
- Knowledge of development and Management of projects, particularly in the piggery and poultry sector
- Demonstrated ability to set priorities and to work with minimum supervision in order to meet changing deadlines;
- Fluent in English is essential and working knowledge of local language is preferential.

G. Skills required

a. Proficiency in the use of MS-Office
b. Strong leadership and team coordination skills.
c. Experience in training and capacity building.
d. Knowledge of local livestock practices and environmental regulations.
e. Strong verbal and written communication skills in Mizo and English
f. Excellent report writing skills.

H. Preference will be given to candidates with prior experience in Externally Aided Project'

V. Salary: 100000/- per month. Allowances and other entitlements shall be as per the HR Manual.

V. Duration and timeline

The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need"

Terms of Reference(AH&Vety Team)	
Type	Assistant Manager– Livestock

Division	Livestock division
Role	Support to Livestock division
Location	DPIU
Reports to	Deputy CommissionerProject Director- DRDO

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The Assistant Manger Livestock will be hired from outside and he/she must support in the implementation of livestock related activities in the district. The Assistant Manager will be responsible for strategic planning, phasing of livestock activities, implementation of production activity, integration with other activity in the FOCUS-II.

III. Roles and responsibilities

A. Strategic Planning and Implementation

- Develop a district level activity plan based on the guidance from the SPIU, DPIU and FOCUS-PIM. .
- Ensure the preparation and integration of livestock-related activities into the Annual Work Plan and Budget (AWPB) at the district, and block levels.
- Coordinate the rollout of innovative models such as poultry for increased egg production, goatery pilots, and sustainable livestock hubs with scale-up potential.
- Guide the development of a hub-and-spoke market linkage model for livestock and poultry products to strengthen value chains and improve farmer incomes.
- Support infrastructure planning and convergence with ongoing Government of Mizoram and Government of India livestock schemes.

B. Technical Oversight and Supervision

- Engage in field-level activities to facilitate livestock production, health, breed

improvement, feed and fodder management, and veterinary service delivery.
- Strengthen and monitor the last-mile delivery by institutionalising the Pashu Sakhi / Community Animal Health Worker (CAHW) model and optimising the use of block-level staff from AH&VETY Department.
- Ensure quality assurance in livestock interventions through adherence to established animal health protocols and regular field monitoring.

C. Capacity Building and HR Support

- Execute the training needs and support the design and delivery of capacity-building projects for CAHWs, AI Workers, and departmental functionaries in close collaboration with SPIU.
- Works in close co-ordination with the institutions like Mz SRLM, Co-operative societies to identify the Beneficiaries, CAHW etc.

D. Monitoring, Review, and Coordination

- Participate in the district and state level periodic reviews and provide progress on livestock sub-components and submit timely inputs and data for project reviews and reporting.
- Serve as the key functionary for smooth coordination and convergence of livestock activities under FOCUS 2.0 with other Central Sector Schemes and EAPs at district level.
- Collaborate with the M&E, KM and Safeguards team to ensure that livestock-related data and lessons are properly documented and reported.

Qualifications and timeline

IV. Required qualifications and experience

Educational Qualification:

- Bachelor's degree in veterinary sciences & animal Husbandry (BVSc & AH) from recognized institution.

Experience:

- Minimum 3years of experience of working in the government or private sector in the field of animal production and animal h e a l t h .
- Experience in piggery/poultry production and agro-economics relevant to the Northeast Region and the country.
- Knowledge of development and Management of projects, particularly in the piggery and poultry sector.
- Demonstrated ability to set priorities and to work with minimum supervision in order to meet changing deadlines;
- Fluent in English is essential and working knowledge of local language is preferential.
-

E.Preference will be given to candidates with prior experience in Externally Aided Project

F. Salary: Rs. 60000/- per month. Allowances and other entitlements shall be as per the HR Manual

.

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which can be renewed depending on performance and continued need'.

C. ToRs for Technical Service Providers (TSPs)

TSP 1 - Enterprise Development under Component 1.2 – FOCUS 2.0 Project

Terms of Reference	
Type	Technical Service Provider
Division	Market
Role	Technical Support Providers (TSPs) for Enterprise Development under Component 1.2 – FOCUS 2.0 Project
Location	Aizawl (Mizoram)
Reports to	Project Director

General description of task(s) and objectives to be achieved

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

With a total budget of USD 72.29 million, FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The programme emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project is implemented by the Planning and Programme Implementation Department in Mizoram and focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

2. Overall objective of role

The overall objective is to strengthen the business, operational, and market capacities of rural enterprises so that they:

- Aggregate, process, and market increased volumes of commodities.
- Increase turnover and income from enterprise operations.
- Ensure sustainable, market-driven utilization of project-financed market infrastructure.

3. Scope of Work

The TSP will be responsible for providing technical, operational, and market development support to:

- The lead FPO managing the District Hub.
- FPOs and institutions managing 30–60 CMCs linked to the Hub.
- FPOs/private entities operating 2–3 Farmers' Markets associated with the Hub.

Key activities include:

1. **Enterprise Strengthening**
    a. Support the preparation and execution of enterprise business plans linked to identified commodities.

b. Build capacities in financial management, governance, and operational planning.
c. Train on aggregation models, inventory management, quality control, and buyer engagement.

2. **Infrastructure Operationalization**
   a. Develop SOPs for operating Hubs, Farmers' Markets, and CMCs.
   b. Ensure efficient aggregation, processing, grading, and packaging processes.
3. **Market Development and Linkage Facilitation**
   a. Establish formal trade linkages between enterprises and private buyers, processors, and logistics providers.
   b. Facilitate inter-state and institutional market connections.
   c. Organize buyer-seller meets, product exhibitions, and negotiation support.
4. **Support for Value Addition and Branding (Post-Midterm)**
   a. Facilitate GI-based branding, eco-certification, sustainable packaging initiatives after the midterm review.
5. **Business Development**
   a. Support the development of commercially viable, FPO- and SHG-linked enterprise models to enhance the sustainability and functionality of project-financed market infrastructure (including Collective Marketing Centres, Farmers' Markets, and Value Addition Hubs).
   b. Identify opportunities for FPOs, SHG Federations, or rural entrepreneurs to establish or affiliate with Small and Medium Enterprises (SMEs) that provide post-harvest, value addition, logistics, or other market-linked services at Hub or spoke-level infrastructure.
6. **Performance Monitoring Support**
   a. Assist enterprises in tracking and reporting key business metrics (turnover, volume aggregated, buyers connected, products sold through infrastructure).

4. Expected Outcome

Expected Outputs and Performance Indicators

The TSP's performance will be assessed based on **enterprise results**, not just submission of reports. Key performance indicators include:

Output/Deliverable	**Performance Indicator**
1. Operational Business Plans	100% enterprises supported develop and start implementing business plans within 6 months.
2. Infrastructure Utilization	80% of project-supported CMCs and Farmers' Markets in the Hub catchment fully operational within 9 months.
3. Aggregation and Marketing Volumes	Minimum 30% annual increase in volume aggregated and marketed through infrastructure managed by supported enterprises.
4. Enterprise Turnover Growth	Minimum 20% annual increase in cumulative turnover across supported enterprises.
5. Market Linkages Established	At least 3 new private sector buyer contracts facilitated per Hub catchment annually.
6. Capacity Building	100% enterprises receive structured training on governance, financial management, quality control, and marketing.
7. GI-based Initiatives (Post-	GI branding, packaging improvement, or eco-certification activities initiated with at least 3 enterprises.

Midterm)	

5. Payment Structure

Payments to TSPs will be performance-based and linked to achievement of outputs:

- *Mobilization Advance: 10% upon contract signing and deployment of teams.*
- *First Performance Milestone Payment: 30% upon operationalization of 70% CMCs/Farmers' Markets + submission of operational business plans.*
- *Second Performance Milestone Payment: 30% upon achieving first-year turnover and aggregation growth targets (verified by enterprise financial statements and monitoring data).*
- *Final Payment: 30% upon cumulative achievement of all assigned KPIs by the end of the contract period.*

Note:

Progress reports will be required for monitoring but payment will only be triggered by independently verifiable performance achievements

6. Duration and Location

Initial contract period: 24 months, renewable based on performance and project needs.
Assignment expected to start within two months of contracting and Locations are Hubs.

7. Team Qualification Requirements

Each District-level Hub will be supported by a dedicated TSP team structured as follows:

- *One Team Leader (Full-time, based near the Hub catchment):*
  Responsible for overall coordination, strategic guidance, quality assurance, and direct supervision of activities across the Hub, Farmers' Markets, and CMCs.
  The Team Leader will be the primary point of contact with the District Project Team and SPIU.
- *Two Field Officers per Hub:*
  - *Procurement and Aggregation Officer:*
    Focused on strengthening aggregation models at CMCs, improving producer engagement, standardizing quality parameters, and streamlining procurement processes from Zaus to CMCs.
  - *Market Linkage and Trade Officer:*
    Focused on identifying buyers, negotiating trade contracts, supporting marketing events, establishing logistics solutions, and expanding inter-state and institutional markets.

Each TSP team must have the capability to:

- *Coordinate with and mentor FPOs, MPACs, SHG Federations, and other enterprises managing infrastructure assets.*
- *Ensure the operationalization of all infrastructure under the Hub's influence (30–60 CMCs and 2–3 Farmers' Markets).*
- *Facilitate timely aggregation, quality management, buyer engagement, and turnover growth.*

TSPs will ensure that their field teams remain embedded within the Hub catchment for the full assignment period and are available for regular interactions with enterprises and project stakeholders.

Required Qualifications and Staffing Requirements

TSP applicants must demonstrate their capacity to field:

- *1 Team Leader per assigned Hub:*

Minimum 10 years' experience in enterprise development, agricultural marketing, FPO management, or rural value chain development.

- *2 Field Officers per Hub:*
    - *Procurement and Aggregation Officer: Minimum 3–5 years' experience in agricultural aggregation, post-harvest operations, or procurement.*
    - *Market Linkage and Trade Officer: Minimum 3–5 years' experience in agri-marketing, buyer facilitation, and trade negotiation.*

Preference will be given to TSPs proposing teams with experience working in Northeast India or similar geographically challenging, community-based environments.

8. Required Qualifications TSP

TSPs (firms or consortiums) must meet the following minimum requirements:

- *Demonstrated experience (minimum 5 years) in rural enterprise development, agricultural value chains, FPO strengthening, or rural market facilitation.*
- *Proven track record in supporting aggregation, marketing, and private sector linkages for smallholder producer organizations.*
- *In-house capacity for training delivery, market facilitation, financial mentoring, and operational handholding.*
- *Experience working in the Northeast Region or similar geographically challenging environments is desirable.*

TSP 2 - ToR for Feasibility Study and Market infrastructure Planning

Terms of Reference *Feasibility Study and Market infrastructure Planning*	
Type	Technical Service Provider
Division	Market
Role	Feasibility Study and Infrastructure Planning for Market Ecosystem under FOCUS 2.0 (Component 1.1)
Location	Aizawl (Mizoram)
Reports to	Marketing Manager
General description of task(s) and objectives to be achieved	

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

2. Overall objective of role

The objective of the study is to:

- Identify suitable locations for CMCs, Farmers' Markets, and Hubs through a multi-criteria analysis.
- Map existing infrastructure assets (e.g., warehouses, sheds, cold storage) for convergence planning.
- Conduct block-level diagnostics to assess intra-district production heterogeneity, market flows, and logistical constraints.
- Recommend last-mile road segments for connecting major production clusters (Zaus) to aggregation points.
- Propose a phased implementation plan based on priority and feasibility.

3. Scope of Work

The consultant/firm will undertake the following tasks:

A. Infrastructure Siting

- Use project-defined criteria (production density, commodity alignment, connectivity, land availability, market demand, etc.) to recommend specific locations for:
  - 300 Collective Marketing Centres (village/cluster level)
  - 13 Farmers' Markets (block level)
  - 5 Value Addition Hubs (district/multi-district level)
- Conduct geographic mapping and GPS tagging of proposed and existing infrastructure.

B. Block-Level Agro-Market Diagnostics

- Assess block-level variations in:
  - Agro-ecological zones
  - Crop production patterns
  - Livestock concentration
  - Perishability and marketing potential
- Validate previously identified anchor commodities using updated local data and stakeholder input.

C. Existing Infrastructure Mapping and Convergence

- Identify existing public infrastructure under:
  - Agriculture, Horticulture, Animal Husbandry, C&I, Rural Development, NABARD
- Assess condition, usage, and scope for repurposing/upgrading for market integration.

D. Market Flow and Trader Interviews

- Conduct interviews with:
  - Local traders, aggregators, buyers (in Aizawl, Silchar, Guwahati, Lunglei)
  - Input suppliers and transporters
- Understand commodity movement patterns, price margins, and logistical constraints.

E. Road and Connectivity Planning

- Identify 150 km of farm link roads, including:
  - Priority routes from Zaus to CMCs/Farmers Markets
  - Segments requiring suspension bridges or ropeways
- Propose classification (earthen/gravel/paved) based on usage and

geography.

F. Institutional Readiness Assessment

- Map Village Councils, FPOs, cooperatives, and SHG Federations with potential to operate infrastructure under PPP leasing arrangements.

G. Seasonal and Cash Flow Alignment

- Analyze cropping calendars and marketing cycles to identify seasonal production peaks and lean periods.
- Align infrastructure development and value addition timing with these cycles to support farmer and enterprise cash flow stability.

H. Sensitivity and Risk Analysis

- Conduct scenario-based sensitivity analysis for key assumptions (e.g., throughput volume, price fluctuations, construction delays, utilization rates).
- Evaluate impact on financial and operational viability to inform design adjustments and risk mitigation strategies.

I. Private Sector Infrastructure Integration

- Map existing private sector-owned facilities (e.g., storage units, processing plants, cold chains).
- Assess potential for integration through leasing, co-investment, or service contracts to enhance network efficiency.

J. Legal and Land Due Diligence

- Identify land ownership, tenure status, and potential relocation needs at proposed infrastructure sites.
- Estimate relocation costs and document required administrative approvals or clearances.

K. Infrastructure Governance and Operations

- Recommend management models for infrastructure facilities (e.g., FPO-led, cooperative-managed, PPP-based).
- Define roles, responsibilities, and lease/operating terms to ensure sustainability and stakeholder ownership.

L. Phasing and Implementation Planning

- Develop a phased rollout plan for infrastructure development based on water availability, production readiness, and market connectivity.
- Identify priority zones for early piloting and sequencing of investments

to optimize impact and resource allocation.

4. Deliverables

No.	*Deliverable*	*Timeline*
1.	***Inception Report with methodology, tools, and workplan***	***Week 2***
2.	***Draft Report on Commodity Flow and Existing Infrastructure Mapping***	***Week 6***
3.	***Block-wise Infrastructure Feasibility Maps and Lists***	***Week 8***
4.	***Proposed Road Connectivity Plan (150 km)***	***Week 9***
5.	***Final Feasibility and Infrastructure Planning Report with GIS maps***	***Week 10***

5. Methodology

The study will follow a mixed-method approach, including:

- *GIS mapping and spatial analysis*
- *Focus group discussions (FGDs) with farmers and community institutions*
- *Key informant interviews with traders, buyers, and government officials*
- *Secondary data review (production data, transport plans, past infrastructure investments)*

6. Duration and Location

The assignment will be completed over a period of 10 weeks, covering all 11 districts of Mizoram, with intensive fieldwork in selected blocks representing key agro-ecological and market zones.

7. Qualification Requirements

- *Proven experience in agriculture value chain, agri-marketing, or rural infrastructure planning*
- *At least 3 similar assignments conducted*
- *Experience conducting feasibility studies in Northeast India (preferable)*
- *Team composition should include:*
    - *Agricultural economist or value chain expert*
    - *Rural infrastructure engineer*
    - *GIS/mapping specialist*
    - *Local enumerators for fieldwork*

8. Coordination and Reporting

The selected consultant/firm will work under the supervision of the Project Coordination Unit (PCU) and will coordinate closely with:

- *District Agriculture and Horticulture Offices*
- *District Planning Officers*
- *MzSRLM and FOCUS II district teams*

ToR 3 : For Market Infrastructure Design and BoQ

Terms of Reference Market Infrastructure Design and BoQ	
Type	Technical Service Provider
Division	Market (Comp 1)
Role	Design and Technical Support for Market Infrastructure under Component 1.1 of FOCUS 2.0
Location	Aizawl (Mizoram)
Reports to	Marketing Manager
General description of task(s) and objectives to be achieved	

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

2. Objective

To prepare site-specific architectural, structural, electrical, and civil designs; Bills of Quantities (BoQ); and construction drawings for all proposed market infrastructure, ensuring cost efficiency, climate resilience, gender sensitivity, and functional design aligned to agricultural and livestock value chains.

3. Scope of Work

The consultant/firm will be responsible for the following tasks:

A. Site Assessments

- Conduct visits to proposed infrastructure locations (CMCs, Farmers' Markets, Hubs).
- Review land suitability, access, terrain, drainage, and existing structures (if any).

- Recommend orientation, layout, and utilities placement.

B. Market Infrastructure Design

- Prepare standardized and customizable layout plans for:
  - CMCs (500–1,000 sq. ft.)
  - Farmers' Markets (3,000–4,000 sq. ft.)
  - District Hubs (10,000+ sq. ft. or multi-unit design)
- Include design elements for:
  - Covered stalls, storage, livestock sections, sorting areas
  - Drainage, sanitation blocks (gender-inclusive), cold storage (Hubs)
  - Utilities (electricity, water), solid waste management
  - Parking, loading/unloading areas

C. Engineering Designs and Technical Documentation

- Prepare **detailed architectural and structural drawings**
- Provide **civil, plumbing, and electrical layouts**
- Ensure compliance with building norms, safety standards, and climate resilience guidelines

D. Bill of Quantities (BoQ) and Cost Estimation

- Provide BoQ for each infrastructure type (customized for terrain and site)
- Develop standard cost templates to guide tendering and procurement
- Highlight cost-saving alternatives, use of local materials, and phasing options

E. Sustainability and Inclusion

- Incorporate climate-smart and green construction elements
- Design inclusive access and space for women, youth, and differently-abled
- Integrate elements for renewable energy where applicable (e.g., solar drying)

F. Stakeholder Engagement and Approvals

- Consult with local Village Councils, District Authorities, and Departments
- Present and finalize drawings after stakeholder validation
- Submit finalized and signed-off designs to PIU/State Project Unit

4. Deliverables

Deliverable	**Timeline**
Inception Report with Work Plan	Week 1
Site Assessment Reports	Week 4
Draft Layouts and Concept Designs	Week 6
Final Detailed Drawings (AutoCAD + PDF)	Week 10

BoQ and Cost Estimates per Site	Week 10
Final Technical Report with Site-wise Documentation	Week 12

5. Team Composition

The firm should propose a multidisciplinary team comprising:

- Team Leader / Senior Architect (experience in agri-markets/rural infra)
- Civil Engineer / Structural Engineer
- Quantity Surveyor / Cost Estimator
- Environment and Social Specialist (for gender-inclusive, green design)
- Field Coordinator / Draughtsman

6. Duration

The assignment is expected to last 12–14 weeks, with the possibility of further on-call inputs during construction supervision, if required.

7. Reporting & Coordination

The selected agency will report to the PIU of FOCUS 2.0, in close coordination with District Coordination Units and the Engineering Cell of relevant departments (Agriculture, Horticulture, Commerce & Industry, etc.).

8. Qualifications of the Firm

- At least 5 years of experience in rural/agriculture infrastructure design
- Proven track record of working with IFAD/World Bank/State Government projects
- Prior experience in the North-East region or hilly terrain preferred
- Familiarity with government procurement and technical documentation standards

ToR 4 : Technical Support Provider for GI-Based Branding, Sustainable Packaging, and Eco-Certification Support – FOCUS 2.0 Project

Terms of Reference *Technical Support Provider for GI-Based Branding, Sustainable Packaging, and Eco-Certification Support*	
Type	Technical Service Provider
Division	Market
Role	Technical Support Provider for GI-Based Branding, Sustainable Packaging, and Eco-Certification Support – FOCUS 2.0 Project
Location	Aizawl (Mizoram)
Reports to	Project Director

General description of task(s) and objectives to be achieved

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

2. Overall objective of role

The objective is to develop and roll out collective branding, sustainable packaging solutions, and eco-certification for enterprises associated with GI-certified commodities, enhancing their competitiveness in premium inter-state and institutional markets.

3. Scope of Work

The TSP will be responsible for:

1. **Enterprise Readiness Assessment:**
   Conduct diagnostic assessments of selected enterprises (FPOs and rural businesses) managing GI-certified commodities to assess their readiness for branding, packaging upgrades, and certification.

2. **Development of Collective Branding Strategies:**
    - Design collective brand identities (brand names, logos, slogans) aligned with Mizoram's GI commodities.
    - Develop brand guidelines, including labeling and promotional messaging emphasizing GI uniqueness.
3. **Packaging Innovation and Standards Compliance:**
    - Design sustainable, market-compliant packaging solutions for each targeted commodity.
    - Develop packaging standards manuals (materials, designs, labeling guidelines).
    - Support procurement of eco-friendly packaging materials where feasible.
4. **Eco-Certification Facilitation:**
    - Identify certification schemes applicable to the commodities (organic certification, eco-labels, sustainability certifications).
    - Provide technical support to enterprises for application processes, audits, and compliance requirements.
5. **Market Access Facilitation:**
    - Support the rollout of newly branded and packaged products into inter-state, institutional, and premium markets.
    - Organize product showcases, buyer engagement events, and participation in relevant trade fairs.
6. **Capacity Building:**
    - Train enterprise management teams on brand management, product quality maintenance, certification compliance, and marketing strategies.

4. Deliverables

Deliverable	Timeline
Enterprise Diagnostic Reports	Within 2 months of contract signing
Branding and Packaging Designs (per commodity)	Within 5 months of contract signing
Eco-Certification Applications Supported	Within 8 months of contract signing
Launch of GI Brand Campaigns and Market Rollout	Within 10 months of contract signing
Final Report summarizing outputs and results	Within 12 months of contract signing

5. Performance Indicators

- *At least three GI value chains (e.g., Mizo Chilli, Ginger, Broom Grass) receive full branding and packaging support.*
- *At least three enterprises supported to apply for eco-certifications.*
- *Launch of at least three collective brand campaigns linked to market access events or premium trade channels.*
- *Increase in enterprise turnover from branded products by at least 20% within one year post-launch (tracked under overall project M&E).*

6. Payment Structure

- 20% upon submission of Enterprise Diagnostic Reports.
- 30% upon delivery of approved Branding and Packaging Designs.
- 30% upon facilitation of Eco-Certification applications and completion of certification steps.
- 20% upon successful brand launches and final reporting.

Payments will be milestone-based, not report-based alone. Progress will be validated through verification of outputs (branding, packaging, certification achieved, marketing rollout executed).

6. Duration and Location

Initial contract period: 24 months, renewable based on performance and project needs.

Assignment expected to start within two months of contracting and Locations are Hubs.

7. Required Qualifications TSP

Proven experience (minimum 5 years) in:

- *Branding and packaging design for agricultural commodities or rural enterprises.*
- *Eco-certification facilitation (organic, fair-trade, eco-labels).*
- *Market access development for agri-products, preferably in GI-certified products.*

Strong understanding of premium and inter-state market requirements for agricultural produce.

Experience working with rural enterprises, FPOs, cooperatives, and smallholder value chains.

Preferably experience working in Northeast India or similar remote/rural settings.

Capacity to deploy a multi-disciplinary team including branding specialists, packaging technologists, certification experts, and market linkage facilitators.

ToR 5: Service Provider for Development and Management of Digital Profiling Management Information System (MIS) – FOCUS 2.0

Terms of Reference *Service Provider for Development and Management of Digital Profiling Management Information System (MIS)*	
Type	Technical Service Provider
Division	Market

Role	Service Provider for Development and Management of Digital Profiling Management Information System (MIS) – FOCUS 2.0
Location	Aizawl (Mizoram)
Reports to	Project Director

General description of task(s) and objectives to be achieved

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

2. Overall objective of role

- The system should include user-friendly interfaces and business management tools that allow enterprises to track transactions, monitor cash flow, and plan inventory. Training modules must be developed to build enterprise capacity to use MIS for internal decision-making and financial management

- Develop or customize a lightweight, mobile-enabled MIS platform to digitally profile enterprises, track aggregation volumes, sales, credit and insurance uptake, and infrastructure utilization.

- Support the rollout of the MIS across all intervention districts, linked to the hub-and-spoke infrastructure model.

- Build capacities of district teams, MRB officers, and TSP field staff for sustained use and updating of the MIS.

3. Scope of Work

The Service Provider will be responsible for:

- **System Design and Development:**
  - Develop or customize an off-the-shelf MIS solution adapted to FOCUS 2.0 needs.
  - Ensure cloud-based storage, mobile data collection capability, and basic offline functionality for field use.
- **Key Data Modules:**
  - Beneficiary profile (Hub, farmers market, FPOs, SHGs, MPACs, Zaus, entrepreneurs): basic identification and membership.
  - Aggregation volumes handled (monthly/seasonal, commodity-wise).
  - Sales turnover and inter-state trade data.
  - Credit access and insurance coverage status.
  - Use of CMCs, Farmers' Markets, and Hubs.
  - Basic financial management data (optional simplified fields).
- **Field Data Collection and Rollout:**
  - Design mobile apps/forms for field-level data entry by TSPs and Bank Sakhis.
  - Train district staff and field agents in data collection protocols.
  - Pilot rollout in two districts before statewide expansion.
- **System Maintenance and Helpdesk Support:**
  - Provide technical maintenance, troubleshooting, and upgrades for the MIS throughout the project period.
  - Ensure data protection, regular back-ups, and access security protocols.
- **Dashboard**
  - Dashboards must support monthly and quarterly analytics for the SPIU and district teams, enabling real-time program adjustments, infrastructure utilization tracking, and investment decision-making beyond IFAD reporting needs
- **Monitoring and Reporting:**
  - Generate periodic enterprise performance dashboards.
  - Facilitate data-driven decision-making for credit, insurance, and aggregation support.

4. Deliverables

- Functional, user-tested Digital Profiling MIS platform.
- Mobile application and cloud-based dashboard access.
- Data collection protocols and user manuals.
- Initial beneficiary database populated (minimum 350 enterprises by Year 3).
- Training materials and capacity-building sessions for district teams and TSPs.
- Quarterly system utilization reports and troubleshooting logs.
- Final handover of system access, database, and documentation to SPIU.

5. Team Composition and Qualification

Position	Profile and Responsibilities
Project Manager (MIS Specialist)	At least 7 years' experience in MIS design and rollout for rural development, agriculture, financial inclusion, or cooperative systems.
Software Developer(s)	Expertise in mobile-based application development, cloud-based MIS design, UI/UX optimization for rural users.
Data Analyst	Expertise in rural business performance tracking, dashboard design, and analytics visualization.
Field Coordinator(s)	Support pilot rollout, training delivery, and field data quality assurance.
IT Helpdesk Support (optional)	Provide ongoing troubleshooting and maintenance support during project implementation.

6. Duration and Location

- Contract Duration: 36 months (extendable based on performance and project needs).
- Initial System Development Phase: 6 months.
- Pilot Rollout and Scaling Phase: following successful field testing.
- Reporting: Directly to the Financial and Digital Ecosystem Manager, SPIU FOCUS 2.0.

7. Required Qualifications TSP

Evaluation will be based on:

- Experience in MIS development for rural development, agri-value chains, microfinance, or cooperative sectors.
- Strength of the proposed technical solution (scalability, ease of use, offline capability, data protection).
- Quality of rollout and capacity building plan.
- Relevant qualifications and experience of key personnel.
- Cost-effectiveness and long-term sustainability plan.

ToR 6: TSP for Poultry Processing, Broiler Production & Brown Egg Production

Terms of Reference	
Type	Technical Service Provider
Division	Livestock (Comp 2.2)
Role	*Implementation of Poultry Broiler meat processing unit, Broiler Production and Egg production units.*
Location	Aizawl & Other districts (Mizoram)
Reports to	Project Director

General description of task(s) and objectives to be achieved

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations' International Fund for Agricultural Development (IFAD). Implemented by the Planning and Programme Implementation Department, Government of Mizoram, the project seeks to strengthen climate-resilient, market-led farming systems across all districts of the state. FOCUS 2.0 builds on the achievements and lessons from Phase I and adopts a cluster-based approach (*Zau*) to promote sustainable land use, integrated farming systems, and inclusive value chain development.

As the main focus of the project on creating market access for the produce and value chain development around the commodities. The poultry broiler meat is found to be one of the prime product. Vouching on the highest consumption of broiler meat in the state, the investment is planned for further strengthening the home production, processing and marketing. The influx of cheap live broiler meat from outside the state, is further demotivating the farmers for production and impacting their livelihood.

Given the context the FOCUS-2, is planning to invest in a processing facility for broilers in Aizawal, promotion of broiler production in other districts and Brown egg production in few districts. There is requirement of an agency to implement the program in Mizoram, mostly in 3-4 districts.

2.Objective

Provide Technical and implementation support to the SPIU on the following

a. Broiler slaughtering and processing facility at Aizawal,
b. Broiler Production at farmers level through Co-operatives or Producer Company.
c. Brown Egg Production at farmers level through Co-operatives or Producer Company.

3. Scope of Work

The Consultant/Agency will:

- **Market Assessment for Broiler Meat and Brown eggs :**
  - The agency will identify the blocks and districts where the broiler production and egg

production can be done, based on secondary data and consulting the stake holders.
- Conduct a market assessment around the broiler meat around the important cities of the state, to develop the supply chain, logistics and retail units.

- **Poultry processing and Slaughtering facility:**
  - Liasoning with district officials and Dept of AH & Vety for appropriate location of the facility.
  - Consultation with farmers, cooperative societies, producer companies for sale of live birds to the processing facility.
  - Development of detailed DPR, for the project.
  - Implementation/Installation of the processing facility under the procurement norms.
  - Support in running the facility with the help of SPV (Special Purpose Vehicle) Formation.
  - Developing various processing and monitoring protocols for the business enterprise.
  - Develop an appropriate online module for monitoring the day to day activities of the processing facility.
- **Implementation of Broiler Production and Brown Egg production**
  - Map local production clusters and potential aggregation points.
  - Aggregate the farmers in poultry co-operatives/existing co-operatives can also be lined up.
  - Demonstration of shed construction and production for 5 cycles (broiler) and one cycle in layers.
  - Establishing the business with input and output in co-operative model.
  - Linking the co-operatives to the processing and Market Hubs.

4. Deliverables

Deliverable	Timeline
Inception Report with strategy and plan	Month 1
Market Assessment Report	Month 4
Location and DPR of the Processing Facility	Month 6
Implementation of the slaughter and Processing facility	Month 18
Demonstration of Broiler and Brown Egg production in cluster Approach	Month 12

5. Team Composition The firm should propose a multidisciplinary team comprising:

Position	No	Qualification & Experience	Key Responsibilities
Team Leader / Livestock Market Specialist	1	Postgraduate degree in Animal Science, Agribusiness, or related field; minimum 10 years of experience in livestock market research, preferably in North-East India	Overall coordination, methodology finalization, client interface,
Veterinary/Meat & Meat Processing Specialist	1	Bachelor's or Master's in Veterinary Science; knowledge of broiler poultry processing and meat certification processes	Implementation of slaughter and processing facility.
District Nodal	4	Post Graduate/ Graduate in science with	Support in implementation

Officers	experience in working with community. Vets will be preferred. Knowledge of Mizo language is must.	of Broiler and Brown egg production.

6. Duration: The assignment is expected to last 3 years and renewed based on the performance.

7. Reporting & Coordination The selected service provider/consultant will report to the State Project Implementation Unit (SPIU) of FOCUS 2.0, housed within the Planning and Programme Implementation Department, Government of Mizoram. All technical coordination will be overseen by the Livestock Value Chain Lead and the Marketing Manager at the SPIU.

- A project inception meeting will be held within one week of contract signing to finalize the strategy, timeline, and deliverables.
- The consultant will submit monthly progress updates via email and participate in monthly review meetings (online or in-person) with the SPIU.
- Draft outputs, including interim findings and recommendations, will be presented to the SPIU and relevant stakeholders for feedback prior to finalization.
- Coordination with district-level project teams, veterinary officials, traders, and other stakeholders will be facilitated by the SPIU. However, the consultant is expected to take the lead in arranging interviews and field visits as per the agreed work plan.

All data, reports, and knowledge products generated through this assignment will remain the property of FOCUS 2.0 and must be submitted in full at the end of the contract period.

8. Qualifications of the Firm

- Proven expertise in livestock value chains and agribusiness market research
- Familiarity with poultry processing facility is desirable.
- Prior experience working in the Northeast or hilly regions on poultry broiler will be preferred
- Demonstrated capacity in financial and supply chain modelling

ToR 7: TOR for study on market assessment for frozen and value-added products of pork, estimation of demand, in the state and outside the state

Terms of Reference *Study on market assessment for frozen and value-added products of pork, estimation of demand, in the state and outside the state*	
Type	Technical Service Provider
Division	Market (Comp 1)
Role	*Frozen Pork Demand and Inter-State Market Opportunity Assessment*
Location	Aizawl (Mizoram)
Reports to	Project Director
General description of task(s) and objectives to be achieved	

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations' International Fund for Agricultural Development (IFAD). Implemented by the Planning and Programme Implementation Department, Government of Mizoram, the project seeks to strengthen climate-resilient, market-led farming systems across all districts of the state. FOCUS 2.0 builds on the achievements and lessons from Phase I and adopts a cluster-based approach (*Zau*) to promote sustainable land use, integrated farming systems, and inclusive value chain development.

A key focus of the project is investment in diversified agricultural and livestock enterprises to enhance livelihood resilience and ensure structured market access. Among these, piggery remains a dominant livelihood activity, deeply embedded in the cultural and nutritional fabric of Mizoram. However, recurrent outbreaks of African Swine Fever (ASF) have had a crippling impact on the piggery sector, restricting the movement of live pigs due to stringent biosecurity protocols. These disruptions have created a compelling case for investing in alternative value chain models—particularly the development of frozen pork supply chains that can ensure both market continuity and disease containment.

Given this context, the project aims to assess the demand for frozen pork in interstate markets, evaluate logistical feasibility, and explore viable business models that can be supported through project or private sector investments. The proposed study will inform FOCUS 2.0's strategic direction on livestock value chains and guide future investments in cold chains, processing infrastructure, and policy alignment.

2.Objective

To evaluate the market demand, logistical feasibility, and regulatory environment for frozen pork products from Mizoram, identifying actionable opportunities and investment needs for interstate trade and processing.

3. Scope of Work

The Consultant/Agency will:

- **Market Assessment:**

- Identify key interstate markets (e.g., Assam, Kolkata, Mumbai, Pune) for frozen pork demand.
- Assess current pork consumption trends, pricing, and supply-demand gaps.
- Identify institutional buyers (hotels, meat processors, cold storage chains, exporters).

- **Policy and Regulatory Review:**
  - Review existing veterinary and food safety protocols related to ASF.
  - Map regulatory barriers and solutions for inter-state transport of frozen pork (testing, certification, etc.).
- **Supply Chain Analysis:**
  - Map local production clusters and potential aggregation points.
  - Assess viability of cold storage and transport logistics from Mizoram to destination markets.
  - Evaluate processing capacity for cutting, packaging, freezing, and branding.
- **Financial Viability:**
  - Estimate operational costs, margins, and break-even volumes for frozen pork.
  - Identify potential public-private investment models, subsidy schemes, or convergence opportunities.
- **Recommendations:**
  - Provide a strategic roadmap for scaling frozen pork exports.
  - Recommend infrastructure upgrades, value addition models, and market linkage strategies.

4. Deliverables

Deliverable	Timeline
Inception Report with methodology and field plan	Week 1
Market and Regulatory Analysis Report	Week 4
Value Chain and Logistics Assessment	Week 5
Draft Final Report with Recommendations	Week 7
Final Report and Presentation to Stakeholders	Week 8

5. Team Composition The firm should propose a multidisciplinary team comprising:

Position	Qualification & Experience	Key Responsibilities
Team Leader / Livestock Market Specialist	Postgraduate degree in Animal Science, Agribusiness, or related field; minimum 10 years of experience in livestock market research, preferably in North-East India	Overall coordination, methodology finalization, client interface, lead report writing and presentation
Veterinary/Public Health Specialist	Bachelor's or Master's in Veterinary Science; knowledge of biosecurity, ASF protocols, and meat certification processes	Analyze ASF-related constraints and regulatory landscape; guide on testing and transport restrictions
Market Research Analyst	Postgraduate in Economics, Agribusiness, or Marketing; 5+ years of experience in primary research and stakeholder surveys	Design and implement surveys, analyze price and volume trends, trade flows, and demand centers

6. Duration: The assignment is expected to last 8 weeks.

7. Reporting & Coordination The selected service provider/consultant will report to the State Project Implementation Unit (SPIU) of FOCUS 2.0, housed within the Planning and Programme Implementation Department , Government of Mizoram. All technical coordination will be overseen by the Livestock Value Chain Lead and the Marketing Manager at the SPIU.

- A project inception meeting will be held within one week of contract signing to finalize the study methodology, timeline, and deliverables.
- The consultant will submit bi-weekly progress updates via email and participate in monthly review meetings (online or in-person) with the SPIU.
- Draft outputs, including interim findings and recommendations, will be presented to the SPIU and relevant stakeholders for feedback prior to finalization.
- The final report shall be submitted in both hard copy and editable electronic formats (MS Word and Excel), along with a summary PowerPoint presentation.
- Coordination with district-level project teams, veterinary officials, traders, and other stakeholders will be facilitated by the SPIU. However, the consultant is expected to take the lead in arranging interviews and field visits as per the agreed work plan.

All data, reports, and knowledge products generated through this assignment will remain the property of FOCUS 2.0 and must be submitted in full at the end of the contract period.

8. Qualifications of the Firm

- Proven expertise in livestock value chains and agribusiness market research
- Familiarity with veterinary health regulations and animal disease control (preferably ASF)
- Prior experience working in the Northeast or hilly regions preferred
- Demonstrated capacity in financial and supply chain modelling

ToR 8: Development of a Data management System for Boar Semen Stations

Terms of Reference *(Development of a Data management System for Boar Semen Stations)*	
Type	Technical Service Provider
Division	Livestock (Comp 2.2)
Role	*Development of online/offline Data management system for Boar Semen Station*
Location	Aizawl (Mizoram)
Reports to	Project Director

General description of task(s) and objectives to be achieved

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations' International Fund for Agricultural Development (IFAD). Implemented by the Planning and Programme Implementation Department, Government of Mizoram, the project seeks to strengthen climate-resilient, market-led farming systems across all districts of the state. , FOCUS 2.0 builds on the achievements and lessons from Phase I and adopts a cluster-based approach (*Zau*) to promote sustainable land use, integrated farming systems, and inclusive value chain development.

The Pork is one of the major commodity produced and consumed in the state. The supply of Pork is through the homestead pig breeding and fattening farms at the village level. The pig breeders has to maintain a male animal (Boar), for timely breeding of female animals so, that the piglets can be produced. The piglets are further reared for few months (fattening) to reach the slaughter stage for pork harvesting. The maintenance of boars can be replaced with the Artificial insemination technique like cattle, with lots of advantages.

The state has 12 Boar Semen Stations, which can produce quality semen for the use of farmers. The semen are sold to farmers at charge so it is a revenue-generating activity, and the business has the potential to sustain itself on its income. In line with this, the objective of this ToR is to support development of a secure and scalable enterprise system for end-to-end management of boar semen logistics. The system must enhance traceability, improve data accuracy, and support real-time decision-making. There is a requirement to implement a simple enterprise management system with access control for approximately 100 users across the following locations: **60+ Retail Stores; 20+ Processing Centres; 12 Warehouses**

2.Objective

To develop a secure and scalable enterprise system for end-to-end management of Boar Semen Logistics.

3. Scope of Work

The scope of work involves developing a tool with comprehensive features for managing boar semen production and distribution. It includes role-based user access for stakeholders such as

admins, technicians, and distributors. Core functionalities cover boar profile management (ID, breed, age), scheduling and recording semen collection with traceability via barcode/QR code integration, and support for mobile data entry. The system tracks inventory by boar and collection date, monitors expiry, and maps storage locations. It also manages orders and cold chain logistics, with delivery tracking. Robust reporting tools will provide insights into semen quality, sales, stock movement, and traceability for compliance.

4. Deliverables

Deliverable	Timeline
Functional Enterprise system (either licensed or custom built)	Within 6 months
Deployment across all user points	Within 6 months
Training of End Users	Within 12 months
System Documentation	Within 12 months
Ongoing Technical Support (Min 1 Year)	Within 12 months

5. Duration: The assignment is expected to last 12 months.

6. Reporting & Coordination The selected service provider/consultant will report to the State Project Implementation Unit (SPIU) of FOCUS 2.0, housed within the Planning and Programme Implementation Department, Government of Mizoram. All technical coordination will be overseen by the Livestock Value Chain Lead and the Marketing Manager at the SPIU.

- A project inception meeting will be held within one week of contract signing to finalize the study methodology, timeline, and deliverables.
- The consultant will submit monthly progress updates via email and participate in monthly review meetings (online or in-person) with the SPIU.
- Draft outputs, including interim findings and recommendations, will be presented to the SPIU and relevant stakeholders for feedback prior to finalization.
- The final output to be submitted in soft copy to the SPIU.
- Coordination with district-level project teams, veterinary officials, traders, and other stakeholders will be facilitated by the SPIU. However, the consultant is expected to take the lead in arranging interviews and field visits as per the agreed work plan.

All data, reports, and knowledge products generated through this assignment will remain the property of FOCUS 2.0 and must be submitted in full at the end of the contract period.

7. Qualifications of the Firm

- Proven expertise in development of data management software of Agri value chain.

ToR 9: Technical Service Provider for Capacity Building On Agroecological Farming using a Farmer Field School Approach

Terms of Reference

(Capacity Building On Agroecological Farming using a Farmer Field School Approach)

Type	Technical Service Provider
Division	Agriculture
Role	Capacity Building On Agroecological Farming using a Farmer Field School Approach
Location	Aizawl (Mizoram)
Reports to	Project Director

General description of task(s) and objectives to be achieved

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet local and national agricultural product demands while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

A key outcome of FOCUS 2.0 is to increase the incomes of households in Mizoram by enhancing crop production.

Farmers in Mizoram face multiple challenges: steeply sloping forbidding terrain, high rates of run-off and soil erosion[76] leading to rapidly depleting soil fertility, lack of irrigation facilities, land on short duration lease, etc. Coupled with poor land management practices, lack of access to technical know-how and agricultural inputs[77], farmers are trapped in a vicious cycle of low scale, low inputs, low productivity leading to low incomes. This is further exacerbated by the lack of market access and more importantly even physical access to markets is difficult in the absence of link roads connecting farming areas to arterial roads. In a nutshell, terrain, tenure, technical know-how, connectivity and access to markets all dissuade Mizo farmers from farming intensively, keeping them poor and vulnerable to both market and weather shocks.

FOCUS 2.0 seeks to help farmers in Mizoram transition to a more stable and settled farming through sustainably enhancing and scaling up cropping while assisting them to access markets and add value to their produce. The combination of increased productivity and production along with marketing would enable these communities to increase their income.

Specifically, the project will promote agro-ecological farming technologies through a Farmer Field School (FFS) approach to build capacities of project households to enhance cropping while maintaining diversity and adopting climate-friendly[78] and resilient approaches[79] to production that also enhance biodiversity. The project will support communities by making investments in land and water infrastructure, providing support on production technologies and inputs, and enabling groups to work on the “Small-Farmer-Large-Field” (SFLF) concept of synchronized farming.

[76] 16.84 MT/Ha/year Agriculture & Farmers Welfare Department estimate, JICA report
[77] There are only 22 fertilizer dealers in Mizoram, mostly located in the district headquarters
[78] All interventions will be backed by strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production
[79] Project will promote and support agro-ecological farming with locally produced inputs

Broadly, two sets of interventions are envisaged in the project:

I. **Development of Zaus:** Zaus[80] are contiguous patches of land (15-30 Ha.) that will be supported with bunding/terracing, irrigation, and bund plantation and will be operated on the "small-farmer-big-field" concept of growing only 2-3 crops in a season in a synchronized manner to reach scale of production to enable easier access to markets. The catchment area that supplies water to the zau for irrigation will be treated with appropriate soil and water conservation measures to sustain water flow. Crops will be chosen by the Zau group (ZG) based on guidance provided by the project on value-chain crops selected for support in the district[81]. These crops are called the Anchor Value Chain crops. In addition, other crops that are consumed locally[82], marketable, easy to grow and remunerative will also be grown as "companion crops". FFS approach will be used to build capacities of the zau groups to adopt agroecological farming techniques that is locally appropriate.

II. Land development for non-zau households will be done through levelling, bunding and application of soil amendments to reduce acidity and will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. In addition, they will be part of Farmer Field Schools that are conducted with Zau groups to learn and adopt agroecological farming techniques.

Project support to Zau and Non-Zau Households

Zo Zau (Upland)	Phai Zau (WRC)	Non-zau
Land clearance, levelling, terracing, bunding	Levelling, stream bank erosion control, expansion of WRC, repair of bunds and drainage structures	Land levelling, bunding, no terracing
Soil amendments	Soil amendments	Soil amendments
Catchment area treatment	Catchment area treatment	No catchment area treatment
Establishment of new irrigation infrastructure for providing water to each plot in the zau	Augmentation of existing irrigation infrastructure	Support for water storage structures and pipes
Intensive support for crop planning at zau level		Farmer chooses individually
FFS will be conducted in the zau		Will be encouraged to participate in the FFS conducted in the zau
Each plot will be digitally recorded for area, crop sown season after season		No digital monitoring
Weather and crop specific agro-advisories at cluster level		Weather advisory but no crop specific agro-advisory at cluster level

2.Objective and scope of the assignment

To provide support to the project to design, train and roll out ***agroecological farming technologies*** *for project households through* ***a Farmer Field School approach*** *so as to achieve a 30% increase in productivity over baseline*

[80] Two types are supported for development: Phai Zau (lowlands) and Zo Zaus (uplands)

[81] Ginger, turmeric, passion fruit, banana, mandarin, dragon fruit, vegetables, etc.

[82] Including wild edibles (Neglected and Underutilized Crops) that are found in jhums. The idea is to recreate juhm's food biodiversity on the zau, while intensifying cropping and backing it up with sound NRM practices

for selected crops.

Agro-ecological Farming is a chemical-free farming system rooted in Indian traditions enriched with modern understanding of ecology, resource recycling, and on-farm resource optimization. It is considered as an agroecology based diversified farming system which integrates crops, trees, and livestock with functional biodiversity. The key features of this approach are:

- No or limited use of external inputs
- Priority to quality local seeds (use of locally adapted varieties)
- On-farm produced microbial formulation for seed treatment (such as bijamrita),
- On-farm made microbial inoculants (Jivamrita) for soil enrichment
- Cover crops and mulching with green and dry organic matter for nutrient recycling and for creating a suitable micro-climate for maximum beneficial microbial activity in soil
- Mixed or multiple cropping that includes growing multiple crops on a piece of land at the same time such that they complement each other rather than compete for resources. Thus, plants with different heights, root depths, and times of flowering will be grown together. This fosters biodiversity and minimizes risks and ensures steady income to the farmer.
- Managing diversity on farm through integration of trees
- Management of pests through diversity and local on-farm made botanical concoctions (such as neemastra, agniastra, neem ark, dashparni ark etc.)
- Integration of livestock, especially of native breed for cow dung and cow urine as essential inputs for several practices and
- Water and moisture conservation.

The dominant model of agro-ecological farming being practiced in India is based on cow dung and urine. However, cattle rearing is not wide spread in Mizoram. Therefore, FOCUS 2.0 will promote a technology that uses locally available resources for crop production.

Farmer Field School (FFS) Approach: The project will adopt an FFS approach to building the capacities of Zau and non-Zau members in sustainable crop production based on agro-ecological farming systems. FFS is a participatory education approach that brings together a group of small-scale farm producers to solve production problems through sustainable agriculture. The FFS approach offers space for hands-on practical group learning, enhancing skills for observation and critical analysis and improved decision making by local communities. Key characteristics of an FFS approach include: [83]

- Working in groups (15-25 farmers including youth and women)
- Season-long activities (following the phenological stages of the crops)
- Regular meetings/sessions during the season
- Study and learning plots to compare current practices with improved/alternative practices
- Each FFS session includes:
    - Agro-ecosystem analysis
    - A group dynamics exercise
    - Gender empowerment messages and activities
    - Studying a special topic
    - Feedback on the session
- Facilitation, not teaching

The FFS approach will support 700 zaus including 300 new ones covering 21,000 households organized into 700 zau groups. In addition, 20,000 non-zau households will also be encouraged to participate in the FFS training. Implementation

[83] https://www.fao.org/3/i5296e/i5296e.pdf

in the village will be led by a dedicated "Zau Resource Person (ZRP)" under the supervision of the Village Organization and supported by Cluster Focus Coordinator (CFC) at the Cluster Level Federation[84]. In addition, project staff at block (Block level staff) and at the District State Project Implementation Unit (DPIU) will provide technical and administrative support. In all about 11 Assistant Managers (Crop Production) at the DPIUs; 56 Block level staff; 84 Cluster Focus Coordinators and 700 ZRPs have to be trained in agroecological farming.

The selected TSP will train a set of master trainers (Asst.Managers, Block level staff, CFC and ZRP) as well as provide direct trainings to zau group members in the villages.

Key tasks to be performed by the Agency/ organisation

- Develop approach and implementation plan for rolling out agroecological farming through FFS approach
- Develop appropriate production strategy including package of practices for at least 20 crops selected by the project, customised to the geography and crops
- Assess knowledge, skill and attitudes of trainees (ZRPs, CFCs, Block level staff and Asst.Managers) and develop appropriate training modules and materials for large scale training of farmers on agroecological farming. These may include:
    - PoP of agroecological farming in English & Mizo languages
    - Multi-level cropping based on companion crops and non-competing crops to optimize utilization of sunlight and reduce risk through diversity
    - Preparation and use of various bio-inputs[85] for increasing fertility, pest and disease control, etc.
    - Preservation of Indigenous Seed / Seed Exchange Fair/ Seed Bank
    - Developing Bio input Resource Centre (BIRC) in each zau along with training to BIRC entrepreneur.
    - Water Budgeting
    - Crop Planning
    - Organic & Natural based Pest Management
- Training materials would be in the form of hand-outs, posters, short audio-visuals in the Mizo language
- Roll out training of master trainers (ZRP, CFC, Block level staff and Asst.Manager)
- Roll out village-level training for ZRPs and zau groups directly and also through master trainers
- Provide handholding and support to ZRPs for project activities, especially pest and disease management
- Provide inputs to the project team and zau groups in selecting tools appropriate to the zau and the crops being grown
- Work closely with the digital extension agency to develop content relevant to the crops being grown in the zau

The tentative expected level of effort is shown in the table below:

Name of Training	No of Training	No of Module	Days of Training	Total no of Training Days
State Level ToT to Asst.Managers and Block level staff				
PoP on Agroecological farming	2	3	4	24
Water Budgeting & Crop Planning	2	2	2	8
BIRC	2	1	2	4
Total	**6**	**6**	**8**	**36**
Village Level ToT to ZRP and CFCs				
PoP on Organic & Natural farming	120	3	4	1440

[84] At the field level, FOCUS will work through the community institutions (VO and CLF) already set up by MzSRLM
[85] Non-cow-based locally prepared inputs such as activated biochar liquid, etc.

Water Budgeting & Crop Planning	60	2	3	360
Total	**180**	**5**	**7**	**1800**
Operating and Managing Community Nurseries	**15**	**2**	**3**	**90**
BIRC- Technical and Entrepreneurial Training	**17**	**1**	**15**	**255**
Handholding Support on FFS				
	No of FFS	**No of Crop**	**Days of Training in each FFS**	**Total no of Training Days**
	120	2	3	720
Grand Total				2865

The expected result from this assignment is:

- A cadre of master trainers in agroecological farming technologies who know how to train using an FFS approach
- Zau groups are able to successfully produce crops using agroecological farming methods with an increase of at least 30% in yield as compared to baseline
- BIRC and community nurseries are able to operate profitably and meet the needs of the project households for inputs and seedlings.

FOCUS 2.0 will make logistical arrangements for the training programs and FFS. The agency has to provide the resource persons, deliver the training and bear all costs for the activities and services covered under the contract terms.

3. Roles and Responsibilities

The Agency/ organisation will provide the following key experts for this assignment:

Sl. No.	Key expert	Number & Location	Qualifications	Responsibilities
1	Team Leader & Principal Trainer	1 (full time) SPIU, Aizawl	PhD or Master's degree in Agriculture At least 10 years of experience in designing and delivering training related to Organic & Natural Farming in tribal areas, preferably in the north-eastern states 10 years of experience in designing and delivering Farmers Field School particularly in Organic & Natural Farming context Experience of at least 5 years in leading a team of 20-30 professionals	Overall responsible for all deliveries in the project in a timely manner to the satisfaction of the SPIU Coordination with SPIU, TSP team Provide lead in assessing training needs, knowledge, skills and attitudes of trainees Design of overall approach to the training, including training materials, pedagogy following FFS approach Develop PoPs based on

				agroecological farming
2	Training Specialist- FFS	1 (full time) SPIU, Aizawl	Master's degree in agriculture, preferably extension 7 years' experience in designing and rolling out FFS based training in agroecological farming	Design of the FFS approach, course curriculum, modules, technical and learning content, materials, learning outcomes, etc.
3	Material designer	1 (part time) SPIU, Aizawl	Master's degree in communications 5-7 years of experience in designing communication and training materials for agriculture sector, including audio-visuals, computer whiteboard animations, etc. Good knowledge of Mizo language	Design of all training materials ready for printing, publishing or production if it is audio-visual or computer whiteboard animations based on course curriculum and content developed
4	Zonal Coordinators	2 Respective zones (full time) Aizawl and Lunglei	Master's degree in agriculture, preferably in extension 5 years' experience in managing large scale training of farmers. Well versed in FFS methods and good knowledge of agroecological farming Fluent in Mizo language	Coordinate trainings in the zone. Work closely with the DPIU and Trainer to develop a training calendar and ensure trainings are delivered in a timely and effective manner. Assess outcomes of training periodically and suggest improvements in training Technical backstopping in the zone on agroecological farming methods
5	Trainer	11 (Full time), respective Districts	Bachelor's degree in agriculture or any other science or experienced non-graduate master trainers in agroecological farming 3-5 years' experience (for graduates) and 8-10 years' experience (for master trainers) agriculture extension work, training of farmers, technical support for production, preferably using agroecological farming. Experience in FFS approach. Fluent in Mizo language	Developing training calendar in the MPA Delivering training as per calendar, course curriculum and FFS pedagogy Technical backstopping to DPIU, Block level staff, CFCs and ZRPs on organic/natural farming methods

4. Deliverables

The agency/organisation will submit the following reports:

Sl. No.	Deliverable	Timeline from signing of contract

1	Inception report confirming deployment of all staff as per ToR; formats for training need assessment, PoP for at least 10 crops based on agroecological farming, work-plan for 1st year	1 month
2	Training needs assessment report, training manual covering curriculum, methods and materials, content, FFS pedagogy for various training as detailed in ToR	3 months
3	Final training modules including course curriculum, training materials (AV aids included), training calendar, pre & post-training assessment process and formats	5 months
4	Training of master trainers	As per the training calendar
5	Technical backstopping during crop production	On-going
6	Trainee performance assessment report, especially ZRPs	End of every training cycle
7	Training report covering, number of participants, duration, location, modules covered, performance of trainees	Within 1 week of completing the training
8	Seasonal report on post-training implementation support provided covering queries received and resolved, including nature of queries and solution provided	End of every cropping season
10	Final technical report documenting activities conducted and evaluation of capacity building provided	End of contract

II. 5 Duration and timeline

The duration of the assignment is expected to be three **years** which could be extended for another year by mutual consent.

III. 6 Evaluation and selection criteria

- Should be legally registered and provide a self-attested copy of registration, PAN number and self-attested copy of PAN card.
- Should not have been blacklisted by Central/State Govt./Govt. agencies and provide a self-declaration by the authorized representative.
- Should have a minimum of 10 years of work experience in designing, administering trainings, Farmers Field School and also implementation and adaptive practices experience of more than 2 lakhs Farmers on Organic as well as Natural Farming
- Experience of working in tribal areas especially North-eastern states
- Should have more conducted more than 1000 FFS.
- Should have a minimum of 03 principal trainers, 10 Coordinators and 20 trainers with qualifications & experience indicated above.

ToR 10: Support for Zau Identification, Development, and Operations

Terms of Reference (Support for Zau Identification, Development, and Operations)	
Type	Technical Service Provider
Division	Agriculture
Role	Support for Zau Identification, Development, and Operations
Location	Aizawl (Mizoram)
Reports to	Project Director
General description of task(s) and objectives to be achieved	

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet local and national agricultural product demands while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

A key outcome of FOCUS 2.0 is to increase the incomes of households in Mizoram by enhancing crop production. Farmers in Mizoram face multiple challenges: steeply sloping forbidding terrain, high rates of run-off and soil erosion[86] leading to rapidly depleting soil fertility, lack of irrigation facilities, land on short duration lease, etc. Coupled with poor land management practices, lack of access to technical know-how and agricultural inputs[87], farmers are trapped in a vicious cycle of low scale, low inputs, low productivity leading to low incomes. This is further exacerbated by the lack of market access and more importantly even physical access to markets is difficult in the absence of link roads connecting farming areas to arterial roads. In a nutshell, terrain, tenure, technical know-how, connectivity and access to markets all dissuade Mizo farmers from farming intensively, keeping them poor and vulnerable to both market and weather shocks.

FOCUS 2.0 seeks to help farmers in Mizoram transition to a more stable and settled farming through sustainably enhancing and scaling up cropping while assisting them to access markets and add value to their produce. The combination of increased productivity and production along with marketing would enable these communities to increase their income.

Specifically, the project will promote agro-ecological farming technologies through a Farmer Field

[86] 16.84 MT/Ha/year Agriculture & Farmers Welfare Department estimate, JICA report
[87] There are only 22 fertilizer dealers in Mizoram, mostly located in the district headquarters

School (FFS) approach to build capacities of project households to enhance cropping while maintaining diversity and adopting climate-friendly[88] and resilient approaches[89] to production that also enhance biodiversity. The project will support communities by making investments in land and water infrastructure, providing support on production technologies and inputs, and enabling groups to work on the "Small-Farmer-Large-Field" (SFLF) concept of synchronized farming.

Broadly, two sets of interventions are envisaged in the project:

III. **Development of Zaus:** Zaus[90] are contiguous patches of land (15-30 Ha.) that will be supported with bunding/terracing, irrigation, and bund plantation and will be operated on the "small-farmer-big-field" concept of growing only 2-3 crops in a season in a synchronized manner to reach scale of production to enable easier access to markets. The catchment area that supplies water to the zau for irrigation will be treated with appropriate soil and water conservation measures to sustain water flow. Crops will be chosen by the Zau group (ZG) based on guidance provided by the project on value-chain crops selected for support in the district[91]. These crops are called the Anchor Value Chain crops. In addition, other crops that are consumed locally[92], marketable, easy to grow and remunerative will also be grown as "companion crops". FFS approach will be used to build capacities of the zau groups to adopt agroecological farming techniques that is locally appropriate.

IV. Land development for non-zau households will be done through levelling, bunding and application of soil amendments to reduce acidity and will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. In addition, they will be part of Farmer Field Schools that are conducted with Zau groups to learn and adopt agroecological farming techniques.

Project support to Zau and Non-Zau Households

Zo Zau (Upland)	Phai Zau (WRC)	Non-zau
Land clearance, levelling, terracing, bunding	Levelling, stream bank erosion control, expansion of WRC, repair of bunds and drainage structures	Land levelling, bunding, no terracing
Soil amendments	Soil amendments	Soil amendments
Catchment area treatment	Catchment area treatment	No catchment area treatment
Establishment of new irrigation infrastructure for providing water to each plot in the zau	Augmentation of existing irrigation infrastructure	Support for water storage structures and pipes
Intensive support for crop planning at zau level		Farmer chooses individually
FFS will be conducted in the zau		Will be encouraged to participate in the FFS

[88] All interventions will be backed by strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production

[89] Project will promote and support agro-ecological farming with locally produced inputs

[90] Two types are supported for development: Phai Zau (lowlands) and Zo Zaus (uplands)

[91] Ginger, turmeric, passion fruit, banana, mandarin, dragon fruit, vegetables, etc.

[92] Including wild edibles (Neglected and Underutilized Crops) that are found in jhums. The idea is to recreate juhm's food biodiversity on the zau, while intensifying cropping and backing it up with sound NRM practices

	conducted in the zau
Each plot will be digitally recorded for area, crop sown season after season	No digital monitoring
Weather and crop specific agro-advisories at cluster level	Weather advisory but no crop specific agro-advisory at cluster level

2.Objective and scope of the assignment

To provide comprehensive support for zau identification, detailed project report (DPR) preparation, implementation and commissioning of Zau, and land development plans for non-zau households in project villages.

FOCUS 2.0 will support 700 zaus including 300 new ones covering 21,000 households organized into 700 zau groups. In addition, 20,000 non-zau households will be supported with and development activities covering 10,000 Ha. Implementation in the village will be led by a dedicated "Zau Resource Person (ZRP)" under the supervision of the Village Organization and supported by the Cluster Focus Coordinator (CFC) at the Cluster Level Federation[93]. In addition, project staff at block (Block level staff) and at the District State Project Implementation Unit (DPIU) will provide technical and administrative support.
The selected TSP is expected to build capacities of Manager NRM and Engineering team (Executive Engineer, Asst. Engineer and Junior Engineer) at the State State Project Implementation Unit (SPIU) 10Assistant Managers (NRM) and 18 Junior Engineers at the DPIUs; 56 Block level staff; 84 Cluster Focus Coordinators and 700 ZRPs in various aspects of identifying, preparing DPRs and rolling out zau and non-zau interventions.

Key tasks to be performed by the Agency/organization

I. Preparation of Detailed Manual, Tools and Training Materials[94] on Identification, DPR Preparation, and Commissioning of Zaus and Land Development Plans for non-zau Households: This will cover the following:

a. Identification of Potential Zau sites and Zau and Non-Zau households

i. A PRA tool that uses resources and livelihood mapping and wealth ranking exercises to identify households to support under zau and non-zau interventions[95].

ii. A PRA tool and process for supporting VOs and CLFs in identifying potential zo zau sites[96] using remote sensing imageries and maps sourced from MiRSAC[97];

[93] At the field level, FOCUS will work through the community institutions (VO and CLF) already set up by MzSRLM
[94] Will include manuals, short videos, presentation, exercises, etc.
[95] See Project Implementation Manual for detailed criteria for selection of households
[96] Criteria for identification could be a) extent of the patch should be at least 15 Ha.; b) slope should be less than 30%; c) must have a water source that flows for at least 10 months in a year close to it, preferably not more than 2km away; d) must be community land or government land and available for group lease for 15-20 years; e) must not be part of any category of land not permitted for agriculture use under GoM rules and/or SECAP; f) must be preferably within 4-5 km from the village habitation area.
[97] Landuse Land Cover, Slope, Drainage, Soil, etc., maps will be provided to VOs to identify potential zau sites.

iii. A GIS-based tool for assessing the extent of phai zau (existing WRC/TRC)
iv. A PRA based process to identify and record names of phai zau owners and plots of land that they cultivate
v. A PRA-based process for VO to identify plots of non-zau households, assess land development activities needed and take georeferenced pictures
vi. A digital tool for the VO/CLF to convey shortlisted zau sites, non-zau plots, lists of zau and non-zau households to DPIU for verification along with georeferenced site pictures

b. Verification of Proposed Zau Sites

i. **Desk Verification Tool:** Using a simple open-source GIS platform[98], develop a tool with additional thematic layers such as LULC, slope, contour, drainage, etc., sourced from MiRSAC, to desk-verify the technical validity of proposed sites. The tool will have in-built queries to cover such information as: a) the extent of the area proposed; b) current land use; c) slope (<30%); d) distance from the water source proposed and any alternatives, etc. The tool will be used by Junior Engineers (DPIU) to shortlist potential zau sites.
ii. **Site Verification Protocol:** A detailed technical protocol for use by Junior Engineers to verify the technical feasibility of shortlisted zau sites and select the most suitable one.

c. Technical Survey of Zau and Non-zau Lands and DPR Preparation

i. Detailed protocol for a technical survey of proposed zau site including maps needed, instruments required, procedure, formats for noting results, etc.
ii. Technical survey of proposed non-zau sites to assess works to be carried out for land development including bunding, drainage, repairs, levelling, etc.
iii. Preparation of DPR for zau sites covering: Land Development Plan, Catchment Area Treatment Plan, and Water Resources Development Plan[99].
iv. Preparation of DPR for non-zau sites covering land development, soil amendments, water storage structures, etc.
v. Each DPR will provide details of each of the above plans, with estimates of works to be done, bill of materials with technical specifications, cost estimates and a detailed work plan with phasing. It will also identify critical stages during implementation when the presence of JE and/or NRM staff is necessary to ensure quality and safety of structures.
vi. A GIS- tool for rapid technical verification of the DPR will be developed for use by Manager NRM and SE/JEs before sending it to the Technical Committee for technical approval.

d. Execution of Zau and Non-Zau Works

i. Develop a complete protocol for community procurement of goods and services to execute the zau and non-zau works as per DPR
ii. Develop a monitoring and reporting system with regular and periodic physical and financial reporting by VO/CLF. The system will include all standard civil works documentation such as the Measurement book, Muster roll, Site Diary,

[98] Such as Earthmap.org developed by FAO
[99] See Project Implementation Manual for more details

etc.

iii. Develop a system for JE and Asst. Manager NRM to visit the site during critical stages of execution, monitor progress and quality of works, and certify the same for further financial releases to the CLF/VO.

iv. Develop a system of commissioning the zau to indicate technical completeness of zau development. This could include technical measurements such as discharge of irrigation water to each plot as designed and also social such as satisfaction of zau members on works done. In addition, develop a GIS tool to geofence each parcel in a zau that will be cultivated by a specific household.

v. For non-zau works, develop a system of recording works done versus planned and a completion report along with picture of the household member and georeferenced site picture before and after interventions.

e. Operations and Maintenance of Zau Infrastructure

i. Develop a system for the zau group to technically and financially manage community infrastructure such as irrigation system, catchment area, etc. This will include: scheduling of irrigation to plots based on a day of the week; regular cleaning, small repairs of bunds, terraces, water harvesting structures, etc.; collection of user fee, etc.

ii. Develop an app to record season by season, plot-wise crops grown by the ZRP, daily temperature and rainfall received, etc. The app will also provide simple analytics to the zau group as well to the project staff on crops grown, area covered, production, productivity, interaction of weather parameters across the crop duration, etc.

II. Training and Capacity Building: The general approach to training will be, **"teach while doing"** and covers identification, DPR and execution phases. The TSP will be responsible for identifying, preparing DPRs and executing in 10% of zaus supported in the project (~70 Zaus)[100].

a. Training to Spearhead Teams on Awareness Building: Spearhead Teams comprising staff from SPIU, DPIU and Block along with Cluster Coordinator of SRLM will be trained on project concept related to Zau and non-Zau interventions.

b. Training Project Staff on Zau Identification, Verification, Site Survey, and DPR Preparation: Key project staff, including Junior Engineers (SPIU and District), Managers-Agri/Horti, and NRM (SPIU and District), along with Circle Staff, will receive hands-on training on zau identification and DPR preparation over 3-4 days.

c. Training on Monitoring of Execution: Zau Groups, ZRP, VO/CLF, Cluster Focus Coordinators, and district and block project staff will be trained on various aspects of executing works such as procurement, record keeping, reporting, etc.

d. Training on Commissioning and Operations of Zaus: Community institutions and project staff will be trained on commissioning and operations of zau.

III. Other Tasks:

a. Coordinate with MiRSAC and M&E agency to define the methodology for

[100] To be completed within the first year of TSP operations

measurement of key biophysical parameters of zau such as soil erosion, stream flow, biomass cover at baseline, midline and endline of the project.

b. Work closely with the TSP for Agroecological Farming on water budgeting for crop planning

c. Provide inputs to the project and Zau Groups in selecting equipment for drudgery reduction in farming that is appropriate to the zau and crops being grown

d. Work closely with the digital extension agency to integrate locally collected weather information, plot-wise, season-wise crop production information for better extension support.

The expected result from this assignment is:

- Project staff and community institutions are well-versed in all aspects of zau identification, DPR preparation, execution of works and operations and maintenance of zaus
- At least 500 zaus are developed by end of 3rd year of project
- Developed zaus are properly operated and maintained to retain their productivity

FOCUS 2.0 will make logistical arrangements for the training programs and FFS. The agency has to provide the resource persons, deliver the training and bear all costs for the activities and services covered under the contract terms.

IV. Roles and responsibilities

The Agency/organization will provide the following key experts for this assignment:

Sl. No.	Key expert	Number & Location	Qualifications	Responsibilities
1	Team Leader & Technical Lead	1 (full time) SPIU, Aizawl	Master's degree in Agriculture Engineering or Civil Engineering At least 10 years of experience in designing and implementing projects related to Natural Resources Management, small-scale irrigation schemes, preferably in North-eastern states Experience of at least 5 years in leading a team of 20-30 professionals in implementing large-scale projects covering 500 or more villages or 30,000 Ha.	Overall responsible for all deliveries in the project in a timely manner to the satisfaction of the SPIU Coordination with SPIU, TSP team Provide lead in assessing training needs, knowledge, skills and attitudes of trainees Design of overall approach to the training, including training materials, pedagogy following the "teaching by doing" approach
2	Lead NRM	1 (full time)	Master's degree in agriculture engineering, preferably Soil &	Design of the NRM portions of the assignment

	Specialist	SPIU, Aizawl	Water Conservation. 7 years' experience in preparing and implementing INRM plans, net planning, watershed/springshed development plans, preferably in north-eastern states Knowledge of using GIS for NRM planning is essential	covering, catchment treatment, land development, water resource development and development of all related training materials. Develop tools for assessment of potential zau sites based on GIS
3	Lead Irrigation Engineer	1 (full time) SPIU, Aizawl	BE/ B.Tech in Civil Engineering with 10 years' experience or Masters in Civil Engineering/Irrigation Engineering with 7 years' experience in preparing and implementing irrigation schemes in hilly areas (gravity-based systems and small-scale lift irrigation schemes). Experience in solar pumping, sprinklers, and drip is preferred Knowledge of using GIS platforms for designing irrigation schemes is essential	Design of irrigation systems and development of all related training. Technical site survey, DPR preparation including bill of materials, work plan, financial and physical progress monitoring, etc.
4	Material designer	1 (part time) SPIU, Aizawl	Master's degree in communications 5-7 years of experience in designing communication and training materials for agriculture sector, including audio-visuals, computer whiteboard animations, etc. Good knowledge of the Mizo language	Design of all training materials ready for printing, publishing or production if it is audio-visual or computer whiteboard animations based on course curriculum and content developed
5	Digital App designer	1 (Part time) preferably SPIU, Aizawl	BTech/BCA in Computer Science 5-7 years' experience in designing and rolling out apps for use in the agriculture sector	Develop digital apps for VO to submit DPR request; ZRP to record geofencing of plots, local weather data. Develop analytics module based on data collected through the digital app in collaboration with digital extension agency to be hired by the project.
6	Field Engineers	6 (Full time) @ 1	BTech in Agricultural Engineering/Civil Engineering with	Train project and community cadre/staff by,

		FE for 2 districts	5 years' experience or Diploma in Agricultural Engineering/Civil Engineering with 10 years' experience Experience in field survey for NRM and irrigation works, preparation of DPRs with bill of materials, work plan, procurement plan for goods and services, site monitoring of engineering works Fluent in Mizo language	"teach by doing" approach. The training will cover all aspects of this assignment starting from zau identification, site survey, DPR preparation, monitoring of execution, etc. Prepare DPRs for 70 zau sites

3. Main Deliverables

The Agency/ organisation will provide the following key experts for this assignment:

4. Deliverables

The agency/organisation will submit the following reports:

Sl. No.	Deliverable	Timeline from signing of contract
1	Inception report confirming deployment of all staff as per ToR; workplan for 1st year	1 month
2	Manual, GIS tools and digital apps for zau and non-zau interventions as detailed in ToR	3 months
3	Final training modules including course curriculum, training materials (AV aids included), training calendar, pre & post-training assessment process and formats	5 months
4	Training of key project staff on zau and non-zau interventions as per ToR	8 months
5	Training of Spearhead Team	9 months
6	Approved DPR for 70 zau sites and "teaching by doing"	12 months
7	Report on execution and commissioning of 70 zau sites and "teaching by doing"	18 months
8	Training and support to project and community cadre for preparation of DPR and execution	12 months onwards
9	Training and support to Project staff and community cadre on monitoring and reporting physical and financial progress of the execution phase	18 month onwards
10	Training and support to project staff and	18 months onwards

	community cadre on operations and maintenance of zaus	

V. 5 Duration and timeline

The duration of the assignment is expected to be three **years** which could be extended for another year by mutual consent.

VI. 6 Evaluation and selection criteria

- Should be legally registered and provide a self-attested copy of registration, PAN number, and self-attested copy of PAN card.
- Should not have been blacklisted by Central/State Govt./Govt. agencies and provide a self-declaration by the authorized representative.
- Should have a minimum of 10 years of work experience in designing and implementing watershed/springshed/small-scale irrigation schemes in hilly areas, preferably in northeastern states.
- Experience of working in tribal areas, especially in North-eastern states

Terms of Reference	
Type	Manager- Natural Resource Management
Division	Natural Resources Management
Role	Support to Land Resources, Soil, Water Conservation and Irrigation division
Location	SPIU, Aizawl (Mizoram)
Reports to	Project Director and Deputy Director-LRS&WC

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The programme emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

A key outcome of FOCUS 2.0 is to increase the incomes of households in Mizoram by enhancing crop production. Farmers in Mizoram face multiple challenges: steeply sloping forbidding terrain, high rates of run-off and soil erosion[1] leading to rapidly depleting soil fertility, lack of irrigation facilities, land on short-duration lease, etc. Coupled with poor land management practices, lack of access to technical know-how and agricultural inputs[2], farmers are trapped in a vicious cycle of low scale, low inputs, and low productivity leading to low incomes. This is further exacerbated by the lack of market access and more importantly, even physical access to markets is difficult in the absence of link roads connecting farming areas to arterial roads. In a nutshell, terrain, tenure, technical know-how, connectivity, and access to markets all dissuade Mizo farmers from farming intensively, keeping them poor and vulnerable to both market and weather shocks.

FOCUS 2.0 seeks to help farmers in Mizoram transition to more stable and settled farming through sustainably enhancing and scaling up cropping while assisting them to access markets and add value to their produce. The combination of increased productivity and production along with marketing would enable these communities to increase their income.

Specifically, the project will promote agro-ecological farming technologies through a Farmer Field School (FFS) approach to build capacities of project households to enhance cropping while

maintaining diversity and adopting climate-friendly[3] and resilient approaches[4] to production that also enhances biodiversity. The project will support communities by making investments in land and water infrastructure, providing support on production technologies and inputs, and enabling groups to work on the "Small-Farmer-Large-Field" (SFLF) concept of synchronized farming.

Broadly, two sets of interventions are envisaged in the project:

A. Development of Zaus: Zaus[5] are contiguous patches of land (15-30 Ha.) that will be supported with bunding/terracing, irrigation, and bund plantation and will be operated on the "small-farmer-big-field" concept of growing only 2-3 crops in a season in a synchronized manner to reach a scale of production to enable easier access to markets. The catchment area that supplies water to the zau for irrigation will be treated with appropriate soil and water conservation measures to sustain water flow. Crops will be chosen by the Zau group (ZG) based on guidance provided by the project on value-chain crops selected for support in the district[6]. These crops are called the Anchor Value Chain crops. In addition, other crops that are consumed locally[7], marketable, easy to grow and remunerative will also be grown as "companion crops". FFS approach will be used to build capacities of the zau groups to adopt agroecological farming techniques that is locally appropriate.
B. Land development for non-zau households will be done through levelling, bunding, and application of soil amendments to reduce acidity and will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. In addition, they will be part of Farmer Field Schools that are conducted with Zau groups to learn and adopt agroecological farming techniques.

Project support to Zau and Non-Zau Households

Zo Zau (Upland)	Phai Zau (WRC)	Non-zau
Land clearance, levelling, terracing, bunding	Levelling, stream bank erosion control, expansion of WRC, repair of bunds and drainage structures	Land levelling, bunding, no terracing
Soil amendments	Soil amendments	Soil amendments
Catchment area treatment	Catchment area treatment	No catchment area treatment
Establishment of new irrigation infrastructure for providing water to each plot in the zau	Augmentation of existing irrigation infrastructure	Support for water storage structures and pipes
Intensive support for crop planning at the zau level		Farmer chooses individually
FFS will be conducted in the zau		Will be encouraged to participate in the FFS conducted in the zau
Each plot will be digitally recorded for area, crop sown season after season		No digital monitoring
Weather and crop-specific agro-advisories at cluster level		Weather advisory but no crop-specific agro-

	advisory at cluster level

II. Overall objective of the role

The **Manager (Natural Resources Management)** will be responsible for overseeing the design and implementation of all natural resources management-related works in the project covering zaus and non-zau lands. The Manager will work closely with the Technical Service Provider-Zau (TSP-Zau) to ensure that project staff is adequately trained to identify and develop zaus and non-zau lands. The role requires close coordination with project partners, component leads, field teams, and TSP-Zau and TSP-Agroecology & FFS. A core responsibility will be to participate in the preparation of the Annual Work Plan and Budget (AWPB) and ensure timely and cost-effective completion of planned NRM works. Additionally, the Manager will ensure compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), which are cross-cutting and integral to all project components. This role requires technical expertise in soil conservation, catchment area management, and small-scale irrigation systems, ensuring sustainable agricultural practices that improve productivity and climate resilience.

III. Roles and responsibilities

A. Review & Monitor Performance of TSP (Zau)

- Hiring of a Technical Service Provider for Zau development
- Ensure that outputs from the TSP (Zau) for NRM are timely and meet the quality requirements of FOCUS 2.0
- Ensure that the outputs are technically appropriate for Mizoram's context

B. Land & Water Resources Management

- Oversee development and execution of catchment area treatment plans for Zaus to ensure soil stability and sustained water flow.
- Lead the development and implementation of land development plans for zau and non-zau plots, including bunding, terracing, and soil amendments for improved productivity.
- In consultation with the engineering team lead the design of irrigation infrastructure for Zaus, incorporating gravity-fed and small-scale lift irrigation systems.
- Aligning project interventions to ensure compliance with the targeting and gender strategy of the project

C. GIS & RS Based Planning & Monitoring

- Coordinate with MiRSAC and TSP(Zau) to ensure that GIS & RS products needed for field-level identification and planning of zau and non-zau interventions are available on time
- Ensure utilization of GIS & Remote Sensing tools, products, and apps for identification, planning, and monitoring of zau and non-zau plots by project staff

D. Capacity Building & Training

- Design and deliver training programs along with the engineering team on identification, DPR preparation, and execution of zau and non-zau land development
- Design and deliver sustainable land and water management training programs for project staff and community groups.
- Develop manuals, tools, and digital resources for knowledge dissemination.
- Provide ongoing technical guidance to district and village-level teams on soil conservation and irrigation practices.

E. Project Monitoring and Reporting

- Establish protocols for monitoring execution of land and water resource interventions.
- Develop reporting systems for physical and financial progress tracking.
- Ensure monitoring and reporting of key biophysical parameters of zau such as soil erosion, stream flow, biomass cover at baseline, midline, and end line of project
- Ensuring timely reporting of project activities and support for developing and maintaining the Project MIS
- Undertaking analysis of project interventions to identify key learnings and challenges and proactively share with IFAD and other stakeholders through newsletters, publications, website, etc. for knowledge sharing
- Provide support for the preparation and monitoring of AWPB.

F. SECAP Compliance

- Ensure integration and compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP) across all NRM works in the project.

G. Other Responsibilities

- Ensure convergence with existing government schemes where feasible for project activities
- Make regular field visits to verify and guide project staff and community cadre on technical aspects of NRM interventions
- Coordinate with other project team members and government departments to ensure that FOCUS activities are carried out in a cost-effective and timely manner
- Any other responsibilities that may be entrusted by the Deputy Director (LR,S &WC) or the Project Director from time to time

Qualifications and timeline

IV. Required qualifications and experience

H. Educational Background

- Master's degree in Agricultural Engineering with specialization in Soil and Water Conservation or related field

I. Professional Experience

- Minimum 5 years of experience in watershed management, springshed management, soil conservation, and irrigation planning, preferably in northeastern states.
- Expertise in GIS-based natural resource planning and assessment.
- Strong knowledge of soil conservation techniques, water harvesting structures, and climate-smart agriculture.
- Experience collaborating with government agencies, NGOs, and community institutions.

J. Skills required

- Working knowledge of GIS tools for land use planning and monitoring.
- Proficiency in the use of MS-Office
- Strong leadership and team coordination skills.
- Experience in training and capacity building.
- Knowledge of local agricultural practices and environmental regulations.
- Strong verbal and written communication skills in Mizo and English
- Excellent report writing skills.

K. Preference will be given to candidates with prior experience in Externally Aided projects in a similar capacity

L. Salary: Rs. 100000/- per month. . Allowances and other entitlements shall be as per the HR Manual.

M.

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

[1] 16.84 MT/Ha/year Agriculture & Farmers Welfare Department estimate, JICA report
[2] There are only 22 fertilizer dealers in Mizoram, mostly located in the district headquarters
[3] All interventions will be backed by strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production
[4] Project will promote and support agro-ecological farming with locally produced inputs
[5] Two types are supported for development: Phai Zau (lowlands) and Zo Zaus (uplands)
[6] Ginger, turmeric, passion fruit, banana, mandarin, dragon fruit, vegetables, etc.
[7] Including wild edibles (Neglected and Underutilized Crops) that are found in jhums. The idea is to recreate juhm's food biodiversity on the zau, while intensifying cropping and backing it up with sound NRM practices

Terms of Reference	
Type	Assistant Engineer (SPIU)
Division	Engineering
Role	Support to Engineering division
Location	SPIU, Aizawl (Mizoram)
Reports to	Executive Engineer or Joint Project Director (Operations)

General description of task(s) and objectives to be achieved

I. Background

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FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The programme emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The projectfocuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

A key outcome of FOCUS 2.0 is to increase the incomes of households in Mizoram by enhancing crop production. Farmers in Mizoram face multiple challenges: steeply sloping forbidding terrain, high rates of run-off and soil erosion[1] leading to rapidly depleting soil fertility, lack of irrigation facilities, land on short-duration lease, etc. Coupled with poor land management practices, lack of access to technical know-how and agricultural inputs[2], farmers are trapped in a vicious cycle of low scale, low inputs, and low productivity leading to low incomes. This is further exacerbated by the lack of market access and more importantly, even physical access to markets is difficult in the absence of link roads connecting farming areas to arterial roads. In a nutshell, terrain, tenure, technical know-how, connectivity, and access to markets all dissuade Mizo farmers from farming intensively, keeping them poor and vulnerable to both market and weather shocks.
FOCUS 2.0 seeks to help farmers in Mizoram transition to more stable and settled farming through sustainably enhancing and scaling up cropping while assisting them to access markets and add value to their produce. The combination of increased productivity and production along with marketing would enable these communities to increase their income.
Specifically, the project will promote agro-ecological farming technologies through a Farmer

Field School (FFS) approach to build capacities of project households to enhance cropping while maintaining diversity and adopting climate-friendly[3] and resilient approaches[4] to production that also enhances biodiversity. The project will support communities by making investments in land and water infrastructure, providing support on production technologies and inputs, and enabling groups to work on the "Small-Farmer-Large-Field" (SFLF) concept of synchronized farming.

Broadly, two sets of interventions are envisaged in the project:

A. Development of Zaus: Zaus[5] are contiguous patches of land (15-30 Ha.) that will be supported with bunding/terracing, irrigation, and bund plantation and will be operated on the "small-farmer-big-field" concept of growing only 2-3 crops in a season in a synchronized manner to reach a scale of production to enable easier access to markets. The catchment area that supplies water to the zau for irrigation will be treated with appropriate soil and water conservation measures to sustain water flow. Crops will be chosen by the Zau group (ZG) based on guidance provided by the project on value-chain crops selected for support in the district[6]. These crops are called the Anchor Value Chain crops. In addition, other crops that are consumed locally[7], marketable, easy to grow and remunerative will also be grown as "companion crops". FFS approach will be used to build capacities of the zau groups to adopt agroecological farming techniques that is locally appropriate.
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Project support to Zau and Non-Zau Households

Zo Zau (Upland)	Phai Zau (WRC)	Non-zau
Land clearance, levelling, terracing, bunding	Levelling, stream bank erosion control, expansion of WRC, repair of bunds and drainage structures	Land levelling, bunding, no terracing
Soil amendments	Soil amendments	Soil amendments
Catchment area treatment	Catchment area treatment	No catchment area treatment
Establishment of new irrigation infrastructure for providing water to each plot in the zau	Augmentation of existing irrigation infrastructure	Support for water storage structures and pipes
Intensive support for crop planning at the zau level		Farmer chooses individually
FFS will be conducted in the zau		Will be encouraged to participate in the FFS conducted in the zau
Each plot will be digitally recorded for area, crop sown season after season		No digital monitoring

Weather and crop-specific agro-advisories at cluster level	Weather advisory but no crop-specific agro-advisory at cluster level

II. Overall objective of the role

The Junior Engineer (SPIU) will play a critical role in the technical planning, execution, and supervision of natural resource management, irrigation infrastructure projects and other civil construction works under the project. The JE will work under the supervision of the Senior Engineer and closely with the Manager (NRM) to ensure that project staff is adequately trained to identify and develop zaus and non-zau lands. The role requires close coordination with project partners, component leads, field teams, and TSP-Zau. A core responsibility will be to participate in the preparation of the Annual Work Plan and Budget (AWPB) and ensure timely and cost-effective completion of planned NRM and other civil construction works. Additionally, the JE will ensure compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP), which are cross-cutting and integral to all project components. The role involves conducting site assessments, supporting Detailed Project Report (DPR) preparation, overseeing land development activities, and ensuring quality control of interventions.

III. Roles and responsibilities

- Assist in overall planning, supervision, and guidance for the engineering activities including convergence funds.
- Assist in reviewing the outputs from TSP(Zau) for technical appropriateness to Mizoram's context ;
- Preparing the standard engineering design, bills of materials and cost estimates for all engineering structures;
- Along with the Manager (NRM) review DPRs submitted for technical appropriateness before putting it upto the Technical Committee for technical approval;
- Assist the TSP(Agroecological Farming and FFS) and TSP(Zau) in developing a module to plan crops based on water budgeting and irrigation to individual plots based on a day-of-the-week scheduling
- Assist in the preparation of work plan and budget and procurement relating to the sector;
- Design and deliver training programs along with the NRM team on identification, DPR preparation, and execution of zau and non-zau land development
- Assist in capacity building of DPIU, Block level staff, and Community cadre in all aspects relating to engineering works;
- Develop and deploy a system of site monitoring of all works in the project including standard engineering documentation such as measurement book, muster roll, stock register, cash book, site diary, etc.;
- Develop and deploy a system of site visits by JE (DPIU) and Asst. Manager (NRM) to

sites during critical stages of execution and certifying quality and quantity of works completed;
- Develop and deploy a system of generating physical and financial progress and linking the release of funds based on certification of the stage of completion by JE (DPIU)/Asst.Manager (NRM);
- Make regular field visits to verify and guide project staff and community cadre on technical aspects of engineering interventions;
- Provide ongoing technical guidance to district and village-level teams on all engineering related practices;
- Maintaining database, documentation of successful case studies, and good practices in engineering activities'
- Liaising with other line departments to ensure inter-agency coordination for Programme interventions;
- Assist in regular follow-up and monitoring with DPIU staff on rural/community infrastructures, effective utilization, management, and maintenance of the infrastructures, etc;
- Facilitate implementation of O&M including user tariff setting, collection of tariff, creation of maintenance fund at community level for use and upkeep of equipment/assets created under the project;
- Ensure convergence with existing government schemes where feasible for project activities;
- Coordinate with other project team members and government departments to ensure that FOCUS activities are carried out in a cost-effective and timely manner
- Ensure integration and compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) across all civil works in the project.
- Any other responsibilities that may be entrusted by the Senior Engineer or the Project Director from time to time.

Qualifications and timeline

IV. Required qualifications and experience

- **Educational Qualification**: B.Tech/BE in Agricultural Engineering/Civil Engineering with 5 years of experience OR Diploma in Agricultural Engineering/Civil Engineering with 10 years of experience.
- **Technical Expertise**: Experience in conducting field surveys, DPR preparation, and site monitoring.
- **GIS Skills**: Strong familiarity with GIS tools for site assessments and verification.
- **Project Experience**: Prior work experience in watershed management, spring shed management, irrigation systems, soil conservation, construction of market sheds, etc., in north-eastern states.

Skills required

- Strong analytical and problem-solving abilities.
- Proficiency in technical documentation and reporting.
- Ability to work collaboratively with local communities and field teams.

- Fluency in Mizo language is desirable.
- Preference will be given to candidates with prior experience in IFAD-supported projects in a similar capacity

Salary: Rs. 75000/- per month. Allowances and other entitlements shall be as per the HR Manual

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

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Terms of Reference	
Type	Manager- Crop Production
Division	Crop Production
Role	Support to Agriculture and Horticulture division
Location	SPIU, Aizawl (Mizoram)
Reports to	Deputy Director- Agriculture and Horticulture

General description of task(s) and objectives to be achieved

I. Background

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B. Land development for non-zau households will be done through levelling, bunding, and application of soil amendments to reduce acidity and will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. In addition, they will be part of Farmer Field Schools that are conducted with Zau groups to learn and adopt agroecological farming techniques.

Project support to Zau and Non-Zau Households

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Intensive support for crop planning at the zau level		Farmer chooses individually
FFS will be conducted in the zau		Will be encouraged to participate in the FFS conducted in the zau
Each plot will be digitally recorded for area, crop sown season after season		No digital monitoring

Weather and crop-specific agro-advisories at cluster level	Weather advisory but no crop-specific agro-advisory at cluster level

II. Overall objective of the role

The Manager- Crop Productionat the State SPIU level will oversee the strategic planning, implementation, and monitoring of agricultural and horticultural interventions under the project. This role involves guiding market demand-led crop selection, production using agroecological farming techniques, weather and agro-advisories, and farmer capacity building to enhance productivity while ensuring climate resilience.

The Manager–Crop Production will work closely with the Technical Service Provider-Zau (TSP-Zau)and TSP (Agroecological Farming & FFS) to ensure that project staff is adequately trained to support Agriculture and Horticulutre in zaus and non-zau lands. The role requires close coordination with project partners, component leads, field teams, and TSP-Zau and TSP-Agroecology & FFS. A core responsibility will be to participate in the preparation of the Annual Work Plan and Budget (AWPB) and ensure timely and cost-effective completion of planned production activities. Additionally, the Manager will ensure compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), which are cross-cutting and integral to all project components.

III. Roles and responsibilities

C. Review & Monitor Performance of TSP (Agroecological Farming and FFS)

- Hiring a Technical Service Provider for promoting Agroecological Farming through and FFS approach
- Ensure that outputs from the TSP (FFS) for crop production are timely and meet the quality requirements of FOCUS 2.0
- In consultation with the Deputy Director (Agriculture and Horticulture), ensure that the outputs (PoP, bio-inputs, FFS modules) are technically appropriate for Mizoram's context

D. Strategic Planning and Implementation

- Develop and implement climate-resilient agricultural and horticultural strategies aligned with market demand in zaus
- Oversee the selection and cultivation of anchor value chain crops such as ginger, turmeric, passion fruit, banana, mandarin, and dragon fruit along with other "companion crops".
- Promote agroecological farming techniques through Farmer Field Schools (FFS) to enhance biodiversity and soil health.
- Support synchronized farming approaches within Zau clusters to achieve economies of scale and improve market access.

- Oversee roll out of digital extension services in project area covering PoP reminders, pest and weather forecast for specific value chain crops
- Oversee roll out of Bio-Input Resource Centres and Community Nurseries with entrepreneurs to operate them profitably
- Aligning project interventions to ensure compliance with the targeting and gender strategy of the project

E. Capacity Building & Training

- Design and deliver training programs for project staff, community cadre, and zau farmers on agroecology-based climate-smart agriculture, pest management, and soil health improvement.
- Develop manuals, digital tools, and extension materials to support farmer education.
- Provide technical guidance to project staff and community institutions on best agricultural practices.

F. Project Monitoring and Reporting

- Establish protocols for digitally tracking crop performance, productivity, and market trends.
- Implement digital monitoring systems for season-wise crop production and weather advisories.
- Ensure compliance with environmental and regulatory standards in agricultural interventions.
- Ensuring timely reporting of project activities and support for developing and maintaining the Project MIS
- Undertaking analysis of project interventions to identify key learnings and challenges and proactively share with IFAD and other stakeholders through newsletters, publications, website, etc. for knowledge sharing
- Provide support for the preparation and monitoring of AWPB.

G. SECAP Compliance

- Ensure integration and compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP) across all NRM works in the project.

H. Other Responsibilities

- Ensure convergence with existing government schemes where feasible for project activities
- Make regular field visits to verify and guide project staff and community cadre on technical aspects of crop production
- Coordinate with other project team members and government departments to ensure that FOCUS activities are carried out in a cost-effective and timely manner
- Any other responsibilities entrusted by the Project Director from time to time

Qualifications and timeline

IV. Required qualifications and experience

I. Educational Background

- Master's degree in Agriculture/Horticulture preferably in

agronomy/entomology/extension.

J. Professional Experience

- Minimum 5 years of experience in agricultural development, crop management, and value chain integration, preferably in northeastern states.
- Expertise in agro-ecological farming, climate-resilient agriculture, and market-driven production systems.
- Strong knowledge of post-harvest management and value addition techniques.
- Experience of FFS approach is desirable
- Experience working with farmer groups, cooperatives, and government agencies.

K. Skills required

- Working knowledge of GIS tools for crop planning and monitoring
- Proficiency in the use of MS-Office
- Strong leadership and team coordination skills.
- Experience in training and capacity building.
- Knowledge of local agricultural practices and environmental regulations.
- Strong verbal and written communication skills in Mizo and English
- Excellent report writing skills.

L. Preference will be given to candidates with prior experience in Externally Aided projects in a similar capacity

M. Salary: Rs. 100000/- per month. Allowances and other entitlements shall be as per the HR Manual.

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

[1] 16.84 MT/Ha/year Agriculture & Farmers Welfare Department estimate, JICA report

[2] There are only 22 fertilizer dealers in Mizoram, mostly located in the district headquarters

[3] All interventions will be backed by strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production

[4] Project will promote and support agro-ecological farming with locally produced inputs

[5] Two types are supported for development: Phai Zau (lowlands) and Zo Zaus (uplands)

[6] Ginger, turmeric, passion fruit, banana, mandarin, dragon fruit, vegetables, etc.

[7] Including wild edibles (Neglected and Underutilized Crops) that are found in jhums. The idea is to recreate juhm's food biodiversity on the zau, while intensifying cropping and backing it up with sound NRM practices

Terms of Reference	
Ass	Assistant Manager
Division	Agriculture and Horticulutre/Crop Production (DPIU)
Role	Support to Agriculture and Horticulture/Crop Production (DPIU)
Location	DPIU
Reports to	Project Director-District Rural Development Officer

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The programme emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

A key outcome of FOCUS 2.0 is to increase the incomes of households in Mizoram by enhancing crop production. Farmers in Mizoram face multiple challenges: steeply sloping forbidding terrain, high rates of run-off and soil erosion[1] leading to rapidly depleting soil fertility, lack of irrigation facilities, land on short-duration lease, etc. Coupled with poor land management practices, lack of access to technical know-how and agricultural inputs[2], farmers are trapped in a vicious cycle of low scale, low inputs, and low productivity leading to low incomes. This is further exacerbated by the lack of market access and more importantly, even physical access to markets is difficult in the absence of link roads connecting farming areas to arterial roads. In a nutshell, terrain, tenure, technical know-how, connectivity, and access to markets all dissuade Mizo farmers from farming intensively, keeping them poor and vulnerable to both market and weather shocks.

FOCUS 2.0 seeks to help farmers in Mizoram transition to more stable and settled farming

through sustainably enhancing and scaling up cropping while assisting them to access markets and add value to their produce. The combination of increased productivity and production along with marketing would enable these communities to increase their income.

Specifically, the project will promote agro-ecological farming technologies through a Farmer Field School (FFS) approach to build capacities of project households to enhance cropping while maintaining diversity and adopting climate-friendly[3] and resilient approaches[4] to production that also enhances biodiversity. The project will support communities by making investments in land and water infrastructure, providing support on production technologies and inputs, and enabling groups to work on the "Small-Farmer-Large-Field" (SFLF) concept of synchronized farming.

Broadly, two sets of interventions are envisaged in the project:

A. Development of Zaus: Zaus[5] are contiguous patches of land (15-30 Ha.) that will be supported with bunding/terracing, irrigation, and bund plantation and will be operated on the "small-farmer-big-field" concept of growing only 2-3 crops in a season in a synchronized manner to reach a scale of production to enable easier access to markets. The catchment area that supplies water to the zau for irrigation will be treated with appropriate soil and water conservation measures to sustain water flow. Crops will be chosen by the Zau group (ZG) based on guidance provided by the project on value-chain crops selected for support in the district[6]. These crops are called the Anchor Value Chain crops. In addition, other crops that are consumed locally[7], marketable, easy to grow and remunerative will also be grown as "companion crops". FFS approach will be used to build capacities of the zau groups to adopt agroecological farming techniques that is locally appropriate.
B. Land development for non-zau households will be done through levelling, bunding, and application of soil amendments to reduce acidity and will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. In addition, they will be part of Farmer Field Schools that are conducted with Zau groups to learn and adopt agroecological farming techniques.

Project support to Zau and Non-Zau Households

Zo Zau (Upland)	Phai Zau (WRC)	Non-zau
Land clearance, levelling, terracing, bunding	Levelling, stream bank erosion control, expansion of WRC, repair of bunds and drainage structures	Land levelling, bunding, no terracing
Soil amendments	Soil amendments	Soil amendments
Catchment area treatment	Catchment area treatment	No catchment area treatment
Establishment of new irrigation infrastructure for providing water to each plot in the zau	Augmentation of existing irrigation infrastructure	Support for water storage structures and pipes
Intensive support for crop planning at the zau level		Farmer chooses individually
FFS will be conducted in the zau		Will be encouraged to participate in the FFS

	conducted in the zau
Each plot will be digitally recorded for area, crop sown season after season	No digital monitoring
Weather and crop-specific agro-advisories at cluster level	Weather advisory but no crop-specific agro-advisory at cluster level

II. Overall objective of the role

The Assistant Manager, Crop Production (AM-CP) at the DPIU level will oversee the planning, implementation, and monitoring of agricultural and horticultural interventions under the project. This role involves guiding market demand-led crop selection, production using agroecological farming techniques, weather and agro-advisories, and farmer capacity building to enhance productivity while ensuring climate resilience.

The AM (CP) will work closely with the district representative of the Technical Service Provider-Zau (TSP-Zau) and TSP (Agroecological Farming & FFS) to ensure that project staff and community cadre are adequately trained to support crop production in zaus and non-zau lands. Additionally, the AM (CP) will ensure compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), which are cross-cutting and integral to all project components.

III. Roles and responsibilities

A. Crop Planning and Production

- Assist in the selection and cultivation of anchor value chain crops such as ginger, turmeric, passion fruit, banana, mandarin, and dragon fruit.
- Support synchronized farming approaches within Zau clusters to improve productivity and market access.
- Promote agro-ecological farming techniques through Farmer Field Schools (FFS).
- Facilitate the integration of wild edibles and neglected crops to enhance biodiversity and food security.
- Oversee roll out of digital extension services in the district covering PoP reminders, pest and weather forecast for specific value chain crops
- Oversee roll out in the district of Bio-Input Resource Centres and Community Nurseries with entrepreneurs to operate them profitably
- Aligning project interventions to ensure compliance with the targeting and gender strategy of the project

B. Farmer Training and Capacity Building

- Organize and deliver training programs for district project staff, community cadre, and zau farmers on agroecology-based climate-smart agriculture, pest management, and soil

health improvement.
- Organize and deliver training to Master Trainers on using FFS approach and materials to build capacity for agroecological farming.
- Provide technical guidance to project staff and community institutions on best agricultural practices for achieving high productivity and incomes.

C. Project Monitoring and Reporting
- Digitally track crop performance, productivity, and market trends at the district level.
- Implement digital monitoring systems for season-wise crop production and weather advisories.
- Ensure compliance with environmental and regulatory standards in agricultural interventions.
- Ensuring timely reporting of project activities and support for developing and maintaining the Project MIS
- Undertaking analysis of project interventions to identify key learnings and challenges and proactively share with IFAD and other stakeholders through newsletters, publications, website, etc. for knowledge sharing
- Provide support for the preparation and monitoring of AWPB.

D. SECAP Compliance
- Ensure integration and compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP) across all NRM works in the project.

E. Other Responsibilities
- Ensure convergence with existing government schemes where feasible for project activities
- Make regular field visits to verify and guide project staff and community cadre on technical aspects of crop production
- Coordinate with other project team members and government departments to ensure that FOCUS activities are carried out in a cost-effective and timely manner

Any other responsibilities that may be entrusted by the Deputy Commissionerthe Deputy Commissioner or Project Director- District Rural Development Office from time to time

Qualifications and timeline

IV. Required qualifications and experience

F. Educational Background
- Master's degree in Agriculture/Horticulture from recognized institution preferably in agronomy/entomology/extension.

G. Professional Experience
- Minimum3 years of experience in agricultural development, crop management, and value chain integration, preferably in northeastern states.
- Expertise in agroecological farming, climate-resilient agriculture, and market-driven production systems.
- Strong knowledge of post-harvest management and value-addition techniques.
- Experience of FFS approach is desirable

- Experience working with farmer groups, cooperatives, and government agencies.

H. Skills required

- Proficiency in the use of MS-Office
- Strong leadership and team coordination skills.
- Experience in training and capacity building.
- Knowledge of local agricultural practices and environmental regulations.
- Strong verbal and written communication skills in Mizo and English
- Excellent report writing skills.

I. Preference will be given to candidates with prior experience in Externally Aided projects in a similar capacity

J. Salary: Rs. 60000/- per month. Allowances and other entitlements shall be as per the HR Manual

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

[1] 16.84 MT/Ha/year Agriculture & Farmers Welfare Department estimate, JICA report
[2] There are only 22 fertilizer dealers in Mizoram, mostly located in the district headquarters
[3] All interventions will be backed by strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production
[4] Project will promote and support agro-ecological farming with locally produced inputs
[5] Two types are supported for development: Phai Zau (lowlands) and Zo Zaus (uplands)
[6] Ginger, turmeric, passion fruit, banana, mandarin, dragon fruit, vegetables, etc.
[7] Including wild edibles (Neglected and Underutilized Crops) that are found in jhums. The idea is to recreate juhm's food biodiversity on the zau, while intensifying cropping and backing it up with sound NRM practices

Terms of Reference	
Type	Assistant Manager
Division	Natural Resources Management (DPIU)
Role	Support to Land Resources, Soil, Water Conservation and Irrigation division
Location	DPIU
Reports to	Project Director-DRDO

General description of task(s) and objectives to be achieved

I. Background

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FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The programme emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

A key outcome of FOCUS 2.0 is to increase the incomes of households in Mizoram by enhancing crop production. Farmers in Mizoram face multiple challenges: steeply sloping forbidding terrain, high rates of run-off and soil erosion[1] leading to rapidly depleting soil fertility, lack of irrigation facilities, land on short-duration lease, etc. Coupled with poor land management practices, lack of access to technical know-how and agricultural inputs[2], farmers are trapped in a vicious cycle of low scale, low inputs, and low productivity leading to low incomes. This is further exacerbated by the lack of market access and more importantly, even physical access to markets is difficult in the absence of link roads connecting farming areas to arterial roads. In a nutshell, terrain, tenure, technical know-how, connectivity, and access to markets all dissuade Mizo farmers from farming intensively, keeping them poor and vulnerable to both market and weather shocks.

FOCUS 2.0 seeks to help farmers in Mizoram transition to more stable and settled farming through sustainably enhancing and scaling up cropping while assisting them to access markets and add value to their produce. The combination of increased productivity and production along with marketing would enable these communities to increase their income.

Specifically, the project will promote agro-ecological farming technologies through a Farmer

Field School (FFS) approach to build capacities of project households to enhance cropping while maintaining diversity and adopting climate-friendly[3] and resilient approaches[4] to production that also enhances biodiversity. The project will support communities by making investments in land and water infrastructure, providing support on production technologies and inputs, and enabling groups to work on the "Small-Farmer-Large-Field" (SFLF) concept of synchronized farming.

Broadly, two sets of interventions are envisaged in the project:

A. Development of Zaus: Zaus[5] are contiguous patches of land (15-30 Ha.) that will be supported with bunding/terracing, irrigation, and bund plantation and will be operated on the "small-farmer-big-field" concept of growing only 2-3 crops in a season in a synchronized manner to reach a scale of production to enable easier access to markets. The catchment area that supplies water to the zau for irrigation will be treated with appropriate soil and water conservation measures to sustain water flow. Crops will be chosen by the Zau group (ZG) based on guidance provided by the project on value-chain crops selected for support in the district[6]. These crops are called the Anchor Value Chain crops. In addition, other crops that are consumed locally[7], marketable, easy to grow and remunerative will also be grown as "companion crops". FFS approach will be used to build capacities of the zau groups to adopt agroecological farming techniques that is locally appropriate.
B. Land development for non-zau households will be done through levelling, bunding, and application of soil amendments to reduce acidity and will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. In addition, they will be part of Farmer Field Schools that are conducted with Zau groups to learn and adopt agroecological farming techniques.

Project support to Zau and Non-Zau Households

Zo Zau (Upland)	Phai Zau (WRC)	Non-zau
Land clearance, levelling, terracing, bunding	Levelling, stream bank erosion control, expansion of WRC, repair of bunds and drainage structures	Land levelling, bunding, no terracing
Soil amendments	Soil amendments	Soil amendments
Catchment area treatment	Catchment area treatment	No catchment area treatment
Establishment of new irrigation infrastructure for providing water to each plot in the zau	Augmentation of existing irrigation infrastructure	Support for water storage structures and pipes
Intensive support for crop planning at the zau level		Farmer chooses individually
FFS will be conducted in the zau		Will be encouraged to participate in the FFS conducted in the zau
Each plot will be digitally recorded for area, crop sown season after season		No digital monitoring

Weather and crop-specific agro-advisories at cluster level	Weather advisory but no crop-specific agro-advisory at cluster level

II. Overall objective of the role

The Assistant Manager, NRM at the DPIU level will support the implementation of land, water and irrigation resource management interventions under the FOCUS 2.0 project.

The **Assistant Manager (Natural Resources Management)** will be responsible at the district level for overseeing the design and implementation of all natural resources management-related works in the project covering zaus and non-zau lands. The Manager will work closely with the district representative of Technical Service Provider-Zau (TSP-Zau) to ensure that project staff and community cadre are adequately trained to identify and develop zaus and non-zau lands. This role involves assisting in catchment area treatment, soil conservation, irrigation infrastructure development, and farmer capacity building to enhance climate resilience and agricultural productivity. A core responsibility is to ensure the timely and cost-effective completion of planned NRM works. Additionally, the Manager will ensure compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), which are cross-cutting and integral to all project components.

III. Roles and responsibilities

A. Land & Water Resources Management

- Oversee development and execution of catchment area treatment plans for Zaus to ensure soil stability and sustained water flow.
- Lead the development and implementation of land development plans for zau and non-zau plots, including bunding, terracing, and soil amendments for improved productivity.
- In consultation with the engineering team lead the design of irrigation infrastructure for Zaus, incorporating gravity-fed and small-scale lift irrigation systems.
- Aligning project interventions to ensure compliance with the targeting and gender strategy of the project

B. GIS & RS Based Planning & Monitoring

- Utilize GIS tools for site identification, ensuring optimal land suitability based on terrain, soil type, and water availability.
- Implement GIS-based monitoring systems for tracking zau usage

C. Capacity Building & Training

- Design and deliver training programs at district level along with the engineering team on identification, DPR preparation, and execution of zau and non-zau land development
- Design and deliver at district level sustainable land and water management training programs for project staff and community groups.
- Use manuals, tools, and digital resources for knowledge dissemination among project

staff and farming community
- Provide ongoing technical guidance to block and village-level teams on soil conservation and irrigation practices.

D. Project Monitoring and Reporting
- Track the execution of land and water resource interventions at the district level.
- Ensure compliance with environmental and regulatory standards in natural resource management interventions.
- Rollout protocols for monitoring the execution of land and water resource interventions at the district level
- Rollout reporting systems for physical and financial progress tracking.
- Ensure monitoring and reporting of key biophysical parameters of zau such as soil erosion, stream flow, biomass cover at baseline, midline, and end line of project
- Ensuring timely reporting of project activities and support for developing and maintaining the Project MIS
- Undertaking analysis of project interventions to identify key learnings and challenges and proactively share with IFAD and other stakeholders through newsletters, publications, website, etc. for knowledge sharing
- Provide support for the preparation and monitoring of AWPB.

E. SECAP Compliance
- Ensure integration and compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP) across all NRM works in the project.

F. Other Responsibilities
- Ensure convergence with existing government schemes where feasible for project activities
- Make regular field visits to verify and guide project staff and community cadre on technical aspects of NRM interventions
- Coordinate with other project team members and government departments to ensure that FOCUS activities are carried out in a cost-effective and timely manner
- Any other responsibilities that may be entrusted by higher authorities from time to time

Qualifications and timeline

IV. Required qualifications and experience

G. Educational Background
- Master's degree in Agricultural Engineering with specialization in Soil and Water Conservation from ICAR recognized institution or related field

H. Professional Experience
- Minimum 3 years of experience in watershed management, spring shed management, soil conservation, and irrigation planning, preferably in northeastern states.
- Expertise in GIS-based natural resource planning and assessment.
- Strong knowledge of soil conservation techniques, water harvesting structures, and climate-smart agriculture.
- Experience collaborating with government agencies, NGOs, and community institutions.

Terms of Reference

I. Skills required

- Working knowledge of GIS tools for land use planning and monitoring.
- Proficiency in the use of MS-Office
- Strong leadership and team coordination skills.
- Experience in training and capacity building.
- Knowledge of local agricultural practices and environmental regulations.
- Strong verbal and written communication skills in Mizo and English
- Excellent report writing skills.

J. Preference will be given to candidates with prior experience in Externally Aided projects in a similar capacity

K. Salary: Rs. 60000/- per month. Allowances and other entitlements shall be as per the HR Manual

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

[1] 16.84 MT/Ha/year Agriculture & Farmers Welfare Department estimate, JICA report

[2] There are only 22 fertilizer dealers in Mizoram, mostly located in the district headquarters

[3] All interventions will be backed by strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production

[4] Project will promote and support agro-ecological farming with locally produced inputs

[5] Two types are supported for development: Phai Zau (lowlands) and Zo Zaus (uplands)

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Type	Deputy Manager- Finance
Division	Finance
Role	Support to finance division
Location	SPIU Aizawl (Mizoram)
Reports to	Deputy Director-Finance and Procurement

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The programme emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project is implemented by the Planning and Programme Implementation Department of Government of Mizoram and focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

Under the direct supervision of the (Deputy Director – Finance and Procurement) , and within the framework of project's official legal documents and loan agreements, responsible for the financial and administrative management of the FOCUS 2.0 PMU , including Accounting, Budgeting , financial reporting, internal controls, auditing arrangement, flow of funds and the efficient management of projects resources. Specific duties:

III. Roles and responsibilities

- **Planning and Budgeting**
  - Prepare the Annual work plan and budget.
  - Responsible for the preparation, review and monitoring of projects budgets including financing plan, support preparation of procurement plan, and FM staff development plan (together with the training focal point).
- **IFAD Compliance and Regulatory Framework**
  - Master IFAD key documents such as, Financial Management and Financial Control Handbook for Borrowers, procurement guidelines and handbook, IFAD guidelines for project audits, the Financing Agreement (FA) and the Financial Management and Financial Control Letter (FMFCL).

- Ensure that Project Implementation Manual, including Financial Management sections are up to date and its provisions are duly follow

- **Accounting Systems and Internal Controls**
  - Develop and maintain an efficient accounting system and reliable internal control procedures and guidelines for financial reporting and recordkeeping.
  - Ensure that the accounting software is fully functional and meets the needs of the project. When needed, initiate software update/customization promptly.
  - Ensure that accounting records for PMU and district level offices are entered into the accounting system on a timely basis.
  - Ensure all supporting documents are adequately maintained for all project financial transactions.
  - Ensure that all accounting records and bank balances of PMU and district level offices are reconciled on a monthly basis.
  - Develop and maintain a system of financial control over all expenditure incurred by implementing partners.
- **Financial Reporting and Reconciliation**
  - Ensure that PMU and district level offices provide all required data and information for quarterly financial reports in a timely manner, and consolidated report for the project is reconciled with all district level records.
  - Any discrepancies in the bank reconciliations and reconciliation of financial reports between PMU and district level PMUs must be resolved before final reports are submitted to IFAD and other government agencies.
  - Prepare and provide financial reports, (IFRs) including the sources and uses of funds statement, incurred expenditures by component, expenditure category and financier, designated account reconciliation statement, fixed asset list and cash flow forecast etc. for submission to the Project steering committee, LPA and IFAD on a quarterly and annual basis, and maintain all records in a form appropriate for project external audit.
  - Ensure IFAD disbursements and funds received by project are reconciled on a quarterly basis.
  - Ensure IFRs are submitted within 45 days from the end of the relevant quarter, Annual unaudited financial statements are submitted within four months from the end of the relevant financial year and external audit reports together with management letter are submitted within six months from the end of the relevant financial year.
- **Funds Management and Disbursement**
  - Prepare/verify all withdrawal applications for submission to IFAD, and ensure the availability of funds for all planned activities. Manage project's bank accounts, approve and co-sign all payments.
- **Audit and Supervision**
  - Ensure internal audit consultants are contracted timely and internal audit reports are sent on time.
  - Ensure external and internal audit report recommendations are timely implemented.
  - Ensure IFAD Supervision report recommendations are timely implemented.
  - Lead the process of contracting an external audit firm to conduct an independent

audit of the annual project accounts, ensuring that annual audits are carried out within the specified timeframe.

- **Human Resource Management and Supervision**
  - Responsible for developing and managing an effective and performance based human resources management system for FM staff of the project in close coordination with HR- Manager and Head of Finance
  - Supervise and coordinate the work of staff placed under his/her direct authority.
  - Undertake any other activities assigned by the Project Director

Qualifications and timeline

IV. Required qualifications and experience

- **Educational Background**
  - Bachelor's degree in accounting or finance.
  - At least 4 years of experience in Government or private sector in the field of finance and accounts
  - Excellent knowledge of Indian Accounting and Audit standards.

Desirable qualification:

  - Indian Chartered Accountant certification is desirable
- Preference can be given to candidates with prior experience in Externally Aided Projects
- Salary: Rs. 75000/- per month. Allowances and other entitlements shall be as per the HR Manual

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which would be renewed depending on performance and continued need.

Terms of Reference (M&E, KM and Safeguards)	
Type	Assistant Manager-Planning, MIS and SECAP
Division	M&E, KM and Safeguards
Role	Support to Planning, MIS and SECAP
Location	DPIU
Reports to	District Rural Development Officer

General description of task(s) and objectives to be achieved

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of role

The **Assistant Manager – Planning, MIS, and SECAP** at the District Project Implementation Unit (DPIU) is a multi-functional role responsible for coordinating data management, strategic planning, and safeguard compliance at the district level. This position serves as a critical link between field-level activities and the State Project Implementation Unit (SPIU) to ensure that implementation is evidence-based and aligned with project standards, The Assistant Manager is responsible for the regular updating and validation of district-level data. They will ensure that all district-level activities comply with **Social, Environmental, and Climate Assessment Procedures (SECAP).**

III. Roles and responsibilities

A. MIS related

- Ensure collection and proper registration of field data from districts, maintaining data quality for analysis.

- Collect monthly field data, ensure data entry, and prepare analytical tables for interpretation.
- Regular updating of data collection and M&E reporting.
- Monitor and verify completeness and accuracy of data received from the field.

B. M&E related

- Support development of MIS in collaboration with Asst. Manager (MIS) at SPIU.
- Review and compile District AWPB, data collection, surveys, and progress reports; facilitate analytical processes.
- Ensure the preparation of District-level AWPs, MIS updates, and linkage between M&E and knowledge management.
- Facilitate communication of field information to decision-making forums on project performance and impact.
- Work with PMU and District Offices on RIMS, annual outcome, and other surveys; assist in staff training.

C. Knowledge Management related

- Conduct review visits to project villages, identify implementation issues, and document case studies/success stories.
- Prepare and disseminate best practice case studies for replication within the project area.
- Act as focal point for district-level knowledge management, including generation, dissemination, and tracking of knowledge uptake.
- Review and compile technical documents, case studies, and reports by subject and location.
- Assist in sourcing and sharing knowledge materials across project focus areas.
- Work with senior management and technical teams to strengthen project themes and team building.

D. Collaborative responsibilities

- Align project interventions to ensure compliance with the targeting and gender strategy of project
- Proactively collaborate with project partners and stakeholders in carrying out identified activities under project like training, innovation linkages, facilitating rural finance etc.
- Participate actively in staff self-appraisal exercise undertaken by HR for addressing capacity building needs and career growth aspects

E . Coordination and Documentation

- Liaise with M&E, safeguards, gender, and thematic teams to ensure their data needs are captured.
- Ensure technical alignment between MIS functionalities and data collection tools.
- Support external audits, spot checks, and evaluations using MIS-generated data.

Qualifications and timeline

IV. Required qualifications and experience

F. Educational Background

Bachelor's and above degree in areas like Economics, Rural Development, Anthropology,

Agriculture Extension, Communication, Computer Science, Social Sciences, NRM and other relevant discipline.

Professional Experience
Minimum 3 years of professional experience in the area of MIS, implementing and management of projects preferably with international funding agencies like IFAD and other EAPs etc. with at least two years of experience in participatory planning, M&E processes, MIS and Knowledge Management.

Technical Competencies
Proficiency in MS Office particularly MS Word and Excel.

G. Desirable attributes

- Proven experience with the logical framework approach and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), training in M&E development and implementation, facilitating learning oriented analysis sessions of M&E data with multiple stakeholders, information analysis and report writing.
- Preference will be given to candidates with prior experience in Externally Aided Projects.

H. **Communication and Interpersonal Skills**

- Strong written and verbal communication skills in English (knowledge of Mizo an advantage).
- Ability to coordinate across teams and communicate technical data issues clearly to non-technical colleagues.

I. Salary: Rs. 60000/- per month. Allowances and other entitlements shall be as per the HR Manual

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

Terms of Reference

Type	Junior Engineer (SPIU and DPIU)
Division	Engineering
Role	Support to Engineering division
Location	SPIU and DPIU
Reports to	SPIU JE to Asst. Engineer and JE, DPIU to Project Director-DRDO
General description of task(s) and objectives to be achieved	

I. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The programme emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

A key outcome of FOCUS 2.0 is to increase the incomes of households in Mizoram by enhancing crop production. Farmers in Mizoram face multiple challenges: steeply sloping forbidding terrain, high rates of run-off and soil erosion[1] leading to rapidly depleting soil fertility, lack of irrigation facilities, land on short-duration lease, etc. Coupled with poor land management practices, lack of access to technical know-how and agricultural inputs[2], farmers are trapped in a vicious cycle of low scale, low inputs, and low productivity leading to low incomes. This is further exacerbated by the lack of market access and more importantly, even physical access to markets is difficult in the absence of link roads connecting farming areas to arterial roads. In a nutshell, terrain, tenure, technical know-how, connectivity, and access to markets all dissuade Mizo farmers from farming intensively, keeping them poor and vulnerable to both market and weather shocks.

FOCUS 2.0 seeks to help farmers in Mizoram transition to more stable and settled farming through sustainably enhancing and scaling up cropping while assisting them to access markets and add value to their produce. The combination of increased productivity and production along with marketing would enable these communities to increase their income.

Specifically, the project will promote agro-ecological farming technologies through a Farmer Field School (FFS) approach to build capacities of project households to enhance cropping while maintaining diversity and adopting climate-friendly[3] and resilient approaches[4] to production that also enhances biodiversity. The project will support communities by making investments in land and water infrastructure, providing support on production technologies and inputs, and enabling groups to work on the “Small-Farmer-Large-Field” (SFLF) concept of synchronized farming.

Broadly, two sets of interventions are envisaged in the project:

A. Development of Zaus: Zaus[5] are contiguous patches of land (15-30 Ha.) that will be supported with bunding/terracing, irrigation, and bund plantation and will be operated on the “small-farmer-big-field” concept of growing only 2-3 crops in a season in a synchronized manner to reach a scale of production to enable easier access to markets.

The catchment area that supplies water to the zau for irrigation will be treated with appropriate soil and water conservation measures to sustain water flow. Crops will be chosen by the Zau group (ZG) based on guidance provided by the project on value-chain crops selected for support in the district[6]. These crops are called the Anchor Value Chain crops. In addition, other crops that are consumed locally[7], marketable, easy to grow and remunerative will also be grown as "companion crops". FFS approach will be used to build capacities of the zau groups to adopt agroecological farming techniques that is locally appropriate.

B. Land development for non-zau households will be done through levelling, bunding, and application of soil amendments to reduce acidity and will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. In addition, they will be part of Farmer Field Schools that are conducted with Zau groups to learn and adopt agroecological farming techniques.

Project support to Zau and Non-Zau Households

Zo Zau (Upland)	Phai Zau (WRC)	Non-zau
Land clearance, levelling, terracing, bunding	Levelling, stream bank erosion control, expansion of WRC, repair of bunds and drainage structures	Land levelling, bunding, no terracing
Soil amendments	Soil amendments	Soil amendments
Catchment area treatment	Catchment area treatment	No catchment area treatment
Establishment of new irrigation infrastructure for providing water to each plot in the zau	Augmentation of existing irrigation infrastructure	Support for water storage structures and pipes
Intensive support for crop planning at the zau level		Farmer chooses individually
FFS will be conducted in the zau		Will be encouraged to participate in the FFS conducted in the zau
Each plot will be digitally recorded for area, crop sown season after season		No digital monitoring
Weather and crop-specific agro-advisories at cluster level		Weather advisory but no crop-specific agro-advisory at cluster level

II. Overall objective of the role

The Junior Engineer (DPIU) will play a critical role at the DPIU level in the technical planning, execution, and supervision of natural resource management, irrigation infrastructure projects and other civil construction works under the project. The JE will work closely with the Asst.

Manager (NRM) to ensure that project staff and community cadre are adequately trained to identify and develop zaus and non-zau lands. A core responsibility is to ensure timely and cost-effective completion of planned NRM and other civil construction works. Additionally, the JE will ensure compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP), which are cross-cutting and integral to all project components. The role involves conducting site assessments, supporting Detailed Project Report (DPR) preparation, overseeing land development activities, and ensuring quality control of interventions.

III. Roles and responsibilities

C. Site Identification and Technical Surveys

- Conduct field assessments to evaluate potential Zau sites, considering soil quality, slope, and water availability.
- Utilize GIS-based tools for desk verification of proposed locations, ensuring compliance with technical feasibility criteria.
- Support verification protocols, including georeferenced site mapping and documentation.

D. DPR Preparation & Execution

- Together with the Assistant Manager (NRM) prepare DPRs for Zau development, covering land use planning, catchment treatment, and irrigation infrastructure design.
- Support technical surveys to assess non-Zau household land development requirements, including bunding, drainage, and soil amendments.
- Provide cost estimations based on standard designs and costing and work plan schedules for implementation phases.
- Assist community in implementation and procurement of goods and services

E. Capacity Building and Training

- Design and deliver training programs along with the NRM team on identification, DPR preparation, and execution of zau and non-zau land development
- Provide technical training to project staff, community cadre and zau farmers on crop water budgeting and irrigation scheduling with support from the TSP (Zau and FFS)

F. Supervision and Quality Control

- Monitor the execution of land and water management activities, ensuring adherence to approved designs and specifications.
- Work closely with community institutions, including Village Organizations and Cluster Focus Coordinators, to ensure smooth implementation.
- Conduct site visits at critical phases of construction and certify progress for financial releases.
- Guide project staff and community cadre on technical aspects of engineering interventions;

G. Monitoring and Reporting

- Ensure standard engineering documentation such as measurement book, muster roll, stock register, cash book, site diary, etc., are maintained at each work site
- Assist the VO/CLF in generating physical and financial progress of works
- Assist the DPM in releasing funds to CLF/VO by providing certification of the stage of completion
- Provide ongoing technical guidance to district and village-level teams on all engineering related practices;

H. Other Responsibilities

- Maintaining database, documentation of successful case studies, and good practices in engineering activities'
- Liaising with other line departments to ensure inter-agency coordination for Programme interventions;
- Assist in regular follow-up and monitoring with project staff and community cadres on rural/community infrastructures, effective utilization, management, and maintenance of the infrastructures, etc.;
- Facilitate implementation of O&M including user tariff setting, collection of tariffs, creation of maintenance fund at community level for use and upkeep of equipment/assets created under the project;
- Ensure convergence with existing government schemes where feasible for project activities;
- Coordinate with other project team members and government departments to ensure that FOCUS activities are carried out in a cost-effective and timely manner
- Ensure integration and compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) across all civil works in the project.
- Any other responsibilities that may be entrusted by the Project Director, DRDO or the Project Director from time to time.

Qualifications and timeline

IV. Required qualifications and experience

- **Educational Qualification**: B.Tech/BE in Agricultural Engineering/Civil Engineering with 3 years of experience OR Diploma in Agricultural Engineering/Civil Engineering with 5 years of experience.
- **Technical Expertise**: Experience in conducting field surveys, DPR preparation, and site monitoring.
- **GIS Skills**: Strong familiarity with GIS tools for site assessments and verification.
- **Project Experience**: Prior work experience in watershed management, spring shed management, irrigation systems, soil conservation, construction of market sheds, etc., in north-eastern states.

Skills required

Terms of Reference

- Strong analytical and problem-solving abilities.
- Proficiency in technical documentation and reporting.
- Ability to work collaboratively with local communities and field teams.
- Fluency in Mizo language is desirable.

I. Preference will be given to candidates with prior experience in Externally Aided projects in a similar capacity

J. Salary: Rs. 60000/- per month. Allowances and other entitlements shall be as per the HR Manual**.**

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

[1] 16.84 MT/Ha/year Agriculture & Farmers Welfare Department estimate, JICA report
[2] There are only 22 fertilizer dealers in Mizoram, mostly located in the district headquarters
[3] All interventions will be backed by strong natural resources management activities to ensure that land and water endowments are protected while being harnessed for increasing production
[4] Project will promote and support agro-ecological farming with locally produced inputs
[5] Two types are supported for development: Phai Zau (lowlands) and Zo Zaus (uplands)
[6] Ginger, turmeric, passion fruit, banana, mandarin, dragon fruit, vegetables, etc.
[7] Including wild edibles (Neglected and Underutilized Crops) that are found in jhums. The idea is to recreate juhm's food biodiversity on the zau, while intensifying cropping and backing it up with sound NRM practices

Type	Account Assistant (2 nos.)
Division	Finance & Accounts Unit
Role	Financial Management
Location	Aizawl (Mizoram) – SPIU
Reports to	Assistant Manager- Finance

General description of task(s) and objectives to be achieved

I. Background

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The project is implemented by the Planning and Programme Implementation Department in Mizoram and focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective of the role

The Account Assistants are responsible for exercising general checking of the funds of the Society. They are also to advise the Assistant Manager (F&A) regarding fund utilization and timely report at the accounting and finance. They will cross check the reports coming from the SPIU and District Management Units and recommends the overall findings to the Assistant Manager (F&A)

II. Roles and Responsibilities:

- Maintaining the project accounts of the SPIU
- Preparing Bank Reconciliation Statements of the SPIU every month
- Preparing monthly progress report every month with the actual and budgeted figures for each activity and the variance thereof
- Facilitating timely disbursal of project funds to DPIUs
- Following up with the DPIUs to ensure that they submit their monthly statements within the stipulated time.
- Checking the monthly bank reconciliation of the DPIUs and report to the Asst. Manager (F&A).
- Assisting the Assistant Manager - Finance in preparation of the financial statements and the withdrawal application.
- Providing accounts statements and other documents as may be required by the Statutory/ Internal Auditor to ensure the timely completion of their assignment
- Maintaining the record of fixed assets, contract register and contract monitoring forms
- Providing support and assisting the Asst. Manager Finance in all other duties as may be assigned by the Asst. Manager Finance.
- Account Assistant will assist the Asst. Manager Finance in day-to-day Operation of SPIU and SCRAM. Tally entry of SPIU and SCRAM and reconciliation of all District Management Units Tally Data
- Account Assistant will assist and look after the Aizawl DPIU in accounting along with His/Her regular duties assigned in SPIU.

Qualifications and timeline

III. Required qualifications and experience

Educational Background

IV. Qualification:

- Bachelor of Commerce/ BBA from a recognized institution

Experience:

- Minimum 2 years of experience in financial accounting of project/ company/ EAP
- Computer literacy and proficiency in Tally and use of spreadsheets
- Good knowledge of accounting and finance
- Working knowledge of audit requirements for financial compliances**.**

Desirable Attributes (Preferred)

- Experience working with IFAD, UN agencies, World Bank, or other multilateral or bilateral development agencies is highly desirable.
- Preference may be given to candidates with prior experience in EAP.

Salary: Rs.30000/- per month. Allowances and other entitlements shall be as per the HR Manual

- **IV. Duration and timeline**
- The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which can be renewed depending on performance and continued need.

Terms of Reference	
Type	Project Assistant
Division	Human Resource Management
Role	Support Staff
Location	Aizawl (Mizoram)
Report to	Deputy Project Director – Human Resource
General Description of task(s) and objectives to be achieved	

I Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

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The project is implemented by the Planning and Programme Implementation Department in Mizoram and focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective

The Project Assistant will report and assist the Deputy Project Director – Human Resource in all the activities relating to establishment and administration.

A. Roles and responsibilities

The responsibilities of the Project Assistant will be to provide support and assistance to Deputy Project Director – Human Resource, all the Deputy Project Directors and the Project Director in the following:

- Record and File Management
- Day to day office work
- Issue and receive of Dak
- Taking initiatives in all meetings and conferences conduct within the Project.

Any other tasks assigned by the Project Directors.

Qualification and Timeline.

IV. Required qualifications and experience

B. Qualifications & Experience:

Educational Qualification

- Graduate in any stream

Work Experience

- A minimum of 2 years working knowledge in any Government/ Private institution.

C. Preferred Skills:

- Good written and verbal communication skills
- Computer literacy general MS package

D. **Salary**: Rs. 25000/- per month. Allowances and other entitlements shall be as per the HR Manual.

V. Duration and timeline

The position is for the duration of the project. The incumbent will be hired initially for one year, with annual extension based on performance.

Terms of Reference	
Ass	Block level staff (SAC)
Division	Block Level Field Implementation
Role	Field Implementation
Location	Block Development Office
Reports to	Block Development Officer
General description of task(s) and objectives to be achieved	

I. Background

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The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

A key outcome of FOCUS 2.0 is to increase the incomes of households in Mizoram by enhancing crop production. Farmers in Mizoram face multiple challenges: steeply sloping forbidding terrain, high rates of run-off and soil erosion[1] leading to rapidly depleting soil fertility, lack of irrigation facilities, land on short-duration lease, etc. Coupled with poor land management practices, lack of access to technical know-how and agricultural inputs[2], farmers are trapped in a vicious cycle of low scale, low inputs, and low productivity leading to low incomes. This is further exacerbated by the lack of market access and more importantly, even physical access to markets is difficult in the absence of link roads connecting farming areas to arterial roads. In a nutshell, terrain, tenure, technical know-how, connectivity, and access to markets all dissuade Mizo farmers from farming intensively, keeping them poor and vulnerable

to both market and weather shocks.
FOCUS 2.0 seeks to help farmers in Mizoram transition to more stable and settled farming through sustainably enhancing and scaling up cropping while assisting them to access markets and add value to their produce. The combination of increased productivity and production along with marketing would enable these communities to increase their income.
Specifically, the project will promote agro-ecological farming technologies through a Farmer Field School (FFS) approach to build capacities of project households to enhance cropping while maintaining diversity and adopting climate-friendly[3] and resilient approaches[4] to production that also enhances biodiversity. The project will support communities by making investments in land and water infrastructure, providing support on production technologies and inputs, and enabling groups to work on the "Small-Farmer-Large-Field" (SFLF) concept of synchronized farming.

Broadly, two sets of interventions are envisaged in the project:

A. Development of Zaus: Zaus[5] are contiguous patches of land (15-30 Ha.) that will be supported with bunding/terracing, irrigation, and bund plantation and will be operated on the "small-farmer-big-field" concept of growing only 2-3 crops in a season in a synchronized manner to reach a scale of production to enable easier access to markets. The catchment area that supplies water to the zau for irrigation will be treated with appropriate soil and water conservation measures to sustain water flow. Crops will be chosen by the Zau group (ZG) based on guidance provided by the project on value-chain crops selected for support in the district[6]. These crops are called the Anchor Value Chain crops. In addition, other crops that are consumed locally[7], marketable, easy to grow and remunerative will also be grown as "companion crops". FFS approach will be used to build capacities of the zau groups to adopt agroecological farming techniques that is locally appropriate.
B. Land development for non-zau households will be done through levelling, bunding, and application of soil amendments to reduce acidity and will focus on mid and uplands to ensure in situ soil and moisture conservation which will enable more secure crop production. In addition, they will be part of Farmer Field Schools that are conducted with Zau groups to learn and adopt agroecological farming techniques.

Project support to Zau and Non-Zau Households

Zo Zau (Upland)	Phai Zau (WRC)	Non-zau
Land clearance, levelling, terracing, bunding	Levelling, stream bank erosion control, expansion of WRC, repair of bunds and drainage structures	Land levelling, bunding, no terracing
Soil amendments	Soil amendments	Soil amendments
Catchment area treatment	Catchment area treatment	No catchment area treatment
Establishment of new irrigation infrastructure for providing water to each plot in the zau	Augmentation of existing irrigation infrastructure	Support for water storage structures and pipes
Intensive support for crop planning at the zau level		Farmer chooses individually

FFS will be conducted in the zau	Will be encouraged to participate in the FFS conducted in the zau
Each plot will be digitally recorded for area, crop sown season after season	No digital monitoring
Weather and crop-specific agro-advisories at cluster level	Weather advisory but no crop-specific agro-advisory at cluster level

II. Overall objective of the role

The Block level staff will be responsible for supporting at the block-level community-based planning and implementation of agricultural and natural resource management interventions under the project. This role involves assisting in field-level planning, execution, farmer engagement, monitoring of interventions, and coordination with community institutions to ensure effective project delivery.

III. Roles and responsibilities

A. Field Planning and Implementation Support

- Assist the community (VO) in selecting project beneficiaries through a PRA process for various interventions in the project
- Assist in the planning and execution of Zau and non-Zau interventions, including land development, irrigation infrastructure, and soil conservation activities.
- Provide technical support to farmers on agro-ecological farming practices and climate-resilient agriculture.
- Facilitate synchronized farming approaches within Zau clusters to improve productivity and market access.
- Facilitate roll out of digital extension services in the block covering PoP reminders, pest and weather forecast for specific value chain crops
- Facilitate roll out in the block of Bio-Input Resource Centres and Community Nurseries with entrepreneurs to operate them profitably
- Aligning project interventions to ensure compliance with the targeting and gender strategy of the project

B. Capacity Building & Coordination with Community Institutions

- Organize training programs for community cadre, and zau farmers on agroecology-based climate-smart agriculture, pest management, and soil health improvement.
- Organize training to Master Trainers on using FFS approach and materials to build capacity for agroecological farming.
- Provide technical guidance to project staff and community institutions on best agricultural practices for achieving high productivity and incomes.
- Work closely with Village Organizations (VOs), Cluster Level Federations (CLFs) and

Cluster Focus Coordinators (CFCs) to ensure smooth implementation of project activities.

- Support the organization of Farmer Field Schools (FFS) and training sessions for farmers.
- Assist in mobilizing farmer groups for collective decision-making and resource management.
- Organize institutional capacity-building sessions for zau groups with support from SRLM

C. Project Monitoring and Reporting

- Track the progress of land and water resource interventions at the circle level.
- Support zau groups to maintain accurate documentation, including site diaries, farmer participation records, and intervention reports.
- Ensure timely submission of reports to the DPIU for review and evaluation.
- Implement digital monitoring systems for season-wise crop production and weather advisories.
- Ensure compliance with environmental and regulatory standards in agricultural interventions.
- Ensuring timely reporting of project activities and support for developing and maintaining the Project MIS

D. SECAP Compliance

- Ensure integration and compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP) across all NRM works in the project.

E. Other Responsibilities

- Make regular field visits to verify and guide project staff and community cadre on all aspects of project activities
- Coordinate with other project team members and government departments to ensure that FOCUS activities are carried out in a cost-effective and timely manner
- Any other responsibilities that may be entrusted by the Deputy CommissionerBlock Development Officer

Qualifications and timeline

IV. Required qualifications and experience

F. Educational Background

- Bachelor's degree in Agriculture/Horticulture/Forestry/ Veterinary science

G. Professional Experience

- Minimum 2 years of experience in agricultural development, crop management, irrigation management, preferably in northeastern states.
- Good knowledge of agroecological farming, climate-resilient agriculture, and market-driven production systems.
- Experience of FFS approach is desirable
- Experience working with farmer groups, cooperatives, and government agencies.

H. Skills required

- Good knowledge of use of MS-Office

- Strong coordination and communication skills.
- Experience in training and capacity building.
- Knowledge of local agricultural practices and environmental regulations.
- Strong verbal and written communication skills in Mizo and English
- Report writing skills.

I. Preference will be given to candidates with prior experience in Externally Aided projects in a similar capacity

J. Salary: Rs.60000/- per month. Allowances and other entitlements shall be as per the HR Manual.

V. Duration and timeline

The position is envisaged for the entire project period. The selected candidate will be offered an initial contract of 1 year, which will be renewed depending on performance and continued need.

[1] 16.84 MT/Ha/year Agriculture & Farmers Welfare Department estimate, JICA report
[2] There are only 22 fertilizer dealers in Mizoram, mostly located in the district headquarters
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[7] Including wild edibles (Neglected and Underutilized Crops) that are found in jhums. The idea is to recreate juhm's food biodiversity on the zau, while intensifying cropping and backing it up with sound NRM practices

Terms of Reference	
Type	Multi-Tasking Staff
Division	Human Resource Management
Role	Support Staff
Location	Aizawl (Mizoram)
Report to	Deputy Project Director – Human Resources
General Description of task(s) and objectives to be achieved	

I Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

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The project is implemented by the Planning and Programme Implementation Department in Mizoram and focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective

The Multi-Tasking Staff will report and assist the Project Director and the Deputy Project Directors in all their day-to-day activities.

A. Roles and responsibilities

The responsibilities of the Multi-Tasking Staff will be to provide support and assistance to the Project Director and the Deputy Project Directors and the Management Staff of SPIU in the following:

- Responsible for the Office cleanliness.
- Perform the role of peon and Dak runner during the Office hour.
- Day to day office work.

Any other tasks assigned by their superiors.

Qualification and Timeline.

IV. Required qualifications and experience

B. Qualifications & Experience:

Educational Qualification

- Matriculation (Class 10 passed)

C. Salary: Rs. 20000/- per month. Allowances and other entitlements shall be as per the HR Manual

V. Duration and timeline

The position is for the duration of the project. The incumbent will be hired initially for one year, with annual extension based on performance.

Terms of Reference	
Type	Drivers
Division	Human Resource Management
Mode of employment	Contractual
Role	Support Staff
Location	Aizawl (Mizoram)
Report to	Deputy Project Director – Human Resources
Salary per month	Rs. 20,000/-
General Description of task(s) and objectives to be achieved	

I Background

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The project is implemented by the Planning and Programme Implementation Department and focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

II. Overall objective

The Drivers will report to and assist the Project Director and the Deputy Project Directors in all their day-to-day activities.

A. Roles and responsibilities

The responsibilities of the Drivers will be to provide support and assistance to the Project Director and the Deputy Project Directors in the following:

- Conduct regular checks of the vehicle, perform minor repairs, and keep the vehicle clean.

Readily available for any tour to perform.

- Maintaining accurate and up-to-date logs of mileage, fuel consumption, and maintenance issues.
- Day to day office work.
- Interact professionally and courteously with their Superiors/ Passengers.
- Adhering to all traffic laws and safety regulations to ensure the safety of passengers, cargo, and other road users.

Any other tasks assigned by their superiors.

Qualification and Timeline

IV. Required qualifications and experience

B. Qualifications & Experience:

Educational Qualification

- Class 8 passed.
- Should have at least a valid LMV driving licence. (Professional licence preferred)

Work Experience

- A minimum of 1 year working as a driver in private/ any organization.

Desirable Attribute

- Consideration may be given to candidates who can speak and understand both Hindi and English.

Salary: Rs. 20000/- per month. Allowances and other entitlements shall be as per the HR Manual.

V. Duration and timeline

The position is for the duration of the project. The incumbent will be hired initially for one year, with annual extension based on performance

Community Cadre – Job Descriptions

Zau Resource Person (ZRP): The ZRP is a vital link between the community and the project and is responsible for articulating the needs and aspirations of the community and delivering actions agreed with the project. Functionally the ZRP serves the Zau group and is supervised by the VO who also makes payments based on work done assessment. Key activities are:

- Implement the SFLF concept by dividing the zau group into smaller units that will function as a single farm in terms of operations.
- Training of zau groups on agro-ecological farming methods and preparation of inputs
- Seasonal crop planning based on demand and profitability
- Monitoring adoption of PoP, crop growth and harvest estimates
- Review of crop performance at the end of every season and adoption of corrective measures in subsequent plans
- Facilitate identification of lead farmer (demonstration plot where FFS will be carried out) and control plot
- Facilitate FFS based learning for the zau group conducted by the TSP
- Provide technical guidance to the zau group and liaise with the Cluster Focus Coordinator and District technical staff for technical support where needed
- Documentation and reporting of crop plan, crop status and harvest estimates to VO and CLF

ZRPs will be selected from within the zau group members.

Terms of Reference *Digital Extension Services under Component 2.1 – FOCUS 2.0 Project*	
Type	Technical Service Provider
Division	Agriculture Production
Role	Technical Service Provider Digital Ext– FOCUS 2.0 Project
Location	Aizawl (Mizoram)
Reports to	Project Director

General description of task(s) and objectives to be achieved

1. Background

FOCUS 2.0 (Fostering Climate Resilient Upland Farming Systems) is a six-year, externally aided project supported by the United Nations - International Fund for Agricultural Development (IFAD). The project is designed to strengthen climate-resilient, market-led farming systems across all districts of Mizoram. Building on lessons learned from Phase 1, FOCUS 2.0 adopts a cluster-based approach (Zau) to enhance agricultural production and market access, ensuring that production is driven by market demand.

FOCUS 2.0 promotes sustainable land use, integrated farming practices, and inclusive value chain development. The project emphasizes convergence with relevant government schemes and encourages deeper community engagement to build resilient livelihoods and drive equitable rural transformation. By adopting a market-led production system, the project aims to meet both local and national demands for agricultural products while ensuring climate resilience.

The project focuses on facilitating transformative changes in the farming systems through innovative approaches and strategic partnerships.

2. Overall objective of role

- Deploy and manage a digital platform that delivers timely, tailored agricultural advisories.
- Integrate AI/ML-based models for pest/disease forecasting and irrigation scheduling.
- Build capacity among Zau Resource Persons, cluster focal points, extension staff and FPOs to use digital tools for improved outreach and decision-making.

3. Scope of Work

The TSP will report to the technical team and the project director and collaborate with departments of agriculture, horticulture, and veterinary services, KVK, ICAr as well as other TSP for FFS and agroecology, market development among others.
The TSP will be responsible for,

Content Delivery & Platform Integration

- Curate and adapt agroecological content and Packages of Practices (PoPs) provided by Agroecology/FFS partners for use in the digital platform.
- Align advisory content with seasonal calendars, crop type, and location-specific factors.
- Integrate geofenced plot data of enrolled farmers for real-time, sowing-date-aligned advisories.
- Disseminate PoP-based advisories using the platform and MIS data inputs.

- Aggregate market price data when available and share through the app

Weather & Climate Services

- Integrate weather-based advisory services using either own weather data or through partnerships (e.g., ISRO/NESAC).
- Deliver real-time weather and pest/disease alerts using AI/ML models based on crop stages and forecast data.

Capacity Building

- Training Zao Resource persons, cluster focus coordinators other identified extension officers and FPO's to use the digital platform for advisory and business decision-making.
- Build capacity of FPOs to collect, digitize, and use farm-level data for better aggregation and decision support.
- Conduct user training on partner interfaces, dashboard interpretation, and data analytics.

Partnership Development

- Collaborate with MZSRLM, Agriculture & Farmers Welfare Department, Horticulture, Livestock, ICAR, KVKs, and others.
- Identify and engage eligible FPOs across selected districts.

Monitoring, Evaluation & Learning (MEL)

- Track platform usage, farmer engagement, and content effectiveness through analytics.
- Organize learning sessions and feedback loops with stakeholders.
- Conduct endline assessments to evaluate project impact, including yield improvements, income changes, and gender-disaggregated outcomes

4. Deliverables

• Deployment of functional digital extension platform.	***Within 1year of engagement***
• Geofenced plot data and farmer profiles uploaded and synced.	***Within 1year of engagement***
• Advisory content library and calendar integrated into the system.	***Within 8 months of engagement***
• Trained cohort of FLEWs, lead farmers, and FPO leaders.	***Within 1year of engagement***
• Quarterly performance reports and annual impact evaluations.	***Quaterly***
• Endline report documenting outcomes and learning.	***End of assignment (5 years)***

5. Performance Indicators

INDICATOR/ PARAMETER	***Current***	***Target expected***	***Data source***
Percentage increase in yield*	Will be established through baselines	Crop Specific- but usually expected between 8-10%	Endline survey
Percent increase in household net	Will be established through baselines	15%	Endline survey

incomes of participating farmers			
Percent of farmers reached who adopt at least one promoted practice	Established at baseline	Via ZRP, FPO and Cluster focal person – 15-20%	Endline survey

6. Payment Structure

- 20% upon completion of mizo language integration, finalisation of content library, partnerships and identification process (year 1)
- 30% upon deployment in first 3 states (year 2-3). The SPIU may decide to make this yearly basis based on work plan submitted
- 40% upon deployment of next 3 states. (year 4-6). The SPIU may decide to make this yearly basis based on work plan submitted
- 10% upon successful final reporting and completion(Year 6)

6. Duration and Location

The TSP will be for the full duration of 6 years of the project with field

7. Required Qualifications TSP

- Minimum 5 years of experience in digital agriculture or ICT-enabled extension services.
- Proven experience working with smallholder farmers in India, particularly in the Northeast or similar agro-ecological zones.
- Demonstrated capacity to deploy AI/ML models for crop advisory and pest/disease forecasting.
- Existing digital advisory platform with capabilities real-time advisory delivery, and user feedback.
- Experience integrating localized content, weather forecasts, and agricultural data systems
- Experience working with government departments, research institutions (ICAR, KVKs), and rural development agencies.
- Ability to train and build capacity of grassroots stakeholders,
- Capacity to deploy field staff in Mizoram at district level.

Appendix 6: Implementation Agreements

A full list of Memorandums of Understanding and Letters of Agreement will be provided by the SPIU, once available.

Appendix 7: Code of Conduct of Project Parties (2023)

*Please refer to: Code of Conduct of Project Parties (2023)**

Appendix 8: Financial Management Manual

Acronyms
AWPB= Annual Work Plan and Budget
CB = Central Bank (Reserve Bank of India)
FA= Financing Agreement
FE- Finance Execution Model of ICP
FMFCL- Financial Management and Financial Control letter
FM = Finance Manager (SPIU)
IFAD = International Fund for Agricultural development
ICP – IFAD Client Portal
IFRs – Interim Financial Reports.
LPA = Lead project Agency
SDR = Special Drawing Rights
MFI = Microfinance Institutions
MOF = Ministry of Finance
SPD= State project director
PIM=Project Implementation Manual
SPIU = State Project Implementation Unit
DPIU= District State Project Implementation Unit
WA = Withdrawal Application

1. Introduction

This manual outlines the financial procedures that the State Project Implementation Unit (SPIU) and District State Project Implementation Units (DPIUs) must follow throughout the project cycle, including i) preparation and planning, ii) implementation, and iii) project completion. It aims to detail the necessary steps for relevant project personnel, particularly the Finance staff (FS) planning and budgeting, b) accounting, c) records management, d) internal controls, e) flow of funds, f) withdrawal of financing proceeds, g) payment processing, h) financial reporting, i) fixed asset management, j) audit arrangements, k) oversight by IFAD, and l) project completion and loan closure. This document is considered a living manual and will be reviewed and updated regularly as needed. It should be read in conjunction with the Project Implementation Manual. Additionally, it is essential to reference several key IFAD documents, including the Financing Agreement, IFAD General Conditions, Financial Management and Financial Control Letter (FMFCL), IFAD Guidelines on Project Audits, and the Project Financial Management and Financial Control Handbook for Borrowers. As such, it is crucial for project staff, especially the State project director and Finance staff, to familiarize themselves with these documents prior to the project's implementation.

1.1 The Project

The International Fund for Agricultural development (IFAD) has agreed to provide the Borrower on the terms and conditions set forth in the Financing Agreement, the amount of USD ___ million to implement the project FOCUS 2.0 (here after referred to as "the Project"). The Project will consist of the following components/Sub-components as outlined in schedule 1 of the financing agreement:

Component 1. Market Access and Enterprise Development
Sub-component 1.1: Market Infrastructure
Sub-component 1.2: Enterprise Development
Sub-component 1.3: Financial and Digital Ecosystem
Component 2. Enhancing Agricultural Productivity with Climate-Resilient Practices
Sub-component 2.1: Agriculture Development

Sub-component 2.2: Livestock Development

Component 3. Project Coordination, Management, Monitoring, and Evaluation

The total budget for FOCUS2.0 is estimated to be around INR 736.9 Crore over a period of 7 years:

Project Cost by Financier (INR Crore, including contingencies)

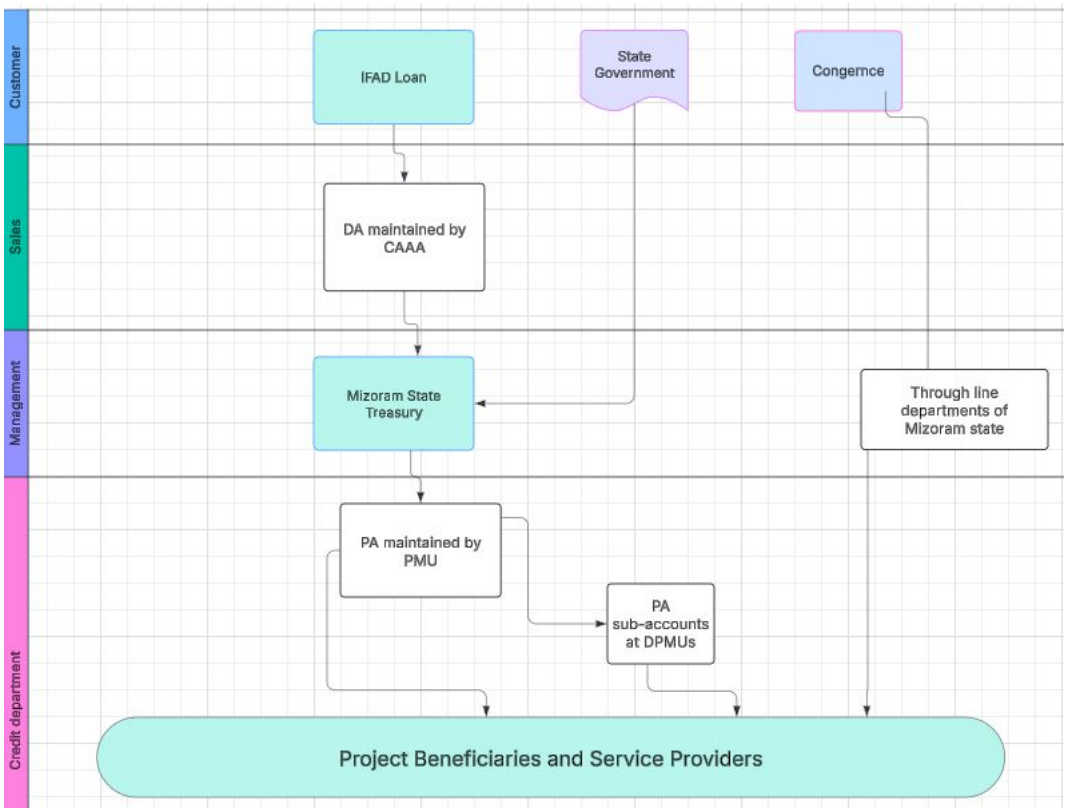
Component / Sub-component	**IFAD**	**GoM**	**BEN**	**CSS**	**SSS**	**Comm. Banks**	**NABARD**	**Total**	**% Share**
Component 1: Market Access and Enterprise Development	**113.6**	**28.4**	**-**	**-**	**-**	**8.4**	**-**	**150.5**	**20.4%**
Sub-Component 1.1: Market Infrastructure	82.4	20.6	-	-	-	-	-	**103.0**	14.0%
Sub-Component 1.2: Enterprise Development	13.0	3.2	-	-	-	8.4	-	**24.6**	3.3%
Sub-Component 1.3: Financial and Digital Ecosystem	18.3	4.6	-	-	-	-	-	**22.8**	3.1%
Component 2: Agricultural Productivity and Climate Resilience	**320.7**	**80.2**	**24.6**	**18.5**	**-**	**-**	**-**	**444.0**	**60.3%**
Sub-Component 2.1: Agriculture Development *(Zau Identification & Planning; Development; Implementation & Complementary Supports)*	239.8	60.0	3.5	-	-	-	-	**303.2**	41.2%
Sub-Component 2.2: Livestock Development	80.8	20.2	21.2	18.5	-	-	-	**140.7**	19.1%
Component 3: Project Management, Convergence and KM	**97.9**	**44.5**	**-**	**-**	**-**	**-**	**-**	**142.4**	**19.3%**
Sub-Component 3.1: Convergence and project management	61.6	35.4	-	-	-	-	-	**96.9**	13.2%
Sub-Component 3.2 : M&E and KM	36.4	9.1	-	-	-	-	-	**45.5**	6.2%
Project Total	**532.2**	**153.0**	**24.6**	**18.5**	**-**	**8.4**	**-**	**736.9**	**100.0%**

1.2 The State Project Implementation Unit

The Project Implimentation Unit (SPIU), along with the District Project Implimentation Units (DPIUs), is responsible for implementing the project and its various components. The SPIU will be based in the capital of Mizoram state, while 11 DPIUs will operate across all 11 districts of the state. To facilitate project implementation, the SPIU will receive funding allocations from the Central Government Treasury, which includes financing from both IFAD and the government. These funds will be transferred to the DPIUs through local banks to cover project expenditures, in alignment with the Annual Work Plan and Budget (AWPB) and the expenditure categories outlined in Schedule 2 of the Financing Agreement. Given the complex nature of the implementation arrangements—such as maintaining accounting records for the 11 DPIUs within the project accounting software and addressing potential internal control weaknesses at both the SPIU and DPIUs—a modern IT system will be established to monitor budget allocations and report actual expenditures. To further enhance financial management, advances to line departments of the state will be prohibited, and all payments will be managed at the SPIU and DPIU levels. Additionally, the introduction of a cloud-based document storage system for expenditures at the DPIU level, along with the use of an online banking system, will serve as effective mitigation measures.

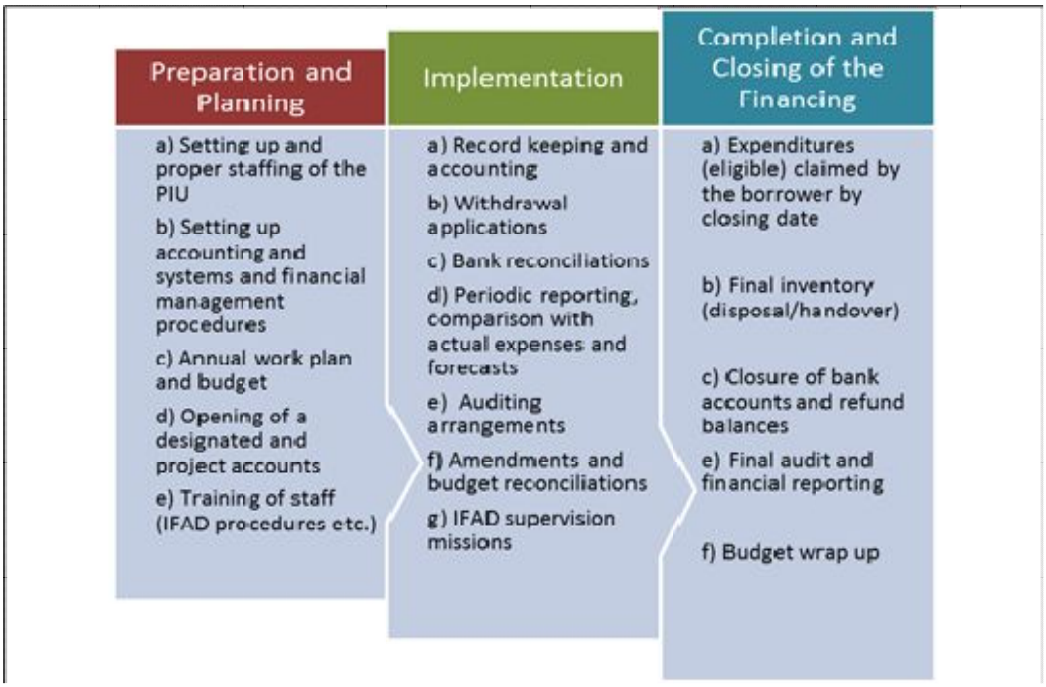
https://lucid.app/lucidchart/4f7f0ad7-e96e-4351-afd7-e3cdb14c8f96/edit?invitationId=inv_8efaa192-4edb-49bd-83e0-175760aef7b7&page=0_0#

Funds Flow diagram.



(Chart 1:The Funds flow arrangements)

The Project, the SPIU and DPIUs will be managed by the Chief State project director (SPD) who is responsible for setting up the SPIU, DPIUs and the proper staffing of them. The project funds will be managed by the Finance Manager (FM) with support of Assistant FM and two accountant assistants at SPIU and DPIU Assistant Manager - Finance and assistant at each DPIU level staff under the direct supervision of the SPD.
In order to ensure that the financing proceeds are used for the intended purpose and as efficiently as possible, it is essential that the Finance Manager (SPIU) sets up and maintains adequate financial management arrangements in each stage of the project cycle: i) preparation and planning, ii) implementation as well as iii) completion and closing, as illustrated in the chart below.



(Chart 2: Financial management arrangements in the different stages of the project cycle)

Given the importance and complexity of managing the SPIU and DPIUs, it is essential that they are staffed with qualified and motivated staff. The staff will be managed in accordance with the HR manual and relevant government labour regulations. Equally it is important that the skills of the SPIU and DPIU staff are developed to meet the changing environment of the project. It is the Finance Managers and the HR focal points responsibility to make sure the training needs are identified and that a staff development plan is included in the Annual Work Plan and Budget.

1.3 Anticorruption policy
The management of the project funds shall be sufficiently rigorous to safeguard against Fraud and Corruption. Fraud and corruption include, but are not limited to:

- corrupt practice - offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party
- fraudulent practice - any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation
- collusive practice - an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party
- coercive practice - iDPIUiring or harming, or threatening to iDPIUir or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party

IFAD applies a zero-tolerance policy towards fraudulent, corrupt, collusive or coercive actions in projects financed through its loans and grants. 'Zero tolerance' means that IFAD will pursue all allegations falling under the scope of this policy and that appropriate sanctions will be applied where the allegations are substantiated. IFAD takes all possible actions to protect individuals who submit allegations of fraudulent or corrupt practices in its activities from reprisal. The IFAD anticorruption policy is available on IFAD website at www.ifad.org/governance/anticorruption/index.htm). The IFAD website also provides instructions on how to report any alleged wrongdoing to the Office of Audit and Oversight (http://www.ifad.org/governance/anticorruption/how.htm).

 It is the Chief State project director's and the Finance Manager's (SPIU) responsibility to make sure that all SPIU staff including the financial department are aware of IFAD's and the lead project agency's anticorruption policy and whistle blowing procedures.

2.0 Budgeting and Planning

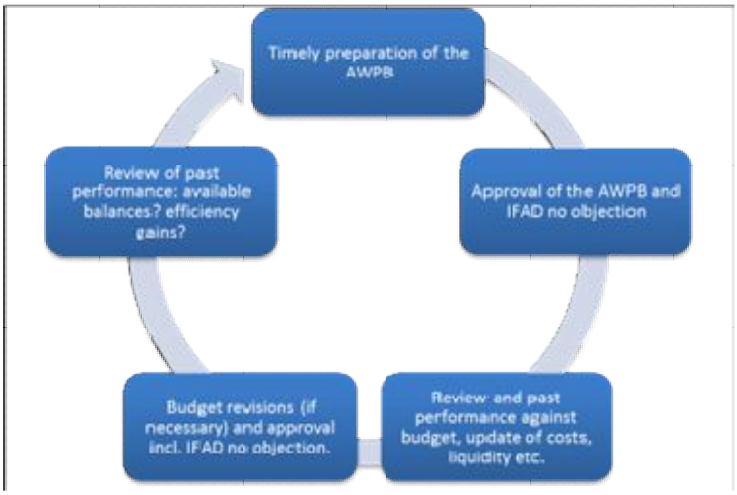
The SPIU is responsible for developing an Annual Work Plan and Budget (AWPB). The AWPB is expected to contain several key elements such as:

i. Introduction and brief background;
ii. Strategic focus and outputs;
iii. Major risks and mitigation actions;
iv. Budget and Financing plan;
v. Procurement plan;
vi. Training and technical assistance schedule and,
vii. SPIU staff development plan

The budget and financing plan can be described as a detailed statement of the expected resources available to the project and the planned use of those resources for the upcoming project year. The AWPB and especially the budget and financing plan is an important tool for managing the financial performance of the project and to ensure sufficient cash flow.

The budgeting and planning process comprises of the following parts:

- Preparation of annual, semi-annual, quarterly and even monthly financial plans including procurement, receipts, expenditures and cash flows.
- Review of past performance against budgets and the procurement plan, to promote an understanding of the project cost base;
- Identification of potential efficiency savings; and
- Review of the main expenditure headings in light of the project implementation plan, procurement plan, and expected variations in cost e.g. pay increases, inflation and other anticipated changes.
-



(Chart 3: The project budget cycle)

2.1 Development of the AWPB

Before the beginning of each fiscal year for the project, the Finance Manager (SPIU) should in consultancy with other project staff, DPIUs and stakeholders, prepare the AWPB for the next year reflecting any updates to the project cost tables detailed in the project design. AWPB should be prepared based on state-level budget allocations agreed and included in the state budget of Mizoram. The budget and financing plan should be prepared and presented on a quarterly basis. The data on the number of activities to be implemented in the coming year and the estimates of the total funds needed to finance them should be presented by component and sub-component, by expenditure category as well as by financier. The estimates should be based on the project's (up to date) cost tables. In addition to the financial information described above, the budget should also take into account the physical outreach of the project (number of farmer's to be trained etc.).

When preparing the AWPB the following aspects should be taken into consideration:

- Consistency with other financial reports: It is practical to prepare the budget and financing plan in the same format as the periodic (financial) progress reports and the project financial statements of the project.
- Contingency provisions (physical and price) and allocation of funds from the unallocated expenditure category.
- Post implementation activities e.g. arrangements for after life of project, disposal of project assets (computers, vehicles etc.), future repair and maintenance.
- Availability for funds and arrangements for all audits.

After preparing the draft AWPB, the Finance Manager (SPIU) will send it to the State project director and SPIU Management/LPA for review and clearance/approval before sending it to IFAD for no objection. In accordance with the FA, a draft AWPB has to be submitted to IFAD no later than 60 days before the beginning of the relevant fiscal year of the project. If required the SPIU/LPA could propose adjustments in the AWPB during the relevant project year, which would become effective after IFAD' approval.

The AWPB must be accompanied by a procurement plan prepared by the Assistant Manager Procurement . The first Procurement plan should cover the first 18 months of the project lifecycle while the subsequent procurement plans should cover 12 months of the project lifecycle.

2.2 Review of the AWPB

Every quarter, the Finance Manager (SPIU) should review the costs incurred during this time period. In case of differences between the planned and actual costs presented in the Annual Budget, the Finance Manager (SPIU) should identify the reasons for those differences and detail them in the periodic Financial Reports (IFRs) presented to IFAD. In case of internal problems identified during the costs review, the Finance Manager (SPIU) should take the necessary steps to eliminate them. Otherwise, the budget for the next quarters should be readjusted to reflect the difference between actual and planned figures. Budget execution should be monitored each quarter using Tally Accounting software. Budgets should be entered into the accounting system and IFRs generated automatically will include budget execution reports.

3.0 Accounting system

Most project activities result in the receipt, commitment or expenditure of funds. The accounting system records, processes and organises this data to produce useful financial information in form of AWPB, Interim Financial Reports (IFRs), Withdrawal Applications, Financial Statements etc. needed by the Project Financiers (IFAD, Government, Beneficiaries) as well as the SPIU management. The accounting system should reflect the project's needs and be designed to provide the financial information required by all interested parties (SPIU, DPIUs and IFAD). It should also fulfil all the legal and regulatory requirements of the borrower. The accounting system is a critical part of the project's financial management system and its design.
The Finance Manager (SPIU) is responsible for the following key areas related to the accounting system of the project:

- Designing the accounting system of the project
- Selection and maintenance of an accounting software.
- Development of an accounting manual

3.1 Designing the project accounting system.

When designing the accounting system of the project the Finance Manager (SPIU) must undertake the following steps:
Step one: Identify the different kind of reports the system is expected to generate, based on the different stakeholders' requirements. - What information and in what format need to be produced by the SPIU? As a minimum requirement the accounting system will need to produce the following reports:

- Statement of cash receipts and payments (by category and by financier),
- Statement of cash receipts and payments (by component),
- Statement of coDPIUrative budget and actual amount by component,
- Statement of Project Account movements,
- Statement of Project Account Reconciliations,
- Withdrawal Application Statement.
- Cash Flow forecasts for the next two quarters
- Statement of sources and uses of funds
- Variance Analysis

Step two: List the transactions and activities, which the system must account for. As a minimum requirement the accounting system must include:

a. Purchase orders, receipts, check books and other similar documents evidencing receipt, commitment or expenditure of funds.

b. A journal for primary entry of all transactions, including adjustments, destined to be posted to the ledger.
c. A petty cash book (PCB) for small cash expenditures below a certain low threshold. The credit side of the PCB should be analyzed into columns, one for each project component,
d. A bank cash book (one for each source of financing). The credit side should also be analyzed into columns, one for each project component (like PCB). Total of these columns should be posted to their respective ledger accounts monthly.
e. A ledger containing separate ledger accounts for each project component. The debit side of each ledger account should be analyzed into the expenditure categories defined in the IFAD Financing Agreement. The ledger accounts should be closed, and trial balance prepared at the end of each month.
f. Fixed assets register to record location, price and date of acquisition (or completion) of all buildings, vehicles, computers, printers, major equipment and furniture. There register should have a separate section for each type of fixed asset.

Step Three: Design the specific accounting books, including a chart of accounts and records to be maintained, the transactions to be recorded therein and the precise accounting entries on each transaction.
Step Four: Incorporate the systemic accounting issues as agreed with IFAD and the government including the used accounting standards and valuation criteria. - In accordance with the project design document, all project accounts will be kept on a double entry system and the used accounting standards will be INDIAN National Accounting Standards.
Step Five: Resolve accounting issues (if any) rising from the fact that the project is being implemented and expenditures are being incurred in different locations (HQ vs. DPIUs). - The provincial DPIUs are to maintain their accounting records in their respective section of the accounting software modules.
Step Six: Determine a tentative list of users and user rights for SPIU and each DPIU staff member in line with their terms of reference in order to maintain a proper level of security.

3.2 The Selection of an Accounting Software

The accounting software of the Project is an important tool for collecting, analysing, storing, and disseminating information that is vital for decision making. In addition, it enhances transparency and accountability of the project activities, provides timely reports, helps detecting errors and shortfalls during project implementation and indicates necessary corrections.
The SPIU and all DPIUs will use Tally accounting software for accounting record keeping and financial reporting. The software will have capability to generate IFAD-required IFRs and consolidated financial reports for all SPIU and DPIUs.

3.3 Accounting Manual

The accounting manual is an integral part of the financial management manual of the project. It is to be prepared by the Finance Manager (SPIU) and the finance staff and will become

effective after it has been approved by the SPIU Management of the project. The accounting manual is to be reviewed and updated when needed.
When developing the accounting manual, it is essential that the Finance Manager (SPIU) and the finance staff are familiar with the following:

- National legislation and IFAD Financing agreement including the reporting requirements
- Indian National Accounting Standards
- The features and user manual of the procured accounting software.

The accounting manual should as a minimum address the following subtopics:
Used accounting standards:

- Indian National Accounting Standards

Chart of Accounts
The Chart of Accounts is used to: (i) capture the financial data under the appropriate headings and (ii) classify and group financial data for the various financial reports. The structure of the Chart of Accounts caters data to be captured by: (i) the Project components, sub-components, activities (ii) expenditure items under each component and sub-component, (iii) The IFAD expenditures categories for the Project, and (iv) sources of funding. Expenditure categories may also be recorded by using "cost centre" functionality which is commonly available in accounting software.
The structure of the Chart of Accounts should conform closely to the project cost tables (as presented in the project design report) to enable comparison of actual project costs during implementation with those estimated during the project preparation.

Budgeting and budgetary control
The project budget will be recorded in the budget module of the accounting software. Budgeting is discussed more in detail in section 2 of this manual.
Recording and processing of transactions
Whenever a transaction takes place under the Project, it should be recorded and processed using the accounting software that meets the project's specific accounting requirements. Processing of payments is discussed in detail in section 8 of this manual.
The recording of transactions under the Project follows the Indian National Accounting Standards which allows for the recognition of cash inflows in the period they are received and the reporting of expenses in the period those expenditures are paid.
Individual records of transactions are treated as source documents. For the project accounting purposes, the following source documents are considered:

- Purchase orders/ Contracts
- Goods receipts notes
- Acts of work completed
- Acts of services completed
- Purchase invoices
- Service invoices
- Consultants/engineers' reports

All transactions occurred should be registered in the accounting software in accordance with the date of occurrence and under the form of journals. The journal should contain sufficient and detailed information about the date of the transaction, its type, amount and reference to the source document. All the transactions should be entered on the accounting software using the principle of double entry, which means that each transaction should be recorded twice, once on the debit side of the transaction and once on the credit side of the transaction. The accounting software will automatically process those transactions and post them to the ledger

accounts, which are accounts where all transactions of similar type are recorded. This processing of transactions also allows to produce timely reports.
The finance staff should reconcile the project accounts monthly. In case certain adjustments of entries in the accounting process must be made, the finance staff should produce a memorandum in which the reasons and the way in which the adjustment has been made is explained. The memorandum will be authorized by the State project director after being cleared by the Finance Manager (SPIU).
Petty cash management.
The finance staff will manage and periodically reconcile the petty cash account. The petty cash account is discussed more in detail in the section 6.2 of this manual.
Bank account reconciliations
The finance staff will need to perform monthly bank account reconciliations between the SPIU and DPIUs. Online banking system of the commercial bank where project will maintain its Project Account will be used to reconcile bank accounts of SPIU and DPIUs. The reconciliation is discussed more in detail in section 6.3 of this manual.
Withdrawal of funds
The Finance Manager will be responsible for preparing withdrawal applications to be submitted to IFAD. The necessary procedures are explained in section 7 of this manual and in the IFAD official guidelines.
Financial reporting:
The finance staff is not only in charge for recording the financial transactions daily but also for summing up the expenditures made under each component and sub-component and for each activity under those and posting the data on accounting/financial reports on a periodic basis during the reporting periods specified in the FMFCL and in the Financing Agreement. The finance staff will also need to keep track and report on the availability of project funds in the different accounts (Project accounts and petty cash) as well as the commitments made by the SPIU/DPIUs. The produced reports will be approved by the State project director after being cleared by the Finance Manager (SPIU). The different financial reports are discussed more in detail in section 9 of this manual.
Fixed asset register
The finance staff needs to maintain a fixed asset register recording all fixed assets in the fixed asset module of the accounting software. Fixed asset management is discussed more in detail in section 8 of this manual.
Period for which records are to be kept
The finance staff needs to file the original records in an organised way to be maintained by the SPIU/LPA for a minimum 10 years after the project completion. Record management is discussed more in detail in section 4 of this manual.
Access Levels
The access to the accounting system should be governed by the privileged metrics defining the levels of access by different users: (i) active use for inputting/editing of data; (ii) read-only use; or (iii) no-access. This would allow a separated and controlled access to the accounting module (i.e. Journal recording, posting to the General Ledger). Each accounting transaction records the user's ID, preventing unauthorized access to the system and an adequate level of protection against the input of false data or the destruction of the records. At the same time, the data-sharing nature of the system involves a strict coordination and active data exchange among its various users (primarily the SPIU). In this respect the system should ensure the reliability in information storage and fast data processing.
Revision of accounting manual
The accounting manual is to be reviewed and updated regularly.

4. ***Records Management***

Financial records must be created and preserved for every financial transaction performed under the project. Financial records are defined as any financial information including written, computer data, internal forms, e-mails, or any other form of storage information originated from the SPIU and DPIUs such as internal forms, journal vouchers, financial reports (Monthly & quarterly) copies of checks and withdrawal applications etc. or received by the SPIU and DPIUs such as supplier invoices and receipts, bank statements, IFAD documents etc. within the framework of the project's official activities. The objective of this procedure is to preserve the financial records and files for further official use by the LPA, for financial audit and for review by the Fund during the supervision missions. The projects financial records are the property of the LPA/Mizoram Government and cannot be removed or destroyed.

 It is important to note that in accordance with the IFAD general conditions, the recipient/borrower has to maintain the original records for a minimum 10 years after the project completion.

4.1 Filing of the financial records

The Finance staffs are responsible for filing the financial records created or received by the project. To fulfil this responsibility, Finance staffs must maintain chronological files in which the financial documents have to be filed for future reference. Filing should be performed daily to prevent the accumulation of papers and to ensure that the financial records are always maintained in an up-to-date manner. Each financial record should be filed under its code in a chronological order, with a sequential number assigned to every document. Any kind of additions or amendments to the financial document should be filed in a chronological order immediately following the principal document. In addition to hard copy storage, SPIU and DPIUs will be responsible for online filing of all supporting documents in e-office software/cloud storage system for each and every transaction posted into Tally Accounting software. SPIU will receive licences for all DPIUs users for e-office from State Government of Mizoram, if needed.

4.2 Storage of financial records

The financial records of the project should be stored in the SPIU and DPIUs offices for a minimum 10 years after the project completion. The data should be stored within the accounting software and e-office software/cloud storage, as paper copies, as scanned copies and as computer disc copies. The SPIU and DPIUs should allocate an appropriate storage area for the financial records in paper format and maintain them in locked cabinets, safe from water and fire to which access is controlled and limited. The SPIU and DPIUs should also classify the financial records as "Confidential", or "General". All-important correspondences should be filed.

4.3 Archiving of financial records

In order to prevent an unnecessary pile-up of files in a limited office space, the Finance Manager (SPIU) and assistants (DPIUs) should make sure that the financial records are archived on a regularly basis. Once a year, the Finance Manager (SPIU) and assistants (DPIUs) should make sure that the completed or inactive files are archived in a manner that will allow for easy retrieval of the files in case they are required at some future date.

4.4 Back- up procedures

To avoid the loss or damage of financial data, the information should be kept in two copies: i) at the computer server of the SPIU and ii) in the locked cabinets of the SPIU/DPIUs offices. Only the State project director, the Finance Manager (SPIU) and Assistance Manager Finance (DPIUs) and finance staffs are allowed to access the financial records without authorization. The access of external persons is prohibited except for the auditors & IFAD staff.

5. Internal controls

The SPIU will hire consultants to assess internal control framework of the project and issue semi-annual internal audit reports. Internal audit reports will be key to assess internal control environment of the project.
Designing, Installing, and maintaining a system of internal financial control is an integral part of the Financial management function. Internal financial controls aim to ensure (i)efficiency, ii) reliability, of financial reports and iii) compliance with applicable laws and regulations including the conditions set forth in the financing agreement. The key features of the internal control system are summarised below:

- Segregation of duties.
- Authorization.
- Reconciliations and checks.
- Restricted access, and
- Monitoring and review.
-

5.1 Segregation of duties

An important element in any control system is the separation of those duties which would, if combined, enable one individual to record and process a complete transaction. It is the Finance Manager (SPIU)'s responsibility to ensure that the following duties are segregated under the project: preparation, authorisation, execution, custody, recording and operation of systems.
Within FOCUS 2.0 financial operations, all transactions and financial operations will be initiated by finance staff, and all approvals, including payment orders and transactions in Tally should be the responsibility of Finance Managers. State project director will be responsible for signing off WAs, Payment orders and financial reports, etc. Assistant Manager Finance of each DPIU will be responsible for signing and approving transactions at DPIU level.

5.2. Authorization

Authorization controls require the certification that a transaction or event is acceptable for further processing. Several types of authorization are in effect at the project, mainly in the procurement cycle, payment cycle, bank and cash management cycle including reconciliation. The Finance Manager (SPIU) and Assistant Manager Finance (DPIUs) should ensure that the authorizations of SPIU and DPIUs staff ensure efficient implementation while keeping the risk as low as possible. The authorization of project staff should be in line with their respective job descriptions.

5.3 Reconciliations and Checks

Reconciliations between independent, corresponding sources of data are a key control for identifying errors and discrepancies in balances. The Finance Manager (SPIU) and finance staff of SPIU and DPIUs should perform the following reconciliations each month:

- Bank reconciliation
- Reconciliation between system and project account receipts and payments statement for SPIU and DPIUs
- Any reconciling or balancing amounts should be promptly cleared. Unusual or long outstanding reconciling items must be brought to the attention of the finance manager. The finance manager will review and sign all reconciliations as evidence of his review.

In addition physical checks should be performed on assets held and on petty cash.

5.4 Restricted Access

All data, records and assets should be kept in a physically secure environment. This should cover safe keeping of finance records such as official order forms and bank details. In addition, any petty cash should be kept securely. Financial data and other records should also be protected in the form of back up procedures. All work should be regularly backed up and copy records stored securely off site

5.5 Monitoring and Review

As detailed in financial reporting section 9, periodic financial reports must be prepared and submitted to the fund. For the purposes of internal control, the same information should be prepared and monitored by the State project director on a monthly/quarterly basis. The reports should be prepared on a timely basis and should normally be available for distribution two weeks after the end of the reporting period to which they relate. The periodic reports should be reviewed by the finance manager and the State project director as a minimum. Where necessary, corrective action should be taken to ensure the authorized budget and procurement plan is not exceeded.

6 Flow of funds, cash and bank account management

The IFAD Loan will be disbursed over seven years. The Loan Closing Date is the seventh anniversary of the date when the project was declared effective. IFAD disbursement procedures and the accompanied forms are outlined in detail in the FMFCL which should be read in parallel with this manual. Please refer to section 7 of this manual for more detailed information on the IFAD Disbursement procedures.
Key principles to be applicable under FOCUS 2.0:

i. DPIUs will have sub-accounts under the main account of SPIU HQ, with all sub-account activities controlled by SPIU HQ.
ii. Mandatory monthly closing of accounts in Tally and reconciliation will be enforced.
iii. If a DPIU fails to complete adequate reconciliation or provide necessary supporting documents for any transaction, their bank accounts will be blocked until the issues are resolved.
iv. Google Drive or Dropbox services will be used for uploading and storing supporting documents for each transaction.
v. Advances will not be issued to line departments; instead, funds will be transferred directly to beneficiaries and suppliers by DPIUs upon receipt of all required supporting documents.
vi. Finance staff at HQ SPIU and DPIUs will be safeguarded from undue pressure from senior project staff and government officials. They will have the right to decline payments if

full supporting documents are not provided for any payment request. The SPD will ensure that finance staff are protected from retaliation and unnecessary pressure.

6.1 Flow of Funds, opening of designated accounts and project accounts

As soon as entry into force, IFAD will open a loan account which will be credited with loan amount allocated. These funds will be transferred to the project in accordance with the financing agreement and the IFAD's disbursement procedures.
The project will open designated account in USD in the Central Bank of the country and project accounts in local currency for each SPIU and DPIUs.

6.3 Bank reconciliation

The Finance Manager (SPIU) and DPIUs assistant accountants must perform monthly reconciliations between project account(s) (treasury) balance recorded on bank statements and local cash book balance, recorded on the system. Performance of the monthly reconciliation should follow the following steps:
i) Project Account balance recorded on bank statement on reconciliation date is taken as starting figure.
ii) Add reimbursements/replenishments/other deposits that have been processed and are due to project account, but not yet recorded on bank statements.
iii) Subtract undelivered cheques. Any long-outstanding cheques should be identified and investigated
iv) Following these adjustments, the bank statement and local finance system cash totals should agree. Any remaining difference should be reported and investigated.
v) The completed bank reconciliation statement should be signed by the State project director/Manager (for DPIUs); and
vi) The reconciliation should be reviewed and countersigned by independent finance team member who understands the reconciliation process.
Online banking system of commercial bank where PA is maintained will be key source of information for bank account reconciliation between DPIUs and SPIU.

7 IFAD Disbursement Procedures

The IFAD disbursement procedures are governed by the FMFCL and other IFAD relevant guidelines, which will be sent to the SPIU/LPA upon the project effectiveness. The guidelines are also available on the IFAD site.
Two standard disbursement procedures may be used for withdrawal of financing:
Procedure I
Advance withdrawal (using revolving funds with replenishment to a bank account(s) designated to receive financing resources in advance). This modality is used to advance and/or replenish funds to a bank account as designated by the borrower. The Fund may place a limit on the amount to be advanced and/or replenished. Relevant details on the modality – which is project specific – are agreed between the borrower and the Fund, and detailed in the FMFCL.
Procedure II
Reimbursement. This is applicable when eligible project expenditures, reimbursable under the financing, have been pre-financed by the borrower. Such reimbursements are expected to be claimed no later than 90 calendar days from the date of payment by the borrower.

7.1 Evidence of Authority to Sign Withdrawal Applications

The Fund requires the borrower's (or recipient's) representative, as designated in the financing agreement, to furnish satisfactory evidence of the authority and authenticated specimen signatures of the individuals who will sign WAs on behalf of the borrower. This evidence must reach the Fund before the first WA is presented by the borrower and should be the original (photocopies, facsimiles or other means of transmission are not acceptable). A sample template is provided in FMFCL. Each WA should be signed by such duly authorized individuals, and the Fund must be notified of any change in the signatories authorized to withdraw funds from the loan account.
The Fund must also be notified of the designated signatories for operating any designated and/or programme or other accounts, including changes thereto, whether these authorized signatories are included in the financing agreement. Such changes, as effected during the life of the project, must be communicated promptly to the Fund. The borrower should provide the names and specimen signatures of the newly appointed signatories and include the date when such change is to take effect. The original of such changed documentary evidence is to be provided to the Fund.

7.2 The Designated Account

The flow of funds for the Project starts with the opening of the project Designated Account (DA), denominated in US Dollars, in the national central bank (RBI), in accordance with the Funds requirements identified in the Financing Agreement and the FMFCL. The federal MOF is responsible for opening and managing the Designated Account.

7.3 Withdrawal of Financing Proceeds and Supporting Documentation

Based on the FMFCL and the relevant IFAD guidelines, the withdrawal of all Project financing proceeds (reimbursements and replenishments to the designated account) is done through the use of Withdrawal Applications.
It is the Finance Manager (SPIU)s and the MOF (CAAA) staff responsibility to make sure that the WAs are correctly prepared, the documentation is complete and submitted to IFAD in a timely manner. In line with the updated IFAD guidelines, all WAs should be accompanied by the latest IFRs.
Upon Project entry into force and after sending to IFAD the letter designating the two officials authorized to sign Withdrawal Applications (WA) with their names and specimen signatures, the Finance Manager (SPIU) will send all necessary documents to MOF for reimbursement of the IFAD's share of project expenditures for the first quarter of project operations. SPIU will send to CAAA (MOF) each quarter IFRs and request to submit WA for IFAD's share of project expenditures for the last quarter. CAAA (MOF) will use Finance Execution model of ICP to upload IFRs and link each WA to the latest IFRs.
The following are the list of supporting documents for all payments (Works, goods, consultants' and other services):

a. The signed contract or confirmed purchase order (Showing the specified amount that is due paid
b. The bank guarantee for advance payment, as specified in the contract documents
c. The bank guarantee for performance, as specified in the contract documents

d. Copies of communications sent by the IFAD country programme manager to the lead project agency (LPA) providing the IFAD's no objection (post or Prior) to the contract award, and

e. Evidence of payment.

For payments of goods, in addition to a-e:

f. Supplier's invoice duly certified for payment by the State project director – specifying the goods, their quantities and prices

g. Bills of lading or similar documents; and

h. As appropriate, the certificate of delivery (to include condition of goods to delivery)

For Payments of Consultants' and other services, in addition to a-e:

i. The supplier's or consultant's claim, duly certified for payment by the State project director and showing sufficient detail. If such Services relate to the importation of goods (for example, freight and insurance payments), adequate reference should be given to enable IFAD to relate each of these items to specific goods whose cost has been or is to be financed by the financing closing date; and

j. As a appropriate, a certificate of delivery of satisfactory services

For progress and retention payments of civil works in addition a-e:

k. the claim if the contractor, including a financial progress report, stating the work performed and the amount due;

l. A certificate-signed by the project consultants or owner's representative, if any, or by the borrower's chief engineering officer or resident supervising engineer assigned to the project, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract, and

m. A copy of the contract payment monitoring form signed in original by the certifying officer.

Together with each WA received for reimbursement, the project must submit the most recent IFRs prepared by the finance staff (SPIU) for the same reporting period in which the eligible expenditures are being claimed.

8 Processing of payments

The Project will mainly finance works (rural roads, irrigation infrastructure etc.), consultants' services (design, supervision and studies), goods (office supplies, computers, cars), microfinance in the form of grants as well as SPIU operating costs (salaries, travel expenditures etc.). Last section outlined how the SPIU will receive funds from IFAD to cover the incurred expenditures related. This section will outline the different steps involved in the outflow of funds from the SPIU to the Contractors, Suppliers, Consultants etc. The procurement process of these items, including the hiring process for consultants is detailed in the project procurement manual.

8.1 General instructions

For all payments, the Finance Manager (SPIU) and Assistant Manager Finance (DPIUs) should ensure that the following steps are performed:

i. Preparation of Payment request voucher. A payment request voucher should be prepared for each payment.

ii. Validation of invoice. The following validation checks should be performed by the Finance Manager (SPIU) on invoice:
- Invoice arithmetically correct; and
- Quantity and price recorded on invoice should be checked back to contract, order, certification of completion/delivery

If there is any discrepancy identified, it should be raised with the vendor prior to proceeding with invoice processing,

iii. Supporting documentation*:* the following documents should be attached to the payment voucher to support validation:
- Copy of invoice.
- Copy of letter of approval from technical committee or the specialist, line department.
- Copy of purchase order, goods received note and contract if applicable; and
- Copy of required guarantees

All vouchers are authorized by the State project director or Manager of DPIU after signatures of the Finance Manager (SPIU)/ Assistant Manager Finance (DPIU).

8.2 Processing of payments for Civil Works and Goods

Project will incur expenditures related to works in the form of rural roads, irrigation infrastructure etc. and goods in the form of seeds, computers, cars, equipment etc.
The Expenditure Cycle for works and goods is detailed in the following chart:
Before releasing the payment to the contractor or supplier, the Finance Manager (SPIU) and Assistant Manager Finance (DPIU) will make sure the following processes are followed:

A. The quantity of goods is checked back to the purchase order and to contract and bid award letter (if applicable). The committee members, assigned by SPIU Management/LPA after being assured that quality of goods is compliant with the contract conditions deliver an accepted delivery sheet or a compliant report to the Assistant Manager Procurement . The Finance Manager (SPIU) and Assistant Manager Finance (DPIU) will ensure that the Assistant Manager Procurement provides all the necessary documents including the invoice and the acceptance/compliant report before proceeding with the payment.

B. The condition of the goods are reviewed for any damage or impairments. Damaged goods are to be identified and returned to the supplier/replaced. If any goods are rejected or returned to the supplier because they are not as ordered or are of sub-standard quality, the Finance Manager (SPIU) and Assistant Manager Finance (DPIUs) should be notified. Finance Manager (SPIU) and Assistant Manager Finance (DPIU) must keep a central record of all goods returned to suppliers and maintain a separate record of all goods and equipment delivered by suppliers by contracts funded by the IFAD financing.

C. All the works, are to be monitored by an architect or engineer. It is good practice to assign the architect/engineer responsible for the design to monitor and assess the works of the contractor. The architect or engineer is responsible for sending compliant reports/certificate of completion to the Assistant Manager Procurement in the SPIU and DPIUs, which includes the percentage of completion of the construction and if the construction materials are compliant with the contract conditions and specifications. A request for payment is prepared by the Assistant Manager Procurement to be sent to the Finance Manager (SPIU) and

Assistant Manager Finance (DPIUs). The Finance Manager (SPIU) and Assistant Manager Finance (DPIU) will ensure that the payment request includes all the necessary documents including the invoice and the compliant reports/certificate of completion before proceeding with the payment to the contractor for the completed phase.

8.3 Processing of payments for Consultants' Services

Under the Project there are two types of consultants' services; a) Consultants with a lump sum contract, and b) Consultants with a time based contract. For type (a) consultants, payments will be made against the delivery of outputs as detailed in their contracts. For type (b) consultants, payments will be made against the submission of a time sheet and a summary of activities performed. SPIU and DPIUs members will be paid against the submission of a monthly time sheet. The Expenditure Cycle for type (a) consultants is detailed in the following chart:

Before releasing the payment to the consultant (firms), the Finance Manager (SPIU) and Assistant Manager Finance (DPIU) will undertake the following steps:

A. The consulting services reports are monitored by technical committees, assigned by the SPIU Management/LPA for the purpose of evaluating the deliverables submitted by the consultant (firms). Therefore the Finance Manager (SPIU) and Assistant Manager Finance (DPIU) will ensure that no payment to the consultant is prepared unless an approved committee report or letter of approval received from the committee assures that the deliverable submitted by the consultant is compliant with the contract conditions, these documents should be passed first through the Assistant Manager Procurement .

B. The consulting services reports are monitored by the specialist responsible for the activity for the purpose of evaluating the deliverables submitted by the consultant (Individual Consultant). Therefore the Finance Manager (SPIU) and Assistant Manager Finance (DPIU) will ensure that no payment to the consultant is prepared unless an approved report received from the specialist assures that this report is compliant with the contract terms and conditions, these documents should be passed first through the Assistant Manager Procurement .

All Supporting Documents and Internal Forms must be retained at the SPIU and DPIUs Offices and must be maintained and archived in accordance with the maintenance of records section of this manual.

8.4 Processing of Payments for Office Supplies and Other Operating Costs

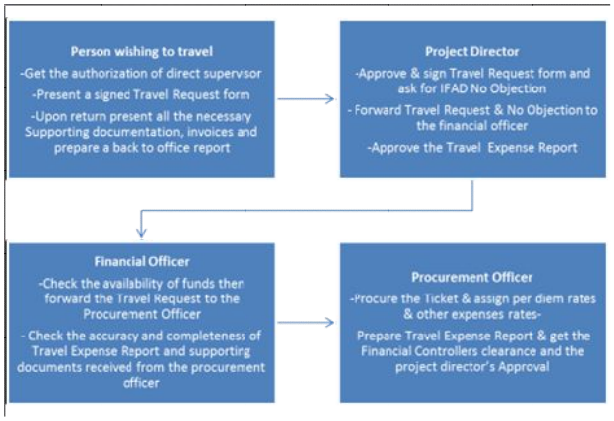
The payment for office supplies and operating cost will be against the preparation by the Assistant Manager Procurement of a serially numbered checklist evidencing the receipt of office supplies, and the presentation of the Purchase order and supplier invoice. The Finance Manager (SPIU) and Assistant Manager Finance (DPIU) will compare the information on the checklist to the purchase order and supplier invoice, then sign the checklist. The payment for services is against the presentation by the supplier performing the service of a service invoice.

At the end of each month, the Finance Manager (SPIU) and Assistant Manager Finance (DPIU) will prepare a serially numbered "List of Payments" that detail all the incurred costs for office supplies and operating costs during the month and present it to the State project director for review and authorization. After the State project director's authorization of the payments, the Finance Manager (SPIU) and Assistant Manager Finance (DPIU) will prepare

the checks and send them to the State project director who will prepare an "Internal Memorandum" detailing the check numbers, amounts, suppliers and explanation of payments.

8.6 Travel Arrangements & Processing of Travel Related Expenditures

Under the Project there is a budget allocated for workshops and study tours as well as staff training courses. The following chart summarizes the transaction cycle that should be followed to get approval for the travel and the expenditures related to it:
Finance units will deduct amounts from employees' salaries if advances are not cleared within two weeks following the completion of relevant events, such as business travel or other activities.



(Chart 4: Processing of Payments for Travel and Training)

9 Financial Reporting

Periodic financial progress reports are a formal requirement of the IFAD Financing Agreement. Sufficient information must be made available about what money is spent on, how much is spent and what the results are. The major financial reports include the following: AWPB, monthly financial reports, quarterly interim financial reports (IFRs), supervision reports, annual financial statements and audit reports.
In addition to the AWPB, supervision reports and audit reports, the Finance Manager (SPIU) will ensure that the following financial reports are prepared in a timely manner and submitted to IFAD in due time (applicable to reports 2-4 only):

1. Monthly financial reports for SPIU internal use only. These reports will be verified during IFAD supervision missions.
2. Quarterly IFRs, to be provided to IFAD within 30 days after the reporting period
3. Annual financial statements, to be provided to IFAD within 4 months after the end of the project fiscal year.
4. Annual financial statements audited by an independent auditor acceptable to the Fund and in accordance with internationally accepted auditing standards and terms of reference cleared by IFAD, to be provided to IFAD within 6 months after the project fiscal year (explained in detail in section 11).

9.1 Monthly Reports

In accordance with best practises, the Finance Manager (SPIU) and Assistant Manager Finance (DPIU) will prepare monthly financial reports based on the accounting system to aid

management decision and control. The monthly management accounts will include the following.

- Monthly Budget Execution Report, summarising the budget-actual comparison of the expenditures incurred, component-wise and category-wise. The report will also include a list of commitments entered and still to be paid, by component and by category.
- Bank Reconciliation Statement

9.2 Quarterly IFRs and progress reports

Quarterly IFRs should be submitted to IFAD no later than 30 days after the end of reporting period during the programme implementation period.
The importance of the IFRs lies in the fact that they provide IFAD with sufficient information to determine whether the funds disbursed to the project are being used as intended, the project implementation is on track and the budgeted costs will not be exceeded. The financial information should be linked to the information on physical progress and procurement to give assurance that the financial and physical progress are consistent.
Sample quarterly IFRs are attached in annex I. IFRs will be attached to each WA. IFRs will be uploaded to ICP using Financial Execution model and they will be linked to relevant WA.

9.3 Cash Flow Forecast

Preparing periodic cash flow forecasts is essential to ensure the project has sufficient funds to meet its commitments (expenditures to contractors, service providers, suppliers of goods, salaries of the SPIU staff, operating and maintenance cost of the SPIU and DPIUs such as rent, electricity, internet etc.) as they fall due. It is the Finance Manager (SPIU) and accountants (DPIUs) responsibility to prepare periodic cash flow forecasts by undertaking the following steps:

1. Determining the opening balance of the time period
2. Determine (as accurately as possible) all the cash inflow already secured from different sources during the time period on a monthly basis.
3. Determine (as accurately as possible) all the payments due during the time period on a monthly basis.
4. Based on the calculation (steps 1-3) determine the estimated cash need for time period in question.

When preparing the cash-flow analysis, key sources for information include the AWPB (up-to-date), the procurement plan (up-to-date), disbursement timetable of all signed contracts and historic expense reports for SPIU and DPIUs' management costs as these can be assumed to stay relatively constant over the implementation period.
Based on the estimated cash flow needs, the Finance Manager (SPIU) in consultation with the State project director will prepare and submit for approval the required budget allocations in a timely manner to ensure sufficient liquidity and avoid any delays to the project implementation.

9.4 Annual Financial Statements and Audit Reports

IFAD requires that the financial statements are prepared in accordance with acceptable accounting standards. (National Standards are also acceptable as long as they meet the minimum requirements) and that the annual statements are provided to IFAD within four months after the end of the fiscal year. In accordance with the Project Design Report, the

project will prepare its financial statements in accordance with Indian National Accounting Standards.
The project interim un-audited financial report (IFRs) should include the following information:

- Sources and Uses of Funds (by component),
- Sources and Uses of Funds (by category),
- Funds reconciliation Statement,
- Statement of comparative budget and actual amount,

It is important to note that IFAD financing proceeds should be disclosed separately form the other financiers (donors, government, beneficiaries etc.). It is also important to note that where the project consists of more than one entity the lead-SPIU must provide consolidated financial statements.
The most recent IFRs should be attached to each WA to be submitted to IFAD.

10 Fixed Asset Management

Fixed asset management is an important process that seeks to track fixed assets for the purposes of financial accounting and to ensure preventive maintenance, and theft deterrence. Adequate Fixed asset maintenance also increases the sustainability of the project.
There are three elements in fixed asset management that require the attention of the Finance Manager (SPIU) and Assistant Manager Finance (DPIU)

- Purchase of equipment
- Setting up and maintaining an asset register including verification
- Setting up a plan for disposal and/or handover of the asset once the project is completed

10.1 Purchase of Equipment

All procurement and payments for project equipment will be processed in line with the guidance provided in the procurement section of the PIM. The finance staff financial officer should assign a unique, sequential asset number to all furniture and equipment items purchased (excluding minor items such as stationary).This must be clearly labelled on each item. Each item of equipment must be recorded in the fixed asset register

10.2 Asset Register

The finance staff must maintain a register of all (material) project equipment. This will be recorded on the asset management module of the accounting software. The asset register should record the following information for each individual piece of equipment: 1) Asset description, 2) Asset number, 3) Serial number of the item, 4) Officer responsible for asset, 5) Funding of asset (IFAD, government etc..), 6) Location; Date of purchase; and 7) Estimated life.

10.3 Asset Verification Review

The Finance Manager (SPIU) and Assistant Manager Finance (DPIU) must ensure that a verification count of all equipment recorded in the fixed asset register is performed at least once a year. This should include the following checks:

- Verify that all equipment is still held in the location recorded on the register; and

- Check that equipment is still in a reasonable state of repair.
- Discrepancies between the verification exercise and the fixed asset register should be investigated. Where assets are missing or seriously damaged, they should be removed from the asset register. The removal should be formally documented and approved by the Finance Manager (SPIU) and Assistant Manager Finance (DPIU).

The verification review must be performed by different staff from those who use the equipment, to ensure adequate segregation of duty.

10.4 Vehicle Maintenance and Fuel

The drivers are required to record all trips and fuel refills in a logbook and collect all the supporting documentation (invoices etc.). The vehicle logbook provides control over the use of the cars as well as fuel consumption. Fuel distribution is handled by the finance staff. Fuel is purchased on an as-needed basis by giving coupons to the drivers who must use the selected fuel station. The SPIU is billed by the station twice a month. Unused coupons are kept in the office safe in the custody of the Finance staff. For official missions, a special cash provision is given to mission leaders to allow them to purchase fuel (at reputable gas stations) during the trip.
The safety of cars is the responsibility of the recipient staff members and drivers assigned to the vehicles. Consequently, they must ensure that the cars are parked in a secure area when not in use or outside working hours. The drivers are required to monitor the maintenance of their assigned vehicles under the supervision of the SPIU and DPIUs. The drivers must notify the SPIU and DPIUs of maintenance needs so that the cars can be serviced on a timely basis. The cars must always be taken to the selected SPIU and DPIUs garage for repairs and maintenance
The finance staff should on a monthly basis review the mileage and fuel usage as well as any undertaken service as reported in the log book of each car and compare these with the official invoices and travel authorizations etc. to make sure the numbers are accurate.
An insurance policy must be taken by the SPIU and DPIUs to ensure all cars and passengers against all risks, including damage, theft, fire, as well as injury and property damage to third parties. The insurance must also cover the same risks when the cars are used by the recipient staff members outside of normal working hours.

11 Audit Arrangements

The project audit is an ex-post review of financial statements, records of transactions & financial systems; It examines the adequacy of accounting systems & procedures, capacity to maintain appropriate accounts & documentation of the project/grant expenditures. The objective of the project audit is to provide credibility and assurance of accountability.
FOCUS 2.0 financial statements will be audited by state level CAG. If and when CAG is not capable of auditing FOCUS 2.0 financial statements, relevant provisions of this manual for the selection of a private sector auditor will be applied.

 In accordance with the IFAD general conditions and the IFAD guidelines for project audits, the SPIU must have its financial statements audited by an external auditor acceptable to IFAD. The Audited financial statements need to be sent to IFAD no later than 6 months after the end of the fiscal year. The detailed instruction regarding project audit are outlined in the IFAD guidelines for project audits available in IFAD Handbook for Financial Reporting and Auditing of IFAD-financed projects.

11.1 The Audit Cycle and Appointing the Auditor

The complete audit cycle can be divided into the three main roles carried out by the Finance Manager (SPIU)/SPIU, the Auditor and IFAD.

The SPIU and the Finance Manager will:

- Timely prepare TORs of the Audit and submit these to the Fund for no objection (a sample audit TOR is provided in the "IFAD Handbook for Financial Reporting and Auditing of IFAD-financed Projects", appendix 5),
- manage the selection process of the auditor (if relevant)
- and appoints the auditor.
- Prepare the financial statements for reporting period
- Make available all the financial information necessary to the auditors.
- SPIU/DPIUs should respond to the audit findings and recommendations.
- Submit the audit report to the Fund no later than 6 months after the end of the project fiscal year.

The Auditor will:

- perform the audit work
- Indicate any ineligible expenditures
- Provide a management letter

The Fund will:

- Provide a non objection to the auditors TORs
- Monitor timely submission and review of audit reports
- Follow up on remedial action\apply sanction and /or remedies if relevant including suspension of disbursement and or cancellation of loan balance (Legal Notice is sent to the LPA after 3 months of delay. Suspension of disbursement to the project after 6 months delay.)



(Chart 5: Project Audit cycle)

When appointing the auditor the Finance Manager will need to ensure that the following steps are followed:

a. Finance Manager/SPIU prepares TORs for the auditor and sends it to IFAD for review and no-objection.

b. IFAD communicates "no objection" to borrower.

c. Finance Manager/SPIU initiates the procurement process using the agreed TORs.

d. Finance Manager/SPIU informs IFAD of the name of proposed auditor and the procurement process followed for the selection.
e. IFAD communicates "no objection" to borrower on the selection of proposed auditor upon performance of the necessary due diligence.
f. Finance Manager/SPIU appoints the auditor.
g. The auditor appointed normally issues a formal engagement letter

11.2. TORs of the Auditors and the Engagement letter

When preparing auditors TORs the Finance Manager (SPIU) should address points outlined below:

a. Description of the employing project authority or entity;
b. Term of the auditor's engagement, namely whether it is for a fiscal year or some other period;
c. Description and the timing of the financial statements and other material to be provided by project management for the audit;
d. Terms for delivery of the audit report;
e. Specification that the audit be carried out in accordance with internationally accepted auditing standards;
f. Provision of a management letter;
g. Statement of access to project records, documents and personnel available to the auditor;
h. Details regarding submission of a proposal and work plan by the auditor.

Furthermore, the contents of the TORS should include:

a. A description in the TORs of the entity engaging the auditor and whether it is acting on behalf of or is a constituent part of a larger entity
b. Legal and general descriptions of the project and the LPA, in sufficient detail to enable the auditor to understand their nature, objectives and activities.

The following additional information should also be considered:

c. Organizational charts;
d. Names and titles of senior managers;
e. Names and qualifications of officers responsible for financial management, accounting and internal audit;
f. name and address of any existing external auditor, if a change is made;
g. Description of information technology facilities and computer systems in use; and
h. Copies of the latest financial statements, financing agreement, minutes of financing negotiations, project design document, and annual work programme and budget, if it is available.

The auditors are required to provide a formal engagement letter confirming their acceptance of the appointment and outlining the methodology, scope and responsibilities under the audit The borrower's representative will sign and return a copy of the letter to the auditor.

11.3 The Audit Report

The Audit Report must include the following elements which should also be reflected in the auditor's TORs:

- An opinion on the Project's financial statements

- In addition to the audit report, the independent auditor will prepare a management letter. This will include comment and recommendations on the adequacy of the financial management system, and on the system of internal control. The management letter should also include a follow up section on the status of implementation of previous years recommendations

12 IFAD Supervision

The project will be subject to extensive supervision from IFAD during the whole implementation period to ensure that the SPIU fiduciary requirements are completed on time and to minimise the project's fiduciary risk.

If financial arrangements of the SPIU and DPIUs are deemed acceptable, IFAD will rely on them to provide assurance that the financing proceeds are being used for the intended purposes. In the case that IFAD identifies weaknesses in the financial arrangements, it will require the SPIU/LPA to take the appropriate measures to mitigate those risks e.g. changing the design and operation of internal control processes or modifying the disbursement arrangements for an operation.
The IFAD supervision of the project includes the following measures:

- Monitor of timely submission of audit reports and review of these reports
- Verify compliance to audit recommendations and recommendations made by past supervision missions.
- Monitor the submission of timely periodic financial reports, IFRs and review of these reports
- Monitor disbursements rate and the quality of the received Withdrawal Applications
- Annual or semi-annual financial management supervision missions.

12.1 Supervision missions by the Fund

Throughout project implementation, IFAD will conduct annual financial supervisory missions to develop financial management ratings and ensure compliance with the IFAD's requirements. During the supervisory missions, IFAD will assess and monitor the adequacy of the SPIU/LPA financial management arrangements such as accounting, budgeting, internal controls, flow of funds, financial reporting and the auditing practices. The key findings and recommendations of the mission will be captured in the Aid Memoire.
When preparing for and during an IFAD supervisions mission, the necessary supporting actions by the Finance Manager (SPIU) will include the following:

- Update and make available for the mission, the project financial information and especially the incurred expenditures by component, by category and by financier as of the last day of the preceding month.
- Update and make available reports on the status of counterpart funding (has the Borrower/Lead Project Agency made available financing proceeds to the Project as planned?
- Provide a walkthrough of the existing accounting system including its main modules, budgeting, accounting, financial reports, fixed asset register as well as the security settings in use.
- Facilitate checking of the internal controls, by system "walk through" to ensure that approved procedures are consistently being followed.

- Make available Withdrawal Applications to facilitate the verifying of adequacy, completeness and validity of claims.
- Make available evidence of qualifications and educational background of the financial staff including, organogram of the SPIU/DPIUs, CVs, TORs of each position and SPIU training plan.
- Update and make available a complete a fixed asset register and facilitate sample test check of physical existence of the asset.
- Make available written procedures regarding financial operations such as processing of transactions, financial administration manual, accounting manual, fixed asset maintenance and records management as well as the lead project agency's anticorruption policy and whistle blowing procedures.
- Prepare and make available the updated bank account reconciliation statement and bank account statements for all project accounts.
- Arrange meeting with the auditors and any other selected party requested by the mission.
- Make available all necessary documentation and contracts regarding procurement not subject to prior review.
- Provide an update on the actions taken regarding past audit recommendations as well as action points outlined in the past aide memoires.
- Make available the most recent AWPBs, annual and semi-annual reports
- Participate in report writing if necessary.

13 Loan completion and Closing

The closing of the loan is due six months after the project completion date. Both the completion and the closing date of the loan have financial implications on the project management such as: development and submission of a recovery plan (if advances are outstanding), ensuring eligibility of expenditures and submission of the necessary documents outlined below.

13.1 Recovery plan (if advances are outstanding)

To ensure that the designated account is completely and timely justified, the financial officer/SPIU has to develop and submit to the Fund a so called recovery plan outlining the percentages per withdrawal application that will recovered and paid respectively. The recovery plan should be submitted to the fund around 6 months before the completion date.

13.2 Loan Completion

As defined in the Financing agreement the completion date of the loan its 7th anniversary; that is seven years after it entered into force. By the completion date all the project activities must have been finalised. The payments can be done also after the completion date, as long as the commitments/ contracts are signed prior to the completion date, and works are completed and goods and services are delivered by project completion date. Activities that have continued after the completion date are not considered as eligible expenditures and can therefore not be financed by the IFAD funds.
After the completion date but no later than the closing date (six months after the completion date) the SPIU can still incur expenditures related to so called winding up expenditures e.g. Final Audit, Project completion report, Project staff salaries involved in the winding up activities, SPIU maintenance cost, project completion workshop.

13.3 Loan Closure

The Fund requires the following to be provided by the SPIU to close the loan:

- Confirmation of last withdrawal application
- Submission of final audit report
- Submission of project completion report

The Final Audit Report has to cover, the final project year up to the final expenditures and it can be paid from the loan available balance by using for example direct payment or Reimbursement of pre financed expenditures.

Annex I. Sample IFRs

Report I: Summary of Uses of Funds

Name of the Project:							
IFAD Instrument number:							
List other instruments if applicable							
For the Period:	Starting Date	TO	End Date				
		IFAD Loan			IFAD Grants		
\	REF	Actual for Period	Actual For Year To-Date	Actual Since Inception To-Date	Actual for Period	Actual For Year To-Date	Actual Since Inception To-Date
		A	B	C	D	E	F
		Currency			Currency		
Uses of Funds by Category:							
Category 1		-	-	-	-	-	-
Category 2		-	-	-	-	-	-
Category 3		-	-	-	-	-	-
Category 4		-	-	-	-	-	-
Category 5		-	-	-	-	-	-
Category 6		-	-	-	-	-	-
Category 7		-	-	-	-	-	-
Category 8		-	-	-	-	-	-
Total Funds Used by Categories	**II**	**-**	**-**	**-**	**-**	**-**	**-**
Uses of Funds by Component:							
Component 1		-	-	-	-	-	-
Component 2		-	-	-	-	-	-
Component 3		-	-	-	-	-	-
Component 4		-	-	-	-	-	-
Component 5		-	-	-	-	-	-
Component 6		-	-	-	-	-	-
Component 7		-	-	-	-	-	-
Total Funds Used by Component (must be equal	**III**	**-**	**-**	**-**	**-**	**-**	**-**
						Authorized Signatory	
						Name	
						Designation	
						Organization/Project	

Report II: Funds Reconciliation Statement

Name of the Project:
IFAD Instrument number:
List other instruments if applicable
For the Period: Starting Date End Date

	IFAD Loan	IFAD Grants
	Currency	Currency
PART I (Funds Status)		
1. Cumulative project expenditure since inception to date	-	-
2. Cumulative funds received from IFAD till the end of reporting period	-	-
3. Funds receivable from IFAD (Line 1 minus Line 2)	-	-
PART II (Receivable from IFAD)		
4. Total of Withdrawal Applications submitted but not yet cleared by IFAD (if not zero, give details below)	-	-
5. Add/Substract - Adjustments (if any)	-	-
6. Expenditure claimed as Reimbursement for the current reporting period	-	-
7. Funds required as Withdrawal from IFAD (Line 4 Plus Line 5 Plus Line 6)	-	-
8. Difference, if any (Line 3 minus Line 7). *(If not zero, please provide explanation)*	-	-

Details for Line 4: WAs submitted but not yet cleared by IFAD	***WA Ref No.***	***Amount***
TOTAL		-

Explanation for Line 5 (if not zero):	***IFR & WA Ref.***	

Explanation for Line 8 (if not zero):	***IFR & WA Ref.***	

Report III: Variance Analysis of Use of Funds - FY

Name of the Project:
IFAD Instrument number:
List other instruments if applicable
For the Period: FY Start Date **To** End Date

		IFAD Loan				IFAD Grants			
		Planned	Actual	Balance		Planned	Actual	Balance	
		A	B	C=A-B	D=B/A	E	F	G=E-F	H=F/E
		Ref: AWP/ Forecast	*Actual Cumulative year todate*	*AWPB Available Balance*	*Actual Progress against AWPB*	*Ref: AWP/ Forecast*	*Actual Cumulative year todate*	*AWPB Available Balance*	*Actual Progress against AWPB*
		Currency			%age	Currency			%age
Expenditure by Categories:									
	Category 1	-	-	-		-	-	-	
	Category 2	-	-	-		-	-	-	
	Category 3	-	-	-		-	-	-	
	Category 4	-	-	-		-	-	-	
	Category 5	-	-	-		-	-	-	
	Category 6	-	-	-		-	-	-	
	Category 7	-	-	-		-	-	-	
	Category 8	-	-	-		-	-	-	
TOTAL	**I**	**-**	**-**	**-**		**-**	**-**	**-**	
Expenditure by Components:									
	Component 1	-	-	-		-	-	-	
	Component 2	-	-	-		-	-	-	
	Component 3	-	-	-		-	-	-	
	Component 4	-	-	-		-	-	-	
	Component 5	-	-	-		-	-	-	
	Component 6	-	-	-		-	-	-	
	Component 7	-	-	-		-	-	-	
TOTAL	**II (must be equal to I)**	**-**	**-**	**-**		**-**	**-**	**-**	

* ***Note: Provide reasons if the Cash Forecast is over and above AWPB Balance*** *(i.e. the Forecast includes the Quarter 1 of the Subsequent AWPB)*

Authorized Signatory

Name
Designation
Organization/Project

Appendix 9: Monitoring and Evaluation Plan

Please refer to external Appendix (Excel file) "PIM – Appendix 9: Monitoring and Evaluation Plan"

Appendix 10: RACI Matrix

It was determined that a RACI Matrix is not required for this project. Should the decision be changed, a matrix would be added here as Appendix 10 to the PIM.

Appendix 11: Reporting template

IFAD to provide reporting template(s) based on latest requirements.

Appendix 12: Gender, Social Inclusion & Youth Engagement Strategy

Abbreviations

AMWF- All Mizoram Women's Federation
CMC- Collective Marketing Centre
CRP – Community Resource Person
DOC- Day Old Chicks
DPIU- District State Project Implementation Unit
DRWA – Directorate of Research on Women in Agriculture
FPIC- Free, Prior, Informed Consent
GESI-Gender Equality and Social Inclusion
GDI- Gender Development Index
GRB- Gender Responsive Budgeting
HDI- Human Development Index
ICAR- Indian Council of Agriculture Research
IFS-CADA- Integrated Farming System- Central Agricultural Development Authority
KM- Knowledge Management
MIS- Management Information System
MKSP- Mahila Kisan Sashaktikaran Pariyojana
MYA- Mizo Youth Association
MzSRLM- Mizoram State Rural Livelihood Mission
NFHS- National Family Health Survey
NREGS- National Rural Employment Guarantee Scheme
SPIU- State Project Implementation Unit
PRA- Participatory Rural Appraisal
SPIUSPIU- State State Project Implementation Unit
SC- Scheduled Caste
SECAP- Social, Environmental, and Climate Assessment Procedure
SECC- Socio-Economic Caste Census
SPV- Special Purpose Vehicle
ST- Scheduled Tribe
VC- Village Council

Project Context

1. FOCUS 2.0 is a six-year, IFAD-supported project aimed at developing climate-resilient, market-driven farming systems across Mizoram. The project uses a cluster-based approach to boost production, improve market access, and promote sustainable and inclusive agricultural practices. Implemented by the Mizoram Department of Planning and Programme Implementation, the project focuses on community engagement, integration with government schemes, and transformative strategies to strengthen rural livelihoods and climate resilience. One of the key objectives of the project is to build resilience and sustainable income for the most vulnerable communities, including women, youth, and ethnic minority tribes.
2. The gender and social inclusion strategy for FOCUS 2.0 will be based on the gender analysis, lessons learnt from FOCUS 1.0, and targeting strategy. The project design team visited 7 districts- Hnahthial, Lunglei, Serchhip, Mamit, Khawzawl, Siaha, and Lawngtlai, and conducted several stakeholder consultations with men and women farmers and livestock keepers, IFS-CADA beneficiaries, women entrepreneurs, youth groups, civil society organisations, academic institutions, government, and non-government stakeholders. MzSRLM, NABARD, DWCD, State Commission for Women, Rural Development, and Land Revenue and Settlement Department are some of the departments consulted during the design mission.

Gender Analysis

3. Mizoram, a hilly state in Northeast India, is known for its rich tribal culture, high literacy rate, and strong community life. Mizoram society is distinctively close-knit, deeply rooted in tribal traditions, religious beliefs, and community values. Mizoram has a seemingly egalitarian society where women have equal access to education and have a significant participation rate in the labour workforce and marketplace.
4. Mizoram registered a better performance in HDI[101] (0.709 compared to the national average of 0.672), GDI and a high women's literacy rate (89.27%). In 2017–18, Mizoram was categorized among the top five Indian states with the highest gender equality, achieving near parity between male and female human development outcomes. However, Mizoram's performance in the Gender Inequality Index (GII), which measures women's reproductive health, political participation, population with secondary education, and participation in the labour market, is dismally poor. Mizoram, with a score higher than 0.7, is placed in the lowest category "V".
5. Lack of health awareness and infrastructure in rural Mizoram is one of the key reasons for Mizoram's poor performance in the GII. In addition, Mizoram has seen only three women assembly members in the last 28 years, since the state's formation day in 1987. The female LFPR in Mizoram is higher than the national average, although there is a significant gender disparity in LFPR; the male LFPR of Mizoram is lower than the national average.

[101] Gendering Human Development- A Working Paper for Computing HDI, GDI, and GII for States of India. Ministry of Statistics and Programme Implementation. Government of India

	Mizoram		National Average	
	Female	Male	Female	Male
Urban	46.4 %	73%	26.7%	80.3%
Rural	52.2%	74.2%	37.0%	82.8 %
Total	49.4 %	73.7%	34.1 %	82.1 %

The LFPR for both young men and young women is quite low, with only 31 percent and 25.2 percent, respectively.[102].

6. Although the status of women in Mizoram is comparatively better than most parts of India in some of the development indicators, rural women in Mizoram still face unique challenges in terms of economic opportunities, access to and control over land and other natural resources, health care, and representation in the political spaces. Historically, Mizoram has been a patriarchal society where men were primarily responsible for the management of Jhum cultivation, decision-making of both household and social affairs, while women managed household chores, unpaid care work, and supplementary agriculture work. Over time, Mizoram saw a significant shift in the gender division of labor, with women's increased participation in formal employment, education, and entrepreneurship. However, customary laws still influence inheritance rights, marital roles, and political participation, often benefitting men in land and property ownership and decision-making positions.
7. Arable land in rural India is the most significant form of property and a crucial determinant of well-being, economic and political power, and social status. Land ownership is not only deciding legal and social recognition of farmers but also a significant medium to strengthen women's voice in decision making, enhance their life and livelihood choices, and provide them security. In Mizoram, according to the agriculture census 2015-16, among the Scheduled Tribe (ST), approximately 87.28 percent of operational landholding belongs to men and 12.72 percent of operational landholding belongs to women, which is almost equivalent to national average of 13.95 percent operational landholding by women and 86.05 percent landholding by men.
8. There are three kinds of land in Mizoram, i) Jhum land that the VC allocates to interested villagers based on a lottery system, ii) periodic patta, agricultural land that is allocated by the agriculture department, and later gets registered by the revenue department, iii) Homestead Land Settlement Certificate/ Agriculture Land Settlement Certificate considered as the permanent patta and transferrable by inheritance. As per the customary law of Mizo society, the youngest son inherits the parental land. With time, customary practices saw some changes, and land is being distributed among all the male children. Female children rarely get their share of the inherited land.
9. Landlessness and poverty are significantly correlated. Women's access to family inheritance and productive assets is limited or absent due to of patriarchal form of society setup (Agarwal, 1999). This puts female-headed households at a greater risk of poverty, especially where women are primary earners. A female-headed household is often linked

[102]Assembly election 2023: Unraveling patterns of labour force participation in the five states. 2023. Ashoka University. Retrieved from Assembly Elections 2023: Unravelling patterns of labour force participation in the five states » CEDA

with the feminization of poverty. Female-headed households are poorer compared to male-headed households[103]. Female-headed households and single mothers often face financial hardships due to limited employment opportunities and wage disparities. Balancing work and childcare responsibilities without adequate support systems exacerbates their economic challenges.

10. According to the National Family Health Survey (NFHS-5) 2019–21**,** approximately 23% of households in Mizoram are headed by women**,** with about 19% of the state's population residing in these female-headed households, which is higher than the national average of 14.4 percent. The same survey indicates that 17% of children under 18 years in Mizoram live with only one parent, predominantly their mother. This highlights the substantial number of single mothers raising children in the state. Mizoram has one of the highest divorce rates in India, 6.8 percent against the national average of 4.4 percent, contributing to the number of single mothers. According to the Socio-Economic Caste Census (SECC), 8.8 percent of the female-headed households do not own any kind of land or enterprise, and are dependent on manual or casual labor for their livelihood, 17.94 percent own unirrigated land, and 5.86 percent of households own irrigated land.
11. Traditionally, Mizo society followed customary practices that heavily favored men, especially in property rights and divorce settlements. Under these customs, women had no right to inherit ancestral property; upon divorce, husbands could leave their wives without compensation or property, and legal protection for women in marriage was minimal. The Mizo Marriage, Divorce, and Inheritance of Property Act, 2014 is a landmark legislation in Mizoram that aimed to codify and reform personal laws related to marriage, divorce, and inheritance, particularly addressing the historical gender inequalities Mizo women face. However, due to the lack of awareness and enforcement mechanisms in rural areas, the absence of legal aid and gender sensitization among communities and local authorities, and the resistance from local and religious leaders, the law fails to achieve the desired result.
12. In India, over 65.5 percent of economically active women are engaged in agriculture; they constitute about 37 percent of the total agricultural workforce[104]. Across 641 districts of India, around 94.2 million females are engaged in agriculture and often as agricultural laborers. On average, 40.26 percent of the total farm workforce in Mizoram is constituted by females. The female workforce constituted the highest portion in the case of marginal cultivators (70.90 percent), followed by marginal agricultural laborers (61.58 percent).
13. Approximately 69% of the female workforce in India is engaged in the livestock sector, undertaking tasks such as feeding, milking, healthcare, and processing of animal products[105]. The backyard poultry, a traditional practice in rural Mizoram, is largely managed by women, and likewise, women contribute significantly to animal care, feeding, shed management, breeding, and marketing in small-scale backyard pig-farming. Women poultry bird keepers manage the entire value chain, starting from buying DOC from middlemen to selling the chicken to the trader. In pig farming, households that keep pigs

[103] Female-headed households and Poverty: Analysis using household level data. Jhulka & Das. November 2015.
[104] Agriculture census, 2012
[105] Gender Dimensions of Livestock Farming in India. Panda et. al. (2021). Vigyan Varta (2):9

for fattening purposes are managed primarily by women, while pig units for breeding purposes in managed by men.

14. Gender roles in a society determine the economic activity of men and women, and which roles they must play in a specific area. In Mizoram, in crop production and fruit orchards, women are engaged in the land preparation (clearing the stubble after jhum burning), intercultural operations, especially weeding, harvesting, and post-harvest operations. Farmers are largely using their local seed in traditional jhum cultivation practices, and women play a vital role in the seed storage and management.

15. The gender roles assign differential tasks to both men and women, and socio-cultural norms put different values on different tasks according to gender. For instance, work done by men in the agriculture field, land preparation, or insecticide, pesticide application, is considered laborious and requires higher physical force, while work done by women, although it takes long hours to complete, is considered low-labor intensive. In Mizoram, women's wage rate varied between Rs. 350 to Rs. 450 per day while men's wage rate varied between Rs. 500- Rs. 600 per day. However, when men do weeding, they get a higher wage rate. It signifies, not only the task allocation but also wage allocation in the agricultural field is gendered.

16. One of the arguments that, community gives to justify the differential wage rate for men and women is that men work in the field for longer hours, while women, because of their domestic duties, work in the field for shorter hours. Women shared that when they work as agricultural laborers, they usually reach the field almost at the same time as men, but delays happen when they work on their family farm.

17. In Mizoram, women bear the dual burden of domestic work and unpaid care responsibilities. Although, unlike other parts of India, there is no social taboo attached to men doing household chores, such as cooking, washing dishes, or taking care of the kids, it is largely done by women. Unequal burden of unpaid care work on one hand reduces women's productivity and income, and on the other hand, this dual burden is one of the key reasons for women's time poverty in rural areas of Mizoram.

18. Even during the NREGS work or agriculture work, women cook the meal for the family, collect drinking water before leaving for work, and have to repeat the same unpaid care work after returning from the field. DWCD has promoted creche facilities in the Aanganwadi to support working mothers. However, most creches remain non-functional as young mothers often prefer to leave their kids with elderly women relatives, mother-in-law, or grandmother-in-law.

19. Women in Mizoram play a significant role in the retail trade, particularly within the informal economy and small-scale enterprises. Unlike other parts of India, women in Mizoram are actively engaged in local markets and small businesses, contributing significantly to Mizoram's informal economy. Their involvement spans various sectors, including agriculture, handicrafts, and food processing. A study indicates that the majority of apparel retailers are women, with nearly two-thirds of them aged between 21 to 30

years[106]. The uninhibited mobility of women in the public sphere, especially in the market, is a sign of women's agency and financial decision-making.

20. Women entrepreneurs in Mizoram are engaged in various sectors, including household necessities (18.8%), readymade garments (10.5%), tailoring and designing (10%), and beauty parlors (8.3%)[107]. A study focusing on Micro, Small, and Medium Enterprises (MSMEs) in Aizawl district found that only 15% of entrepreneurs were women. Two of the most successful food processing entrepreneurs in the Lunglei district are women (stakeholder consultation).

21. The Bana Kaih Scheme of the Mizoram state government is designed to support aspiring entrepreneurs. In its pilot phase, 517 Progress Partners were selected, with 140 (27%) being women. The scheme offers mentorship and financial assistance to help women establish and grow their businesses. To bolster women's economic participation, the NITI Aayog launched the first Women Entrepreneurship Platform (WEP) chapter in Mizoram. This initiative aims to provide support and resources to aspiring women entrepreneurs, fostering an environment conducive to women-led development and economic growth.

22. Women, especially single women and female-headed households, are more vulnerable to the effects of climate change than men, primarily because they constitute the majority of the world's poor and are more dependent for their livelihood on natural resources that are threatened by climate change for their livelihood. They face social, economic, and political barriers that limit their coping capacity. In Mizoram, women are integral to agriculture and livestock management. Climate-induced disruptions, such as erratic rainfall and increased pest infestations, have led to declining crop yields and food insecurity. These challenges disproportionately affect women, who are often responsible for ensuring the household food supply and managing agricultural activities.

23. Domestic violence, including physical, verbal, sexual, and psychological abuse, is a significant issue in Mizoram. Social and cultural norms, fear of social repercussions, and lack of legal awareness among rural women are a few of the key reasons for significant underreporting of violence against women. The reporting is extremely low in the southern states of Lawngtlai, Siaha, and among ethnic minority groups like the Mara (Lakher) and Lai (Pawi). NCRB data suggests an increase in reported crimes against women, but Mizoram has one of the highest conviction rates of crimes against women in India.

24. The Government of Mizoram has implemented a range of schemes and policies aimed at the empowerment of women, enhancement of their socio-economic status, and ensuring their rights and welfare. Bana Kaih scheme, WEP, Palna, Shakti Sadan, One Stop Centre, and promotion of women SHGs are some of the schemes run by the Mizoram government for the betterment of women. The state enforces various laws aimed at safeguarding women's rights, including the Protection of Women from Domestic Violence Act, 2005, and the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

[106] Market planning among apparel retailers in Mizoram: An Exploratory Study. Pachuau & Kumar. 2021. 8:8
[107] A Study on Socio-economic Background of Women Entrepreneurs in Mizoram, India. Lalnunthara et. Al. (2023). JETIR. (10)7

25. In Mizoram, women's representation in Village Councils is mandated by law, ensuring their participation in local governance. The Mizoram (Village Councils) Bill, 2025, outlines the composition of Village Councils based on village population, with specific provisions for women's representation: villages with a population below 500: 3 members, including 1 woman; population between 501 and 1,000: 5 members, including 1 woman; population between 1,001 and 2,000: 7 members, including 2 women; population above 2,000: 9 members, including 3 women. These provisions ensure that women have a guaranteed presence in local decision-making bodies, promoting gender inclusivity in governance.
26. India has a strong legal framework to promote women's empowerment and gender equality. The Constitution guarantees women equal rights, including equality before the law (Article 14), equal opportunity (Article 16), and equal pay for equal work provision (Article 39D). Key laws such as the Protection of Women from Domestic Violence Act (2005) and the Sexual Harassment of Women at Workplace Act (2013) safeguard women against violence and exploitation. Economic and labor rights are supported through the Equal Remuneration Act (1976) and the Maternity Benefit Act (1961, amended in 2017).

Learnings from FOCUS

27. The Village Council (VC), a grassroots-level institution of local self-governance, holds significant power in local communities and could be a great alliance in bringing social change and bridging gender gaps. In Khawzwal, a VC made a notification to increase the wage rate for female agricultural laborers to 450 INR per day from 350 INR per day and thereby reducing the gender wage gap from 150 INR to 50 INR only. In FOCUS, engagement with VCs was initiated at a quite later stage for IFS-CADA. Hence, taking this learning, FOCUS 2.0 will engage with VCs from the beginning of the project implementation and will take initiatives to influence VCs to bring sustainable social changes, such as women’s right to land, bridging the gender wage gap in agriculture, and other rural development sectors.
28. As part of IFS-CADA, FOCUS was able to introduce a long lease system in Jhum land allocation by making VCs sign an MoU for 10 years instead of annual allocation by the lottery. This has brought a significant change in land and soil health investment, and a reduction in the frequency of burning in jhum land. However, participation of women in IFS-CADA is limited to female-headed households only; married women contributed to the agriculture production as supporting farmhands without participating in the decision-making process or training. Taking the learning from FOCUS, in the FOCUS 2.0 SPIU will ensure that the jhum land is allocated in the joint names, and the document mentions the names of both husband and wife separately, instead of treating them as a HH unit. Participation of both husband and wife in decision-making processes and technology training will be ensured.
29. FOCUS took the initiative of introducing several small agricultural equipment required for agricultural intercultural operations, such as a brush cutter, power weeder, etc., for reducing women’s drudgery, which is a major concern in Mizoram. FOCUS 2.0 will take this initiative forward and will conduct a study in collaboration with the Indian Council of Agriculture Research (ICAR) and the Directorate of Research on Women in Agriculture

(DRWA), Bhubaneswar, to analyze the suitability and impact of the introduced and other available agriculture equipment for the mountain women of Mizoram. The study results will be used to remodel the existing equipment, adjusting to the needs and aptness of women farmers.

30. In Mizoram, women play a significant role in food production, livestock management, especially rearing of poultry birds and small ruminants, and retail-marketing of agro-produces. Even in the activities promoted by FOCUS, may it be IFS-CADA or poultry units, women contributed both as farmhands and unit managers. However, gender-neutral reporting of technical activities, considering gender activities in silos and limiting it to gender studies and trainings, missed out many gendered achievements of the project, for instance, bridging of gender wage gap in IFS-CADA, Khawzawl. In FOCUS 2.0, the gender training of SPIUSPIU and SPIU will be phased out in two phases. A peer learning and sharing workshop will be organized to share findings on gender and social inclusion, and a dedicated mid-term assessment will be conducted to mainstream gender concerns in project implementation, monitoring, and reporting.
31. Some of the initiatives related to gender and youth engagement were planned at quite a later stage of the project implementation, almost at the exit stage, when there was not much time left to reap benefits from the planned activities. For instance, a training on "Breaking the Barriers: Promoting Women's Participation" was organized on January 25th, 2024and youth skill development on agricultural skills, digital literacy, and entrepreneurship development was organized in February 2024. In FOCUS 2.0, gender and social inclusion trainings will be planned at the beginning of the project implementation to ensure mainstreaming of gender and social concerns in the project throughout the implementation period. Further, some training will be conducted periodically or in a phased manner to increase the effectiveness of the training programmes.
32. FOCUS has built some notable collaborations with key stakeholders and resource organizations related to gender and development, such as All Mizoram Women's Federations (AIWF). FOCUS 2.0 will benefit from those networks and will utilize them effectively in ensuring mainstreaming gender and active participation of women in the project implementation. However, there are some of the major stakeholders with whom FOCUS 1.0 failed to create alliances and who could have been significant contributors toward ensuring gender equality and social inclusion (GESI), such as MzSRLM, the Directorate of Women and Child Development (DWCD), Mizo Youth Association (MYA), etc. In FOCUS 2.0, an MoU will be signed with MzSRLM for using their community institution mechanisms as a platform for implementing the livelihood activities, and by doing so, the project will not only ensure achievement of the target of reaching out to 49 percent of women beneficiaries, but also will be able to accomplish women economic empowerment effectively. In addition, FOCUS 2.0 will also collaborate with DWCD and State Commissions for Women to implement some key project activities.

Targeting Strategy

33. FOCUS 2.0 places a strong emphasis on gender inclusion, aiming to ensure that at least 49 percent of its beneficiaries are women. This includes single women, female-headed households, married women, and young women between the ages of 18 and 35. Women beneficiaries will be categorized based on their access to resources, levels of vulnerability, and existing skills. Interventions will then be tailored to meet their specific needs in consultation with them.
34. To promote effective inclusion, FOCUS 2.0 will collaborate with the Mizoram State Rural Livelihoods Mission (MzSRLM), particularly leveraging their well-established community-based structures, such as village-level organizations (VO), cluster-level federations (CLFs). MzSRLM has a proven track record of empowering women through initiatives under the Mahila Kisan Sashaktikaran Pariyojana (MKSP), which focuses on forming Self-Help Groups (SHGs) and supporting them with financial aid, capacity-building, and sustainable agricultural practices.
35. Due to its labour-intensive nature across two growing seasons, female-headed households and single women who either have family members available to work on their farms or possess the financial means to hire agricultural labourers will be given priority for participation in Intensive Zau cultivation. Those among them who hold periodic land rights (pattas) or agricultural land settlement certificates will also be targeted for inclusion in land development activities.
36. Given that women in Mizoram are predominantly engaged in backyard poultry and pig farming, FOCUS 2.0 will design its livestock-related interventions with women as the primary focus. To encourage shared responsibilities and promote knowledge exchange within households, the project will ensure that both men and women are involved in discussions and training sessions related to the selection and management of crops and livestock, as well as in activities around business development and market access. Women-led enterprises and women's businesses will be promoted under the market and value-chain component.

Gender Action Plan

37. The key to gender mainstreaming is understanding gender needs, concerns, interests, and aspirations through gender analysis, incorporating the gender needs and concerns in project components during project designing, ensuring achievement of gender goals by following gender inclusive project implementation, monitoring, and evaluation. FOCUS 2.0 will systematically integrate gender concerns into all aspects, from the project design, implementation, monitoring, and evaluation to learning and documentation, to promote gender equality and empowerment of women and men. The gender action plan is prepared based on the stakeholder consultations conducted during the project design. FOCUS 2.0 will have a two-pronged strategy for mainstreaming gender in the project implementation-firstly, gender concerns will be integrated in the two project components following the targeting strategy, and secondly, dedicated gender activities will be implemented to ensure that gender concerns are incorporated.

Targeting and Gender Mainstreaming in Project Components

38. The first step of ensuring 49 percent gender target achievement and inclusion of differential needs and concerns of women (married, single, and female-headed households), youth, and other marginalized sections of the communities in the project activities and planning is to ensure their representation in the project beneficiary selection. FOCUS 2.0 convergence with MzSRLM, whose programme beneficiaries are primarily rural women, for the utilization of their community-based institutional mechanisms, ensuring the inclusion of the women in project activities would be easier. FOCUS 2.0 will ensure the active participation of women, prioritizing single women and female-headed households, youth, and ethnic minority groups in village inception meetings, PRA exercises, beneficiary selection process for different sectoral activities, and the FPIC process.

39. The inclusion of women as beneficiaries wouldn't be enough, as incorporating gender differential needs and concerns in project components will be equally significant. The project will take the following steps for targeting and gender mainstreaming in project components:

Project Development Objectives	Gender Mainstreaming Activities
Outcome 1.1: Households engaged in transactions with structured or formal markets Output 1.1.1: Improved market access for agriculture, horticulture, and livestock products	Ensuring the participation of women/ women's groups in the management of Collective Marketing Centers (CMCs) (prioritizing women's federations) Promoting women-led businesses or women entrepreneurs by providing them space in value-added hubs (warehousing facilities) Providing opportunities to high-performing women's groups (food processing/marketing/ trading) for managing value addition hubs/ running slaughterhouses through Special Purpose Vehicle (SPV) Providing value-addition (slicing, sorting, grading) training to interested women entrepreneurs to start small-scale businesses Providing business development skills and entrepreneurship development to women and youth Ensuring women's groups and federations engaged in food processing access to cold storage facilities Making Farmers' Market/ value-addition hubs a women-friendly space by constructing women's urinals, a resting shed, etc. Ensuring taking women's voices in account in
Outcome 1.2: Employment opportunities created by project-supported enterprises Output 1.2.1: Rural producer organization supported to engage in profitable value chains Output 1.2.2: Improved capacity of enterprises to engage in profitable value chains	
Outcome 1.3: Improved access to rural financial and digital services Output 1.3.1: Increased coverage of financial service providers in project areas	

	selecting farm link roads, construction of CMC/ Farmers' Market/ Value hubs, etc.
Outcome 2.1: Sustainable intensification of climate-resilient agricultural production and increased crop productivity Output 2.1.1: Area supported for climate-resilient agricultural production and increased crop productivity Output 2.1.2: Digital extension services strengthened	-Ensuring joint titling in the name of men and women in the Jhum land lease MoU between VC and SPIU; Ensuring women's representation in the community institutions (livelihood cluster), especially in the office bearer position (president/secretary) Advocacy with VCs for bridging the gender wage gap by increasing the wage rate for women agricultural laborers Women farmers will be included in all crop production-related decision-making processes – selection of crops for a multi-storey cropping model addressing household nutritional needs. Remodeling agricultural equipment according to the mountain women's physical stature and geographic situation Ensuring men's participation in the training and decision-making process, encouraging them to participate in joint decision-making and responsibility sharing at the household level. Developing training documents in Mizo and other ethnic tribe languages, depending on the district and population Providing handholding support to single women and female-headed households for
Outcome 2.2: Improved production of market-oriented livestock products Output 2.2.1: Increased capacity of households to manage livestock production	Ensuring the participation of women livestock rearers (pig/ poultry/ goat) in the decision-making process of livestock/ breed selection, livestock management training, shed construction, and attending awareness training on meat/egg products for ensuring clean and hygienic products. Women livestock rearers will be informed about disease management practices and will have better access to insurance support. Single women and female-headed households will be prioritized in beneficiary selection, and handholding supports will be provided to them for accessing different services and supports for

	livestock production. Women's representation in the community-based institutions (livestock clusters/ cooperatives), especially in the office bearer position (president/secretary) Developing training documents in Mizo and other ethnic tribe languages, depending on the district and population
Outcome 3.1: Effective M&E and KM practices in place Output 3.1.1: Project MIS is active with all required features	Ensuring the capture of sex-segregated data; data regarding women is further bifurcated for single women, married women, divorced, separated, and widows.

Specific Gender Activities

40. **Conducting PRA exercises for the Beneficiary Selection:** Based on geography and marginalization, the FOCUS 2.0 has four key target groups: i. economically poorer section who lacks land and resources, ii) married, single women and female-headed households, iii) youth, and iv) ethnic religious minority groups. The beneficiary selection is a key step of project implementation to ensure that the project reaches out to all four key target groups. Based on the experience of FOCUS 1.0 implementation, ensuring the participation of married women in the beneficiary selection process, project meetings would be a challenge, as husbands are considered as head and representative of the households. FOCUS 2.0 will ensure participation of the married women with single, unmarried/ separated/ divorced women from the very beginning of the project inception. As PRA exercises will be conducted to assess the resource and asset base of households to feed into the wealth ranking conducted by MzSRLM, and to understand the development needs of the local communities, the incorporation of women's voices will be crucial. The Assistant Manager- Gender and Capacity Building will be responsible for ensuring targeting and social inclusion during beneficiary selection.

41. **Gender Sensitization of SPIU:** Gender sensitization of the programme team is crucial for ensuring that development projects are equitable, inclusive, and effective. It equips team members with the awareness, attitudes, and skills needed to recognize and address gender inequalities in planning, implementation, and evaluation. It helps team members understand how gender roles, stereotypes, and power dynamics impact access to resources and opportunities and encourages recognition of unconscious biases in project design or delivery. A two-phased gender training will be organized for the SPIU in the initial months of project inception to ensure mainstreaming gender in the project implementation cycle.

42. **Gender Sensitization of CRPs, block team, and local communities:** Internalization of patriarchy often limits women from exercising their agency and decision-making capacity, yield to violence against women, and suffering in dual responsibility. Gender sensitization training at the village level will make women and men realize the negative impact of the existing gender inequalities on the lives and livelihoods of rural households. The trainings will be conducted in collaboration with the MzSRLM field team and the Gender Support Centre. The gender training material developed by the SPIUSPIU, with some modifications, will be used for the training of both men and women periodically.

    As FOCUS 2.0 will be implemented in collaboration with MzSRLM, in which women are the primary beneficiaries of community-based institutions, knowledge transformation, and training programmes. It would be important for SPIU to ensure the participation of men in the knowledge-sharing and decision-making meetings. As discussed above, in Mizoram, women bear the triple responsibility of unpaid care work and domestic responsibilities, farm operations, and marketing of the produce. Women's drudgery in Mizoram, although less researched, is quite a challenge and a major concern from the perspective of time poverty and getting leisure time for self-development and social activities. FOCUS 2.0 will ensure participation and responsibility-sharing of men for increasing shared decision-making at the household level and reduction in women's workload.

43. **Gender Responsive Budget Training for Government officials:** Although gender responsive budget training (GRB) was introduced by the Government of India in the year 2006, Mizoram state recently adopted mainstreaming GRB in the year 2022-23. Since then, only a few government departments, such as the Women and Child Development Department, the Social Welfare Department, have adapted GRB and are producing annual GRB reports. Gender Responsive Budgeting (GRB) plays a critical role in advancing gender mainstreaming by ensuring that public funds are allocated and spent in ways that promote gender equality and address the specific needs of women, men, girls, and boys. It moves beyond merely having gender policies to actively financing and implementing them. One of the primary objectives of training the government officials on GRB is to mainstream gender concerns in the government system for ensuring gender specific budget allocation, monitoring, and reporting in different sectoral departments, ensuring women's empowerment and reduction in gender inequalities. This activity can be considered as a project exit strategy, ensuring sustained impact on women's empowerment and social inclusion.

44. **A status paper on women of Mizoram:** There is a common understanding in Mizoram, across the different sections of the society and major stakeholders, regarding the status of women that Mizoram is an egalitarian society with no gender-based inequalities. This understanding is creating barriers to bringing changes in the social-cultural practices, and the implementation of gender-specific projects/ policies. The "status paper on women in Mizoram" is intended to explore existing gender inequities in socio-economic, cultural, and political spaces; causal factors contributing to the existing structure, and ways for promoting women's economic, social, and political empowerment. The study will be used

for evidence-based advocacy with major stakeholders, influencing them to adapt gender inclusive practices/processes in the project and policy implementations.

45. **A Study and field experiment on division of labor, drudgery reduction in agriculture:** In FOCUS, the project distributed small agriculture equipment to women farmers for reducing their drudgery during the intercultural operations. Women are primarily responsible for agricultural intercultural operations in shifting cultivation in Mizoram. Doing weeding and hoeing in stiff slopes, jhum lands where sometimes slopes are more than 50-60 percent, is a tedious task. Instead of distributing the agricultural equipment, which is often designed for men workers in the plain land, the project will do a study-cum-field experiment to assess the feasibility of the currently available agricultural equipment for the physical stature (height and weight) of Mizoram women and the geographic situation (slope, mountainous soil structure), and will seek support from the agencies such as KVK, DRWA for bringing out customized solutions suitable for Mizoram women.

46. **Organizing a peer learning and sharing workshop on Gender and Social Inclusion for SPIU:** A peer learning and sharing workshop on gender and social inclusion will be organized for SPIU to share the best practices and lessons learnt from the field. The workshop will be used as a platform to understand the effectiveness and efficiency of targeting approaches adapted by different DPIU teams, challenges witnessed, and what mitigation strategy was addressed or adopted. The workshop will reaffirm gender and social concerns in the implementing team and will provide inputs for the targeting strategy.

47. **Mid-term gender mainstreaming assessment:** A gender mainstreaming assessment, separate from the mid-term review, will be conducted to assess the project's success in mainstreaming gender concerns in project components, and targeting of women (married, single, and female-headed households) and other vulnerable groups. The assessment, conducted before mid-term, will have enough time to incorporate assessment learning into the project implementation strategies for ensuring project target achievement.

Implementation Mechanism for Targeting and Gender Mainstreaming

48. **SPIUSPIU:** Manager – Gender and Capacity Building and the Assistant Manager – SECAP will be responsible for providing strategic guidelines for the inclusion of target groups- women, especially female-headed households and single women, youth, and ethnic religious minorities. Their responsibilities will include preparing guidelines for ensuring active participation of target groups in village-level meetings, conducting PRA exercises, and beneficiary selection. After the selection of beneficiaries at the village level, they would have to check the list to ensure key target groups are covered in the project activities. In addition, they have to conduct a time-to-time check with the Manager – M&E to ensure participation of the vulnerable targeted groups. Manager – NRM will be

responsible for ensuring the inclusion of landless communities in Intensive Zau cultivation. Manager – M&E will be responsible for ensuring data collection on the inclusion of target groups, preparing a learning note based on data analysis to guide the thematic team on social inclusion. Manager- gender and capacity building, and Assistant Manager – SECAP, will support the Manager – M&E in data analysis and learning note preparation. They will also work with the business development unit to ensure women-led enterprises and entrepreneurial youths are included in the enterprise development, and geographies with maximum ethnic and religious population are covered on CMC and farmers' markets.

49. **DPIU:** Assistant Manager – Gender and Capacity Building, and Assistant Manager – Planning, MIS & SECAP will be responsible for ensuring active participation of the target groups in the village meeting, PRA exercises, and the beneficiary selection process. The presence of one of them would be essential in conducting the PRA exercises and the beneficiary selection process. After the beneficiary selection, they will be responsible for verifying target goals and achievements related to inclusion and informing the Manager – M&E. The Assistant Manager – Gender and Capacity Building will be responsible for ensuring the participation of target groups in capacity building meetings and CLF meetings. The MzSRLM field officer will assist him/her in day-to-day functionalities. The thematic component leads- Assistant Manager – NRM, Assistant Manager- Crop Production, and Assistant Manager – Livestock would be responsible for ensuring the inclusion of the poorest-of-the-poor and poor category beneficiaries in project component activities. Deputy Commissioner – Head of DPIU and Manager – M&E will be responsible for overall implementation and monitoring.

50. **Field Team and CRPs:** Field team and CRPs will be trained by the Assistant Manager-gender and capacity building, and the Assistant Manager- Planning, MIS, SECAP on gender and social inclusion, social safeguards. Field team and CRPs will be responsible for cross-verification of the data collected during the PRA processes, conducting constant check-ups on the marginalized group to ensure they are actively engaged in the project activities, and informing the DPIU and SPIUSPIU if there are any discrepancies, understanding their capacity needs, and informing the DPIU team.

Monitoring, Evaluation, and Learning (Gender)

51. The collection of sex-disaggregated data is a cornerstone of effective gender mainstreaming. The collection and analysis of data separately for women and men to reveal gender-specific differences, inequalities, and outcomes helps in gender-responsive planning, decision-making, and assessing the differential impact of the project activities on different genders. FOCUS 2.0 will ensure the collection of sex-segregated data for all the monitoring indicators in the project baseline, which will be used as a framework for assessing the progress in achieving the gender targets and analysing the impact of the project activities on the status of women. The project recognises that "women" are not a homogeneous entity; hence, the monitoring framework will capture the intersectionality existing in the "women" groups- ethnic groups, marital status, and age. The gender data

collected will be further bifurcated into categories, such as married/ single/ separated/widow/ divorced women, Mizo/ Chakma/ Bru, etc.

52. Besides incorporating the gender-sensitive indicators in the project's common monitoring framework for capturing the gender data, FOCUS 2.0 will include a few gender-targeting monitoring and learning activities, such as conducting a peer learning and sharing workshop for SPIU members to capture best practices and lessons learnt related to gender and social inclusion. Before the project's mid-term review, a gender mainstreaming assessment will be conducted to analyse the project's success in reaching out to the married, single, separated, widows, and divorced women among different ethnic groups. Both these activities will be conducted before the project mid-term so that the SPIU will have enough time left to incorporate the learning into the project implementation. Some of the gender-sensitive monitoring indicators that the project will incorporate in the monitoring framework are:

INPUT LEVEL INDICATORS [108]

- The percentage of the budget allocated for gender activities
- The number of staff trained in gender sensitivity
- The number of dedicated project staff hired for gender and capacity building
- Proportion of procurement from women-led enterprises
- Gender balance among hired project staff; project staff and decision makers
- Inclusion of sex-segregated data collection tools
- Creation/ availability of gender-sensitive infrastructure (for instance, market center/ farmers' market) for increased participation of women

OUTPUT LEVEL INDICATORS

- The total number of men and women beneficiaries is covered under the project (married/ single/ separated/divorced/widows)
- The number of women Zau farmers / the number of women poultry/ goat/ piggeries rearers
- The number of women-led businesses or women entrepreneurs promoted
- The number of women covered under the non-Zau clusters (land development initiatives)
- The number of women trained on crop practices/ livestock (poultry/ piggery/ goat) management
- The number of women trained in business development and entrepreneurship skills
- The number of government departments trained on GRB

OUTCOME LEVEL INDICATORS

- The percentage increase in income of women's groups

[108] Women here stand for married, single (unmarried), separated, divorced, and widow women

- The increased percentage of participation of women in decision-making positions in community-based institutions
- The percentage increase in women-led businesses or women entrepreneurs
- The percentage increase in women's land ownership
- The number of government departments that adopted GRB

IMPACT INDICATORS

- Reduction in gender-based inequalities in government policies and socio-cultural practices (gender wage gap in the agriculture field)
- Increased socio-economic status of single women and female-headed households
- Increased participation of women in the political spaces

53. Besides, the DPIU and the field team will be trained to capture gender case studies focusing on qualitative indicators, such as change in the decision-making at the household/village/ cluster level, change in social-cultural norms giving more social position to women, changes in women's response to gender inequalities especially domestic violence, household drudgery, etc.

Monitoring Indicators	Gender
Persons receiving services promoted or supported by the project.	Sex-segregated data/ gender data bifurcated for single/ divorced/ separated/ widowed women.
Corresponding number of households reached	Sex-segregated data/ gender data bifurcated for single/ divorced/ separated/ widowed women.
The estimated corresponding number of total household members	Sex-segregated data/ gender data bifurcated for single/ divorced/ separated/ widowed women
Percent increase in average annual agriculture incomes (real) of the target households in project areas	Percentage increase in average annual agriculture incomes for households of single women/ female-headed households
Percentage (%) reduction in annual soil erosion rates in the targeted Zau clusters promoted by the project	
Percent increase in gross margins for farmers in the targeted value chains	
Number of households engaging in transactions with structured or formal markets through FPOs, Co-operative societies, enterprises, etc.	Sex-segregated data/ gender data bifurcated for single/ divorced/ separated/ widowed women.
CI 2.1.6: Market, processing, or storage facilities constructed or rehabilitated	The number of facilities has women-friendly spaces (separate urinals, sheds)
CI 2.1.5: Roads constructed, rehabilitated, or upgraded	

CI 2.2.1 Beneficiaries with new jobs/employment opportunities	Sex-segregated data for the number of beneficiaries with new job opportunities Number of young men/women with new opportunities Number of single women/ female-headed households with new job/ employment opportunities
CI 2.1.3: Rural producers' organizations supported	Number of women members in the rural producer organization (single/ married/ separated/ divorced/ widow) Number of women in the office bearer positions (president/ secretary) Number of ethnic religious minority group members Number of women-specific Pos/ Number of mixed groups

Gender Inclusive Communication Plan

54. Unlike other parts of India, women's literacy rate (89.27%) is quite high in Mizoram. However, all the ethnic tribes and sub-tribes use their tribe language for communication, hence the project will ensure that all the communication and training documents are translated into different ethnic tribe languages, especially for ethnic religious minority communities Chakma and Raeng (Bru), whose tribe languages are completely different from the Mizo language. The MzSRLM gender resource center will be used for communication and development purposes, and communication materials developed by the MzSRLM team on legal awareness, sexual harassment, violence against women, etc., will be used for raising awareness among women beneficiaries.

55. The Manager – Gender and Capacity Building (SPIUSPIU) and Assistant Manager – Gender Capacity Building will collect gender case studies from the field from time to time to share the project's achievements on gender mainstreaming. With the support of the Manager – M&E, they will ensure gender targets are properly documented and presented in all quarterly, half-yearly, and annual project progress reports.

Youth Analysis

56. Mizoram's demographic profile showcases a youthful population with a substantial percentage of children and young adults. According to NFHS-5, approximately 27 percent of the state population is under 15 years of age, while only 7 percent is 65 years or older. The specific youth group aged 18-23 years, often identified as the key "youth" age cohort109.

[109] demographics adolescent-youth-population Statistics and Growth Figures Year-wise of Mizoram– Indiastat

57. Mizo youth are known for their strong community values, high levels of education, and cultural vibrancy. They are passionate about music, particularly Western and contemporary styles, and actively engage in social and political discourse. Their character is deeply influenced by the traditional Mizo ethic of "Tlawmngaihna," which emphasizes hospitality, kindness, unselfishness, and social responsibility.

58. The youth have high literacy rates. Mizoram recently achieved 100 percent literacy, which shows the importance of education among the youth. According to the 2011 Census, 16.3% of students from Mizoram migrated to other states for educational purposes, ranking it second among northeastern states in terms of student outmigration. Preferred destinations include Karnataka, Delhi, Maharashtra, and West Bengal.

59. Mizoram has experienced substantial outmigration rates, particularly in the 1990s, when the outmigration rate reached 168.2 percent110. Youth outmigration in Mizoram is largely influenced by economic necessity, educational aspirations, and social changes, predominantly affecting rural areas with limited opportunities. Outmigration predominantly from rural to urban areas within the state is considerably high in Mizoram. The population of Aizawl city is estimated to be 424,000 in 2024, and the majority of them are rural youth who migrate to Aizawl from 11 districts for work. After the COVID pandemic, according to people, outmigration from the state has been reduced due to the fear of losing life, livelihood, and a lack of any support system in an unknown land. Youth are now interested in exploring employment opportunities within the state.

60. Following the military coup in Myanmar in 2021, over 6,000 refugee children from Myanmar have been enrolled in Mizoram's schools. Initiatives like part-time schools in refugee camps aim to bridge language gaps, as many of these children are unfamiliar with Mizo or English, the primary medium of instruction. Children from conflict-affected areas in Manipur have also sought education in Mizoram, with over 1,500 such students enrolled in local schools111.

61. At 11.9 percent, the youth unemployment rate in Mizoram is above the national average112. The youth unemployment rate among men is 8.9 percent, while it is 16.4 percent among women. Due to limited economic opportunity, the majority of youth largely depend on government jobs that provide financial stability. As most government and private sector jobs are available in Aizawl, rural youth are often deprived of these employment opportunities, and are dependent on the agriculture and allied sectors for livelihood, often unwillingly.

62. Besides government jobs, Mizoram youth have shown rising interest in entrepreneurship and self-employment. Start-ups and small-scale businesses, especially in sectors such as hospitality, tourism, and handicrafts, are gaining.

63. The Mizoram government actively supports Youth entrepreneurship through schemes such as the “Bana Kaih” handholding scheme, which provides collateral-free, interest-free

[110] Migration from North-East India during 1991-2011: Unemployment and Ethnopolitical Issues. Avijit Mistri (2022). Springer Nature, 65:397-423

[111] Over 8K kids of Myanmar, Bangladesh, Manipur IDPs in Mizoram schools: Govt | India News - Business Standard

[112] Central Government’s Periodic Labour Force Survey Debt, no jobs, run-down schools: On the eve of elections, what ails Mizoram?

loans up to 50 lakh INR. Targeting young and aspiring entrepreneurs, with about 27 percent being women.

64. A 2021 report of India Today ranked Mizoram first in the most improved small state in the economy category, for its performance in entrepreneurship and health. Mizoram, in recent years, has seen a significant surge in the number of young entrepreneurs, including many women. Young entrepreneurs in Mizoram are not limiting themselves to the handloom or handicraft sectors, rather spreading themselves into diverse sectors- agriculture, sericulture, floriculture, etc

65. Mizoram State Skill Development Mission (MSSDM) is a key government initiative focused on enhancing skill development and vocational training across the state to empower youth and improve employability. MSSDM works closely with the Ministry of Skill Development and Entrepreneurship (MSDE), Indian Institute of Entrepreneurship, National Skill Development Corporation, and local bodies for program implementation.

66. MSDE has launched a focused pilot initiative to promote the apprenticeship programme across the North East Region (NER). Under the scheme, more than 26,000 youth from the North East will receive an additional INR1,500 per month for one year on top of the regular stipend available under the National Apprenticeship Promotion Scheme (NAPS). This incentive is available to apprentices both within and outside the region, promoting mobility and broader access to industry-linked training opportunities113.

67. A study conducted in Mizoram to assess the environmental awareness of the youth found that around 95.2 percent of college students in Mizoram exhibit a high level of understanding. There is no significant difference between men and women, and rural and urban, concerning knowledge of environmental awareness114. Youth engagement in environmental activism is high in Mizoram. Youth for Environmental Justice Mizoram (YEJM) is a grassroots, youth-led movement that recently came to the News for protesting against environmentally detrimental projects. YesEarth Youth Corps and National Cadet Corps are two other youth groups that are engaged in activities related to the environment, climate change, and social justice.

68. Youth Mizo Association, established in 1935, is the largest non-governmental organization in Mizoram, having more than 400,000 members across Mizoram. Besides playing a major role in the state's development and youth awareness initiatives, such as the implementation of green policies, they also play a pivotal role in afforestation, river clean-up, and other environmental initiatives.

69. Mizoram has the highest amount of drug use in India. The state that has witnessed more than 1400 deaths due to drug abuse since 1984, seeing an upward trend in drug and other substance abuse in recent years115. A study conducted by the Mizoram Social Welfare

[113] MSDE launches apprenticeship scheme for the North East youth with financial support MSDE launched North East Apprenticeship Scheme for Youth

[114] (PDF) Environmental Awareness among College Students of Mizoram

[115] Youth Drug Addiction and Social Intervention- An Investigative Study of Mizoram. Vanarozama & Gobalakrishnan.(2020) Youth-Drugs-Addiction-And-Social-Intervention-An-Investigative-Study-Of-Mizoram.pdf

Department in 11 districts of Mizoram found that more than 90.7 percent of the respondents had ever used alcohol, while 56.6 percent had ever used cannabis, and 65.8 percent had used heroin. The use of Heroin is more prevalent among young women.

70. According to the data of National AIDS Control Organisation (NACO), HIV/AIDS adult prevalence rate in Mizoram is 2.73 percent. Drug addiction and HIV/AIDS are very closely related and are considered socio-medical problems. Drug use is also associated with engaging in risky behavior and participation in unsafe sexual behavior. Between April 2024 to March 2025, around 2,021 people have been infected with HIV/ AIDs, and 68.3 percent of them contracted the disease through unsafe sex. 83.47 percent of the infected are between the 18-49 years of age116.

71. The HIV prevalence among Female Sex Workers (FSW) and People Who Inject Drugs (PWID) in this State continues to be higher at 24.7 and 19.8 per cent, respectively, compared to the national averages, and is highest in the country. Three studies focused on the youths in Mizoram, suggesting that peer pressure, an increase in nuclear families, a reduction in traditional tribal cultural values, poor self-esteem, and advertisements promoting smoking and alcohol use117. Migration across the porous borders with Myanmar and from nearby northeastern states contributes to HIV transmission risks, particularly among migrant women involved in sex work and drug use.

72. Several rehab centres have been established in Mizoram by both the government and NGOs (e.g., Zoram Drug De-addiction Society). The Ministry of Social Justice and Empowerment has been established by Integrated Rehabilitation Centres for Addicts (IRCAs). Mizoram's strong church network plays a big role in spreading awareness and providing support to affected families. YMA (Young Mizo Association) is also active in anti-drug campaigns and rehabilitation. The Young Mizo Association (YMA) and the Mizoram State ADIS Control Society (MSACS) agreed to work together to combat the spread of HIV/ AIDs and drug prevalence.

73. Under the Mizoram Youth Commission Act, 2008, the term "youth" is defined as: "A person who is a citizen of India and is a resident of Mizoram, and whose age is between 15 and 35 years." The act established the Mizoram Youth Commission (MYC), a statutory body, to support and empower the youth of Mizoram. MYC provides career guidance and counselling, coaching for competitive examinations, skill development and training, scholarship, financial assistance, and an advisory role to the government, among others. The Mizoram Youth Commission Bill, 2025 is a bill to provide for the holistic welfare and upliftment of the youth of the state of Mizoram and the constitution of an effective and autonomous youth commission.

74. Youths of ethnic religious minority groups such as Chakma and Raeng are found to face discrimination in the mainstream institutions. Isolation from the mainstream is one of the

[116] YMA, MSACS to combat HIV & drug addiction | Guwahati News - Times of India

[117] HIV epidemic in Mizoram, India: A rapid review to inform future responses. Rao et.al Indian J Med Res. 2023 Jan 5;156(2):203–217. HIV epidemic in Mizoram, India: A rapid review to inform future responses - PMC

causal factors, according to studies, is one of that reasons to their emotional anxiety and stress-related diseases they experience at a young age.

75. The church plays a pivotal role in youth development. Churches provide ethical foundations and moral education through regular youth fellowships, Bible study groups, and counselling. Most major denominations have youth wings that focus on leadership, discipline, and personal development, for instance, Mizoram Thalai Kristian Pawl (MTKP), Kristian Ṭhalai Pawl (KTP), Catholic Youth Organization (CYO). The church organises regular youth camps, skill development workshops, awareness campaigns, etc.

76. The National Youth Policy (NYP) 2021 is a strategic framework developed by the Ministry of Youth Affairs and Sports to guide youth development in India over ten years, aligning with the Sustainable Development Goals (SDGs) and the National Education Policy (NEP) 2020. The National Youth Policy (NYP) 2021 focuses on five priority areas: education, employment & entrepreneurship, youth leadership, health & well-being, and social justice.

77. In Mizoram, the National Youth Policy (NYP) is being contextualized through state-specific initiatives and institutions to address the unique needs of its youth population. The Labour, Employment, Skill Development & Entrepreneurship Department, along with the Sports & Youth Services Department of Mizoram state, play pivotal roles in implementing youth-centric programs. Skill development pilot schemes, Sarva Shiksha Abhiyan (SSA), and Rashtriya Madhyamik Shiksha Abhiyan (RMSA) are some of the schemes that Mizoram is implementing for achieving NYP strategic goals.

Youth Engagement Strategy

78. FOCUS 2.0 places a strong emphasis on youth engagement and aims to ensure that at least 15 percent of the beneficiaries fall within the youth category. This includes young men and women between the ages of 18-35years. Rural youth engaged in agriculture and allied activities, unemployed youth having skills and an interest in getting engaged in employable activities, and youth who are already doing some small-scale businesses will be prioritised in the project. At the beginning of the project, based on the baseline survey, differentiated strategies will be identified by the SPIU for the youth engagement based on their age, as perspectives/ aspirations/ challenges.

79. The project will adopt a screening process for youth project beneficiaries, considering that many youths in Mizoram are involved in drug and substance abuse, and there is a huge risk of engaging with such beneficiaries at the beginning of the project. However, the project won't discriminate against these youths based on their troubled habits and rather will make a plan as part of the youth engagement strategy to involve them in project activities gradually based on their skill, interests, and aspirations.

80. At the beginning of the project, youth candidates showing entrepreneurial capacity and those who are engaged in agricultural activities would be selected to reduce the risk and increase the chances of success. Consultation with SHGs, FPOs, VCs, and other community institutions will be conducted before the selection of the youth beneficiaries.

Engagement of youth members will be ensured during the PRA exercises. FOCUS 2.0 will ensure participation of the youth of the religious ethnic minority Chakma and Raeng groups, as for most of them, being included in the mainstream is a challenge, and often causes emotional stress and trauma.

81. During the Baseline survey, a specific section will be dedicated to the youth to understand their needs, concerns, interests, and aspirations. The Manager- Gender and Capacity Building will be responsible for preparing a youth engagement strategy based on the baseline survey findings, ensuring their involvement in component 1 and component 2 activities. The gender sensitisation training that will be organised to sensitise SPIU staff will also include a session on youth engagement for developing an understanding of the project implementation team on youth engagement.

82. The youth engagement strategy will also involve the engagement approach with some of the key stakeholders on youth development in the Mizoram state, including Youth Mizo Association (YMA), Mizo Zirlai Pawl (MZP), Mizo Youth Commission, Mizoram Thalai Kristian Pawl (MTKP), Kristian Ṭhalai Pawl (KTP), Lai Students Union, Young Lai Association, Mara Youth Association, Paite Students' Welfare Association, Hmar Youth Association, the Young Lusei Association, and NGOs like Mizoram Youth Development Organisation, STAIRS Foundation, and Rochun.

83. Youth engagement will be targeted in Component 1 activities, considering their interest in technology, mobility-based jobs, and innovations. Food processing, market incubation centres, collective marketing centres, farmers markets, and special purpose vehicles are a few of the activities in Component 1 where participation of youth will be encouraged and ensured.

84. There are many educated youth in the villages who are engaged in agriculture and livestock rearing and are using mobile and social media to learn new technologies, innovations to implement on the ground. Those progressive youth farmers will be encouraged to train as Community Resource Persons or Paravets for the agriculture and livestock programme.

85. Mainstreaming youth concerns in the project implementation would be impossible without making it an integral part of the monitoring, evaluation, and Learning. M& E team, and the Manager- gender and capacity building at the SPIUSPIU level and Assistant Manager-gender and capacity building at the DPIU level will be responsible for ensuring that "age" criteria is added in all the project M &E documents to capture how many young beneficiaries attended the trainings, adopted the production enhancement practices, and received job opportunities.

Inclusion of Youth in Project Components

Project Development Objectives	Youth Engagement Activities
Outcome 1.1: Households engaged in transactions with structured or formal markets	Ensuring the participation of Youth in the management of Collective Marketing Centers (CMCs)

Output 1.1.1: Improved market access for agriculture, horticulture, and livestock products	Promoting youth entrepreneurs by providing them space in value-added hubs (warehousing facilities) Providing opportunities to entrepreneurial youth (engaged in food processing/marketing/ trading) for getting engaged in value addition hubs/ running slaughterhouses through a Special Purpose Vehicle (SPV) Providing value-addition (slicing, sorting, grading) training to interested young entrepreneurs to start small-scale businesses Providing business development skills and entrepreneurship development to young men and women Ensuring young men and women's engagement in food processing and access to cold storage facilities
Outcome 1.2: Employment opportunities created by project-supported enterprises Output 1.2.1: Rural producer organization supported to engage in profitable value chains Output 1.2.2: Improved capacity of enterprises to engage in profitable value chains	
Outcome 1.3: Improved access to rural financial and digital services Output 1.3.1: Increased coverage of financial service providers in project areas	
Outcome 2.1: Sustainable intensification of climate-resilient agricultural production and increased crop productivity Output 2.1.1: Area supported for climate-resilient agricultural production and increased crop productivity Output 2.1.2: Digital extension services strengthened	-Ensuring participation of young men and women in the digital extension services programme, considering the interest of youth in digitization
Outcome 2.2: Improved production of market-oriented livestock products Output 2.2.1: Increased capacity of households to manage livestock production	- Engagement with youth as service and knowledge providers to livestock keepers/ rearers as Pashusakhi/ Community Resource Persons - Engagement of youth in Paravet trainings,
Outcome 3.1: Effective M&E and KM practices in place Output 3.1.1: Project MIS is active with all required features	- Inclusion of “age” category with “gender” in all M&E documents to capture the youth participation. - Ensuring incorporation of the youth perspective in various value-chain and market studies

Monitoring, Evaluation, and Learning (Youth)

Monitoring Indicators	Youth Specific Indicators
Persons receiving services promoted or supported by the project.	Number of Young men/ women who received services promoted or supported by the project
Corresponding number of households reached	
The estimated corresponding number of total household members	Number of young men/ women
Percent increase in average annual agriculture incomes (real) of the target households in project areas	
Percentage (%) reduction in annual soil erosion rates in the targeted Zau clusters promoted by the project	
Percent increase in gross margins for farmers in the targeted value chains	
Number of households engaging in transactions with structured or formal markets through FPOs, Co-operative societies, enterprises, etc.	
CI 2.1.6: Market, processing, or storage facilities constructed or rehabilitated	
CI 2.1.5: Roads constructed, rehabilitated, or upgraded	
CI 2.2.1 Beneficiaries with new jobs/employment opportunities	Number of young men/women with new opportunities
CI 2.1.3: Rural producers' organizations supported	Number of young men/ women members supported

Budget and Financing

Activity	Responsible	Budget	Result
Initial meeting with the villagers to inform them about the project, finalizing entry point activities, and telling them about the Participatory Rural Appraisal (PRA) exercise for beneficiary selection	DPIU, especially Assistant Manager- Gender and Capacity Building, Assistant Manager- Planning, MIS, & SECAP, District Project Manager		- Inclusion of women- married, single women, and female-headed households; youth and ethnic religious minorities - Women and other marginalized sections of society have a uniform understanding of project activities - Incorporation of the voice of women and other marginalized sections of society
Conducting PRA exercises with the villagers, ensuring active participation of women, single women, female-headed households, youth, and ethnic religious minority groups			
During the beneficiary selection process, ensuring that the project achieves its target of women, youth, and other marginalized groups			
Ensuring the participation of women members in the Free, Prior, Informed Consent (FPIC) meeting	Assistant Manager- Gender and Capacity Building, Assistant Manager- Planning, MIS, & SECAP (DPIU)		-Incorporation of women's voice, choice, and interest in the FPIC process - Women would develop an understanding of the project impacts, which would help them to make an informed choice
Preparing a status paper on the rural women of Mizoram	Manager- Gender and Capacity Building with the support of TSP	5,780$	All the stakeholders, especially government departments, will have a better understanding of existing gender inequalities in seemingly egalitarian Mizoram societies. It will also bring out the difference in the status of women in different ethnic groups,

			which would help for policy with government departments.
Organizing a two-phase gender sensitization and mainstreaming training for SPIUSPIU and DPIU staff	Manager- Gender and Capacity Building with the support of TSP	4,624$	Gender concerns and interests are mainstreamed in the project implementation team which helps to incorporate gender concerns in all the project components and throughout the project cycle.
Organizing gender sensitization trainings for CRPs, block-level staff, and women and men in the communities	Assistant Manager- Gender and Capacity Building, MzSRLM Gender Resource Centre team, with strategic guidance of Manager- Gender and Capacity Building	Collaboration with MzSRLM	-The sensitization of CRPs and the grassroots level programme team will improve project targeting and gender-sensitive project implementation. - Development of agency, capacity, and capability of women to break the gender barriers - Improved leadership and decision-making of women
Gender Responsive Budget training for district officials	Manager- Gender and Capacity Building in collaboration with DWCD	1,156 $	-District government departments, especially the agriculture department, the rural development department, animal husbandry department, will start producing a gender budget report annually, which would ensure mainstreaming gender in department activities
Study and field experiment on division of labor, drudgery reduction in agriculture	Manager- Gender and Capacity Building, TSP and Assistant Manager- Gender and Capacity Building	8092 $	- Readjusted and remodeled agricultural equipment produced for the mountain Mizoram women - Reduced the drudgery of women farmers
Organizing a peer learning and sharing	Manager- Gender and Capacity	578 $	-Gender concerns are mainstreamed in the project

workshop on Gender and Social Inclusion for DPIU and SPIUSPIU staff	Building, Assistant Manager- Gender and Capacity Building		and organizational activities - Gender mainstreamed cases documented
Mid-term gender mainstreaming assessment	Manager- Gender and Capacity Building with the support of Evaluation TSP	3,478 $	- Documentation of best practices and lessons learned - Lessons learned will be incorporated into project implementation

Appendix 13 – Component 1 Annexes

Annex 1: Eligibility and Selection Criteria for FPOs and Community Institutions

To ensure the sustainable and effective operation of market infrastructure developed under Component 1.1, FOCUS 2.0 will adopt a transparent, performance-based process for selecting Farmer Producer Organizations (FPOs) and other eligible community institutions. The selection criteria are designed to match the scale, commercial potential, and operational complexity of the infrastructure — District Hubs, Block-level Farmers' Markets, and village-level Collective Marketing Centres (CMCs).
The project adopts a flexible and inclusive definition of Farmer Producer Organizations (FPOs), encompassing:

- Farmer Producer Companies (FPCs),
- Multi-Purpose Agricultural Cooperatives (M-PACs),
- Self-Help Group (SHG) Federations,
- Farmers' Interest Groups (FIGs),
- Other community-led producer groups recognized by local governance systems.

Institutions will be selected based on their operational capacity, market orientation, and governance standards, with differentiated thresholds depending on the infrastructure level.

General Eligibility Criteria (All Levels)
Institutions must meet the following minimum conditions:

- Legal or Recognized Status: Registered entity under applicable laws or formally recognized by community governance structures.
- Active Membership Base: Minimum of 50 active farmer members engaged in production, aggregation, or marketing activities.
- Operational Experience: Evidence of involvement in aggregation, collective marketing, or processing activities aligned with project-prioritized commodities.
- Governance and Financial Practices: Functional governance structure, regular meetings, and basic record-keeping and financial management capacity.
- Alignment with Priority Commodities: Institutions must demonstrate current or planned engagement in commodities prioritized under the project's enterprise development strategy.
- Willingness to Enter into Performance-Based Agreements: Institutions must commit to operational and business performance targets, maintenance obligations, and regular reporting requirements.

Infrastructure-Specific Selection Criteria Given the differing scales of infrastructure, additional operational and turnover criteria will be applied as follows:

1. District-Level Value Addition Hubs

- Minimum annual turnover of INR20 lakh from agricultural marketing or processing activities.
- Ability to prepare and implement a business plan for aggregation, primary/secondary processing, and marketing.
- Leadership team with demonstrated experience in managing commercial operations.

2. Block-Level Farmers' Markets

- Minimum annual turnover of INR10 lakh from agricultural aggregation, sales, or collective marketing activities.

- Capacity to manage a semi-wholesale and retail platform serving multiple communities.
- Basic infrastructure management experience (e.g., handling weighing, sorting, storage).

3. Collective Marketing Centres (CMCs)

- Localized selection based on community presence and operational readiness.
- No mandatory turnover threshold; selection will prioritize functional local groups (VCs, SHGs, M-PACs, emerging FPOs) with strong community engagement and basic aggregation experience.

Selection Process

The selection will be undertaken through two pathways:

- District Hubs and Block-level Farmers' Markets: Selection through an open Call for Proposals (CFP), with proposals evaluated on eligibility, technical and business capacity, governance practices, and alignment with project objectives.
- Collective Marketing Centres (CMCs): Selection based on localized assessments conducted by District Project Teams in consultation with community leadership, focused on operational readiness and community anchorage.

Performance-Based Engagement

Selected institutions will be engaged through formal agreements specifying:

- Business and operational plans for the infrastructure.
- Turnover and aggregation volume targets.
- Infrastructure usage, maintenance obligations, and financial reporting requirements.
- Review mechanisms for performance monitoring and corrective action if needed.

Institutions failing to meet performance benchmarks may receive additional technical support or be subject to management reallocation to ensure optimal infrastructure utilization.

Annex 2: Technical Note on Value Chain

1. **Economy:** Mizoram, a northeastern state of India, has demonstrated commendable economic growth in recent years. In the fiscal year 2023–24, the state's Gross State Domestic Product (GSDP) at constant (2011–12) prices is estimated at INR22,518.29 crore, reflecting a growth rate of 11.6% over the previous year . Despite this growth, the economy remains heavily reliant on the services sector, which contributes approximately 46.6% to the Gross State Value Added (GSVA).[118]
2. The services sector leads growth, supported by public administration, education, and construction. However, the agriculture and allied sectors, which employ the majority of the rural population, remain foundational to inclusive growth strategies.

Table 1: Share in GDP	
Sector	**Share in GSDP (2022–23 AE)**[119]
Services	56.70%
Agriculture & Allied	23.20%
Industry	20.10%

3. **Agriculture:** The agriculture sector, while employing a significant portion of the population, contributes around 23.1% to the GSVA . Agricultural practices are predominantly traditional, with shifting cultivation (jhum) still prevalent.

4. Key contributors:

   - Horticulture: Major crops include mandarin orange (49,470 MT), pineapple (16,830 MT), banana (111,850 MT), tomato (17,010 MT) and ginger (60,130 MT) *(NER Action Plan, Annexure XV; Economic Survey 2023–24)*.
   - Livestock: Pig rearing remains the dominant activity, with a pig population of 2.45 lakh as of 2019 (*livestock Census 2019*). Poultry, goats, and Mithun also contribute to tribal and household incomes (*Livestock Census 2020; Economic Survey 2023–24*).
   - Forestry and NTFPs: Bamboo, wild fruits, and medicinal plants support income diversification for tribal communities (*FOCUS PCR, p. 14*).

5. The traditional agriculture practices, coupled with the state's hilly terrain, results in low agricultural productivity. For instance, the agricultural yield for food grains in Mizoram was reported at 1,279 kg/ha in 2023, according to data from the Directorate of Economics and Statistics, Agriculture & Farmers Welfare Department and Farmers Welfare[120].

[118] Macro and Fiscal Landscape of the State of Mizoram (2025). https://niti.gov.in/sites/default/files/2025-03/Macro-and-Fiscal-Landscape-of-the-State-of-Mizoram.pdf.com

[119] Source: Economic Survey of Mizoram 2023–24

[120] https://www.ceicdata.com/en/india/yield-of-foodgrains-in-major-states/agricultural-yield-foodgrains-mizoram.com

6. This yield is significantly lower than the national average. For instance, in 2023, states like Punjab and West Bengal reported rice yields of 4,193 kg/ha and 3,057 kg/ha respectively. The comparatively low yield in Mizoram can be attributed to factors such as the state's hilly terrain, reliance on traditional farming methods like shifting cultivation (jhum), and limited access to modern agricultural technologies and infrastructure.

7. **Table 2** highlights the diversity and specialization of Mizoram's agricultural production across districts, revealing important insights for designing localized value chains. Despite the overall small scale of production in absolute terms, several crops demonstrate concentrated production in specific districts, offering viable entry points for either inter-state trade (long value chains) or intra-state consumption (short value chains).

8. For example, banana (140,502 MT) and cabbage (88,530 MT) show high productivity, particularly in Aizawl, Lunglei, and Serchhip, where relatively better access roads and farmer aggregation models already exist. These commodities, with shorter shelf lives and consistent demand, are best suited for intra-state marketing through Farmers' Markets and local retailers. Similarly, ginger (60,131 MT) and turmeric (29,823 MT), organically grown and concentrated in Lunglei and Aizawl, are high-value crops with inter-state demand, ideal for value addition and marketing through District PRIME Hubs. (district level data is given in Annex A)

9. Certain GI-tagged or specialty crops like Mizo chilli (10,918 MT), chow chow (82,350 MT), and banana (GI) have market appeal that extends beyond Mizoram. These products, although moderate in volume, are strongly aligned with long value chain potential due to their branding, uniqueness, and export interest. Passion fruit (520 MT) and dragon fruit (807 MT), though emerging, also present inter-state niche opportunities, particularly when bundled with traceability and certification support.

10. On the livestock side, Mizoram has 2.5 lakh+ pigs and 3.97 crore[121] eggs/year, indicating that pork and poultry have viable commercial value chains. Boiler and brown egg/ poultry farming is expanding, especially in Aizawl and Lunglei, where integration into short value chains via Farmers' Markets and long chains through slaughterhouses and dressed meat logistics is possible. Series of outbreak of ASF may have introduced

11. Given Mizoram's terrain and sparse urbanization—where the population is largely concentrated in Aizawl and a few major towns—a dual-market strategy is crucial. The short value chain will serve the within-state market, ensuring fresh produce, livestock, and perishables reach consumers efficiently. In contrast, the long value chain will focus on durable, processed, or GI-tagged products that can be aggregated at hubs and sold inter-state to markets like Silchar, Guwahati, and beyond.

12. Therefore, the project's infrastructure and enterprise strategy should recognize these spatial production patterns and match them with suitable value chain models—maximizing both local consumption and outward trade, while prioritizing commodities that show scalability or strong market linkage potential.

[121] Animal husbandry statistics 2024

13. While district-level and state-level data provide a useful macro-level understanding of agricultural production and trends, they often mask the underlying variability that exists within districts due to Mizoram's diverse geography and micro-climatic conditions. For example, the same district may contain hilly, forested terrain in one block and relatively flatter, more accessible land in another. This variability can influence what crops are viable, the degree of market access, and the local infrastructure needs. As a result, aggregated data at the district or state level can give a misleading picture of actual production potential and value chain dynamics at the grassroots.

14. Moreover, socio-economic differences between blocks—such as the presence of Farmer Producer Organizations (FPOs), proximity to markets and big cities such as Aizawl or Silchar, existing aggregation or processing facilities, and availability of irrigation or transport infrastructure—further reinforce the need for block-level mapping. Some blocks may already have basic infrastructure in place and active community institutions, making them more investment-ready. Others may require foundational support before they can be integrated into larger value chains. Without disaggregated data, project interventions risk being either inefficiently targeted or duplicative of existing efforts.

15. Therefore, to design appropriate and responsive interventions under Component 1, the project requires a detailed block-level feasibility study. This study will not only map production trends but also assess agro-ecological conditions, existing infrastructure, market access, and local institutional capacity. Such granular analysis is critical to ensuring that hub-and-spoke investments align with local potential, avoid duplication, and build upon existing public or private assets.

Table 2: Mizoram State level production data (Economic Survey Mizoram 2023–24)

Commodity Type	Commodity Name	Major Producing District(s)	Area (Ha)	Production (MT/Nos.)	Notes
Kharif and Rabi	Rice (WRC + Jhum)	Aizawl, Lunglei, Kolasib	34,071	58,836	Main staple crop
	Maize	Aizawl, Lunglei, Serchhip	11,546	19,232	Important cereal after rice
	Mixed Pulses	Kolasib, Serchhip, Aizawl	3,694	4,513	Local varieties; mostly kharif
	Soybean, Mustard, Sesame	Kolasib, Aizawl, Serchhip	4,474	4,698	Used for oil extraction
	Sugar Cane	Serchhip, Champhai, Kolasib	1,464	41,371	Major cash crop
	Field and Cow pea				
	Potato	Aizawl, Serchhip, Lunglei	213	1,350	High yield
Horticulture - Fruits	Pineapple	Kolasib, Mamit, Lunglei	5,027	29,023	High-value fruit
	Banana (Zo Banana)	Aizawl, Lunglei	11,678	1,40,502	GI-tagged variety
	Passion Fruit	Serchhip, Champhai	201	520	Inter State potential
	Dragon Fruit	Kolasib, Champhai	1,670	807	Emerging crop
	Orange (Mandarin, Mizo Mandarin)	Champhai, Serchhip	16,567	54,168	GI-tagged
	Grapes	Champhai	2,354	17,300	Table & wine grapes
	Papaya	Aizawl, Lunglei	2,500	25,000	High yield
Horticulture - Vegetables	Cabbage	Serchhip, Aizawl	3,872	88,530	High productivity
	Tomato	Aizawl, Lunglei	2,800	27,130	Short cycle crop
	Okra (Lady's Finger)	Mamit, Aizawl	3,634	25,015	Widely consumed

Commodity Type	Commodity Name	Major Producing District(s)	Area (Ha)	Production (MT/Nos.)	Notes
	Chow Chow (Squash)	Lunglei, Aizawl	4,805	82,350	GI-tagged
	Chilli (Mizo Chilli)	Kolasib, Champhai	11,196	10,918	GI-tagged
	Ginger	Lunglei, Aizawl	8,553	60,131	Organic certified
	Turmeric	Lunglei, Serchhip	7,738	29,823	Organic certified
	Coffee	Kolasib, Champhai	1,000+	850	Under expansion
	Oil Palm	Kolasib, Mamit	4,000+	FFBs to Godrej mill	NMEO-OP
	Rubber	Lunglei, Mamit	—	-	Agro-forestry
	Arecanut	Lunglei, Champhai	—	-	Traditional crop
Spices & Plantation	Broom Grass	Aizawl, Serchhip	—	6,270	Forest-based
	Pigs	All districts	—	2.5 lakh+ pigs	Main meat source
	Poultry (Eggs)	Aizawl, Lunglei	—	30-40 lakhs per year	Layer farming
	Cattle (Milk)	Aizawl, Champhai	—	24,000+ MT/year	Dairy expansion
Livestock	Goats	Select pockets	—	-	Minor livestock
Fisheries	Fish (PMMSY)	Kolasib, Lunglei, Mamit	1,500+ Ha	5,200+ MT/year	Reservoir + pond culture
	Anthurium	Aizawl	~9.5 Ha	95,824 Nos.	Grown in greenhouses, floriculture export
Flowers	Rose	Aizawl, Serchhip	~2.4 Ha	34,030 Nos.	Used in floral trade

Market Analysis and Commodity Flow Dynamics in Mizoram

16. Mizoram's agri-food market structure is shaped by its hilly topography, difficult transport corridors, and relatively small urban population centers. This has resulted in a fragmented and externally dependent food system where both demand and supply chains are misaligned. Most notably, a substantial proportion of perishable food commodities—particularly vegetables and fruits—are imported from neighboring Assam and other states. The Economic Survey of Mizoram 2023–24 notes that Aizawl alone accounts for over 60–70% of the vegetable and fruit demand, and much of this is met through supply chains operating from Silchar and beyond. Daily and weekly transport trucks bring in tomatoes, cabbage, leafy greens, and other items, which are then distributed to secondary towns like Saitual, Serchhip, and Lunglei (Economic Survey of Mizoram 2023–24, Chapter 5: Agriculture and Allied Sectors).

17. On the supply side, commodities such as ginger, turmeric, and hill broom are among the top exports from Mizoram. However, due to the lack of local storage and processing infrastructure, these commodities are typically sold in raw form to traders from Assam or Meghalaya. For example, hill broom collected in Champhai, Serchhip, and Aizawl is often routed to warehouses in lower Assam, where it is stored and gradually released into inter-state markets. Similarly, ginger produced in Lunglei, Aizawl, and Kolasib is transported to Guwahati and Kolkata markets with little to no value addition or branding at source. This outflow of high-potential commodities without processing represents a missed opportunity for income generation and employment within Mizoram (Department of Horticulture, Govt. of Mizoram, 2023).

18. Poultry and egg markets follow another distinct pattern. Mizoram consumes over 3.9 crore eggs annually (Economic Survey 2023–24), but a majority of these are imported from West Bengal and Assam. Once they arrive in Aizawl, eggs are redistributed to other parts of the state through local wholesalers. Similarly, broiler meat and dressed poultry products are sourced externally due to the absence of hygienic, licensed poultry processing units within the state. This centralized supply pattern not only increases consumer costs but also bypasses local poultry farmers who could otherwise cater to intra-state markets with proper logistical and cold chain infrastructure.

19. These market dynamics reveal several critical market failures:

- Aggregation failure: Producers are not organized or connected to structured collection points, resulting in scattered and inefficient supply chains.
- Infrastructure deficit: Cold chains, processing hubs, and even village-level collection centres are sparse, leading to high post-harvest losses and seasonal price collapses.
- Market asymmetry: While local production exists for many commodities, buyers (especially wholesalers and institutional purchasers) rely on known external supply sources due to inconsistent quality, unreliable volumes, and lack of certification.
- Dependence on intermediaries: Value chains are largely controlled by middlemen from outside the state, limiting price realization for Mizoram's producers (Economic Survey 2023–24; Directorate of Agriculture Marketing Reports, 2022–23).

20. These trade patterns reflect broader market failures: lack of local aggregation, inadequate investment in transport logistics, absence of value addition hubs, and weak market linkages between producers and organized buyers. As a result, both the inflow and outflow of commodities occur in a disorganized manner, often controlled by a

few intermediaries. Addressing these challenges through structured investment in hub-and-spoke infrastructure (as planned under Component 1), local value addition, cold chain logistics, and institutional market access will help retain value within Mizoram and strengthen both rural incomes and food system resilience.

21. The proposed hub-and-spoke market infrastructure under Component 1 of the project is designed to address these bottlenecks. By establishing structured aggregation at the village level (CMCs), block-level retail and wholesale relays (Farmers' Markets), and regional value addition hubs, the project aims to internalize trade flows that are currently bypassing local markets. Coupled with investments in processing, traceability, transport, and private sector partnerships, this model can gradually reverse the outward flow of raw produce and reduce inward dependency for basic food commodities.

22. To design a market-responsive value chain strategy, the mission undertook a rigorous commodity selection process grounded in both participatory and empirical methods. state-level stakeholder consultations with the participation of all districts were held, engaging farmer groups, SHGs, FPOs, KVK, Different Departments, NABARD, MzSRLM and local officials. The mission applied a structured scoring framework based on production volume, market potential, value addition scope, and risk exposure. This was followed by secondary data analysis, using district-wise production statistics[122] to validate and refine commodity prioritization.

23. Importantly, the process accounted for Mizoram's varied topography—recognizing that production patterns and commercialization potential differ significantly across blocks, depending on elevation, road connectivity, and proximity to trade corridors. For example, while Lunglei and Aizawl produce high volumes of ginger and banana, the marketing dynamics vary due to their distance from Aizawl—the primary consumption and redistribution hub. Further triangulation was done through direct engagement with traders and aggregators in Silchar, Guwahati, and Aizawl to understand commodity flow patterns and market demand.

Detailed Methodology for Commodity Selection in Mizoram's Value Chain Strategy

24. To design a market-responsive and geographically relevant value chain strategy for Mizoram, the Misson team along with the Project, undertook a multi-layered and rigorous commodity selection process that combined participatory assessments, empirical data analysis, and on-ground market intelligence. The objective was to identify commodities that align with both the natural agro-ecological strengths of Mizoram and the dynamic requirements of regional and inter-state markets.

25. The process began with a series of participatory stakeholder consultations held at the state level, involving representation from all 11 districts of Mizoram. These consultations included active participation from Farmer Producer Organizations

[122] Economic Survey of Mizoram 2023–24 and Mizoram Marketing Board 2024

(FPOs), Self-Help Groups (SHGs), Krishi Vigyan Kendras (KVKs), Mizoram Rural Bank, Agriculture & Farmers Welfare Department & Horticulture, MzSRLM, NABARD, and local traders. Each district presented an initial list of potential commodities based on local production experience and economic relevance.

26. Each proposed commodity was evaluated using a standardized scoring matrix comprising the following weighted parameters (see **Table 3**):

Table 3: Weightage Score	
Parameter	**Weightage**
Volume (Production)	15%
Value	15%
Ease of Production	5%
Risk	15%
Price Volatility	5%
Shelf Life	10%
Processing/VA Potential	20%
Inter State Potential	15%

27. Each district scored commodities based on the above parameters using a scale of 1 to 5, with 5 indicating highest relevance. The scoring was consolidated to generate an average weighted score per commodity, per district.

28. Elimination and Inclusion Criteria: Certain commodities were eliminated based on predefined exclusion criteria, such as:
    - Paddy: although widely grown, it is a subsistence crop and not prioritized for commercialization.
    - Plantation crops such as arecanut, coffee, and rubber: excluded due to long gestation periods and existing support under other specialized government programs.
    - Crops with highly fragmented value chains and no identified market pathways.

29. Conversely, commodities meeting the following inclusion criteria were prioritized:
    - Short-cycle crops with existing production volumes and commercial surplus.
    - High-value crops with GI tag or organic certification potential.
    - Commodities with clear backward and forward market linkages.
    - Crops with potential to support short (within-state) or anchor (inter-state) value chains.

30. District and Block-Level Production Data Analysis: The scoring framework was then validated against secondary production data compiled from the Mizoram Economic Survey 2023-24 and district-level agricultural statistics. This ensured triangulation of

participatory assessments with quantitative evidence on acreage, yield, and total production by commodity.

31. Market Mapping and Trader Consultations: The team conducted interviews with regional aggregators, transporters, and wholesale traders in Aizawl, Silchar, and Guwahati to understand:
    - Volume of commodity inflows and outflows.
    - Pricing volatility and seasonal patterns.
    - Constraints in inter-state movement (storage, cold chain, transport).

32. This helped refine the list of viable anchor crops for PRIME Hubs (district-level processing and aggregation) and short value chain commodities for Farmers' Markets and Collective Marketing Centres (CMCs).

33. The integration of scoring, data validation, and market insight resulted in a district-specific list of selected commodities, categorized by their potential alignment with short value chains (primarily within Mizoram) or anchor value chains (targeted for inter-state trade). This selection informed the design and location of CMCs, Farmers' Markets, and PRIME Hubs under Component 1.1, and enterprise incubation strategies under Component 1.2.

Table 4[123]: Selected Commodities (mostly Long Value Chain)

District	Selected Commodities (mostly Long Value Chain)
Champhai	Grapes, Turmeric, Ginger, (passion fruit)
Hnahthial	Dragon Fruit, Maize, Mizo Chilli (Turmeric)
Kolasib	Hill Broom, Ginger, Turmeric
Lawngtlai	Sesame, Honey, Turmeric, (Mango)
Lunglei	Turmeric, Ginger, Chilli
Mamit	Mizo Chilli, Ginger, Broom Grass (Turmeric)
Saitual	Tung, Ginger, Soya bean
Siaha	Chilli, Ginger, Mango (Turmeric)
Aizawl	Broomgrass, Tomato, Mizo Chilli
Khawzawl	Pineapple, Mizo Chilli, Passion Fruit

[123] Note: Commodities marked in red represent ODOPs, while those listed in brackets were not identified among the top three anchor commodities.

District	Selected Commodities (mostly Long Value Chain)
Serchhip	Sugar Cane, Chilli, Banana, (Pineapple)

34. The Project will support districts in strengthening ODOPs where clear market opportunities exist, based on commodity viability and value chain potential. In districts where the selected ODOPs show limited market alignment, the project will engage in dialogue with district authorities to refine or revise their ODOP choices for better market integration.

35. This structured methodology ensures that the project avoids supply-driven approaches and instead anchors interventions in realistic, data-informed, and market-validated priorities, thereby enhancing the likelihood of long-term commercial viability and farmer benefit.

36. However, a key limitation of this methodology was its limited ability to capture short value chain opportunities and intercropping potential at the micro level. While the scoring and validation process enabled the identification of anchor commodities for each district, it did not fully account for block-level diversification, localized consumption dynamics, and intercropping practices common in hilly and mixed farming systems. Additionally, time constraints restricted more granular analysis, including intra-district variations and evolving market niches, which could have further refined the selection of short-cycle, locally traded crops. Hence the project will undertake a detailed micro level value chain exercise.

Strategic Positioning of Mizoram in the Northeast and India: Competitiveness, Niche Commodities, and Opportunities for Value Chain Integration

37. Mizoram occupies a geographically and economically strategic position within the Northeastern Region (NER) of India, endowed with a unique combination of agro-climatic diversity, rich biodiversity, and high forest cover—over 85% of its land area (Economic Survey of Mizoram 2023–24). Its temperate climate, hilly terrain, and abundance of rainfall have contributed to a diverse agricultural system centred on both traditional crops and emerging high-value commodities. While the state contributes modestly to the national agricultural output, it offers distinct comparative and competitive advantages that, if strategically leveraged, can position Mizoram as a niche supplier of premium agri-products both within India and in cross-border markets.

38. Mizoram's rural economy has witnessed a gradual but persistent shift from subsistence food grain production—primarily jhum-based rice—to high-value horticulture, spices, and plantation crops. Horticulture now accounts for over 30% of

the state's agricultural GDP (Economic Survey, 2023–24), with key produce including ginger, turmeric, banana, papaya, mandarin orange, and GI-certified commodities such as Mizo Chilli and Zo Banana. For instance, banana production exceeded 1.4 lakh MT and ginger crossed 60,000 MT in 2023, concentrated in districts like Lunglei, Kolasib, and Aizawl. These crops are well-suited for scaling due to favourable agro-ecological conditions, growing farmer adoption, and increasing inter-state demand.

39. The state also has a unique opportunity to build a diversified and inclusive agri-based economy due to its social infrastructure and community institutions. High literacy rates (91.33%, Census 2011), a vibrant SHG ecosystem under MzSRLM, and a growing base of FPOs promoted through central schemes like MOVCDNER and MIDH provide a strong foundation for enterprise-driven agricultural development. Additionally, the topographical diversity between blocks—ranging from lowland river valleys to upland forested hills—supports crop specialization and localized diversification. However, this spatial heterogeneity also implies that district- or state-level statistics often mask block-level production advantages and potential.

40. This is why the Mission adopted a rigorous, participatory, and data-driven approach to identify value chain commodities. The methodology combined (i) multi-stakeholder consultations across all districts, (ii) structured commodity scoring on parameters like production volume, market demand, risk profile, and value addition scope, and (iii) triangulation with secondary production data and direct market intelligence from traders in Silchar, Guwahati, and Aizawl. While this helped in determining anchor value chains suitable for inter-state trade, limitations remained in identifying shorter value chains and intercropping potential due to time constraints and the lack of disaggregated block-level data.

41. Mizoram's competitiveness is further reinforced by its proximity to regional trading hubs and border markets. Aizawl, the capital and primary urban market, accounts for 60–70% of vegetable and fruit consumption and acts as a redistribution node for produce moving inward from Silchar (Assam) and outward toward the southern districts. Commodities like ginger and broom grass flow from Mizoram to western markets where they are stored in Assam's cold chain facilities before release based on seasonal price arbitrage. Meanwhile, eggs and poultry are mostly imported from outside the state but distributed internally from Aizawl, demonstrating the dependence on external supply chains and the opportunity to localize production and improve supply chain resilience.

42. This contextual analysis reveals critical market failures and investment gaps in Mizoram's agri-food system. These include:

    - Fragmented production and aggregation with limited access to structured markets
    - Low levels of processing, grading, and packaging infrastructure

- Poor rural connectivity and logistics, particularly for perishable or high-volume commodities
- Weak farmer bargaining power and limited access to price information
- Low private investment in value addition due to scale and access constraints
- Underutilization of GI and organic branding potential despite certified commodities

43. To address these, Component 1 of the project proposes an integrated market ecosystem anchored in a hub-and-spoke model. This approach links village-level Collective Marketing Centres (spokes) with block-level Farmers' Marketsand district-level PRIME Hubs (hubs) that offer facilities for processing, storage, marketing, and training. Importantly, the model accommodates both short value chains (e.g., local vegetables, fruits, poultry, eggs) through Farmers' Markets, and long value chains (e.g., GI spices, horticulture exports) through aggregation and value addition at PRIME Hubs.

44. All core infrastructure will be constructed with public financing but operated through performance-based lease agreements with qualified FPOs or private enterprises, enabling a public-private partnership model that balances service delivery with commercialization. Additionally, district-level challenge funds and incubation support will promote entrepreneurship in logistics, processing, and marketing, particularly for youth and women.

45. In summary, Mizoram's competitive advantage lies not in scale, but in its specialization in high-value, organic, and GI-certified products, supported by strong community institutions and emerging market linkages. The proposed market infrastructure and enterprise development investments under Component 1 are therefore not standalone assets, but levers to transform this potential into inclusive economic growth, with both domestic and inter-state integration.

Enabling Environment

46. The enabling environment for agricultural value chain development in Mizoram presents a mixed picture—marked by strong institutional presence and political commitment to inclusive rural development, but constrained by geographic remoteness, limited market infrastructure, and uneven service delivery. The state's policy environment is broadly aligned with national development goals, but implementation is challenged by the state's topography, low population density, and market access bottlenecks.

47. Policy and Regulatory Framework: Mizoram benefits from supportive policy alignment under various centrally sponsored schemes (CSS) such as the Rashtriya Krishi Vikas Yojana (RKVY), Mission Organic Value Chain Development for North Eastern Region (MOVCD-NER), and National Livestock Mission (NLM). The state government has also promoted flagship programs focused on organic farming and is an active participant in national food processing initiatives under the Ministry of Food Processing Industries (MoFPI). However, state-level policies on agricultural exports,

agro-processing, and private sector participation remain underdeveloped and fragmented. There is currently no dedicated agricultural export promotion policy or agri-investment policy at the state level, and approvals for agri-infrastructure projects often lack inter-departmental coordination.

48. Export and Investment Promotion: Despite Mizoram's comparative advantage in several GI-tagged and niche commodities—such as Mizo Chilli, turmeric, ginger, broom grass, and Zo banana—the absence of a dedicated agri-export facilitation cell or state-level investment promotion agency limits the ability to link farmers and agro-enterprises with external markets. The Industrial and Investment Policy of Mizoram 2020 provides a framework for attracting investments in agro-processing and cold chain logistics, but uptake has been limited due to cumbersome approval processes and low investor awareness. Furthermore, ease of doing business indicators—particularly those linked to land availability, transport connectivity, and access to utilities—remain a deterrent for private players seeking to operate in remote districts.

49. Digital and Physical Infrastructure: While national telecom expansion has improved mobile penetration across Mizoram, internet connectivity in rural and hilly areas remains patchy. As of 2023, internet density in rural areas was under 45% compared to the national average of over 60% (TRAI, 2023). This digital divide limits the effectiveness of e-extension services, digital financial products, and traceability systems. Road connectivity, while improving under schemes like PMGSY, remains inadequate in interior districts and contributes to high logistics costs, low price realization for perishable goods, and poor access to input and output markets. The state's only airport in Aizawl limits direct trade linkages to other markets, further reinforcing the reliance on road-based trade corridors such as Silchar and Guwahati.

50. Service Ecosystem – Extension, BDS, and Financial Services: The extension system in Mizoram is under strain due to limited human resources, vast geographic coverage, and a lack of specialized technical skills in emerging areas such as climate-resilient agriculture, post-harvest management, and value addition. KVKs and district agriculture offices are active but operate largely in a supply-driven mode with limited demand articulation from farmers and FPOs. Veterinary services are similarly constrained, especially in disease surveillance and treatment of pigs—despite their economic significance.

51. Business Development Services (BDS) such as training in financial management, enterprise development, branding, and marketing are largely absent outside Aizawl. A few NGOs and donor-supported initiatives offer capacity-building to SHGs and FPOs, but coverage is fragmented and quality inconsistent. The absence of specialized incubation and innovation centers within the state limits opportunities for youth-led entrepreneurship in agribusiness and food processing.

52. Access to financial services has improved in recent years, with banks like Mizoram Rural Bank (MRB) and Apex Bank expanding their reach through KCC, SHG

banking, and agriculture term loans. However, lending to agri-MSMEs and FPOs remains low, often constrained by lack of credit histories, collateral, and bankable business plans. The uptake of insurance products such as PMFBY is limited in hilly regions due to basis risk, unclear compensation timelines, and lack of tailored products. Despite the presence of digital platforms for payments (e.g., UPI), the use of digital credit, savings, and insurance tools is low among farmers and rural entrepreneurs.

Opportunities for the Agriculture Sector

53. Mizoram's agriculture sector, while constrained by geography and market access challenges, holds significant untapped potential in both domestic and export-oriented value chains. The state's biodiversity, organic production systems, and growing alignment with climate-smart practices position it well to serve niche domestic markets and meet emerging global demand for high-value, residue-free, and GI-certified products.

54. **Domestic Market Opportunities**: Mizoram's internal market is limited due to its relatively small population (1.26 million as per Census 2011, projected ~1.3 million in 2024) and dispersed settlement pattern. However, targeted value chain development can exploit short-market corridors and urban concentration zones such as Aizawl, Lunglei, Champhai, and Siaha, which serve as consumption hubs and re-distribution centers.

55. Short Value Chains (within-state trade):
    a. Vegetables such as cabbage, tomato, okra, chow chow, and papaya have strong short-cycle turnover and cater to urban and peri-urban demand, especially in Aizawl and Lunglei.
    b. Livestock and poultry products, including eggs, live chicken, and pork, have seen rising demand in local markets. However, as noted in the Economic Survey, over 60–70% of eggs and broiler chicken are currently imported from outside the state, presenting a significant substitution opportunity.
    c. Perishable fruits such as pineapple, banana, and dragon fruit are suited for cluster-based marketing through local haats and farmers' markets supported under Component 1.1.

56. Inter-district trading potential: Districts like Kolasib (vegetables, fruits), Lunglei (ginger, banana, chow chow), Champhai (orange, grapes), and Serchhip (mandarin, turmeric) exhibit strong production clusters. Strengthening intra-state market linkages via collective aggregation and regional distribution centers will allow product movement to deficit districts.

57. Institutional and processed food markets:

a. Government institutions (schools, hospitals, police, army) and expanding private retailers in Aizawl and Lunglei provide reliable demand for processed and packaged foods. Products such as dried ginger, chili flakes, turmeric powder, and packaged vegetables can cater to this growing segment.
b. Under Component 1.2 and 1.3, incubation support and MSME facilitation aim to improve participation of youth and women entrepreneurs in these institutional value chains.

58. **Export/ Inter State Market Opportunities:** Mizoram's proximity to international borders with Myanmar and Bangladesh, its organic cultivation profile, and the presence of several GI-tagged products open opportunities for structured export-oriented agri-value chains.

a. Cross-border and inter-state trade corridors:
   - Silchar (Assam) and Guwahati serve as primary aggregation and cold storage hubs for many Mizoram commodities (e.g., ginger, broom grass) which are routed to North India and Nepal. Anecdotal evidence indicates that dried ginger and turmeric are stored in Assam for later release into mainland markets, suggesting strong seasonal arbitrage potential.
   - A study on broom grass trade (Economic Survey, 2023–24) confirms that substantial volumes from Mizoram are sold into North India via Assam, typically without value addition—pointing to lost revenue and employment opportunities.

b. Export-focused crops and products:
   - GI-tagged commodities such as Mizo Chilli, Zo Banana, and Mandarin Orange have unique flavour profiles, shelf stability, and branding potential for export. Mizo Chilli, in particular, is recognized for its pungency and can serve gourmet and ethnic food markets in Southeast Asia and the Middle East.
   - Ginger and turmeric, already cultivated in large volumes (e.g., Ginger: >31,000 MT, Turmeric: ~1,300 MT), are suitable for export as dried, powdered, or oil-extracted products. With adequate sorting, drying, and certification support, these products can meet quality standards required by international buyers.
   - Dragon fruit and grapes, emerging crops in Champhai and Kolasib, offer potential for fresh fruit exports to Southeast Asian markets, contingent on post-harvest infrastructure and access to cold chain logistics.

c. Trade Agreements and Export Facilitation:
   - Mizoram stands to benefit from India's trade agreements with ASEAN, Bangladesh, and preferential tariff arrangements under the India-Myanmar Border Trade Agreement. These offer reduced tariffs for agri-products, but utilization is low due to limited processing and lack of export registration (APEDA).
   - Products like coffee, turmeric, ginger oil, and floriculture items (e.g., Anthurium and roses) qualify under export promotion schemes such as Remission of Duties and Taxes on Export Products (RoDTEP) and the Agriculture Infrastructure Fund (AIF).

IFAD Experiences & Lessons Learned Upgrading Value Chains and Linking Farmers to Markets in India

59. Over the past two decades, IFAD has played a pivotal role in transforming India's rural agricultural landscape by focusing on enhancing smallholder farmers' participation in value chains. This approach has been instrumental in increasing incomes, ensuring sustainability, and building resilience among rural communities.

60. **Strengthening Farmer Organizations and Market Linkages** A cornerstone of IFAD's strategy has been the empowerment of smallholder farmers through the formation and strengthening of Farmer Producer Organizations (FPOs). These organizations have enabled farmers to aggregate their produce, access better market information, and negotiate favorable terms with buyers. For instance, in projects like the Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme (CAIM), FPOs played a crucial role in linking farmers to markets, resulting in improved price realization and reduced exploitation by intermediaries.

61. **Infrastructure Development for Market Access** Recognizing the importance of infrastructure in market access, IFAD-supported projects have invested in building rural roads, storage facilities, and processing units. These investments have reduced post-harvest losses and transportation costs, thereby increasing the profitability of farming activities. The Mitigating Poverty in Western Rajasthan project, for example, focused on constructing market yards and storage facilities, which facilitated better price discovery and reduced distress sales.

62. **Promoting High-Value and Climate-Resilient Crops** IFAD has encouraged diversification into high-value and climate-resilient crops to enhance income and mitigate risks associated with climate variability. Projects have introduced farmers to crops like organic cotton, medicinal plants, and drought-resistant varieties, aligning agricultural practices with market demand and environmental sustainability. This approach not only increased income but also promoted sustainable land use practices.

63. **Integrating Financial Services** Access to credit and insurance has been a critical component of IFAD's value chain development strategy. By facilitating linkages with microfinance institutions and banks, IFAD projects have enabled farmers to invest in inputs, adopt new technologies, and manage risks. The Jharkhand-Chhattisgarh Tribal Development Programme, for instance, successfully integrated financial services, leading to increased agricultural productivity and resilience among tribal communities.

64. **Capacity Building and Extension Services** Building the capacity of farmers through training and extension services has been central to IFAD's approach. By equipping farmers with knowledge on best practices, post-harvest management, and market dynamics, IFAD has enhanced their ability to participate effectively in value chains. Collaborations with institutions like Krishi Vigyan Kendras (KVKs) have been instrumental in delivering these services at the grassroots level.

65. **Challenges and Areas for Improvement** Despite these successes, challenges remain. The 2016 Country Programme Evaluation highlighted issues such as limited

private sector engagement, insufficient focus on agricultural research and extension, and the need for more robust monitoring and evaluation systems. Addressing these challenges is essential for scaling up successful models and ensuring the sustainability of interventions.

66. **Applicability to Mizoram** The lessons from IFAD's experiences in India are highly relevant to Mizoram's context. The state's unique agro-climatic conditions, coupled with its potential for high-value crops like ginger, turmeric, and bamboo, present opportunities for value chain development. By adopting a holistic approach that includes strengthening FPOs, investing in infrastructure, promoting climate-resilient crops, integrating financial services, and building capacity, Mizoram can enhance its agricultural competitiveness and ensure inclusive growth.

Matrix: Component 1 Activities and Corresponding Market Failures Addressed

Activity	Key Market Failures Addressed
Establishment of 300 Collective Marketing Centres (CMCs)	- Fragmented production and lack of aggregation points
	- High post-harvest losses due to absence of local collection facilities
	- Weak producer bargaining power with traders
Construction of 13 Block-Level Farmers' Markets	- Limited organized retail and wholesale channels at the block level
	- Dependence on external supplies for fresh produce
	- Lack of short value chain linkages for perishable commodities
Development of 5 District-Level Value Addition Hubs	- Inadequate post-harvest processing, grading, and storage infrastructure
	- Outflow of raw commodities without value addition
	- Low private sector investment in rural agro-processing
Construction of 150 km Last Mile Connectivity	- Poor transport connectivity from production clusters to markets
	- High logistics cost reducing farmer price realization
	- Market exclusion of remote farmers
Establishment of Poultry Slaughter and Processing Facility (Ibawk, Aizawl)	- No licensed poultry slaughter facility, leading to informal unsafe practices
	- Post-harvest wastage and short shelf life of broiler meat
	- Inability of local poultry producers to access organized urban markets
Promotion of PPP-Based Management for Market Infrastructure	- Lack of efficiency and sustainability in public infrastructure management
	- Limited private sector participation in rural value chains

Activity	Key Market Failures Addressed
	- Absence of performance-based operations tied to service quality

Annex 2-A : District level production data (in Qty)

District	Ginger	Turmeric	Mizo Chilli	Broom Grass	Banana	Chow Chow	Cabbage	Tomato
Aizawl	20700.53	685.05	566.42	6759.21	254700	155000	105600	20300
Champhai	1909.53	857.41	166.94	25568.35				
Hnahthial	58772.07	190.61	3645.18	280.7				
Khawzawl	47667.9	444.38	892.35	221.58				
Kolasib	80865.93	535.7	1313.36	40	308200		110000	5000
Lawngtlai	5377.12	3652.9	470.78	12774.92				
Lunglei	74522.88	176.62	1326.06	93.7	312800	165000		
Mamit	8592.11	58.23	774.64	6			58800	20000
Saitual	658.25	372.99	568.93	47.28	100000		4000	
Serchhip	2553.6	145.55	408.95	2785.56		22500	84000	
Siaha	18302.73	5670.15	686.87	14119.4		292700	300000	

District	Coffee	Dragon Fruit	Oil Palm	Field and Cow pea	Anthurium (Est. Nos)	Rose (Est. Nos)
Aizawl				3170	95824	34030
Champhai	3500	6000		2190		
Hnahthial				1060		
Khawzawl				430		
Kolasib	5000	2070	25000	3870		
Lawngtlai				2010		
Lunglei	4000			2010		
Mamit			20000	950		
Saitual				1320		
Serchhip				950		
Siaha				100		

Sl. No.	Crops	Area under cultivation (ha)	Production (qlts)	Cost of cultivation (Rs./ha.)	Location
1	Rubber	12000	69600	511630	Mamit, Kolasib, Lunglei, Serchhip, Hnahthial, Aizawl
2	Arecanut	14024.68	455802	247900	Mamit, Kolasib, Aizawl,

					Lunglei
4	Coffee	1503.2	250	128000	Aizawl, Kolasib, Mamit, Champhai, Hnahthial

Annex 3: Technical Note on Rural Finance

Introduction

1. Access to rural finance is a fundamental enabler for successful value chain development, enterprise growth, and agricultural commercialization. In Mizoram, despite significant potential in agriculture, horticulture, and livestock sectors, producers and rural enterprises continue to face systemic barriers to accessing affordable and customized financial services.

2. This Technical Note has been prepared to provide a strategic overview of the rural finance landscape in Mizoram and its relevance for FOCUS 2.0. It outlines the current ecosystem, identifies critical gaps, and presents the project's approach to strengthening financial inclusion, insurance access, and digital financial services for rural value chain actors.

3. By positioning rural finance as a core pillar alongside market infrastructure and enterprise development, FOCUS 2.0 aims to unlock investment, de-risk production and aggregation activities, and drive sustainable rural transformation in Mizoram.

Overview of Rural Finance Ecosystem in Mizoram

4. Key Institutions Mizoram's rural finance sector is dominated by a small number of formal institutions with varying levels of outreach and specialization:
   - Mizoram Rural Bank (MRB): MRB is the leading rural financial institution in Mizoram with a widespread presence across the state's districts. As of March 2023, MRB operated 92 branches with significant rural and semi-urban coverage (MRB Annual Report 2022–23). It plays a critical role in agricultural finance, microenterprise lending, and implementation of government schemes like PM-KISAN and Kisan Credit Cards (KCCs).
   - Mizoram State Cooperative Apex Bank: The Apex Bank operates mainly through cooperative societies but has limited direct rural outreach compared to MRB. Its focus is on cooperative credit and thrift.
   - Primary Agricultural Credit Societies (PACS) and Cooperative Societies: PACS and other societies offer localized credit services but often face operational challenges, including limited liquidity, poor governance, and outdated systems[124].
   - Microfinance Institutions (MFIs): National and regional MFIs (e.g., Bandhan Bank, Arohan) have a presence but are largely concentrated around Aizawl and peri-urban centres. Rural penetration remains minimal.
   - Insurance Companies: Crop insurance under PMFBY and livestock insurance programs are theoretically available but actual rural coverage is very low[125].
   - Self-Help Groups (SHGs) and Mizoram State Rural Livelihoods Mission (MzSRLM):
     The MzSRLM supports around 10,000 SHGs (as of 2023), working to build women's savings groups and promote financial inclusion across rural Mizoram. SHGs form a key outreach mechanism for basic savings, microcredit, and Bank Sakhi-led financial facilitation activities. While primarily focused on consumption and microenterprise loans through SHG–Bank Linkage Programs (under NRLM and DAY-NRLM frameworks), their potential to be integrated into value chain

[124] NABARD State Focus Paper 2022–23, Mizoram
[125] Agriculture & Farmers Welfare Department, State Agriculture Profile 2023

finance remains largely untapped.
MRB, Apex Bank, and selected commercial banks provide linkage credit to SHGs through cash credit limits and microloans[126].

Financial Inclusion Status: Access, Coverage, and Barriers

5. Despite improvements, financial inclusion in Mizoram remains limited, particularly among smallholders and rural producers:
   - Credit Outstanding: The overall agriculture and allied sector credit outstanding for the state was about INR720 crore (as of March 2022). Mizoram Rural Bank (MRB): major contributor (about 34% of agricultural lending portfolio). Mizoram State Cooperative Apex Bank and Cooperative Societies: minor contributor (less than 15%combined). Commercial Banks (like SBI, UCO Bank, Central Bank of India): also contribute, especially in larger livestock and horticulture loans[127].
   - Kisan Credit Card (KCC) Issuance: As of March 31, 2023, only 20,366 active KCCs were reported by MRB against 67,534 PM-KISAN registered beneficiaries[128].
     This indicates a significant gap between eligibility and actual access to seasonal agricultural credit.
   - SHGs: As of March 2023, MzSRLM facilitated over INR110 crore in cumulative SHG credit linkages across Mizoram, primarily for livelihood activities and household investments.[129] However, few SHG groups are currently linked to structured production, aggregation, or value chain activities — representing a missed opportunity that FOCUS 2.0 aims to address through better convergence and product design.
   - Digital Finance Adoption: While mobile banking and UPI adoption are rising in urban Mizoram, usage in rural areas remains low due to poor connectivity, and digital literacy gaps[130].

6. **Agricultural Finance Landscape** The current portfolio of agriculture-related financial products remains narrow:

7. **Credit Products:**
   a. Kisan Credit Cards (seasonal crop finance and livestock) by MRB and Apex Bank,
   b. General agricultural loans (e.g., farm mechanization, livestock rearing loans),
   c. Limited microfinance-based agricultural lending through MFIs (MRB and Agriculture & Farmers Welfare Department data, 2023).

8. **Insurance Schemes:** Agricultural insurance in Mizoram faces unique challenges due to the state's hilly terrain, diverse cropping patterns, and vulnerability to climate-induced risks. While national schemes like the Pradhan Mantri Fasal Bima Yojana (PMFBY) aim to provide comprehensive coverage, their implementation in Mizoram has been limited. According to the Agriculture & Farmers Welfare Department,

[126] MzSRLM Annual Progress Report 2022–23
[127] NABARD State Focus Paper 2022–23, Mizoram
[128] MRB Annual Report 2022–23
[129] MzSRLM Annual Progress Report 2022–23
[130] NABARD State Focus Paper 2022–23, Mizoram

Mizoram, efforts have been made to reconstitute state-level coordination for PMFBY, indicating ongoing attempts to integrate the scheme effectively.[131]

9. The state's agricultural practices, characterized by shifting cultivation and cultivation on steep slopes, pose challenges for traditional insurance models that rely on uniform risk assessments. This has led to a mismatch between available insurance products and the actual needs of Mizoram's farmers. Moreover, the lack of localized data hampers the accurate assessment of risks, further complicating the implementation of standard insurance schemes .

10. Livestock farming, particularly pig rearing, is a significant component of Mizoram's rural economy. However, the outbreak of African Swine Fever (ASF) has had devastating effects. Since March 2021, over 57,000 pigs have died, and more than 43,000 have been culled, resulting in an estimated loss of nearly INR800 crore for pig farmers in the state . The absence of insurance coverage for such diseases exacerbates the financial strain on affected farmers. [132]

11. The recurrence of ASF outbreaks underscores the need for specialized livestock insurance products that cater to the specific risks faced by Mizoram's farmers. Developing such products requires collaboration between government agencies, insurance providers, and local communities to ensure that the coverage is both comprehensive and accessible.

12. Further, PMFBY is operational in selected districts, but coverage remains very low (Agriculture & Farmers Welfare Department, State Agriculture Profile 2023). Further Livestock insurance products exist on paper but are largely unused in rural Mizoram.

13. To address these challenges, initiatives like the FOCUS 2.0 project aim to pilot demand-driven agricultural insurance solutions tailored to the state's unique context. By collaborating with institutions like the National Insurance Academy, the project seeks to design insurance products that consider Mizoram's specific agricultural practices and risk profiles. Such efforts are crucial for enhancing the resilience of smallholder producers and rural enterprises against climate-induced and production risks.

14. In conclusion, while Mizoram's agricultural insurance landscape faces significant hurdles, targeted interventions that consider the state's unique characteristics can pave the way for more effective risk mitigation strategies. By aligning insurance products with local needs and fostering collaboration among stakeholders, it is possible to build a more resilient agricultural sector in the region.

15. **Enterprise Finance:** Credit access for FPOs, cooperatives, and rural enterprises remains minimal, with financial services largely focused on individual producers or SHG groups (NABARD State Focus Paper 2022–23, Mizoram).

Products and Services vs Gaps Table

[131] https://agriculturemizoram.nic.in/Downloads/PMFBY%20Notification%208.5.2024.pdf
[132] https://www.swineweb.com/latest-swine-news/african-swine-fever-outbreak-in-mizoram-claims-over-2600-pigs/

16. Review of available rural financial products and services in Mizoram reveals significant gaps relative to the needs of diversified agriculture, livestock production, and rural enterprise development. While institutions like MRB, cooperative banks, and MFIs provide some level of agricultural and microfinance services, there are major limitations in product customization, coverage for value-added activities, insurance uptake, and credit guarantee utilization. The table below summarizes the existing offerings and key gaps relevant to the objectives of FOCUS 2.0.

Institution	**Available Products and Services**	**Gaps and Limitations**
Mizoram Rural Bank (MRB)	KCC, agricultural term loans, SHG lending, small business loans	Limited working capital products for FPOs; weak livestock finance; minimal value chain finance instruments; no warehouse receipt finance; low bundling with insurance (MRB Annual Report 2022–23)
Mizoram State Cooperative Apex Bank	Cooperative credit, thrift services	Poor outreach to remote rural areas; weak linkage to commercial value chains (NABARD State Focus Paper 2022–23)
Primary Agricultural Credit Societies (PACS)	Seasonal crop loans; fertilizer/input distribution in select areas	Weak governance; limited aggregation financing; minimal role in value chain finance, as well high interest rate. (NABARD State Focus Paper 2022–23)
MFIs (e.g., Bandhan, Arohan)	Microfinance for SHG members	High interest rates; limited agriculture focus; rural penetration gaps (MRB and Agriculture & Farmers Welfare Department, 2023)
Insurance Companies	PMFBY crop insurance, livestock insurance (subsidized)	Very low uptake; lack of customized insurance for horticulture, piggery sectors (Agriculture & Farmers Welfare Department, State Agriculture Profile 2023)
State/Central Credit Guarantee Schemes	CGTMSE available for MSMEs in general	No active use for agriculture/FPO finance; low awareness among rural borrowers (NABARD and MRB Reports 2022–23)
MzSRLM (SHG Federations and Bank Linkages)	SHG savings groups, SHG–Bank linkage credit, financial literacy through Bank Sakhis	Limited integration with value chain finance; small loan sizes unsuitable for aggregation or processing investments; weak market linkage focus (MzSRLM Progress Report 2022–23)

Gaps and Market Failures in Rural Finance

17. Despite the presence of formal financial institutions in Mizoram, several systemic gaps and market failures continue to constrain the effective delivery of rural finance to agriculture, livestock, and enterprise sectors. These challenges limit the ability of producers and rural entrepreneurs to invest in improved production, aggregation, processing, and value addition activities — critical to realizing the goals of FOCUS 2.0.

The key gaps are as follows:

18. Low Outreach to Remote Areas and Production Clusters While institutions like Mizoram Rural Bank (MRB) have comparatively better rural coverage, significant pockets of rural Mizoram — particularly remote production clusters linked to Zaus and horticultural areas — remain underserved. Long travel times, poor road access, and high transaction costs deter regular banking services, constraining both savings mobilization and credit expansion.
Physical remoteness also discourages private MFIs and insurance companies from entering these markets.

19. Limited Customized Financial Products for Agriculture and Livestock Most rural credit offerings, such as the Kisan Credit Card (KCC), are designed around mono-crop seasonal farming models. However, Mizoram's real rural economy is based on:

- Mixed cropping systems,
- Horticulture (ginger, turmeric, broom grass, Mizo chilli),
- Smallholder piggery and integrated farming.

20. There are very few financial products tailored to the financing cycles, aggregation needs, livestock fattening periods, or value addition stages of these sectors. Enterprise finance (for FPOs, aggregators, small processors) remains even less developed.

21. Low Uptake of Insurance (Both Crop and Livestock) Despite the availability of government-subsidized schemes such as the Pradhan Mantri Fasal Bima Yojana (PMFBY) for crops, actual insurance coverage is negligible among rural producers. For livestock, particularly pigs — critical to Mizoram's rural economy — formal insurance coverage is virtually absent. Factors contributing to low uptake include:

- Lack of awareness about insurance products,
- Perceived complexity of claims processes,
- Limited product customization for Mizoram's agro-climatic risks (e.g., slope-specific risks, ASF outbreaks),
- Absence of bundled insurance with loans.

22. Weak Digital Finance Adoption While mobile banking and digital payments are growing in Mizoram's urban centers, rural adoption remains limited:

- Smartphone ownership and mobile network reliability are challenges,
- Digital literacy among older and women-headed households is low,
- Fear of fraud and technical issues further inhibit adoption.

23. This restricts rural producers' ability to access formal financial services conveniently and prevents financial institutions from adopting low-cost digital outreach models.

24. Risk Perception and Collateral Challenges; Limited Use of Credit Guarantees Financial institutions continue to view smallholder producers, rural entrepreneurs, and FPOs as high-risk borrowers because of:
    - Variable production,
    - Price volatility,
    - Lack of traditional land-based collateral (especially for shifting cultivators and communal land holders).

25. Although national Credit Guarantee Schemes such as CGTMSE (Credit Guarantee Fund Trust for Micro and Small Enterprises) exist, their utilization in Mizoram for agriculture or rural enterprise finance remains very low. There is minimal convergence between agricultural lending and available guarantee programs — resulting in continued reliance on collateralized loans or credit rationing for rural borrowers.

FOCUS 2.0 Rural Finance Strategy:

26. To address the critical market failures constraining rural finance access in Mizoram, FOCUS 2.0 has adopted a multi-pronged rural finance strategy. This strategy aims to strengthen financial inclusion, deepen rural investment, de-risk lending for financial institutions, and integrate producers and enterprises into structured value chains. The strategy directly tackles barriers related to remoteness, lack of tailored products, absence of insurance, digital exclusion, and high risk perception by financial institutions. The key components are:

27. Project-Linked Credit Window through Mizoram Rural Bank (MRB) FOCUS 2.0 will operationalize a dedicated credit window in partnership with MRB, offering customized financial products for FPOs, rural entrepreneurs, and smallholders linked to market infrastructure (CMCs, Farmers' Markets, Hubs). This approach will overcome standard retail lending barriers by leveraging project guarantees, technical mentoring, and digital profiling.

28. Kisan Credit Card (KCC) Facilitation Drives Focused KCC mobilization drives, supported by Bank Sakhis and MRB field officers, will improve seasonal working capital access for smallholders. Simplified documentation, faster processing, and VC (Village Council) pass certification processes will expand inclusion.

29. Bundled Financial Products (Loans + Insurance) To improve risk management and enhance loan performance, FOCUS 2.0 will promote bundling of credit and insurance products — ensuring that working capital or enterprise loans are linked with appropriate crop, livestock, or asset insurance products wherever possible.

30. Blocked Grants for Collateral Substitution Blocked grants will be provided to eligible FPOs and rural enterprises under Component 1.2. These grants will be deposited into bank escrow accounts and used as collateral substitutes — enabling enterprises to secure working capital or investment loans without traditional land or asset-based collateral.

31. Incubation Fund for Rural Entrepreneurs A competitive Incubation Fund will provide seed capital support to youth- and women-led enterprises in agribusiness, livestock,

food processing, and digital services. The fund will unlock private sector innovation in rural value chains and build a pipeline of investable enterprises.

32. Digital Profiling and Credit Passport System (MIS) A digital MIS will be deployed to profile FPOs, SHG Federations, rural enterprises, and Zaus — tracking operational, financial, and market data. This system will enable better credit assessment, reduce information asymmetry, and support risk-based lending models.

33. ASF and Agriculture Insurance Product Pilots Custom-designed insurance products for piggery (ASF risk) and horticultural crops will be piloted with producer groups. The project will subsidize initial premium costs to build uptake, while embedding community-based verification and simplified claims processes.

34. Exploration of Credit Guarantee Mechanisms FOCUS 2.0 will explore convergence with existing Credit Guarantee schemes (e.g., CGTMSE) or design project-specific guarantee models. Guarantees will de-risk bank lending to rural enterprises and reduce collateral barriers for borrowers.

Mapping of Strategy Interventions to Addressed Market Failures:

Intervention	**Market Failure Addressed**
Project-linked credit window through MRB	Low outreach to production clusters; Lack of tailored financial products; High risk perception
Kisan Credit Card (KCC) facilitation drives	Limited working capital finance; Access barriers for smallholders
Bundled financial products (loans + insurance)	Lack of risk mitigation; Poor loan repayment resilience
Blocked grant for collateral substitution	Collateral barriers; Credit rationing by banks
Incubation fund for rural entrepreneurs	Lack of enterprise investment capital; Innovation gaps in rural value chains
Digital profiling and credit passport system (MIS)	Information asymmetry; Weak risk-based credit appraisal
ASF and agriculture insurance product pilots	Lack of customized insurance; Production and income risk vulnerability
Exploration of credit guarantee mechanisms	High lender risk aversion; Limited access to credit for new enterprises and FPOs

FOCUS 2.0 Alignment with Financial Inclusion Initiatives:

35. To enhance impact and sustainability, FOCUS 2.0's rural finance interventions are designed to complement and converge with ongoing national and state-level financial inclusion programs. By leveraging initiatives such as the PMFBY for crop insurance,

the Chief Minister's Innovation Fund for enterprise financing, the MzSRLM-led Bank Sakhi network for outreach, and national credit guarantee schemes like CGTMSE, the project seeks to build stronger linkages, reduce operational risks, and amplify rural access to financial services across its target areas.

Initiative	Area of Convergence	How FOCUS 2.0 Will Align and Leverage
PMFBY (Pradhan Mantri Fasal Bima Yojana)	Crop insurance for farmers	Project-supported horticulture and mixed cropping producers will be facilitated to enroll under PMFBY where available; insurance literacy and premium support pilots will complement PMFBY enrolment drives.
Chief Minister's Innovation Fund (Mizoram)	Financing for rural enterprises and startups	Rural enterprises incubated under Component 1.2 (especially youth and women-led) will be supported to access CM Innovation Fund financing wherever eligibility permits, to scale up market-linked enterprises.
MzSRLM and Bank Sakhi Integration	SHG outreach and KCC facilitation	Bank Sakhis mobilized under MzSRLM will be trained and deployed for KCC facilitation, financial literacy drives, and insurance awareness sessions across project clusters and Zaus.
Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE)	De-risking enterprise and FPO lending	Project-supported enterprises and FPOs will be encouraged to leverage CGTMSE cover to secure working capital and term loans without traditional collateral; convergence will be explored with MRB and other banks.
Potential State-Level Credit Guarantee Schemes	Further de-risking options for rural lending	Where available, FOCUS 2.0 will engage with state government programs to negotiate credit guarantee backstopping for FPOs, Zaus, and rural entrepreneurs requiring larger scale financing.

Key Risks and Mitigation Measures:

36. While FOCUS 2.0's rural finance strategy is robust, certain implementation risks must be proactively managed to ensure success. The key risks identified, along with corresponding mitigation measures, are summarized below:

Risk	Description	Mitigation Measures

Credit absorption capacity among producers	Many smallholders and rural enterprises have limited experience managing larger or structured credit. Risk of under-utilization or loan default if capacities are not built.	- Structured financial literacy and enterprise capacity-building programs.
		- Phased credit rollout linked to business planning and aggregation cycles.
		- Close technical mentoring through TSPs.
Delays in insurance product design and uptake	Piloting of customized crop and livestock insurance products may face design, regulatory, or uptake delays.	- Early engagement with NIA and insurance companies.
		- Awareness campaigns and premium co-financing during initial rollout.
		- Simplified claims verification models to build producer trust.
Institutional coordination gaps	Coordination across MRB, MzSRLM, insurance partners, and TSPs is critical and may present challenges.	- Establishment of Joint Working Groups at state and district levels.
		- Clear role definition and coordination frameworks.
		- Regular monitoring meetings and troubleshooting sessions.
Risk perception and limited use of credit guarantees	Financial institutions may remain risk-averse despite project facilitation.	- Active promotion and facilitation of access to CGTMSE and other credit guarantee schemes.
		- Deployment of blocked grants as collateral substitutes.
		- Strong digital profiling (MIS) to improve creditworthiness visibility.

Conclusion

37. Rural finance is a cornerstone for achieving sustainable market integration, enterprise development, and income enhancement goals under FOCUS 2.0. By addressing structural barriers such as low outreach, lack of customized products, weak insurance penetration, and high risk perception among financial institutions, the project will create a stronger enabling environment for rural investment and innovation. The rural finance strategy — combining credit, insurance, digital profiling, financial literacy, and risk-sharing mechanisms — will not only unlock the potential of rural producers and enterprises but also ensure that market infrastructure and value chain systems established under FOCUS 2.0 are fully operationalized and sustained beyond the project lifecycle.
38. Continuous adaptation, strong institutional partnerships, and client-centric financial models will be critical to achieving lasting rural transformation in Mizoram.

Annex 4: Value Chain Analysis – Selected Commodities

Market Review: Ginger

Mizoram



Key facts of Ginger value chain

Few facts

- ✅ **Residue-Free and Naturally Organic:** Very little or no chemical fertilizer/pesticide use. Traditional mulching and manual weed control dominate.
- ✅ **Strong Aroma and Pungency:** Mizo ginger has high essential oil content and strong aroma, making it highly attractive for the spice extract and natural foods industries.
- ✅ **Good Dry Recovery Rate:** Traditional varieties have a relatively better dry-to-fresh weight ratio (around 20–25% dry recovery), important for spice processors.
- ✅ **Adapted to Rainfed and Slope Farming:** High tolerance to heavy rains and slope runoff, where other hybrid ginger varieties would fail.
- ✅ **GI Registration Potential:** As of now, Mizo Ginger is not GI-certified, but based on its natural advantages, it has strong potential for future GI branding as "Mizo Natural Ginger" or "Mizo Hill Ginger".
- ✅ **Climate Resilience:** Tolerant to erratic rains, lower disease incidence (such as soft rot or wilt), compared to flatland commercial ginger areas.

Season of production

Planting: April–May (after early rains)
Harvesting: December–February (dry seas harvesting for better rhizome quality)

Profile of farmers

Type of farming: **Marginal and small farm**
Size of the farm: 0.5 ha (majority)
Manual cultivation, traditional mulching, limited chemical input

Final products:
Fresh Whole Ginger
Sun-Dried Split Ginger
Ginger Powder and Extracts

Main variety
Mizo Local Ginger (traditional landrace) Medium to large rhizomes, strong aroma, medium fibre content.
Regional Selections: Aizawl Local" (better yields) "Lunglei Local" (larger rhizomes)
Limited Introduction of Nadia: Small adoption of high-yielding variety (from Assam/ICAR).

Yield

Yield: 7–10 MT/Ha
Number of Producers: Estimated 15,000–18,000 smallholder farmers
Area Under Production:➔ 8,553 ha
Total Production: 60,131 MT annually

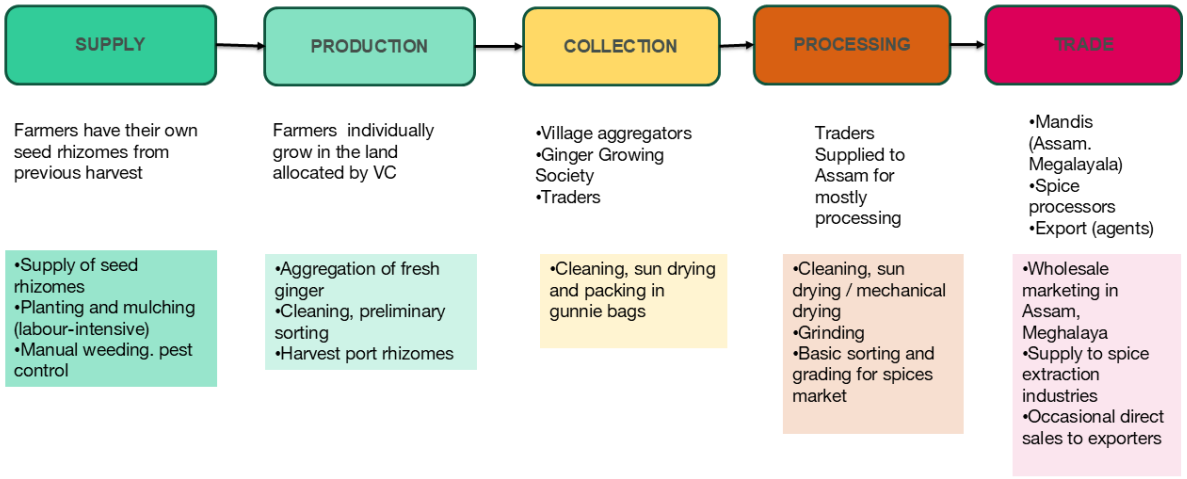
Producing Districts:
All Districts specially Aizawl, Serchip and Lunglei

Ginger Farming System

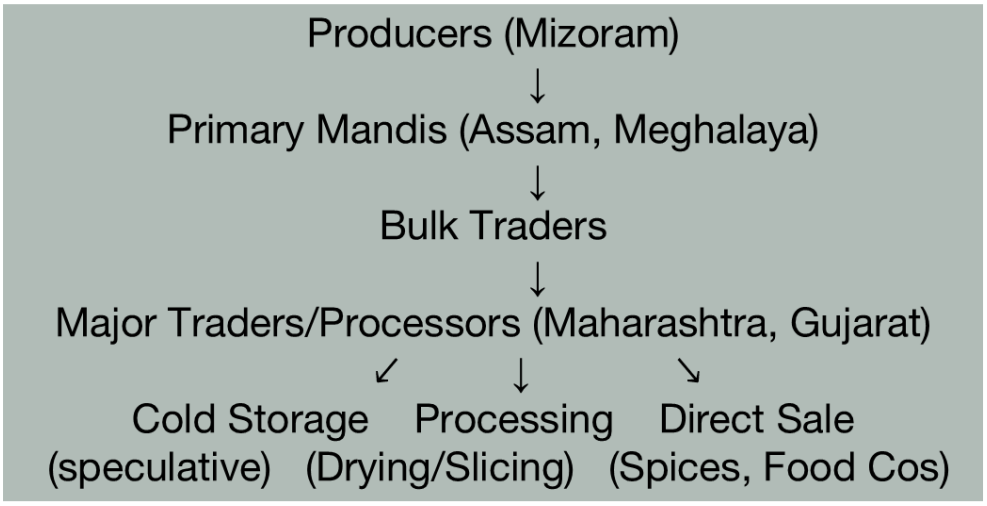
1. Land Type and Slope: Ginger is primarily cultivated on moderate to steep sloping lands (15–30% gradient), typical of Mizoram's hilly terrain.
2.Soil Characteristics: Well-drained sandy loam to loam soils, Slightly acidic, ranging from 5.0 to 6.5 PH. drainage is critical as ginger is sensitive to waterlogging.
3.Cropping Patterns:
- Mono cropping: In traditional systems, ginger is grown as a pure stand in a single plot, especially where farmers specialize in cash cropping.
- Intercropping Systems: Ginger is often intercropped with crops like Turmeric , Banana and Chow-Chow (Squash)

4. Farming Practices:
- Planting: April–May after early pre-monsoon showers.
- Seed Material: Farmers traditionally save a portion of the previous harvest as rhizome seed material.
- Mulching: Heavy mulching (banana leaves, forest litter) is practiced to conserve moisture, suppress weeds, and protect rhizomes from direct sun exposure.
- Input Use: Very low chemical input — minimal pesticide/fertilizer use — largely organic practices by default.
- Irrigation: Predominantly rainfed; supplemental irrigation only in very dry pockets.
- Harvesting: Manual harvesting during the dry season (December–February) to ensure rhizome quality.

Main Actors- Mizo Ginger Value Chain



Movement of Commodity (Ginger)



Identify and Review Market Issues

- **Market Access and Fluctuations:** Ginger farmers in Mizoram often rely on selling to Assam-based mandis through middlemen, limiting price realization. Traditional market channels are not cost-competitive due to transport costs, low aggregation, and lack of branding for chemical-residue-free ginger.
- **Quality and Standardization Challenges:** Although Mizoram ginger is mostly residue-free and naturally grown, there is no systematic certification or branding to differentiate it in premium spice markets, limiting access to higher-value buyers such as spice exporters and processors.
- **Dependency on Middlemen:** Farmers often sell raw ginger immediately after harvest due to cash flow needs, giving middlemen bargaining power. Without aggregation or basic drying facilities, farmers remain price takers and realize low margins.
- **Infrastructure and Storage Constraints:** Lack of local aggregation centers, drying facilities, and storage infrastructure leads to distress sales at harvest time, poor quality preservation, and inability to supply during lean periods when prices are higher.
- **MSP Limitations:** While Mizoram provides an MSP of ₹50/kg for ginger, it is limited to registered farmers and predefined volumes. Non-registered farmers or surplus production beyond quotas often have to be sold at lower market rates.
- **Climate Dependence and Soil Degradation:** Ginger cultivation on shifting (jhum) lands and sloping terrain is highly rain-dependent. Erratic rainfall patterns, soil erosion, and declining soil fertility are emerging risks, especially without soil conservation practices.
- **Financial Access Gaps:** Smallholder farmers often lack access to timely working capital for quality inputs (e.g., seed rhizomes, organic pest management), leading to yield variability. There is minimal access to credit instruments like crop loans or insurance.
- **Labour-Intensive Production:** Ginger farming, particularly for organic and hand-harvested produce, remains highly labor-intensive. This, combined with outmigration of youth, creates labor bottlenecks during peak planting and harvesting seasons.
- **Weak Knowledge Transfer and Extension Support:** There is limited formal extension support on improved agronomic practices for ginger (e.g., disease management, post-harvest handling), reducing farmers' ability to upgrade quality and yields.
- **Supply Chain Fragmentation:** Lack of aggregation at the cluster or block level reduces economies of scale in marketing and transport, leaving farmers vulnerable to price volatility and unable to negotiate bulk contracts with large buyers.
- **MSP Limitations and Price Disconnect:** Although Mizoram has notified an MSP of ₹50/kg for ginger to provide price support, it often does not reflect prevailing market dynamics. During certain periods, market prices fall below MSP due to oversupply, making a dent on state exchequer. Additionally, MSP procurement is limited to registered farmers and capped volumes, leaving many smallholders, surplus producers, and informal growers outside the safety net. This creates a dual market where a significant portion of produce must still be sold at distressed prices

Special Consideration and Challenges (2/2)

Challenges:

- **Infrastructure:** Limited access to washing, drying, and proper storage facilities hampers quality maintenance post-harvest.
- **Pest and Disease Management:** Although disease incidence is lower than in plains, rhizome rot and soft rot can occur in high-rainfall years without adequate drainage.
- **Market Access and Fluctuations:** Heavy dependence on middlemen and distant mandis leads to price fluctuations and low farm-gate realization.
- **Climate Change:** Intensifying rainfall variability and slope degradation risk damaging crops and reducing stable yields.
- **Financial Services:** Limited access to tailored working capital or post-harvest finance for small ginger farmers, constraining value chain upgrades.
- **Labour Challenges:** Ginger farming is highly labor-intensive, particularly during planting, mulching, and harvesting, leading to high production costs.
- **Quality and Standardization:** Lack of structured grading and sorting systems impacts access to premium spice companies and export buyers.
- **Supply Chain Management:** Fragmented aggregation and logistics increase costs; better collective marketing models are needed for efficiency.
- **Knowledge and Technology Transfer:** Slow adoption of post-harvest techniques (mechanized drying, residue monitoring) limits quality improvements.
- **Dependency on Middlemen:** Farmers often rely heavily on village aggregators or mandi traders, reducing bargaining power and price realization.
- **Land Holdings:** Predominance of small land parcels (0.5–1 ha) restricts economies of scale and organized production systems.
- **Price Fluctuations:** Due to dependence on private traders and lack of structured producer organizations.
- **Transport and Logistics Constraints:** Slope farming areas face high transport costs, making smallholder ginger less competitive when selling raw at distant mandis.
- **Missed Premium Opportunities:** Mizo ginger, despite being naturally low-residue, is mostly sold in bulk with no value-based premium because of lack of organized branding, quality assurance, and direct buyer linkages.

Special Consideration and Challenges (1/2)

Special Considerations:

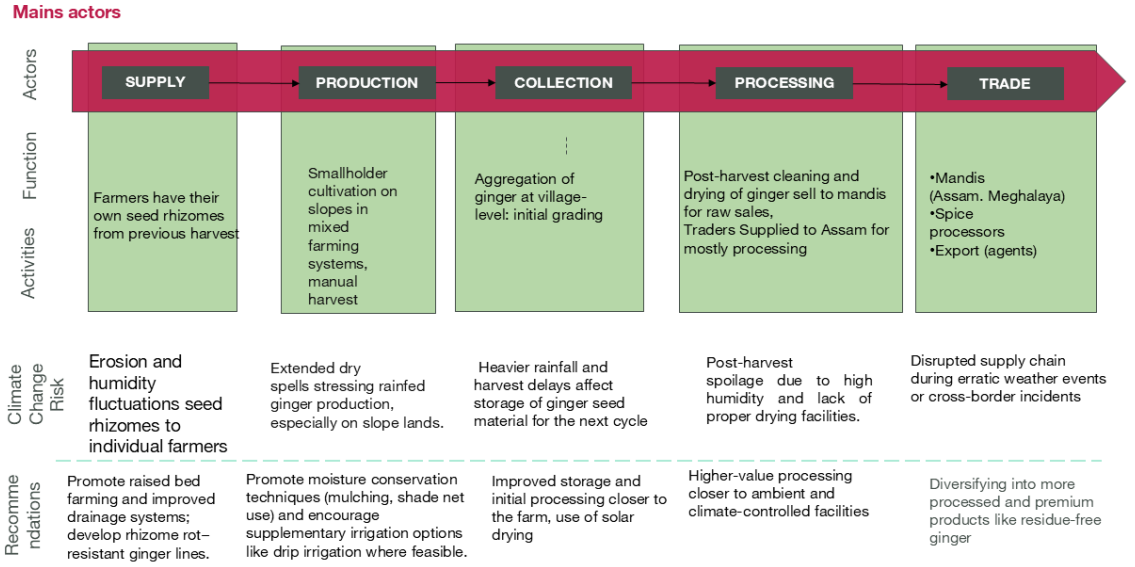
- **Terrain and Slope Farming:** Ginger farming is mainly practiced on moderate to steep slopes, increasing erosion risks and requiring soil conservation practices.
- **Climate Dependence:** Production is highly rainfed and vulnerable to erratic rainfall patterns, impacting planting, rhizome development, and yields.
- **Cultural Practices:** Traditional farming methods (e.g., mulching, low chemical input) are deeply ingrained; modernization must respect ecological practices.
- **Residue-Free Advantage:** Naturally low-residue ginger offers strong potential for premium domestic and export markets, aligning with tightening food safety norms.
- **Geographical Indication (GI) Potential:** Mizo Ginger has strong candidacy for GI registration based on its unique cultivation practices and low chemical footprint.
- **MSP Rate: INR 50 per kg** for raw ginger (as per state announcements for spices).
  - **Eligibility Conditions:**
    - Only registered farmers (enrolled in government procurement systems) are eligible.
    - Farmers must have verified land ownership or cultivation rights recorded with the Department of Agriculture.
    - Procurement Quantity is Capped: MSP procurement covers only a certain yield limit per hectare based on standard productivity norms and excess production must be sold through private channels.

Special Gendered Observations:

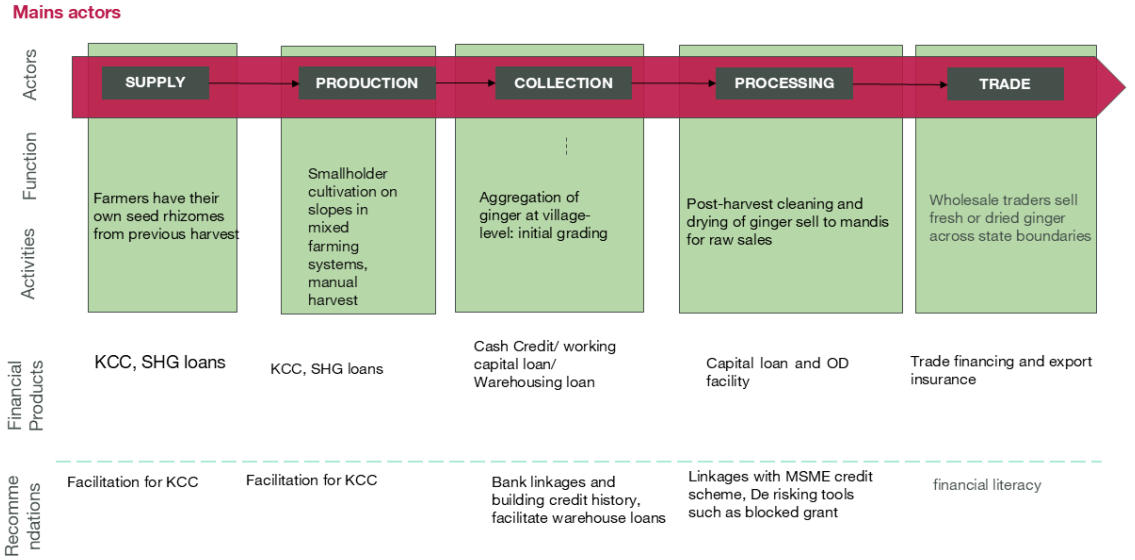
Gender Observations in the Mizo Ginger Value Chain

- **Production Level:** Women are extensively involved in ginger farming activities, especially in land preparation (mulching), planting of rhizomes, hand weeding, and harvesting. Their role is critical in ensuring careful handling of ginger to maintain quality.
- **Post-Harvest Processing:** Women mainly engage in cleaning, washing, grading, and sun-drying of ginger rhizomes. They contribute heavily to quality selection during post-harvest stages.
- **Seed Rhizome Management:** Women often manage the selection and preparation of ginger seed material for next season's planting, ensuring the health and continuity of traditional local varieties.
- **Recognizing Contributions:** Women's labour underpins much of the production and post-harvest system in ginger value chains.

Climate Change – Ginger Value Chain



Financial Product of Ginger Value Chain



Market Review: Mizo Chilli

Mizoram



Key facts of Mizo Chilli value chain

Few facts

Unique Variety: Mizo Chilli (Bird's Eye Chilli or locally known as "Valhmarchate") is renowned for its distinct pungency and aroma.
GI Certified: Mizo Chilli received the **Geographical Indication (GI) tag** in 2020, highlighting its uniqueness linked to Mizoram's agro-climatic conditions.
Traditional Cultivation: Traditionally cultivated using organic methods and minimal external inputs.
Cultural Importance: Integral to local cuisine and traditional medicine, with high demand in regional and inter-state markets.
Market Potential: Increasing use in value-added products like chilli flakes, powders, and sauces.
•being family-owned for generations.

Season of production

May to December (Peak harvesting: August–October)

Main final products:

Fresh Green Mizo Chilli
Dried Whole Mizo Chilli
Chilli Flakes and Powder
Chilli-Based Condiments and Sauces

Yield

Yield: Approx. 1 MT/Ha (due to traditional practices and slope farming)
Number of Producers: ~11,000–12,000 farmers (mostly smallholders)
Area Under Production: 11,196 hectares
Quantity Produced: 10,918 MT annually

Producing Districts:

All districts but Kolasib, Champhai (Primary clusters with highest area and production)

Mizo Chilli Farming System

Soil and Terrain: Well-drained loamy soils on moderate slopes or reclaimed Jhoom fields; soil pH 5.5–6.5 preferred.
Planting: Seedlings transplanted during April–May; rainfed cropping system dominant.
Crop Management: Manual weeding; minimal use of agrochemicals; traditional pest control methods.
Harvesting: Hand-harvested once fruits turn deep red; harvested in multiple pickings.
Drying and Storage: Traditional sun drying; risk of fungal contamination during prolonged rains.
Post-Harvest: Grading and packing in jute bags for local markets; further processing for value-added products where possible.
Pests/Diseases: Vulnerable to fruit borer, anthracnose, aphids — especially under high humidity.

Profile of farmers

Type of farming: **Marginal and small farm**
Size of the farm: 0.2- 0.5 ha (majority)
Labor intensive

Type of farming: **Medium farm**
Size of the farm: 0.5 to 1 ha (majority)
Labor intensive – Partial irrigation; organized sun-drying

Type of farming: **large farm**
Size of the farm: 1 ha and above (majority)
Labor intensive – ntegrated multi-crop models including ginger, turmeric

Special Consideration and Challenges

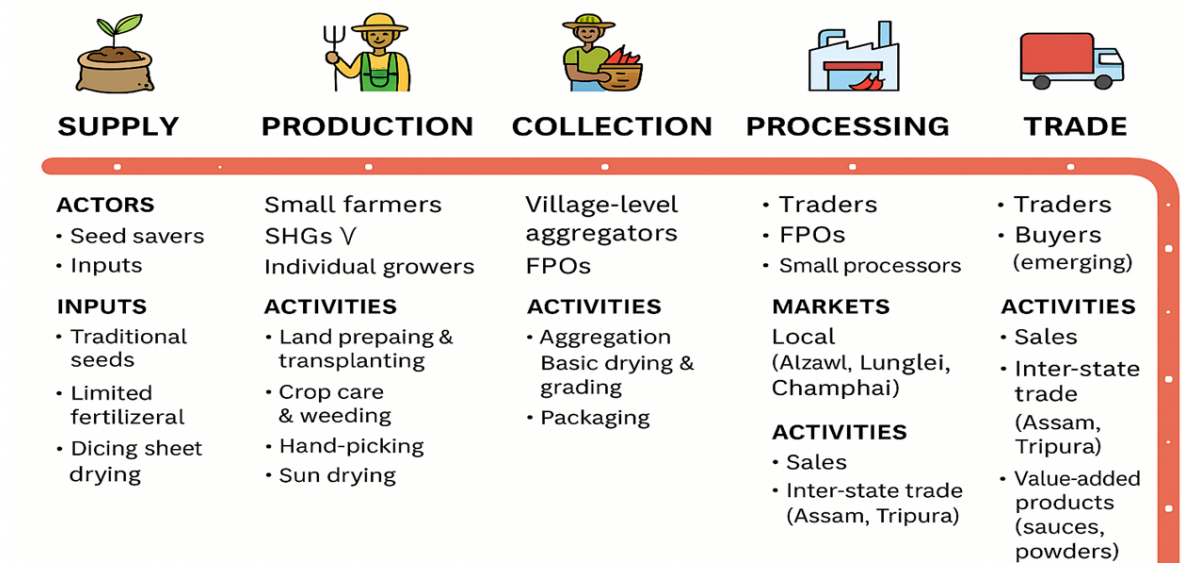
Special Considerations:

- **Agro-Climatic Sensitivity:** Mizo Chilli production is highly dependent on specific highland climatic conditions — moderate rainfall, well-drained sloped fields, and cool nights. Fluctuations can affect flowering and fruiting.
- **Traditional Farming Systems:** Cultivation practices are deeply rooted in shifting cultivation (Jhoom) traditions and smallholder rainfed farming systems. Modernization efforts must be sensitive to local knowledge.
- **Protected Geographical Indication (GI):** Mizo Chilli's GI status (awarded in 2020) presents opportunities for market branding, but also requires maintaining strict quality and traceability standards.
- **Organic and Low Input Practices:** Many farmers use organic or near-organic methods, but certification is limited, affecting access to premium organic markets.

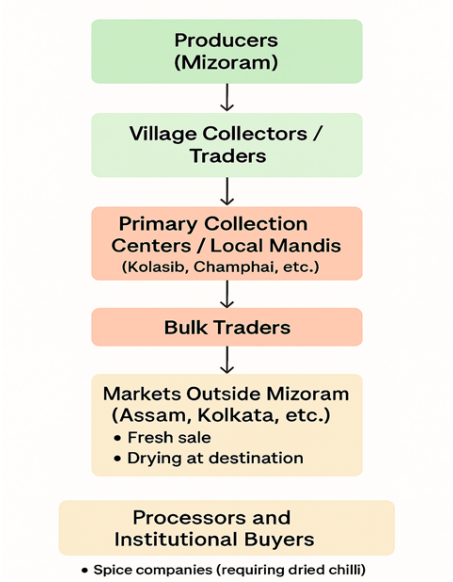
Challenges:

- **Infrastructure Gaps:** Lack of village-level aggregation centers, drying platforms, and storage facilities leads to post-harvest losses and quality deterioration.
- **Pest and Disease Management:** Susceptibility to fruit borers, anthracnose, and aphids, especially during humid periods, poses a major production risk.
- **Market Access and Price Volatility:** Farmers face difficulties in accessing direct buyers and organized markets, resulting in dependency on local traders and fluctuating farm-gate prices.
- **Climate Change Impact:** Increasing erratic rainfall patterns and humidity spikes affect crop yield, pest prevalence, and drying quality.
- **Financial Services Constraints:** Limited access to credit for working capital (inputs, drying infrastructure) hinders productivity upgrades.
- **Labour Challenges:** Labour-intensive harvesting and drying processes, combined with rural outmigration, create labour bottlenecks during peak periods.
- **Quality and Standardization Issues:** Lack of standardized drying, grading, and packaging reduces competitiveness in high-end and export markets.
- **Supply Chain Fragmentation:** Absence of coordinated supply chains leads to inefficiencies, high transaction costs, and inconsistent supply volumes to buyers.
- **Knowledge and Technology Gaps:** Limited technical support and slow dissemination of improved drying, pest control, and post-harvest techniques affect productivity and product quality.
- **Smallholding Structure:** Predominance of marginal landholdings restricts economies of scale and limits collective marketing efforts.

Main Actors in the Mizo Chilli Value Chain



Current Marketing Flow of Mizo Chilli

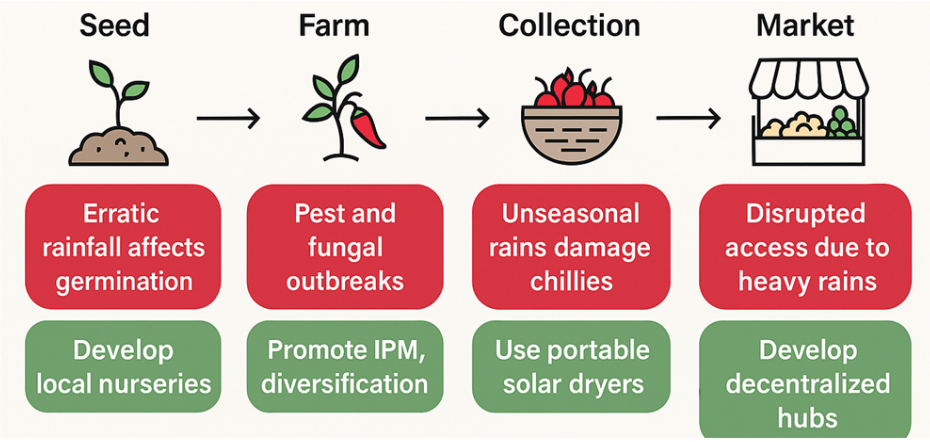


Special Gendered Observations:

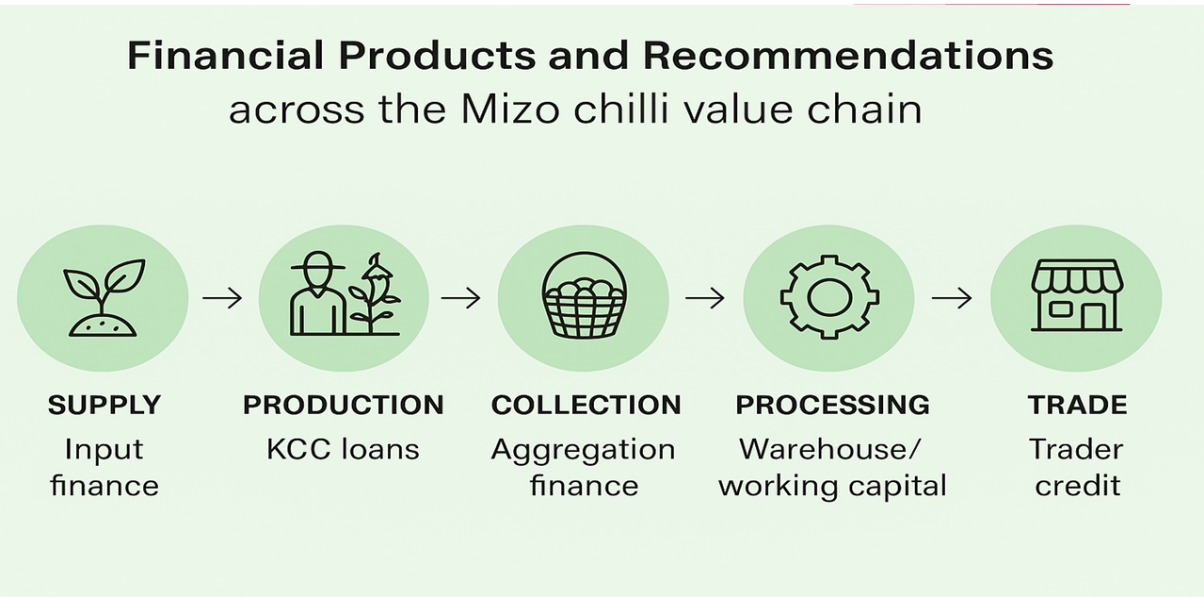
Gender Observations in the Mizo Chilli Value Chain

- **Production Level:** Women play a crucial role in transplanting chilli seedlings, weeding, and hand-picking ripe chillies. Their careful handling is important to preserve fruit quality and avoid damage during harvesting.
- **Post-Harvest Processing:** Women are heavily involved in traditional sun-drying, sorting by size and color, manual grading, and packaging activities — all of which determine the market value of the chillies.
- **Seed Management and Nursery Activities:** In many villages, women are responsible for selecting seeds from previous harvests and managing small home-based nurseries, ensuring the preservation of local Mizo Chilli varieties.

Climate Resilience – Mizo Chilli



Financial Products- Mizo Chilli



Identify and Review Market Issues

- **Market Access and Price Fluctuations:** Mizo Chilli farmers, especially smallholders, often face difficulties accessing structured, high-value markets, relying heavily on local traders. Price volatility, driven by inconsistent quality, fragmented supplies, and climatic variability, exposes farmers to significant income risk.
- **Trade Logistics and Transport Constraints:** Difficult terrain, poor rural road connectivity, and lack of organized transport systems delay chilli movement from farm to market. This impacts the freshness, colour, and pungency of the chillies, critical attributes for market pricing.
- **Quality and Standardization Challenges:** Variability in drying techniques (traditional sun-drying), grading, and moisture levels affects product quality and shelf life. Lack of uniform quality standards hinders access to premium retail chains and export markets.
- **Dependency on Middlemen:** Farmers are dependent on local aggregators and traders, who often dictate prices. This weakens farmers' bargaining power and reduces their share in the final market price.
- **Protected Geographical Indication (GI) Compliance:** Although Mizo Chilli has a GI tag, many farmers lack the awareness and infrastructure needed to meet the quality standards required for GI-certified marketing, limiting the premium they can command.
- **Limited Post-Harvest Infrastructure:** Absence of community-level solar dryers, aggregation centers, and modern storage facilities leads to quality deterioration, fungal contamination, and reduced price realization for farmers.
- **Climate Change Vulnerabilities:** Rising humidity, erratic rainfall, and temperature extremes are increasing the incidence of anthracnose disease and fruit borer pests, reducing both yield and post-harvest quality.
- **Traditional Practices and Technology Adoption Barriers:** While traditional methods have ecological advantages, the slow adoption of improved post-harvest management, pest control, and processing technologies limits productivity and competitiveness.
- **Financial Services and Credit Access Limitations:** Many smallholder chilli farmers lack access to working capital loans, insurance, and financial literacy, restricting their ability to invest in quality improvements or collective marketing efforts.
- **Labour Challenges:** Labour shortages during peak harvest and drying seasons — due to outmigration and rising rural wages — affect timely harvesting and drying, resulting in potential post-harvest losses.

Sample Business Planning Template (Outline)

(For use by FOs and MSMEs)

This outline provides the minimum required structure for business plans to be submitted by eligible FOs and MSMEs seeking loan and/or grant financing.

I. Executive Summary

- Business name, location, ownership
- Brief description of enterprise/activity
- Total financing requested (loan + grant)
- Summary of proposed investment
- Grant percentage being requested

II. Business Description

- Type of entity: FO or MSME
- Legal status and registration (if applicable)
- Date established and ownership structure
- History of operations and past performance
- Gender/youth/disability inclusivity (if relevant)

III. Description of Investment

- Purpose of proposed investment
- Type of asset(s) or working capital needed
- Link to value chain and targeted products
- Alignment with FOCUS 2 partnership (for FOs: private sector linkages)
- Environmental and social considerations

IV. Market Analysis

- Target market(s) and customers

- Demand trends for product/services
- Competitors and competitive advantage
- Market access strategy (e.g. aggregation, value addition)

V. Operations Plan
- Production or service delivery process
- Key resources and infrastructure
- Labour requirements
- Supply chain arrangements (including sourcing)

VI. Financial Plan
- Investment cost breakdown (fixed + working capital)
- Financing plan (loan + grant + co-financing)
- Cash flow projections (monthly/year 1, annual year 2–5)
- Break-even analysis
- Assumptions used

VII. Risk and Mitigation
- Key business risks (production, market, weather, price)
- Risk mitigation strategies
- Safeguard compliance risks and management

VIII. Monitoring and Reporting Plan
- Proposed indicators and reporting approach
- Internal record-keeping strategy
- Compliance with reporting and ESMS obligations

IX. Attachments
- Signed partnership agreement / LOI (if applicable)
- Maps or photographs (if relevant)
- Quotation(s) for major assets or suppliers
- Co-financing evidence (Annex 4)
- Investment Eligibility Checklist (Annex 2)

Note: Business Plans must be submitted using this format and signed by the legal representative of the FO or MSME. Support may be provided by SPIU-contracted service providers to help applicants complete the plan.

Appendix 14 – Component 2 Annexes

Annex 1: SOP for Goat interventions in Zaus/Individually

About

The Goats intervention will be implemented in Zau's approach, where a group of 40+ farmers will come together on a selected patch of land, designated by the council for goat farming. The Zau will be fenced and will have common facilities.

Tentative investment in the Project

Support for Goat Production in Zau/Individual farms

	List of items	No per Unit	Unit Cost	Total Amount	Contribution
i	Night Shelter for 7 adult and Kids (Sq m)	15	8,000	1,20,000	20% MNREGA 20% Farmer
ii	Cost for 6 Females	6	7,000	42,000	20% Farmer
iii	Cost of 1 Male	1	10,000	10,000	20% Farmer
vi	Cost of fodder tree	1	6,000	6,000	20% Farmer
	Total			**1,78,000**	

* Lum sum unit cost for Goat Unit -1,80,000.

Zau Stablisation fund (Biosecurity/Drinkers/feeders/pastures/fencing etc)

	List of items	No per Unit	Unit Cost	Total Amount
i	Quarantine Shed (27 Sq m)	27	8,000	2,16,000
ii	Fencing of Zau (Limited) m	1,000	500	5,00,000
iii	Water Facility for the farms	1	2,00,000	2,00,000
iv	Rain water harvesting structure	1	1,50,000	1,50,000
v	Weighing and common area	27	8,000	2,16,000
	Total			**12,82,000**

* The Lum sum cost to be taken as 12,00,000 per Zaus. A total of 5 Zaus to be promoted.
* The project to include 20% of total cost as beneficiary contribution.
* The two Sheds along with water facility and rainwater harvesting can be constructed with CSS Convergence (MGNREGA) .
* The Fencing activity can also be taken with MGNREGA, to save the project cost.

Steps of Project Implementation

a. Selection of farmers and formation of the Goat Zao group.
b. Allotment of the Zau land by the council to the group, the land must be allotted for at least 5-10 years.
c. Development of the Zau Plan and implementation of the project.
d. Creation of Zau infrastructure to support the farming.
e. Construction of Sheds, induction of animals, and production.
f. Marketing of Produce by Aggregation at Zau.

Stake Holders

- **Beneficiary-** The beneficiary will engage themselves in the implementation of the project, follow the strict guidelines of IFAD on procurement of animals and production practices.
- **Council-** The village and district level council will play an important role in allocating the land for goat farming. The allocated Zau, should be away from the agriculture lands.
- **AH & Vety-** The AH & Vety departments should extend their help in training and capacity building of farmers, identification of good quality goats, vaccination, deworming, and strict quarantine monitoring during inductions. The department will take care of regular vaccination and deworming of goats.
- **CAHW-** The CAHW will support vaccination, deworming, castration, postnatal care, fodder production, feed formulation, etc. They will also form a link between the different stakeholders and farmers for services and marketing.

General Management Practices to be followed

a. **Selection of Breeds-** The local breed adopted for the hills should be selected; the goats must be bought from nearby farms only. Anticipating the high mortality of goats during the transit period, the farmers must adopt the following criteria
   - The farmers must purchase the goats from nearby farms (not more than 60km).
   - The farmers must select the goats that are more than 1 year old, have strong legs, are kids of good milking mothers, whose mothers have a history of high immunity/disease resistance and multiple kids.
   - The AH and Vety departments must ensure that the new animals purchased are in good health and must be of local breeds.
   - The goats need to be quarantined at a corner of Zau, before mixing with other animals.

b. **Shed management-** The Zau group farmer can construct sheds in groups, so that the management becomes easier. The sheds must have facilities for watering, feeding and manure harvesting.

c. **Care and Management-** The farmers/beneficiaries are responsible for the care and management of their animals. Although there is good availability of fodders in the zau, but farmers must adopt fodder tree cultivation, feed some grains to the growers and pregnant animals. The farmer can plan for routine deworming after faecal sample analysis by AH and Vety department.

d. **Zau Management-** The Zau need to be managed well in the interest of all farmers to minimise the cost of rearing (shared grazing management), minimise the spread of diseases, breeding management, water and fodder availability.

Annex 2: SOP for Pig Breeding and Fattening

About

The Pork is part of the staple diet for the Mizo people, and its inclusion is a must at weekends for every family. The state has a congenial ecosystem and environment for the production of pork. Although there is no special breed of Mizoram, all the exotic breeds have been well-adapted for the homestead production system.

The state had nearly 2.45 lakhs pigs in 2019 (20th livestock census), but the population has decreased drastically due to a series of ASF outbreaks starting from 2020. The farmers are very fearful on continuing the production due to the economic loses.

The current investment in FOCUS-2 will encourage farmers to adopt pork production and restart the business with project support. The increase in production will stabilise the rates of Pork also restrict any cheap imports.

Model of Production

Activity	Quantity	Remarks
No of Pig Breeders in the Village	2-3	• The Breeder farmers will rear only sow and for breeding will follow the Artificial Insemination services of the state. • There will be no cost of rearing boar. • Any small women farmers can also adopt the farming as it becomes easy.
No of Pig Fatteners	15-30	• The Pig fatteners will purchase the piglets from the breeders only. • They will do the rearing for 5-6months and sell the animals to market. • The pig fatteners can manage 2 cycles of rearing in year, with the same farm.
Breeder to Fattener Ratio should be around	1:10	• This will keep a balance on the surplus production of piglets and selling with in the village.

Tentative investment from the Project

Support for Pig Breeding Units

	List of items	No per Unit	Unit Cost	Total Amount	Contribution
i	Pig sty for 4 adult and Kids (Sq m)	27	8,000	2,16,000	**20% MGNREGA 20% Farmer**
ii	Cost for 2 Females (3 months age)	2	7500	14000	**20% Farmer**
iii	Feeder and Drinkers	4	2,500	10,000	
iv	Feed cost for 6 month	1,080	42	45,360	
v	Cost of fodder production	1	2,500	2,500	
	Total			**287860**	

Support for Pig Fattening Units

	List of items	No per Unit	Unit Cost	Total Amount	
i	Cost of Piglets (3 months old)	2	7,500	15,000	

ii	Cost of feed for 2 months	120			
	Total			**15,000**	**20% Farmer**

- The lumsum cost for pig breeding units is INR 3,00,000 per unit and for the pig fattening and breeding is INR 15000 per unit. There will be 20% beneficiary contributions at all levels.
- The farmers can purchase weaned female piglets of around 3 months age and feed them to maturity for breeding. The upper cost of acquiring female piglets will be up to INR 8000 per unit. The feed cost is already included.
- The 27 sq m shed is approved in MGNREGA, which is difficult to change. It will accommodate 4 adults and growers as per requirement.

Steps of Project Implementation

a. All the villages of the district can qualify for Pork production, but the villages that are worst affected by ASF need to be selected to bring them back into production. The villages need to analyse themselves for the factors responsible for the spread of infection, and restart the production.
b. The selection of farmers to be done based on the availability of homestead land for pig rearing, with extra labour in the family. The single women farmers can be selected for pig breeding and fattening.
c. Training and capacity building of farmers on the business plan.
d. Implementation of the project, like the construction of a shed, the induction of animals and completion of one cycle of production.
e. Marketing of produce and repeating the same production cycle.

Stake Holders

- **Beneficiary-** The beneficiary will engage themselves in the implementation of the project, follow the strict guidelines of IFAD on procurement of animals and production practices.
- **Council-** The village and district-level councils will play an important role in village & beneficiary selection. They can also support the implementation of biosecurity protocols.
- **AH & Vety-** The AH & Vety departments can help in identifying the families that are worst affected by the ASF and have not received any kind of support. They can also help in training and capacity building of farmers, identification of good quality sows for breeding, vaccination, deworming, and strict quarantine monitoring during inductions. The department will take care of regular vaccination and deworming of animals
- **CAHW-** The CAHW will support vaccination, deworming, castration, postnatal care, fodder production, feed formulation, etc. They will also form a link between the different stakeholders and farmers for services and marketing.
- **CMC at Village Level-** The CMC will play a role in supplying inputs like feed, medicine, and arranging for pork marketing on weekends. The CMC can also store the smoked pork for other days of consumption in the retail outlets.

General Management Practices to be followed

a. **Selection of Breeds-** The villages have exotic breeds adopted for homestead rearing. The breeder farmers can play an important role in breed improvement along with AI services of the state. They must adopt the following
    - The farmers must purchase the **Sows** from nearby farms or within the same village.

- The selected Sow should be the best from the litter, in terms of growth, survivability, and vigour.
- The farmer should purchase ready to breed **Sows, i.e** the age of Sow should not be less than 6 months. The sow must be vaccinated for all the diseases before breeding and get adopted to the new farm.
- The AH and Vety departments must ensure that the new animals purchased are in good health.
- The sows need to be quarantined before mixing with other animals.

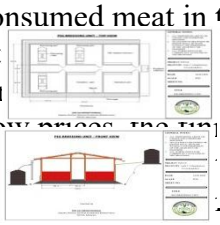
b. **Shed management-** The breeder farmers must construct a shed for 4 adults to allow sufficient space for expansion and rearing of new born piglets.

c. **Care and Management-** The farmers/beneficiaries are responsible for the care and management of their animals. The farmer will practice good feeding and supplementation so that the sow comes into heat on time. The sow must be bred artificially through the AI worker.

Design of Shed

Annex 3: SOP for Broiler Production

About

Broiler meat is the most consumed meat in the state, just above pork. The small unit size of slaughter and meat harvest  ll family, apart from the versatility of chicken to fo
Due to high demand and l ought from nearby states. Nearly 50% of the broilers ent outbreaks of ASF in pigs have been putting demand OCUS-2 will invest in establishing clusters of broiler farmers with support in the ecosystem from input availability, marketing of finished birds, and financing some of the farmers to initiate production.

Investment in a farm from the Project

Establishing Broiler Production units

	List of items	No per Unit	Unit Cost	Total Amount	Contribution
i	Chicken Coop for 150 birds (Sq m)	27	8,000	2,16,000	20% MNREGA 20% Farmer
ii	Cost for 150 Day old Chicks	150	65	9,750	20% Farmer
iii	Feeder and Drinkers	6	400	2,400	20% Farmer
iv	Cost of feed for 60 days	675	64	43,200	20% Farmer
	Total			**2,71,350**	

* The shed will be constructed with MGNREGA, which can accommodate 150 birds of 2kg.
* The feed cost is taken for a period of 60 days rearing, the farmers practice rearing for more than 75 days.

Steps of Project Implementation

a. The primary step is the identification of a cluster of villages that have a market demand for broiler meat, and currently, the birds are coming from very distant places.

b. Identification of farmers based on the availability of land, labour, interest or experience in broiler farming, and also on investment capacity.
c. Training and capacity building of farmers on the business plan.
d. Implementation of the project, like the construction of a shed, the induction of chicks and completion of one cycle of production.
e. Marketing of produce and repeating the same production cycle.

Stake Holders

- **Beneficiary-** Engage in the production of broilers.
- **Council-** The council will help in beneficiary identification, land allocation, and organising the markets at CMC.
- **AH & Vety-** The AH & Vety department will support in disease monitoring, training and capacity building of farmers.
- **CAHW-** The CAHW will support in planning of production, so that the inputs can be purchased in bulk to minimise the cost, and staggered production so that the demand and supply can meet.
- **CMC-** The CMC in the village will be a point for the sale of finished birds and also farmers can purchase the required inputs like feed, medicine and chicks.

General Management Practices to be followed

The farmers have to follow a batch process of producing broilers[133], with following precautions

- The farmers have to adopt the process of "all in and all out", which means the chicks need to be placed once, and all the finished birds need to be sold out in one go. (Current practice is continuous rearing)
- The temperature in the shed should be around 20- 35 °c.
- The shed height should be at least 6 ft, and must be thatched from above to minimise heating.
- The farm must adopt strict hygienic measures sanitation and biosecurity measures.
- The farmers must use formulated feed for better FCR. (Current practice is use of mixed feed).
- Follow routine vaccination and medications.
- Take care during cold, heat and rain to protect the birds.

[133] https://srlm.mizoram.gov.in/storage/uploads/5e9fdfc6d9628.pdf

Annex 4: SOP for Brown Egg Production

About

The annual consumption of eggs is around 3.97 Cr (2023-24 data) in Mizoram, and 90% of the consumed eggs are brought from other states. The eggs are a highly preferred protein source, and they are part of the usual meals. The white commercial eggs are the preferred ones due to their availability and cheap price. The production of white commercial eggs needs investment in the parent birds, pullet rearing and feed formulation with high efficiency in production management. Due to the unavailability of inputs in the state, the production of white eggs will not be competitive against the imported eggs. But, brown egg production is feasible due to the adaptability of the breed on floor rearing (deep litter), mixed feeding, and climate conditions. There is also the advantage of higher prices of brown eggs to compensate for the high cost of production.

The chicks/pullets of the **Brown Eggs** layer are available in the state at **Zoram Poultry Development Society**.

The current investment in FOCUS-2 is taking the brown egg layers from bigger farms to smaller farms, where there are high chances of scalability after adoption and initial learnings.

Tentative investment in the Project

Establish of Egg Production units

	List of items	No per Unit	Unit Cost	Total Amount	Contribution
i	Chicken Coop for 45 birds with egg laying nest (Sq m)	22	8,000	1,76,000	20% MNREGA 20% Farmer
ii	Cost for 45 Ready to lay Female Pullets	45	950	42,750	20% Farmer
iii	Feeder and Drinkers	8	400	32,00	20% Farmer
iv	Cost of feed for 30 days	405	60	24,300	20% Farmer
	Total			2,46,250 (ls-2,50,000)	

- The ready to lay layer pullets of 16 weeks need to be supplied to the farmers. The layers starts laying after 18 weeks.
- Each shed must have laying nests for at least 80% of birds.

Steps of Project Implementation

a. The first step is the identification of a cluster of villages that have a market demand for brown eggs, preferably around cities like Aizawl, Lunglei, Khawzawl, Serchip etc.
b. Identification of farmers based on the availability of land, labour, interest in egg production, and also on investment capacity.
c. Training and capacity building of farmers on the business plan.
d. Implementation of the project, like the construction of a shed, the induction of chicks and completion of one cycle of production.
e. Marketing of produce and repeating the same production cycle.

Stake Holders

- **Beneficiary-** Engage in the production of eggs.

- **Council-** The council will help in beneficiary identification, land allocation, and organising the markets at CMC.
- **AH & Vety-** The AH & Vety department will support in disease monitoring, training and capacity building of farmers.
- **CAHW-** The CAHW will support in planning of production, so that the inputs can be purchased in bulk to minimise the cost, and staggered production so that the demand and supply can meet.
- **CMC-** The CMC in the village will be a point for the sale of finished birds and also farmers can purchase the required inputs like feed, medicine and chicks.

General Management Practices to be followed

The farmers have to follow a batch process of producing eggs,

- The farmers will purchase the ready-to-lay (14 weeks) pullets from the ZPDS and adopt the birds for laying in the nests.
- The birds will be provided floor space of 4 sq ft with a nesting place. The nests must be open from the outside for daily collection of eggs.
- The collected eggs need to be sold to the egg collection at Prime hub.
- The temperature in the shed should be around 20- 35 °c.
- The shed height should be at least 6 ft, and must be thatched from above to minimise heating.
- The farm must adopt strict hygienic measures sanitation and biosecurity measures.
- They can use a formulated feed mix with local cooked greens.
- Follow routine vaccination and medications.
- Take care during cold, heat and rain to protect the birds.

Annex 5: SOP for CAHW

About

The Community Animal Health Worker (CAHW) is a person trained under the project to support the village's production. The CAHW is an important link between the AH Department and the farmers. The project can also adopt the similar cadres developed by MzSRLM, NGOs for delivering same services.

Criteria for selection

a. Male or female (at least 50%) preferably a youth, active and energetic person will be selected in each village under the guidance of Village Councils at the Gram Sabha.
b. CAHW may be selected from amongst the progressive farmers ready to volunteer to work for the project period and beyond.
c. The selected person should be ready to attend the Capacity Building/Training/ Workshop at any time.
d. Should be a good practitioner of the concern domain, a good learner, able to acquire and practice skills, etc.
e. Should be a resident of the same village/panchayat.
f. The existing Pashusakhi/L CRPS promoted under a different project will be given preference.

Role of CAHW-

a. Immediate reporting of the prevalence of diseases to the Department of Animal Husbandry & Veterinary.
b. Adoption of simple biosecurity measures for the prevention of the spread of any diseases.
c. Simple surgical interventions like castration of a piglet, first aid, etc.
d. Participated in immunisation programmes in the State, like vaccination against FMD, CSF, PPR, etc.
e. Participated in the prevention of outbreaks of infectious diseases.
f. Deworming and mineral mixture supplementation process.
g. Providing advice on improved husbandry practices, feeding and housing to the farmers in their respective villages.

Training programme for CAHW-

a. Orientation training programme- 1 day.
b. 5 days of training in the classroom as well as hands-on training in the field.
c. Refresher training course for the CAHW

Project Support

a. Honorarium: Rs 1000 monthly / CAHW for 3 years (Based on performance).
b. Training and Capacity Building Cost.

Post Project Sustainability

a. The project will provide handholding support to CAHW to grow as an entrepreneur to sell feed, supplements and services to the farmers.
b. They can also join the CSS program A-Help.
c. The CAHW can also be a model for farmers in the village.

Appendix 15 – Component 3 Annexes

Project Activities by Component		Key Person(s) responsible		
		SPIUSPIU Level	DPIU Level	Village Level
Component 1				
1.1 Market Infrastructure				
	Feasibility Study	TSP reporting to Manager BPUI,	Assistant Manager – Planning, MIS & SECAP	
	CMCs	Manager BPUI,	JE and Assistant Manager – Planning, MIS & SECAP	VO and CLF
	Farmers Markets	Manager BPUI,	JE and Assistant Manager – Planning, MIS & SECAP	
	Value Addition Hubs	Manager BPUI,	JE and Assistant Manager – Planning, MIS & SECAP	
	Poultry Slaughter & Processing Facility	Manager BPUI,	JE and Assistant Manager – Planning, MIS & SECAP	
	First-Mile Connectivity for Market Infrastructure	JE in coordination with Marketing Manager	JE and Assistant Manager – Planning, MIS & SECAP	
1.2 Enterprise Development				
	Commodity Identification & Refinement	TSP reporting to Marketing Manager	DPM	
	FPO Selection and Performance-Based Engagement	Manager BPUI,	DPM	MzSRLM
	TSPs (handholding and capacity-building support for CMCs, Farmers' Markets, and production hubs)	Manager BPUI, r assisted by Asst. Manager	Assistant Manager – Planning, MIS & SECAP	
	Enterprise Strengthening and Institutional Development	Manager BPUI, assisted by Asst. Manager and TSP	Assistant Manager – Planning, MIS & SECAP	
	Blocked Grant Mechanism	Manager BPUI, assisted by Asst. Manager In Collobration	DPM	

Project Activities by Component		Key Person(s) responsible		
		SPIUSPIU Level	DPIU Level	Village Level
		with Mizoram Rural Bank		
	Incubation Centre	Business Promotion and Incubation Manager, Assistant Managers	DPM	CLF Community Worker
	Promotion and Facilitation of GI Branding	TSP reporting to Manager BPUI,	DPM	
1.3 Financial and Digital Ecosystem				
	Project-Linked Credit Window through Mizoram Rural Bank (MRB)	Project Director assisted by Manager BPUI,	AM- Gender, Capcity Building	
	Kisan Credit Card (KCC) Facilitation through Bank Sakhi Network	Manager BPUI,	AM- Gender, Capcity Building	ZRP, Bank Sakhi
	Digital MIS for Market Infrastructure Enterprises (MI-MIS)	Manager – BPU; Manager – M&E; Assistant Manager – MIS & Data Analytics	Assistant Manager – Planning, MIS & SECAP	CLF Staff
	Financial Literacy and Digital Finance Capacity Building	Manager BPUI, MzSRLM	AM- Gender, Capcity Building	Bank Sakhi, Mz SRLM
	Design Piloting of Customized Insurance Products	Manager BPUI, TSP (Insurance), NIA	DPM	ZRP
Component 2				
2.1 Agricultural Production				
Preparation Phase	Hiring of Technical Service Provider (TSP) for Zau Development and FFS[134]:	Project Director with delegated responsibility	NA	NA
	Hiring of Technical Service Provider	Project Director with	NA	NA

[134] There may be single TSP for both Zau Development and FFS or separate ones. Preference is for a single TSP to ensure smooth support on both activities and cost-effectiveness due to reduced management overheads

Project Activities by Component		Key Person(s) responsible		
		SPIUSPIU Level	DPIU Level	Village Level
	(TSP) for Digital extension advisory (Agromet and weather advisory)	delegated responsibility		
	Training of Project Staff on Zau Identification and DPR Preparation	TSP	TSP at District and Block Level	
	Training to Spearhead Teams on Mass Awareness Campaign in project villages	TSP	TSP	TSP (Cluster Coordinator)
	Identification of Zau and non-Zau Households and Shortlisting of Potential Zau sites		Support from Block level staff and Asst.Manager (NRM) and JE	CLF and VO
	Desk verification of proposed zau sites		Asst.Manager (NRM) and JE	
	Site verification of shortlisted Zaus		Asst.Manager(NRM) and JE with support from Block level staff	VO and CLF
	Formation of Zau Group and their Capacity Building		Block level staff	Cluster Focus Coordinator, Cluster Coordinator
	Technical Survey of Selected Zau and Preparation of DPR		Asst.Manager(NRM) and JE with support from Block level staff	
	DPR Approval & Release of Funds	JE, Manager (NRM), Manager (Crop Production), Technical Committee, SPD	DPM	CLF, VO
	Training-of-Trainers to Master Trainer on FFS and ZRPs		TSP(FFS)	TSP(FFS)
Execution Phase	Mobilization of Zau Groups and Non-Zau		Block level staff	Cluster Focus

Project Activities by Component		Key Person(s) responsible		
		SPIUSPIU Level	DPIU Level	Village Level
	Households			Coordinator, VO
	Community Procurement of Goods and Services		Block level staff	ZRP, Zau Executive Committee, VO, CLF
	Execution of Zau Development		Asst.Manager (NRM), JE, Block level staff	Cluster Focus Coordinator, VO, ZRP
	Monitoring of Progress		Asst.Manager (NRM), JE, Block level staff	VO, CLF
Operations & Maintenance Phase	Capacity building of Project Staff and ZRPs	TSP (Zau) and TSP (FFS)	Asst.Manager (NRM, Crop Production), Block level staff	Cluster Focus Coordinator
	Seasonal Crop Planning and Performance Review	Manager (Crop Production)	Asst.Manager (Crop Production), Block level staff	ZRP, Cluster Focus Coordinator
	Input Management and Crop Production	Manager (Crop Production)	Assistant Manager (Crop Production)	ZRP, Bio-input Resource Centre, entrepreneur
	Digital Monitoring & Reporting of Zau Performance	Manager (Crop Production)	Assistant Manager (Crop Production), Block level staff	ZRP, Cluster Focus Coordinator
	TSP for Digital extension on Weather and Agro-Advisories	Report to Project Director, Thematic leads- Agri, NRM, Livestock and TSP (Zaus)	Thematic leads- Agri, NRM, Livestock at DPIU level	Zau Cluster Resource persons, Cluster Focus Coordinator, Community Animal Health Worker
2.2 Livestock Production				
Creating Market	Creating Market Access for Livestock	Deputy Director (AH	Assistant Manager (AH & Vety)	Community Animal

Project Activities by Component		Key Person(s) responsible		
		SPIUSPIU Level	DPIU Level	Village Level
Access & Incubation Support for Animal Husbandry Activities	Products	& Vety)		Health Worker (CAHW)
	Incubation and Enterprise in Livestock	Deputy Director (AH & Vety)		
	Exposure Visits for Farmers/Staff	Deputy Director (AH & Vety)		
	Awareness Raising on Goat Meat & Eggs	Deputy Director (AH & Vety)		
Enabling Environment for Production	Boar Semen Station	Deputy Director (AH & Vety)	Assistant Manager (AH & Vety)	AI Technicians, Paravets & Community Animal Health Worker (CAHW)
	Disease Management Systems (including ASF)	Deputy Director (AH & Vety)	Assistant Manager (AH & Vety)	Community Animal Health Worker (CAHW)
	Supports for Pig-Rearing Households for Biosecurity & Hygiene Measures	Deputy Director (AH & Vety)	Assistant Manager (AH & Vety)	Community Animal Health Worker (CAHW)
	Supports to Piggery HH on Feed and Supplements for Pigs	Deputy Director (AH & Vety)	Assistant Manager (AH & Vety)	Community Animal Health Worker (CAHW)
	Production Support for Pork	Deputy Director (AH & Vety)	Assistant Manager (AH & Vety)	Community Animal Health Worker (CAHW)
	Production Support for Broiler Poultry	Deputy Director (AH & Vety)	Assistant Manager (AH & Vety)	Community Animal Health Worker (CAHW)
	Production Support for Eggs	Deputy Director (AH	Assistant Manager (AH & Vety)	Community Animal

Project Activities by Component		Key Person(s) responsible		
		SPIUSPIU Level	DPIU Level	Village Level
		& Vety)		Health Worker (CAHW)
	Production Support for Goats	Deputy Director (AH & Vety)	Assistant Manager (AH & Vety)	Community Animal Health Worker (CAHW)
Component 3				
	Financial Management	Manager Finance, Assistant Manager Finance; Accountants (2)	Assistant Manager Finance; Assistant for both Finance/Procurement (shared)	N/A
	Procurement	Manager Procurement; Assistant Manager Procurement	Assistant Manager Procurement; Assistant for both Finance/Procurement (shared)	Community Procurement Committee (supported by DPIU AM Procurement)
	Knowledge Management	Manager KM and communication	Assistant Managed Planning, MIS and SECAP	NA
	Hiring of TSP for Bio-physical measurements (Soil erosion rates, NDVI, etc.)	Manager – M&E Manager – NRM	Assistant Manager – NRM	NA
	Partnership with MIRSAC	Project Director, Manager – M&E Manager – NRM	Assistant Manager – Planning, MIS & SECAP; Assistant Manager – NRM	NA
	Monitoring & Evaluation	Manager – M&E; Assistant Manager – MIS & Data Analytics	Assistant Manager – Planning, MIS & SECAP	VO – Bookkeeper CLF Staff
	Safeguards (SECAP) screening, reporting, and implementation	Assistant Manager – SECAP (two: one for north,	Assistant Manager – Planning, MIS & SECAP	NA

Project Activities by Component		Key Person(s) responsible		
		SPIUSPIU Level	DPIU Level	Village Level
		one for south)		
	Gender & Gender Action Plan reporting and implementation	Manager-Gender and Capacity Building	Assistant Manager-Gender & Capacity Building	CLF & VO
	Capacity Building	Manager-Gender and Capacity Building	Assistant Manager-Gender & Capacity Building	NA (some actors may support capacity building, depending on project activities)
	General Project Management & Reporting	Project Director; Manager – M&E; Assistant Manager – MIS & Data Analytics	Deputy Commissioner – Head of DPIU; Assistant Manager – Planning, MIS & SECAP	NA

Appendix 16: Grant regime and financing plan for household-level investments

Category of Beneficiaries	**Example Activities**	**# of Grants**	**Total Value of Grants Budgeted**	**Grant/Loan Size**	**Gr**
Farmer Producer Organizations (FPOs)	Blocked grant support for scaling aggregation, processing, and working capital operations.	5	Total Investment: INR2.5 crore ; Beneficiary Contribution (Bank Credit): INR1.25 crore (50%) ; Project Grant: INR1.25 crore (50%)	Maximum INR25 lakh per FPO or 50% of total investment, whichever is lower; subject to credit underwriting and past performance.	Pe gra cre cre eli
Entrepreneurs (Production/Business Start-ups)	Start-ups in processing, logistics, GI-based branding, packaging, and market-linked innovations.	30	Total Investment: INR15 crore ; Beneficiary Contribution: INR7.5 crore (50%) ; Project Grant: INR7.5 crore (50%)	Maximum INR25 lakh per start-up or 50% of total investment, whichever is lower; based on investment plan and matching	Su Gr esc ve mi

				contribution.	
Entrepreneurs (Digital Start-ups / Vehicle Pooling)	Start-ups in digital services, logistics tech, shared mobility, non-bankable rural innovations.	10	Total Investment: INR1 crore ; Beneficiary Contribution: INR20 lakh (20%) ; Project Grant: INR80 lakh (80%)	Maximum INR10 lakh per start-up or 80% of total investment, whichever is lower; based on investment plan and contribution.	Hi ca co ba an
District-Level Challenge Fund-(Entrepreneurs)	Innovation support at district level for local enterprise kick-starting.	11	Total Investment: INR55 lakh , Project Grant: INR55 lakh (100%)	Maximum INR5 lakh per district-level initiative; to ensure at least one successful enterprise per district.	En op op wi bu Ju Di Co an pr
Sub-Component-2.2					
Individual Level Grants for initiating the Livestock Farms at scale to have substantial and Sustainable income.	Grants for initiating Goat Rearing activity on Zaus land.	400	Total Investment: INR7.2 Cr, Project Grant: INR4.52 Cr (62.8%)	Unit cost is INR1.8 Lakhs, the grant is 62.8% of total investment, 37.2% co-financed by beneficiary and other schemes	Go liv de the als far
	Grants for initiating Pig Rearing activity on Homestead lands	700 is intensified piglet production, 7000 as fattening activity.	Total Investment: INR31.5 Cr, Project Grant: INR20.97 Cr (66.6%)	Unit Cost for Piglet Production: INR3.0 lakhs, Unit Cost for Piglet fattening Units: INR0.15 lakhs, 66% grant and cofinanced by beneficiary and other schemes	Ac pr liv Pig hig se do inc

	Grants for initiating Broiler Poultry Rearing activity on Homestead lands	860	Total Investment: INR23.3 Cr, Project Grant: INR14.6 Cr (62.7%)	Unit Cost for Poultry Broiler Production: INR2.71 lakhs, 62.7% grant and cofinanced by beneficiary and other schemes	Ac pr op de the lar in
	Grants for initiating Brown Egg production activity on Homestead lands	900	Total Investment: INR22.5 Cr, Project Grant: INR14.1 Cr (62.7%)	Unit Cost for Poultry Broiler Production: INR2.5 lakhs, 62.7% grant and cofinanced by beneficiary and other schemes	Li pil mo de Bo ho of act

Rationale for Grant Provision – FOCUS 2.0, Mizoram

- Addressing Market Failures and Unlocking Value Chains: Many rural producers and entrepreneurs in Mizoram operate in geographically isolated, high-cost environments with fragmented production systems and weak market linkages. Grants are needed to crowd in private sector participation and enable investments that would otherwise not be viable due to missing infrastructure, aggregation capacity, or formal financing options.
- Stimulating Inclusive Enterprise Growth: Rural youth, women, Indigenous Peoples, and community institutions often lack collateral and cash flow to access credit. Start-up and blocked grants are necessary to de-risk investments, enable first-time entrepreneurs to enter structured value chains, and foster inclusive local employment and enterprise ecosystems.
- Leveraging Private Capital and Formal Credit: The blocked grant mechanism is explicitly designed to serve as a bridge to unlock formal credit by acting as collateral or first-loss coverage. This approach enables financial institutions to lend to new rural enterprises, FPOs, and innovators, while ensuring co-financing from beneficiaries.
- De-risking Innovations and Underserved Sectors: Investments in digital services, transport pooling, and niche value addition (e.g., GI branding, rural logistics) face higher risks and limited credit flow. Grant funding helps absorb this first-loss risk and fosters innovation that can demonstrate scalable impact in future.
- Catalysing Infrastructure Utilization: Publicly financed infrastructure under Component 1.1—including Collective Marketing Centres (CMCs), Farmers' Markets, and Value Addition Hubs—requires vibrant enterprises to manage, utilize, and scale these assets. Grant-financed enterprises are essential to ensure these assets become commercially active and sustainable.

Grant Principles – FOCUS 2.0

- One-time, Performance-Linked Support: Grants will be provided only once per beneficiary (FPO or entrepreneur), based on clearly defined business milestones. Repeat grant support will not be permitted, and recipients must not have received similar investment grants from other government schemes in the past 5 years.
- Linkage with Credit and Co-financing: a) All blocked grants to FPOs will be linked to loan approval by a financial institution and deposited in escrow to secure or leverage working capital and investment loans, b) Start-up and innovation grants to entrepreneurs will be released only upon verification of beneficiary contributions or approved investment plans, and c) Digital and high-risk start-ups may be financed up to 80% by grants to account for limited bankability and higher first-loss risk.

- Business Plan Requirement: All grant recipients must submit a feasible business and investment plan, co-developed with TSPs and vetted by the project and/or financial institutions. Feasibility analysis must compare returns with and without grant support, and demonstrate market potential and linkages to producers.
- Graduated Support for FPOs includes FPOs managing Farmers' Markets or Hubs must meet operational, financial, and governance benchmarks before receiving blocked grants and a performance scorecard will guide phased disbursement, with initial funding unlocked only after achieving minimum readiness levels.
- Targeted Use of Grant Instruments:
    - Blocked grants: To enable FPOs to access loans and invest in value chains.
    - Start-up grants: To support early-stage enterprises in processing, logistics, or service delivery.
    - Digital innovation grants: To support technology-enabled services that are high-risk but high-return.
    - No grant shall be used for recurring operational costs like seed, fertilizer, or salary support beyond initial set-up.
- Risk Management and Sustainability includes all grant-supported activities will include climate and market risk analysis, and must have exit plans for sustainability and Enterprises must demonstrate the ability to sustain operations post-project without reliance on recurring grant inputs.
- Transparency and Governance:
    - A Grant Sanctioning Committee will oversee award decisions based on documented eligibility, scoring matrices, and bank assessments.
    - Grant disbursements will be tranche-based and conditional upon performance and monitoring verification.
- Harmonization with State Schemes: FOCUS 2.0 will align with the grant ceiling policies of the Government of Mizoram, and any state-wide change in subsidy norms will be reflected in the project's grant rules, subject to IFAD no-objection.