THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

FOR OFFICIAL USE ONLY

Report No: PAD5173

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED LOAN

IN THE AMOUNT OF US$140 MILLION

TO

INDIA

FOR THE

TRIPURA RURAL ECONOMIC GROWTH AND SERVICE DELIVERY PROJECT

June 2, 2023

Agriculture and Food Global Practice
South Asia Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective April 30, 2023)

Currency Unit =	Indian Rupee (INR)
INR 81.79 =	US$1

FISCAL YEAR
April 1 – March 31

Regional Vice President: Martin Raiser

Country Director: Auguste T. Kouamé

Regional Director: John A. Roome

Practice Manager: Oliver Braedt

Task Team Leader(s): Priti Kumar, Anna O'Donnell, Tesfamichael Nahusenay Mitiku

ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank	MT	Metric Ton
AM	Accountability Mechanism	NEP	National Education Policy
ARDD	Animal Resources Development Department	NER	North-East Region
BCC	Behavior Change and Communication	NRLM	National Rural Livelihoods Mission
BPMU	Block Project Management Unit	NSDP	Net State Domestic Product
BoQ	Bill of Quantity	PD	Project Director
BMS	Beneficiary Management System	PDO	Project Development Objective
CLF	Cluster-Level Federation	PG	Producer Group
CM	Chief Minister	PIA	Project Implementing Agency
CMTC	Community-managed Training Center	PIE	Project Implementing Entity
CO_2	Carbon Dioxide	PIP	Project Implementation Plan
COVID	Coronavirus Disease	PIU	Project Implementing Unit
CPF	Country Partnership Framework	PMU	Project Management Unit
CRP	Community Resource Person	PO	Producer Organization
CRIF	Cluster Resilience Infrastructure Fund	PPP	Purchasing Power Parity
DAY-NRLM	Deen Dayal Antyodaya Yojana-National Rural Livelihoods Mission	PPSD	Project Procurement Strategy for Development
DPMU	District Project Management Unit	PRI	Panchayati Raj Institutions
DoA/H	Directorate of Agriculture and Horticulture, Department of Agriculture and Farmers Welfare	PWD	Public Works Department
DoE	Department of Education	RAMS	Roads Asset Management System
DoIT	Directorate of Information Technology	RAP	Resettlement Action Plan
DSS	Decision Support System	RPF	Resettlement Policy Framework
EC	Executive Committee	SC	Scheduled Caste
EIRR	Economic Internal Rate of Return	SCERT	State Council of Education Research and Training
E&S	Environmental and Social	SEP	Stakeholder Engagement Plan
e-PMS	Electronic Project Management System	SHG	Self-Help Group
ESCP	Environment and Social Commitment Plan	SIPARD	State Institute of Public Administration and Rural Development
ESMF	Environment and Social Management Framework	SLA	Service Level Agreement
ESMP	Environment and Social Management Plan	SLAS	State Level Achievement Survey
FAO	Food and Agriculture Organization of the United Nations	SMC	School Management Committee
FMM	Financial Management Manual	ST	Scheduled Tribe
GCRF	Global Crisis Response Framework	STEP	Systematic Tracking of Exchanges in Procurement
GDP	Gross Domestic Product	TaRL	Teaching at Right Level
GHG	Greenhouse Gas	TRESP	Tripura Rural Economic Growth and Service Delivery Project
GIS	Geographical Information System	TRLM	Tripura Rural Livelihood Mission
GoI	Government of India	TTAADC	Tripura Tribal Areas Autonomous District Council
GoT	Government of Tripura	TWD	Tribal Welfare Department
GSDP	Gross State Domestic Product	VDP	Village Development Plan
HDM	Highway Development and Management Model	VO	Village Organization
ITNDP	Integrated Transport Network Development Plan	VOC	Vehicle Operating Cost
IUFR	Interim Unaudited Financial Report	WB	World Bank
JICA	Japan International Cooperation Agency		
KfW	German Development Bank		
LMP	Labor Management Procedures		
M&E	Monitoring and Evaluation		
MIS	Management Information System		
MLE	Monitoring Learning and Evaluation		

TABLE OF CONTENTS

DATASHEET

BASIC INFORMATION

Country(ies)	Project Name	
India	Tripura Rural Economic Growth and Service Delivery Project	
Project ID	**Financing Instrument**	**Environmental and Social Risk Classification**
P178418	Investment Project Financing	Substantial

Financing & Implementation Modalities

[ ] Multiphase Programmatic Approach (MPA)	[✓] Contingent Emergency Response Component (CERC)
[ ] Series of Projects (SOP)	[ ] Fragile State(s)
[ ] Performance-Based Conditions (PBCs)	[ ] Small State(s)
[ ] Financial Intermediaries (FI)	[ ] Fragile within a non-fragile Country
[ ] Project-Based Guarantee	[ ] Conflict
[ ] Deferred Drawdown	[ ] Responding to Natural or Man-made Disaster
[ ] Alternate Procurement Arrangements (APA)	[ ] Hands-on Enhanced Implementation Support (HEIS)

Expected Approval Date	Expected Closing Date
26-Jun-2023	30-Jun-2029

Bank/IFC Collaboration

No

Proposed Development Objective(s)

To enhance connectivity and access to improved services and economic opportunities for tribal areas in Tripura

Components

Component Name	Cost (US$, millions)
Strengthening Foundations for Economic Development	112.50

Investing in Services to Develop Human Capital	43.75
Strengthening Institutional Capacities for Service Delivery	18.75
Contingent Emergency Response	0.00

Organizations

Borrower:	India
Implementing Agency:	Department of Tribal Welfare, Government of Tripura

PROJECT FINANCING DATA (US$, Millions)

SUMMARY

Total Project Cost	175.00
Total Financing	175.00
of which IBRD/IDA	140.00
Financing Gap	0.00

DETAILS

World Bank Group Financing

International Bank for Reconstruction and Development (IBRD)	140.00

Non-World Bank Group Financing

Counterpart Funding	35.00
Borrower/Recipient	35.00

Expected Disbursements (in US$, Millions)

WB Fiscal Year	2023	2024	2025	2026	2027	2028	2029	2030
Annual	0.00	7.00	14.00	21.00	21.00	30.00	34.00	13.00
Cumulative	0.00	7.00	21.00	42.00	63.00	93.00	127.00	140.00

INSTITUTIONAL DATA

Practice Area (Lead)	Contributing Practice Areas
Agriculture and Food	Education, Environment, Natural Resources & the Blue Economy, Social Sustainability and Inclusion, Transport

Climate Change and Disaster Screening

This operation has been screened for short and long-term climate change and disaster risks

SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)

Risk Category	Rating
1. Political and Governance	Moderate
2. Macroeconomic	Moderate
3. Sector Strategies and Policies	Moderate
4. Technical Design of Project or Program	Moderate
5. Institutional Capacity for Implementation and Sustainability	Substantial
6. Fiduciary	Substantial
7. Environment and Social	Substantial
8. Stakeholders	Substantial
9. Other	Moderate
10. Overall	Substantial

COMPLIANCE

Policy

Does the project depart from the CPF in content or in other significant respects?

[ ] Yes [✓] No

Does the project require any waivers of Bank policies?

[ ] Yes [✓] No

Environmental and Social Standards Relevance Given its Context at the Time of Appraisal

E & S Standards	Relevance
Assessment and Management of Environmental and Social Risks and Impacts	Relevant
Stakeholder Engagement and Information Disclosure	Relevant
Labor and Working Conditions	Relevant
Resource Efficiency and Pollution Prevention and Management	Relevant
Community Health and Safety	Relevant
Land Acquisition, Restrictions on Land Use and Involuntary Resettlement	Relevant
Biodiversity Conservation and Sustainable Management of Living Natural Resources	Relevant
Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities	Relevant
Cultural Heritage	Relevant
Financial Intermediaries	Not Currently Relevant

NOTE: For further information regarding the World Bank's due diligence assessment of the Project's potential environmental and social risks and impacts, please refer to the Project's Appraisal Environmental and Social Review Summary (ESRS).

Legal Covenants

Sections and Description

Section I.A.2,4,5,6 of the: The Project Implementing Entity (PIE) shall maintain, throughout Project implementation, the Society for TRESP, the Project Management Unit (PMU) in the Society for TRESP, a Project Implementing Unit (PIU) in each of the Project Implementing Agencies, a District Project Management Unit (DPMU) in each district, with composition, resources, qualifications, experience, and terms of reference acceptable to the Bank.

Sections and Description

Section I.B.1,2 of the Schedule to the PA: 1. The PIE shall maintain throughout the implementation of the Project, the Project Implementation Plan ("PIP"), acceptable to the Bank and shall implement the Project in accordance with the PIP.

Sections and Description

Section I.C.2 of the Schedule to the Project Agreement (PA): Upon selection of a Beneficiary, the PIE, through the Society for TRESP and/or the respective PIAs, shall enter into a written agreement (the PO Grant Agreement, CLF/VO Grant Agreement, VO Sub-grant Agreement, or PG/SHG Sub-loan Agreement, as the case may be) with the

respective Beneficiary, under terms and conditions acceptable to the Bank, as forth in the PIP, and pursuant to the respective template agreement prescribed in the COM.

Sections and Description

Section I.D.1 of the Schedule to the PA: The PIE, through the Society for TRESP in coordination with the PIUs, shall ensure that the Project is carried out in accordance with the Environmental and Social Standards, in a manner acceptable to the Bank.

Conditions

Type	Financing source	Description
Disbursement	IBRD/IDA	Section III.B.1 (a)(b)(c) of the LA: No withdrawal shall be made: (a) for payments made prior to the Signature Date, except that withdrawals up to an aggregate amount not to exceed $1000,000 may be made for payments made prior to this date but on or after July 1, 2022, for Eligible Expenditures under Category (1); or (b) for Eligible Expenditures under Category (2) unless the TRESP Society has adopted the Community Operational Manual ("COM") acceptable to the Bank; or (c) for Emergency Expenditures under Category (3), unless and until all of the conditions have been met in respect of said expenditures.

I. STRATEGIC CONTEXT

A. Country Context

1. **India's growth is expected to moderate in FY23/24 to 6.3 percent, from an estimated 6.9 percent in FY22/23, due to easing consumption growth and global growth spillovers.** Despite the global growth slowdown, real Gross Domestic Product (GDP) is expected to have expanded by 6.9 percent in FY22/23.[1] This robust growth was underpinned by buoyant private consumption in the first half of FY22/23 and strong expansion in investment activity supported by a sustained increase in public capital spending. In contrast, government consumption growth moderated due to the central government's commitment to reduce current spending. Robust domestic demand and elevated food prices kept headline inflation above the Reserve Bank of India's tolerance range (2-6 percent) in FY22/23. The growth momentum eased in the second half of FY22/23 as high inflation, higher borrowing costs and global spillovers weighed on domestic demand and dampened exports growth. Real GDP growth is expected to moderate further to 6.3 percent in FY23/24[2]. Consumption is likely to be constrained by rising borrowing costs, slower growth in incomes and continued fiscal consolidation. The government's sustained investment push, healthy corporate profits, and a reduction in bank non-performing loans will likely buoy investment despite reduced risk appetite and elevated input costs. Slowing imports growth and ongoing strength in services exports is expected to contribute to a narrowing of the current account deficit to 2.1 percent of GDP in FY23/24[3]. Despite the increased public investment, the government is likely to continue pursuing fiscal consolidation. The general government deficit will decline to 8.7 percent in FY23/24 (9.4 percent: FY22/23)[4], due to lower current spending and modest revenue growth, reflecting the withdrawal of some pandemic-related support programs. The current level of the fiscal deficit stabilizes the debt-to-GDP ratio around 83 percent[5].

2. **India has made remarkable progress in reducing extreme poverty over the past two decades. The share of the population living below US$2.15 per person per day (2017 PPP) is estimated to have halved between 2011 and 2019**.[6] However, the pace of poverty reduction has slowed in recent years, with key welfare indicators being slow to improve.[7] These recent estimates suggest that the pandemic induced spike in extreme poverty (US$2.15), of up to 4 percentage points, moderated in 2021-22. Facilitated by widespread access to vaccines, extreme poverty rates are estimated to have declined to 13.8 percent in 2021-22, although not as low as pre-pandemic levels. More than 40 percent of India's population lived below the lower-middle income poverty line (US$3.65 per capita per day, 2017 PPP) even before the pandemic.[8] Inequality in consumption has remained stable, with a Gini index of around 35 over the past two decades. Child malnutrition has remained high, with 35.5 percent of children under the age of 5 years being stunted and 67 percent of children aged 6-59 months being anemic during 2019-21.[9] Headline

[1] World Bank real GDP forecasts published in India Development Update, April 2023.

[2] World Bank real GDP forecasts published in India Development Update, April 2023.

[3] World Bank current-account balance forecasts published in India Development Update, April 2023

[4] World Bank fiscal forecasts published in India Development Update, April 2023

[5] World Bank debt forecasts published in India Development Update, April 2023

[6] Estimates are based on the methodology documented in a World Bank Policy Research Working paper by Roy and van der Weide (2022), which relies on imputed consumption from the Consumer Pyramid Household Surveys (CPHS) implemented by the Centre for Monitoring the Indian Economy, a private data company. The CPHS sample is re-weighted to make it more nationally representative. The series has been revised to incorporate recent survey years (Macro Poverty Outlook, Spring 2023). In 2004, India's extreme poverty rate was 39.9 percent using the same international poverty line. In 2011, this rate was 22.5 percent.

[7] World Bank Poverty and Inequality Platform. *https://pip.worldbank.org/country-profiles/IND*.

[8] World Bank Poverty and Inequality Platform. *https://pip.worldbank.org/country-profiles/IND*.

[9] Government of India, Ministry of Health and Family Welfare, 2022. National Family Health Survey (NFHS - 5), 2019–21 report.

employment indicators have improved since 2020 but concerns about job quality and real wage growth remain.[10]

B. Sectoral and Institutional Context

Sectoral Context

3. **Economic growth in Tripura over the past decade has been strong.** Its estimated net state domestic product (NSDP) per capita in 2019-20 was US$8,789 in PPP, slightly below the Indian average of US$9,966 but better than that of other states in the Northeast Region (NER), including Assam, Meghalaya, and Manipur. Tripura is the third smallest state in India. NSDP grew on average 16.3 percent between 2012–2013 and 2019–2020 (Table 1). Around 74 percent of the state's 3.7 million people live in rural areas and their livelihoods depend on agriculture and associated activities.[11] Agriculture accounts for 23 percent of gross state domestic product (GSDP). Services contribute to more than half of GSDP, but many of these remain small, unorganized, and informal. Pre-pandemic Tripura's economy was characterized by 41 percent unemployment and very low levels of industrialization despite the state's positive ranking in achieving the Sustainable Development Goals other than those concerning health, nutrition, and hunger according to the Centre for Monitoring the Indian Economy (CMIE).[12] Tripura and the Northeast Region more generally are geographically important for India's deepening trade relations with Bangladesh and with Southeast Asian nations, as well as for inclusive development. Recent transport infrastructure and regulatory initiatives of the Government of India (GoI) are unlocking opportunities for the Northeast Region in accordance with GoI's Act East Policy[13].

Table 1. NSDP, Average Annual Growth, and Poverty for Select Indian Northeast States

State	NSDP (INR crore) (2019–2020)	Average Annual Growth (Percent)	Population Who Are Multidimensionally Poor (Percent)
Mizoram	22,442	19.7	9.8
Nagaland	26,116	13.8	25.23
Sikkim	26,905	15.6	3.82
Manipur	29,148	14.2	17.89
Meghalaya	31,050	8.1	32.67
Tripura	50,421	16.3	16.65
Assam	299,569	12.7	32.67

Source: NSDP and growth: Directorate of Economics & Statistics of the respective state governments and for all-India, National Statistical Office; Multidimensional poverty rate: NITI Aayog Multidimensional Poverty Index Baseline report 2021 (based on 2015–16 National Family Health Survey)

4. **Situated in India's NER, Tripura is a hilly and largely landlocked state surrounded in the north, west, and south by an international border with Bangladesh**. The state is connected to the rest of India by a single 22 km national highway which sees frequent disruptions caused by rains and landslides. Its terrain

[10] World Bank Macro Poverty Outlook. Spring 2023. Estimates from PLFS data.

[11] As per Census 2011

[12] North-Eastern Region District SDG Index and Dashboard: Baseline Report 2021-22. Tripura ranks 19th out of 29 states in the composite score for SDGs and is an average 'performer' state. The positive SDG scores can be attributed to high literacy rates and government's long standing efforts to promote social sector schemes.

[13] The Act East Policy, a proactive turn to Look East Policy was initiated by the Indian government in 2014 and seeks to strengthen economic, political, security and cultural ties between the NER and Southeast Asia and East Asia.

is also largely forested. More than 50 percent of Tripura's total area is covered by forests, and just 27 percent is cultivable. The unique geography and terrain shape the state's development challenges. Natural trade routes and communication infrastructure are limited both by international borders and topography. Tripura is largely agrarian, and the highest population density is found in the fertile western plain and alluvial valley areas where rice cultivation is prevalent. The remaining population resides in sparsely populated and remote areas of the state, dependent on forest livelihoods, livestock rearing, or slash and burn (jhum) cultivation. Around one third of the population belong to Scheduled Tribes (STs) [14] [15].

5. **Tripura's remote and hilly areas have substantial concentrations of poverty and are characterized by poorer development outcomes**. Poverty is concentrated in 23 of Tripura's 58 administrative blocks, in which 12 blocks exhibit extreme poverty. Remote settlements in these blocks house the largest share of the state's population of STs. Poverty among the ST households is higher than for other social groups in the state. Some 20.9 percent of ST households are estimated to be multidimensionally poor[16] compared to 8.9 percent Scheduled Caste (SC) households, 7.2 percent Other Backward Classes (OBCs), and 9.1 percent general category households. In addition to markedly worse poverty and food insecurity, tribal populations and areas are generally worse off in terms of infrastructure, basic service delivery, child nutrition and health, anemia, maternal health, and educational attainment. Data from the National Family Health Survey (2019-21) suggests that a significantly higher proportion of tribal children are anemic (38 percent compared to 27 percent of children belonging to other caste groups). A significantly higher proportion of children in tribal districts like Dhalai are stunted (46 percent compared to an overall statewide average of 32 percent in Tripura). The lower development outcomes can be understood in the context of the state's geography and the effects it has on service delivery, livelihoods, and economic opportunities.

6. **The persistent disparities between tribal and non-tribal blocks that constrain the economic potential of the former can be attributed to a number of fundamental issues.** One of these is connectivity. The tribal population is mostly concentrated in remote, sparsely populated, and relatively inaccessible areas. Tripura has 23,792 km of roads (853 km national highways, 1,057 km state highways, 461 km other district roads, 834 km border roads, and 20,587 km village roads). Yet it lacks all-weather connectivity to many homes and communities, particularly in the tribal blocks. Limited road connectivity limits market access and trade. It also presents serious challenges to accessing economic opportunities and services, most notably education and health. Investments in digitally enabled transportation[17] hubs in rural areas can facilitate this access. Organized into well located, strategically identified clusters, these hubs can moreover improve access to wholesale markets and processing facilities, as well as be used to improve education in rural schools. Similarly, better road maintenance can help make investments more resistant to climate change events such as heat waves, increases in extreme rainfall, and runoff. This however relies

[14] The 'Scheduled Tribes' are economically lagging sections of the Indian population who still observe their tribal ways, their own peculiar customs and cultural norms. The tribal people have remained backward because they live in inaccessible forests and hilly regions and have thus been cut off from the main currents of national life.

[15] Scheduled Tribes (STs) comprise 30 percent of Tripura's population but are concentrated in 23 blocks that also happen to be remote and are classified as Sixth Schedule Areas as per the Indian Constitution. The Sixth Schedule allows formation of Autonomous District Councils that can safeguard tribal rights in tribal dominated areas of the state. It applies to tribal dominated areas in the states of Assam, Tripura, Mizoram, and Meghalaya.

[16] Multidimensional poverty refers to acute deprivations in health, education and standard of living. It is based on a set of 10 indicators - nutrition, child mortality, years of schooling, school attendance, access to cooking fuel, sanitation, drinking water, electricity, and housing, and ownership of assets.

[17] Digitally enabled transportation hubs refers to the use of smart phone devices, digital apps and other latest data sharing technologies in service provision and supply chain management involving transport service providers and other stakeholders.

heavily on the capacity and capability of the public sector agencies responsible, and the coordination that takes place between them. These agencies include the Tripura Public Works Department (PWD) and the Tripura Department of Transportation (DoT), which serve as the state's road asset manager and its transportation services regulator respectively. The second challenge is that of productivity and generating agricultural surplus for markets. While most households in the 23 tribal blocks depend on agriculture and allied sectors[18], these are distinguished from other areas of Tripura by certain notable features. Here, hilly landscapes and small landholdings greatly reduce the scale of cultivation, resulting in low productivity and greatly limited marketable surpluses (Table 2).19 Tribal households are therefore more likely to engage in livelihoods related to livestock, fisheries, and forests – including slash and burn (jhum) cultivation, although this practice is declining. The remoteness of the areas constrains agriculture extension services, post-harvest facilities, and market access, and limits the options and incomes of small producers. Synergies arising from road and agriculture investments would establish the foundation for economic growth by unlocking opportunities for agricultural trade with both domestic and export markets. Improved roads and transportation in tribal blocks are moreover expected to strengthen resilience in food production and help to address issues of anemia and stunting among tribal children.

Table 2. Cultivation in Tribal and Non-Tribal Areas in Tripura in 2020-21

Parameter	Tribal	Non-Tribal	Total
Total Geographical Area (in Lakh Ha)	7.13	3.36	10.49
Total Cultivable land (Lakh Ha)	1.20	1.51	2.71
Net Cropped area (Lakh Ha)	1.12	1.43	2.55
Gross cropped Area (Lakh Ha)	1.96	2.91	4.87
Cropping intensity (Percent)	175	204	191
Total Population (in Lakh Nos.)	13.55	27.51	41.06
Food grain requirement (In Lakh MT)	3.06	6.21	9.27
Total Production of Food grain (in Lakh MT)	2.69	5.99	8.68
Surplus (+)/Deficit (-) (in Lakh MT)	-0.37	-0.22	-0.59

Source: Department of Agriculture and Farmers Welfare, Government of Tripura

7. **Tripura's economic potential is further undermined by high dropout rates in tribal area schools.** While Tripura's overall literacy rates are close to 86 percent, and the state reports a 100 percent primary enrollment rate, nearly one in four students drop out before completing secondary schooling. Another 25-30 percent of students do not transition to senior secondary schooling.[20] Tripura has the highest secondary school dropout rate among boys in the country. Boys, in particular, are compelled to drop out and begin to support their families. It is also due in part to poor learning outcomes at foundational levels. Students from tribal communities struggle with foundational education because teaching-learning interactions tend to take place in Bengali instead of their native Kokborok. This hinders students' ability to develop the basic language proficiency and reading comprehension necessary for the transition to the Bengali-English medium of instruction that takes place in grade 6. Many who do finish school are unable to find jobs because they lack the skills which are in demand in local labor markets. On the other hand,

[18] Allied sectors include livestock, horticulture and fisheries.

[19] Tripura enacted its Land Revenue and Land Reforms Act in 1960, allocating land rights among the poor with priority for the Scheduled Tribes. The average size of their landholding remains low. Small and marginal farmers constitute about 96 percent of the total farmers in the state compared to 78 percent in the country, with the average size of landholding about 0.49 ha in 2015–16, against a national average of 1.08 ha.

[20] Secondary school drop-out is a persistent issue for students in tribal areas, as revealed by NITI Aayog's Aspirational Districts change ranking where Dhalai (a largely tribal district in Tripura) continues to rank poorly (68 out of 111 districts) when compared to others on Key Performance Indicators (KPIs) like secondary school transition and learning outcomes.

there is demand for market-oriented, school-based vocational education among tribal youths who aspire to move away from subsistence forest-based or agricultural activities. Dropout rates are also higher in tribal blocks owing to issues related to physical access and distance. The number of available seats in government managed schools that offer free education often falls well short of demand. Serious challenges limit the recruitment and placement of qualified teachers and subject area specialists. Among practicing educators, the absence of high quality nodal educational institutions such as the State Council of Education Research and Training (SCERT) and District Institutes of Education and Training is an obstacle to in-service professional development and support. The absence of learning assessment data and/or teacher subject knowledge assessment data to inform initiatives in teacher training and remedial education support for students is a related challenge.[21] Furthermore, climate change is seen as affecting children's outreach to schools. Rising temperatures, floods, and other extreme weather events damage education infrastructure and pose a threat to human capital development via deficiency impacts on learning outcomes (inhibiting cognitive skills development, as well as labor capacity) and by impacting health through a higher disease burden.

8. **Gender inequities in education and livelihoods constrain economic potential.** The female workforce participation rate of 37.5 percent among tribals in Tripura was the second lowest in the Northeast Region, after Assam in 2001. It was also well below the national average of 44.8 percent.[22] This situation persisted at least until 2011-12, the last round for which labor force data is available for tribal women in Tripura despite the state increasing its overall female labor force participation rate (LFPR) during that interim. Ray (2014) suggests that many (or most) tribal women support household activities such as gathering fuel, tending to poultry and other livestock, or producing handicrafts.[23] However, because they are not paid for this work, they are not counted among the ranks of workers in labor surveys. On the other hand, among the tribal women who are counted, there has been a sharp rise in the proportion of casual laborers working on plantations or on the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), the Government of India's (GoI's) public works program. Very few tribal women take up formal self-employment. Among the constraints they face are lack of skills, poor scale (on account of limited aggregation and value addition), lack of finance, and access to remunerative markets which are further hampered by absence of all-weather connectivity in the remote tribal blocks. Within the education sector, dropout rates among boys are consistently higher than those of girls at all levels of schooling. This is due in part to a disconnect between schooling and available jobs to which youth, especially young boys, aspire. Girls are also impacted by constraints in mobility and access to schools.

9. **Climate change poses a considerable economic risk and threatens to undermine development gains in Tripura.** The state faces a high risk of cyclones, intense precipitation, flooding, and landslides. Dry spells and forest fires have become common with rising temperatures. Annual rainfall too is estimated to have increased by 5 to 15 percent in most districts. These climate stressors pose significant risks to sustainable development in the state, impacting rural infrastructure, agricultural productivity, and rural livelihoods. Climate change and more intense weather events also affect economic growth through their impacts on human capital. Extreme heat adversely affects the ability of students to learn, decreasing the effectiveness of schooling and reducing the incentive to attend school. This leads to reduced cognitive learning abilities and lower labor productivity. Climate change reduces the relative productivity of agriculture, pisciculture,

[21] Interviews with tribal students and their parents in the field during project preparation did not indicate the presence of any classroom discrimination (against boys or tribal children in general) that may have prevented them from accessing schooling, particularly secondary and above.
[22] Government of Tripura (2007): Tripura Human Development Report. Agartala: Government of Tripura
[23] Ray, A.K., (2014), 'Empowerment of Rural Women through Livelihood Opportunities in Incense (agarbatti) Sector in Tripura, India', *European Academic Research*, Vol.2, Issue. 2.

and livestock, increasing their vulnerability to pests and diseases and leading to lower agricultural productivity and incomes. Rural livelihoods are becoming increasingly vulnerable to climate threats, both now and under future climate conditions. Poor rural infrastructure and connectivity, changes in land use planning, fluctuating commodity prices, and changing demographics may be exacerbated by climate change variability, affecting the adaptive capacity of tribal populations.

Institutional Context

10. **Tripura's institutional arrangements reflect its unique history and local self-governance structures.** As of 2012, Tripura was divided into eight districts and 58 development blocks. Most STs live in 23 of the 58 blocks administered by the Tripura Tribal Areas Autonomous District Council (TTAADC) and locally elected Village Committees. Of the remaining blocks, six are under traditional *Panchayati Raj* Institutions (PRIs)[24], and 29 are considered mixed, with both PRIs and Village Committees. The TTACC's mandate includes: selecting beneficiaries; planning and implementing small schemes in line with local needs and tribal customs. While in theory, village level plans in TTADC areas are ratified by all villagers, in practice, most plans do not reflect the participation or concurrence of community members, with a possibility of elite capture.

11. **Institutional bottlenecks impede economic growth and service delivery in the tribal blocks.** The TTAADC follows the Panchayati Raj decentralized governance structure in India, with elected representatives at the state (TTAADC), zonal, sub-zonal, and village committee levels. While the TTAADC is completely autonomous, it receives funds from the state government as a share of taxes, local panchayat funds, and department funds flowing to TTAADC areas as part of the tribal sub-plan. Yet institutional challenges interfere with how well financial resources are used. *First*, the TTAADC is not directly responsible for delivering any large state-run programs. It is limited to working with relevant line departments to ensure that tribal needs are kept in mind. There are exceptions to this rule, with some primary schools and child centers in villages (*anganwadi* centers), and officials under some departments (such as agriculture, horticulture, animal husbandry, fisheries, and forests) seconded to the TTAADC for direct management. This presents a unique governance arrangement in the state in which the TTAADC operates in parallel with the state delivery agencies.[25] *Second*, while the TTAADC elected representatives are mandated with integrating tribal needs in planning, their own capacity to fully engage with citizens to ensure effective planning and utilization of budgetary allocations is weak. *Finally,* there are some systems to redress grievances such as a newly launched Chief Minister's (CM's) Helpline, investments in databases for accurate beneficiary identification, and selection/targeting systems for results-based monitoring. Those which ensure public accountability can go a long way in integrating tribals in Tripura's development narrative and vision.

12. **Remoteness of the tribal blocks encumbers the delivery of productive and social services**. Extension agencies such as the Agriculture Department, the Fisheries Department, the Animal Resources Development Department, the Agriculture Technology and Management Agency (ATMA) and the Krishi Vigyan Kendra (KVK), have limited outreach to tribal blocks and lack the capacity to mainstream new technologies among farmers and improve productivity. Data and field visits by World Bank teams point to

[24] Panchayati Raj Institutions (PRIs) are the three-tiered local elected institutions in rural areas of all Indian states which are the basic units of democratic self-governance. PRI was constitutionalized through the 73rd constitutional amendment Act 1992 of the Government of India and entrusted with the task of rural development in India.

[25] TTAADC runs primary schools and child centers in tribal areas. These lay the foundation for tribal children to join secondary schools run by the state education department. There is however limited coordination between the TTAADC structures and the state education department. Similarly, agriculture or public works department (PWD) officers who are seconded to TTAADC find themselves having dual lines of reporting which affects their performance.

a near absence of agriculture extension, post-harvest facilities, and market access. Their absence is particularly pronounced in tribal blocks as compared to the non-tribal blocks. Generating bigger marketable surpluses from tribal producers will require strengthening of the production base in the agri-horticulture, fishery, and livestock sectors. In the education sector, management of human resources and teachers in remote areas, particularly those trained and certified to teach multilevel and multilingual foundational learning curricula, remains a challenge. Finally, the capability of the road asset manager, the Tripura PWD and the transportation services regulator, the Tripura Department of Transportation (DoT), and the inter-institutional coordination between them is weak. As a result, the quality of roads in tribal blocks is poor, and limited connectivity further exacerbates challenges of remoteness, market access, and economic potential.

13. **Tripura has strong community-led institutions, but these operate with little support**. The GoI is in the process of implementing the Deen Dayal Antyodaya Yojana – National Rural Livelihoods Mission (DAY-NRLM)[26] across states to create strong community institutions led by women. The initiative emphasizes financial inclusion as a foundational strategy for poverty reduction and livelihoods enhancement. Tripura has approximately 38,000 women Self Help Groups (SHGs) that cover women in 400,000 rural households indicating an outreach of 50-60 percent of all rural households in the state. However, only about one in two SHGs are linked to banks and draw an average credit in the range of Rs 100,000-150,000 (approximately Rs. 9,000-12,000 per SHG member). Such levels of credit are unlikely to support larger and more meaningful investments that expand livelihood opportunities. Although banks in Tripura have issued around 290,000 Kisan Credit Cards (KCC) and have an outstanding loan of Rs. 7.2 billion against them, a high non-performing asset rate of 15-20 percent suggests low incremental growth. To fill this gap, Tripura's Rural Livelihood Mission (TRLM) is the state institution that implements DAY-NRLM and has grassroots presence. As a core part of the DAY-NRLM mandate, TRLM provides Community Investment Funds (CIF) to SHGs for livelihood enhancement and establishes Cluster Level Federations (CLFs) which can help finance SHG women producers through banks. However, data indicate lower-than-average level of community mobilization and bank linkages in tribal blocks primarily due to absence of financial literacy education and inadequate support among communities to interface with banks in hilly areas[27]. Similarly, Tripura has school management committees (SMCs) which include tribal parents by these SMCs operate with little support. Additional capacity building and focused direction to CLFs and SMCs can help them participate more effectively as robust community institutions in making village level livelihood and school plans respectively, and in monitoring development interventions.

14. **Tripura has set itself ambitious targets in its *Vision 2047*[28]**. The targets include eliminating malnutrition, increasing farmers' real income fivefold, and zero school dropout rates. These are set for when Tripura reaches its seventy-fifth year of statehood. The targeting of the tribal blocks, particularly 'aspirational' blocks is in accordance with GoI's emphasis on planning and service delivery in tribal areas. Targeting tribal blocks will help GoT achieve its goals of improvements in development outcomes for tribal communities. It also ties with the political economy of supporting tribal development in Tripura, as demonstrated by efforts undertaken by GoT to address the specific concerns and demands of tribal

[26] DAY-NRLM is GoI's national program on rural livelihoods focusing on an institutional platform of community institutions formed by women groups and their higher-order federations.
[27] The 23 tribal blocks in Tripura show 40 percent coverage for SHGs and account for one-fourth of the approximately 10,500 SHGs in the state. Of these SHGs, only about 12-15 percent (1,545) are linked to banks compared to a statewide average of 40-50 percent.
[28] Vision 2047 is the roadmap of GoI (along with states) to become a developed nation by the time India marks 100 years of independence

groups, such as with the formation of TTAADC, inclusion of the tribal Kokborok language as an official state language, establishment of land reforms to benefit tribal owners, incentives for tribal children to attend schools, and emphasis on road construction and improved livelihoods in the tribal areas.

15. **The Government of Tripura has requested World Bank support and engagement in a proposed multi-sector project that targets tribal blocks with investments to promote economic growth and human capital development.** Project interventions are to focus on the most underdeveloped tribal blocks to systematically address the underlying constraints to development in an integrated manner. The state government has designated 12 blocks as 'aspirational'[29] to emphasize special efforts for poverty reduction. State government departments have been mandated to spend at least 8 percent of their funds, including those received under central flagship programs, for these 12 blocks.[30] The proposed project will focus its core interventions on the agriculture, transport, and education sectors. In some cases (especially for the agriculture interventions and those targeted at strengthening institutions), the project will cover all 23 tribal blocks to better leverage project investments in all tribal areas[31].

C. Relevance to Higher Level Objectives

16. **The project is consistent with the World Bank Group Country Partnership Framework (CPF) FY18-22) discussed by the World Bank Group Board of Executive Directors on September 20, 2018 (Report No. 126667-IN), across all three of its pillars.[32]** The project components will help to: (i) *support resource efficient growth* through use of innovative, climate resilient agriculture, crop diversification, water and natural resources management, and use of locally sourced materials, thus reducing the carbon footprint (CPF Pillar 1); (ii) *enhance competitiveness and enable job creation* by emphasizing economic integration, improving transport logistics and market linkages which serve agriculture, and creating opportunities for skills development and self-employment (CPF Pillar 2); and (iii) *invest in human capital and improvements in service delivery* by improving road connectivity and the quality of education and teaching practices in schools (CPF Pillar 3).

17. **The project utilizes the 'Hows' of the India CPF** specific to 'Strengthening Public Institutions' through its emphasis on building the capacity of agencies responsible for transport, education, agriculture, and tribal welfare, as well as elected tribal institutions in Tripura. It will support the CPF's 'Lighthouse India' through multisectoral interventions that can subsequently be used to inform similar projects and interventions in other India states facing tribal challenges – and those in the NER in particular. The project also aligns with the CPF strategy 'Engaging with Federal India,' which shows the value of multi-sectoral approaches in operating effectively in challenging environments found in Tripura. Poverty, difficult topography, with excluded groups such as tribals living in lagging regions is a complex development story which requires integrated development solutions.

18. **The project design aligns with GoT's Vision Statement for 2047 and GoI's policies**. The latter comprises of the Doubling Farmers' Income Policy; the National Education Policy (NEP); a Strategy for New

[29] 'Aspirational Blocks' is a GoI development initiative aimed at improving the performance of blocks that are lagging on various development parameters through a focused, multisectoral effort.

[30] GoT identified 12 aspirational blocks in Tripura: Chawmanu, Mungiakami, Korbuk, Ampi, Shilachari, Rupaichari, Tulasikhar, Dasda, Damchara, Raisyabari, Dambur Nagar and Ganga Nagar. Most of them are located in South Tripura, North Tripura and Dhalai districts. Out of the 8 blocks in Dhalai District, 4 (Ganga Nager, Dambur Nager, Raishyabari and Chawmanu) overlap with NITI Aayog's list of aspirational blocks. These aspirational blocks are lacking progress and development on multi-dimensional poverty and welfare indices

[31] Out of the 23 tribal blocks the distribution of villages and population are as follows: Aspirational blocks 188 villages, population 4,83,257 and HHs 1,16,721; and Non-aspirational blocks 203 villages population 5,57,854 and HHs 1,30,354.

[32] A Performance and Learning Review for the India CPF is under preparation and is expected to propose a two-year extension.

India; and Act East Policy which emphasizes transport connectivity for NER and its mainstreaming to tap the potential for economic growth, trade relations and regional connectivity. The project also bears special relevance to India's post-COVID economic recovery package (*Atma Nirbhar Bharat*: Self-Reliant India) to address the economic slowdown caused by COVID and to refocus on future growth.

19. **The project is consistent with the World Bank's new Global Crises Response Framework (GCRF) across three of its pillars.** Component 1 (US$90 million) investments in resilient agriculture production, value added services and market linkages, and in the use of locally-sourced materials for roads construction will strengthen resilience (Pillar 3). Component 2 (US$ 35 million) interventions will provide improved school infrastructure, learning environments, and job readiness for secondary grade students. It will also address gender inequality by improving livelihood opportunities for women SHGs and improving vocational education for boys (Pillar 2). Component 3 (US$ 15 million) investments in institutional strengthening and capacity building will help strengthen Tripura's policies and institutions for building back better (Pillar 4). Component 4 (US$ 0 million) investments on emergency response are aligned with Pillar 3.

II. PROJECT DESCRIPTION

A. Project Development Objective

PDO Statement

20. The **Project Development Objective (PDO)** is to enhance connectivity and access to improved services and economic opportunities for tribal areas in Tripura.

PDO Level Indicators

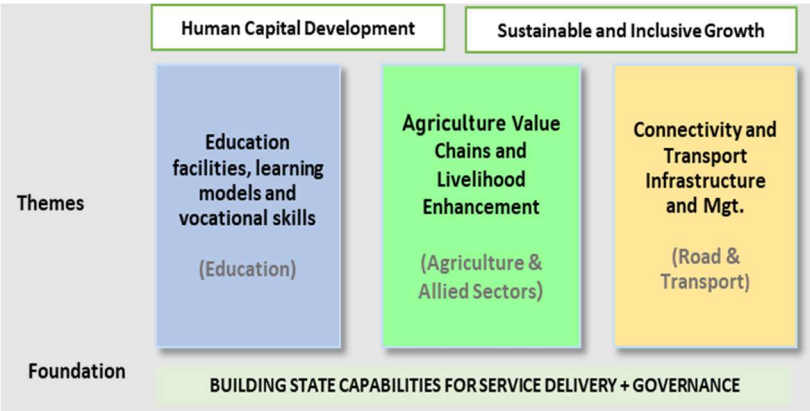
21. The PDO level indicators are:

- Farmers adopting climate resilient technologies and practices promoted by the project, disaggregated by gender and SC/ST (Number)
- Farmers with improved market linkages, disaggregated by gender and SC/ST (Number)
- Villages connected by all season roads (Number)
- Students completing senior secondary schooling (Number)
- Direct beneficiaries, disaggregated by gender and SC/ST (Number)

B. Project Components

22. **Project Approach.** The project aims to promote socioeconomic development and improve the quality of life of rural communities in targeted tribal blocks through an integrated approach across multiple sectors. It utilizes an area-based approach to tackle multi-dimensional poverty, focusing on three areas for intervention: i) increasing agricultural productivity and improving livelihood opportunities; ii) strengthening transport connectivity; iii) addressing schooling transitions from primary to secondary levels; and iv) focusing on institutional capabilities for planning, service delivery and governance. The overarching framework of the Tripura Rural Economic Growth and Service Delivery Project (TRESP and hereafter "the project") is summarized in Figure 1. The most intensive approach will be undertaken in the poorest 12 aspirational blocks identified by the state focusing on agricultural livelihoods, connectivity, and education outcomes. A broader approach will be applied to agriculture and allied sector development, and institutional capacity building in all 23 tribal blocks (which includes the 12 aspirational blocks). Figure 1 summarizes the key themes and the framework for the project.

Figure 1: TRESP Framework for Tribal Areas



23. **The project is intended to bring about synergy across sectors and a strategic convergence of public investments that together usher in integrated growth, economic development, and improved service delivery in 23 tribal blocks.** The project design recognizes the interdependence of education, agriculture, and transport sectors and seeks to capitalize on and leverage positive synergies between them. For instance, the project aims to drive efficiency and innovation in select agriculture and allied value chains in tribal blocks. Simultaneous investments in the road sector will help increase market access for tribal populations, without which agriculture investments may be less remunerative. On the education side, TRESP will invest in vocational training of tribal students in trades like agricultural processing which are expected to improve their employment opportunities. Improved roads are likely to improve students' access to schools. The project design used spatial analyses to locate agriculture production clusters and education facilities which combined with improved road infrastructure will enable improved supply chain coordination and incomes for farmers and better access to schools for students, respectively. The underlying pillar of building state institutional capabilities (through training of elected tribal and citizen representatives and improvements in data systems) will lay the foundation for integrated planning in the 23 tribal blocks based on citizen needs and improved targeting of agriculture, road, and education investments under TRESP as well as government's other welfare programs for tribal populations.

24. **Project components.** A summary of the project components is provided below, and a detailed project description is provided in Annex 2.

25. ***Component 1: Strengthening Foundations for Economic Development (US$90 million).*** This component will support strengthening the foundations for economic development in the tribal blocks through an integrated set of investments in agricultural livelihoods and rural roads that can both ease access to markets and to schools through financing for: (a) Consultancy services to support the formation of Producer Groups (PGs) and Producer Organizations (POs), and build capacity of PGs/POs and project staff for diversified and resilient production; (b) Grants to POs (PO Grants) for their establishment costs, inputs, equipment, services, working capital and demonstrations/pilots; (c) (i) Grants to Cluster Level Federations/Village Organizations (CLFs/VOs) (CLF/VO Grants); and (ii) Sub-grants to VOs (VO Sub-grants) from CLF Grants, where needed, to establish Livelihood Service Centers (LSCs) for need-based products and services, Community-managed Training Centers (CMTCs) for need-based equipment and trainings, and a Community Resilience Infrastructure Fund (CRIF) which supports climate-resilient technologies and practices and climate information services, small-scale community resilient infrastructure assets and

services enabling higher value addition and mechanization to improve/modernize existing production technologies and serve existing farms; (d) Sub-loans to PGs and Self Help Groups (SHGs) (PG/SHG Sub-loans) from CLF/VO Grants for livelihood-based activities; (e) partnerships between technical support agencies with Project staff, CLFs/VOs and PGs/POs for technical support on market linkages and financial services; and (f) Training, including training and service fees for community resource professionals, exposure visits and studies. This sub-component specifically contributes to climate co-benefits by promoting awareness and adoption of a range of climate resilient technologies and practices related to agriculture, animal husbandry and fisheries that (a) enhance capacities of farmers to adapt to climate change through resilient investment plans that consider climatic risks to livelihoods (b) sustainable land and water management principles to manage water run-off and surface drainage to prevent soil erosion and to help farmers cope with long dry spells; (c) promote inter-cropping and crop rotation to support resilience and increase carbon sequestration through diversification; (d) promote integrated pest and nutrient management methods; (e) promote indigenous varieties of small ruminants and fisheries that are well suited to the state and are resilient to climatic changes; (f) improve health and management practices for increased resilience to extreme climatic events; (g) reduce post-harvest food losses by supporting primary processing and improved storage; and (h) develop communities' access to financial products and services. Further details are provided in paragraphs 27 and 28 below and in Annex 2.

26. The component will finance (a) upgrading and rehabilitation of approximately 416.47 km (121 segments) of rural access roads and establishing pilot roadside rural transportation hubs, including, upgrading 28.35 km of earth roads and 159.21 km of brick sole roads to bituminous surface roads; and rehabilitation/strengthening of approximately 228.91 km of paved roads, across the 12 aspirational tribal blocks with a focus on climate-resilient design standards and energy-efficiency considerations; (b) strengthening management system, including developing Road Asset Management System (RAMS); (c) preparing an Integrated Transport Network Development Plan (ITNDP); (d) developing an Electronic Project Management System (e-PMS); and (e) design and construction supervision consultancy services. This sub-component addresses climate change risks systematically, incorporating adaptation measures such as protection against floods, landslides, soil erosion and increased maximum temperatures in the design of these roads.

27. The project will support TRLM's institutional platform of CLFs within each tribal block as 'lead' community financial institutions and provide financing for their incubation, operations, business expansion, service delivery. These CLFs will, in turn, provide technical assistance and financing to its PG members to undertake climate-smart production and post-harvest and marketing operations. in agriculture, horticulture, livestock, and fisheries through a CRIF and CMTCs. Investments in infrastructure will be 'climate-proofed,' that is, in compliance with climate resilient design standards. Farmers' resilience to climate change will be increased including by reducing reliance on paddy production, and by employing crop rotation using legumes and oilseeds to improve soil fertility. Climate smart livestock will include improved feeding practices and the use of locally produced low emission feeds. The project will promote efficiency in the livestock sector by promoting well suited breeds and improved animal health and management practices. The CRIF managed by the CLFs will support the targeted community institutions in livelihood diversification, climate-resilient technologies and practices, climate information services, small-scale infrastructure services and mechanization to improve and modernize existing production

technology and serving existing farms, using climate-resilient design standards and energy-efficiency considerations.[33] Further details are presented in Annex 2.

28. The CMTCs will act as the nodal centers for the delivery of extension programs, including those which disseminate information on climate resilient practices related to agriculture, livestock, and fisheries. Training and behavior change, and communications (BCC) interventions will help to increase the production of climate resilient and nutrient-rich meat and vegetables and supply to local markets. These interventions will also build women's awareness and capacity to improve their food and nutrition practices, food security, and livelihood resilience. Currently, outreach and access of community institutions to financial services and higher-order markets in tribal blocks lag behind other blocks in the state. The project will fill these important gaps in tribal areas, focusing on 250 of the 391 villages in 23 tribal blocks, with intensive support to the 12 priority tribal blocks. Overall, this component contributes to Pillar 3 of the GCRF.

29. ***Component 2: Investing in Services to Develop Human Capital (US$35 million).*** This component will support investments to increase the average years of educational attainment and enhanced preparedness for labor market transitions for students in the twenty-three (23) tribal blocks and especially in the twelve (12) priority tribal blocks through financing for: (a) training of primary school teachers on Teaching at Right Level (TaRL); (b) in-service teacher training and structured lesson plans/guidebooks informed by data/evidence from State Level Achievement Surveys (SLAS) and Teacher Subject Knowledge Assessments (TSKA); (c) roll-out of school-based vocational education aligned with students' aspirations, aptitude, and industry demand; and (d) improvements and expansion of facilities in the senior secondary schools in the twelve (12) aspirational tribal blocks.

30. Last-mile connectivity, school facility improvements, teacher capacity building, and vocational curriculum development will support improved educational outcomes. These investments will be instrumental in diversifying local economies, generating new jobs and skills, and directly contributing to human capital development. Indirectly, the investments will contribute to climate resilience of the labor force by reducing socioeconomic vulnerabilities, which would otherwise be exacerbated by climate impacts.

31. Primary school teachers play a critical role in achieving the project's development objectives in their capacity as principal agents driving foundational learning. A great deal relies on their understanding of the standard education curriculum, and their ability to teach across grade levels and multilingually in Kokborok, Bengali and English. To meet this objective, this component will provide them with a short-term training course supplemented with a standardized package of teaching learning materials. Such outreach to primary school teachers will increase their knowledge and awareness of vulnerabilities accentuated by climate change as well raise their awareness of climate resilience. The project will also support the development and rollout of school-based vocational education programs in secondary schools in the aspirational blocks. This component will support skill development in trades preferred by adolescent boys. The state's skills development mission and school-based career counseling will ascertain the market demand for these trade skills and aptitudes and aspirations of the students through surveys respectively. This project will provide counseling and training to girls to increase their participation in non-

[33] Specifically, the CRIF will support investments into micro irrigation and water use efficiency on existing farms that help farmers conserve water to cope with late rainfall periods and/or prolonged dry spells. The CRIF investments will also support investments for post-harvest facilities such as storage racks, sorting and grading facilities, washing and drying facilities that help reduce food waste along the value chain, and provide farmers access to storage facilities during periods of extreme climatic events or commodity price volatility.

conventional trades. For instance, the skills development training and vocational education includes information on climate smart technologies or practices in agriculture and other trades and industries (e.g., weather-based farm advisories, water use efficiency, and renewable energy options) that will provide both adaptation and mitigation benefits. Finally, 31 senior secondary schools in the 12 aspirational tribal blocks will be strengthened with vocational education laboratories, in addition to other essential facilities such as information and communications technology (ICT) and science laboratories, smart classrooms, toilets, drinking water facilities, and furniture with a focus on climate-resilient design standards or energy efficiency considerations. Of these, 16 will receive support for brownfield redevelopment or strengthening of physical infrastructure. The focus will be on ensuring students' access to essential water and sanitation facilities, school safety, use of energy and water efficient architectural designs and fixtures and creating a physical space for an enhanced learning environment. The improvement in road connectivity in these blocks and a reduction in commute time will help boys and girls to better leverage the vocational education facilities, especially during averse climatic events. Investments in this component contribute to Pillar 2 of the GCRF.

32. **Component 3: Strengthening Institutional Capacities for Service Delivery (US$15 million).** The objective of this component is to support the strengthening of local institutions in the tribal blocks for improved service delivery through financing for: (a) strengthening the capacity for need-based village planning; (b) strengthening citizen engagement and grievance redress; and (c) improving field level monitoring systems in the twenty three (23) tribal blocks to more effectively coordinate and deliver on services; including through financing of: (i) training and capacity building of tribal elected representatives, lower tier officials and community institutions for need-based village planning; (ii) core-competency training in, *inter alia,* IT and procurement, for lower tier officials in the agriculture, education and road sectors; (iii) consultancy services and technical support for digital infrastructure and decision support system, a mobile based citizen service platform and improve an existing beneficiary management and grievance redress system; and (iv) Project management costs associated with setting up dedicated Project Management Unit and Project Implementation Units, including incremental operating costs and monitoring and evaluation (M&E).

33. The project will develop a training program for stakeholders who will be called upon to develop village level plans that are required to unlock government funding, including the prime minister's *Adi Adarsh Gram Yojana.*[34] Serving in this capacity and participating in the formulation of village plans will raise awareness among the stakeholders who take part. It will inform them about how climate change affects their livelihoods and how investing in sustainable resource management can improve their communities' resilience to those effects. The project will also support the development of a digital Beneficiary Management System (BMS) that brings together socio-economic indicators for more transparent and accountable targeting; a multi-modal, multi-lingual, mobile based citizen service platform that enables people in the 23 tribal blocks to apply for services in real-time.[35] A Decision Support System (DSS) monitors coverage and implementation of different government programs will also be developed. Because the people most vulnerable to climate change are those with the least access to resources, the BMS is expected to be instrumental in making stakeholders effective agents in determining how government schemes are targeted. Additionally, the project will support improvements to the state's grievance redress

[34] The program provides basic infrastructure in villages with significant tribal population in convergence with funds available under different schemes. The gap funding provided under the program (roughly Rs. 2 million per village) can potentially be unlocked if the tribal village develops 'Monitorable Indicators' for outcomes it wants to achieve based on a Needs Assessment exercise, which feeds into a village development plan (VDP).

[35] TRESP will support the preparation of a data privacy protocol.

mechanism (the CM's Helpline) by reinforcing service-level agreements (SLAs)/protocols for delivery of each service so automated alerts can be sent to departments found delaying on resolution. The mobile based service platform will increase tribal people's access to services and the DSS will allow monitoring of government interventions in parallel to investments made by the project in the identified 23 tribal blocks to assess the extent of convergence.

34. Training the key actors, including those in community and elected institutions, will result in a larger public good effect that significantly exceeds component 3 or the project bubble itself. An important part of this effect is in how state data is leveraged and how grievance redress systems are used. The training will help establish a learning management system that can be adapted for future capacity building efforts, particularly those targeting lower tier officials. Similarly, the decision support system will focus on tribal blocks, but it can serve as a pilot to launch such systems in non-tribal blocks. Finally, the village plans are expected to unlock the PM's scheme for providing untied funding for tribal villages – currently not being tapped into because of the poor capacity in tribal villages to make and monitor plans. This component contributes to Pillar 4 of the GCRF.

35. **Component 4: *Contingent Emergency Response Component (US$0).*** Following a natural disaster event, the GoT may request the World Bank to re-allocate project funds to support response and reconstruction. This component will support the provision of immediate response to an Eligible Crisis or Emergency, as needed. This component is aligned with Pillar 3 of the GCRF.

C. Project Financing

36. The total project costs are estimated to be US$175 million, of which US$140 million is proposed for World Bank financing. For a detailed component wise breakup of the project costs, see Annex 2.

Table 3: Project Cost and Financing

Components	GoT	World Bank	Total	Financing
1. Strengthening Foundations for Economic Development	22.5	90.0	112.5	100 percent
2. Investing in Services to Develop Human Capital	8.75	35.0	43.75	100percent
3. Strengthening Institutional Capacities for Service Delivery	3.75	15.0	18.75	100 percent
4. Contingent Emergency Response	0.0	0.0	0.0	100 percent
TOTAL	**35.0**	**140.0**	**175.0**	

D. Project Beneficiaries

37. The project is expected to directly benefit at least 142,000 households in 23 blocks through a set of integrated and targeted interventions that address core and binding constraints to development in these areas. Among these, an estimated 75,000 households in 250 select villages will benefit from direct investments in livelihoods, improved access to finance and extension services, equipment for mechanization, productivity enhancement, post-harvest facilities, and marketing and digitization support services. Another 100,000 households will benefit indirectly through livelihood incubation support. An estimated 67,700 children will benefit directly through school infrastructure improvements, and 427,000 students will benefit from improved student-teacher interactions once training and relevant teacher learning materials have been introduced. Inhabitants of the 148 villages that will be connected by all-season roads will likely experience the most transformative benefits from improvements in road infrastructure.

E. Results Chain

38. **The PDO will be achieved through the Theory of Change (TOC) illustrated in Figure 2.**

F. Rationale for Bank Involvement and Role of Partners

39. **The World Bank is well positioned to support the GoT to address multi-dimensional poverty through an integrated and multi-sectoral approach.** The World Bank can leverage expertise, technical know-how and global best practices in both sectoral interventions and in coordinated approaches to complex poverty issues that involve multiple sectors. For instance, the project aims to drive efficiency and innovation in select agricultural and related value chains in tribal blocks. Sequenced or simultaneous investments in the road sector in these blocks will help increase market access for tribal populations. Without the necessary road infrastructure, agricultural investments that achieve higher efficiency and productivity are less likely to deliver benefits in terms of producers' incomes. On the education side, the project will invest in vocational training of tribal students in trades like agriculture processing, which are expected to improve their opportunities in the primary sector. All activities under each of the sectoral solutions are designed to feed into each other, so they set off virtuous circles of economic benefits for tribal communities. In addition to economic benefits, the project will also leverage the Bank's extensive experience on projects in India to ensure social and environmental benefits. Drawing on the Bank's 30+ year financing of the women led SHG program in India, the Project's design will build on SHGs as platforms to drive community level investments in value chain development and postharvest infrastructure. This is expected to result in higher employment for women, and especially tribal women in the state. Similarly, investments in capacity building of elected tribal and citizen representatives (SHG/SMC members) and data systems lay the foundations for needs-based planning and better targeting of welfare schemes to tribal peoples.

40. **The project will complement World Bank and development partner support in the NER.** Project interventions will complement other projects supported by development partners in the State. Specifically, The Asian Development Bank (ADB), German Development Bank (KfW) and Japan International Cooperation Agency (JICA) have been active in Tripura for the past several years on other developmental projects**.** ADB has provided loans to GoT regarding *Urban Development in Agartala* and *Infrastructure Development of Industrial Estates in Tripura*, while KfW and JICA are engaged with GoT in the forestry sector. TRESP will complement ongoing and planned World Bank financed investments in the North-East Region (NER) across sectors, drawing especially on experiences in livelihoods development, transport sector, and education sector investments.

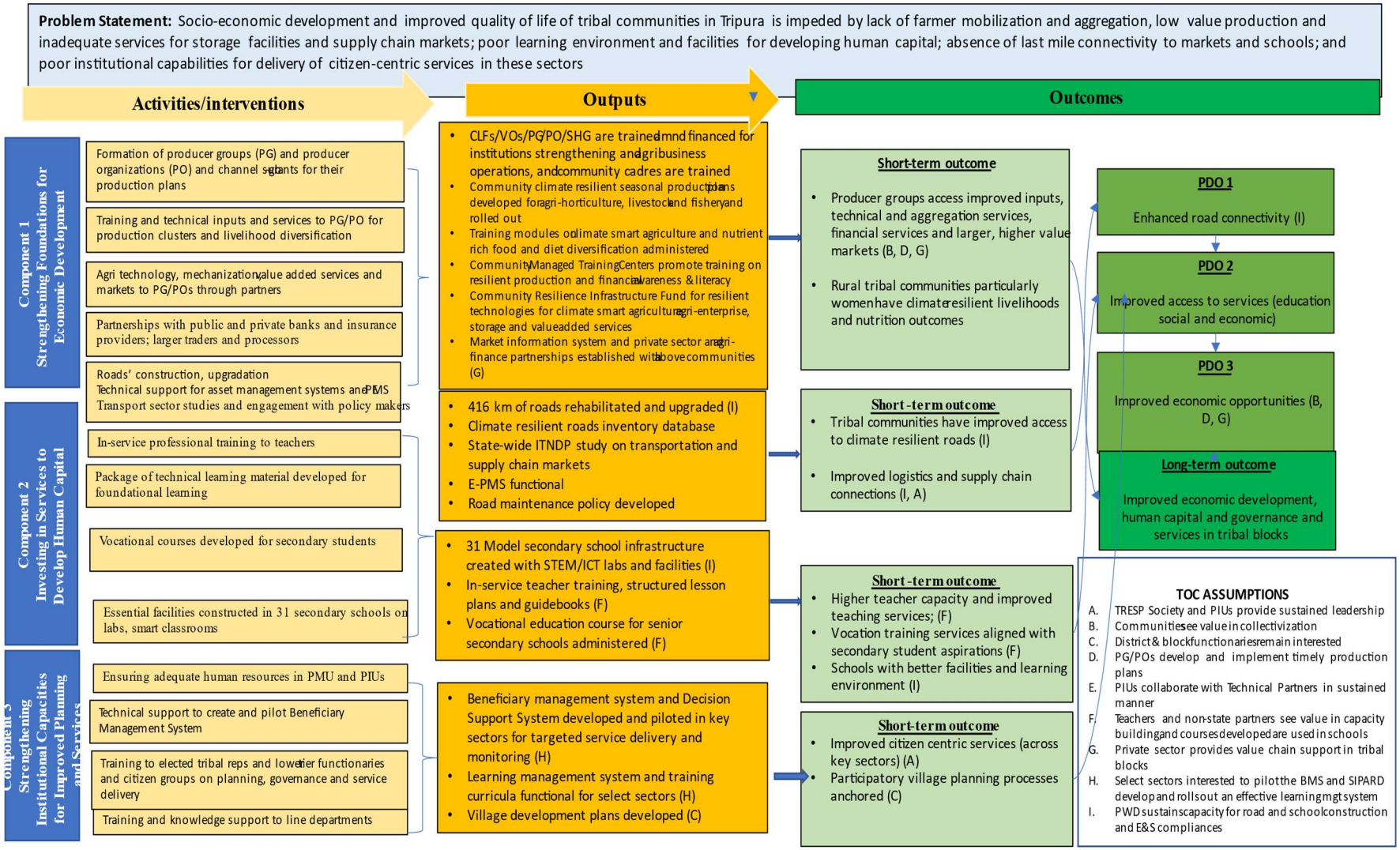
G. Lessons Learned and Reflected in the Project Design

41. **The project's design is informed by lessons learned through the experiences of previous and ongoing Bank-funded projects and analytical work[36].** These lessons are well documented in reports and relevant literature on interventions in rural roads, education, rural livelihoods, agriculture competitiveness, social inclusion, and community-driven development. Lessons include:

- **Targeted poverty reduction requires integrated and multi-sectoral solutions.** The project draws on the World Bank's extensive global experience in poverty reduction programming. Area-based poverty programs have shown that strong development can happen starting from a very low base by relying on

[36] Assam Agribusiness and Rural Transformation Project (P155617); Nagaland: Enhancing Classroom Teaching and Resources (P172213); Supporting Andhra's Learning Transformation (P173978); Meghalaya Integrated Transport Project (P168097); Additional Financing for Pradhan Mantri Gram Sadak Yojana Rural Roads Project (P165402); Assam State Public Finance Institutional Reforms (P157198); Assam Citizen Centric Service Delivery (P150308); Assam Agriculture Competitiveness Project (P084792); Jharkhand Opportunities for Harnessing Rural Growth (P158798); Bihar Transformative Development Project (P159576); National Rural Economic Transformation Project (P166745) and Indonesia: Institutional Strengthening for Improved Village Service Delivery Project (P165543).

Figure 2: TRESP Theory of Change



multi-sectoral approaches to address key and often interrelated constraints. The project leverages this learning by focusing on four critical and interrelated areas to reach the 'last mile' of Tripura's poor, tribal pockets.

- **Implementing project activities through government agencies backed by strong political commitment can advance policy reforms and mainstream innovations within public sector institutions.** Ownership of the project and political commitment to its objectives can facilitate the enlistment of a highly competent and proactive project management. Such commitment makes it possible to promote *sector-wide* policy improvements and reforms. Because line departments are the implementing agencies under the project, there is opportunity for policies and innovations to be incorporated into their routine practices. These routine practices are likely to include developing road maintenance and asset management systems, ensuring compliance with environmental and social safeguards in rural infrastructure works, providing community-led agriculture extension services, developing 'model' village development plans, and making the NEP and monitoring systems operational, among others. These innovations have been built into the project.

- **Investments in the education sector must accelerate recovery from learning losses caused by the prolonged school closures due to the COVID-19 pandemic.** To assist the state in doing so, the project has prioritized critical actions identified under the World Bank's 'RAPID Framework for Learning Recovery and Acceleration.' These include teaching at the right level in the primary grades, focusing on continuous measurement of learning levels, and prioritizing essential learning competencies through structured lesson plans to be developed under the project. These too are key learnings from Bank-financed education programs that have been incorporated into the project's design.

- **Livelihood programs that assign high priority to elements of social inclusion often achieve little in terms of agricultural competitiveness.** Much of the World Bank's experience with such programs involved women's SHGs in India. Some attributed this shortcoming to inadequate emphasis on spatial dynamics at project design stages, low investment per household, and lack of interventions that address binding constraints to rural competitiveness such as poor infrastructure. A calibrated approach has been adopted in this project ensuring equal focus on: (i) value chain interventions and hard infrastructure (road) development to enhance agricultural competitiveness and resilience, and (ii) community-based approaches to ensure inclusion of poor households.

- **Social inclusion, community participation and transparency are key strategies to ensure the full development gains across the most vulnerable groups, especially in remote tribal areas.** It is important to ensure that such projects: (a) include the poor, women and tribal community members in all aspects of planning and implementation; (b) are transparent with respect to targeting and finances; (c) train and orient Project staff on how to engage with tribal customs and cultures; and (d) operationalize quality control mechanisms for community-level and infrastructure investments including measures such as disclosure of the beneficiary list, consultations with participants, use of road development committees and social audits undertaken for community institutions. All of these lessons are reflected in the project's design.

- **Building capacity of the lowest tiers to implement development planning and budgeting can unlock GoI funds targeted to tribals.** The GoI allocates around US$12-13 billion every year towards tribal welfare. Yet outcomes for tribal populations continue to remain poor. The PM's *Adi Adarsh Gram Yojana* also routes gap funding of about Rs. 2 million per village directly to tribal villages, provided they can undertake tribal needs assessments and produce village development plans (VDPs) with clear outcomes and monitorable indicators. But poor capacity of officials and elected representatives to engage with tribal people and make such plans means that tribal villages are unable to unlock such funding, or even leverage the substantial government funds earmarked for tribal welfare. The project design draws on nearly 20

years of community-driven development approaches to advance principles of demand-driven village development. The project will also leverage technology systems and data for better targeting and decision making, borrowing from the lessons learned from Indonesia's *Institutional Strengthening for Improved Village Service Delivery Project* (P165543).

III. IMPLEMENTATION ARRANGEMENTS

A. Institutional and Implementation Arrangements

42. **Project Management and Implementation Oversight.** GoT has established an autonomous Society for TRESP registered under the 1860 Societies Registration Act, assigning to the jurisdiction of the Tribal Welfare Department which will be responsible for overall planning, budget allocation, coordination, and supporting the implementation and monitoring of the project. The governing body of the Society for TRESP will be headed by the Chief Secretary of Tripura. It will be responsible for policy and strategic guidance and periodical review of its progress. The Society for TRESP will have an Executive Committee (EC) headed by Principal Secretary/Secretary In-charge, Tribal Welfare Department (TWD) with participation of the directors of the relevant line departments . The EC will provide operational direction to the project across all sectors and periodically review the project's performance and results to suggest course corrections. The Society therefore has a clear governance structure led by government officials.

43. The Society for TRESP is headed by a Director, who will also serve as the Project Director (PD) heading the Project Management Unit (PMU). The role of the PMU will be to lead policy design, develop operational procedures, including governance and compliance, plan, and coordinate with all Project Implementation Units (PIUs), and liaison with government and private stakeholders. The PMU will have a full-time Chief Operating Officer (COO) for overall support and coordination of the Project reporting to the PD. The PMU will also include thematic specialists, Young Professionals, and support staff.

44. **Project Implementation Units.** The PMU will be supported through eight PIUs under the following departments or Project Implementing Agencies (PIAs): The Tribal Welfare Department, Public Works Department (PWD), Department of Education (DoE), Directorate of Agriculture and Horticulture, Department of Agriculture and Farmers Welfare (DoA/H), Animal Resource Development Department (ARDD), Department of Fisheries, Directorate of Information Technology (DoIT) and TRLM. Each PIU will be headed by a Head of Department (HOD) and will leverage district and block offices, which will aid in project implementation.

45. **Field level implementation.** Dedicated district and block units for the project will coordinate with the corresponding PIU institutions for project implementation. The District Project Management Unit (DPMU) for the project will be based at district headquarters and will be responsible for management of program activities at the field level. The major task of each DPMU will be building the capacity and facilitating support of the field teams for implementation. The DPMU will be headed by a District Project Manager along with thematic and support staff. A multisectoral committee chaired by the District Magistrate will be created with the district heads of the line departments to ensure coordination, periodically review progress on results, and provide overall guidance to the project. Each DPMU will have a Block Project Management Unit (BPMU) based at block headquarters. They will be responsible for guiding project activities at the field level. The formation of community institutions and their capacity building to operate effectively will be the primary responsibility of BPMU, which will be headed by the Block Project Manager along with support staff.

B. Results Monitoring and Evaluation Arrangements

46. **Results monitoring.** The project will be supported by a Monitoring, Learning and Evaluation (MLE) system. This MLE system will create a learning loop that will inform program stakeholders of progress and stimulate action during the program's lifecycle. It will track roll-out of activities, inform on the component-wise effectiveness of implementation, identify gaps, and inform the PMU/PIUs about corrective courses of action. Information produced by the MLE system will also be used to assess the targeting accuracy (ensuring inclusion) and transparency and will enable the PMU in coordinating the efforts of all the PIUs. The results framework and the MIS will track and report on gender disaggregated beneficiary indicators across project components.

47. The project will strengthen the overall MLE capacity of the implementing agencies by investing in dedicated MLE specialists, technological infrastructure, capacity, and evaluation systems. The key activities to be supported are as follows:

- *ICT-based MIS*: The project will develop and operate an MIS considering the existing capacities of the primary PIUs. Data from MIS support decision-making that is informed by empirical evidence.
- *Geographical Information System (GIS)-based MIS*: The project will leverage and strengthen the existing multisectoral GIS system in the Tripura Space Application Center and track progress of the roads network under the project. It will be piloted in project areas with the existing ICT-based MIS and expanded based on practical learnings from the pilot.
- *School surveys* will be funded to assess the impact of input augmentation on outcomes - enrolment, teacher and student attendance, drop-outs, school governance (teachers' attendance, lesson plans, school maintenance etc.) and learning (to determine if TaRL and teaching training make a difference). In the absence of individual learning level assessments, the project will leverage the State Assessment Survey or NAS and provide support to monitoring assessment and test administration in project areas (along with some control areas to compare outcomes) to ensure quality.
- *Project evaluation*: The project will support a consolidated, cross-sectoral, mixed methods impact evaluation with a counterfactual to assess the project's impacts. Sampling strategy for the evaluation will be in sync with the interdependency and convergence of multi-sectoral components under the project. Key agriculture and livelihoods interventions will be evaluated using household surveys and surveys with CLFs, PGs and POs.
- *Process monitoring*: The analytical work on administrative data and project evaluation will be complemented by periodic process monitoring rounds which collect quantitative data on implementation processes as well as demand-driven qualitative data to unpack the quantitative evidence on implementation.
- *Capacity building for MLE*: Implementing these MLE activities will require building in-house capacity in the PMU and PIUs. A technical support agency will be hired by the government to help strengthen the PMU's capacity to commission and use evaluations. The agency will be the technical lead for all MLE related activities and will reinforce the culture of result-based management and evaluation in the project.
- *Other activities*: The project will support thematic studies on institutional strengthening and governance, citizen access to schemes and services, value chains, and community performance, as well as internal reviews, dissemination events and knowledge and learning events.

C. Sustainability

48. **Overall Sustainability.** Sustainability of investments financed under the project beyond its lifespan has been an important element of its design and planning. The *first* element of ensuring sustainability

entails the project investments' alignment with existing state institutions, in particularly with the line departments. Targeted project interventions in the agriculture sector for instance build on how the agriculture, horticulture, fisheries, and animal husbandry departments deliver services and resources to community institutions. Under animal husbandry for instance, the project will enable creation of a feed mill, a disease diagnostic lab and an innovative Pig Artificial Intelligence Facility Centre which will augment the state's existing infrastructure catering to livestock owners. *Second*, project investments upgrade asset management, and strengthen capacity for operations and maintenance of infrastructure and service delivery. For example, rural transportation hubs will be owned and maintained by village development councils which will be supported through targeted capacity building to operate and manage the transportation hubs, utilizing local budgets for the management of day-to-day activities. Support under the education sector will build capacity of SMCs for outreach services and support. *Third*, the project focuses on strengthening state systems to enhance sustainability beyond project closure. For example, under education, support will be provided to improve the SCERT to address the state's multi-lingual multi-level teaching requirements. The project will strengthen capacity of village councils in tribal areas for more effective planning, beneficiary identification, and grievance redress. *Finally*, the project will focus on specific asset management tools to help address the long-term sustainability. PWD has developed a Road Maintenance Policy, which calls for the preparation of a RAMS that will generate a maintenance financing plan to be mainstreamed in the budgetary process.

IV. PROJECT APPRAISAL SUMMARY

A. Technical, Economic and Financial Analysis

Technical

49. **The GoT has experience in the oversight and implementation of sectoral activities through its line departments and administrative systems.** The project presented here draws on current practices and approaches used by Tripura in each technical area of its interventions. In addition to these, its design incorporates lessons from global experience that serve to: (i) apply global and national lessons from sector programming; and (ii) focus on convergence in the outreach of these services, integrating planning and coordination between the components so as to achieve synergies in investments within the project target areas. This summary of the appraisal describes the technical assessment of current sectoral investments that have informed the project design.

50. **Technical interventions in agriculture and affiliated sectors of the economy have benefited from lessons documenting the experience of investing in livelihoods in India and in applying global best practices from throughout the developing world.** The design of this project incorporated these lessons and corroborated their practical relevance to the context and specific needs of agricultural livelihoods in Tripura. A number of these lessons warrant emphasis upfront. First, the proposed project builds on existing social capital developed through National Rural Livelihoods Mission (NRLM) in the state focusing on producers from SHG households. This social capital is an indispensable resource for community driven development that can be utilized to catalyze socio-economic change at the grassroots level.[37,38] Second, the project's focus on diversifying and/or intensifying current horticulture, fisheries, and small livestock production systems aligns with recommendations of livelihood systems assessment in several states. The approach involves identifying the most important constraints to productivity and addressing them

[37] IEG, World Bank 2015. Ten Million Women and Counting: An Assessment of World Bank Support for Rural Livelihood Development in Andhra Pradesh, India. Report No. 95274.
[38] Datta U. Socio-Economic Effects of a Self-Help Group Intervention: Evidence from Bihar, India. 2013

through tested, simple technical solutions supported by improved extension services and rural infrastructure.[39] The community-based extension approach moves beyond dissemination of new agricultural technologies and extends to promoting agricultural commercialization and value chain development, with extension services tailored to farmer producer organizations and agribusinesses.[40] Third, the project's approach to facilitating collective action for market access applies empirical recommendations from research that include creating incentives for cooperation beyond higher price realization (infrastructure, extension, credit access). These recommendations also address providing a facilitator to help access profitable markets, addressing equity issues to enable access by poorer farmers, and strategically planning for sustainability through ownership by farmer institutions.[41] Fourth, the project design encourages Public Private and Collective Partnerships (PPCPs) that are seen as having a significant role in promoting the inclusion of smallholders in high-value markets.[42] Such strategic partnerships with government departments, commercial banks, public and private sector institutions, and social entrepreneurs not only provide smooth and preferential access to services by the poor, but also capture growth opportunities.[43] Finally, the project's emphasis on skills development responds to the need for improved farming methods used by informed and qualified producers.[44]

51. **Investments in connectivity integrate improved management alongside investments in physical infrastructure.** The project has integrated the latest thinking and best practices in standards for upgrading and rehabilitating roads.[45] The road upgrading engineering design is based on international good practice for enhancing resilience and structural integrity. Generally, the roads to be upgraded will receive a thin bituminous surface after providing suitable sub-base and base layers underneath. The rehabilitation and strengthening works will restore the existing black top and shoulders. Culverts and small bridges will be provided on all water crossing locations. The embankment subgrade level will have adequate free board above the high flood level. The project design integrates rural freight and public transportation hubs to serve local villages and farm clusters, markets, habitations, producers, and local and regional transportation. These increase the benefits that result from improved road networks.

52. For selecting the location for the pilot Rural Freight and Public Transportation Hubs, the following criteria will be adopted: (a) connectivity to the existing transport network – connectivity of the access road to a higher-class road linking to remunerative markets; (b) proximity to agricultural market/collection points; (c) proximity to habitations; (d) availability of space/land; and (e) sustainability in terms of adequacy of the volume of commodity to be transported, ownership and operation and maintenance of

[39] Implementation Completion and Results Report. Assam Agricultural Competitiveness Project. Viewed at *http://documents.worldbank.org/curated/en/207981468180231455/pdf/ICR3454-P084792-Box393264B-OUO-9.pdf*.
[40] Implementation Completion and Results Report. Assam Agricultural Competitiveness Project. Viewed at *http://documents.worldbank.org/curated/en/207981468180231455/pdf/ICR3454-P084792-Box393264B-OUO-9.pdf*.
[41] Markelova H and Mienzen-Dick R. *Collective Action for Smallholder Market Access*. CAPRi, CGIAR. Policy Brief No. 6, April 2009.
[42] Narrod C, et al. Public-Private Partnerships and Collective Action in High Value Fruit and Vegetable Supply Chains. Food Policy 34 (2009) 8-15.
[43] Implementation Completion and Results Report. Andhra Pradesh Rural Poverty Reduction Project. 2012. Viewed at *http://documents.worldbank.org/curated/en/215991468042848956/pdf/ICR22970P071270Official0Use0Only090.pdf.*
[44] Grossman M and Poston M. *Skill Needs and Policies for Agriculture-led Pro-poor Development*. Working Paper No. 112. QEH Working Paper Series.
[45] Considering the intensity of the rain and flooding risk, construction material availability, traffic volume and the concentration of habitations closer to the existing road alignment, to enhance resilience of the improved road, the Project adopted three upgradation and rehabilitation standards: (a) upgrading from earth road to black top at INR 2Crores (US$254,000/km); (b) upgrading from brick soled road to black top at INR1.5 Crores (US$190,000/km); and (c) rehabilitation/strengthening of existing black top roads at INR40 Lakhs (US$51,000/km). The cost estimate includes the construction and improvement of truck, bus stops, taxi stops, and lanes.

facilities. In addition, truck/bus/taxi stops at pilot block headquarters (HQS)/intermediary wholesale markets within approximately 10km radius (20km by 20km grid) will be improved/established. The digital connectivity support will focus on the provision of basic facilities, including developing digital first-mile road connectivity maps, establishing georeferenced address/location posts for the hubs, and establishing digital kiosks as required. Digital platforms like the Meghalaya 1917 iTEAMS Solution could be deployed to connect farmers/ woven fabric and handicraft producers to traders.

53. **Investments in education combine strengthening state delivery systems with the specific needs of tribal and remote project locations.** State-level nodal educational institutions will be provided with the technical support required to (i) promote TaRL in the primary grades; (ii) roll out remedial education resources, structured lessons plan, and in-service teacher professional development support based on data/evidence gathered through State Level Achievement Surveys (SLAS) and Teacher Subject Knowledge Assessments; (iii) provide school-based vocational education; and (iv) enhance learning environments in senior secondary schools. These investments will mark a significant departure from the shortcomings of the current model of service delivery that (a) simply focuses on completion of the annual syllabi for each grade and subject, (b) plans and provides in-service teacher training through a top-down approach, and (c) is constrained by the limited set of modules and materials available. The departure this approach represents responds to demands of tribal students and parents to scale-up science and commerce education at the senior secondary level and provision of more market-oriented school-based vocational education. The model of teaching at the right level in the primary grades has also been planned to maintain a focus on supporting learning in Kokborok, the mother tongue of tribal students. The arrangements proposed will be structured to have sufficient agility for impact. Nodal educational institutions and their technical support agencies will be responsible for the direct provision of in-service professional development support, avoiding (to the extent possible) a cascade model that could lead to a loss of technical rigor at every level. To help ensure the sustainability of project activities and innovations, the technical support agencies will focus on the co-creation of materials and ensure sufficient transfer of capacity to the nodal educational institutions.

54. **Strengthened institutions for service delivery and economic development will improve grassroots development, accountability, and transparency.** Extensive consultations with GoT representatives suggest that limited capacity to make village plans based on tribal people's needs are a systemic gap that constrains delivery of services at the field level in tribal areas. Another shortcoming is an absence of integrated data systems on government programs and benefits. Accordingly, the approach undertaken for this sub-component will aim at: (a) building the capacity of elected, official and citizen representatives to make village plans, and (b) building data systems that will enable better targeting and monitoring of government programs, helping citizens apply for welfare schemes, and getting timely resolution for their grievances in the districts and blocks the project covers. The approach suggested conforms to that undertaken in other Bank projects for example, its Institutional Strengthening for Improved Village Service Delivery Project in Indonesia that worked towards building capacity of village institutions and enhancing and integrating information systems to improve how government funds were spent.

B. Economic and Financial Analysis

55. **The project is expected to benefit the rural population in tribal areas of Tripura through three impact pathways.**

a. **Improved agricultural development.** The project will support 75,000 households in 23 tribal blocks to improve productivity and support the adoption of climate-resilient technologies in the agriculture and agri-allied sectors. Most project benefits will result from increased marketable surpluses of high-value agriculture commodities, stabilized production of livestock and fisheries, and improved marketing, post-

harvest management, and value addition. The financial benefits have been estimated based on detailed budgets for crops and typical smallholder plot sizes, providing an overview of the production systems including the key production parameters, farmer organizations, investments, and marketing channels. Similar analyses were prepared for the livestock and fishery production models.

b. **Improved transportation networks**. TRESP will invest in upgrading 416.47 km of rural roads with an average road length of 3.44 km. Using the 'consumer surplus' approach as used in the Highway Development and Management Model Four toolkit, the from (i) savings in road user costs (summation of vehicle operating cost (VOC) and savings in travel time); and (ii) reduction in carbon emissions were considered for upgradation of the roads. Upgrading the roads will result in an estimated savings of US$69.0 million in user costs and a reduction in emissions of 30,315 tons Carbon Dioxide (CO_2) equivalent over the economic life of 20 years. Routine maintenance costs have been set at set at US$1,119 per km per annum and periodic maintenance at US$14,925 per km every sixth year.

c. **Improved educational outcomes**. The calculation of the economic benefits is based on the anticipated achievements against the PDO indicators. Through the course of TRESP, about 67,700 students will directly benefit from the school infrastructure enhancement component of the project that is expected to translate into an improvement of up to 10 percent in the enrollment in government-managed schools. The combined effect of improved teacher practices and learning environment on learning levels, and the focus on vocational courses are expected to result in a reduced drop-out rate and higher wage realizations for students graduating from the senior secondary levels – increasing the income that students can expect to earn upon joining the work force. After adjusting for workforce participation rate and unemployment rate in the state, these benefits are estimated to be US$172.4 million over the economic life of 20 years. An additional 427,000 students are expected to benefit from improved student-teacher interactions because of evidence-based teacher capacity building and infusion of relevant teacher learning materials.

56. **The overall benefits of project investments in the three sectors.** The benefits from the three sectors will together enhance producer incomes, create skills, and job opportunities across value chains, trigger private sector investments in project areas, and support the resilience of agriculture production systems to better manage the risks associated with the markets and climate change. A cost-benefit analysis after considering all the three benefit streams yields an Economic Internal Rate of Return (EIRR) of 13.3 percent and Net Present Value of about US$107.6 million (without carbon benefits monetized) using a discount rate of six percent. The EIRR for the project under the base case scenario as well for various scenarios assuming reduced benefits is found to be well above the social discount rate (SDR) or economic opportunity cost of capital (EOCC) of six percent and hence the investment is found to be economically viable. Including the carbon benefits, the EIRR for the base case scenario increases to 13.9 and 14.5 percent for the low and high shadow price of carbon scenarios, respectively.

57. **Financial analysis**. Fiscal analysis indicates that counterpart fund requirement (US$35 million) for the six-year project during project implementation would be about 5.5 percent of GoT's fiscal allocation for the Tribal Welfare Department during the same period.[46] To maintain project sustainability, the government would need to allocate about US$0.6 million per annum, on average, for the 416.47 km of rural roads operation and maintenance and another US$1.2 million per annum for the supporting the 31 schools over the 15-years post project completion. This represents about 0.2 percent of the PWD's annual budget, and 0.2 percent of the DoE's annual budget. The results of the financial analyses of crop, livestock

[46] An allocation of US$105.9 million was made for TWD, US$275.9 million for PWD and US$621.3 million for DoE for the budget of FY 2022-23.

and fishery production models show the potential for considerable increases in gross margin, net profit, and returns to family and total labor for all production systems supported.

58. **Greenhouse gas analysis.** The GHG emissions of the project were computed independently (in terms of CO_2 equivalent) for the three activity areas. Using the Food and Agriculture Organization of the United Nations (FAO) EX-ACT tool, GHG emissions were estimated for crops and typical smallholder plot sizes, as well as livestock and fishery models. The proposed interventions and proactive project support are expected to help reduce or mitigate the intensity of GHG emissions in all the value chains supported. The investments in rural road improvement from gravel to bituminous top with related improvements will reduce the VOC and fuel consumption. Reduction in fuel consumption will lead to a reduction in carbon emissions, which is a co-benefit of this project. While the number of vehicles on the road due to the project would increase—but with reduced carbon emission rate due to improved road surface—the project will result in a marginal decrease in GHG emissions. In addition, the emissions from the total construction material that will be used for improvement of schools have been estimated based on the detailed project reports (DPRs). Using the working model developed for the economic analysis, carbon emission reduction estimates have been derived using the available guidelines. The annual average carbon emission reduction for the project is estimated at 80,003 tons, equivalent to (-) US$4.39 million for a low price of carbon (US$43-63 per ton of CO_2) and at US$8.76 million for a high price of carbon (US$86-125 per ton of CO_2). Please see the separate Climate Change Technical Note that provides details on GHG Analysis.

C. Fiduciary

59. **Financial Management.** The Financial Management (FM) assessment for the project was conducted in accordance with OP/BP10.00 and the Bank Guidance for FM in World Bank (WB) IPF OPS5.147 dated September 7, 2021 to ensure that financial management arrangements are sound enough to ensure that WB funds are utilized for the intended purpose. The assessment identified the key fiduciary risks summarized under Section VI, Key Risks. The FM arrangements as agreed are documented in the Financial Manual for the project are considered adequate to account for and report on project expenditures, with further details in Annex 1.

60. **Budgeting Funds Flow, Audit and Disbursements:** Project funds flow through a separate budget heading, 4225-02-796-91-10, Externally Aided Project (EAP), to a project specific parent bank account managed by PMU and PIUs wise child account at the same bank. The PMU will coordinate with all PIUs in the preparation of the budget proposal. The project will incur expenses and seek reimbursement for them through the submission of a quarterly Interim Unaudited Financial Report (IUFR) within 45 days after the completion of each quarter. Expenditures reported in the IUFR will be subject to an annual project audit.

61. **Community based financing.** Under Component 1, the project will finance grants to community-based organizations/women's federations for productivity enhancements, training and capacity building activities, knowledge partnerships and investments in minor infrastructure (such as minor irrigation services). Funds provided from the project to community organizations will be made in accordance with grant agreements for the approved and appraised activities and will follow electronic bank disbursements. Recipient groups are required to maintain separate books of accounts for the project funds and will submit supporting documentation to the relevant PIU.

62. **Disbursement's condition**. The project will not disburse/transfer any funds towards PO Grants, CLF/VO Grants, VO Sub-grants, PG/SHG Sub-loans, and Producer Organization Loans unless the Society for TRESP has adopted a Community Operational Manual (COM) acceptable to the Bank. The COM is

expected to be prepared within 90 days from the Effective Date and will include financial management arrangements at the Cluster Federation, Producer Group and Self-Help Group.

63. **Retroactive Financing.** Expenditures incurred up to one year before the expected date of signing of legal agreements can be claimed as retroactive, subject to compliance with the Bank's procurement procedures. For TRESP, withdrawals up to $1,000,000 may be made for payments made prior to July 1, 2022. The Project will submit a separate standalone IUFR certifying the actual expenditure incurred on the project, and this will be subject to audit by the project auditors.

64. **Procurement for the proposed project will be carried out in accordance with Procurement Regulations for IPF Borrowers for Goods, Works, Non-Consulting and Consulting Services** dated July 1, 2016, revised in August 2018 and November 2020[47], hereinafter referred to as "Regulations" and the provisions stipulated in the Legal Agreement. The project will be subject to the Bank's Anticorruption Guidelines.

65. **A Project Procurement Strategy for Development (PPSD)** has been developed along with the procurement plan, which sets out the process to be followed by the borrower during project implementation for the procurement of goods, works, non-consulting and consulting services financed by the Bank. The Procurement Plan will be updated at least annually or as required to reflect the actual project implementation needs and improvements in institutional capacity. The PMU and other implementation units will use the WB's online procurement management system, Systematic Tracking of Exchanges in Procurement (STEP) for activities approval prior to initiation of the procurement activities. The PPSD and Procurement Plan shall be updated during the project implementation period on need basis subject to an agreement with the World Bank. Further details on the procurement arrangements are provided in Annex 1.

D. Legal Operational Policies

	Triggered?
Projects on International Waterways OP 7.50	Yes
Projects in Disputed Areas OP 7.60	No

66. **OP 7.50:** The Policy on Projects on International Waterways (OP 7.50) applies to TRESP because project activities involve the potential use of waters of tributaries of the Brahmaputra River system which is considered an international waterway. The project falls under an exception to the riparian notification requirement under paragraph 7(a) of the Policy because activities are limited to upgrading and modernization of existing, small-scale schemes which will not cause changes in the existing use of water or in water quality. The exception to the notification requirement was approved by the Regional Vice President on March 7, 2023.

E. Environmental and Social

67. The project supports civil works for rehabilitation/upgradation of 416.46 kilometers of 121 existing rural roads, upgradation in 31 senior secondary schools and post-harvest infrastructure for aggregation, storage, and value addition. The environmental risk has been rated Substantial primarily due to i)

[47] https://thedocs.worldbank.org/en/doc/178331533065871195-0290022020/original/ProcurementRegulations.pdf

geographic locations, where multiple roads pass through low altitude hills, rubber plantations, and forests where some roads may require tree felling and other permissions from the forest department, and; ii) weak capacity of implementing agencies in managing environmental and social risks. The proposed rural roads are of small chainages on existing alignments and the civil works for school buildings will be executed within perimeters of existing schools. Therefore, impacts on land, forests, waterbodies, biodiversity as well as health and safety of workers and communities are expected to be localized and small scale. Potential risks from agriculture and allied activities are expected to be local and predictable with low footprints. These risks could arise from improper and overuse of agrochemicals and pesticides and lead to air pollution and soil and water degradation. The Social risk is Substantial, even though Land Acquisition is not expected under TRESP.[48] Civil works in about 20 percent of the rural roads will potentially involve voluntary donation of small land parcels by landowners, as well as shifting of temporary roadside structures and vendors. In such circumstances, the borrower will need to comply with the principles and risk mitigation measures required by ESS5 and ESS7. TRESP interventions in predominantly tribal areas entail risks of inadequacies in meaningful consultations, broad community support, social and cultural compatibility of project interventions and exclusion in project planning and benefits.[49] Based on stakeholder consultations and Gender-Based Voilence (GBV) risk asessment tools for education and major civil works, Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH) risks are assessed Moderate. These risks are driven mainly by the likely presence of a mixed gender labor force, construction in schools and remote locations, and gender imbalance among school teachers and other staff.

68. The Environment and Social (E&S) risks and impacts will be managed through an Environmental and Social Management Framework (ESMF), that comprises the Resettlement Policy Framework (RPF), Stakeholder Engagement Plan (SEP), Labor Management Procedures (LMP), and the Environment and Social Commitment Plan (ESCP). The ESMF also includes an exclusion/negative list that prohibits TRESP financing of any activities in critical/natural habitats, environmentally sensitives zones, and Ramsar sites.[50] Subprojects involving signficant physical and economic displacement of tribal households as well as adverse impacts on customary tribal lands, natural resources, cultural property, social conflict and local opposition are excluded from project support. The ESMF also involves E&S screening checklist, requirements for statutory clearances, grievance redressal mechanisms, implementation and monitoring arrangements, generic Environment and Social Management Plans (ESMPs) and procedures for preparing Resettlement Action Plans (RAP) when required. Sub-project specific ESMPs will be prepared using the generic ESMPs in the ESMF. The ESCP includes the commitment of borrower to adopting and implement the ESMF, engaging suitably qualified E&S experts, establishing grievance redressal mechanism, periodically reporting as well as preparing and implementing site specific ESMPs/RAPs and other E&S specific mitigation plans and measures[51].

69. The project will be implemented by the Society for TRESP (The Borrower). The Borrower and Implementing Agencies' institutional capacities for implementation of activities as per World Bank's Environmental and Social Standards is lacking as they have not implemented any World Bank supported

[48] Land Acquisition under the Land Acquisition, Rehabilitation and Resettlement Act, 2013 is not allowed under TRESP project.
[49] Such as particularly vulnerable tribal groups (PVTGs), shifting cultivators (Jhumias), landless, wage labor dependent households, minority households and Antyodaya households.
[50] These would prohibit project interventions: a) in eco-sensitive area, critical/natural habitats, etc.; b) in culturally significant and customary tribal lands and territories; c) requiring significant loss of land and livelihoods along with physical displacement.
[51] All the required Environmental and Social documents were publicly disclosed on the TWD website (see *https://twd.tripura.gov.in/notice-minutes*) by March 7, 2023 and World Bank website (see *https://operationsportal.worldbank.org/secure/P178418/home?tab=documents#PB*) by January 27, 2023.

project in the past. The PWD has considerable experience in construction and maintenance of rural roads under the central government's *Pradhan Mantri Gram Sadak Yojana* (Rural Roads) scheme. The Borrower and Implementing Agencies do not have dedicated environmental and social staff with the required skills and experience in implementing E&S mitigation procedures. Key measures to strengthen institutional capacity are recruitment of qualified E&S specialists in PMU and selected PIUs, and training and implementation support on ESMF/ESMP implementation by Bank's ES Team. The Borrower has carried out field visits and stakeholder consultations in different tribal blocks to disseminate project information and solicit stakeholder feedback. Stakeholder consultations have highlighted strong community demand for good quality roads connecting remote villages with public services and markets, poor condition of school buildings and teaching and learning facilities, lack of knowledge on improved agriculture production practices and access to remunerative commodity markets, stronger community desire to monitor construction and participate in village planning. This feedback has been incorporated in project planning, community engagement, village, and beneficiary selection processes, as well as in ESMF, RPF, SEP, and LMP.

70. **Gender.** The project will leverage the platform provided by DAY-NRLM in Tripura to increase the share of tribal women taking up self-employment. Women SHG members, community leaders and rural producers are the primary stakeholders and significant beneficiaries of the project. The key gender strategies mainstreamed in the project comprise the following: mobilization of women SHG members and producers in PGs/POs membership and leadership, and as Community Resource Persons (CRP); building their capacity for production and post-harvest operations; ensuring women's participation in production and agribusiness planning; providing agribusiness financing to women producers; and training them on financial products, services, and agricultural markets. The project will also support interventions to build women's awareness and capacity to improve their food and nutrition practices and security. In addition, the investments in feeder roads are expected to aid women's mobility. The results framework and the MIS will track and report on gender disaggregated beneficiary indicators across project components. Process monitoring and thematic studies will cover the impacts on, and constraints faced by women beneficiaries in rural value chains.

71. Tripura has the highest secondary school dropout rate for boys in the country, and boys' dropout rates are consistently higher than that of girls at all levels of schooling. This is attributed to poor economic opportunities which force boys to drop out and start working to support their families, particularly among those who leave school to work in agriculture. The project addresses this issue through support to the provision of school-based vocational education in senior secondary (two trades per school) and secondary schools (one trade per school). It will plan for skill development in trades that adolescent boys aspire to and for which there is demand. This demand will be ascertained through the state's Skill Development Mission and students' aptitude and aspirations (obtained through provision of school-based career counseling support). Thirty-one senior secondary schools in the aspirational tribal blocks will be strengthened with vocational education laboratories, besides other essential facilities. The improvement in road connectivity in these blocks and a reduction in commute time will help boys and girls enrolled in *spoke* schools (secondary and elementary) associated with these 31 *hub* schools to better leverage the vocational education facilities. The project will track boys' share in enrolment at senior secondary level (percentage) as a specific intermediate results indicator to assess the impact of vocational skill provision at the senior secondary level.

72. **Citizen engagement.** The project will prioritize citizen's engagement via capacity, outreach, and participation of the primary beneficiaries in the process of village planning. Under component 3, community representatives including members of women's SHGs, and SMCs will receive training on how

to engage with the village development planning process and ensure that it responds to their needs. In the past few years, Tripura has also put in place several initiatives to reach its citizens and strengthen citizen engagement and the grievance redress processes available to them. For example, in 2020, the GoT passed the Tripura Guaranteed Services to Citizens Act (TGCSA) with an aim of to improve citizen engagement in service delivery. The TGSCA assures citizens of time-bound service delivery and of a formal appellate process which can penalize responsible government officials in cases of non-compliance. Currently, 18 departments provide 77 TGSCA services ranging from approvals, licenses, birth and death certificates, scholarships etc. through a network of nearly 1,600 Citizen Service Centers (CSCs) in the state. These are internet enabled kiosks, managed by village entrepreneurs which citizens can approach to issue documents required for key services for a minor fee. Similarly, Tripura launched a CM's Helpline in 2021 be used as a one-stop call center for registering citizen grievances against any service. The project will support and strengthen the state's existing initiatives around citizen engagement and grievance redress: by (i) investing in a multi-modal, multi-lingual, mobile based application that would enable citizens to apply for key services in real-time and provide feedback; and (ii) reinforcing service-level agreements (SLAs) and protocols for grievance redress under each service, by sending automated alerts to departments found delaying in resolving the complaint.

73. **Maximizing Finance for Development (MFD)**. The project will facilitate partnerships with the private sector for improved delivery of services, provision of inputs, technical support, and higher value market outlets. For example, partnerships with private input suppliers will enable agronomic support, demonstrations of improved practices, and advisories on improved post-harvest practices to producers. Further, buyer-seller meets for producer groups will help establish direct links with traders in larger, higher value markets. The project will build infrastructure such as packhouses and roads. It will support the logistics and supply chain connections to support producer groups and their federations in providing the seasonal volumes and quality levels demanded by the larger traders and processors. In the livestock sector, the project will promote specialization in value chains and enterprise development and facilitate long term agreements with feed providers from outside the state to improve the availability of animal feed in the state. Finally, the project will fill an important gap in the tribal blocks of linking community institutions with formal financial institutions and digital payment service providers for agriculture-related financial services.

F. Climate Change and Disaster Screening and Climate Co Benefits

74. **Climate change and disaster risk screening**. An in-depth screening of the proposed project for climate change and disaster risks was conducted using the World Bank Climate and Disaster Risk Screening. The results rated the project as having a moderate to high risk from climate and geophysical hazards. The screening assessed the climate vulnerability context; specifies the project's intent and statement of purpose for addressing climate vulnerability; and clarifies the specific adaptation and mitigation activities that will be considered under the project.

75. **Climate Co-Benefits.** Considering the implications of climate vulnerabilities, the project will support resource-efficient growth by supporting farmers' adoption of climate-resilient agricultural practices and technologies, encouraging crop-diversification, upgrading small scale irrigation schemes and encouraging use of local and climate resilient materials for construction of roads and schools, which will in turn not only reduce the carbon footprint of construction, but also ensure the longevity of assets in the face of rising climate vulnerabilities. Details of Climate Co-Benefits are described in Section II-B (Project Components) and Annex 2 (Detailed Project Description).

V. GRIEVANCE REDRESS SERVICES

76. **Grievance Redress Service.** Communities and individuals who believe that they are adversely affected by a project supported by the World Bank may submit complaints to existing project-level grievance mechanisms or the Bank's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the Bank's independent Accountability Mechanism (AM). The AM houses the Inspection Panel, which determines whether harm occurred, or could occur, as a result of Bank non-compliance with its policies and procedures, and the Dispute Resolution Service, which provides communities and borrowers with the opportunity to address complaints through dispute resolution. Complaints may be submitted to the AM at any time after concerns have been brought directly to the attention of Bank Management and after Management has been given an opportunity to respond. For information on how to submit complaints to the Bank's Grievance Redress Service (GRS), please visit *http://www.worldbank.org/GRS*. For information on how to submit complaints to the Bank's Accountability Mechanism, please visit *https://accountability.worldbank.org*

VI. KEY RISKS

77. **The overall risk of the project is rated Substantial.** Risks have been identified based on residual risks, considering the efficacy of the risk management measures included in the project. Individual risk categories are rated Moderate, except for Institutional Capacity for Implementation and Sustainability, Fiduciary, Environment and Social, and Stakeholders which are Substantial.

78. **The overall institutional capacity risk is Substantial.** Capacities of the line departments (same as PIUs) to deliver programs outside the norm of the traditional national and state schemes are limited. The turnover of senior officials could be high, and the departments are inherently risk averse to new approaches that may slow down decision-making during project implementation. Moreover, most of the roads, education, and agriculture and allied sector services are under the purview of the district and block authorities who perceive the absence of incentives to improve performance, coordination, and citizen engagement in the project. Risks are mitigated by: (i) establishment of a good-quality integrated PMU and PIU structure backed by a human resources policy developed by the government; (ii) several stakeholder workshops involving district and block officials across PIUs to ensure their ownership of the project; and (iii) hiring of technical support agencies by PIUs to provision of technical expertise and support during initial years of implementation.

79. **The overall fiduciary risk is Substantial.** The project involves FM coordination issues, staffing challenges, and the varied capacities of the multiple implementing agencies. The FM risk mitigating measures are: (i) sustainable fiduciary arrangements will be put in place; (ii) qualified PIU staff to manage financial management will be appointed; (iii) a Financial Management Technical Consultant will support the PIUs during the initial years; (iv) support and assistance will be provided through training; and (v) handholding support will be provided during the initial years of implementation. The project is multisectoral with the line departments having no permanent structure for procurement. Moreover, the capacity for understanding and application of World Bank procurement rules is not consistent across the PIUs. The procurement risk mitigating measures are: (i) a Procurement Consultant has been hired and the Society for TRESP has been formed; (ii) Project Procurement Strategy for Development (PPSD) with fit-for-purpose procurement and contract management approaches is prepared and being implemented; (iii) a Procurement Manual is prepared and being implemented; (iv) government's electronic procurement (e-GP) system is being used by the PIUs, where applicable; (v) qualified staff for handling procurement are assigned in the PIUs and if necessary will be supplemented with procurement consultants; and (vi) procurement training will be provided on a continuous basis to the relevant project officials.

80. **The overall E&S risk rating is Substantial.** Environmental impacts are expected largely due to the geographical settings of rural roads, as well as construction stage impacts in forest areas, erosion, drainage, landscapes, etc. The key social risks relate to voluntary land donation, resettlement impacts, inclusion of disadvantaged and vulnerable social groups and maintaining stakeholder engagement, informed consultations, and broad community support with tribal communities during project period. These risks are further accentuated by lack of prior experience in E&S risk management as per world bank's ESF among the PIUs. Though the project is rated as having Substantial risk, it is unlikely to result in significant impacts on the environment. The activities pertaining to constructing and upgrading school buildings and agriculture and allied components are expected to have temporary, limited, localized, predictable and reversible impacts that can be mitigated through site specific ESMPs. The works on rural roads are of small chainages and mainly undertaken along existing alignments and the and the impacts can be managed through implementation of conventional mitigation and engineering measures. Importantly, the ESMF includes generic ESMPs that would be adopted with site/road specific E&S management plans and included in the bidding and contract documents. The key E&S risks mitigation measures include: i) placement of qualified E&S specialists in PMU/PIUs and Construction Supervision Consultants; ii) negative list to exclude subprojects with significant adverse E&S impacts; iii) subproject ESF screening to identify site specific E&S risks and impacts; iv) preparation and implementation of stakeholder engagement plan (SEP) v) preparation and implementation of site specific ESMPs for rural roads, buildings and related construction/civil works; v) preparation of ESCP to ensure additional environmental and social assessment and action points.

81. **Stakeholder risk is Substantial**. The project requires engagement and coordination between stakeholders in the line departments as well as other government agencies, technical partners, grassroots functionaries and rural population. The risk mitigating measures are: (i) the project will be overseen by a strategic Governing Body and a Working Committee comprising relevant Principal Secretaries for high level ownership and coordination; (ii) district level implementation arrangements and a multisector committee chaired by the District Magistrate to monitor progress and address stakeholder concerns; and (iii) a Grievance Redress Mechanism for the project to mitigate stakeholder complaints (see paras 57 and 61 also).

VII. RESULTS FRAMEWORK AND MONITORING

Results Framework

COUNTRY: India

Tripura Rural Economic Growth and Service Delivery Project

Project Development Objectives(s)

To enhance connectivity and access to improved services and economic opportunities for tribal areas in Tripura

Project Development Objective Indicators

Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
To enhance connectivity and access to improved services and economic opportunities for tribal areas								
Farmers adopting climate smart agriculture technologies and practices promoted by the project (Number)		0.00						60,000.00
Farmers adopting climate smart agriculture technologies and practices promoted by the project (female) (Number)		0.00						60,000.00
Farmers with improved market linkages (Number)		0.00						60,000.00
Villages connected by all season roads (Number)		0.00	30.00	70.00	100.00	125.00	148.00	148.00
Students completing senior secondary schooling		2,188.00			2,650.00			3,000.00

Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
(Number)								
Direct Beneficiaries (Number)		0.00	10,000.00	40,000.00	75,000.00	105,000.00	135,000.00	142,000.00

Intermediate Results Indicators by Components

Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
Component 1: Strengthening Foundations for Economic Development								
Farmers reached with agricultural assets or services (CRI, Number)		0.00	10,000.00	40,000.00	75,000.00			75,000.00
Farmers reached with agricultural assets or services - Female (CRI, Number)		0.00	10,000.00	40,000.00	75,000.00			75,000.00
Community cadres trained and providing services (Number)		0.00		100.00	350.00	500.00	750.00	750.00
Producer collectives graded A or B (Number)		0.00				800.00	1,760.00	2,000.00
Community level logistics centres operational and delivering services (Number)		0.00			1.00		2.00	2.00
Increase in average household dietary diversity score in target households (Percentage)		0.00						10.00
Roads upgraded to bituminous surface (Kilometers)		0.00		162.00				416.47

Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
Pilot establishment of Rural Freight & Public Transportation Hubs (Number)		0.00			1.00		2.00	2.00
Integrated Transport Network Development Plan (ITNDP) is prepared and adopted (Yes/No)		No			Yes			Yes
Road Asset Management System (RAMS) developed and operational (Text)		No			RAMS module developed and short & medium term maintenance & investment plans prepared			RAMS module developed and short & medium term maintenance & investment plans prepared
Investing in Services to Develop Human Capital								
Additional grade 4 students exhibiting at or above grade level proficiency in language over baseline (Percentage)		0.00			2.00			4.00
Teachers on track for completing short-term and in-service (multiyear) certificate course on Teaching at Right Level (TaRL) in the primary grades in aspirational tribal blocks (Text)		0.00	Course curriculum/ structure developed for a multi-year, 60 days, short-term certificate course	75 percent of primary school teachers complete at least 15 days of training	75 percent of primary school teachers complete at least 30 days of training	75 percent of primary school teachers complete at least 45 days of training	75 percent of primary school teachers complete 60 days training program	75 percent of primary school teachers complete 60 days training program
Grade 6 to 12 teachers across the state provided with data/evidence-based in-service teacher training (Text)		0.00	Structured lesson plans developed for all subjects taught across grades 6,9 and 11	Structured lesson plans developed for all subjects taught across grades 7,8,10 and 12	At least 25 percent of teachers complete 10 days of in-service training based on results from student learning assessments and teacher subject knowledge assessments	At least 50 percent of teachers complete 10 days of in-service training based on results from student learning assessments and teacher subject knowledge assessments	At least 75 percent of teachers complete 10 days of in-service training based on results from student learning assessments and teacher subject knowledge assessments	At least 75 percent of teachers complete 10 days of in-service training based on results from student learning assessments and teacher subject knowledge assessments
Schools with enhanced		0.00	All secondary and	All senior secondary	All senior secondary	All secondary school	All secondary schools	All secondary schools

Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
school-based vocational education program in secondary and senior secondary levels in aspirational tribal blocks (Text)			senior secondary school students provided with psychometric career counselling support	school students provided with access to at least one vocational trade of greatest interest to students in each school	school students provided with access to at least two vocational trades of greatest interest to students in each school	students provided with access to at least one vocational trade of greatest interest to students in each school	(grade 6, 7, and 8) offer prevocational studies	(grade 6, 7, and 8) offer prevocational studies
Model senior secondary schools with enhanced learning environment (Number)		0.00			15.00		31.00	31.00
Boys share in enrolment at senior secondary level (Percentage)		44.70			46.10			47.50
Strengthening Institutional Capacities for Service Delivery								
Model village plans developed for accessing Adi Adarsh Gram Yojana funds (Number)		0.00	2.00	10.00	14.00	20.00	23.00	23.00
Lower tier officials in the agriculture, rural livelihoods, education and road sectors trained in core competencies and training assessments show better capacity to deliver services (Number)		0.00	50.00	150.00	200.00	300.00	400.00	400.00
Beneficiary Management System established and piloted in select intervening sectors (Yes/No)		No	No			Yes		Yes
Project-related complaints received through the Grievance Redressal Service resolved (Percentage)		0.00	60.00	80.00	100.00	100.00	100.00	100.00

Monitoring & Evaluation Plan: PDO Indicators					
Indicator Name	**Definition/Description**	**Frequency**	**Datasource**	**Methodology for Data Collection**	**Responsibility for Data Collection**
Farmers adopting climate smart agriculture technologies and practices promoted by the project	This indicator measures the number of producers, in project blocks, who have adopted a climate smart agriculture technology and/or practice	Baseline and endline	Household survey	Sample survey	Third-party evaluation agency
Farmers adopting climate smart agriculture technologies and practices promoted by the project (female)	This indicator measures the number of women producers, in project blocks, who have adopted a climate smart agriculture technology and/or practice	Baseline and endline	Household survey	Sample survey	Third-party evaluation agency
Farmers with improved market linkages	This indicator measures the number of farmers, in target villages, who access alternative markets not previously accessed by them.	Baseline and endline	Household survey	Sample survey	Third-party evaluation agency
Villages connected by all season roads	This indicator measures the number of all-weather roads constructed in aspirational tribal blocks.	Yearly	Administrative data	Project MIS	Public Works Department, Government of Tripura
Students completing senior secondary schooling	The indicator tracks the number of students completing grade 12th from government-managed	Yearly	Administrative data	Data as per state and/or central board examination results	Department of School Education, Government of Tripura

	senior secondary schools in aspirational tribal blocks				
Direct Beneficiaries	This indicator tracks the number of people or households that are directly receiving or benefiting from project interventions	Yearly	Administrative data	Project MIS	Tribal Welfare Department, Government of Tripura

Monitoring & Evaluation Plan: Intermediate Results Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Farmers reached with agricultural assets or services	This indicator measures the number of farmers who were provided with agricultural assets or services as a result of World Bank project support. "Agriculture" or "Agricultural" includes: crops, livestock, capture fisheries, aquaculture, agroforestry, timber, and non-timber forest products. Assets include property, biological assets, and farm and processing equipment. Biological assets may include animal agriculture breeds (e.g., livestock, fisheries) and genetic material of livestock, crops, trees, and shrubs (including fiber and fuel crops).	Yearly	Administrative data and household survey	Project MIS and sample survey	Third party evaluation agency, Agriculture and Farmers Welfare Department, Animal Resources Development Department, Department of Fisheries, and Tripura Rural Livelihood Mission, Government of Tripura

	Services include research, extension, training, education, ICTs, inputs (e.g., fertilizers, pesticides, labor), production-related services (e.g., soil testing, animal health/veterinary services), phyto-sanitary and food safety services, agricultural marketing support services (e.g., price monitoring, export promotion), access to farm and post-harvest machinery and storage facilities, employment, irrigation and drainage, and finance. Farmers are people engaged in agricultural activities or members of an agriculture-related business (disaggregated by men and women) targeted by the project.				
Farmers reached with agricultural assets or services - Female		Yearly	Administrative data and household survey	Project MIS and sample survey	Third party evaluation agency, Agriculture and Farmers Welfare Department, Animal Resources Development Department, Department of Fisheries, and Tripura Rural Livelihood Mission, Government of Tripura
Community cadres trained and providing services	This indicator measures the number of community cadres who are trained and	Yearly	Administrative data	Project MIS	Tripura Rural Livelihoods Mission

	delivering last mile services to producers. Services include financial, market, and knowledge services.				
Producer collectives graded A or B	This indicator captures the performance and capacities of producer organizations through an index with gradings from A to D (with A being the highest grade) that will assess producer collectives on financial management, governance, group management, and financial performance.	Yearly	Administrative data	Assessment study	Tripura Rural Livelihoods Mission and Agriculture and Farmers Welfare Department
Community level logistics centres operational and delivering services	This indicator measures the number of community managed logistics centers that are operational and delivering services to producers	Yearly	Administrative data	Project MIS	Agriculture and Farmers Welfare Department, Animal Resources Development Department, Department of Fisheries, and Tripura Rural Livelihood Mission, Government of Tripura;
Increase in average household dietary diversity score in target households	This indicator measures the Household Dietary Diversity Score (HDDS) which is a count of the number of food groups reported consumed by any members of the household in the previous 24 hours.	Baseline and endline	Household survey	Sample survey	Third-party evaluation agency
Roads upgraded to bituminous surface	This indicator will track kilometers of road that are repaired or upgraded to a bituminous surface.	Yearly	Administrative data	Project MIS	Public Works Department, Government of Tripura

Pilot establishment of Rural Freight & Public Transportation Hubs	This indicator will track the establishment of a rural freight and public transportation hub pilot adopted by the Department of Transportation, Government of Tripura	Mid-term and project completion	Project documentation	Project documentation	Department of Transport, Government of Tripura
Integrated Transport Network Development Plan (ITNDP) is prepared and adopted	This indicator will track whether or not an integrated transport network development plan was prepared and adopted by the Public Works Department	Mid-term and project completion	Project documentation	Project documentation	Department of Transport, Government of Tripura
Road Asset Management System (RAMS) developed and operational	This indicator will track the development and operationality of a road asset management system	Mid-term and project completion	Project documentation	Project documentation	Public Works Department, Government of Tripura
Additional grade 4 students exhibiting at or above grade level proficiency in language over baseline	This indicator tracks the percentage of students at and / or above grade level proficiency in language at Grade 4 level in aspirational tribal blocks	Mid-term and project completion	SLAS Report and/or EMIS data	Data collection and analysis as per an assessment framework to be developed in Year 1 for the State Learning Assessment Survey (SLAS)	Department of School Education, Government of Tripura
Teachers on track for completing short-term and in-service (multiyear) certificate course on Teaching at Right Level (TaRL) in the primary grades in aspirational tribal blocks	This indicator tracks the completion of a short term, multiyear, in-service teacher training program focused on teaching at the right level (TARL) in the primary grades of schools in aspirational tribal blocks	Annual	Electronic records and / or EMIS data	Training progress and completion data/information/report from the State Council of Education Research and Training (SCERT)	Department of School Education, Government of Tripura

Grade 6 to 12 teachers across the state provided with data/evidence-based in-service teacher training	This indicator tracks the completion of annual in-service training made available to all teachers in upper primary grades and above in the state; aligned with insights from state level student learning assessments and teacher subject knowledge assessments.	Annual	Electronic records and / or EMIS data	Training progress and completion data/information/report from the State Council of Education Research and Training (SCERT)	Department of School Education, Government of Tripura
Schools with enhanced school-based vocational education program in secondary and senior secondary levels in aspirational tribal blocks	This indicator tracks the provision of at least one vocational trade of greatest interest (identified through career counseling and aptitude assessments) to students in each of senior and senior secondary school in aspirational tribal blocks	Annual	Government electronic records and / or EMIS data	School and trade wise enrolment data as reported to the state and/or central examination board	Department of School Education, Government of Tripura
Model senior secondary schools with enhanced learning environment	This indicator tracks the number of functional senior secondary schools in aspirational tribal blocks that are strengthened with Information and Communications Technology (ICT) and science laboratories, smart classrooms, vocational education laboratories, toilets, drinking water facilities, and furniture.	Yearly	Work completion notification and structural safety certificate (where applicable) issued by the Public Works Department	GIS and Time stamped photographs of school development works validating completion of work against original plan	Department of School Education, Government of Tripura and Public Works Department, Government of Tripura
Boys share in enrolment at senior secondary level	This indicator tracks the number of boys and proportion of boys to total	Yearly	Administrative data	Data from EMIS	Department of School Education, Government

	students that enroll at the senior secondary level in project blocks				of Tripura
Model village plans developed for accessing Adi Adarsh Gram Yojana funds	This indicator measures performance at village level to develop village plans that will enable access to Adi Adarsh Gram Yojana funds.	Yearly	Administrative data	Project MIS	Tribal Welfare Department, Government of Tripura
Lower tier officials in the agriculture, rural livelihoods, education and road sectors trained in core competencies and training assessments show better capacity to deliver services	This indicator measures the number of lower tier officials in the government and its line departments (relevant to intervening sectors of the project) trained and showing improvement in training assessment results.	Yearly	Administrative data	Project MIS	SIPARD and Tribal Welfare Department, Government of Tripura
Beneficiary Management System established and piloted in select intervening sectors	This indicator will track whether or not the project has piloted a beneficiary management system for the project's intervening sectors.	Mid-term and project completion	Project documentation	Project documentation	Department of Information Technology and Tribal Welfare Department, Government of Tripura
Project-related complaints received through the Grievance Redressal Service resolved	This indicator tracks the percentage of project-related complaints received that got resolved.	Yearly	Project documentation	Project documentation	Department of Information Technology and Tribal Welfare Department, Government of Tripura

ANNEX 1: Implementation Arrangements and Support Plan

1. **Project Implementation Structure.** The lead Executing Agency of the project will be the Tribal Welfare Department, through an autonomous registered Society, designated with the project oversight and coordination on behalf of the Government of Tripura. The Executing Agency will (a) oversee and coordinate the implementation of activities under the project to ensure coordination and cooperation between different departments; (b) prepare, consolidate, and submit to the Bank the project reports, interim unaudited financial reports, and other documents as may be required by the Bank; and (c) ensure coordination among PIUs and across levels of government.

2. **Project Management and Implementation Oversight.** The project will be implemented by multiple line departments/agencies (PIUs). These are the Department of Education (DoE), the Public Works Department (PWD), the Department of Agriculture and Farmers Welfare, Animal Resources Development Department (ARRD), Department of Fisheries, DoIT and TRLM through a 'Society for TRESP' registered under the Societies Registration Act 1860 and assigned to the jurisdiction of Tripura's state Tribal Welfare Department. The PMU will be responsible for the overall implementation of the project. The governance arrangements for the project are assessed as robust and include a two layered management mechanism: (i) a governing body chaired by the Chief Secretary with participation of the Principal Secretaries of all participating line departments; and (ii) an Executive Committee (EC) chaired by the Secretaries-in-charge of TWD involving the participating line departments.

3. The PMU will be headed by the Director, Tribal Welfare, Government of Tripura as the Project Director (PD) and designated nodal officers from the PIUs will oversee activities. The EC as stated in the Bylaws, is responsible for overseeing the Society for TRESP's operations. The Principal Secretary/Secretary-in-Charge, Tribal Welfare, Govt. of Tripura, shall be the Chairman of the Executive Committee. The rules and regulations, as well as the roles of the EC and CEO and PD, are clearly laid out in the Society of TRESP's bylaws.

4. The implementation arrangements as proposed will enable PMU and PIUs to operate as a complete team. Under the guidance of their Secretary and with the support of their respective field staff, the nodal officers of the PIUs will be entirely responsible for carrying out the agreed-upon project activities. PMU will be responsible for overall planning, budget allocation, coordination, and monitoring of the project and will ensure that all project tasks are carried out in compliance with the project's legal agreements.

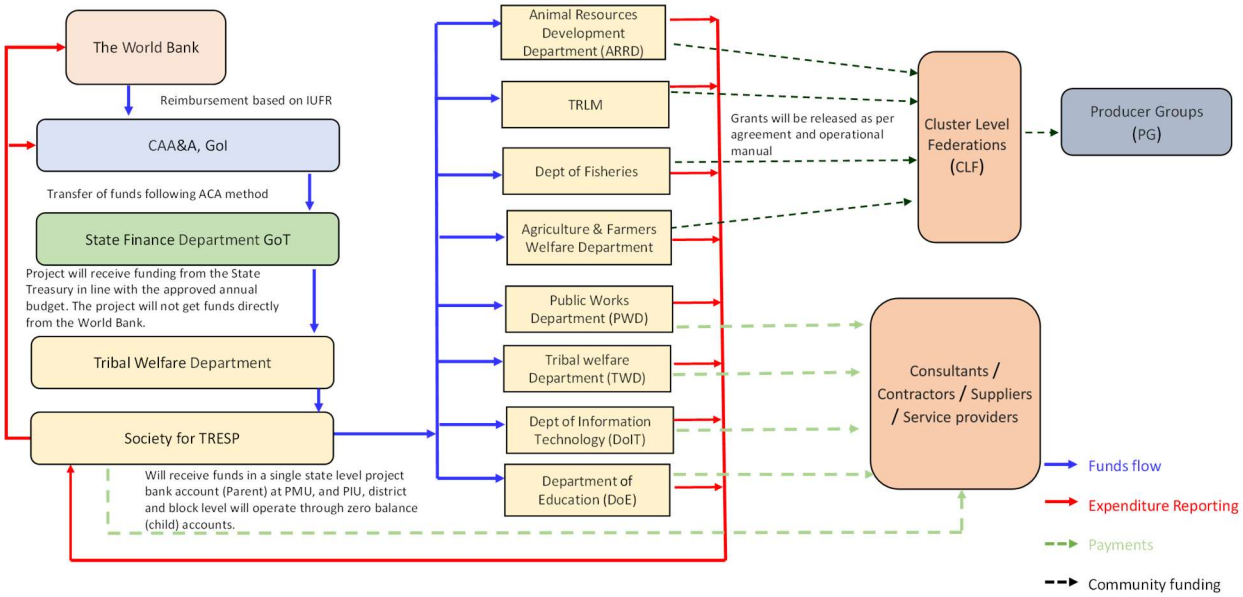
Financial Management

5. **Financial Management Assessment.** The financial management (FM) arrangements are adequate to account for and report on project expenditures.

6. **Budgeting and Fund Flow.** Project funds will flow through a separate budget heading 4225-02-796-91-10 Externally Aided Project (EAP) into a separate project bank (parent account) with a PIU-wise zero balance bank account (child account) in the same bank. The PMU will coordinate with all PIUs in the preparation of the budget proposal and submit it to the governing body and EC. Once approved by the governing body and EC, the annual budget proposal will be submitted to the Finance and Planning Department, GoT. Following budget sanction, the PMU will deposit funds into a parent bank account designated for the project, and the PD will allocate budget limits to the PIUs in accordance with the approved Annual Work Plan (AWP). Benefits of such a system include no idle funds at any of the PIUs and its units, improved ability of the PMU and PIUs to manage

funds, and a fund flow mechanism that will ensure proper use of project funds. Figure A-1 charts the fund flow mechanism that will be put in place to ensure proper use of project funds.

Figure A-1: Fund-flow mechanism for TRESP



7. **Accounting, reporting, and disbursements:** Reimbursement mode will follow under the project. The project will incur an expenditure first through budgetary funds and then seek reimbursement from the bank through the submission of a quarterly IUFR (interim unaudited financial report). The books of accounts will be maintained in a computerized accounting system, with a separate PIU general ledger account to record project-related expenditures. All PIUs, including district units and block-level units, will have access to the system for recording project-related financial transactions. PMU will reconcile all PIU accounts monthly and submit the consolidated IUFR to the Bank for reimbursement. The expenditure reported in the IUFRs will be subjected to an annual project audit.

8. **Community based financing - Subcomponent 1.1:** This subcomponent will be implemented by the Department of Agriculture and Farmers Welfare, the Animal Resources Development Department, the Department of Fisheries, and the TRLM. It will primarily finance grants to community-based organizations/women's federations for productivity enhancements, training and capacity building activities, knowledge partnerships, and investments in minor infrastructure. These activities are covered under category 2 of the loan agreement Section III. Withdrawal of Loan Proceeds and used to reimburse two types of grants: (1) CLG/VO grants for establishment costs, inputs, equipment, services, working capital, and demonstrations/pilots, and (2) sub-grants to VO from CLF and PG/SHG sub-loans.

9. The important FM principles that will be applied throughout the project for this sub-component are explained in the following paragraphs:

a) Funds will be provided electronically into the bank account of the CLF/VO/PG/SHG/PO for approved and appraised activities as agreed in the Community Operations Manual (CoM).
b) Grant Type 1 is treated as an expenditure only when the CLF/PO submits the UC and SOE to PIUs with all the necessary supporting documentation. Grant Type 2 is sub-grants and sub-loans to PO based on the terms and conditions of the sub-grant agreement and the agreed-upon work action plan. PIUs will

report these grants as expenses to PMU for bank reimbursement. The expenditures incurred under this category are eligible for reimbursement only when they comply with PIP/COM and sub-grant agreements, and transactions made in cash are ineligible for bank reimbursement.

c) The CLF/VO/PG/SHG/PO are required to maintain separate books of accounts for the project funds, establishing a clear linkage with the project expenditure. Respective PIUs, district, and block level offices will exercise oversight, ensuring proper books of account and supporting documents are maintained. Fiduciary assurance for grants provided to CLFs for on-lending purposes will be obtained from the existing TRLM MIS/financial reports. CLFs' accounts will be subject to statutory audits and audit reports will be monitored by the respective district and block units. PIU/District Implementation Units/Blocks will monitor actual utilization of funds and track closing balances at the CLF level through the NRLM MIS/accounting systems. Any funds that remain unutilized or unspent at the close of the project should be refunded. The project will strengthen TRLM activities through handholding of accounting technical assistance and preparing monthly or annual financial statements. PMU/Society for TRESP/respective PIUs cannot assign, change, cancel, offer any benefits, or waive any terms or conditions in the PO Grant Agreement. Non-compliance with this arrangement will be deemed ineligible for Bank funding.

10. **Internal Audit and Internal Control.** A Financial Management Manual (FMM) has been developed to provide guidance on budgeting, fund authorization, accounting, internal controls, delegation of financial powers, reporting, and audit arrangements. The FMM will serve as a handbook for the project's duration and be applicable to all PIUs, with payments vetted and approved in accordance with DFPR. The project design includes internal auditing as an important factor. The CA firm will start the audit as soon as the half-year ends and submit the reports within 45 days. The reports will include an executive summary outlining important issues, internal control measures, and the status of action on the previous audit report. It will be placed before the EC for approval/review.

11. **Operations Manual/Project Implementation Plan.** A consolidated Project Implementation Plan (PIP) has been endorsed by the Governing Body of TRESP. The PIP includes the FMM.

12. **External audit.** An audit of the project will be carried out by a Chartered Accountant (CA) firm appointed by the Comptroller and Auditor General of India (CAG) and will cover project transactions undertaken by the PMs and PIUs in accordance with the standard terms of reference agreed with the World Bank. The PMU and all PIUs will share the annual audited report to the bank within nine months of the end of each financial year, which is December 31st.

Procurement

13. **Procurement for the proposed project will be carried out in accordance with Procurement Regulations for IPF Borrowers for Goods, Works, Non-Consulting and Consulting Services** dated July 1, 2016, revised August 2018, November 2020, and hereinafter referred to as "Regulations" and the provisions stipulated in the Legal Agreement.[52] The project will be subject to the Bank's Anticorruption Guidelines. According to the requirement of the Regulations, a Project Procurement Strategy for Development (PPSD) has been developed, based on which the procurement plan has been prepared. The Procurement Plan sets out the process to be followed by the borrower during project implementation for the procurement of goods, works, non-consulting and consulting services financed by the Bank. It will be updated at least annually or as required to reflect the actual project implementation needs and improvements in institutional capacity.

[52] *https://thedocs.worldbank.org/en/doc/178331533065871195-0290022020/original/ProcurementRegulations.pdf*

14. **Systematic Tracking of Exchanges in Procurement (STEP) will be used throughout the project duration to prepare and submit a Procurement Plan for the project.** All records pertaining to award of tenders, including bid notification, registers pertaining to sale and receipt of bids, bid opening minutes, bid evaluation reports and all correspondence pertaining to bid evaluations, communication sent to/with the Bank in the process, bid securities, and approval of invitation/evaluation of bids would be retained by PIUs. All contracts not covered under prior review by the Bank will be subject to post review during implementation support missions and/or special post review missions, including missions by consultants hired by the Bank. To avoid doubts, the Bank may conduct, at any time, independent procurement reviews of all the contracts financed under the loan. The procurement method, prior review thresholds and National procurement procedure conditions will be as reflected in the procurement plan. STEP includes a mechanism for addressing complaints and grievances filed by contractors and suppliers and for redressing them in a reasonable timeframe. All complaints during the bidding and award stage and during the contract execution along with the analysis and response of the concerned PIU shall without exception be submitted to the Bank for review.

15. **The overall responsibility of compliance with procurement activities lies with the PMU and all PIUs.** The Society for TRESP under the TWD headed by a PD will be set up as the PMU with overall coordination and implementation responsibility. The PMU will be supported through eight PIUs: PWD, DoA/H, DoE, TRLM, TWD, ARDD, Department of Fisheries and DoIT. Each PIU will be headed by the Head of Department (HOD) who shall assist the PD in activities under their purview, including ensuring compliance with the Bank's procurement requirements. The responsibility of the HODs in terms of procurement will include the preparation of procurement documents such as Terms of Reference (TOR), technical specifications, bills of quantity (BoQs), bidding documents, and contract management to ensure quality, timeliness and task completion. They will also work as the evaluation committee members for relevant activities. The overall responsibility of procurement will lie with the PMU, which will include, but will not be limited to (i) developing a Procurement Manual, including procedures for community procurement by negotiations; (ii) ensuring uploading and updating of data and documents for activities in procurement plan in STEP; (iii) ensuring that Bank procedures are followed for carrying out the procurement process; and (iv) maintaining record of all procurement documents to make them available for review by the Bank.

16. **The World Bank's procurement supervision will be ensured through implementation support in the form of prior and post review.** The prior review contracts will be those which are relatively complex, high value contracts and will be agreed in the procurement plan following a risk-based approach. The key steps of the procurement for these activities will be prior reviewed by the World Bank before proceeding to the next step of the procurement. For the post review contracts, the TORs of the consulting services and technical specifications/ BoQs of some of the goods/ works packages may require technical review by the Bank. The Procurement Post Review (PPR) will be conducted by the World Bank, on a sample of contracts selected based on associated risks, at least on an annual basis or more frequently based on need.

Strategy and Approach for Implementation Support

17. The Implementation Support Plan (ISP) outlines the approach the World Bank will take to support the PMU and PIUs in the implementation of TRESP, including: reviewing implementation progress, reviewing achievement of project results, monitoring compliance with legal agreements, providing support on resolving emerging issues and in managing potential risks to achieving project results. The main thrust of the Bank's implementation support will be concentrated on the overall implementation quality and on making the PMU/PIUs work to their fullest potential to achieve results and disbursements in a timely manner.

18. The Implementation Support Plan reflects learnings from other Bank supported multi-state projects in the country. A key feature of the Implementation Support Plan is that Bank support will be delivered through multiple channels: a multi-sector team that draws relevant expertise from other Global Practices; six-monthly implementation support missions; interim technical missions focused on critical Program areas; just-in-time remote support through online meetings; process monitoring and possible support through a Resident Representative based in Tripura. To enable these multiple mechanisms, the Bank will also explore the provision of Technical Assistance (TA) through channels such as the FAO/World Bank Cooperative Program as well as TA funds from the participating Global Practices and bilateral donor agencies.

19. The focus of the implementation support missions particularly during the initial years of Program implementation will be on ensuring the presence of human resource capacity in the PIUs; establishment and functioning of Society of TRESP -level governance mechanisms; partnerships with technical support agencies; establishment of MIS; establishment of impact evaluation; effective information flows between the state, district, block level implementing agencies. The Project introduces a series of novel elements into a multisector program (participatory and citizen-centric planning, results-based activities, integrated approaches and convergence, public services infrastructure platform, livelihoods enhancement and technical enhancements to roads and schools, among others) which have to be simultaneously monitored and risks anticipated and mitigated. Major emphasis will be placed on ensuring that impact evaluation and monitoring systems are functioning effectively.

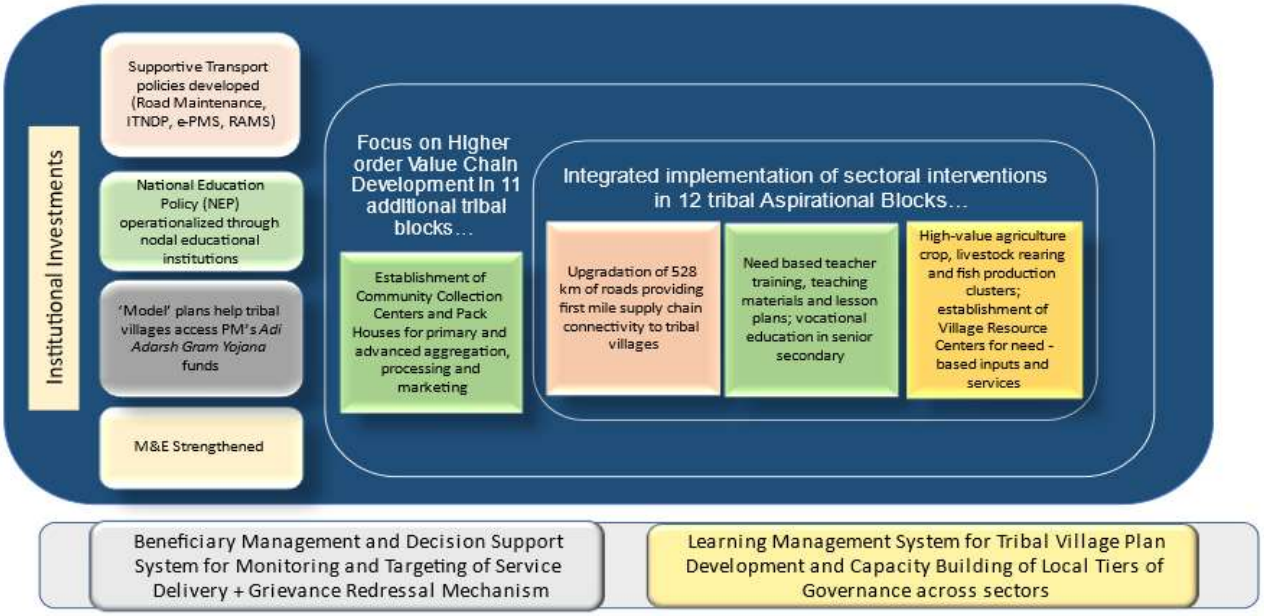
Task Team Skills Mix Requirements for Implementation Support (per year)

Skills Needed	# Staff Weeks	# Trips	Comments
TTL / Co-TTL / Program Management	12	8-10	Bank staff, country based, Headquarters based.
Technical specialists (agro-logistics; agri-finance, agri-markets; climate change; community institutions, institution development)	As required	As required	Bank staff and consultants; country based, international
Project Economist	4	3	Bank staff, FAO staff and consultants; country based or international
Transport Specialist	6	3	Bank staff and consultants; country based
Education Specialist	6	3	Bank staff and consultants; country based
Procurement Specialist	5	3	Bank staff and consultants; country based
Social Development Specialist	10	6	Bank staff and consultants; country based
Environmental Specialist	5	3	Bank staff and consultants; country based
Financial Management Specialist	5	3	Bank staff and consultants; country based
Monitoring & Evaluation Specialist	8	4	Bank staff and consultants; country based, international
ICT/Digital Specialist	3	3	Bank staff and consultants; country based
Communications Specialist	3	3	Bank staff and consultants; country based
Resident Representatives	24	As required	Consultants: country based

ANNEX 2: Detailed Project Description

1. **Project Approach**. The project will support four components that, taken together, address some of the root causes that constrain socioeconomic development in tribal blocks in Tripura. A more intensive approach will be undertaken in the poorest 12 aspirational blocks identified by the state (with a focus on improving their agricultural livelihoods, connectivity, and education outcomes), while a broader approach will be adopted for agriculture and allied sector development, and institutional capacity building in all 23 tribal blocks (which includes the 12 aspirational blocks). (Figure A2.1).

Figure A2.1*:* Project Design Intervention and Outcomes



2. **Component 1: Strengthening Foundations for Economic Development (US$90 million).** This component will focus on improving rural livelihoods in the tribal blocks through an integrated set of investments in livelihoods and rural roads to strengthen diversified and resilient production and ease access to markets and finance. The component will finance activities as per paragraphs 25 and 26 in Section II B (Project Components) in the PAD.

3. ***Subcomponent 1.1 – Diversified and Resilient Production and Market Access (US$40 million).*** This subcomponent will focus on supporting livelihood diversification and improving resilient production across 250 of 391 villages in 23 tribal blocks of Tripura. Villages were selected through extensive resource mapping of the blocks using agriculture, water bodies, irrigation, climate vulnerability, administrative and institutional data and using Remote Sensing/Geographic Information Systems (RS/GIS) methods.[53] Agriculture-livelihood interventions will be similar across all 23 blocks of TRESP. However, the project will prioritize the roll out in 12 tribal blocks in the first year using the model cluster level federation each within every block. The project will support a comprehensive review of the current extension systems for agriculture, fisheries, and livestock as well as the incorporation of climate resilient practices that focuses on indigenous livestock species, indigenous

[53] The Project is restricting itself to 250 villages because of: (a) resource constraints – lack of water bodies in all villages for fisheries (b) lack of irrigation infrastructure to support agriculture/horticulture intensification (c) geographical access (many villages are separated from other villages by reserved forests and are noncontiguous with other villages making them difficult to reach).

fisheries species, and improved varieties of agricultural crops that are agroecologically well suited to these 23 blocks.

4. Training and capacity building will be conducted to help the PGs develop investment plans that consider the current and future impact of climate risks on rural livelihoods. Through a lead farmer approach, the improved extension systems will introduce sustainable land and water management principles that enhance the capacity to manage water run-off and surface drainage to protect against soil erosion following high intensity precipitation and approaches for in situ conservation that strengthen the farmers' capacity to cope with elongated dry spells. To diversify away from paddy, the project will support demonstrations of alternative less water intensive high value crops and promote practices such as inter-cropping and crop rotation with legumes and oilseeds that help diversify climate and market risks. These practices aid in carbon sequestration by enhancing the soil organic carbon hence providing mitigation benefits. The extension systems will focus on enhancing the capacity of farmers to manage pest infestations, soil nutrient deficiencies that are anticipated to be induced by climate change such as periods of heavy rainfall (humidity) and prolonged dry spells using indigenous integrated pest and nutrient management practices. Project activities will focus on strengthening primary activities and introducing secondary activities (i.e. livestock and fisheries) through PGs and POs providing technical assistance and small-scale financing through sub-loans to PG and sub-grants to POs for adapting climate resilient and climate smart practices that are being promoted through the last mile extension systems. For livestock and fishery, the project will support investments in improved management practices and disease management thereby reducing climate vulnerability of the farmers. The project will also support in the development of alternate feed from locally available fodder crops and other protein sources thereby reducing dependency on industrial feed transported from large distances. It is expected that these measures will help reduce the GHG emission intensities in the livestock sector.[54] The project leverages the existing Tripura Rural Livelihoods Mission platform, to increase the share of tribal women taking up self-employment. Women SHG members, community leaders and rural producers are the primary stakeholder and significant beneficiaries of the project. Opportunities to address this through the project interventions include: mobilization of women SHG members and producers in PGs/POs membership and leadership, and as CRPs; building their capacity for climate-smart production and post-harvest and marketing operations; ensuring women's participation in climate smart agriculture; providing agribusiness financing to women producers; and training them on financial products and agriculture markets.

5. The project will support cluster level federations at the sub-block level within each tribal block as 'lead' community financial institutions and support investments in their incubation, operations, business expansion cum service delivery and maintenance. These cluster level federations will, in turn, support further outreach, technical assistance and support to its PG members through a Community Resilience Infrastructure Fund (CRIF) and Community Managed Training Centers (CMTCs) which will focus on farm diversification, climate smart agriculture, climate-resilient technologies on the farm, climate information services, small-scale infrastructure (including minor irrigation[55], storage and processing) and mechanization to improve and modernize existing production technology and serving existing farms, using climate-resilient design standards and energy-efficiency considerations. The CMTCs are expected to act as the nodal centers for the delivery of extension programs including on climate resilient practices related to agriculture, livestock, and fisheries. The CRIF is expected to support investments into micro irrigation that help farmers cope with late rainfall periods and/or

[54] The overlap among different interventions will happen at two levels. First, the village selection process is ensuring that there is an overlap of at least two thematic areas (agriculture/horticulture, fisheries, livestock) in the selected villages. Second, the PG financing plan will ensure that each PG is benefitting from two sector livelihoods.

[55] Water investments in TRESP will be small scale investments that fit under modernization or improvement of existing schemes and on-farm water use efficiency equipment e.g., sprinkler or drip irrigation or similar.

prolonged dry spells. The CRIF investments will also be supporting investments for post-harvest facilities such as storage racks, sorting and grading facilities, washing and drying facilities that help reduce food wastage along the value chain and also provide farmers access to storage facilities during periods of extreme climatic events and safeguard against price volatility. Availability of funds to CLFs from the project for their business expansion, service delivery and operations will ensure enhanced flow of funds to PGs and their members for increased investments in the above-mentioned activities.

6. Training and inputs will be provided to increase year-round availability of climate resilient and nutrient-rich foods associated with fruits and vegetables, livestock, and fishery subsectors. Training CLF/PG members on dietary diversification by developing nutritious kitchen gardens and BCC interventions will help to increase production of nutrient-rich vegetables and supply these to local markets and will support interventions to build women's awareness and capacity to improve their food and nutrition practices and security.

Table A2.1. Summary of Agronomic, Animal Husbandry, Fishery, and Climate Resilient Practices Promoted by Project

Practices	***Climate resilience benefits***	***Agronomic Benefits***
Crop diversification using improved varieties Crop rotation with legumes and oilseeds	Adaptation to adverse climatic conditions through use of stress tolerant varieties Reduced water requirement Increased carbon sequestration	Increased crop productivity Improved water use efficiency Improved soil nutrient management
In-situ soil and water conservation	Management of water runoff and surface drainage to protect against soil erosion following high intensity precipitation Water conservation for coping against prolonged dry spells	Increased crop productivity Enhanced soil health and reduced soil erosion Improved soil moisture and water availability
Integrated Pest and Nutrient Management	Pest management during period of heavy rainfall (humidity) and soil nutrient management during prolonged dry spells	Increased crop productivity Improved water use efficiency Improved soil nutrient management
Micro irrigation	Enhanced storage capacity of surface water to cope with late rains and/or dry spells	Improved water use efficiency Increased crop productivity
Post-harvest facilities	Reduced post-harvest losses and improved storage during adverse weather periods	Increased availability of crops for trade
Animal husbandry health and management practices – improved housing and feeding practices	Reduced vulnerability to diseases Improved manure management Reduced emission intensity	Increased productivity Reduced costs of production
Improved breed and breeding (fisheries and animal husbandry)	Reduced vulnerability to diseases Reduced emission intensity Invasive species management (fishery)	Increased productivity Reduced costs of production
Use of alternate feed (fisheries and animal husbandry)	Increased carbon sequestration	Reduced costs of production

Livestock insurance	Risk mitigation against climatic changes	
Access to voluntary carbon credit market	Offset carbon emissions	Increased incomes

7. Partnerships will be facilitated with private input suppliers for agronomic support, demonstrations of improved practices and advisories on improved post-harvest practices to producers and for producer groups to establish direct links with traders in larger, higher value output markets. Market assessments studies, market information systems and training for potential subscribers will be supported. The project will support risk adaptation in the livestock sector by developing protocols for piloting and mainstreaming livestock insurance in the state. The project will support studies on the feasibility of accessing voluntary carbon markets by generating carbon credits that can act as an added source of income for households and providing further incentives for support climate change mitigation efforts. Additional support will be provided through the Project to strengthen financial awareness and literacy initiatives for producers to avail financial and insurance (agri/livestock risk) services, including digital financial services. Support will be provided to the PIUs to strengthen their existing capacities to partner and engage with Banks and Insurance Companies to improve access and usage of varied financial and allied services in tribal blocks. Implementation of these activities will be led by the TRLM, the Department of Agriculture and Farmers Welfare, Department of Fisheries and Animal Resource Development Department.

8. ***Subcomponent 1.2 - Road Connectivity Improvement and Management System (US$50 million).*** This sub-component supports improved roads to facilitate agricultural marketing and access to social services and employment. The proposed road connections will be complemented with the creation of collection hubs for improved access to remunerative markets and income opportunities for tribal communities in these blocks. Higher agricultural incomes and improved physical access will indirectly help improve nutrition outcomes through enhanced food security and increased access to health and nutrition services. The sub-component will finance upgrading and rehabilitation of approximately 416.47 km (121 segments) of rural access roads and establish pilot roadside rural transportation hubs, including construction supervision consultancy services and project management. The road improvement includes upgrading 28.35 km of earth roads and 159.27 km of brick sole roads to bituminous surface roads; and rehabilitation/strengthening of approximately 228.91 km of paved roads, across the 12 aspirational tribal blocks through locally sources and climate resilient materials. The main elements being incorporated into climate-resilient road designs include: (a) surface sealing, embankment pitching and balancing culverts to address risk of damages against flooding; (b) improved drainage and appropriate camber designs for higher intensity and increased frequency of extreme rainfall events; (c) soil slope protection measures and bioengineering approaches for improved soil stability and resistance against road should erosion to minimize soil erosion hazards; (d) use of high quality binders that withstands ambient temperature (higher than maximum temperature rise in the state); (e) use of bitumen blended with waste plastic that helps recycle waste; and (f) planting vegetation along roads to protect roads from direct sunlight. Investments in feeder roads are expected to aid women's mobility. This subcomponent will also strengthen management systems, including developing RAMS; (b) preparing Integrated Transport Network Development Plan (ITNDP); and (c) developing Electronic Project Management System (e-PMS). The RAMS will maintain the climate resilient road assets inventory data including roughness index, condition survey, and traffic count that would enable the Public Works Department (PWD) to undertake planned management of the road assets for infrastructure resilience. The e-PMS is expected to facilitate transition from manual processing to electronic processing of project documents viz. physical and financial progress, as well as compliance to environmental and social management requirements. The ITNDP study will identify possible synergies among different modes of transportation used currently in Tripura to facilitate climate resilient supply chain management of various crops and improve market access for the farmers and other commodity producers to remunerative markets in

the state. The ITNDP study will also show status and requirements for connectivity for developing and expanding cross-border trade with Bangladesh. In addition, services of the Tripura Space Application Center will be used to plot through the GIS maps all the schools, medical facilities, agriculture, and other associated facilities on the roads that have been shortlisted under the Project. This sub-component will be managed by the Public Works and Transport Departments.

9. **Component 2: Investing in Services to Develop Human Capital (US$35 million).** This component will support investments to improve the average years of educational attainment and enhanced preparedness for labor market transitions for students in the 23 tribal blocks and especially in the 12 priority tribal blocks. The component will finance activities as per paragraph 29 in Section II B (Project Components) in the PAD.

10. ***Subcomponent 2.1 – Improving Teaching-Learning Interactions (US$9.36 million).*** To enhance retention especially at the secondary and senior secondary levels, subcomponent 2.1 aims to improve the quality of classroom teaching-learning interactions by prioritizing the provision of enhanced in-service professional development support to teachers in the 12 aspirational tribal blocks. For primary grade teachers, the project will support the provision of a short-term in-service training course with a focus on multigrade and multilingual teaching to enable smooth transitions between Kokborok, Bengali and English. This would be complemented with the provision of a standardized package of Teaching Learning Materials, especially for foundational learning, including increasing knowledge and capacities of teachers on climate risk and its impacts. The course will be spread over multiple years to enable a practice of training-observation-training that allows for continuous improvement of teaching-learning practices. For upper primary, secondary, and senior secondary teachers, the project will support the provision of need-based teacher training and structured-lesson plans. These will be informed by state-level assessment survey(s) of student learning and teacher subject knowledge assessments. The former will include the provision of subject-specific and pedagogical training, and the latter will adequately prioritize the provision of bridge education. Development of the technical capacity and service delivery channels for the SCERT will be the sustainable transformation that the project will attempt to facilitate through engagement of relevant technical experts/institutions. This will be done in alignment with India's New Education Policy (NEP) 2020, and the National Initiative for Proficiency in Reading with Understanding and Numeracy (NIPUN Bharat) initiative.

11. ***Subcomponent 2.2 – Facilitating Enhanced Workforce Readiness (US$6.48 million).*** This subcomponent will support the provision of school-based vocational education in senior secondary (two trades per school) and secondary schools (one trade per school) in the 12 aspirational blocks. Determining which trades are to be covered will entail ascertaining which skills industry demands through the State Skill Development Mission, and which skills students prefer – solicited in part through career counseling support. Preliminary analysis suggests that agriculture and food processing are among the areas of interest for tribal students. Existing training modules approved by the central government agencies will be enhanced with context and market-specific information. Furthermore, the agriculture sector is one of the four sectors preferred by students for school-based vocational education. With the course content and training modalities being defined and notified by the GoI, TRESP would seek to supplement the existing training with more market-relevant materials/training that will better align with the local contexts. Improved market orientation, technology enablement, increase productivity, environmentally sustainable agricultural practices, and/or enhanced focus on higher-value crops/produce will be the focus under this area of support/intervention. The Project will seek to improve girls' participation in non-conventional trades and provide all students with access to complementary soft skills trainings.

12. ***Subcomponent 2.3 – Enhanced Learning Environment (US$19.16 million).*** Aligning with the NEP (2020) focus on the development of school complexes, 31 senior secondary schools in the 12 aspirational tribal blocks will be strengthened with essential facilities including Information and Communications Technology (ICT) and science laboratories, smart classrooms, vocational education laboratories, toilets, drinking water facilities, and furniture. Of these, 16 will receive support for brownfield redevelopment or strengthening of physical infrastructure with a focus on climate-resilient design standards or energy efficiency considerations. The focus will be on ensuring students access to essential water and sanitation facilities, school safety, use of energy and water efficient architectural designs and fixtures and creating a physical space that facilitates an enhanced learning environment. Senior secondary schools will also be leveraged as sites for teachers' in-service professional development. The improvement in road connectivity in the aspirational tribal blocks and a reduction in commute time will help the spoke schools (secondary and elementary) better leverage these facilities. The project will also support the development and rollout of a school social audit tool that the community can leverage to provide feedback on the quality of services being provided. The tool will leverage existing global goods/tools such as the School User Survey Instrument developed by the Organization for Economic Cooperation and Development. Periodic assessment of utility, maintenance, and upkeep of facilities developed/refurbished under TRESP will be an area of focus under the social audit tool.

13. **Component 3: Strengthening Institutional Capacities for Service Delivery (US$15 million).** The objective of this component is to strengthen capacity of local institutions in the tribal blocks for improved service delivery. The component will finance activities as per paragraph 32 in Section II B (Project Components) in the PAD.

14. ***Subcomponent 3.1 - Strengthening capacity to develop need-based village level plans (US$2 million).*** This sub-component will work with Tripura's State Institute of Public Administration and Rural Development (SIPARD) to: (i) develop a Learning Management System (LMS) that can build capacity of stakeholders currently mandated to make village development plans/livelihood plans/school plans in tribal blocks, including elected Village Committee members, Block Development Officers, Panchayat Secretaries, department officials and citizen representatives (members of CLFs/PGs and women's Ps as well as members of SMCs); (ii) develop 'model' plans that can help tribal villages access Project funds as well as other sources of government funding including the Prime Minister's *Adi Adarsh Gram Yojana*, and (iii) deliver core-competency trainings (IT, procurement and others) for lower tier officials in the agriculture, education and road sectors, and CLF leaders involved in the delivery of components 1 and 2 in the 23 tribal blocks. This will ensure that livelihood and school plans being made by the PGs and SMCs feed into project interventions under components 1 and 2 respectively, the overall village planning, and help prioritize TRESP investments in a manner that is responsive to the needs and concerns of vulnerable groups.

15. ***Subcomponent 3.2 - Developing a Decision Support System for field level monitoring (US$3 million).*** This sub-component will work with the DoIT to: (i) strengthen an existing BMS by merging it with relevant socio-economic indicators so as to enable effective targeting; (ii) develop a DSS to monitor coverage and implementation of different government programs in the 23 tribal blocks, particularly programs in the agriculture, roads and education sectors; (iii) develop a multi-modal, multi-lingual, mobile based citizen service platform that would enable people in the 23 tribal blocks to apply for key services in real-time; and (iv) strengthen the state's existing grievance redress mechanism (the CM's Helpline) by reinforcing service-level agreements (SLAs)/protocols for delivery of each service so automated alerts can be sent to departments found delaying on resolution. The mobile based service platform will increase tribal people's access to services and the DSS will allow monitoring of government interventions in parallel to investments made by the project in the identified 23 tribal blocks to assess the extent of convergence. However once developed the platform and

DSS can be expanded to other services/areas in the state. Similarly, strengthening the existing BMS and CM's Helpline will provide direct benefits to tribals who may be victims of elite capture in the absence of targeting data, and may not be able to hold politicians and officials accountable. However, setting up transparent decision making facilitated through better data, and SLA protocols around grievance redress may have wider effects around how citizens of Tripura engage with and hold the state accountable at large. Training of the key institutional actors (including those in community and elected institutions) and leveraging state data and grievance redress systems are expected to result in a larger "public" good effect of component 3 that exceeds that of the project bubble. The training should set in place a 'learning management system' that can be adapted for future capacity building efforts, particularly those targeting lower tier officials. Similarly, the decision support system will focus on tribal blocks, but it can serve as a pilot to launch such systems in non-tribal blocks. Finally, the village plans are expected to unlock the PM's scheme for providing untied funding for tribal villages – currently not being tapped into because of the poor capacity in tribal villages to make and monitor plans. Subcomponents 3.1 and 3.2 will be implemented by the Tribal Welfare Department in partnership with SIPARD and DoIT, respectively.

16. ***Subcomponent 3.3 – Project Management, Technical Assistance and Monitoring and Evaluation (US$10 million).*** This subcomponent will enhance institutional capacities via the establishment of an integrated Project Management Unit (PMU) in the society structure created under the State's Tribal Welfare Department (TWD). The PMU will coordinate with various Project Implementation Units (PIUs) in the relevant state departments. The sub-component will support technical assistance, coordination and M&E costs, and any other operating costs of the project.

17. **Contingent Emergency Response Component (US$0).** Following a natural disaster event, the GoT may request the Bank to re-allocate project funds to support response and reconstruction. This component could also be used to channel additional funds should they become available because of an emergency. This component is aligned with Pillar 3 of the GCRF.

Project Financing

Table A2.2: Project Cost

Components	GoT	World Bank	Total
1. Strengthening Foundations for Economic Development	**22.5**	**90.0**	**112.5**
1.1 Diversified and Resilient Production and Value Addition	*10.0*	*40.0*	*50.0*
1.2 Road Connectivity Improvement and Management Systems	*12.5*	*50.0*	*62.5*
2. Investing in Services to Develop Human Capital	**8.75**	**35.0**	**43.75**
2.1: Improving Teaching-Learning Interactions	*2.34*	*9.36*	*11.7*
2.2: Facilitating Enhanced Workforce Readiness	*1.62*	*6.48*	*8.1*
2.3 Enhanced Learning Environment	*4.79*	*19.16*	*23.95*
3. Strengthening Institutional Capacities for Service Delivery	**3.75**	**15.0**	**18.75**
3.1: Strengthening capacity to develop need-based village level plans	*0.5*	*2.0*	*2.5*
3.2 Developing a Decision Support System for field level monitoring	*0.75*	*3.0*	*3.75*
3.2: Project Management, Technical Assistance & Monitoring	*2.5*	*10.0*	*12.5*
4. Contingent Emergency Response	0.0	0.0	0.0
GRAND TOTAL	**35.0**	**140.0**	**175.0**