

Excerpts from ICRR report of World Bank

1. Overall outcome is rated Highly Satisfactory. This is based on ratings of High for Relevance: There were no shortcomings in relevance to the current Bank CPF. Clear evidence was provided by the operation for alignment of PDOs to current CPF objectives; High for Efficacy: The operation fully achieved - and in key aspects exceeded - its objectives/intended outcomes; and, High for Efficiency: Results far exceeded expectations.
2. Project design was technically and operationally complex but rational, linked to dairy sector needs, lessons/standards of global experience, key studies, and related in-country operations. Project design focused on building multi-level institutional capacity to support successful execution of complex, large scale programmes while boosting sustainability. The Results Framework was well-designed with indicators clearly aligned to PDOs, and with a comprehensive monitoring plan.
3. NDP I demonstrated the transformational potential of a tightly focused, science-based project led by an experienced, technically sophisticated apex institution.
4. Data collection and analytics can successfully drive project implementation, anchor needed course correction and allow transparent and objective assessment of impact. M&E implementation performance exceeded expectations: (a) Data collection, analysis and reporting achieved high standards and multi-level institutional buy-in. (b) All studies/reports were delivered and special studies were conducted. (c) Important ICT systems were developed and operationalised. (d) MIS systems (comprising INAPH, SSMS and ERP) are assured of sustainability post-project. M&E data, products and best practice cases were utilised extensively by NDDB.
5. NDDB successfully pioneered Framework Agreements (FA) as the centerpiece of its strategy for improving value-for-money from public contracts under NDP I.
6. Actual equity participation by EIAs far exceeded other GoI programmes in dairy development at that time, which were 100 per cent subsidised.
7. The programme exceeded expectations: adoption of genomic breeding; promoting broad awareness of breed improvement; massive progress in upgrading the physical and scientific infrastructure.
8. Fodder development technologies, many with environmental co-benefits, garnered the participation of over 2 million producers. Intensive farmer education, field demonstrations addressing manpower needs, technologies and storage, were the drivers of fodder technology adoption.
9. The VBMPs linked millions of smallholder milk producers to organised markets based on a stable, transparent, merit-based approach. The project mainstreamed the principles of equity, inclusiveness and participation. The result has been a "moderate shift in the distribution of income in favour of the rural sector. The price per litre received by milk pourers from their DCSs increased an average 8-11 per cent over five years in intervention areas, attributed mainly to improved milk quality.

