



ACC

Participatory Impact Assessment

Sustainable Community Development Project (SCDP)



Conducted by:



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ABBREVIATION

A/C	:	Account
AH	:	Animal Husbandry
AIDS	:	Acquired Immune Deficiency Syndrome
ATMA	:	Agriculture Technology Management Agency
BCW	:	Bargarh Cement Works
BPL	:	Below Poverty Line
CBO	:	Community Based Organization
CSR	:	Corporate Social Responsibility
DBI	:	Diversion Based Irrigation
DIC	:	District Industries Centre
FD	:	Fixed Deposit
FGD	:	Focused Group Discussion
FIG	:	Farmers' Interest Group
GP	:	Gram Panchayat
HH	:	Household
HIV	:	Human Immunodeficiency Virus
ICDS	:	Integrated Child Development Services
KVK	:	Krishi Vigyan Kendra
LIC	:	Life Insurance Corporation
MGNREGS	:	Mahatma Gandhi National Rural Employment Guarantee Scheme
MSF	:	Mahashakti Foundation
NABARD	:	National Bank for Agriculture and Rural Development
NGO	:	Non Government Organization
NMPS	:	National Mission for Protein Supplements

NRM	:	Natural Resource Management
ORMAS	:	Odisha Rural Development and Marketing Society
PIA	:	Participatory Impact Assessment
PRI	:	Panchayati Raj Institution
PWD	:	Person with Disability
SCDP	:	Sustainable Community Development Project
SHG	:	Self Help Group
SRI	:	System of Rice Intensification
UGB	:	Utkal Gramya Bank

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We wish to put in record for strong support, cooperation and for providing valuable data/information during field visit by the SCDP Team especially Ms. Rojaleen Bhuyan, Mr. Peter Chand Panigrahi, Mr. Firoz Thati, Mr. Jagannath Harpal and others. Their feedback and other inputs were very helpful and contributed to a better understanding of the issues and challenges appeared during implementation processes of the project activities. We appreciate their thoughtful plan, wisdom and cooperation that made the assessment more comfortable to travel and work in a very remote project areas for collecting required information. The warmth and hospitality shown by community and their cohesive CBOs at different levels and their openness in sharing information and experiences will be a lasting memory. We wish to thank them for their excellent support. Most significantly, the case study of communities took time out of their busy lives to share their experiences and generosity.

Umashankar Sahu
Secretary
ADHAR

EXECUTIVE SUMMARY

The Project “**Sustainable Community Development**” was started in 2009 with aim to bring holistic development in the lives of people living around mines of ACC, Bargarh Cement Works. The project was conceived and supported by the ACC, BCW and implemented by MSF. The project is also the outcome of the baseline study conducted by external agency in 2008. The project started way back to 2009 and implemented the project interventions in three phases (2009, 2010, 2011-2015).

The geographic focus for project interventions was from 03 villages, 01 Gram Panchayat, 01 block and 01 District from Odisha State.

The **First Phase** focused on **building rapport** with the community to mobilize the community for their participation in the project intervention. **Second Phase** of the partnership stressed on **women empowerment**. **Third Phase** focuses on the learning in second phase of more inclusive, more assertive and more proactive with key strategies of holistic village development with **Farmers & Livelihood Development, Health & Sanitation, Natural Resource Management and Women Empowerment** components.

The project aims to enrich the socio economic condition, self-reliance and better livelihood through creating an enabling environment where 60% of HH (5200 people – approximately 660 HHs) can pursue their choice of social, economic development activities of Dungri G.P. in three villages during the project period.

The present PIA was part of the strategy to conduct an external evaluation to assess the impact of the interventions implemented; the evaluation was focus on five fundamental evaluation criteria which includes **Relevance, Effectiveness, Efficiency, Impact/Change** and **Sustainability**. The project was assessed on the basis of the Logical Framework developed during the project formulation by the SCDP Team.

Relevance: The project approach and strategies have been community oriented and focused on community involvement with the guidance of project team and also addressed the goal of the project. It responds to the people’s needs, project outcomes and outputs were well identified at the time of design. The project activities are very well suited for addressing the main issues of the area as agriculture, livelihood, health & sanitation and condition & position of women. The project also focuses on the sustainable development of the targeted community especially the **availability, access and adequacy strategy**.

The project design is coherent and consistent with the policies of MSF and ACC. The project has tried to address **availability, accessibility** and **adequacy**. The farm based and nonfarm based livelihood activities addressed **availability** of food, **access** to Government resources by mobilization and convergence and **adequacy** by developing natural asset increased agricultural production and income opportunities through utilization of resources and also utilizing Government schemes. These strategies are relevant to the MSF’s organizational vision and priorities and also strengthened the capacities to emerge as a catalyst agency of addressing similar issues in the region.

There is a consensus that the mechanisms established for the monitoring and supervision of the project by were adequate. However, the CBOs promoted so far need handholding support. The social support system like grain bank and support of capital to poor families has helped the project in protecting the community from further susceptibility to vulnerability.

Effectiveness: The project was **effective** as the envisioned outcomes were achieved. The project has brought considerable change in the life and living condition of the targeted families through farm and nonfarm based livelihood support along with convergence with the Government schemes, empowerment of the women by collectivizing them supporting for income generation, health awareness & increased health seeking behavior and efficient management of natural resources by productive use. The objectives proposed at the time of project design were well thought of while considering the needs of the people and also the area. The physical targets indicated that the objectives were achieved as specified in the project design and also contributed to achievement community development moderately. There is a need to rethink while planning for activities that activities should be in the line of the objectives. The planned activities with the achievements of indicators are moderately matching with the project design and some of them well visualized physically. The self help approaches of community empowerment, establishment of CBOs like SHGs, FIGs, Trust at various levels with a focus on women & farmers and their capacity building enhanced the level of understanding on the issues prevailing in the area and also systems for convergence of accessing different Government schemes involving different stakeholders gradually; shows the effectiveness of the project. The project also addressed the social cohesion, individual to collective approach, farm & non farm income generating activities in order to sustain their livelihoods and income. The monitoring and review systems at field and project level are in place. The expertise, guidance and commitment of the Project Team also contributed to make this project success. Although some challenges occurred during the project time but overcome through amicable strategies. Overall, the project is assessed to be **efficacious**.

Efficiency: The **efficiency** of the project was assessed in detail; overall the project has been managed efficiently. The resources for the project have been adequately mobilized during the course of implementation and achievements and impacts commensurate with the efforts/inputs. The budget and provided is underutilized every year as per the project plan. The utilization of funds could not be assessed in detail. The project fund is operated through a joint A/C operated by Programme Manager and Programme Officer. The project activities as planned implemented with the budget provided by the ACC. The involvement of community primarily the poor and also women helped the project going towards being sustainable. The formation of different CBOs at different levels and their regular interactions and capacity building helped them working together in accessing the Government schemes. It ensured acceptance / ownership by key stakeholders, e.g. beneficiaries, PRIs and Government which resulted to access the social security schemes and convergence of the Government programmes. The systems developed at various levels i.e. community empowerment and community structures, the roles and responsibilities of CBOs etc. however, with handholding support would help the CBOs promoted to sustain the process further. Overall the project is assessed to be **efficient**.

Sustainability: The **sustainability** of any project has a triple bottom-line - Institutional, ecological, and economic. The self help approach of establishment of CBOs and their continuous skills and knowledge up gradation, the systems for addressing problems as per the community needs, regular meetings of the CBOs and Federation have been found to be appropriate to sustain the institutional systems. The activities on improving the ecological system through promoting diversified agriculture models, SRI, grain banks, measures for drought resistant water harvesting technologies, plantation etc. are ecologically appropriate. The savings

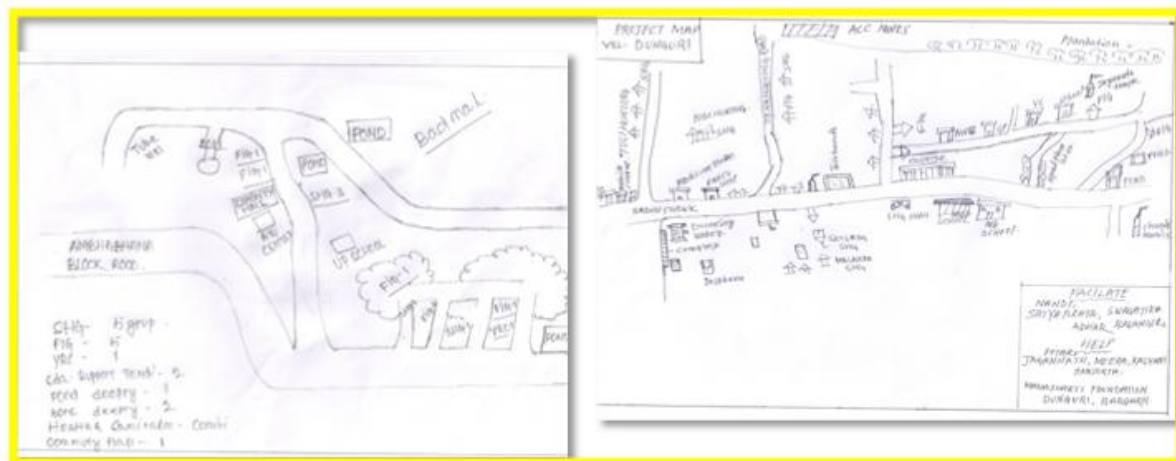
and bank linkages of women SHGs are contributing to support the vulnerable communities in food security for more time.

Impacts: The impacts under the project primarily the effective CBOs and Federations at different levels are in place, mobilizing Government schemes, change in behavior in drought resistant measures, farm and nonfarm based income generating activities, health seeking behavior, social cohesion and support system, increase in duration of food security & employment, increase in household income, reduction in debt etc. Overall, the project was successful in its primary goal of contributing to enhancing socio economic condition, self-reliance and better livelihood.

Chapter-I INTRODUCTION

The project “**Sustainable Community Development Project (SCDP)**” is supported by the ACC and implemented by MSF. The Partnership started way back to 2009 and implemented the project interventions in three phases (2009, 2010, 2011-2015)

The geographic focus for project interventions was from 03 villages, 01 Gram Panchayat, 01 blocks and 01 District from Odisha State.



Project Area Map

The **First Phase** focused on **building rapport** with the community to mobilize the community for their participation in the project intervention. **Second Phase** of the partnership stressed on **women empowerment**. **Third Phase** focuses on the learning in second phase of more inclusive, more assertive and more proactive with key strategies of holistic village development with **Farmers & Livelihood Development, Health & Sanitation, Natural Resource Management and Women Empowerment** components.

The project aims to enrich the socio economic condition, self-reliance and better livelihood through creating an enabling environment where 60% of HH (5200 people- approximately 660 HHs) can pursue their choice of social, economic development activities of Dungri G.P. in three villages during the project period.

The present Participatory Impact Assessment was part of the strategy to conduct an external evaluation to assess the impact of the interventions implemented; the evaluation was focus on five fundamental evaluation criteria which includes **Relevance, Effectiveness, Efficiency,**

Impact/Change and Sustainability. The project was assessed on the basis of the Logical Framework developed during the project formulation by the MSF. The assessment took place from 16th-18th December, 2015.

Purpose of the PIA and Key Questions:

The PIA seeks to assess the performance of the project including the extent to which interventions on farmer & livelihood, health & sanitation, women empowerment and natural resource management for sustainable development of the community, the processes for strengthening the established community based organizations to work for the development of their members & own governance and its effective implementation, convergence etc have translated to sustainable development of the target community and how it has contributed to ACC-CSR programme goals.

Primary focus of the evaluation is to assess achievement of the overall and specific objectives of the program along with the indicators mentioned in the Log Frame of the project implemented by MSF. The evaluation carried out to evaluate the success and impact on the contribution towards community development by empowered local community and also to document the leanings and best practices for dissemination and further continuation, replication in similar geographic nature and cultural setup.

The purpose of the PIA was:

1. To conduct an independent assessment of the achievements, impacts, success, gaps, best practices and lessons learnt through project interventions and how the target community involved and benefitted.
2. To assess the project with respect to its relevance, effectiveness, quality and sustainability.
3. To assess the change/impact in the lives and livelihoods of vulnerable communities due to the project interventions.
4. To provide recommendations for improving the current strategies/initiatives if necessary and also future project design based on the challenges, success and learning for follow up.
5. To document best practices, key lessons learned and the way forward for future for continuation, replications and addition if necessary.
6. To understand the supplementation of/ in the ACC's CSR goal.

The key questions were considered while evaluating the project. The mission reviewed the available relevant documentation and conducted interviews with a broad range of stakeholders, including the project proponent MSF and the staff, Community groups, different CBOs, individuals, Government officials, Panchayat Representatives, etc.

Methodology and Process Followed:

At first a consultative meeting was held with the Mr. S. Rama Krishna, Manager-CSR, ACC, BCW at Dungri on 16th December, 2015 to understand the project partnership of MSF with ACC during different phases, the project interventions and its implementation procedures, impact, challenges etc and chalked out a tentative plan for field visits in consultation with SCDP project team. SCDP had provided relevant documents etc. The desk appraisal was the basis for developing concrete evaluation tools and questionnaire (qualitative and quantitative) for evaluation of the project.

An initial discussion with project team, the researchers prepared question schedule for each sets of beneficiaries. Guide questions were also prepared for the FGD to collect relevant information for CBOs and Federation representatives etc. The methodological approach for this evaluation encompasses a mix of quantitative and qualitative techniques. The main methods applied for data collection at field level were key informants interviews and community leaders, transect walk, seasonality, project area mapping, change trend, focus group discussions with CBOs using semi structured interviews with questionnaire/schedules and its analysis, interactions with Local representatives (Panchayat Raj Institutions), Government officials, Bankers, physical visits to the infrastructure developed (pond deepening, check dam, diversified cropping, plantation, goatary, poultry, weaving unit etc.) The researchers tried to assess all types of interventions based on the presentation of Programme Manager, SCDP along with interaction with selected SHGs, FIGs and beneficiaries so as to cover diversity of interventions. But it could not be possible to have physical visit to interventions related to youth development.

Out of the 03 villages, the intervention wise villages were selected based on the performance of good and moderate impact (perceived by the Project Team). Selection of community groups (SHG, Federations at various levels) were based on the performance indicators and out of them, both with good performance and less active groups were chosen. The criterion was finalized along with the project team and a detailed schedule of visits for evaluation and its geographic coverage was prepared.

The researchers consulted a wide variety of stakeholders and key informants. During the field level assessment, care was taken to ensure that all stakeholders are consulted and their views on the implemented interventions were taken into cognizance for the assessment. The assessment process was participatory at all levels and participatory approaches using PRA tools adopted wherever appropriate. Different information was triangulated with different key informants, documentation and observations in the field. Finally the researchers visited a number of project implementation sites. Information from all these sources has been brought together into the analysis and relevant recommendations that follow in separate chapter. A debriefing meeting was organized to share the general observations along with the Project Team, CSR Incharge (ACC) and Chief Manager, Mines (ACC) after completion of field visits.

Limitations of the Study:

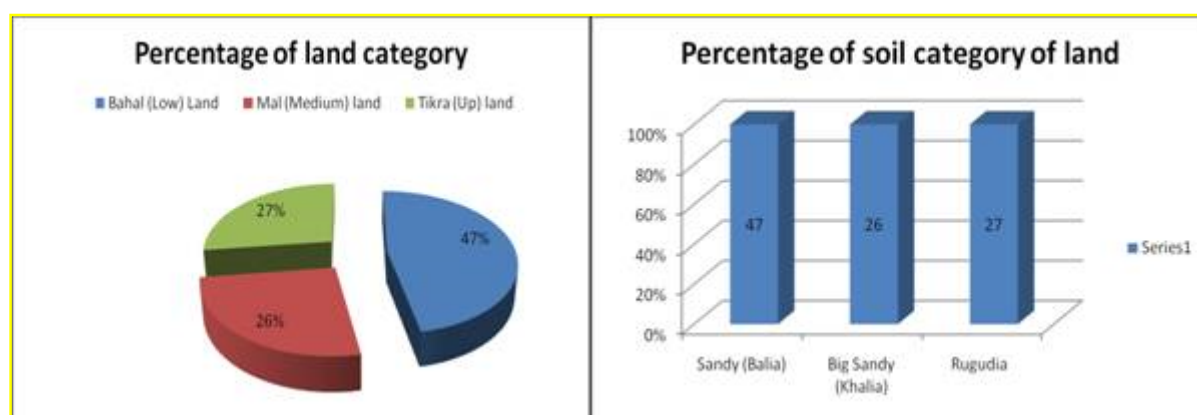
Time factor remained to a limitation for the evaluation study since the community (farmers) had short time for interaction in the evening after they return to home from the farm field.

Chapter- II DESCRIPTION OF THE PROGRAM

Context and Backdrop:

Dungri limestone mines is situated in Dungri Gram panchayat of Ambabhona Block of Bargarh District in Odisha. The Dungri GP has 3 villages namely Dungri, Badmal and Sauntamal holding total 1096 households. The Dungri area is cut off from the rest of Bargarh plain by a long spur of the Barapahar hills running south-west for a distance of nearly 48 Km. This hill forms a barrier to communication with the rest of the district.

There are 3 types of land distribution in the Dungri GP, the Bahal land, Mal land and Tikra land and the soil quality is mostly sandy. (The land distribution and sand type are shown below).



The 10 years average rainfall is 1147 mm which is below normal rainfall and erratic. Over 80% of the total sown area is dependent on rainfall as there is only 15 to 17 percentage of irrigated land in the three villages of Dungri. The Deficit rainfall and a variation of its distribution in time and space frequently result in crop loss. Since the land is located on the foot hill, the downward current of rain water from the mountain damage the division line of the land, resulting in damage in cultivation. The frequency of drought has increased to a cycle of almost alternative year. Recurring drought has led to migration in which poor and vulnerable people, mainly from the 'lower' castes meet exploitation and injustice for the arduous work that they do for survival.

With more than 50% of forest resources depleted and in the absence of any alternative means of livelihood, number of people from this region have been migrating to urban areas and neighboring Andhra Pradesh, Chattisgarh and West Bengal in search of work and food.

The land holding pattern is conspicuous by the unusually small holding over half the area. Out of the total area, the land holding of marginal and small farmers is around 48%. With passage of each generation the land holdings gets smaller and smaller. This pattern of land holding itself is a cause for limited livelihood option besides other reasons.

Some of the habitants are dependent on the part time work under the contractor in the limestone quarry/ACC as daily wage laborers. However with introduction of improved machineries, the work opportunities with the companies have squeezed significantly.

Socio Economic Profile (Source: Baseline Survey conducted by MSF):

Name of the village	Total number of Households	Total Population	% of BPL families	Major livelihood pattern	% of literacy
Dungri	363	1544	45	Agriculture, Wage Labour	36
Badmal	488	2436	52	Agriculture, Wage Labour	39
Sauntamal	245	1120	78	Agriculture, Wage Labour	22

Identification and Observations of different issues before CSR intervention:

- ✓ Prevalence of poverty and high rate of under-employment-Low wages in Agricultural and Non-Agricultural labour.
- ✓ Low levels of self employment and lack of diversified source of livelihood- social entrepreneurship.
- ✓ Lack of vibrant social capital especially amongst women, youth and deprived communities-participation in institution of local governance.
- ✓ Depleting natural resources.
- ✓ Declining asset base, no savings, debt trap and mortgage.
- ✓ Alcoholism and domestic violence against women due to marginalization and exclusion.
- ✓ Poor school/education infrastructure. High rates of drop outs.
- ✓ Health access for the poor and poor sanitation, and Lack of toilet facilities especially for the women during rainy season.
- ✓ Acute drinking Water crisis during summer in all the 3 villages.
- ✓ Landlessness, lack of employment opportunities in the agriculture, industrial or the service sector tend to increased distress migration.
- ✓ Lack of household level sanitation system, educational services, health, transport and recreational opportunities for youths.
- ✓ Less participation of women in income generating activities and village development processes.

Other Social Issues:

- ✓ Non cooperation and discrimination by the native population towards the displaced population from different parts of Odisha, Jharkhand and Chattisgarh who are residing in distinct hamlets 'Hutting'.
- ✓ High rate of unemployment and lack of skill among the youth.

The ACC CSR Intervention:

The project attempted to identify the most limiting factors and address these limitations with appropriate interventions in a sustainable manner. With its experience in community development work and its commitment to reconstruct the rural mass Mahashakti Foundation partners with ACC limited under its CSR project in the month of November 2009. It was the planned study that gave a lot of food for thought to both ACC and Mahashakti regarding lending a helping hand in rural reconstruction addressing the socio-economic issues that the communities were facing through the SCDP and the project was implemented systematically. Thus the project titled "Sustainable Community Development Project (SCDP)" started getting implemented in the Dungri Gram Panchayat by Mahashakti Foundation from December 2009.

The SCDP project Operational area:

Component	Coverage
Total Districts	01 (Bargarh)
Total Blocks	01 (Ambabhona)
Total G.Ps.	01 (Dungri)
Total Villages	03 (Badmal, Dungri and Sauntamal)
Total Hamlets	23
Total Households	1096
Total Population	5112

5.2 Project Goal, Objectives & Target Groups:

Title: Sustainable Community Development Project

Goal: Enrichment of the socio economic condition, self-reliance and better livelihood through creating an enabling environment where 60% of HHs (5200 people – approximately 660 HH) can pursue their choice of social, economic development activities of Dungri G.P. in three villages during the project period.

Objective:

The objective of the project is to meet development needs in the underdeveloped area of Dungri GP area by providing social and economic services for the rural community people.

- ✓ To facilitate the need based support services/interventions on health, education and environment for the development of downtrodden.
- ✓ To accelerate the sustainable development process for the poor families.

- ✓ To make poor people united through groups in addressing social security and livelihood issues for reducing poverty and increasing household status.
- ✓ To facilitate intensive capacity building trainings on entrepreneurship development for up gradation of the skill and expertise.
- ✓ To enhance the educational level of the targeted population by creating different educational opportunities.

Target Group: Farmer, Youth, Women & Children

Chapter - III IMPACT ANALYSIS

Impacts of the project:

This impact assessment was designed to capture the real impacts of the project on the lives of the project beneficiaries. This has tried to demonstrate whether the money allocated to a project is actually having an effect on the lives of the targeted beneficiaries of the project which created a need for ACC and greater incentives for implementing agency-MSF to measure the results of their work. Since attempt has been made to include the project participants in the impact assessment process, this is expected to create an opportunity to develop a learning partnership involving ACC, MSF and the participating communities. The impact assessment process has created a space for dialogue and the results is expected to provide a basis for discussions on how to improve programming and where best to allocate future resources. The impacts were assessed on the following three aspects:

Changes happened in the community since start of the project:

There has been structural and attitudinal change at the household level due to the psycho-social component. The participating families of trainings and community forums feel more stable, have more coping options, mutually help in conflict resolution and recognize the importance of women more in the household. The ultimate result is found to be quite advantageous for the corporate in terms of getting positive environment in its periphery.

The earlier conflict and regional feeling among the native people and hutting people has significantly reduced as compared the prevalence prior to the project the project intervention. There has been increased social cohesion and feeling of working together whereby their institutions are growing stronger. Participation communities with belongingness has gradually increased in terms of participation in observation of national and international days, youth are organizing pujas and other cultural events. The male counterparts are taking leadership role and volunteering in community building activities such as deepening of pond, village cleaning activities etc. The participation of more than 400 women in the observation of International Women's Day indicates togetherness among the communities.

Women beneficiaries reported the reduction of domestic violence, but expressed their concern about the Alcohol consumption of their male counterpart which has become the major hurdle for the better economic status of their family.

The community members are gradually contributing to the project intervention in terms of Shramdan or monetary contribution as seen in the case of pond deepening works.

Strategic activities undertaken:

The project involves some sort of direct or indirect livelihoods asset transfer, such as infrastructure, knowledge, livestock etc. Changes are realized through the utilization of these assets that produce real impact on the lives of project participants. The training in new and improved farming practices, a transfer of skills and knowledge, financial support, infrastructure creation, linkage with Government schemes, loan mobilized from bank etc. ultimately has resulted in real impact on the lives of the participating communities. This knowledge transfer, capital support, linkage and mobilization are translated into improved crop yields, production of goods resulting in improved household food security and household income. The project venture made the financial support available to the households hassle free with an interest rate of less than half of the percentage that previously they were giving.

To enhance crop productivity (Paddy and vegetables), the programme undertook a range of different activities including converging with Government Schemes and Programmes, developing irrigation infrastructures, rehabilitating degraded lands, organizing exposure visits and distributing improved seeds/seedlings. The programme also introduced improved breeds, better rangeland management and veterinary services for livestock. Better quality seed of Mustard, Sunflower support from ATMA has been provided to the community. In order to give irrigation facility to the rain fed filed water harvesting effort has been made and 250 acres of land of 130 farmers are getting benefit from it.

In order to learn from other projects, the farmers have received training and exposure visit on vermin compost production and use and promotion of organic manure for better yield.

96 households have directly benefitted from agricultural support including financial support and technical support.

Mr. Lokanath Sa of Dugri village is a burning example of that locality for bringing about economic independence of his family. Earlier he was managing his family with hardship with the little yielded paddy cultivation from his agricultural land. Now, he earns more than 2 lakhs through the diversified cropping of banana cultivation in his 0.3 acre of land with the support of ACC. He has opened a fixed deposit A/C and bought gold ornaments from that income. With this income he has been able to provide higher education to his son at Bargarh town. He has also been able to build a nice pucca (concrete) house in place of the kacha mud hut. Now he is planning for larger cultivation of banana in his land instead of

Around 212 farmers were well motivated and interested for diversified cropping and household income has increased by adopting such cropping like vegetable, banana, papaya, chilly, potato, sunflower, mustard etc.



18 FIGs have been promoted through linkage with different agricultural schemes and programmes of the Government. The FIGs have raised their own fund of Rs.50, 270.00 and they have deposited Rs. 24134.00 in their Bank A/C.

40% of the goat beneficiaries have maintained goat shed, hygienic care, regular vaccination, de-worming for livestock development and linkage with Veterinary Department has enabled them to access to different services. More than 1000 livestock have received benefit of free treatment. Animal health camps were organized in 03 villages in collaboration with AH Department covering more than 90% goats. It is seen that there has been visible reduction in animal mortality rate.

By mobilization, the farmers have raised a fund of Rs.11, 000.00 for using in agricultural development purpose.

25 households have been motivated for mushroom cultivation in a contributory mode.

45 landless and small farmers have been supported with 500 chicks with technical support of Basix for livelihood development.

5 farmers have been supported for tissue (banana) cultivation who are making additional annual income of Rs. 35000.00 to Rs.40000.00.

As a part of social security initiative, the marginal farmers have been enrolled in the social security schemes and 50% claim has been diverted as FD in the name of claimants or their children. 600 persons have been enrolled in social security schemes and immediate claim benefit has been settled by the LIC through SCDP and provided Rs.2, 25,000.00 to the claimants.

Awareness is made to more than 1500 community people, school & college students on safe sanitation like hand wash, malaria, dengue, diarrhea, and HIV & AIDS. It is resulted in increase in hygienic practice among the school & college students, adolescent boys & girls.

600 female and adolescent girls have been treated in adolescent health camps and counseling & referral has been made to facilitate access to health services.

In addition to 10 existing SHGs in the project villages, women have been collectivized in 37 SHGs with 418 members. The SHGs have a fund of Rs. 32, 47,771.00 including own group saving of Rs. 9, 32,245.00. The SHGs have also been federated into Pratigyan Trust at the GP level for larger interest.

300 women assembled in the Mahashakti Samiilani where they have been infused awareness and confidence.

418 women of 37 have built their federation.

Financial linkage has been done by linking 15 groups with UGB, 17groups with watershed and 19 groups with ICDS.

1500 community people have been facilitated for enrollment in Pradhan Mantri Jan Dhan Yojana.

To mitigate with the situation in the programme sites, various physical and biological conservation measures were undertaken, including: deepening of pond, construction of check

dam. 01 check dam and 04 ponds have been renovated. The deepening of pond has secured irrigation to 50 to 70 acres of land.

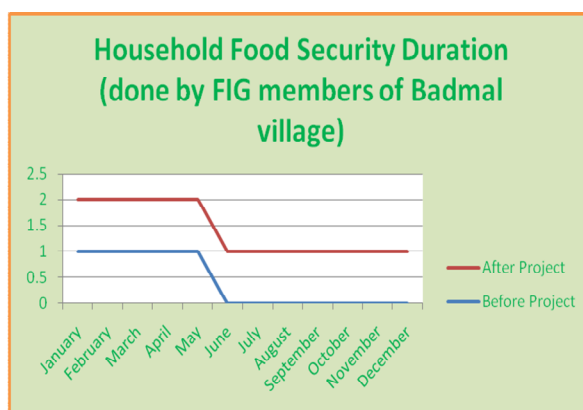
Support services such as financial literacy trainings, leadership building training, organizing savings and credit, linking with Government schemes and entitlements, ensuring different types of income generating activities, linking with market and enrolling under different types of social security schemes were provided.

Changes made to people's lives:

Mrs. Samita Meher of Dungri village is a successful example. She got Rs. 10000/- support from ACC for development of her ancestral occupation and bought a weaving machine for weaving of Sambalpuri handloom saree. She weaves new and demand driven designed Sambalpuri saree and also transferred the skill to her daughters on weaving and demand driven design of Sambalpuri Saree. Now Samita have bought separate machines for her daughters. Her family got economic independence through the collective efforts of the family members. Who had no piece of own land for constructing a shelter, have now been able to have their own land. They dream of more and more.

Social change is seen in the context of arrangements that society makes for wellbeing, which influence the vulnerable person's substantive freedom to live a better life. The project initiative is based on self help process and community collectivism with different initiatives/strategies involved the community members and systems developed to address in accessing Government schemes effectively by the target families.

In the context of economic change, it is seen that the target communities have enjoyed utilizing their resources for the purpose of consumption and production. The farming communities have got round the year food security from diversified agriculture and are not falling in debt trap. Some of the farmers and landless families have created land asset of own and given better education to their children along with surplus saving by farm and nonfarm activities respectively.









Impact Indicators set by the SHG members of Dungri		
Community Indicators	Before project	After project
Ability to bear education expenses of children	****	*****
The ability to make home improvements	*	***
Improved skills and knowledge from the projects training activities		*****
Improved social cohesion	***	*****
Food Security	*****	*****
Debt burden	*****	***
Ability to meet health expenses	***	*****

Mrs. Asha Molua of Dungri village who was earlier a wage labour has been able to better off her family economy. Riding a bicycle was a far reaching dream for this family; now they have a nice car. They have made a goatary farm through the loan support of Rs. 1.5 lacs from AH Department under the NMPS schemes. She initiated to rear 4 goats through the support of SCDP and now she has more than 75 goats in her goatary. In addition, she is rearing hens. Moula has been able to give her son and daughter higher education and make them able to get service through this business. Now they are doing wage labour work no more. Economic independence is kissing their feet.

The indicators of change in the life condition of the community members are having access to Government schemes and their use for enhancing livelihood. The linkages with suitable schemes have brought social security to the community. This has provided a 'Social Safety Net' for preventing vulnerable communities from being reduced to abject misery. Income opportunity under farm and non farm sector has helped in getting increased income by the poor families. If not majorly, to some extent the economic condition and social security of the community has happened to be in positive

direction. Still more effort is required to organize community for accessing to different social security, employment security and food security schemes of the Government for further betterment of the life condition.

The review about the outcome of above mentioned activities suggested that women and girls are aware of maintaining hygiene which has reduced sexually transmitted diseases and problems like Reproductive Tract Infections. Women demanded the health camps to be organized once in every 2 months. Few women beneficiaries revealed that by proper

Livelihood Sources (Analysis by the SHG of Dunguri)						
Source	Agriculture	Forest	Wage Earning	Fish Netting	Business	Migration
Year						
1980	ooo	oooo	oooo	ooo		ooooo
1990	oooooooo	oooo	oo	ooo		ooooo
2000	oooooooo	oo	ooo	ooo	ooo	ooooo
2010	oooooooooo	o	oo	oo	oooo	ooo
2015	oooooooooo	o	ooo	o	ooooo	oo

CROP PATTERN MATRIX (ANALYSIS DONE BY THE RG OF SAUNTMAL)						
Crop	Paddy	Pulses	Potato	Chilli	Watermelon	Ginger
Year						
1970	oooooooooo	ooo	oo	o	ooo	o
1980	oooooooooo	ooo	oo	o	ooo	o
1990	oooooooooo	oo	oo	oo	ooo	o
2000	oooooooooo	oo	oo	oo	oooo	oo
2010	oooooooooo	oo	oo	oooooo	oooo	oo
2015	oooooooooo	oo	oo	oooooo	oooo	oo

diagnosis and medicine of the doctor in the health camp, they are able to get rid of the years old health issues and appreciated MSF for the effort.

Relevancy:

⇒ **Congruency of strategies and interventions with project goals and overall strategic focus of the organization. Appropriateness of the strategies of the organization, relevant and strategic appropriateness under the present ACC's CSR intervention:**

The systems of community structures are in place and their capacities developed during this period. The project approach and strategies have been community oriented and focused on community involvement with the guidance of project team and also addressed the goal of the project. It responds to the people's needs, project outcomes and outputs were well identified at the time of design. The project activities are very well suited for addressing the main problems of the area as sustainable community development. Still there is a need to relook the issues identified during baseline survey; since some issues are left out to be addressed. The project also focuses on **availability, access and adequacy** and also the project design is coherent and consistent with the policies of MSF and ACC. The project has tried to address **availability, accessibility and adequacy**. The farm based and nonfarm based livelihood activities addressed **availability** of food, **access** to Government resources by mobilization and convergence and **adequacy** by developing natural asset increased agricultural production and income opportunities through utilizing resources and also Government schemes. These strategies are relevant to the MSF's organizational vision and priorities and also strengthened the capacities to emerge as a catalyst agency of addressing similar issues in the region.

⇒ **Extent to which the project strategies build on the strengths of the organization:**

The strategies adopted in the project like capacity building of CBOs, convergence & resource mobilization are relevant to the MSF's vision and priorities. The strategies and learning in the project improved the strengths of the organization to replicate similar issues or themes in an area of geographically and culturally match. Importantly, the progress achieved over the course of the initiative provides a good platform for future development, particularly if the learning from the project to date is effectively acted upon. The leanings during these project phases pave the way for designing appropriate strategies with limited time frame. Some of the notable project strategies emerged during the project phases would bring new dimensions to the organizations includes as MSF has emerged as a resource organization in the area for community health, livelihood development, sustainable agriculture, water and sanitation and micro credit etc.

⇒ **Sensitiveness and responsiveness of the project implementation to changing social and political conditions and course corrections bringing positive impact on project outcomes:**

The project design was based on approach of development support. The strategies planned are sensitive especially in accessing the entitlements. The area is dominated by influential persons; power politics is still in the hands of influential people. However, the close working of MSF in the area and the issues undertaken with active participation of community, there is a significant change socially and politically to some extent (for example elected for local bodies as Ward member). Cohesiveness developed among different caste groups and native residents and outsiders by forming CBOs on various issues. Generally, the development project needs course corrections as evident from the past experiences. For example the exposure visits conducted in the project period and by that time the project interventions fixed/designed. Once the communities have exposure, they changed their mind and influence the project proponent to modify the interventions. In such cases, mid course corrections are necessary in any project to

modify the actions. This project has focused on organic farming after the exposure on organic farming.

- ⇒ **Project's strategies reflection on an adequate understanding of the issues relating to marginalization including access to and claiming of the various state-run schemes and entitlements especially by targeted communities and their organizations, gender mainstreaming and targeting of the deprived and most marginalized communities:**

The project is designed to address the issues of farmers, livelihood, health & sanitation, women's' position & condition and youth development with relevant strategies. The strategies primarily are development support and mobilization resources from Government schemes. The strategies includes the empowering the different CBOs and their federations through capacity building, empowering women, adaptation of diversified agriculture, SRI in order to improve the soil health and increase the productivity, youth development, water harvesting technology, contributory mode of development etc. are very useful to achieve the project goals and its sustainability. The selection of target community is from poor under the bracket of below poverty datum line and these groups were selected at the time of beginning and their involvement in the project is continuing. Similarly the social support system like grain bank, income from agricultural and other income generating activities helped the project communities to minimize debt and marginalization

Effectiveness:

- **Effectiveness & efficiency of the project planning and management systems from the perspective of plans against the budgets year wise:**

The project designed based on the baseline survey learning. While planning, the protect team actively involved in preparation of plan and developed the systems for tracking activity year wise includes budget through which build the capacities of the communities and project team. The plans prepared also gender and equity focus mobilizing resources by convergence of Government schemes and programmes in a multiyear approach. The project supported includes both soft components like developing the skills and knowledge of the community, CBOs and federations etc. and hard core activity (physical).

- **Adequacy of monitoring and process documentation:**

The project designed with effective monitoring and review systems at different levels. The monitoring and reviews at project level by the concerned implementing agency at regular intervals for addressing the issues and also tracking the progress of implementation. In the aspect of the MSF, systems developed from Head office to Field office and down to field level with regular field visits and monitoring meetings and data tracking and analysis, sharing of case study reporting (both financial and technical). The progress received time to time and documented in the form of progress reports, annual reports and depository of audio visual aids.

- **Feedback on lessons and insights from project implementation into organizational systems and ongoing interventions:**

SCDP Team faced resistance from the influential persons at the beginning. But aligning towards the downtrodden helped the project to obtain community support. Therefore, this learning has always been kept in view to take side of the marginalized community. SCDP team has emerged as a resource organization in different areas. The ideas and leanings have been shared with the Government officials for adaptation such kind of ideas in the Government programmes.

- **Adequacy of in-house capacity in relation to project goal and effectiveness of deploying capacities for adding value to project activities** MSF project team consists of locals and outsiders at grass root level ensuring continuity and acceptance where as at management level deployed from outsiders. The expertise within the team includes project management, project coordination, thematic professionals (agriculture, livelihood etc) and supporting staff. The timely inputs at head office level by the Managing Director of MSF and his associates proved the project success. Team members found to be sincere and committed while their inputs were intensive and innovative. Adequate professionals deployed for the project implementation; but the project team requires more trainings and exposures on different themes useful for project interventions.

- **Effectiveness of the use of assets created with project funds:**

Community assets like pond, check dam, plantation, pump set, garbage pits have been created with the project fund. A management and post maintenance plan is absent for management of the assets.

- **Value addition by ACC to the implementation and management of this project:**

The input of ACC in shape of meetings, field visits and time to time update have added value to implementation and management of project. The project meeting has given scope to have insight and understanding on the dimension of project implementation. The field visit by the ACC representative and critical feedback given to the staff in the spot itself has enabled the team members to be well versed with the current situation of the field and the change. It also helped in strengthening the monitoring system and judicious fund utilization.

Efficiency:

- **Understanding and response of the key constituencies to the development initiatives and extent of their endorse and support to the approach of the project:**

The project initiative is based on self help process with different initiatives/strategies involved various stakeholders/constituencies and systems developed to address in accessing the Government resources effectively by the target households. The project requires using appropriate tools and methodology to identify the problems and the gaps and investigate the solution. The systems for community empowerment through formation of different CBOs at different levels and its effective functioning, the involvement of women in the observation of national and international days, the mechanisms to access the Government schemes effectively. The community is empowered to sustain the process and the Government functionaries are also gradually cooperating to support the community needs.

- **Involvement of key constituency in the project intervention and gains they see from this involvement:**

The use of community based processes in targeting of beneficiaries seems in general to have been successful and accepted by beneficiaries. The targeting process was understood by everyone and was adjudged to be fair by all. The involvement of community primarily the poor and also women in the project is expected to help the project moving towards being sustainable. But it needs more time.

The formation of different CBOs at different levels and their regular interactions and capacity building helped them to build their confidence and negotiation ability and also in accessing the Government schemes. Except the target community, other stakeholders have no gains from this

project directly, however, their keen interest and commitment is acknowledgeable in success of the project. The target households gained through accessing social security schemes, resources from different departments, developed community assets and also live with dignity in the society. The systems developed at various levels i.e. community empowerment and community structures, the roles and responsibilities of CBOs, the strategies of resource mobilization are in place and just beginning to realize the entitlements by the target households, however, with handholding support for sometime would help the CBOs promoted to sustain the process further. This was the perception and reflections by the community and CBOs.

- **Exclusion of any potentially important constituencies been excluded from the ambit of the project and the reason:**

PWD being a vulnerable category has not been focused to get the project support. This has been undeliberately. The project needs to involve this category as cross cutting category for all intervention.

- **Appropriateness of IEC materials and wider dissemination in the line of project goal:**
The IEC material on Government schemes (booklets), organic farming (poster & flex banner), HIV & AIDS (poster), grain bank (wall painting), Reproductive & Child Health (wall painting), water sanitation (wall painting) etc. enriched the individual and communities awareness and knowledge levels which used to address the project activities and ultimately the project goals. These materials are circulated in meetings, villages and available in the community place for circulation and reference. Records maintained about the visitors and their feedback in MSF office. The project would have publish a News Letter exclusively for this project which would have better information sharing among the community, CBOs and other stakeholders in the project area.

- **Impact of campaign:**

The tool of campaigns on World AIDS Day, International Women's Day and National Days has helped the community to be aware on different issues and bring about togetherness among them.

Sustainability:

⇒ **Sustainability of the community-based initiatives taken up under the project and capacity of the local organizations to take these forward independently:**

Community based interventions initiated from the inception has not been matured enough to address the local needs/issues. The CBOs established at various levels have been given training and exposure which resulted in diversified cropping, income generation activities etc. They are not grown enough to plan for their own & implement and manage their organizations independently which desire to have handholding support for some time. Building leadership among the CBO leaders is required.

⇒ **Adaptation or taking up or using the approaches and interventions piloted under this project by other NGOs, community groups and the Government:**

The approaches and interventions piloted under this project is in line with achieving the goals and objectives to major extent and could be replicated by the NGOs and other stakeholders (includes Government) in the areas of similar cultural and geographical nature with the leanings and best practices from the project.

⇒ **Missing any strategic mobilization/dissemination opportunities:**

The documentation of project outcomes, best practices and dissemination is found weak. It would be better if the project publish a separate newsletter in the project area in local language highlight different issues, learning and best practices which would be a viable option to raise awareness as well as addressing mobilizing issues at different levels. **Overall rating** of the SCDP project **is successful** in terms of relevance, effectiveness, efficiency, sustainability, institutional development and other impacts.

Project Impact Scoring:

Project Impact Analysis	Scoring
Relevancy	
Congruency of strategies and interventions with project goals and overall strategic focus of the organization. Appropriateness of the strategies of the organization, relevant and strategic appropriateness under the present ACC's CSR intervention:	A
Extent to which the project strategies build on the strengths of the organization:	B
Sensitiveness and responsiveness of the project implementation to changing social and political conditions and course corrections bringing positive impact on project outcomes:	A
Project's strategies reflection on an adequate understanding of the issues relating to marginalization including access to and claiming of the various state-run schemes and entitlements especially by targeted communities and their organizations, gender mainstreaming and targeting of the deprived and most marginalized communities:	B
Effectiveness	
Effectiveness & efficiency of the project planning and management systems from the perspective of plans against the budgets year wise:	A
Adequacy of monitoring and process documentation:	A
Feedback on lessons and insights from project implementation into organizational systems and ongoing interventions:	B
Adequacy of in-house capacity in relation to project goal and effectiveness of deploying capacities for adding value to project activities	B
Effectiveness of the use of assets created with project funds:	B
Value addition by ACC to the implementation and management of this project:	B
Efficiency	
Understanding and response of the key constituencies to the development initiatives and extent of their endorse and support to the approach of the project:	B

Involvement of key constituency in the project intervention and gains they see from this involvement:	B
Exclusion of any potentially important constituencies been excluded from the ambit of the project and the reason:	A
Appropriateness of IEC materials and wider dissemination in the line of project goal:	A
Impact of campaign:	B
Sustainability	
Sustainability of the community-based initiatives taken up under the project and capacity of the local organizations to take these forward independently:	B
Adaptation or taking up or using the approaches and interventions piloted under this project by other NGOs, community groups and the Government:	B
Missing any strategic mobilization/dissemination opportunities:	B

P.S.: Scoring of A, B, C, D and E are the performance of the activities implemented A- is the highest and E – is the lowest one.

Chapter – IV CONCLUSIONS AND RECOMMENDATIONS

Conclusions:

The SCDP project has delivered a very effective package of development with an integrated approach including financial, capacity building, organization etc. which should continue for extensive coverage of population with some value addition as suggested in the recommendation part. This is process oriented project it needs time to produce the real impact. The recommendations given below should be taken into accounts for further project designing.

Recommendations:

Dungri limestone mines are situated in Dungri Grampanchayat of Ambabhona Block of Bargarh District in Odisha. The Dungri GP has 3 villages namely Dungri, Badmal and Sauntamal holding total 1096 households. The SCDP project was implemented in these villages with a view to bring a lasting development of the community. The **community structures** (CBOs) like SHGs and FIGs are in place and the learned capacities of MSF, a **three pronged strategy** would be suggested to carry forward the ongoing sustainable community development to minimize the vulnerability as well as restore the environment and also replicate the best practices and learning's.

Those include;

A. Continuation of the Project: The SCDP project with good start up has resulted in apparent positive impact on the project beneficiaries and should be continued with a more community centric approach. Though at the outset the project team was facing resistance from the community, most particularly from the influential persons, consistent and strategic community mobilization has gradually succeeded to bring about acceptance of the community. There is a need to **ensure participation** of the target community **in issue identification, prioritization, planning and implementation** to bring community **ownership and sustainability** of the efforts. The **Community** was mobilized and understood the crucial issues influenced their agriculture, livelihood, health & sanitation and condition & position of women. The established CBOs like SHGs, FIGs and their capacities and systems to deal with the issues are in place and becoming visible. The **project** developed on different themes with a focus on **sustainable development** through **direct project support, accessing** and **convergence** of Government schemes and programmes in **specific villages** of the project area under implementation. **CBOs** need to be strengthened for their **organization development**. In view of that there is a need for handholding support through enhancing their **managerial and functional skills** for integrated development which would achieve the community's entitlements in a dignified manner. There is a need to focus on the piloting the models of **Farmers Interest Group** approaches for diversified cropping, propagation of the **Diversified Cropping Agriculture**, promotion of **Microenterprises** primarily for **women**, information dissemination through establish **Youth Resource Centers, youth empowerment** for self reliance, **water harvesting model** etc.

B. Replication:

The replication of the best practices and models developed could be individually by MSF or Partnership with other likeminded CSOs. While planning for replication, the past learning from the project need to consider which includes the Geographic coverage, Institutional systems development and streamline, Diversified Agriculture vis a vis with Government convergence programmes and information dissemination and communication through New letters and Annual Reports.

C. Addition:

The project should include some new strategies to make the community development process more comprehensive. While continuing the project some suggestive activities like inter-sectoral convergence with schemes for women, entrepreneur development, organization development exercise of CBOs, marketing outlets, market unit, cold storage or low cost indigenous freezer, upgraded machine support to weaver, mixed cropping, climate smart agriculture, DBI system , comprehensive youth development programme, building change activists and programme for PWDs etc. should be added.

Specific recommendation:

Farmers & Livelihood

Financial and technical support has been provided to 96 HHs for agricultural development. The agricultural support has visibly resulted in increase of income of 30% of the farmers through

diversified cropping like vegetable, banana, papaya, chilly, potato, sunflower, mustard etc. Some of the farmers who were earlier reluctant to adopt such practice are now showing their interest. This is good sign of extensive learning and adoption. The project should focus on increasing farm productivity by increasing **diversification, resource integration and creating market linkages**. Also **mixed cropping** system with mix of **arable farming with raising of livestock** should be promoted by adoption. In the project villages **Climate Change** has been an emerging concern. Therefore, attention should be integrative **Climate Smart Agriculture** approach to address the interlinked challenges of **food security and climate change** aiming at adapting and building resilience of agricultural and food security systems to climate change; and reducing greenhouse gas emissions from agriculture (including crops, livestock and fisheries).

The farmers have been federated into FIGs. This has developed their negotiation ability. But the farmers face problem of storage of agricultural products. Therefore, step should be taken to establish **cold storage** at least within 10 KM radius of their villages or training and material support should be given for setting up **low cost indigenous technology based freezer** at each household level. It is found that more farmers are out of the boundary of FIG who are interested to be the members of FIG. The existing FIGs should be **inclusive or other FIGs** as required should be formed and promoted.

The farmers' skill should be built in appropriate **crop planning** for demand based cropping (item which will have more demand, but that item will not be available in the market) for more income.

In order to address the problem of irrigation water **DBI system** should be installed to divert water from the limestone quarries to the farm field.

Women Empowerment

The project has succeeded in empowering women in economic aspect by income generation activities enhancing thereby their income and economic participation of the women in household income. Further need is there to strengthen the **economic aspect** ensuring women have access to and control over productive resources, thus ensuring some degree of financial autonomy. Steps should be taken for **inter-sectoral convergence of schemes for women, investment in skill and entrepreneurship development, microcredit, vocational training and SHG development** for economic empowerment of women. It is seen that the participation of the women in decision making process is weak. There is a need to empower the targeted women in developing them as more aware individuals, politically active, economically productive and independent and are able to make intelligent discussion in matters that affect them. In addition to 10 existing SHGs in the project villages, women have been collectivized in 37 SHGs with 418 members. The SHGs have a fund of Rs. 32, 47,771.00 including own group saving of Rs. 9, 32,245.00. The SHGs have also been federated into Pratigyan Trust at the GP level for larger interest. It is suggested that the SHGs should be strengthened more in respect of **fund management; business planning and some portion of the saving** should be contributed for Trust management. There is a need of **organization development** exercise of the trust for independent management and sustainability.

Wide range of income generating activities innovative livelihoods options (Poultry, Goatary, bamboo craft, handloom, community farming and vegetable cultivation); petty trades, Phenyl preparation etc have been undertaken by the beneficiaries in groups and individually. Some products are high market potential products. But in some cases like product like phenyl producers and bamboo craftsmen face problem of marketing which has been a de-motivating factor for undertaking economic activities. As regards the nonfarm activities, care must be taken to identify such activities which result in the production of goods and services that have a **ready market**. There is a need of establishing **marketing outlets** at the Gram Panchayat, Block and District levels. Gram Panchayat should be mobilized for establishing **market units**.

Steps should be taken for **leveraging of resources** in terms of strengthening of Haat, Provision of working capital, training on different trades, application of technical and scientific knowhow etc. from agencies like NABARD , ORMAS , DIC , KVK etc towards creation of an enabling environment through a systematic plan of action and follow up.

The handloom products are of high market potential. But the weavers are not in a position to cope with the competitive technology development. They require to be supported for **upgraded machines** to compete equally with development.

Health & Sanitation

Natural Resource Management

NRM activities like pond deepening and check dam has given opportunity for lifesaving irrigation to the farmers with opportunity for two crops (Kharif & Rabi) in a year. There should be a **water management plan** among the farmers. Forestation activities have also been undertaken. The NRM approach is somewhat segregated since there is a lack of integrated land, soil and water management activities. This calls for developing agro-eco region-specific land-use plans based on homogeneity in reason **specific soil, water and climatic features and managing a particular land** unit on **watershed** basis involving the local community. The **watershed project implementing agencies and MGNREGS** should be mobilized for convergence.

Youth Development

There is need to bring the youths in the mainstream of development through a process to prepare them to meet the challenges of adolescence and adulthood and achieve his or her full potential. **Youth development comprehensive programmes** to help youth develop social, economic, ethical, emotional, physical and cognitive competencies. The suggested list of youth development programmes are;

- ✓ Character development and ethical enrichment activities;
- ✓ Mentoring activities, including one-to-one relationship building and tutoring;
- ✓ Community youth centers and clubs;
- ✓ Nonschool hours, weekend, and summer programs and camps;
- ✓ Sports, recreation, and other activities promoting physical fitness and teamwork;

- ✓ Services that promote health and healthy development and behavior on the part of youth, including risk avoidance programs;
- ✓ Academic enrichment, peer counseling and teaching and literacy;
- ✓ Camping and environmental education;
- ✓ Cultural enrichment, including music, fine and performing arts;
- ✓ Workforce preparation, youth entrepreneurship, and technological and vocational skill building, including driving & computer skills;
- ✓ Opportunities for community service;
- ✓ Opportunities that engage youth in civic participation and as part by making agricultural employment more attractive and equipping this group with skills and confidence they need to engage in economic opportunities.

Education

The adult education programme should be linked with **continuing education programme**.

Social Security

A systematic strategy should be taken to **link the landless families** with homestead and agricultural land as per the provision under different schemes of the Government.

Community Mobilization & Planning

The ownership level of the community towards the project intervention made so far is moderate. Though the activities undertaken are need based and have been flexible considering the community needs, but in the situation & need assessment and planning process complete participatory approach has not been adopted. There should be **participatory planning with a convergence plan** for addressing community and individual household needs. A **GP level comprehensive plan** should be developed consolidating the common needs of the villages of the GP. Also there should be a **participatory vulnerability mapping** to identify the vulnerable families and their needs etc.

Though the project the community needs as per their needs, the project requires using **right tools and methodology** to identify the problems and the gaps and investigate the solution.

The **successful farmers and micro entrepreneurs** should be promoted as **change activists** for extension of their practices to others.

The **PWD category** has not been included in the development mainstay who should be a **cross cutting category** in the project intervention.

There should be **post management plan** for assets created so far like pond, check dam, garbage pit; pump set etc ensuring community contribution.

Coordination & Liasoning

The project team should keep up **positive engagement** with Government stakeholders, financial institutions and PRIs for resource mobilization and convergence.

Team Capacity Building

Adequate professionals deployed for the project implementation; but the project team requires more trainings and exposures on different themes useful for project interventions. The project staff should be credited for their commitment and flexibility to adjust implementation according lessons learnt and deal with emerging situations. Still the project team needs **knowledge sharpening** on various new schemes, programmes and Acts for benefit of the community.

Lessons Learnt:

- If the community is prepared, sensitized and organized they can take their action forward to address the issues.
- Constructive engagement strategies helped in mobilizing support of Government authorities and likeminded PRI members which resulted in mobilizing resources from different schemes. Constructive engagement played a vital role to give strength to the project by mobilizing support and solidarity.
- In spite of strong resistance from the vested interested groups, incessant dialogue and discussion succeeded to get cooperation from that category of people.
- Engaging media also adds value to the project in highlighting the initiatives.