

LESSONS LEARNED REPORT

On

Ensuring Resource and Livelihood Rights of Socially Excluded Communities and Women: Institutional and Capacity Building Interventions Project.



Implemented by:

***Centre for World Solidarity – Odisha Resource Centre
283-B, Duplex, Kalyani Plaza, Patrapada,
Bhubaneswar-751019, Odisha, India.***

Supported by:

Poorest Areas Civil Society Programme (PACS)

Study Conducted by:

***Legal Service Institute - CLAP,
Bimaladevi Memorial Building,
Plot No. 367, Markata Nagar, Cuttack - 753014, Odisha***

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P R E F A C E

It was really a great privilege for Centre for World Solidarity (CWS) to implement a project titled “Ensuring Resource and Livelihood Rights of Socially Excluded Communities and Women: Institutional and Capacity Building Interventions” with the support of Poorest Areas Civil Society Programme (PACS). Under the project the CWS played the role of lead partner and supported 4-nos of CSOs of 2-districts of Odisha to ensure resource and livelihood rights of socially excluded communities and women. The project was implemented over a period of 4-years between Sept 2011 to Sept 2015.

Under the project an attempt had been made to realize various entitlements conferred under laws like Forest Right Act and MGNREGA. In this regard specific themes had been identified consisting of MGNREGA, Forest Right Act, Revenue Land and Skill Building for intervention. The project enabled socially excluded people to form issue based CBOs, build their capacity and claim entitlements from appropriate authorities for access over land and employment opportunity. As the result of the project, not only critical legal awareness on social legislations could be made but also helped the communities to realize their rights for their sustainable development.

At the fag end of the project a lessons learned exercise had been undertaken to document systematically the overall lessons from the project. In this regard the CWS has engaged the Legal Service Institute-CLAP, which, is a pioneer legal support and advocacy group to undertake the assignment.

This report is the outcome of the lessons learned exercise made under the project. I am convinced beyond doubt that this report would provide the readers an insight into the whole process of the project and key lessons learnt from it. The report will serve the purpose of wider dissemination about the strategy and accomplishment of the project. It would be really meaningful, if this document is referred by other civil society organization and donors for replication of the idea and use the learning’s for planning future interventions.

I take this opportunity to express my sincere thanks to Legal Service Institute-CLAP for undertaking the assignment and producing the document in time. I am also grateful to all our partner organization for their commendable work for effective implementation of the project. I express my gratitude on behalf of CWS to PACS for supporting such an innovative endeavour. Finally, I extend my thanks to the entire CWS team.

I look forward to receive feedback on this project.

Chandana Das

Joint Director,

Centre for World Solidarity – Odisha Resource Centre.

ABBREVIATION

ASW	: United Action Service for World Solidarity.
AABY	: Aam Aadmi Bima Yojana.
ASISH	: Association of Secular Initiatives for Social Humanism.
AHEAD	: Association for Human Rights, Education and Development.
CWS	: Centre for World Solidarity.
CBO	: Community Based Organisation.
CSO	: Civil Society Organisation.
CFR	: Community Forest Right.
CARR	: Centre for Action and Rural Reconstruction.
CLAP	: Committee for Legal Aid to Poor.
EPT	: Ekta Parishad Trust.
FRA	: Forest Right Act.
FRC	: Forest Right Committee.
GP	: Gram Panchayat.
HH	: Household.
IFR	: Individual Forest Right.
IEC	: Information, Education & Communication.
IAY	: Indira Awas Yojana.
IT	: Information Technology.
IPPE	: Intensive Participatory Planning Exercise.
JSSM	: Jeevika Surakshya Sahayak Manch.
MGNREGA	: Mahatma Gandhi National Rural Employment Guarantee Act.
MGNREGS	: Mahatma Gandhi National Rural Employment Guarantee Schemes.
NAIP	: National Agricultural Innovation Project.
PACS	: Poorest Areas Civil Society Programme.
PRI	: Panchayati Raj Institution.
RSBY	: Rashtriya Swasthya Bima Yojana.
SEG	: Socially Excluded Group.
SC	: Scheduled Caste.
ST	: Scheduled Tribes.
SHG	: Self Help Group.

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PART – I

BACKGROUND

1. INTRODUCTION

The Centre for World Solidarity emerged from United Action Services for World Solidarity which is a Berlin based charitable organisation implemented a project titled *“Ensuring Resource and Livelihood Rights of Socially Excluded Communities and Women: Institutional and Capacity Building intervention”* over a period of four years between Sept 2011 to Sept 2015 in selected districts of Odisha. The project was implemented in a network approach where there was a lead partner and four other CSOs as implementing partners. While the CWS acted as the Lead Partner, CSOs like EPT, AHEAD, CARR, ASISH and NIRMAN partnered in the project as implementing organisation. The project was implemented with support of Poorest Areas Civil Society Programme (PACS). Initially it

The purpose of this project was that the Socially Excluded Groups (SEGs) derive sustainable livelihoods by having access to land resource & employment entitlements.

The four year project had a plan to cover 220 villages of 25 GPs in 7-Blocks of 3-Districts namely Kalahandi, Nabarangpur & Sambalpur of the State which are worldwide known for their backwardness, poverty, illiteracy & unemployment.

covered three districts of Odisha namely Kalahandi, Nabarangpur and Sambalpur. Subsequently, the project focused on two districts these are Kalahandi and Nabarangpur. The overall purpose of the project was to ensure socially excluded people derive sustainable livelihood by having access to land resource and employment entitlements in 220 villages of 25 GPs in the above mentioned

districts. The project was implemented with the following objectives:

- Ensuring the rights over forest and revenue lands of SC/ST and other marginalised communities (SEGs) under existing legislations and schemes.
- Strengthening communities to address operational issues related to MGNREGS, entitlement under Forest Rights Act and gender equality and equity.
- Creation of productive and permanent livelihood assets at individual and community level through convergence efforts.
- Associations of different interest groups belonging to SEGs at strategic level to fight collectively for the protection of their individual and community rights and entitlements.
- Capacity building of community particularly belonging to socially excluded groups and PR representatives to enhance their leadership knowledge and skill to address local issues relating to livelihood, good governance and social justice.
- Enhanced capacities and resources for adopting sustainable agriculture practices.

The project was implemented in a network mode where there was a lead partner that is CWS and five implementing CSOs supported by PACS.

The project from the very beginning of its implementation made an attempt to address the issues relating to discrimination against Socially Excluded Groups (SEGs) considering the overall facts that the project operational areas faces discrimination in various forms. Accordingly, the project planned to undertake efforts to address the discrimination issues meted against SEGs in the following ways:

- Activities designed around facilitating effective implementation of MGNREGS shall reduce discrimination against women workers in terms of limited employment opportunities, unequal wage, non-availability of basic facilities at work sites.
- Increased submission and settlements of claims for land rights of other traditional dwellers (SCs) as their claims are not being entertained in the present context.
- Enhanced responsiveness of govt. towards land distribution in favour of landless Dalits and women headed households under different Revenue Land Laws/Policies.
- Women in general are debarred from different kind of benefits under various agricultural programmes as the lands are not in their names, hence efforts will be taken to create enabling mechanisms for them to obtain support.

As a result of implementation of the project, the CWS sought to achieve the following key outcomes in the identified thematic areas which are discussed below:

MGNREGS:

- 6600 Socially Excluded Group households obtained 70 days of work.
- 2300 Socially Excluded Group households benefited through creation of individual productive assets.

FRA & Revenue Land:

- 2000 Socially Excluded Group households exercise ownership rights over forestland under Forest Rights Act.
- 1900 Socially Excluded Group households exercise ownership rights over revenue land under Revenue Land Entitlement Schemes and Act/Policies.
- In 90 villages forest dependent communities including Socially Excluded Group exercise community rights over forest resource under FRA and 90 biodiversity registers developed for sustainable management of forest.

Skill Building:

5000 women from socially excluded and non-excluded households formed SHG/livelihood group and engaged in income generating activities.

In this background after completion of the project, the CWS as per its plan conducted a Lessons Learned exercise of the PACS project with the following objectives:

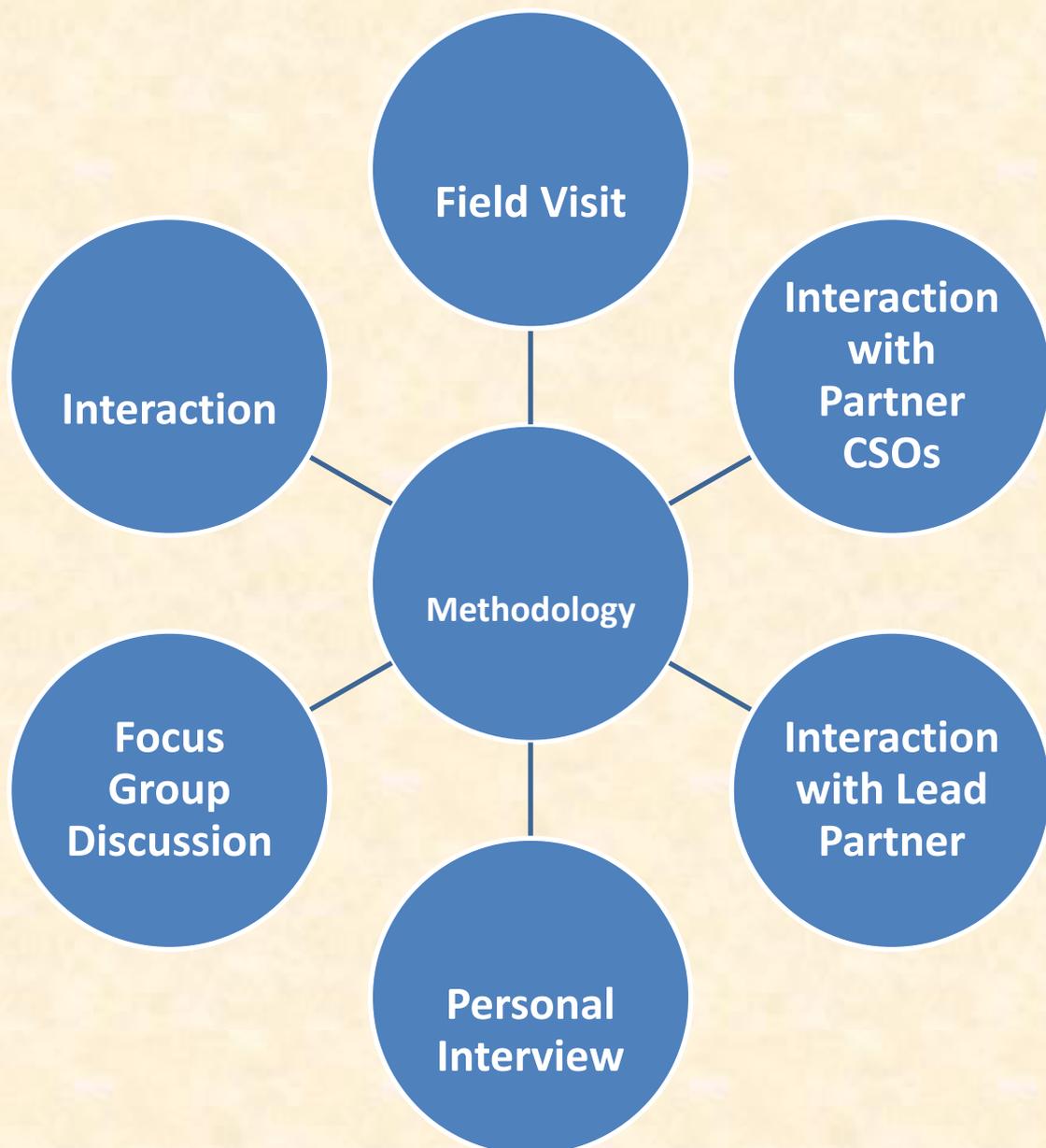
- To inculcate the extent of knowledge that the beneficiaries vis-à-vis the community earn by the PACS intervention in these two districts.
- To make a gap analysis in programme activities of PACS programme in four thematic areas.
- To evaluate the competency level of the partner CSOs of CWS in the context of programme implementation and make a comparative analysis to prepare a performance based list of partner CSOs in descending order.
- To make an assessment about the hindrances that the partner CSOs faced during the programme implementation in these two districts.
- To evaluate the eye-catching success in each theme and find out the strategy followed for this.
- To prepare case studies/Change stories by making Interaction with the selected persons/communities as suggested by partner CSOs.
- To evaluate the causes for under-effectiveness in the programme implementation and make an area specific analysis of the PACS programme.
- To capture the best practices and strategies that the partner CSOs followed in case of advocacy and convergence for the better implementation of the programme.
- To make estimation about the sustainability of these programme beyond PACS.

This lesson learnt exercise is expected to provide the specific output and derivation of the whole intervention of the PACS programme in these two districts. It will give a clear picture about the ownership of the community, CBOs and other stake holders about the programme in these project areas and the larger impact of the PACS programme to ensure resource and livelihood rights of socially excluded communities and women through institutional and capacity building interventions.

Accordingly, a full-fledged study was conducted by a third party to prepare a document regarding Lessons Learnt from the project. This report contains the overall context of the project, targets set to be achieved, processes followed, outcomes and lessons learned from the PACS project which was implemented by CWS as lead partner in collaboration with four nos. of CSOs of Kalahandi and Nabarangpur districts.

2. METHODOLOGY

For the purpose of documenting Lesson Learned from PACS project in 2-identified districts of Odisha a systematic study has been conducted. The study was made using the following methodologies:



(a) Field Visit:

As a part of the study field visits had been undertaken to gain firsthand information from the project location. During the field study, apart from holding consultation with the key

functionaries of CSOs, interviews, focus group discussion and verification of different documents had been made. The following table shows the date and area of visit:

Date	Name of the District	Name of the CSOs	Name of the Block	Name of G P	Name of Villages
22.08.2015	Kalahandi	EPT	Madanpur Rampur	M. Rampur	Harischandrapur
				Gochhadengen	Banjhipadar
23.08.2015		AHEAD	Bhawanipatna	Dunguria	Rajnapur
				Artal	Urlang
24.08.2015	Nawrangpur	CARR	Dabugam	Dabugam	Dantariguda
				Ghodakuntha	Kahakaguda
25.08.2015		ASISH	Tentulikhunti	Manchagam	Manchagam
			Nandahandi	Jhadabandhaguda	Ghatguda
	2		5	8	8

(b) Personal Interview:

Direct personal interview with different stakeholders like functionaries of PRIs and CBOs were conducted. For the purpose of interview few questions were framed to solicit views. However, the interview did not have a formal structured survey questionnaire. In course of interview as many as 45 nos. of persons have been covered in the project location. The following table gives a greater clarity about the type of people interviewed, areas covered and date on which the interviews were made:

S No	Date	Nature of Interview	Number	Area
1	22.08.15	CBO members (FRC & MGNREGA)	08	Phapsi Village
2	23.08.15	CBO members (FRC – President & Secretary), SHG, MGNREGA)	06	Kahakaguda village
3	23.08.15	CBO Members (FRC), PRIs (ward member)	07	Rajnapur Village
4	24.08.15	CBO Members (FRC, MGNREGA & SHG), PRIs (Sarapanch)	10	Dangriguda Village

5	24.08.15	CBO Members (FRC, MGNREGA) & PRIs (Ward Member)	09	Kahakaguda Village
6	25.08.15	CBO Members (FRC, MGNREGA) & PRIs (Ward Member)	05	Manchgam Village

(c) Interaction:

Interactions with selected person / communities were also made for preparing specific case studies or change stories from the location. In this process approximately four numbers of success stories have been collected directly from the beneficiaries with a view to incorporate success stories in the body of the report. In addition to it interaction with beneficiaries was also made using a formal questionnaire developed for this purpose.

(d) Interaction with partner CSOs:

The study on Lessons Learned was mostly made holding interaction with the partner CSOs like EPT, AHEAD, CARR, ASISH. The interaction provided opportunity to learn from the key functionaries about the processes followed and best practices developed by them in course of project implementation. Besides during interaction with partner CSOs documents like project quarterly progress report, communication with Govt. and other stakeholders, media clippings and photographs of the various events conducted during the project were referred. At this stage of interaction various IEC materials like booklet, leaflet and poster brought out by the partner organisation were glanced through. It was observed that the IEC materials were not only published by the partner CSOs but also developed by CWS which were widely circulated among the CSOs for field level awareness generation and publicity about various entitlements.

(e) Focus Group Discussion:

As a method of study focus group discussion on each identified themes like MGNREGA, FRA, Revenue Land and Skill Development were held in project location of each partner CSOs. During the focus group discussion subjects like community awareness on specific themes, motivation, capacity building and the effort of the community were discussed at length to understand the dynamics of the process and the accomplishment of the project as understood by the community members or the beneficiaries of the project.

(f) Interaction with lead partner:

Interaction with the lead partner Centre for World Solidarity was also made as a part of the study to understand in great detail the overall approach, processes and outcome of the project. The interaction provided opportunity to learn from the Joint Director and project staff of CWS about the project design, the process of selection of partner CSOs, purpose of

the project, strategy adopted and monitoring mechanism put in place to monitor the progress of the project. Besides, during interaction with lead partner documents like communication with Govt. and other stakeholders, media clippings and photographs of the various events conducted during the project were reviewed. In addition to it, at this stage of interaction with project staff, various IEC materials like booklet, leaflet and poster brought out by the lead partner organisation were also referred. It was observed that the IEC materials were published by the CWS which were widely circulated among the CSOs for field level awareness generation and publicity about various entitlements. Overall it was learnt that the lead partner CWS has made significant contribution to the project by way of holding capacity building programme for CSOs, preparation of IEC materials and advocacy at the district and state level for governance reform.

3. TIME FRAME

The study for documentation of lessons learned of PACS project was conducted at the end of the 4-years project. The project was started from Sept 2011 and continued up to Sept.2015. The study was conducted at the fag end of the project. The study was conducted primarily in the month of August and September 2015. Field visit for the purpose of ascertaining data and facts about the project was conducted in the second fortnight of August 2015. Interaction with key functionaries, review of materials and progress reports were referred subsequently for preparation of the report. The report was given a final shape in the month of September 2015.

4. PRESENTATION OF THE REPORT:

The report on Lesson Learnt from PACS project is presented in this document in 5-parts. While Part-I deals with the Background of the project and Methodologies, Part-II covers the findings from the field engagement. The findings are given in a systematic order to understand about the partner organization, operational structure, target group, process followed, reasons for success, success stories, outcomes of the project, challenges encountered etc. It also reflects on the competency level of CSOs and the withdrawal strategy. Part-III mostly revolves around the specific learning's from the project which is based on the field study, focus group discussion and views collected from various sources by the study team. In Part-IV recommendations on the basis of learning from the project were offered in a comprehensive manner. Finally, the entire process is consolidated in the Epilogue in Part-V.

PART – II

PROJECT DESCRIPTION

1. ABOUT THE LEAD PARTNER AND IMPLEMENTING CSOs:

The project titled “*Ensuring Resource and Livelihood Rights of Socially Excluded Communities and Women: Institutional and Capacity Building intervention*” was implemented by CWS with engagement of 5-identified CSOs of three districts. Subsequently the project concentrated on two districts such as Kalahandi and Nabarangapur with 4-nos of partners. These organisations have a presence in the project location and they have been working among the marginalised communities extensively. The organisations have been selected on the basis of their contribution to the sustainable development of marginalised communities. In order to understand in greater detail about the nature and type of the organisations participated in this project for its implementation, a brief explanation about the organisations including the lead partner has been given in the following lines:

a. Lead Partner: Centre for World Solidarity (CWS).

Centre for World Solidarity (CWS) emerged from ‘United Action Service for World Solidarity’ (ASW), a Berlin based charitable organization. In 1992, through consultation and concurrence of ASW Berlin, India partners and the ASW India team, ASW India was transformed into an independent Indian entity as Centre for World Solidarity (CWS), a registered Trust in Secunderabad, Andhra Pradesh. CWS strives to capacitate and support its partners in their development work through a transparent and accountable methodology for meeting the aspirations of marginalized people in India. Currently, CWS has collaboration with 186 Partner NGOs, 24 Networks and 16 Fellows in 6-states namely; Andhra Pradesh, Telengana, Odisha, Tamil Nadu, Jharkhand and Bihar. CWS works with and for Women, Dalits, Adivasis and Minorities as priority groups and additionally, it focuses on Women within the Dalit, Adivasi and Minority Community in rural areas. Human Dignity (gender, dalit, adivasi and minority rights), livelihood and people centred governance are the three main thematic focus areas of CWS. The other areas of emphasis are social exclusion and mainstreaming of HIV and AIDS

Within the overall framework of promoting and protecting the human rights of the vulnerable sections of the society, CWS has been taking varied initiatives to address the issues of these sections through facilitating, partnering and development of support organisation. It believes in participatory approaches to development, is committed to promote, nurture and strengthen grassroots organisations for development intervention. CWS has promoted networks of women headed organisations to work on issues relating to gender, networks of Dalit headed organisations to address Dalit issues, networks of Adivasi headed organisations to promote the development of Adivasis, networks of Muslim headed organisations to work for the development of Muslim minorities, and networks of organisations to focus on sustainable agriculture, community forest management etc. Some of the major achievements in recent past have been as follows:

1. CWS has demonstrated and up-scaled best practices in organic farming, water governance, watershed management, community forest management etc. It has successfully demonstrated System of Rice Intensification (SRI) and collaborated with NAIP.
2. With the help of partner organisations, Counselling Centres have been established for women victims of violence and undertaking advocacy, supporting the partners and networks for campaign and lobbying for better implementation of various programmes.
3. CWS has promoted and strengthened women headed organisations, women's networks and women fellows for addressing issues relating to women such as domestic violence, trafficking, witch-hunting, dowry, discrimination, child marriage, girl education, etc.
4. CWS was instrumental in founding the National Dalit Forum to focus on dalit concerns at the macro level. It is also engaged in Adivasi concerns and mainstreaming issues relating to Adivasis due to displacement, denial of rights and worked with `Primitive Tribal Groups (PTGs) and semi-nomadic tribal groups, etc.

CWS's work area spreads over 6 states. In all the states, the target groups of CWS include the socially excluded Dalits, Adivasis, Women and Minorities. Dalits (Scheduled Castes) and Adivasis (Scheduled Tribes) experience some form of inequality or social exclusion most frequently. Their exclusion is reflected in lack of access (or unequal access) to political institutions, to public services (education, health care), to public places (police stations, government ration shops, post offices, schools, water facilities and village council offices), and to income-earning assets (in particular, land). For instance, in the context of Forest Rights Act claims submitted by other traditional dwellers which include SC in majority are not being given adequate attention.

b. Implementing CSOs:

In addition to the above mentioned lead partner of the project, the following 4-nos of implementing CSOs were involved in the project. In the following lines a brief description about the implementing CSOs is given:

- (i) Ekta Parishad Trust (EPT).
- (ii) Association for Human Rights, Education and Development (AHEAD).
- (iii) Centre for Action and Rural Reconstruction (CARR).
- (iv) Association of Secular Initiatives for Social Humanism (ASISH).

(i) EKTA PARISHAD TRUST (EPT)

Ekta Parishad Trust, Kalahandi, as an organization, was registered under Indian Trust Act in the year 2004. The registered address of the organization is Rankanathpatana, Banpur, Khurda, Odisha. The organization is also registered under FCRA Act 1976 and Income Tax Act 1981. The organisation has played a remarkable role in fighting for rights of the tribal's where development projects have adversely affected the identity of the tribal's. Ekta

Parishad Trust is also engaged for ensuring land rights of tribal's and other disadvantaged groups under FRA, Revenue Land Laws/Policies and enabling them to obtain benefits under social security schemes.

(ii) Association for Human Rights, Education and Development (AHEAD)

Registered under Indian Trust Act, the organization Association for Human Rights Education and Development (AHEAD), Borda, Kalahandi was established in the year 1999, having its head office at Khariar Road, Nuapada. The goal of the organization is to educate the people for a dignified life to realize their fullest human potentials. The objective of the organization is to protect the human rights of socially excluded groups through right based approach. AHEAD has undertaken initiatives like strengthening PRIs for good governance, preparing micro-plan for village development, imparting human rights education for school children and advocacy for right to livelihood related to MGNREGS.

(iii) Centre for Action and Rural Reconstruction (CARR)

Centre for Action and Rural Reconstruction (CARR) is a non-profit making secular and non government organization which works for the holistic upliftment of Women, Children, Tribal, Dalits and other disadvantaged groups by the local resource in a sustainable way with special emphasis on Gram Swaraj concept in a participatory way by making linkage and liaison with other activities and networks. CARR is registered under Society Registration Act in the year 1992 and also registered under FCRA in the year 1995. CARR has been working on Community Forest Management, Sustainable Agriculture, Promotion of Community Organisations, Leadership Training, Health Programmes and Promoting Income Generation Activities among SHGs. CARR has worked very closely with PRIs on various issues related to forest protection, regeneration and management, agriculture and MGNREGS. The organisation has played a pioneering role in strengthening federation of women members involving women from vulnerable groups who are also playing critical role in addressing social issues such as livelihood promotion, women empowerment and access over land.

(iv) Association of Secular Initiatives for Social Humanism (ASISH)

ASISH is a voluntary organisation. The society is registered under Act XXI of 1860 in the year 1995-96 and also registered under FCRA Act 1976. The members of this organisation are the indigenous Dalits and Tribal people of South Odisha. Presently ASISH is working in Nabarangpur and Gajapati district for the upliftment of social, economical, political, health and educational lives of the people. ASISH is actively involved in empowerment of Dalits & Adivasis and in the process it has developed a grassroots level peoples' network/alliance involving community member for asserting their rights and entitlements through sensitisation, capacity building, and lobby and advocacy for convergence with various govt. programmes and schemes.

Overall it has been learnt that the organization who were involved in the project were directly connected with community and they have strong presence in the grassroots. These

CSOs are constituted under different laws like Societies Registration Act and Indian Trust Act. These organizations have a common goal to eradicate poverty in its manifold manifestation and enhance the condition of poor and marginalized in a right based approach. A common characteristic of all the partner organization is that they work towards equitable access to resources and preventing discrimination. Access to Land and Forest Right has been looked upon as a possible measure to create opportunity for employment and sustainable development.

2. AREA OF OPERATION

Although initially there was a plan to implement the project in 3-identified districts, as has been discussed earlier, the project was actually implemented in two identified districts of Odisha namely Kalahandi and Nabarangpur. Within the identified districts the project had a plan to cover 169 villages of 20 GPs in 5-community development blocks. Similarly, state level capacity building and advocacy initiative was made by the lead partner CWS.

It is pertinent to mention that both the districts which were covered under the project have a dubious distinction for their backwardness, poverty, illiteracy and widespread unemployment. The unemployment problem gives rise to huge migration and also trafficking.

Odisha is known for occupying the second position in the list of most poverty stricken States in the country. A considerable percentage of population of the State languishes under extreme poverty situation. While an estimated 47% of population in Orissa live on less than a dollar a day, the poverty situation in rural areas and particularly in tribal areas is very much precarious. Non-income indicators of social welfare also rank Orissa consistently below national averages, with health and education being considerably worse among the poor (NSS, 55th round 1999/00). The reasons are manifold such as, decline in agricultural production, lack of people's access to natural resources, degrading natural and common property resources, etc. Other contributing factors include poorly managed systems of delivery, poorly informed decision making, weak policies and limited decentralization. Coupled with these factors, lack of work opportunities in rural areas emerges as one of the major factor resulting in social disintegration and economic disorientation in the rural sector. A district wise review of the situation provides further insight into the social realities. The situation in the identified districts have been discussed below:

Nabarangpur District:

This district, earlier a part of the undivided Koraput district, is one of the 8 districts of the backward KBK region and is having large tribal population which is 49.62% of the total as against the State average of nearly 22%. The rate of literacy is 37.11% and the major sources of livelihood are agriculture, collection of minor forest resources and wage labour. Tribals like Bhumias and Dombs, Mirganis are widespread and by profession they work as weavers and drummers. They are also engaged in cattle trade business. As per the studies conducted by the NGOs, 65% of the total population lacked awareness about MGNREGS. More than 60% of the job card holders are not provided work within 15 days of their application &

none of them received unemployment allowance as per the norms of the scheme. Similarly, the rate of filing and disposal of claims under FRA of the tribal occupants is very discouraging. The percentage of individual claims on forestland approved under FRA is only 5.3% of the total claims approved in the state by the year 2011.

Kalahandi District:

Over half of this district area falls under dense forest and has a tribal population of around 28.84% followed by 17.67% SC population. As per Govt. record (1997) around 62.71% families are living under BPL and literacy rate is around 62.45%. Most of the Adivasi (Sabara, Kandha, Munda, Kutia) and Dalit (Pana, Dom and Ghasi) families are landless and they depend upon forest and agriculture. Lack of employment opportunities compel many to migrate to adjoining states for their survival. Many families do not have any legal entitlements for their homestead land. Poverty is one of the major causes that promote rapid increase of dropout of the children from schools and colleges of this district. So far as progress in settlement of individual claims under FRA is concerned, only 3.5% of the applications have been approved in comparison to the total approval in the state by 2011.

The project was implemented in these districts by the partner organisations. Each partner organisation has identified its project location for implementation of the project. The areas covered and reason for selection of those areas by the partner organisations have been discussed below in a systematic manner:

EPT: District – Kalahandi

Initially when the organization started its work, it focused mainly on the issues of land rights in favour of women. As a first step of its activities, it formed a committee namely Kalahandi Mahila Mahasangha. This mahasangha organized a Pada Yatra covering 6 blocks of Kalahandi district where more than 5000 women participated. The objective of the pada yatra was to create awareness among the people to get land rights for women. This pada yatra attracted public attention significantly to the issue which was considered to be its first step to proceed with its objective. The experience that the organization gained out of doing this rally of women, motivated to take up the issue more vigorously. Thereafter, in the year 2011, it took up 5 nos. of Gram Panchayats as its area of operation in collaboration with lead partner CWS under PACS. The following aspects were taken into consideration for selection of areas:

- Scheduled Caste & Scheduled Tribe dominated communities.
- People of this area belong to Low economic group and educationally backward.
- Non-implementation of govt. schemes.
- Non-availability of information in the community regarding govt. schemes.
- People's cooperation.
- Good relationship with community leaders from its previous intervention.

Detail Information about the Project Location

Name of Block	Name of GP	Name of the Villages
Madanpur Rampur	Nunupur	Nunupur, Bakabada, Dekunkupa, Ganjipadar, Ghatbeda, Jamubahali, Madangnal, Mundabahali, Siding, Ualurupi, Rasud, Arangharan
	Altara	Altara, Barighat, Kabichandrapur, Kachardengen, Nrusinghapur, Pendra, Sagarpali
	Gochhadengen	Banjhipadar, Budhakaman, Talkuna, Sikelkupa, Kumerpata, Kunjamahal, Tentulikupa, Gochhadengen, Belur, Benaguda, Baliguda, Badsurda, Dandimaska, Dhumabhata, Tirumal, Kandhakundeipali, Dutensuruda, Jamlkabhali, Kandhasrabahali, Metaguda
	M.Rampur	Rampur, Harischandrapur, Burata, Chandanpenda, Jakabahali, Gourkela, Kalarakhunta, Kusumakhala, Mataganda, Nuagaon
	Pandakamal	Pandakamal, Ambagaon, Tujung, Phapsi, Patiguda, Gudapati
	05	54

AHEAD: District – Kalahandi

The organization, at its initial days, undertook Hunger Project in the year 2004 followed by Migration Project in 2009 with the support of Tata Trust and Bonded Labour project with the support of Aid-et-Action. The experience that the organization gained by undertaking these programmes for socially excluded group, prompted them to undertake this project in the year 2011, in collaboration with CWS as partner CSO with the support of PACS.

The information that the organization gathered from government sources was that 50% of the people of the community belonged to SC & ST community. As these people are socially excluded group, the organization thought it proper to undertake the project in these areas. Accordingly the following areas have been identified for project implementation:

Detail Information about the Project Location

Name of Block	Name of Gram Panchayat	Name of Villages
Bhawanipatna	Artal	Artal, Ajrai, Kanduljhar, Balipati, Dudhel, Urlang, Kulerguda
	Borda	Borda, Goikela, Phapsi, Nuapada
	Dumuria	Barfa, Dumuria, Masigaon, Rajanapur, Salegaon, Sikuan, Gandbasa

	Karlapada	Dangriguda, Domuhani, Haldigarh, Karlapada, Kendugupka, Madingpadar,
	Palna	Kandakhal , Kharsel, Paikpada, Palna, Pandramal, Tepsa
	05	31

CARR: District – Nabarangpur

Before being involved in PACS programme, CARR had already established it in the area by undertaking activities in the subjects of agriculture, forest protection, SHG formation and capacity building in Dabugam block of Nabarangpur district, the most tribal dominated pockets, in the year 2008-09. In the year 2011 when the PACS programme was about to be implemented, CARR found it prudent to converge his past experience with this new programme. Thereafter, in the very same year, it took up 5 nos. of Gram Panchayats consisting of 43 nos. of villages as its area of operation in collaboration with CWS, as partner CSO, with the support of PACS. The following points were taken into consideration for selection of project location:

- SC & ST dominated tribal communities.
- People of Low economic group and educationally backward.
- Non implementation and deprivation of people from govt. scheme.
- In-accessibility of information regarding govt. Schemes.
- People's cooperation.

Detail Information about the Project Location

Name of Block	Name of Gram Panchayat	Name of Villages
Dabugam	Dabugam	Dabugaon, Chikili, Dantariguda, Umerahandi, Dumuniguda
	Medana	Medana, Chatiguda, Bhandimala, Chichibai, Kakadaguda, Chalanguda, Anchala, Maliguda, Badliguda, Butiaguda, Pujariguda, Sindhikaguda
	Chacharaguda	Chacharaguda, Pokhanaguda, Kumajhariguda, Kusumabandha, Burguda, Baigam, Kelia
	Jhunapani	Majhiguda, Gurla, G.Kanta, Jhariaguda, Saragada, Koilari, Dhanasara, Rabanaguda, Motigaon
	Godakuntha	Dangara, Lafaraguda, Mariguda, Bamenibeda, Ghodakhunta, Kahakaguda, Kurupa, Majhuguda, Menjhara, Mundiguda
01	05	43

ASISH: District – Nabarangpur

In the year 2001 ASISH started its intervention in Nabarangpur district on Land Development activities in one of the village called Karmiguda with the support of CWS. Under this land development activity, the organization was trying to convert the forest land into cultivable lands by demarcating separately for the people to cultivate for their livelihood. Then the organization in 2004-06 worked on caste discrimination issues over the area being funded by Dalit Foundation. Gradually the issues of protection of rights of people of that area were taken up through lobby and advocacy. In order to protect the rights of the people, they formed Village Development Committee at village level and Panchayat Development Committee at GP level in 19 villages of 2 G.Ps. These activities were funded by Trocaire up to 2009. Then the organization intervened in a new area called cooperative movement thereby imparting training and making people aware about saving. In those activities they were giving training to people on various methods of cultivation in order to supplement their indigenous /traditional process of cultivation. In course of their training to people they also trained them on making Organic Farming, Vermi Compost, Kitchen Garden, SRI Method Paddy cultivation etc. with an idea of sustainable livelihood of people.

This long term association in the area and the multifarious activities in the community along with the experience that the organization gathered in course of conducting various activities were relied on for selection of the area for implementation of PACS programme through CWS in the year 2011.

Detail Information about the Project Location

Name of Block	Name of Gram Panchayat	Name of Villages
Tentulikhunti	Pujariguda	Khuntipadar, Kurmakote, Pujariguda
	Manchagaon	Jangniguda, Bagru, Kenduguda, Chharpodor, Beda, Odar, Marchagam, Bariguda, Danduguda, Bariaghat
Nandahandi	Jagannathpur	Jaganathpur, Lauguda, Gadabaguda, Phupugaon, B Debataguda, S Debataguda, Padapal, Dumuriguda
	Jhadabandhaguda	Usuripadar, Kotraguda, Bhonojaguda, Murlabai, Dandsenaguda, Ghatguda, Muduliguda, Longola atal, Putaghor, Kokti Sil, Jhadabandhaguda
	Dhandra	Maliguda, Nuaguda, Narsingguda, Binjiguda, Turunji, Potharlosa, Pitakumuli, Dhandhra
02	05	40

It is revealed from the exercise that 85 nos. of villages of Kalahandi and 83 nos. of villages of Nabarangpur district have been actually covered under the projects by 4 nos. of partner organisation. While the partner organisations operated at the village level the lead partner has undertaken various capacity building initiative and advocacy at the Districts and the

State level. In this process a total number of 168 nos. of villages of 05nos of blocks of 2-districts of Odisha State have been covered. In a nutshell the area to be covered under the project was selected on the basis of presence of socially excluded communities especially scheduled caste and scheduled tribe. Emphasis was also given on backwardness of the region and the people in the communities. The issue of illiteracy in the community was also taken into consideration for selection of the project locations. Overall the selection of the project area was well thought of and made on the basis of backwardness of people and underdevelopment of community where they have very little or no access over resources and schemes of the government. Discrimination meted against socially excluded groups on the ground of their geographical habitations was thus the major focus for selection of the area.

3. OPERATIONAL STRUCTURE

For the purpose of implementation of the project, structural arrangement had been made with appointment of project personnel. At the state level the CWS operated with a provision of a Programme Coordinator, Monitoring and Documentation Officer and Accounts Officer who were given the task to facilitate capacity building, advocacy and monitoring of implementation of the project. As the project was primarily a field based intervention by CSOs, there was a need to bring in place structural arrangement with appointment of staff and engagement of volunteers at the field level. In this context an attempt had been made to understand operational structure by CSOs to implement the project in their respective area of operation. This information would help to understand the operational structure of the project. The following discussions provide inputs about the organisational structure created for implementation of the project:

(i) EPT: At the outset, for smooth operation of its activities under PACS Project, it set up an office in M. Rampur Block headquarter from where the organization started functioning centrally. For implementation of its activities under the project in the identified 5GPs, a five member team was recruited, who looked after different programmes related to MGNREGA, Forest Land, Revenue Land & Skill Development which were undertaken in the communities. The team was constituted in the following manner:

- (1) Secretary (Part Time)
- (2) Project Coordinator (Full Time)
- (3) GP Coordinator -2nos (Full Time)
- (4) Accountant cum Admn. Officer (Part Time)

The area of operation under PACS programme was divided into three sectors by EPT in accordance with geographical situation for effective result by the organization.

(ii) AHEAD: The organization had set up its office in Borda GP from where it started functioning. For implementation of its activities in those 5GPs, a five member team was

constituted to look after different programmes relating to MGNREGA, Forest Land, Revenue Land and Skill Development to be undertaken in the communities. The team was designed with the following project staff:

- (1) Secretary (Part Time)
- (2) Project Coordinator (Full Time)
- (3) GP Coordinator -2nos (Full Time)
- (4) Accountant cum Admn. Officer (Part Time)

The area of operation under PACS programme was divided into three sectors in accordance with geographical situation for effective result.

(iii) CARR: At the outset, for smooth operation of its activities, it had set up an office in Dabugam block headquarter from where the organization started functioning. For the purpose of implementation of project activities in the identified project location consisting of 5GPs, a five member team was constituted to look after different programmes relating to MGNREGA, Forest Land & Revenue Land under FRA and Skill Development which were addressed under the project. The team was formed with following staff:

- (1) Secretary (Part Time)
- (2) Project Coordinator (Full Time)
- (3) GP Coordinator -2nos (Full Time)
- (4) Accountant cum Admn. Officer (Part Time)

(iv) ASISH: For the purpose of implementation of project activities, the organisation had set up an office in Tentulikhunti block headquarter and started its operation. In order to implement the programme in a systematic manner in the identified 5-GPs, a five member team was constituted to look after different programmes relating to MGNREGA, Forest Land & Revenue Land under FRA and Skill Development. The project team consisted of the following:

- (1) Secretary (Part Time)
- (2) Project Coordinator (Full Time)
- (3) GP Coordinator -2nos (Full Time)
- (4) Accountant cum Admn. Officer (Part Time)

The above analysis makes it clear that a common staff structure had been adopted by all the implementing CSOs. The operational structure broadly comprised of 5-nos of staffs by the project level with the Secretary of the organisation heading the team. The CWS had made a systematic structure to continuously support and collect feedback from the implementing CSOs. The project staff of CWS regularly monitored the project for its successful implementation. The major contribution of CWS was to undertake capacity building programme for implementing CSOs and conducting district and state level advocacy. The CWS organised partners reflection meeting on an annual basis which were focused on

reviewing issues, actions and planning strategies to address emerging issues. In this meeting challenges were discussed and remedial measures were taken up. At the time of monitoring of the work of implementing CSOs, the CWS also extended need based support.

4. TARGET AND SPECIFIC ACTIVITIES OF CSOs

From the very beginning of the implementation of the projects there was a systematic plan to undertake specific activities and targets to be achieved against each planned activities. It was planned from the very beginning that initially Community Based Organisations on different issues shall be formed. It will be followed by activities under different identified themes. In the following tables an analysis have been made about the plan for constitution of CBOs and specific activities planned, targets set and activities actually undertaken by the partner CSOs:

(i) EPT

As per the plan there had been an aim to form Community Based Organisation (CBOs) in the project location before theme wise activities are undertaken. The EPT had the following plan in respect of formation of CBOs:

Type of CBOs	Number
MGNREGA Job Seekers group	54
Forest Right Committee	54
Revenue Landless Group	54
Women SHG	54
TOTAL CBOs	216
Information Centre	54 nos
Jeevika Surakshya Manch (GP Level)	05 nos

After constitution of 216 nos. of CBOs the following theme wise activities had been planned and implemented:

Theme	Key Activities Planned	Target in No.	Activities Actually Undertaken
MGNREGA	Mobilizing & supporting SEGs to submit applications for job cards	2350	2410
	Mobilizing & supporting SEGs to open zero balance account	-	4584
	Mobilizing & supporting SEGs for demanding jobs	-	5761

	SEGs households got 100 days work	-	610 HH
	Community Assets Created:		
	✓ Pond		48
	✓ Road		50
	✓ Plantation		23
	✓ Check Dam Construction		20
Forest Land	Facilitating SEGs for claiming land titles under FRA	2614	2314
	No. of families got entitlement under IFR	-	335
	Facilitating Village communities for claiming CFR under FRA.	51	51 Under Process
Revenue Land	Facilitating SEGs for claiming homestead & Agri. Land under Revenue Land Rights	6487	3823 application submitted for claim
	Number of HHs got entitlements	-	214
Skill Development	Forming and strengthening of women SHGs	54	54
	Establishing linkage between SHGs / Livelihood groups & Traders	-	20
Convergence	Inclusion of families under AABY (100 work days completed families under MGNREGA)		50 HH

(ii) AHEAD

As per the plan there had been an aim to form Community Based Organisation (CBOs) in the project location before theme wise activities are undertaken. The AHEAD had the following plan in respect of formation of CBOs:

Type of CBOs	Number
MGNREGA Job Seekers group	30
Forest Right Committee	30
Revenue Landless Group	30
Women SHG	30
TOTAL CBOs	120
Information Centre	30 nos
Jeevika Surakshya Sahayak Manch (GP Level)	05 nos

After constitution of 120 nos. of CBOs the following theme wise activities had been planned and implemented:

Theme	Key Activities Planned	Target in No.	Activities Actually Undertaken
MGNREGA	Mobilizing & supporting SEGs to submit applications for job cards	1140	1140
	Mobilizing & supporting SEGs to open zero balance account	-	1391
	Mobilizing & supporting SEGs for demanding jobs	-	1912
	SEGs households got full 100 days work	-	Not Available
Forest Land	Facilitating SEGs for claiming land titles under FRA	1122	233 application submitted for claim
	No. of families got entitlement under IFR	-	161
	Facilitating Village communities for claiming CFR under FRA.	11	01 DLC Level 05 Village level
Revenue Land	Facilitating SEGs for claiming homestead & Agrl. Land under Revenue Land Rights	323	157
	Number of HHs got entitlements	-	157
	Collection of Cadastral Maps	30 villages	30 villages
Skill Development	Forming and strengthening of women SHGs	850 HH	185 HH = 18 groups
	Establishing linkage between SHGs / Livelihood groups & Traders	340 HH	185 HH = 18 groups

(iii) CARR

As per the plan there had been an aim to form Community Based Organisation (CBOs) in the project location before theme wise activities are undertaken. The CARR had the following plan in respect of formation of CBOs:

Type of CBOs	Number
MGNREGA Job Seekers group	43
Forest Right Committee	43
Revenue Landless Group	43
Women SHG	34
Jeevika Surakshya Sahayak Manch (GP Level)	05
TOTAL CBOs	168
Information Centre	30 nos

After constitution of 168 nos. of CBOs the following theme wise activities had been planned and implemented:

Theme	Key Activities Planned	Target in No.	Activities Actually Undertaken
MGNREGA	Mobilizing & supporting SEGs to submit applications for job cards	1166	1166
	Mobilizing & supporting SEGs to open zero balance account	-	1166
	Mobilizing & supporting SEGs for demanding jobs	-	1648
	SEGs households got full and equal wages	-	12 HH
	Community Assets: CC road Mo Pokhari Land development Earth Road Road side doweling		38 village 15 32 20 village 12 village
Forest Land	Facilitating SEGs for claiming land titles under FRA	2310	1827 applied
	No. of families got entitlement under IFR	-	1727
	Facilitating Village communities for claiming CFR under FRA.	28	18 – SDLC level, 04 – under process.
	Community Assets: IAY Kaju Cultivation Mango Cultivation		540 families 25 Acre 10 Acre
Revenue Land	Field claim for claiming homestead & Agrl. Land under Revenue Land Rights	665	698 applied
	No of HHs got Patta	-	68
Skill Development	Formation and Strengthening of women SHGs	43	34
	Training of SHGs on skill development	1750	1285 individuals undergone training
	Establishing linkage between SHGs / Livelihood groups & Traders	43 (700 HH)	34 nos. (408 individual)

(iv) ASISH

As per the plan there had been an aim to form Community Based Organisation (CBOs) in the project location before theme wise activities are undertaken. The ASISH had the following plan in respect of formation of CBOs:

Type of CBOs	Number
MGNREGA Job Seekers group	40
Forest Right Committee	40
Revenue Landless Group	40
Women SHG	40
TOTAL CBOs	160
Information Centre	20
Jeevika Surakshya Sahayak Manch (GP Level)	05

After constitution of 160 nos. of CBOs the following theme wise activities had been planned and implemented:

Theme	Key Activities Planned	Target in No.	Activities Actually Undertaken
MGNREGA	Mobilizing & supporting SEGs to submit applications for job cards	2616	6278
	Mobilizing & supporting SEGs to open zero balance account	-	2616
	Mobilizing & supporting SEGs for demanding jobs	-	2616
	SEGs households got 100 days work		16 nos. HH
	Community Assets created: Angan Wadi Centre School Road (CC Road-35 & Earth Road-20) Farm Pond Check Dam		15 08 55 45 04
Forest Land	Facilitating SEGs for claiming land titles under FRA	1518	1238
	No. of families got entitlement under IFR	-	497 HH
	Facilitating Village communities for claiming CFR under FRA.	40	15 under process
	Indira Awas Yojana	-	250

Revenue Land	Facilitating SEGs for claiming homestead & Agri. Land under Revenue Land Rights	805	600 HH
	No of HHs got Patta – 4 decimal land	-	535 HH
	Mo Jami Mo Diha Claim Land Development Mo Kudia		210 HH 78 HH 35
Skill Development	Formation and Strengthening of women SHGs	30	78
	Training of SHGs on skill development	-	185
	Establishing linkage between SHGs / Livelihood groups & Traders	-	62
Convergence	Social Security Scheme:		
	Old Age Pension Widow Pension		302 58

It has been learnt that all the CSO partners relied on people's participation for which they all have constituted CBOs in their respective area of operation. It has been observed that a total number of 664 nos. of CBOs had been constituted in various forms in the project areas. The CBOs had different name and number. Broadly the following types of CBOs have been constituted:

- a) MGNREGA Job Seekers group.
- b) Forest Right Committee.
- c) Revenue Landless Group.
- d) Women SHG.

Thematic activities in 4-broad areas like MGNREGS, Revenue Land, Forest Land and Skill Development have been undertaken. It has been observed that common measures have been attempted by all the partner organisation. One of the partner organisation ASISH has also attempted convergence of social security schemes like Old Age Pension and Widow Pension with the overall thematic focus. This attempts are successfully rendered benefit to the targeted people. More or less all partner CSOs made an attempt for convergence with existing social security schemes. The following table shows the attempt made by partner organisations for convergence:

Sl No	Name of Partner CSOs	Name of Convergence	Achievement in Numbers
1	EPT	Aam Aadmi Bima Yojana (AABY)	50
		Individual Land development work under MGNREGS	126
2	AHEAD	Individual Land development work under MGNREGS	65

3	CARR	Indira Awas Yojana	540
		Kaju Cultivation	25 Acre
		Mango Cultivation	10 Acre
4	ASISH	Old Age Pension	302
		Widow Pension	58
		Indira Awas Yojana	250
		Individual Land development work under MGNREGS	78

5. PROCESS FOLLOWED

It has been observed that in course of project implementation various processes have been systematically followed by the partner organisation. It starts from community mobilisation to helping the community to gain access to different entitlements conferred on them by virtue of different laws. The following point highlights the process followed by different partners:

(i) EPT: In order to implement the PACS programme, the organization decided to invite newly elected PRI members with an impression that they could help them carry forward the activities in the communities. Further the objective of inviting PRI members was to give them an open platform where they will decide their role in village development, so that the developmental activities in the community by PRI members and the activities of PACS programme will run in a coordinated way. The EPT presented its programme implementation strategy before the PRI members and community, making it very clear that EPT only will facilitate implementing the govt. schemes / programmes in the community rather than fulfilling the demands of the community. The organization further made it clear that the sole objective of the organization is to bridge the gap between the govt. and the people while implementing the govt. schemes.

Further the organization followed the process of forming CBOs at GP level in the nomenclature of Jeebika Surakshya Manch (JSM) for promotion and implementation of its activities. The members included in the JSM among others were village leaders, PRI members (Sarapanch, Ward Members). In each GP there were 20 – 30 members formed the committee. There was also a JSM constituted in the block level represented by selected GP level members to facilitate the JSM activities in the GP level. In the year 2013-14, the organization started a Pada Yatra involving 60-70 SC & ST women in the name of a mission called Muthi Chaula Abhiyan, that moved village to village to create awareness among the people on Land rights and land rights of women in particular whose name must be found place in the record of rights. Apart from issues of land rights of women, the objective of the mission was to address long prevailing traditional caste discrimination issues that stood as a barrier for implementation of programme in the community. This Abhiyan helped EPT to have its presence and identity in the community. Broadly, the following specific steps have been taken in a systematic manner phase wise to reach the goal of the project:

- Consultation meeting with the PRI Members (Role & Responsibility of PRI members in village development).
- Village wise meeting.
- Preparation and dissemination of legal information through publication of booklets.
- Community wise discussion about identified issues and measures to address such issue.
- People's participation in planning.
- Preparation of plan and capacity building training.
- Interface of community with Media and Administration.
- Creation of pressure group.
- People's participation through continuous meeting and training for resolving issues.

(ii) AHEAD

- First of all, a village level orientation programme was conducted involving community leaders, existing CBOs. In that orientation programme, they discussed different issues of the communities and set up mechanism for resolution of the problem. They also shared the kind of support that they are getting from the PACS programme.
- Formation of CBOs in every village on each theme like MGNREGA, Land Rights & SHG.
- Formation of 5nos GP level JSSM (Jeevika Surakshya Sahayak Manch) consisting of 15-20 members in each JSSM.
- Monthly meeting of CBOs on the four specified themes along with other issues of the community.
- Organisation of Quarterly GP level JSSM Meeting.

(iii) CARR

- Household survey.
- Awareness generation on all the themes through community meetings, cultural shows etc.
- Formation of CBOs on all the themes in each village.
- Capacity Building Training of CBOs.
- Exposure visit of CBO leaders & members.
- Dissemination of information relating to MGNREGA, Forest Right Act and SHG.
- Theme wise activity implementation.
- Convergence with other government welfare schemes and programmes.

(iv) ASISH

- Household survey.
- Intimation to District and Block Administration about the programme implementation.

- Awareness generation on all the themes through community meetings, cultural shows etc.
- Sharing of objectives of PACS programme in community meeting.
- Formation of CBOs on all the themes in each village.
- Formation of GP level JSSM (Jeevika Surakshya Sahayak Manch).
- Capacity Building Training of CBOs & PRI members on MGNREGA, FRC Formation, Bio Diversity, Land Rights, Land mapping (how to measure land) through Revenue Inspectors and Skill Development of SHGs like bank linkage & record keeping training to members of SHGs.
- Dissemination of information relating to MGNREGA, Forest Right Act and SHG.
- Theme wise activity implementation.
- Convergence with other government welfare schemes and programmes.

Overall it has been observed that a common process with minor changes have been followed by all the partner organisation. The process has been designed keeping in view the activities and the targets. However various processes unique to different organisation has also been adopted looking at the local context and needs. Once such example is mobilising the functionaries of Gram Panchayat through a meeting to undertake the responsibility to equip every eligible person to seek and get access to entitlements which was attempted by EPT. Similarly, the organisation ASISH has informed all the line department about the project activities and its goal.

6. REASONS FOR SUCCESS

The project becomes successful on various fronts. The success of the project was largely due to various factors including continuous mentoring of CSOs by the lead partner CWS, presence of CSO partners in the field, long term association with the stakeholders and practical experience working with communities. It has been observed that there are significant factors which were played pivotal role in making the initiative under the project successful. Each CSO has their own attributes to the success of the project. It is vital to ascertain and document the reasons of success of the project from the experience of CSO. Accordingly, an attempt has been made to list out the major factors which positively impacted the project in a systematic manner. These factors are succinctly described below:

(i) Lead Partners CWS:

- Capacity Building of Partner CSOs at state level on FRA provisions, MGNREGS and Revenue land laws.
- Sharing of Partner's activities in the yearly reflection meeting.
- Monitoring and Need based support to Partner CSOs.
- Preparation and dissemination of IEC materials on FRA, MGNREGS, Revenue laws and schemes for social mobilisation.
- Media Mobilisation and State level policy advocacy.
- Documentation of Case study of social exclusion and discrimination practices.

(ii) Partner CSO: EPT

- Past experience of mobilizing community and regular access to the community.
- Exposure visit and training of team members.
- Cooperation from PRI members.
- Proper mobilization of community people and other stakeholders through convincing approach.
- Promotion of CBOs for planning, implementation and dissemination of information with regard to govt. scheme.
- Change of attitude of the community towards NGOs as charitable agencies and not facilitating group.
- Mode of operation being Campaign oriented instead of project.
- Participation of more women than men in the community meetings.
- Bringing into focus on gender biases and caste discrimination.
- Mobilizing educated mass through publishing articles in media on different issues.
- Observation of injustice and discrimination during field visit and address the same properly.

(iii) Partner CSO: AHEAD

- Imparting legal education to CBOs.
- Creation of community leaders.
- Successful mediation between govt. and community.
- People's participation and cooperation.
- Exposure visit and capacity building training of team members.
- Role clarity of CBOs to assert rights.

(iv) Partner CSO: CARR

- Rapport with community.
- Cooperation of CBOs.
- Cooperation of govt. officials and other line departments.

(v) Partner CSO: ASISH

- Regular meeting in the community.
- Awareness and sharing of information on different themes.
- Community and individual benefit by way of having community pond, road, plantation, patta etc.
- Cooperation and acceptance in the community.
- Participation of community both at planning and implementation process.
- Active leadership emerged through capacity building training programmes of CBOs.

In course of search for the reasons for successful implementation of the project, various factors have emerged. By and large it was revealed that the connection between the people in the community and the CSO for a long period resulted in community mobilisation and demand generation among people for entitlements. The experience of the staff of the CSOs

contributed significantly in receiving support from the stakeholders especially the Gram Panchayat Institutions. The regular interaction with the community also played a significant role in making the community understand the importance of claiming entitlement in a right-based approach rather than rendering charity. The community realised that they are going to be benefitted in the long run through creation of community assets under MGNREGA and also management of community resources being provided under Forest Right Act. It has also been observed that the support of Government officials in the process of implementation of project remarkably available as somewhere down the line the Government officials realised that the effort of CSOs in actual practice makes their responsibility as duty holder made easy. The support rendered by the CSOs in fact helped the Panchayatiraj Institutions and Government officials to translate the legal provisions under different laws like MGNREGA and Forest Right Act into action. The support service by CSO in fact tremendously contributed towards proper implementation of law. One such example was creation of Forest Right Committee in their respective areas. The role of Women had a determining factor in the success of the project. It was demonstratively clear that women in large number mostly in the form of Self Help Group (SHG) led the process for claiming rights and to prevent discrimination. In this regard the credit naturally goes to the lead partner and CSOs for mobilising women, building their capacity and organised them in the form of SHGs.

7. CHALLENGES ENCOUNTERED

This report has documented the challenges which were encountered in course of project implementation. It has been learnt that there are several challenges which the CSOs had encountered in their respective projects. It was found essential to document the challenges in the process of implementation of a right-based project at the community level in the following lines. Accordingly each of the challenges faced by partner organisation is highlighted below:

(i) EPT

- Caste discrimination as a major hindrance for community mobilization.
- Frequent changes of staff.
- Lack of skill on documentation like reporting in formats.
- Inadequate financial resources.

(ii) AHEAD

- Misappropriation of PDS materials (1500 qnt. Rice) by Sarapanch & Panchyat Secretary badly influenced the programme implementations as the functionaries of Gram Panchayat remained abscond from the Panchayat over one year and subsequent arrest by Police.
- Interference of political people and village touts.
- Non settlement of claim for Crop insurance was a major jolt which occurred due to non-payment of insurance premium by the Banker.
- Lack of interest of people in MGNREGA work due to delayed payment.

- Exploitation of people by village touts middleman, brokers and contractors at every sphere.
- Insufficient human resource and financial resource.

(iii) CARR

- Non cooperation of DFO of Forest Dept.
- Ill motivated political interference.
- Inadequate financial resource.
- Degradation of bio-diversity conservation by outside infiltrators.

(iv) ASISH

- Interference of political leaders on the score of work demand on job card.
- Works distributed through middle men / contractors.
- The employment offered under MGNREGA unsuitable for the beneficiaries.
- People get biased by politically motivated people.
- Harassment of people due to inordinate delay from govt. and line departments with regard to MGNREGA and FRA.
- Difficult and distance community reach out.

The overall analysis from the records and focus group discussion reveals that there were challenges at least at three levels. Firstly the capacity of the staff and their presence. It was reported that due to discontinued engagement of staff and frequent mobility the project suffered at various stages. Secondly the political interference and the role of middleman and contractors often created confusion in the project. The problem further compounded with misappropriation of PDS materials, corruption and absence of accountability. Thirdly the problem in the community also had thrown challenges. It was observed that many a time the people did not show interest due to delay payment under MGNREGA and also unsuitable jobs offered to them under MGNREGA. This factor together posed serious challenges at different levels of the project.

8. ACTIONS FOR OVERCOMING CHALLENGES

In order to overcome the challenges faced by implementing CSOs in course of project implementation which were mentioned above, it was learned that strategic measures were taken to overcome the situation. It was decided by almost all the partners to organise people in various form to generate demand as collectives. Similarly, participation of people in the process of decision making was also a very effective strategy to overcome the challenges. It was learnt from the partners that with the constitution of people's organisation the political interference was subsidised to a great extent and on many occasion the political community wanted to identify themselves with the people's organisation. It was further strengthened with involvement of functionaries of Gram

Panchayats in the process of enabling community to claim their right and exercise their right to access resources. What was significant in this process to overcome the challenges was the project measure to organise capacity building training programme for the CBOs constituted by the partners. Due to increase of knowledge about various laws of the state and the confidence that was inculcated in the training the CBOs gradually had built confidence to take over the responsibility unto themselves for which the major challenges could be averted.

9. OUTCOMES OF THE PROJECT

As a result of implementation of the project there were many successful outcomes. It includes the opportunity for employment under MGNREGA, individual forest right and community forest right under Forest Right Act (FRA), land right under the provision Revenue Land Right of people and skill development. The skill development effort included formation of groups, linkage with financial institutions and capacity building training. The following table shows specific outcomes in respect of each of the themes identified under the project:

Theme	Activities	EPT	AHEAD	CARR	ASISH	TOTAL
MGNREGA	Mobilizing & supporting SEGs to submit applications for job cards	2410	1140	1166	6278	10994
	Mobilizing & supporting SEGs to open zero balance account	4584	1391	1166	2616	9757
	Mobilizing & supporting SEGs for demanding jobs	5761	1912	1648	2616	11937
	SEGs households got 100 days work	610	0	12	16	638
	Community Assets Created:					
	Pond	48		15	45	108
	Road (C C Road & Earth Road)	50		58	55	163
	Plantation	23				23
	Check Dam Construction	20			4	24
	Individual Land Development	126		32		158
	Road side dowling	0	0	12		12
	AWC Construction				15	15
	School House Construction				8	8
	Forest Land	Facilitating SEGs for claiming land titles under FRA	2314	233	1827	1238

	No. of families got entitlement under IFR	335	161	1727	497	2720
	Facilitating Village communities for claiming CFR under FRA.	51	6	22	15	94
	IAY			540	250	790
	Kaju Cultivation			25		25
	Mango Cultivation			10		10
Revenue Land	Facilitating SEGs for claiming homestead & Agrl. Land under Revenue Land Rights	3823	157	698	600	5278
	Number of HHs got entitlements	214	0	68	535	817
	Mo Jami Mo Diha Claim				210	210
	Land Development				78	78
	Mo Kudia				35	35
Skill Development	Forming and strengthening of women SHGs	54	18	34	78	184
	Establishing linkage between SHGs / Livelihood groups & Traders	20	18	34	62	134
	SHG Training			1285	185	1470
Convergence	Social Security Scheme					
	Old Age Pension				302	302
	Widow Pension				58	58
	Inclusion of families under AABY (100 work days completed families)	50				50

The above table shows the outcome of the project in terms of number of beneficiaries. It indicates tangible results in all identified themes for the benefit of socially excluded groups in the project locations. In case of MGNREGA the total number of applicant for obtaining job card as per law was almost 10994. Out of it only 638 persons received 100-days work opportunity. In case of individual forest right as many as 5612 numbers of applicant made application out of which almost 2720 people have received recognition of forest right. So far as revenue land is concerned there were approximately 5278 applications made for land right. It was reported that out of it a total number of 817 household received entitlement.

10. SUCCESS STORIES – CASE STUDIES

In course of documentation of lesson learned from the project a number of success stories have come to the notice. An attempt is here made to present few examples of success stories of each of the CSOs:

Success Stories – Case Study of AHEAD

Theme: FRA

Rajnapur is a remote village located amidst dense forests in the Dumuria GP of Sadar Block in Kalahandi district. It is nearly 55 km from the Block head quarters i.e. Bhawanipatna. Rajnapur is surrounded by the Kumkot Reserve Forest which is an old and virgin forest of Kalahandi. There are a total of 92 households in the village out of which 80 households are STs. The tribal community consists of Gond, Kondh, and Paharia. All these people mostly depend on the collection and sale of forest produces, Sargi leaves, Honey, Dhoop, Kardi, Mohua flower, Tol, Charnut and Mushroom which are some of the products collected from the forest for sale. They also collect fruits, fibre, fuel hood etc. for their own sustenance.

Arbind Dharua, son of Bighna Dharua, 40 years of age is a permanent resident of village Rajnapur in the Dongria GP of Sadar Block of Kalahandi. Arbind belongs to Gond community. During 2011 AHEAD started the PACs programme in Dongria GP and visited Rajnapur village while addressing the FRA issues. Arbind Dharua being an active person of the said village sincerely participated in all the program activities under MGNREGS, FRA-LAND RIGHTS etc. In 2012 he took the responsibility of the FRC as Secretary of that village. During the encroachment of forest land case where 11 persons were arrested by the Forest Department, Arbind Dharua very tactfully slipped away from the village and alone with others tried his best to bring back the arrested people on bail. He has done a yeoman's job by regularly keeping in touch with the FRA and its development at the broader level. He has also attended many workshop, seminar, and training programmes on FRA and its implementation at different places. Regularly he could give sufficient time to help people applying for IFR land and CFR lands in the village area. He himself was a claimant under the FRA and subsequently secured his entitlement. He has boldly exercised his right over forest land that he possesses.

The Change process

Arbind Dharua, one of the local activists who was trained under the project by AHEAD, has been constantly motivating and helping people to get their right and entitlements. Beside other issues, his work in the implementation of FRA provisions was significant. He organised and filed several applications of all the eligible persons for claims under FRA. Due to his catalytic role the people of the village were enthusiastic to fight for their rights under FRA. Those persons who have applied for their lands/ entitlements will very soon get it from the

government and it will only be possible due to the continuous support and follow up by Arbind Dharua.

Success Stories – Case Study of CARR

Village – Kahakaguda

Nabarangapur is one of the tribal districts of Odisha. In this district Godakhunta is one of the GPs of Dabugam Block. Kahakaguda is a village of this panchayat which is situated almost distance of 25 km from the Block headquarter. This area was covered by CARR under PACS project.

The tribal people of Kahakaguda were in possession of the forest land from time immemorial but they did not possess any record of right over the land. This issue was identified in village meeting as one of the major issue during the project intervention by CARR. While some inhabitants of the locality made some attempt earlier to get record of right over the land all were not successful. The village felt that it should be universally provided. In this scenario the implementing organisation CARR created awareness about Forest Right Act.

Frequent meetings and campaign organized by CARR were very much helpful to motivate the community about their right. It was decided that in order to obtain recognition of Forest Right there is a need to claim the right before appropriate authorities. Accordingly, the claims were made before Gram Sabha as per law and also the people of the locality met the Sub-divisional Authorities. As a result of which 44 no. beneficiaries could get the recognition of forest right. This systematic approach persuaded the public authorities like Forester, Revenue Inspector and Welfare Extension Officer of Block to extend their cooperation for realisation of right. Thus, the intervention ended with successful result with realisation of individual rights under Forest Right Act.

Success Stories – Case Study of EPT

Theme – MGNREGA

In a village meeting convened by Ekta Parishad Trust under its PACS programme at Nuagaon village of M. Rampur Panchayat in the year 2012 the issue of land right was discussed. The objective of the meeting was to discuss about the developmental activities and its follow up action in M. Rampur Panchayat.

In course of meeting, team member of EPT made the people understand about the work under MGNREGA and different schemes of the govt. such as Vasundhara and Land Rights under Forest Right Act for landless and homeless people. In course of the meeting it was revealed by some people of that village that though they had applied for job card from 2005-2006 they have yet to get the same. The villagers unanimously corroborated this fact. Accordingly it was decided to seek information from appropriate authorities about the status of their application. The EPT took the matter seriously and collected fresh application

for job card from people of the village. The EPT approached the Gram Rozgar Sevak (GRS) for submitting the applications. At this state it was revealed that based on their application job cards were already issued. Since, no one have ever approached for job-card these were lying with the GRS. The GRS suggested to arrange a meeting to distribute job-cards to the eligible persons.

Thereafter in coordination of GRS, Sarpanch, EPT and JSM Committee the cards were distributed among 10 nos. of beneficiaries on dtd.07.07.2012. After this incident people became aware and their confidence was built. They were encouraged enough to fight for their right.

Success Stories – Case Study of ASISH

Situation:

Koktisil village, a small village surrounded by hill and forests under Jhadbondhaguda GP of Nandahandi Block in Nabarangpur district is located 25 km away from the block head quarter. There are around 22 Scheduled Tribe families residing in the village. Even after 65 years of freedom, this small village is deprived of communication facilities like road, school, Anganwadi Centre and all other Govt. welfare scheme and provisions. When ASISH entered into this village during PACS project intervention it felt there was dire need to make the community aware of their rights and organise them to assert that in constructive way.

During the baseline survey process ASISH found that the community was facing much hardship and most alienated from mainstream as there is no road for communication and no govt. scheme reached the community. The literacy level was very low. To start intervention the team first contacted the PRI representative. The Ward Member was also interested to work for the development of the community. The relationship was build up with the community and after regular meeting with them, CBO was formed namely Maa Thakurani Gramya Committee, Koktisil, comprising of both male and female members. After forming the committee the members were capacitated to have discussion with Govt. officials. Accordingly these members visited Panchayat and Block Office to place their demands and their efforts was successful as the village has been sanctioned a pucca road worth of Rs.2lakh. As the village was poorly communicated in comparison to other areas, an additional amount of Rs.3lakh was further sanctioned on a priority basis.

Impact:

The community and PRI representatives who were unaware about the rights conferred on them under different law, could not be able to undertake any developmental activities of their village. But after intervention of PACS project by ASISH they became aware and they have built their capacity to get involved in the process of decision making to get their rights under employment, education and forest right etc secured.

11. BEST PRACTICES

It was observed during the study that all the CSOs involved in the project have one or more best practices to make the project successful. The views of CSOs about the efforts which they considered as best practice has been discussed below:

(i) EPT

- Elimination of discrimination practices in the community through adoption of community activities.
- Collection of village fund through Shakti Kalash Programme. The fund is used for common activities of the villagers.
- Women leadership in village emerged which are instrumental in conflict resolution process.
- Activities undertaken in adherence to processes rather than target.

(ii) AHEAD

- Priority given to Socially Excluded Group.
- Opportunity given to CBOs to learn about their right.
- Creating Leadership.
- CBOs acted as vigilant group for every activity.
- JSSM acting as pressure group to take the issue to block and district level.
- Raising of fund from village level to put forth the issues before the block and district level.
- Sharing of issues & effective solution of a village with other co-villagers.

(iii) CARR

- The community mobilization process adopted by the organization for Community Forest Management (CFR) under Forest Right Act.
- The community ownership of forest and land resources.

(iv) ASISH

- Community organisation and capacity building.
- Application of participatory method.
- Stakeholder collaboration.

12. WITHDRAWAL STRATEGY

As a part of documentation of lesson learned exercise an attempt has been made to explore the plan of CSOs for sustainability of the project. In this regard different kinds of project withdrawal strategy has been adopted by different CSOs. The following point highlights the nature of withdrawal strategy adopted by each of the partner CSOs:

EPT

- Jeebika Surakshya Sahayak Manch (JSSM) as CBO to carry forward the future activities in the community level.
- Constitution of Block level JSSM Federation to act as a pressure group on behalf of the community for implementation of government schemes for the welfare and development of the community.
- People's contribution for future collective action. An innovative programme in the name of Shakti Kalash in the villages have started by which in every family there shall be a clay pot for collection of Rs.1 & a hand full of rice every day. The collected amount and material will be managed by CBO of the concerned village for common cause.
- Mobilisation of resources from different donors for sustainability of actions.

CARR

- CBOs strengthened to address the future issues.
- CBOs and community people built access with govt. and other line departments.
- Creation of Community Assets both at community and individual level through MGNREGA & FRA like Community Pond, plantation of cashew and Mango trees.
- Promotion of traditional agricultural produces like millet, paddy.
- Convergence with Govt. Programme and schemes.

AHEAD

- GP level Jeebika Surakshya Sahayak Manch (JSSM) to ensure follow up and coordination.
- 20 nos. of CBOs are empowered to address future issues.

ASISH

- Income generation programmes like Mushroom Cultivation, Fisheries, Community Plantation, Diary, Land Development, Khali Making and Bamboo Products have been selected to be taken up for future sustainability of the project.
- A comprehensive withdrawal strategy is being finalised.

PART – III

LEARNINGS FROM THE CSOs INITIATIVE

LEARNING FROM THE CSOS INITIATIVE

After delving deeply into the overall project from the stage of its planning to completion, it was observed that this 4-years intervention by the Lead Partner and 4-nos of implementing partner was a successful endeavour in terms of its innovation, approaches and final impact. The project was definitely a unique venture to address the issues of resources and livelihood rights of socially excluded communities especially women. The project further strengthens both institution building and capacity building through a number of measures in the appropriate direction. Broadly the lessons learned exercise brings into focus the following important dimension of the project from which the overall lessons learned from the project can well conceptualised:-

- 1. Lead Partner Played a Catalyst Role:** This project created significant impact due to the role of the lead partner CWS in implementing the project. The role of CWS as a catalyst can be seen from various strategies and actions. At the stage of project formulation it was planned to use key strategies like institutional strengthening, capacity building, networking, alliance building, advocacy and research in the areas of employment entitlements under MGNREGA, facilitation of individual right under FRA as well as revenue land laws and facilitation of CFR rights. These planned measures were given a shape in course of project implementation. The CWS has undertaken various activities at different level. It has organised a State Level Strategic Planning meeting on FRA. In this state level meeting practical experiences were shared and specific issues and challenges were discussed in detail. The meeting focused on implementation mechanism as per law in the field level. As a result of this meeting workable strategies were devised which was consequentially used in social activism by the implementing CSOs in their project locations.

The CWS also organised District Level Consultations on CFR and land right issues, accelerate the process of CFR claims, empowerment of Gram Sabha and to strengthen the process of convergence. This consultation had a wider ramification by which the delivery of services by the authorities was made easier. In addition to the above the CWS has also conducted community based training programme of CBOs representatives on Intensive Participatory Planning Exercise (IPPE) under MGNREGA. This programme resulted in exploring possibilities for planning and implementation of local development intervention. Overall the CWS as a catalyst agency ensured improved practices for realization and recognition of rights. The capacity building and advocacy initiative made the institution more accountable towards the people and community as there was a spontaneous participation of people in the decision

making process. In a nutshell the lead partner made outstanding role in the project operation.

- 2. Claim of Rights and Actual Accomplishment:** It has been observed that with the support of the lead partner CWS, the implementing CSOs made significant progress in organizing people, build their capacity and enabled them to claim their rights. The documentary evidence suggests that all the implementing CSOs achieved the targets in respect of employment opportunity under MGNREGA and forest rights under Forest Right Act both for individual right and community right. A further analysis reveals that when the targets were met under MGNREGA as far as claiming employment is concerned, actual work guarantee could not be secured completely. In most of the cases the claimant availed 40-50 days work guarantee. Various reasons were associated for non-availability of 100 days work guarantee. It was revealed from the Focus Group Discussion that due to inordinate delay in payment of wages the job card holders were not interested to claim employment for entire 100-days. It was a fact that in most of the cases work guarantee could only be given for 40-50 days. In addition to this the choice of work also restricted job seekers from demanding employment. The nature of work determined the interest of job card holders to work. The community of job card holders often reacted against the nature of job for which they are not skilled for accustomed to take on the responsibility. They usually refused to work in the activities like concrete cement road construction and manual crushing of stones. For the above reasons and considerations the actual employment guarantee was less than the target. Similarly, the implementing CSOs made attempt to enable the people and communities to claim their right under FRA. In this regard the target is almost accomplished except for one partner that is AHEAD of Kalahandi. This organization had target of 1122 whereas in actual practice they could achieve only 233. In case of claim under FRA it has been observed that even though claims were made the securing of entitlements is very low. On an average the actual accomplishment of entitlement was restricted to 15-20% of total claims made. The reason for such poor accomplishment has been attributed to delay in processing of claims and complex application procedure. In spite of this the implementing CSOs are quite hopeful that the entitlements will be achieved. The data regarding actual denial or rejection of application was not available with the organizations. It is also learnt that they have not taken any remedial measures in cases of denial or deprivation of rights.
- 3. Law Based Intervention Confers Entitlement:** The project operation clearly indicates that if the intervention is made based on different social welfare legislation, it can empower communities to claim their right and consequentially realise the

entitlements conferred on the beneficiaries of the law. However, a law based intervention requires a strategically selected theme along with well designed intervention plan. In this case it is demonstratively clear that the themes selected under the project were strategically chosen. For every themes selected there is a law which confers various entitlements. In case of employment or for that matter one can say the Right to Work the MGNREGA has a clear mandate to guarantee 100-days work for eligible persons. Accordingly the project embedded within its plan the goal for work guarantee which is the mandate of MGNREGA. It was further stretched with plan for creation of community assets which the MGNREGA seeks to establish through job opportunity. Similarly, the selection of the theme Forest Right was also well conceptualized as the goal of individual forest right and community forest right are the subject matter of Forest Right Act. Similarly, the Access and Control over revenue land was also well thought out plan as the existing schemes like Mo Jami-Mo- Dhiha, Mo Kudia creates an opportunity for land entitlement for landless persons. Broadly, it was observed that the project was founded on the framework of laws which aim to confer entitlement on marginalised community. Thus the overall learning from the project is that if interventions are shaped taking into consideration specific laws having bearing on poverty eradication it becomes successful and entitlements can be easily explored like the laws used under the project that is MGNREGA, Revenue Laws and Forest Right Act.

- 4. Voice Building of the Community as an Essential Component:** The present project conveys the message very clearly that helping people to know about their right and build their voice to claim such right is an essential component in a right-based intervention. It was learnt from the exercise that the project in all its locations started with capacity building of the poor with a view to build their voices around different themes. In this regard the project adopted a strategy to organize people in different form to collectively claim their rights. It has been observed that as many as 4-types of people's organization like MGNREGA Job Seekers Committee, Forest Right Committee, Revenue Landless Group and Women Self Help Group around the thematic intervention have been formed. Each such people's organization participated and contributed in the process of claiming their right to gain access to opportunities created through legislative measures. The partner organizations of the project conducted capacity building training of various durations and on many occasion for the members of the people's organization. As a result of it not only awareness about different entitlements was generated but also it empowered people to collectively claim their rights. It is a well established notion that demand generation among beneficiaries of the social welfare measures automatically creates

demand for legitimate entitlements. Thus the project witnessed demand among community to demand for rights by the people. In this backdrop the project tells a lesson that community organizing is a vital strategy to engage community to claim entitlement as per law. It was observed during the project that unless there is a demand for rights the laws cannot be translated into action even though it has a provision for conferring entitlement. Voice building of the people and community is a major element in a successful intervention.

- 5. A Consortium Mode of Operation Builds Synergy:** One of the significant aspects of the project was that it had adopted a networking approach to create impact. In a systematic manner the project was conceptualized with 4-experienced civil society organizations and a resourceful lead partner CWS to steer the project towards its goal. There were various attempts made to build synergy among the network like undertaking exposure visit, capacity building training and technical support as and when required. Regular exchange of experiences also contributed towards strengthening the efforts of the CSOs at the grassroots level. Of course in all such network approach the important factor is selection of partner organisation in a careful manner. In this project, the partner organisation were found to be very experienced and all of them have a strong presence in the field. Due to their long standing relationship with people and the stakeholders including primary and secondary, these organisations could be able to mobilise support for successful implementation of the project. Credit must be given for appropriate selection of reputed organisations for grassroots social activism. As a result of the effort in a consortium mode the project could visibly build synergy and creates impact around. In this regard the credit must go to the lead partner CWS for its concerted and continuous mentoring and resource support to the implementing CSOs.
- 6. A Definite Model Initiative:** One of the lessons learned from the project was that the programmes and partners were systematically nurtured by CWS to achieve results. Identifying specific themes, designing strategic interventions, engagement of civil society organisations and the consequential accomplishment of objectives definitely produced a model initiative. The project was considered to be a model initiative because it has all potentials for replication and also sustainability. Thus it can be coined as a model initiative for addressing issues relating to resource and livelihood rights of socially excluded communities.
- 7. Partners represent the People and the Community:** The project is unique in the sense that the partners in the process of implementation represented the people and community in a participatory mode. It has been observed that the organisation

worked consistently within the community. They always motivated the community to understand their worth and dignity and also demand their right in an equitable manner free from discrimination. Adequate attention was paid to the Gender Equality in accomplishment of rights. The participation of community really helped the organisation to act as people's representative. This was further used by the lead partner CWS for advocating at the district and state level and also building capacity as and when required.

- 8. Involvement of Local Governance Institution:** The project thoroughly ensured that the local governance institutions and stakeholders are taken into confidence while making the effort for community empowerment. In fact it is one of the thrust areas of the lead partner of the project that is CWS to engage governance institutions with a people centered governance approach. It has been seen that in course of project implementation the partner organisation made it a point to involve Gram Panchayats in effectively playing a catalyst role. In this regard the partner organisation conducted various programmes like workshops and consultations seeking cooperation of Gram Panchayats. As a result of it, it was found that the goals of the project were accomplished with involvement of Gram Panchayat.

PART – IV

KEY RECOMMENDATION

KEY RECOMMENDATIONS:

After a thorough review of the project from the stage of its conception to the end of it, it becomes desirable to suggest key recommendations which may be taken into consideration both by the donor and the partners involved as well as other key constituencies to take the programme to a logical conclusion and also to create impact in its totality. The recommendations are framed in course of the lesson learned exercise and also during consultation with a wide range of actors who were involved in the project in various capacities at various stages. The following recommendations emerge from the lessons learned exercise:

- 1. Documentation of Best Practices:** It has been clearly visible that the project has to its credit a number of best practices which are unique in grassroots intervention and important for cultivating social activism. The combined effort of the lead partner i.e. the Centre for World Solidarity (CWS) and the implementing partners to give a meaningful shape to the programme measures from Advocacy to Capacity Building and enabling communities to demand their right was definitely path breaking and demonstrative. The activities by the lead partner Centre for World Solidarity such as Capacity Building of civil society organization on social exclusion practices, Capacity Building of Partner Organisations and other Civil Society Actors at state level on FRA provision, MGNREGS, RTI, Revenue land laws and advocacy and convergence initiatives, Media Mobilisation and Advocacy, Support for Regional/State level Policy advocacy initiative, Study and Documentation, Action research finding sharing workshop and Case Study documentation on social exclusion and discrimination practices contributed meaningfully to build capacity of CSOs and also spearheading the advocacy for policy reform created a space for positive action and to steer the programme forward. The role of partner organisations to mobilise local governance institutions in support of the issues, capacity building of CBOs, creation of critical awareness about the entitlements offered by different laws and enabling people and households to claim their entitlements in accordance with the provisions of law were splendid. In view of this unique model of activities both by the lead partners and implementing CSOs, it needs to be documented for larger sharing and also for the purpose of its replication in different context. Therefore, it is recommended that a formal exercise must be undertaken for documentation of best practices followed by the lead partner and implementing CSOs for wider dissemination and for the purpose of replication of ideas.
- 2. Dissemination of Success Stories:** The role played by the lead partner and implementing CSOs in promoting a right based intervention and enabling people and communities to realise their entitlements is commendable. However, many a time such endeavours are

not widely disseminated for which these are not visible. It has been observed that the authorities of the Government and policy makers do not find much information about the nature and extent of contribution made by civil society organisations. It is always felt that recognition of the contribution made by civil society organisation is essential. This is so particularly in cases of right based entitlement oriented interventions. In view of this there is a need for wider dissemination of the impact of the project to reach out a wider audience.

Since the present project is a unique example where not only right-based intervention was attempted but also there was real accomplishment of entitlements under laws like Forest Right Act, MGNREGA and Revenue laws therefore it is suggested that the success stories of people and community may be documented for wider dissemination or to showcase the project and also the process that actually helped people to realise their right. In view of it, it is recommended that success stories accomplished under the project be systematically documented and disseminated using various IT based communication methods. Even making of a documentary film may be thought of.

3. **Continuation of Support to CSOs:** The project, as was planned, was implemented over a period of 4-years. During the project period a definite process was followed to accomplish the envisaged objectives. In fact there were many successful efforts which were made at various levels. However, it was also observed that a further extension of the intervention is necessary to realise the envisaged objectives like community forest right under FRA and also to achieve hundred days work guarantee under MGNREGA. Similarly the skill building exercise requires a little more expansion for sustainability. Considering these project goals and the efforts already made by the lead partner and implementing CSOs it is recommended that further support be continued for at least 2-3 years for greater achievement and for the purpose of taking the initiative to a logical conclusion. In fact a right-based approach intervention takes time as various factors like decision by the Government usually requires a reasonable period. In this context, it is in the interest of the project for its further expansion giving opportunity for a systematic phase out.
4. **Support for Withdrawal Strategy:** It was noticed from the project that there was a plan for bringing in place a withdrawal strategy for the project. However, it was observed that the implementing CSOs did not have much time and effort within the project period of 4-years to design a well planned out withdrawal strategy. While in the previous paragraph it was recommended for further expansion of the project for 2-3 years more, at the same time it is highly felt that a systematic plan for phasing out from the

intervention be made during that period of 2-3 years. It is understood that developing a withdrawal strategy is not an easy endeavour. It requires time and expertise. In an intervention like this where entitlements are being realised, a phase out plan must reflect the stage when it will be considered that the entitlements is actually realised. It may be different under different laws. For example in case of FRA a mere application to claim right is not enough. It will be considered as complete only when the recognition of forest right is given to the beneficiaries. In this context it is to be mentioned that under the project several attempts have been made for realisation of rights. The results are already in the pipeline. It will be delivered in time if further effort will be made. Therefore, the withdrawal strategy for each of the initiative must be clearly spelt out with clear indicators of achievement. However, looking at the professional skill and expertise of implementing partners it is suggested that outside support, may be by the lead partner, be provided for planning withdrawal strategy in a comprehensive and systematic manner. The present withdrawal strategy does not appear to be comprehensive. Hence, organisation wise issue based withdrawal strategy must be developed with expert support.

- 5. Legal Support on Deprivation of Rights:** It has been duly observed that in spite of legal provision, deprivation had been caused on several issues. One such example is 100-days work guarantee under MGNREGA. Even the project aimed at securing at least 70-days work guarantee in a year. However, violating the legal provision the beneficiaries only received 40-50-days work. On many occasions the payment was delayed for indefinite period, thereby people suffered entitlement deprivation. Similarly when claims were made both for Individual Forest Right and Community Forest Right without any reasonable ground applications were either rejected or no action has been taken. What is learnt from the implementing CSOs, that they have not taken any remedial measure to correct the legal wrong. It would have been more effective had there been a programme measure for legal support for realisation of right. However, for some reason or other this aspect of seeking legal advice to prevent deprivation of entitlement did not constitute a part of the programme component. Hence it is firmly recommended to make a special programme for legal support at this stage to provide appropriate legal advice in cases of deprivation of entitlements. A professional legal expert group may be engaged with each of the implementing partner at their project level to review each case and initiate remedial measures. In this process the goal of the project can be accomplished with accomplishment of legal right and seeking compensation where deprivation of entitlement has occurred.

PART – V

CONCLUSION

EPILOGUE:

At the end of the lesson learned exercise it can be conclusively stated that the whole attempt made under the project for ensuring resource and livelihood rights of socially excluded communities and women was one of its kind intervention by the Civil Society Organisations to strengthen livelihood opportunity in a right based approach. The project implemented under the Poorest Areas Civil Society Programme (PACS) helped the marginalized and socially excluded people to derive sustainable livelihood opportunities by gaining access to land resources and entitlements concerning employment guarantee. The project was implemented in the remote areas of the State which were vulnerable due to its geographical location. The project under the PACS was also unique in the sense that it demonstrated that civil society has a major role in the process of development of the poor and socially excluded people due to its innovative intervention and flexible approaches. The role played by Centre for World Solidarity (CWS) as lead partner and 4-nos. of implementing CSOs in a collective ensured realization of entitlements by creating an enabling environment. The CWS as the lead partner focused its activity in capacity building of CSOs, advocacy at the policy level for translation of legal provisions into action strengthen the social activism by the implementing CSOs at the grassroots level. The partners left no stone unturned to make sure that livelihood and employment opportunities are really reaching the unreached. Broadly, the project sends the key message that CSOs have a significant role for realization of rights conferred under different laws. It is also made clear through the action that in spite of legal provisions made under different social welfare legislations like FRA and MGNREGA, social activism by CSOs is essential to make sure that the benefit of law reaches the socially excluded. Alternatively, the legal environment for the marginalized may not actually help realizing the rights. From this angle the project ended with wide impact and recognition of right. This unique model of intervention has lot of potential for replication in similar situation. Since, the CWS has already gained a whole lot of experience through implementation of this project in a consortium mode, it is for the larger public good that the CWS shall undertake the responsibility to expand the horizon of the work by covering more areas where deprivation of entitlement is a fact. Unless social activism like the present project is made by CSOs the legal entitlement may not be translated into action and the socially excluded may be deprived of their entitlement. This project was a positive step in the direction of realisation of legal entitlement.

FOCUS GROUP DISCUSSION

Questionnaire

1. Name of the CBO
2. No. of Members:.....,..... Male:..... Female
3. What was the role of your CBO?
.....
.....
4. Which subject has enhanced your knowledge and practice level?
.....
5. What kinds of Capacity Building Training you have undergone?
6. How did your CBO facilitate the community work under PACS projects?
7. What were the problems faced by CBOs during these periods?
8. How your CBO overcome that challenges?
9. What are the major lessons learnt from this programme intervention?
10. How you will manage as CBO to your community in future?

INTERACTION WITH PARTNER CSOS

Questionnaire

1. **About your organization:**.....
.....
2. **Organizational Set up / Structural Arrangement for this project**
.....
3. **About the Area (Field Operation):**.....
.....
4. **Basis on which the areas were selected:**
.....
5. **Baseline of the Area: (whether baseline report was prepared):**
.....
6. **Process Followed (field intervention):**
.....
7. **Activities Undertaken:**

Theme	Activities Planned	Activities Actually Undertaken
MGNREGA		
Forest Land		
Revenue Land		
Skill Development		

8. Output /Outcome Analysis: (as per the project):

Theme	Output	Outcome	Indicator
MGNREGA			
Forest Land			
Revenue Land			
Skill Development			

9. Reasons for success:

.....

10. What are the major challenges:.....

.....

11. Sustainability:

.....

12. Withdrawal Strategy (future plan):

.....

13. Major Learning from the project:

.....

14. Best Practices:

.....

15. Success Stories: