

Annex 2.6: Project End-of-Phase Report (2013-2016)

Basic Information	
Country/Region: Bangladesh	
Project Nr.: 610.404	
Main objective of the project: Increased social inclusion of non-mainstreamed marginalised communities in the Districts of Naogaon, Bogra and Joypurhat, NW Bangladesh	
Working section of HEKS/EPER-International-Program (<i>tick the box, as needed</i>): - Development Cooperation <input checked="" type="checkbox"/> <input type="checkbox"/> - Church Cooperation <input type="checkbox"/>	
Main objective domains (<i>according to working section's respective results framework</i>): <ul style="list-style-type: none"> • Creation and Implementation of Inclusive policies for Dalits and Adibashis in Bangladesh • Stronger Dalit & Adibashi Community Claiming their Rights • Regular Income of Dalits and Adibashis • Access to / Ownership of / Control over land 	
Type of report (<i>tick the box, as needed</i>): With subsequent phase <input checked="" type="checkbox"/> <input type="checkbox"/> Exit/withdrawal: <input type="checkbox"/>	
Start of project: July 2009	Scheduled overall duration: December 2020
Start of the current phase: January 2013	End of the current phase: December 2016
HEKS/EPER budget in Swiss Francs for the current phase: 441443.37 Accumulated budget in Swiss Francs of previous phases: 145047.06 Information on partners and/or other donors' contribution in Swiss Francs:	
Implementing organisation(s): Association for Rural Cooperation (ARCO)	
Sources of information / documents for the report: Annual activity progress and financial report, field visit report, mid - term evaluation report, external evaluation at end phase, etc.	
Written by (Name of Author(s) / Organisation): Association for Rural Cooperation (ARCO)	
Responsible (Commissioning Manager) for the report: Executive Director	

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1 Outcomes and changes

During 2013 – 2016 years, ARCO has successfully implemented the project named Dalit Rights, Empowerment and Access towards Mainstream (DREAM) project in North-west region of Bangladesh with the support of HEKS/EPER CO of Bangladesh. Its long term goal was to increase social inclusion of non-mainstreamed marginalized communities in the Districts of Naogaon, Bogra and Joypurhat, NW Bangladesh. To reach the goal a number of activities were conducted in view of advocating for creating and implementation of inclusive policies, accessing to financial and capital assets, market working groups, mobilizing and awareness raising of rights, improving professional skills, and sensitization of mainstreaming people and increasing representation of PooCs. The project activities and strategies perfectly facilitated to reach the quantitative and qualitative results envisaged in the project periods.

1.1 Expected outcomes achieved

Outcome 1: Creation and Implementation of Inclusive policies for Dalits and Adibashis in Bangladesh:

Over the project implementation periods, the project intervention gradually developed a Network of Non-mainstreamed Marginalized Communities-NNMC Foundation as a national platform and a coordinated initiative for promoting rights of the Dalits and Adibashis in North-West Bangladesh.

Year	NNMC Achievement	Remarks
2013	Formed vision and mission, capacitated to represent NNMC in different forums.	
2015	Capacitated to represent the legal and right issues consistent with national and international contest and conflict Management and peace building, land Rights, etc.	
2016	NNMC capacitated as independent national level platform for advocating policy and legal issues	

Comparing to 2013, the project's initiatives have created the scopes of inclusive policy supports as well as implementation to improved the rights of PooCs, security situation of PooCs in their own community; and promote the setting up effective working relationship and linkages of PooCs with different forums, and organizations of mainstream community. Considering the contests of outcome reaching, a total of 4 human rights protection committees were developed at Upazila level, each is consisted of 35 members from different government departments, NGO, Medial, Religious leaders, CBOs of PooCs, and others, who are the role players and local decision makers to implement policies. It has improved and enhanced effective working relationship, linkage and also networking with respective Government departments and other agencies, and ensured PooCs' access to diapraxis, social safety net services, financial services, job creation, and skill development training of PooCs. In addition, the CBOs have a platform to reclaim their rights and entitlements, and having government services such as VGD, VGF, security allowance, disable grants, maternity allowance, vulnerable grants, old aged allowance, warm cloths, widowed allowance, latrine, health care, etc., which have increased more than previous years. Two (2) Adibashis and one (1) Dalit, who are leaders of CBOs of Sarawruppur, Chragnpur and Santahar areas were included in Disaster Management Committees of Charagnpur Union and Santahar Municipality respectively. It also ensured Adibashi community of Sawruppur of Charagnpur Union to reestablish their rights on their cremation place in 2015.

ARCO has established a working relationship with Barandara Multipurpose Development Authority (BMDA) to provide demand and need based support raised by PooCs. A safe drinking water supply project of 50 points has already implemented in Charagnpur of Charagnpur union, which are benefiting more 420 Adibashi people with safe water access directly, and has linked with mainstreaming community, too. It has been managing by a management committee consisted of 6 members (3 Adibashahi, 3 mainstream and 1 government actors), where mainstreaming community contributed 2 decimal lands. Conducting MoU with BMDA the community, PooCs planted 400 trees at the side of Chakgowri Khari (canal) with 40% ownership on it. The government policy of ensuring 80% job quota of sweeping profession for Dalits resulted to job creation of 290 Dalits people in various government departments such as agriculture, railway, municipality etc. The project intervention has ensured the development of policy of local MFIs in 2016 and setup working relation with them to provide micro finance support to PooCs for their business development according to their financial needs and 162 PooCs got micro finance supports to establish their business. In spite of having challenges in terms of security, vested interest group's interfere, equal opportunities and rights to land, participation, and access to basic services, the project interventions have contributed to access the rights of PooCs to services according to the provisions entitled in government polices more than previous years.

Outcome 2: (Stronger Dalit and Adibashi community claiming their rights): In the project period, the PooCs have been aware, organized, and mobilized about their rights and entitled services in government safety net programs, VGD, VGF, old age allowances, maternity allowances, widow allowances, health care and education, etc. and also the services from NGOs, Banking, Private Sectors, Market Actors, etc. It has enhanced CBOs capacity of analyzing, and solving community problems and become more knowledgeable about the process and sectors of claiming their rights. Over the project period, 64% of PooCs are gradually organized in CBO/HR Networks in the project periods, which resulted to the CBOs to submit 60 claims of job quota, wage, health, water

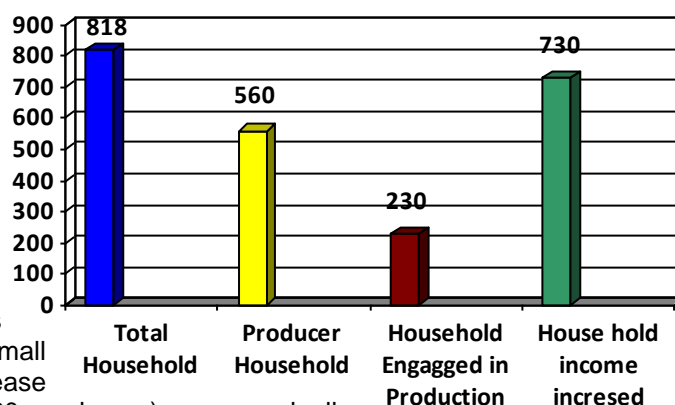
and sanitation, land acquisition, sanitation facilities, cremation place, combating of drug using, electricity supply, safety net and other emergency support towards the relevant Government departments. The claims were accepted by the relevant authorities, which promoted some immediate results. Mothers' knowledge on child health care and nutrition has been increased. Due to having improved knowledge on hygienic issues and practices, healthy habit diarrhea prevalence rate among children has been reducing, and parents are providing nutritious food to children that impacted to reduce malnutrition. They have been also aware about the protection mechanisms to protect them with rising voice against violence.

Services	Number	Received from
VGD	55	Social welfare
VGF	581	Social welfare
Security allowance	22	Social welfare
Disable grants	14	Social welfare
Maternity allowance	17	Women Affairs
Vulnerable grants	17	Social welfare
Old aged allowance	48	Social welfare
Warm cloths	210	NCTF, UPz and Municipality
Widowed allowance	11	Social welfare
Tub-well	11	UP, UPz and Municipality
Latrine	32	UPz and Municipality
Health card	100	NGO

The water supply initiative in Adibashi communities has contributed directly contributed to reduce the loss of time consuming for their drinking purposes, and created scope of promotion of their livelihoods, and also tackle disaster and climate change risks affected their livelihood process. An amount of BDT 2,200,000 was leveraged from BMDA, where project and PooCs had contributory support of amount BDT. 40,000, and BDT. 10,000 with contribution of land from mainstream communities, respectively. Another same initiative has been going on at Sawruppur area, which will cover about 109 Adibashi households here. Safe water supply of BMDA, (50 Points), and installment of tube-well by Union Parishads (6) and Municipalities (8) ensured safe drinking water for 2430 PooCs (77%). 20 households have got 40% ownership of about 400 trees afforested, planning trees with the support of BMDA. Health services to 756 people of 208 households (428 Adibashi of 109 HH and 328 Dalits of 99 HH) have been increased as a result of getting health cards and conducting health camp. About 87.6% households are using sanitary latrine that was only 37.6% in baseline. 79% (boys & girls) Dalit and Adibashi children got enrolled in Government and non-government primary schools increased from (35% to 75%), where dropout rate has been reduced. A total of 51 Adibashi people received training of tailoring, computer, poultry and cow rearing from the departments of youth development, social welfare and women affairs.

Out come 3: (Regular Income of Dalits and Adibashis):

In view of promoting regular income of PooCs, value chain approach were incorporated in the activities for improvement of their economic status, where two sub-sectors such as beef fattening and native chickens rearing were identified as potential income generating options. In project period, 68% PooCs (total 818 households, Producers: 560, male: 34 & female: 526) have been gradually engaged in 22 producer groups (Beef-20 & Chickens-2, where mixed Chicken and beef group 20)). It is reported that about 30% PooCs are involved in different IGAs like cow rearing, pig rearing, poultry rearing, tailoring, small business, beautician, etc., which have contributed to increase their regular income. 41% producers of 22 PGs (230 of 560 producers) were gradually involved in production. 53 and 41 Beef Fattening PooCs completed 1 and 2 cycle, and 59, 31, 6 and 1 Chicken rearing PooCs completed 1, 2, 3, 4 cycles respectively since August, 2014. 74 PooCs took micro finance support of minimum BDT. 15000/ person and maximum 30,000/person from local MFI to extend their business. The PooCs received a total of amount BDT.2,435,000 (ASSROY disbursed BDT. 5,60,000 to 28 PooCs, ASA disbursed BDT. 1,140,000 to 38 PooCs, and ARCO disbursed BDT. 7,35000 to 30 PooCs. Over the project periods, our PooCs has been stating change in their income increases 96% (Medium increase= 87 persons, Massive increase = 1 person, about same =3 person, medium decrease = 1 person, here we count sample frame 760 and sample size 92). The life style of increased income families is also getting change, but it was reported that they are facing difficulties due to price hike of regular goods, and frequent economic fluctuation. Most of them used to eat vegetables only but now they have been able to eat meat, milk, egg, fruits with their family members.



Out come 4: (Access to / Ownership of / Control over land): Adibashi and Dalit communities are deprived of getting land as they are illiterate, and were not aware about the needs and management of land rather than they are regarded as minority, marginalized and dominated by mainstream community. As a result, they lost their land in different ways. In addition, most of the Dalits are not educated to read and write and mainly depend on their traditional lowest profession as cleaner for their livelihood. The project interventions have gradually made PooCs aware about land ownership and needs to control over land through mobilizing CBOs and linking with HRP. Now, they are trying to get access to government land in different ways. In the project period, Adibashi community of 109 households of Sawruppur of Charagpur Union has reestablished their ownership on cremation place of 2.5 Bigha, where 20 households of the community also has managed social plantation at the side of Chakgowri Khari and have 40% ownership of about 400 afforested trees as per conducted agreement with

BMDA. A total of 10 households have established their ownership on 578 decimal homestead lands (6 households got 50 Decimals of Khash land as lease, 4 households reestablished ownership on 132 decimal recovered lands, and 2 households reestablished their ownership on 396 decimal recovered lands).

1.2 Unintended outcomes and changes

The implementation strategies proceeded the discernible outcome and changes beyond the project envisaged outcomes and output indicators, especially it was raised to undertake some unintended activities to maximize the benefits to the PooCs. In the working process, it was met with a number of stakeholders with project goal and strategies considering the context of rights based approach. As a result, some likeminded stakeholders, development organization, MFI and individual played a positive interest to extend their hand to our development works, which directly affect the benefits of PooCs.

A MoU between BMDA and PooCs was conducted to setup a safe drinking water supply plants, which has ensured the access of safe drinking water of PooCs. The water supply project has been successfully implemented with fulfilling its terms of reference. The working process has ultimately built the trust of ARCO's development approach to BMDA. As a result, a number of joint efforts are expected to undertake in future to ensure the sustainability of DREAM project in the long run.

Electricity supply of Palli Biddut was extended in Charagpur as a result of advocacy and lobby effects of HRPC and ARCO with Ministry of Parliament and influential actors to promote entitlements of PooCs in the project periods. ARCO facilitated the CBOs to organize different events with their presence. It has executed the highest needs of PooCs and made more benefits to maximize their basic needs of their development.

Drug produce and sale was a major risk and challenge to enhance impact of project activities. Because there are its link with mainstream community to get drug from some drug producers of PooCs. the individual of mainstreaming and PooCs are very powerful and get economic benefits by this. Dissatisfactory situation between PooCs and the powerful vested interest people was created, while initiative taken to combating drug production and illegal business of Dalits and Adibashi.

Dalit and Adibashi reluctant to participate and mobilize in any election as a candidate due to their fearless and negligence within them. Though 3 Adibashi candidates were not elected in Union Parishad election-2016, but it has created their opportunity to solve the problems in future.

Integration of value chain activities has enforced the process of social inclusion as a result of linkage building with market actors, bazaar committees, services providers (privet government and non-government) to get inputs and sell their products in mainstreaming market. It was crowding of market actors from mainstreaming communities.

1.3 Validity and relevance of the intervention logic: Baseline, mid terms and internal and external monitoring and evaluation were conducted to find out, set up, and review the indicators in logical frame. In addition, a number of activities were conducted through forming, mobilizing and facilitated the CBOs, Self –help groups, producer groups, mother forums, RSSC, and HRPC, which are existing in the community to enhance its immediate and long term results envisaged in DREAM project. Data are checked and put in place through cross checking with the finding of external evaluation report.

1.4 Added value of HEKS/EPER's program approach defined in the country program: HEKS/EPER supported for uplifting capacity to implement the project with success, and also linked up with Practical Action Bangladesh to enhance capacity to adapt the value chain approach. There was unrest political situation all over Bangladesh during September 2013 and January, 2014, which was very initial stage of its implementation. It was also faced political instability in January and April 2015. Training on peace and conflict management increased staff's capacity of managing such conflict and risks. In security concerned, the project's implementation plan was rearranged so that it can ensure the project effectiveness, which augmented to reach highest its highest results in due time.

1.5 Cross-cutting issues

Gender: ARCO has been facilitating gender aspects in its activities, programs and practices. The project activities has reached 49.45 % women of total PooCs, and considered 20% women in CBO, 94% women in Producer groups, 23% women in RSSC, 23 % women in working committees, 4 mother forums, 204 girls in 6 Adolescents groups, and 34 women self help groups. ARCO facilitated to build capacity of the staff through organization and providing training on gender policies, and mainstreaming gender in its programs. Particular focus also was given on their empowerment scopes of women. Now Adibashi and Dalit women have involved in various committee such as Bosty Unnoyon committee, Health committee, and Community development

committee of different NGO. Now the women can claim their rights to local govt. and get various facilities such as blanket, VGF etc. Some of our Adibashi women have participated in the Union Parishad election. Even some women have participated in election of CBO against male PooC. In Cheragpur CBO election one of our female PooC have won election as a cashier contested against a strong male leader. Some women have strongly raised their voices against alcoholism and harassment. For example one of our adolescent PooC was harassed by a mainstream people. Being harassed the girl and her family as well as the whole community claimed justice to the Union Parishad. Union Parishad was actively handle the situation and victim girl have got justice. In this way the gender discrimination has gradually decreased in our project area.

Empowerment: Empowerment of PooCs was the main key mater in rights based approach. ACRO has facilitated to process and activities to information decision, knowledge, capacity building, and skill development and mobilize the PooCs with problem solving analysis developing 6 CBOs, 68 Self-help groups, 22 producer groups, 2 RSSC, 1 Working Committee, 4 mother forum, NNMC and included PooCs in 4 HRPC, Management committee of water supply, UDMC, and other public forum.

Conflict transformation and peace promotion: The staffs was oriented to deal the conflict, and in PooCs level, mass gathering conducted to form CBOs, considered electoral process to choose leadership position, organize meeting within PooCs to motivate for peace promotion, etc. The elected leadership played an important role for minimizing the conflicts and establish peace.

2 Process: Country Office and partner performance

2.1 Efficiency

The project had been implemented facing a number of challenges during the time of implementing the activities. In spite of such challenges situations, it has implemented with good efficient. It was established a specific Project Management system, where Project Manager in a hierarchy oversees the entire management of the project, and had the technical support of the whole management team comprising of the Executive Director, Finance and Admin Officer, Monitoring and Evaluation Officer and the project team was provided with capacity building support by HEKS. The HEKS and Practical Action Bangladesh facilitated to development of competent and qualified staff with vast participatory monitoring mechanisms and programming experience in working with Dalit and Adibashi communities. It focused the areas of advocacy, rights based approach, community organization and empowerment, networking etc. The general management of the project is efficient as it was characterized by specifically committed personnel with clear reporting lines and structures. The overall activities were conducted within timeline to reach output targets. It has been promoted all the process indicators showed positive observation according to project implementation plans and risks management.

Community empowerment, activities supporting establishing Dalit rights' and empowerment of children represented the project's principal focus. Accordingly, the *training and meeting of CBO leaders, advocacy meeting with different stakeholders, VCA IGA initiatives, adolescent training and follow-up meetings and educational support for children* accounted for about 33% of the total project budget, which related to expenditure committed to (i) establish of CBO and capacity building of CBO leaders (ii) facilitate networking with different stakeholders for social justice and equal rights; (iii) prepare children as community change agent (iv) facilitate VCA IGA initiatives (v) increase the enrollment of children in primary education through pre-school education program and decrease dropout rate through coaching program.

Generally, the project demonstrated overall positive target compliance to set output targets as indicated in the logical framework. In addition, the participation of CBOs and PooC was remarkably high and consistently improved ever the successive implementation of the project for 4 years.

ARCO ensured its project's overall spending policy with acceptable compare related to expenditure and achievements of the project's capacity building and awareness raising components among the PooCs were commendable. Breaking the grand total amount BDT. 37,522,686 for four (4) years project, the expenditure is BDT. 12,429,207 for conducting activities of output-1, 2, 3 and 4 over the project period and total number of approximately 3167 direct PooCs and it results coverage about 4,000 indirect beneficiaries in an average cost of less than BDT. 3925, which was spent to establish CBO, capacity building of CBO leaders, facilitate networking with different actors, children empowerment and education and promotion of VCA. All the targets of Output-1,2,3 and 4 were 100% achieved by the budgeted amount. There was no overspent in the budget. The achievements of outcome indicators were significant too. Project administrative cost was 5%, Rent, office and traveling costs 3%, Project staff salary 35, Project cost 51% and NNMC & monitoring cost was 6% of total budget.

2.2 Partnership, capacity building

The project was designed and implemented by ARCO Bangladesh with the partnership of “HEKS” Switzerland. Through the project implementation, ARCO gained the capacity in the following areas

Staff capacity building: The staff has been capacitated to address conflict management, DRR inclusion, project cycle management, taking advocacy initiatives, address value chain approach, and managing networking and humanitarian accountability in PooCs and programs execution. HOB provided Conflict transformation and peace promotion, law and advocacy, land rights, PMSD, DRR, Baseline, Monitoring and report writing, EMA etc. to the relevant staffs to develop their capacity for smooth functioning and execution of the programs addressing the issues and mitigate the programmatic risks as well.

Administrative capacity building: Over the period, the administrative capacity has been increased in the areas of planning, staff files’ management, controlling, and monitoring of the staff and fund management in line with accountability and transparency. Here HOB provided some formal and non-formal training such as HAP, Finance & admin management etc.

Project implementation capacity building: The project has increased the capacity of all staff to reduce risks as well as to implement the project with highest effectiveness. During the time period, 100% activities have been conducted according to the plan in spite of having political instabilities, which contributed to reach the major indicators of outcomes.

Capacity building on Value Chain Approach: The staff and organization has been capacitated to address value chain approach and deal with the market actors and has been successfully addressing two sub-sectors of beef fattening and chicken rearing.

3 Context and risks

3.1 Description of essential transformations of context

Political Situation and Legal Framework: A mixed political situation was existing in the country as well as in the working area during the reporting period. Countrywide political situation was not stable in the first period. Law and order situation of the country drastically deteriorated. People could not move freely during that time. The killing people, destroying public and private resources/property was very common at that time. The whole nation was under the risk of such brutalities. The people’s suffering in terms of their lives and livelihoods was critical. In this situation, staff and People of our Concern (PooCs) could not move freely. Moreover, it was very difficult to run the activities, where the participants of Government and non-government officials is essential. We kept close communication and linkage with government administrative departments as well as other leaders and social activists. But, the law and order situation of the country has significantly improved after the national election of January 5, 2014. There has no significant political violence or political instability in all of our working areas. In this environment ARCO worked smoothly without changing work schedule. Our staff and PooCs have moved freely in everywhere without any fear. Due to this stable political environment movement and opportunity of work of PooCs have increased.

Social and Economic Conditions: In Bangladesh Dalit and Adibashi are economically underpowered. They are socially neglected, shelter less, untouched and live below the poverty line. Most of the Dalit and Adibashi people are day laborer and live hand to mouth. Dalit people are divided in different classes. Among the Dalit, the Harijan (sweeper, dom, hari, cobbler) community are the most victim of discrimination. Mainly Horizon are involved in sweeping profession which is not available for 3-4 months around the year. Due to untouchables, they do not open any shop and operate business. On the other hand Adibashi involved in agriculture as a day laborer which is also not available 4-5 months around the year. Sometimes they sell their labor in advance due to their extreme poverty. Consequently they get poor payment which is throwing them in extreme poverty day by day. That’s why, they are extreme vulnerable in the economic context of Bangladesh. But during the project period ARCO in cooperation with HEKS/EPER has achieved remarkable development progress, in terms of social and economic development. Such as PooCs/ Beneficiaries stating a change in their income through value chain activities. As a result their daily and annual income was increased. On the other hand some PooCs have got jobs due to advocacy activities; as a result their income is increasing day by day.

Dalits and Adibashis are facing multidimensional discrimination in our country. They are mainly discriminated socially and religiously and they are treated as ‘untouchable’. They have no access to the social, cultural and religious activities with mainstream people. To overcome the above problem, awareness raising both dalits & Adibashi and mainstream community is very important and also need government and policy maker’s commitments. After arranging some advocacy activities in upazila, district and municipality level, above situation becomes changing slowly. Now it is created some access to celebrate religious festivals with mainstream, children can go to schools and seat together along with mainstream children. Abuse of women by mainstream

community specially teasing and rape are till persist in our working area. Land grabbing issue of Adibashi community is also continuing, which hampered the security environment of Adibashies. DREAM project initiates a series of advocacy and economic empowerment activities improve the situation. We achieved a lot but long way to go.

3.2 Changes in risk scenarios and implications

Contextual Risk: Political unrest (hartal, violent strike): A mixed political situation was existing in the country as well as in the working area during the reporting period. Countrywide political situation was not stable in the first period. Law and order situation of the country drastically deteriorated. People could not move freely during that time. The killing people, destroying public and private resources/property was very common at that time. The whole nation was under the risk of such brutalities. The people's suffering in terms of their lives and livelihoods was critical. PooCs may lose their job and suffer economically. They can receive loan from money lender with high interest. This situation also create a trouble in our project activities. But the law and order situation of the country has significantly improved after the national election of January 5, 2014. There has no significant political violence or political instability in all of our working areas. But in future it may hamper our project activities as well as our pocs life.

Steering decision:

- We will motivate PooCs for savings
- Conducted orientation for staff for their clear understanding on conflict sensitivity and diapraxis
- As per situation, we will change our action plan and implementation strategy.

Natural disaster (Flood, Storm, Drought, Earthquake, Cold, and thunderbolts): Bangladesh is a disaster prone country. Many natural disasters often occur here and causes a heavy loss. In the context of north west part of bangladesh dalit and Adibashi are very poor and Adibashi people are involved in agricultural profession. When a disaster occur in our working area it causes a great impact on agriculture sector. Their agricultural products, shelter may damages. In this situation they face food shortage & lack of safe drinking water. During disaster period PooCs can be affected by various diseases and sometimes there will be a possibility of life risk PooCs may suffer economically. It can hampers day to day project activities

Steering decision:

- We will established linkage between PooCs and govt & non govt. department and include them in different level DRR committees to get services and benefits.
- We will organize trainings and awareness sessions for PooCs to prevent and mitigate disaster risk.
- We will prepare a disaster mitigation plan to overcome this situation
- We will provide disaster response support
- Volunteer training for DRR

Programmatic risk: Internal conflict: Intra community conflicts among these marginalized groups are very high. Due to their intra conflicts they are not organized and united. Due to pig rearing on open place sometimes creates conflict with mainstream people. Even Dalit and Adibashi colonies are a place of drug business. Due to drug business, sometimes many unwanted incident may happen in the community. And they involved in conflict with their own community people and as well as mainstream community. In some cases they did not get govt. facilities (VGF, VGD, various allowance, stipend etc.) from the relevant departments.

Steering decision:

- We will strengthen CBO committee and networking between the CBO and other network.
- We will arrange various activities for the leadership development of CBO committee.
- We will also arrange various awareness session for building relationship with the mainstream community.

Alternative income generating activities: Dalit and Adibashi people are not interested to alternative income generating activity instead of their traditional profession. Dalit people want to earn more money within very short time and Adibashi people sell their labor in advance due to their extreme poverty.

Steering decision

- We will give more emphasis on their mind set change related activities.
- We will arrange exposure visit for their better experience.
- Working with cooperative
- We will link with TVET and skill development training and their Job creation.
- Finding out sub-sectors and promotion of on-going sub-sectors
- Promotion of insurance coverage for PooCs

Institutional risk: Fraud and corruption: There are some dishonest and negligent people in all society. They don't think about the organization and his/her image as well. Sometimes they destroy organization's reputation by fraud and corruption.

Steering decision:

- Good governance in management level is very essential and we will try to maintain it (following HAP guideline).
- Organization will recruit good quality staff.
- Strong monitoring and supervision system for good reputation, protect fraud and corruption.
- Strengthening RSSC and ensure its governance

3.3 Major adaptations to take in view of the next phase

Analysing the changes in risk scenarios, and examine what institutional, programmatic and contextual implications, the following adaptations have to be undertaken in view of next phase

- Conducted orientation for staff for their clear understanding on conflict sensitivity and diapraxis
- We will established linkage between PooCs and govt & non govt. department and include them in different level DRR committees to get services and benefits.
- Organize trainings and awareness sessions for PooCs to prevent and mitigate disaster risk.
- Prepared a disaster mitigation plan to overcome this situation
- Provided disaster response support
- Volunteer training for DRR
- Strengthened CBOs by leadership capacity building
- Working with cooperative
- Linked with TVET providers for skill training and Job creation
- Strengthening RSSC and ensure its governance
- Finding out sub-sectors and promotion of on-going sub-sectors
- Promotion of insurance coverage for PooCs

4 Key lessons learnt

4.1 Subsequent phase in view

Lessons learnt in term of sustainability in the project life cycle - 2013-2016: The project intervention approaches were very systematic and target oriented mitigation of its risks and challenges, which included the creating of positive mentality among communities, local elites and power holders towards the acceptance of the programs taken under different communities is one of the main strengths of the project, to ensure the people's acceptance of the development concepts quickly, and sharing projects with government officials promoted them in allowing the project team to use their physical structures also. However, the following lessons learnt in the project life cycle are very important as its is regarded as best practices replicable in the next phase in new areas.

- BMDC is being plying a vital role for social inclusion through implementing social forestation, water supply and land recovery by strong advocacy works. Through a joint initiative by CBO, ARCO and mainstream people and Borendra Multipurpose Development Authority (BMDA) has installed a drinking water supply plant in the Adibashi area, where BMDA contributed BDT: 2,200,000/, CBO contributed BDT: 50,000/ and mainstream community people contributed 2 decimal of land. The same approach can contributed to apex social inclusion that is Diapraxis and multi-stakeholder approaches.
- Some Dalit people from Naogaon and Joypurhat became the member of Bangladesh Hindu-Buddha-Christian Unity Union and Bangladesh Puja Udjapon Parishad, who can play to mitigate intra community conflicts and be a part of social inclusion.
- Development of CBOs, HRPC and NNMC promoted the reclaim of PooCs needs and rights jointly and ensured the access of services from Government and Non-government actors
- First time there were three (3) Adibashis contesting in local government bodies election 2016 in project working area, one of them was women. Access to political process is very essential for their rights entitlements. It created a good example of entering Adibashi men and women in political process. It is opportunity of political empowerment of Adibashi men and women which can be sustained by the leadership development process.
- PooCs both Dalit and Adibashi are now organized in 68 SHGs (Adibashi-40 and Dalit -28) and 6 CBOs (Dalit -3 and Adibashi-3) which are functioning effectively. CBOs are now capable to raise their voice against injustice and claim their rights. In addition, the CBOs have established effective working relationships and linkage with mainstream peoples' organizations. The working relationships are very important to apex the Diapraxis
- Children have been trained and made capable to play the role as change agent.
- PooCs are adopting VCA for increasing their income. Bringing in the systematic change by promoting VCA can sustain the project results and impacts on women empowerment.

It is notable to state that effective achievements have been raised by (a) use of community empowerment and social inclusion approach as a tool to facilitate the both Dalit and Adibashis to form CBOs, identify their own community problems and take necessary actions to solve the problems jointly; (b) Advocacy approach to establish effective working relationship and linkage with mainstream peoples' organization to address social issues and local service needs; (c) Value chain approach for poverty alleviation and alternative livelihood promotion (d) and children empowerment which includes pre-schooling, coaching, formation of adolescent groups and organizing training on media advocacy, drama and song. In spite of having many achievements, there are many challenges founded out in its learning process. The lessons learnt have created the demand of systematic change, human rights based approach, inclusive market development approach, and diapraxis approaches.

Lessons learnt in term of challenges existed and its overcome approach and methods in future:

There are many challenges, these have fragmented and disorganized situation results in slow impact on their rights entitlements, which are as follows.

Challenge -1: Debates of date in terms of total number of Dalit and Adibashi by sex is one of the challenge to bring results from policy dialogue

Overcome-1: ARCO and NNMC needs to jointly work for influencing government for accurate disaggregated data of Dalits and Adibashis in Bangladesh.

Challenge-2: Existing government policies are not favorable for the rights of survival and development of Adibashis and Dalits with secured condition.

Overcome-2: The inclusion of PooCs in different local government committees, strengthening community-based organization (CBO) and human right protection committees (HRPC) in combination with Adibashi/Dalit leaders and civil society members can create effective influence to local authority and bring about allocations and services at doorstep of PooCs. This can expedite the social harmony. It also needs of

advocacy, and raised voice in, and jointly working with parliamentary, national and international networks and forum to address the policy

Challenge – 3: Transformation of inter and intra conflicts of Dalit and Adibashi communities. Poverty, racism, increased number of children, over consumption of alcohol, living condition (very crowded), lack of education and awareness are the major causes of the conflicts and weakness of Dalits and Adibashi.

Overcome - 4: Actor analysis and cause analysis needs to be done in regular basis. It needs to undertake preventive measures through creating small group platform, joint meeting, dialogues, etc. provide education, income activities, and awareness, advocacy can be the best way of its solution. Advocacy has important role for social inclusion and enjoyment of equal rights in sustainable matter that is institutionalization.

Challenge - 5: Change the mindset and attitude of mainstream people, duty bearers, and policymakers is a big challenge. The problems have created insecure conditions of PooCs.

Overcome - 5: Advocacy at different levels, dialogues, press conferences, discussion and mutual understanding meetings will be the key instrument for change the mindset and traditional attitude in Diapraxis approach for social security.

Challenge – 6: Previous relief and service delivery approach of government and non-government organization embedded in Dalits and Adibashahi people and made dependent on others

Overcome-6: It needs to introduce Right Based Approach instead of need based approach empowering them and sharing examples of rights based approach including capacity building of staff on HRBA also.

Challenge – 7: Adibashis are facing acute land related problem due to they are very poor, unorganized, unpowered, judicial system is delay process, and justice system is not favour to them, which basically promote them in insecure condition, and make them not interest to go to court for justice for any incident. The majority people of Dalits are landless and live either in slum 'colonies', with poor standards which are often on government khas land (vested), railway land or municipality land and living under constant threat of eviction, or on government-owned land. So, they prefer local arbitration process instead of having stale law.

Overcome-7: In coordination with NNMC and other networks Adibashi and Dalit people can influence respective land authorities and municipalities to allocate khas land for Adibashi and dwelling place for Dalit communities. It needs the awareness and education on land related dispute settlement following legal services and preserving proper documents to revitalize their identity, livelihood and dignity.

Challenge- 8: The economic activities and income status of Adibashi and Dalit are not stable and very seasonal, which have made them most marginalized and extreme poor.

Overcome-8: The value chain activities in selected sub-sectors of beef fattening and native chicken, plus 1-2 sub-sectors needs to be selected. The value chain activities link Adibashi and Dalit with input and output market, service providers, financial institutes and private sectors which can gradually develop their regular income in a sustainable way and thereby trigger social inclusion through the produced social interaction.

Challenge- 9: The level of education of Dalits and Adibashahi communities are very poor. Very few people have completed secondary education. In spite of having government good educational system, the children and adolescents are in backward position due to socioeconomic and structural causes embedded herein.

Overcome-9: Education support needs in a systematic change approach and socialization. Technical, vocational and educational training support needs to be provided to youths and dropped out adolescents.

Challenge-10: In spite of having different potentialities to be empowered economically, culturally and politically, the existing environment and policies not benefiting them, and banking/MFI policies are not favorable to provide seasonal loan to PooCs through ensuring insurance.

Overcome-10: Advocacy for policy change of changing in policies of government, NGOs and private sectors through mapping potential stakeholders, linkage building with and crowding in of private sectors can solve the problems.

Challenge- 11: The development sustainability is facing challenges in adverse agricultural environment due to climatic shocks/ hazards have direct impacts on poverty distribution in Bangladesh as a result of having a correlation between natural disaster and poverty exists.

Overcome -11: Integration of DRR aspects and capacity building and strategies consideration in PooCs intervention are very important to tackle climatic shocks/hazards mitigation as prevention aspects.

Challenge – 12: Remoteness and market accessibility between centre and periphery is another crucial factor that has direct impact on the persistence of poverty of Dalit and Adibashi, which also impacting livelihood process.

Overcome-12: Institutionalization of RSSC and ensuring its good governance, crowding in of stakeholders and promotion of backward linkage can ensure the forward linkage of PooCs.

4.2 Exit/withdrawal *(including experience capitalization)*

N/P

Appendix

Log frame follow-up matrix

List of abbreviations

Maps (e.g. intervention area)

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