

# Final Evaluation Report

of

## Integrated Community Development Project (ICDP) Phase III



A Proud Woman working in her Tree Nursery Plot

*Courtesy*



**Sancred Welfare Foundation**

**July 2019**

*Study conducted and Report Prepared by*  
**Responsive to Integrated Development Services (RIDS)**

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# I. Acknowledgements

The Final Evaluation of the Integrated Community Development Project (ICDP) implemented by Sancred Welfare Foundation (SWF) conducted by a team of development consultants and on behalf of Evaluation team wishes to thank the management of SANCREED for their co-operation particularly for providing secondary documents and for helping to make appointments with the stakeholders consulted.

Special thanks are due to Tapon Ruram, Executive Director, Sancred Welfare Foundation (SWF), Mr. Satyendra Nath Mitra- Project Coordinator, Mr. Element Hajong- MEAL Officer and other team members of Sunamganj office for their time to share their ideas, providing inputs in designing the final evaluation study and developing study tools. We must convey our sincere gratitude for extending necessary support and cooperation will be extended for the Evaluation team from Sancred Welfare Foundation for carrying out the field work successfully.

We are also thankful to other stakeholders and especially to the communities involved during the evaluation for their all supports and time dedicated for the consultations. All these enriched the evaluation to shape an understanding of the supports they received from the ICDP and about their plans for having a better life free from poverty.

The Project team provided the best facilities, a friendly environment and freedom to work for which they deserve appreciation.

On behalf of the evaluation team members,

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## II. Abbreviations and Acronyms

ANC	Antenatal Care
ARI	Acute Respiratory Infection
CPTI	Community Paramedic Training Institute
DMC	Disaster Management Committee
FGD	Focus Group Discussion
GO	Government Organization
HH	Household
ICDP	Integrated Community Development Project
IGA	Income Generating Activity
KII	Key Informants' Interview
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MTE	Mid Term Evaluation
NGO	Non Government Organization
PNC	Post Natal Care
PO	People's Organization
PRA	Participatory Rapid Assessment
PRSP	Poverty Reduction Strategy Paper
RIDS	Responsive to Integrated Development Services
SBG	Small Business Group
SDG	Sustainable Development Goal
SWF	Sancred Welfare Foundation
UDMC	Union Disaster Management Committee
VC	Village Committee

### III. Executive Summary

#### Summary Findings

ICDP has three major components therefore the evaluation has given its focus on the issues of compliance of the program implementation process, status of implementation, achievements, impediments etc. that witnessed during the evaluation.

The program activities are designed in a way that it is consistent with the role of SWF as a facilitating organization and people of the area as the main actor. The goal of the project is to achieve secured livelihood, health, education for the poor and marginalized people of Sunamganj, ensure environmental sustainability of the area and a more equitable society.

It has been mentioned in the project document that the project was designed to respond on the strong demand from group members, community people and recommendation from the previous evaluation studies and suggestion from Normisjon, Norway. Actually the project started its journey in the year of 2007 in the name of Integrated Community Development Project (ICDP) for a period of five years, starting from January 2007. This project which is now being assessing with an intention to learn its achievements at the final stage of the project is a third phase, started in the year 2017.

ICDP has been trying to increase the capacity of targeted communities through formation of Primary groups, Village Committees, Union POs and Upazila level People's Organizations and provided trainings for strengthening Peoples Organizations on leadership development, accounts management, advocacy and networking etc. Now the role of POs is to gear up the initiatives those have been taken by ICDP for so many years. In this regard capacity building of the PO leaders is must to run and manage the works of ICDP on their own.

Overall progress of the capacity development initiative is found to be satisfactory as most of the training has already been imparted for strengthening capacity for both People's Organization and staff working in the project. In the mean time, all 18 POs have obtained registration from the Cooperative department of Government.

Development of people's organization (POs) enables the target communities in planning and taking decision for their own and they are able to solve their problem through their initiative. It has been noticed that the POs are doing work against early marriage and dowry issues and ensure education of the girls who have been faced tremendous mental pressure for accepting proposal of marriage that may hamper their future growth.

Before withdrawing SWF's interventions from this area, a long-term plan needs to be developed in order to continue the work by the POs in the long run. However, out of 18 POs, 10 (56%) are functioning with excellent management (Grade A). They are financially solvent, have assets and capable of to run activities on their own even after phasing out of ICDP activities. Other 7 (39%) are with Grade B. They would

have to develop capacity on organizational and financial management and to become as Grade- A. The rest 1 (5%) is with Grade C in Derai Upazila. So, of the 18 POs, 8 (44%) are still at their average management and will take time to build the capacity to run PO activities.

There has been changed in the attitude of the people; the farmers are benefitted in many form; they are getting many crops in small plot of lands. People are introducing modern agriculture technologies in the agriculture; farmers' interest in agriculture and new technologies are increasing. ICDP's contribution in building local knowledge and skills in different sectors and management will go a long way in meeting the needs of the people in handling their livelihood. The approach to building local capacity and local ownership of actions through the use of different communication materials are also likely to have longer term effects.

Awareness on health and hygiene, immunization, child nutrition monitoring, health treatment supports, addressing environmental vulnerability and introduction of organic fertilizers, use of underutilized and unutilized land in cultivation are some example of better performance.

It reveals from the FGD and KII with community people that the project at least contributed in the following area.

- Improvement in livelihoods.
- Improvement in agricultures, especial emphasis on organic agriculture.
- Improvement in new agricultural technologies.
- Mobility of the women has increased.
- Trend of early marriage has decreased.

The situation prevailing with Agricultural Farm that, in January to June 30, 2019 total income stood Taka 999,833, and the trend is much better than the past year. In the year 2018 ICDP fund was 32% of the total expenditure. However, in order to make it self-reliant, it is needed to increase the local income with a ratio of at least 30% than earlier years. At the same time, the expenditures need to be decreased rationally. It is anticipated that this farm will play the vital role to ensure livelihood security and environmental sustainability of the area.

Regarding sustainability of hospital program, it is needed to increase local income (service selling) to make 'zero' of SWF fund after phase out of the project. As per following table, it was found that in December 2018, ICDP fund was 28.5% of the total income (taka 5,455,508). In the year 2017 it was 29%. As per plan of SWF, in 2022 it would be 'zero'. It is needed to think about its financial transactions and to develop the action plan to achieve this.

## Summary Recommendations

- i. After withdrawing support by SWF from this area, transfer of responsibilities, as per plan of ICDP, People's Organizations (POs) would take the main responsibilities. In this regard, after the transition, in order to meet challenges, the community should be united, POs should run the activities in a regular basis, linkages/networks should be continued among the different NGOs, public representatives and government officials with the PO leaders. Challenges could then be expelled.
- ii. A successful partnership needs to be developed by POs with Upazila government departments, NGOs, and other potential private sectors. Existing community groups would also have to be entangled with this process.
- iii. Before closing of activities of ICDP, SWF should develop the 'Action Plan' coinciding with the Strategic Plan made earlier for POs. This plan would guide the POs to continue activities for sustainability of results already achieved.
- iv. PO leaders 'own' their organizations, but ownership of programs, ownership of other community people besides PO members would still take time. It will need more efforts to make the community people understand about the importance of POs in the community. In this regard, some regular dialogue session, gathering need to be organized among the PO leaders and the community leaders.
- v. "A" grade POs are performing social development activities (Awareness campaign on women, girls, child & youth rights, environment & climate, child marriage, domestic violence against women & girls etc.) in a small scale. These should be continued and enhanced.
- vi. Some PO leaders are directly working in stopping child marriages and advocating to establish women rights in family and in community level. They also maintain regular communication with LGIs and other service providing agencies to avail services for their member. This type of liaison should always be in place and regularized.
- vii. To continue the activities of Integrated Farm it is needed to increase the local income and decrease the dependency on SWF. As per status in December 2018, 68% operational expenditure was recovered by local income and rest 32% was depended on ICDP fund. This should be made 'zero' in the coming years. SWF thinks it to make it zero in the year 2022. Action Plan should be developed as such.
- viii. For continuation of Hospital program, it is needed to increase local income (service selling) and to make 'zero' of SWF fund. In December 2018, it is found that the ICDP fund was 28% out of the total expenditure taka 5453248. As per plan of SWF, in 2022 it would be 'zero'. Hospital management should develop the action plan in a 'SMART' way to achieve this.
- ix. Value chain program is one of tested program which are replicating by many development organizations. Forward and backward linkages and actors based program to be designed for leveraging its income and employment opportunity. POs should think of moving forward with this model.

# SECTION 1

## Background and Objectives

Sancred Welfare Foundation (SWF) as a non-profit and non-political national NGO established in 1997 aiming at implementing charitable and social welfare related activities for the poor, destitute and disadvantaged section of the society. SWF is working with poorer people for their socio-economic and cultural enrichment throughout the Bangladesh covering 13 administrative districts. Alongside other development projects Integrated Community Development Project (ICDP)-Phase III is one that has been implementing since January 2017 and it will be continued up to December 2019. This project is implementing in Sunamganj sadar, Derai, Bishwamvorpur and Tahirpur upazilas of Sunamganj district. Integrated Community Development Project (ICDP) is one of SWF comprehensive assignments undertaken as regular inventiveness conforming to the ultimate goal of the organization.

ICDP has undertaken with financial and technical assistance from Normisjon, Norway from beginning of the project. It is a holistic right based project intended to promote and empower the rural poorer people for securing and uphold their rights through people's organization (registered name Cooperative Society). It intends to achieve the goal through enhancing people's capacities to gain access to local resources and run their own organization efficiently. It also intends to develop their human resources and gaining organizational capacity in mobilizing the local institutional facilities in favour of them. The Key objectives of the project are to empowerment of the women and indigenous people and seek remedies for poor and disadvantaged groups from socio-economic injustices and established peace and justice and strong institution in society.

### **Goals of the Integrated Community Development Project (ICDP) - Phase-III**

The development goal of the project is "to achieve secured livelihood, health, education for the poor and marginalized people of Sunamganj, ensure environmental sustainability of the area and a more equitable society".

### **Project Objectives**

- (a) Active, economically-viable and sustainable community-based organizations, representing the poor and marginalized people of Sunamganj, help communities to hold local government accountable and ensure access to existing governmental and private service deliveries.
- (b) Marginalized communities are skilled and capacitated in livelihood security, increasing earning from agricultural and non-agricultural products, coping with natural calamities, and have access to quality medical services at an affordable cost.
- (c) Target communities are aware and sensitized on gender justice and human rights, actively working to reduce gender-based violence and human rights violations in the project area.



### **Major Components and Focusing Areas of ICDP-III**

The Integrated Community Development Project (ICDP)-Phase III has the three major components:

- (i) Community Capacity Enhancement;
- (ii) Environmental Sustainability and Medical services; and
- (iii) Gender Justice & Human Rights.

The final/end-line evaluation has to focus on the compliances of the program achievements, impact, constraints and sustainability of the project up to evaluation time as well as keep the recommendations to develop future strategy for sustainability of the project components according to the logical framework of the project document.

As the project is going to be ended on 31st December, 2019 in accordance to the project document SWF has planned to conduct the **project end evaluation** to assess the achievements/progress, impact, constraints and sustainability of the project as well as put the recommendations for the POs how they could well after phased out of this project or without the donor supports. In accordance with the SWF management procedure to appoint the independent Consultant/Consulting Firm to do the study, Responsive to Integrated Development Services (RIDS) came forward and accepted the work. This Report describes the present findings, analysis of the findings and triangulation of the qualitative and quantitative findings. There is a total of 7 Sections. In addition, at the beginning of the report there is 'Executive Summary'.

## SECTION 2

### Evaluation Methodology

The focus of the Final/end project evaluation has been the application of qualitative assessments to the quantitative data with the aim to deepen the knowledge acquired through the study. The methodology adopted for the review used three complementary methods: (i) analysis of available documentation; (ii) interviewing and discussions with stakeholders, and (iii) field visits, onsite visualization and discussions with direct beneficiaries to areas where the projects are being implemented. An analysis of documents covered the technical proposal, annual project reports and relevant national policy documents. This was complemented by discussions with stakeholders including SWF, Staff working at different level, service providers and service recipients.

Discussions were held with by using questionnaires for interview with key informant i.e. community people, village leaders, PO leaders, women, adolescents, children, other NGO officials, hospital doctors and other staff, Village Doctor, Agricultural inputs sellers, Vaccinators, Teacher, Health Volunteers, Farmers and Sancred staff at office, agriculture farm and at fields. Discussions were held with Government officials including the technical staff at the Upazila level - the Upazila agriculture, livestock and fishery officers, the medical officer as well as the Cooperative Officer. It also included discussions with representatives of local Government such as the Union Parishad Chairmen and members.

**Site Visits and Focus Group Discussions:** A very critical part of the methodology constituted the site visits and focus group discussions (FGD). They provided 'grass roots' validation of the impact achieved thus far by the project and included discussions with directly participating beneficiaries. FGD discussions were held with purposefully selected beneficiaries from vulnerable and non-vulnerable unions covering all categories of intervention support provided.

A total of 20 FGD sessions and KIIs were held across the project Upazilas. However, conclusions from the KII and FGDs have to be treated with some caution since the actual number of participants in the groups, apart from being purposefully chosen, ranged from 10-15 and were too small to provide any definitive validation of the survey results except in so far as to deepen our understanding and confirm that the conclusions were not dramatically different. The assessment results are synchronized with quantitative data, findings from discussion and examining from the reports and documents.

**Evaluation Questions:** A group of topical questions aimed at each category of interventions has been the basis for undertaking a qualitative review of the assessment and relevant document/reports helps to carrying out preceding the review.

**Limitation(s) of the Study:**

During this final evaluation, one major limitation appeared to the evaluation team is traveling to remote areas due its distance and means of communication. More time consuming journey affected entire works and took more hours than that of estimated. Tahirpur Upazila which is far away from Sunamganj district town and livelihood is different than Sadar or Derai upazila but considering the importance we did not exclude from the study. However, this could be seen as limitations but not that affecting this Final Evaluation work.

Secondly, during the field visits group members were found busy with works relating to their income earning and farming activities. Even women members tried their best to spare time for the purpose of this evaluation. Most of them were aware about the evaluation; thus, attendance in focus group discussions was encouraging.

## SECTION 3

### Evaluation Objectives

#### Objectives of the Evaluation

The major objectives of the Final evaluation of ICDP are:

- (a) To assess the impact/level of success of the project in achieving planned goal and objectives.
- (b) To assess the efficiency, relevance, effectiveness and sustainability of the project.

#### Specific Objectives

- (i) To assess the capacity building status of POs in terms of human resources & fund management, operating skills and institutional sustainability. Identify constraints, weakness and opportunities for POs sustainability;
- (ii) To assess the institutional sustainability of the Hospital program in terms of management capacity, financial sustainability and health care access to the community people;
- (iii) To assess the environmental and economical sustainability through the demonstrative Agri. Farm at the project area;
- (iv) To assess the awareness level of the beneficiaries on different issues like as health, education, gender and human rights, environment etc;
- (v) To assess the change in women's role in the family and the community as well as awareness and women empowerment;
- (vi) To assess the effects of gender based violence, gender equality situation and social justice in the working area;
- (vii) To assess the lessons learned as well as challenges towards sustainability of the project outcomes.

As the project is being implemented under 4 upazilas of (Sunamganj Sadar, Tahirpur, Bishwamverpur and Derai upazila) of Sunamganj district and evaluation team deployed its efforts to collect and observe in all these upazilas following the above specific objectives.

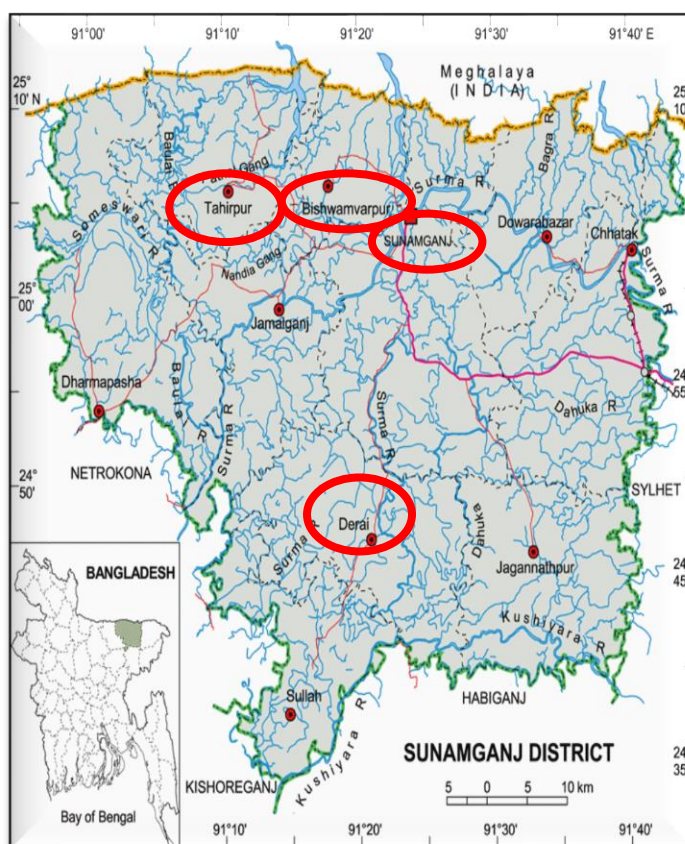
The study also addresses the (i) Community Capacity Assessment, (ii) Environmental Sustainability and Medical services and (iii) Gender Justice and Human Rights interventions assessing the extent to which empowerment of women has been achieved (related to production, control over resources, income, participation in economic or social activities, leadership, and/or greater autonomy over their time); and of (marginalized) men (related to ownership, access and decision-making power and participation in economic or social groups).

## SECTION 4

### Evaluation Findings:

#### 4.1. Project Area

ICDP started its work in 4 upazila namely Bishwamverpur, Derai, Sunamganj Sadar and Tahirpur in Sunamganj district. This district is situated under extreme northwest border of Bangladesh in which both moderate and deep haor exists and the livelihood options by upazilas are greatly varied due to its resource availability. **Sunamganj District** (Sylhet division) with an area of 3669.58 sq. km, is bounded by Khasia and Jaintia hills (India) on the north, Habiganj and Kishoreganj districts on the south, Sylhet district on the east, Netrokona and greater Mymensingh districts on the west. One of the major phenomenons of the area is food insecurity that affected entire livelihood of the population. Food insecurity stricken households always try to cope with the situation adopting various strategies. Two types of coping strategies are usually adopted by the victims of food insecurity: one to address the food insecurity in the short-run and another to tackle it in the long-run. Delving into the different dimensions of food insecurity clearly indicates lack of food availability or supply, insufficient economic and social access to food and inadequate knowledge of food preparation as well as malpractice in intra-household-member food distribution mainly cause food insecurity.



The rural people are broadly engaged in two types of activities – domestic and economic activities. The economic activities against which some sorts of monetary payments are attached are termed as income generating activities (IGAs), which include crop and non-crop production, labouring in others' land; and business, petty services, agro processing and cottage industry (Hossain and Bayes, 2009).

**Coverage:** The ICDP project services reached to 315 villages of 25 unions under 4 upazilas of Sunamganj district out of which 7 unions are newly selected during 2<sup>nd</sup> and 3<sup>rd</sup> phase of the project. A total of 18 POs has formed out of which almost 60% are women. The POs are formed by union under 3 categories, health, livelihood and Gender. The formation of POs and groups are started in April 2012. Now a total of 18 POs are in the field.

## 4.2. Community Capacity Enhancement

### Identification of Target Groups and Working Area

The target group of ICDP 3<sup>rd</sup> phase as same as the target group of ICDP 2<sup>nd</sup> phase and the working locations have also been same. The direct beneficiaries of the project are:

(i) Vulnerable women, aged between 15 and 55 years, such as widows, divorced, abandoned or separated women, disabled/handicaps with less capacity for physical labor. The other criteria includes women from families owning less than 50 decimal of good quality land or up to 100 decimals in case of poor quality with high indebtedness with all family land is mortgaged, of non-agricultural labor, with a monthly income between BDT 4,000- 6,000 (respectively for rural and urban) and who are asset less or have little or no capital.

(ii) Men aged between 18 and 55 years and members of the Small Business Groups (SBGs)/ village groups. They are residents of SWF's working area for at least two years and either own or rent the premises of their enterprises and the families who suffer from food insecurity indicated by indebtedness to money lenders and shopkeepers. The monthly income for these families is less than BDT 6,000 in rural areas and in urban not more than BDT 10,000.

(iii) Unemployed young women and men from the rural and urban areas in Sunamganj district both literate and illiterate with little or no marketable skills also are the target group during this 3<sup>rd</sup> phase.

(iv) The local service providers are also target group of the project, as they have been sensitized to provide more functional and effective services for the community.

In this case, direct beneficiaries mean those the members are selected from the head of the each household. And indirect beneficiaries are the household members of their respective direct beneficiaries.

Active, economically-viable and sustainable community-based organizations, representing the poor and marginalized people of Sunamganj, help communities to hold local government accountable and ensure access to existing governmental and private service deliveries.

In the 3<sup>rd</sup> Phase, almost all activities of second phase have been expanded and more consolidated. The most important aspect of this phase has been readiness to play leading role in management of POs, enhancing management and sustainability of Peoples Organizations (POs), conduction of trainings of strengthening Peoples Organizations (PRA, PSP, leadership development, accounts management, advocacy and networking etc.), training on organizational/institutional capacity building, training on advocacy and human rights, and training on marketing development. The project has been doing work on those areas where the leaders have been motivated enough to shouldering their own POs for further progress.

There was an indication in the second phase project document that after reviewing of this second phase project SWF would go for another 3 years plan to start phase out of the project. It would be managed by reduced volume of staffs in this last phase. And so, third phase (exit phase) project is the most important period for sustainability of community institutions/People's Organizations (POs).

**Institutional aspects:** It was planned that, POs will be given registration with the registration authority of GoB and accordingly 18 independent POs submitted applications for registration in 2013 and got registrations of 17 POs in 2015 and another PO in 2018.

This is one of the good achievements that 18 POs have been legally recognized by the cooperative department of GoB. These POs are entitled to have Government supports as per existing cooperative rules. And they have started microfinance by using their own savings and share capital. It leads to administrative, technical and financial sustainability of those POs.

At the end of the 3<sup>rd</sup> Phase it has been found that in 4 upazila there are 18 POs which have covered 315 villages out of total 655 villages in the project area. Under these POs there are 216 village groups with a total of 8834 group members where 1971(22%) are male and 6863(78%) are female.

Presently 18 POs have a total of Taka 3,225,716 as savings, Taka 2,119,320 as share and Taka 12,433,500 as loan fund. These are the indicators of POs' maturity in running program in a sustainable way. And these initiatives are related to 'Community Capacity Enhancement' to a great extent.

**Table- 1: Status of POs by Union and Village covered (up to June, 2019):**

Upazila	Union	No. village in this Union	No. of village covered under group/ PO	No. of Total Centre/ Group	Name of the PO	No. of Members			Total Savings (Tk.) (up to June,19)	Total Share (Tk.) (Up to June,19)	Total Loan disbursed (Tk.) (Up to June, 19)
						Male	Female	Total			
Sunamganj Sadar	Guararang	36	17	10	Nobojagoran Krisi Somobay Ltd:	124	352	476	144136	128264	931000
	Mullahpara	30	12	7	Akota Krisi Somobay Ltd:	131	369	500	189639	165609	791000
	Kurbannagar	16	10	6	Do	48	183	231	66376	19441	141000
	Jahangirnagar	18	11	7	Mukti Krisi Somobay Ltd	129	254	383	139301	114808	861000
	Surma	20	10	6	Do	86	259	345	99938	100743	746000
	Puaro-sova	22	10	7	Kiron Krisi Somobay Ltd:(Indigenous)	58	209	276	103927	92361	428000
	Laxmanshree	15	9	5	Do	53	243	296	96303	66716	488000
Jahangirnagar	0	5	2	Thangsua Krisi Somobay Ltd:(Indigenous)	07	29	36	17775	10125	61000	
<b>Sub-total of Sadar</b>	<b>7 Union</b>	<b>157</b>	<b>84</b>	<b>50</b>		<b>636</b>	<b>1898</b>	<b>2534</b>	<b>857395</b>	<b>698067</b>	<b>4447000</b>
Derai	Pourasava	15	9	9	Balaka Krisi Somobay Ltd	30	338	368	232195	123868	800000
	Sarmangal	11	8	5	Do	37	300	337			
	Taral	17	9	9	Diganta Krisi Somobay Lt	43	291	334			
	Karimpur	21	10	10	Do	55	566	621	356190	180760	892000
	Vatipara	13	6	5	Do	15	98	113			
	Rajanagar	22	10	10	Rach Krisi Somobay Ltd.	68	231	299	139025	90133	529000
	Charnarchar	23	11	9	Do	41	226	267			
	Rajanagar	0	1	1	Jahanpur Krisi Somobay	23	22	45			
Taral	0	1	1	Narkila Krisi Somobay ltd.	20	21	41	49000	12800	45000	
<b>Sub-total of Derai</b>	<b>7 Union</b>	<b>122</b>	<b>65</b>	<b>59</b>		<b>332</b>	<b>2093</b>	<b>2425</b>	<b>837330</b>	<b>422651</b>	<b>2319000</b>
Biswamvorpur	Dhanpur	34	22	16	Udayan Krisi Somobay ltd	204	406	610	208690	112730	632000
	Salukabad	37	10	8	Do	42	247	289	101550	58535	305500
	Polash	39	16	11	Seba Krisi Somobay ltd.	121	162	283	117720	69220	440000
	Badaghat (South)	31	10	7	Do	36	149	185	79175	42275	115000
	Fatepur	48	8	8	Samota Krisi Somobay ltd	67	131	198	134910	53130	230000
	Dhanpur	0	2	2	Purbasha Krisi Somobay	7	40	47	20490	6020	0
<b>Sub-total of B.pur</b>	<b>5 Union</b>	<b>189</b>	<b>68</b>	<b>52</b>		<b>477</b>	<b>1135</b>	<b>1612</b>	<b>662535</b>	<b>341910</b>	<b>1722500</b>
Tahirpur	Badaghat	52	27	15	Prottasha KSS Ltd.	234	628	862	351241	285959	1825000
	Borodol (North)	29	12	08	Do						
	Shripur (North)	44	23	12	Progoti KSS Ltd.	127	634	761	215698	151645	514000
	Borodol(South)	21	11	05	Do						
	Tahipur	15	09	06	Ekota KSS Ltd.	157	455	612	286622	212188	1554000
	Balijuri	26	12	07	Do						
Borodol (North)	29	04	02	Adibasi Surma KSS Ltd.	08	20	28	14895	6900	52000	
<b>Sub-total of Tahirpur</b>	<b>6 Union</b>	<b>187</b>	<b>98</b>	<b>55</b>		<b>526</b>	<b>1737</b>	<b>2263</b>	<b>868456</b>	<b>656692</b>	<b>3945000</b>
<b>Grand Total</b>	<b>25 Union</b>	<b>655</b>	<b>315</b>	<b>216</b>		<b>1971</b>	<b>6863</b>	<b>8834</b>	<b>3225716</b>	<b>2119320</b>	<b>12433500</b>



## 4.3. Environmental Sustainability and Medical services

### 4.3.1 Environmental Initiatives

Environmentally, the *Haors* have been home to hitherto wide range of aquatic bio-diversity that have been degraded due to indiscriminate fishing and use of chemical fertilizers and pesticides in agriculture. Loss of plant bio-diversity is more visible compared with the past when the area was rich in timber, fruit and herbal medicine plants. The northern half of the district falls within the globally significant rain forest region that has been nearly removed.

The land ownership pattern indicates that there are a vast number of landless families who are the most vulnerable in terms of food and livelihood security. The options of livestock and poultry bird growth are constrained by high mortality rate and very poor service available for livestock health care. The rate of unemployment is very high compared to other parts of the country.

During monsoon (June to September) there is usually heavy rainfall in the hills of Meghalaya State of India in the north of Sunamganj which causes flash floods in the district several times. The weather remains very hot and humid during the monsoon but quite cold in December to February. The district receives one of the highest amounts of rainfall in the country. It is understood that the role of PO/CS leaders in establishing viable linkages with UDMC, DMC and other humanitarian organization for immediate support and also they take preparedness initiative to cope with the disasters.

Marginalized communities are skilled and capacitated in livelihood security, increasing earning from agricultural and non-agricultural products, coping with natural calamities, and have access to quality medical services at an affordable cost.

ICDP assessed the needs and designed the project interventions to improve the situation and reduction of social vulnerability and exploitations. There has been changed in the attitude of the people; the farmers are benefitted in many form; getting many crops in small plot of lands. People are introducing modern technologies in the agriculture; farmer's interest in adapting new technologies are increasing. Farmers are motivated towards agriculture; they are now competitively cultivating early variety of crops. It is recognized by the evaluation team that, the perception of people on the People's Organizations have a positive response where they see as it is used as foundation to sustain livelihoods program in the project and unused lands are being cultivated through variety of new crops.

There has been increased livestock development in the area; livestock mortality has reduced; many of the people are involved in beef fattening targeting to accessing in Eid (Muslim festival) market to gain higher prices. Unused lands are being cultivated through the introduction of new crops and technologies. All these activities helped in reducing food insecurity and added in food intake by HHs.

### 4.3.2 Integrated Agriculture Farm

Sancred Integrated Agriculture farm has taken some initiatives for transferring knowledge and skills through practical demonstrations of some profitable agro trades like as plant nursery, fish culture, Fish hatchery, poultry and dairy farm, vegetable and fruits cultivation, compost and vermin compost making since the 1<sup>st</sup> phase of the project (2007-2011) as a model agriculture demo farm in the locality. Alongside this demo farm has been playing an important role in introducing modern technologies in agriculture addressing the climate change adaptation and coping strategies to reduce vulnerability of the natural calamities as well as make ensure to enhance food security and employment opportunity in the area. So, the community people demands to continue long these sorts of initiatives through the Sancred Integrated Agri. farm for securing their livelihood as well as to enhance food security situation in the community.

However, to run this farm the management still has to depend on ICDP fund. It has been found that from the year 2017 the local income has decreased by 2.7% in the year 2018 compared to the previous years. The status appears to be better in the year 2019 (as per status up to June 2019).

**Table- 2: Agriculture Farm Income and Expenditures**

Year	Income by Source and Year (in Taka)			Expenditures by Head			
	Local Income /Sales	Fund from SWF- ICDP	Total	Salaries & Allowances	Administrative Expenses	Cost of running farm	Total
2019 (up to June)	661264	338569	999833	315244	54858	533982	904084
2018	788848	371376	1160224	364721	89452	704402	1158575
2017	820025	340063	1160088	356200	64241	736098	1156539

It is hoped that this demo farm will be contributed some funds to operate Sancred hospital by its surplus revenue from different demo after phased-out of the project.

**Table- 3: Agriculture Farm- ICDP Fund Vs. Total Income and Expenditures by Year**

Year	Total Income	Total Expenditures	Fund from ICDP	% of ICDP Fund with Total Income	% of ICDP Fund with Total Expenditure (Dependency on Donor)
2019	999833	904084	338569	33.9	37.4
2018	1160224	1158575	371376	32.0	32.0
2017	1160088	1156539	340063	29.3	29.4

Above table-3 shows the situation prevailing with Agricultural Farm that, in June 30, 2019 total income stood Taka 999,833, and the trend is much better than the past year. In the year 2018 ICDP fund was 32% of the total income. However, in order to make it self-reliant, it is needed to increase the local income with a ratio of at least 30% than earlier years. At the same time, the expenditures need to be decreased rationally. It is anticipated that this farm will play the vital role to ensure livelihood security and environmental sustainability of the area. So, the community people like to continue this sort of initiative for securing their livelihood in addressing the climate change adaptation and natural calamity's adversities where agriculture

institute will play vital role in achieving the food security situation of the community as a whole.

If the agriculture demo farm continues after phased-out of the project, job will be continued of the present working staff as well as new employment opportunities will be created through the integrated demo farm.

ICDP's contribution in building local knowledge and skills in different sectors and management will go a long way in meeting the needs of the people in handling their livelihood. The approach to building local capacity and local ownership of actions through the use of different communication materials are also likely to have longer term effects.

People do not depend on one occupation as before; the people who used to live in fishing, now in addition to fishing, they cultivate vegetables and earn more income; use of compost fertilizer is being popularized; they are involved in changing their living standard through alternative IGAs.

#### **4.3.3 Sancred Community Health Services & Hospital**

It has developed remarkable awareness among the community people about quality health practices through lessons discussion/promotional activities on the health issues by ICDP team; people are more hospital oriented instead of going to the village Quack doctors; death rate during child birth and infant stage has remarkably decreased as reported by both health staff of ICDP project, government health department and the women/ mothers in the discussion sessions. Awareness on health issues has increased; people are now development oriented and the clinical services have reached to the people's door step. Pregnant mothers and children are getting health services; Ambulance service of ICDP is excellent; people are getting health services from ICDP hospital at an affordable and low cost comparatively; free medial camps by the specialized doctors are notable. All these are notable which is appreciated by many local people.

The community people shared their opinion on healthcare services extended by ICDP as such:

- (i) Most of the people are living in remote area; they are getting qualitative health services from ICDP hospital at an affordable and low cost comparatively.
- (ii) The trained Community Paramedics provide services to the community. ICDP organizes medical camp at the rural area and the pregnant mothers are doing health check up at Sancred hospital regularly.

#### **Hospital**

In order to provide healthcare services to the community people at reasonable cost, Sancred Community Health Services and Hospital was established in the year of 2008 at Hazipara, Sunamganj which is later shifted to the own building in April, 2012 at Dharargaon, Sunamganj.

The hospital is operated by one Manager, 4 doctors, one Assistant Medical Officer, 2 Senior Nurses, 4 Junior Nurses, one pathologist, one X-ray technologist and 14 other staff who are assigned for supporting in different sections including guards, Driver for Ambulance.

This hospital is a pro-people service delivery institute. It provides different services for the community people at root level through undertaking several initiatives like medical camps, satellite camps, outdoor-indoor services including diagnosis of diseases (pathological test, Ultra sonography, ECG & x-ray), major and minor operations, ANC-PNC services for pregnant mothers, physiotherapy for disable/paralyzed persons and ambulance services with a low and affordable cost comparatively and community people are happy to services of the hospital. So, the community people demands to continue this hospital services for securing their lives as lack of available qualitative health services in the rural area.

*Earlier it took 12 hours, even a full day to take a pregnant women and serious lactating mothers for PNC service to take them to hospital. Now it takes maximum only 3 hours to go to hospital from a remote village.  
.....a mother in a FGD session*

Sancred Hospital as an institution provides above mentioned services to the community people as the part of intended responsibility according to the project objectives as well as the organization's view. To provide these services it needs to involve a big amount of financial inputs. Community people are now contributing the major part as paying the service charges against received services and ICDP is contributing the rest amount.

Data in the following table shows the yearly figures of income and expenditures of the year from 2017 to 2019 (up to June). The table below is showing the figure of income and expenditure with status of salary payment as well.

**Table- 4: Hospital Program- Income and Expenditures**

Year	Income by Source and Year (in Taka)			Expenditures by Head				
	Hospital service sales (local income)	Fund from ICDP	Total	Salaries & Allowances	Admin. Expenses	Medical Camp	Medicine	Total
2019 (up to June)	2333348	877797	<b>3211145</b>	1750941	837419	5287	307380	<b>2901027</b>
2018	3902743	1552765	<b>5455508</b>	3808769	865992	13185	765302	<b>5453248</b>
2017	4008743	1636848	<b>5645591</b>	3498194	1298376	22711	824375	<b>5643656</b>

The above figures clearly showing the differences of income and expenditure trend of the hospital. In each year the hospital management received fund from ICDP. The amount of fund was almost same in the years 2017 and 2018. Same was the case with amount of expenditures. Regarding expenditures, highest 62% was spent for salary and allowances in 2017. In 2018 it was almost 70%. The evaluation team assessed the sustainability of the Sancred Hospital in terms of capacity and recruitment of

medical personnel, financial sustainability, and health care access at community level.

While considering the element of sustainability, no one will debate the issue of self-financed management of hospital. It would be feasible in any definition that subsidized services will be continued for long time. However, solution in one option that the hospital should be well functioned with its own income.

**Table- 5: Hospital Program- ICDP Fund Vs. Total Income and Expenditures by Year**

Year	Total	Total Expenditures	Fund from ICDP	% of ICDP Fund with Total Income	% of ICDP Fund with Total Expenditure (Dependency on Donor)
2019 (up to June)	3211145	2901027	Income 877797	27.3	30.2
2018	5455508	5453248	1552765	28.5	28.5
2017	5645591	5643656	1636848	29.0	29.0

Above table depicts that in 2017 the total income was higher than the year 2018. Amount of Income and Expenditures was made rationally. Regarding sustainability, for continuation of hospital program, it is needed to increase local income (service selling) and to make 'zero' of SWF fund. As per above table, it is found that in December 2018, ICDP fund was 28.5% of the total income (taka 5,455,508). In the year 2017 it was 29%. As per plan of SWF, in 2022 it would be 'zero'. It is needed to think about its financial transactions and to develop the action plan to achieve this.

However, as per present situation, the trend of earning substantial income and decreasing expenditures is supportive in attaining full self-sufficiency within next three years (2022).

At present SWF is operating a "Community Paramedic Training Institute (CPTI)" at hospital building from where the hospital is getting some financial benefit as house rent. SWF has a plan to operate this institute in large scale in future and will link it with hospital program after phase out of ICDP. It would then be possible to get more income from hospital services along with the revenue of "Community Paramedic Training Institute (CPTI)".

### **A day laborer turned model entrepreneur**

Ganendra Das (45) lives in Chitalia village of Sarmangal union under Derai Upazila of Sunamganj district. He is the only person to earn bread for a family of 8 members including his father, mother, wife, one daughter and three sons. Previously Ganendra was a poor day laborer. He had no agricultural land. The large family used to live in hardship with his small income. Ganendra could hardly meet the family essentials.

Ganendra wanted to improve their living condition. He wanted his family to have meals three times, children to get education. Hence, he was trying for a good job, planning to do something better, though he did not know how to get it done. At this instant, he came to know about the livestock vaccination program in his area. He instantly decided to be a vaccinator and became a member of Local Service Provider Association (LSPA)-livelihood in 2012. As a LSPA, he received three-day training on vaccination program from Upazila Livestock Department of Government through Sancred-ICDP project along with the PO members. He regularly attended the LSPA meetings. He planned to set out a vaccination camp in the area to provide vaccines to the cattle, duck, and poultry. Being vaccinated through his camp, the diseases of the cattle and poultry of the area is gradually decreasing. Ganendra Das is also being financially benefited by earning from the vaccination program.

But earning from the vaccination camp was not sufficient for his large family. Therefore, Ganendra Das was looking for another good work along with present the one to boost his income.

It was 2015. All of a sudden Ganendra was informed in the meeting of PO that a training will be arranged by ICDP project on "Duck rearing" at Derai unit office. He showed his interest and requested the Field Manager (FM) of ICDP project to select him for this training. Afterwards, he was finally selected for this training and received the two-day training. After receiving the training, Ganendra started a mini Duck Farm with a total number of 50 ducks by his own capital. After some days, his ducks started to lay eggs. By selling the eggs Ganendra made some extra income which helped him to meet his family needs. The profit from the eggs encouraged Ganendra to make the Duck Farm bigger at a large scale. He took 20,000 taka as loan from the Peoples Organization (PO) under ICDP project in 2017 and invested more 20,000 taka from his own fund (Total 40,000 taka) to enhance the duck farm. He purchased 300 ducks for rearing. Now, he collects 200 eggs and earns Tk 2,000 from it every day. He gets net profit Tk. 30,000 each month by selling eggs and ducks.



## 4.4. Gender Justice and Human Rights

Target communities are aware and sensitized on gender justice and human rights, actively working to reduce gender-based violence and human rights violations in the project area.

Social customs and men domination within the family and community the overall position of women are remains second category of citizen in rural areas. Intra family discrimination is among the women and men folk are prevalent due to strong male-controlled society. There is direct physical violence as well as psychological, cultural and structural violence manifested in early marriage, polygamy (only by men), dowry, divorce etc.

The recent constitutional amendment (2011) on IP and minority rights raised questions regarding upholding of human rights and in particular gender and minority rights. Violation of rights in terms of discrimination against women, IPs and minorities are symptomatic of a patriarchal and national chauvinistic culture.

Empowering women to participate fully in economic life across all sectors is essential to build stronger economies, achieve internationally agreed goals for development and sustainability, and improve the quality of life for women, men, families and communities. The private sector is a key partner in efforts to advance gender equality and empower women [Source: Women's Empowerment Principles, UN Women]. ICDP worked with women in order to increase women's participation in economic activities, leadership capacities and level of awareness of different rights and protections. The project took initiatives with POs for motivating religious leaders, local leaders and elite persons, educational institutes on gender issues. Data from this final evaluation study shows that almost 50% women of above 18 year are illiterate. But it is to be mentioned that illiteracy is not at all the barrier of attaining empowerment. Many women during our discussion session expressed how they became forward with all values and honor in their daily life.

*I never stood on the 'stage'. This was beyond my reach, but after joining the village group under ICDP, I became the group leader.....my life truly changed, I did not look backward. Now I am running an enterprise (cattle farming). I can talk to any person whether s/he is a leader or educated....anything else. I can now say, I am a courageous woman in my area I am not afraid of doing any social development work same as a man.Thanks to SANCREd to make me so.*

**.....a woman group leader of a village**

Analysis of respondents' opinions of women's participation in different decision making process under the ICDP catchment area shows that women's participation in community issues (community leadership and engagement) is praiseworthy. Sufficient participation of women (around 50% or greater; in MTE it was 30%) in decision-making of different issues at the household level is observed. When discussed, it has been revealed that at the household level, the lowest participation is seen in case of land related issues. In this case the women have expressed that in general men never like to involve women in this matter and the women also are unaware about the land policy, calculation on land amount etc. Most of the

respondents confirmed women participation in family planning, child education and health issues. Approximately, women of three-quarters of the total sampled households participate in child marriage and economic affairs.

Still there are some cases of early marriage (especially of 12-14 years old girls), cast discrimination, dowry, eve teasing and dropout rate is high both girls and boys from school. Women folk usually do not receive fair wages; while in case of male it is BDT 300-400 per day, female get mere BDT 200. As women lack skills, they are hardly employed. In terms of economic emancipation, communities face challenges like a) occurrence of flash flood b) lack of capital c) lack of appropriate technology, knowledge and information d) lack of market access e) lack of leadership f) moneylender and social harassment g), Inactive and lack of social institution/organization etc. The PO leaders in these cases need to make them aware and to do work on these above issues.

However, when discussed, a woman has expressed how she works on her own to protect eve teasing on the way to school against the girls. She has expressed that every day she comes out from her house, walks on the roads about one kilometer and observes where any boy does any illegal work or throws any bad comments to the girls. During discussion with her, she also expressed her satisfaction saying that: (a) Girls are now going to the schools; rate of early marriage is decreasing; (b) Mentality of men has gradually been developed and they are now respecting women; mobility of women has increased than before.

*This is my every day's duty to walk on the street from 10:00 to 10:30 AM and again from 5:00 to 5:30 PM for about one kilometer length of the street. 2 years back suddenly I saw that one boy misbehaved with a girl. I felt it as a sexual violence. I went there and protected. I also hit the boy physically with my hand. I really got courage. Just after that day I started my job with my own. In this area there are so many bad boys who try to repeatedly tease the girls. But after my initiative, boys remain far and the girls feel very comfortable to go and come from school. Now I am the dear "Khala" of the area. I feel proud of it. I think I personally, on my own. I think same as me, others could take initiative to do social work even by oneself!*

**.....a women village group leader**



### Grocery Shop Brings Smile on Tahura's face

Tahura Begum (45), a housewife lives in Wagekhali village under Sunamganj sadar Pourasava of Sunamganj district. She lives with her husband Mohammad Abu Syed Mia (52), four daughters and one son. They are very poor. Her husband is a day laborer and earn very little. Tahura found it very difficult to maintain such a large family consists of seven members with small earn of her husband.

Since it became very difficult to meet the family needs with small income of her husband, Tahura decided to do something by herself. She thought that she could earn some extra money for her family. She then decided to start a grocery shop near her house. Tahura sold out her goat for Tk 5,000 and set out her grocery shop. But due to small investment and lack of adequate knowledge, Tahura could not make profit from her shop. Soon Tahura fell short of capital money to grow her business. She failed to improve the present condition of her family.

Tahura did not give up. She continued her efforts to make her grocery shop profitable. It was in 2012. One day Tahura came to know about an NGO called Sancred Welfare Foundation. The NGO will form Peoples Organization (PO) under its ICDP project in her area for development of poor people. Tahura Begum discussed the issue with her husband. They found it as a good opportunity for building better future for their children. She got admitted herself into the Primary Group (PG) at first; then gradually into the Union PO named 'Kiron agriculture Cooperative Society Ltd'.

The cooperative society was registered under the Cooperative Department of the government. She started and continued savings and share regularly from very beginning of her membership in the PG. Now the amount of her own deposited savings and share is more than Tk. 4,000. She has created a significant amount of fund in their PO by accumulating the savings and share money from members. So, the PO members took decision to start microcredit (small loan) program among the PO members for making profit by increasing their fund. The opportunity knocked at the Tahura's door. In 2015, Tahura Begum applied for a loan amount of Tk. 10,000 to the Management Committee of the PO. The Management Committee approved the loan with reimbursement of 12 month installment. She invested the loan money in her grocery shop. Afterwards, she received a two-day training on "Business Management" from Sancred Welfare Foundation under ICDP project in the same year. Tahura has now both capital and proper knowledge about business to grow her grocery shop. She put her all out effort to boost up her business. Her selling increased day by day due to more investment and training knowledge. She reimbursed the loan on time. Tahura applied for loan 2<sup>nd</sup> time and again 3<sup>rd</sup> time in 2017 and 2018. The PO approved Tk. 12,000 and Tk. 15,000 as 2<sup>nd</sup> and 3<sup>rd</sup> loan respectively. Tahura's business went well and paid the loan installments on time. At present, her per day selling is Tk. 1,000-1,200 and net profit is Tk. 12,000 to 15,000 per month.

Tahura hopes that her grocery shop will continue to grow more in future. Now she has found a better life for her family. She has been able to ensure education for her children. Her elder daughter is now studying Bachelor of Arts (BA), the younger three are studying in Grade XII, XI and VIII while the son is studying in Madrasha. The poverty of her family has gone and she is now living a happy life with her family. The training and the small loan support brought smile on Tahura's face.



## 4.5. Empowerment Assessment Tool

The purpose of the Empowerment Assessment tool is to assess the degree to which the target beneficiaries groups are empowered to live a life in dignity. The tool is used to assess both the degree of empowerment (from output to impact) and the level of change (in individual or society/ group levels) according to a set scale. This assessment is based on people's own analysis through interviews with the representatives (through Focus Group Discussions and KIIs).

Section 4 (sub-section 4.2 to 4.4) elaborates about the status of the project main three components and analyze the people's role, contribution and empowerment issues.

		DEGREE AND LEVEL OF EMPOWERMENT					
THEMATIC AREAS OF RESULTS		Level 1 Output  Individual or community	Level 2 Output  Individual or community	Level 3 Outcome  Individual or community	Level 4 Outcome  Community and/or Society	Level 5 Impact  Community/ Society Structural	
	Community Capacity Enhancement (Strengthening Civil Society)					X	
	Environmental Sustainability and Medical Services			X			
	Gender Justice and Human Rights (Gender Equality)					X	
	Total assessment of the Project			X	X X		

As per the people's opinions, their versions, and the findings from the field, it has been revealed that under the thematic area 1 (community capacity enhancement) the vulnerable women, aged between 15 and 55 years, such as widows, divorced, abandoned or separated women, disabled/handicaps and vulnerable men aged between 18 and 55 years of same category have been capacitated in grassroots level people's institution building, livelihood development and on other socio-economic issues. They become the leaders of the community, lead their lives with economic solvency and develop their social dignity. According to the score, degree and level of the empowerment of the people stands at Level 4- Outcome. At the same time, degree & level of empowerment against 'Environmental Sustainability & Medical Services' is under 'Level 3- Outcome' while thematic area of against 'Gender Justice and human rights', the degree and level of Empowerment stands at 'Level 4'- Outcome.

Rationales and detail analyses are described under the sub section 4.2, 4.3 and 4.4 above.

## SECTION 5

### Assessment of Program Performance

Final Evaluation of ICDP involves the criteria (DAC) by which the value or worth of the project could be assessed. Following five criteria are considered as standard benchmark for the performance assessment of project interventions: **Relevance, Efficiency, Effectiveness, Impact and Sustainability.**

#### 5.1. Relevance

Relevance has been mainly considered in terms of consistency between objectives and benefits and country and global priorities (i.e. PRSP, MDGs and SDGs). In line with these issues evaluation team has found that the projects activities are highly relevant to generate well-beings of the down-trodden target people in the working area (the state of all socio-economic and health of the ICDP in Sunamganj district area are promising related to the national level status). Special emphasis on ‘Gender Justice and Human Rights’ issues is so much relevant with the future development of target people (ICDP working area, especially in Haor area is a relatively disadvantaged area in Bangladesh) at household and at community level.

The goals, objectives and the strategies applied by the projects are towards the common set of principles and targets of the PRSP and MDGs and as well as of the SDGs. It has been found that out of 7 MDGs, the Project goal and outcomes are exactly in line with 5 MDGs. At the same time, the project goal and outcomes are so related to 7 SDGs out of 17:

Relevant MDGs	Relevant SDGs
1. Eradicate Extreme Poverty	1. No Poverty (1),
2. Achieve Universal Primary Education	2. Zero Hunger (2),
3. Promote Gender Equality	3. Good Health (3),
4. Reduce Child Mortality	4. Equality in Education (4)
5. Improve Maternal Health,	5. Gender Equality (5),
	6. Clean Water and Sanitation (6),
	7. Peace, Justice and Strong Institutions (16),

SWF management has rightly aligned and incorporated the Program objectives. The development interventions aim at addressing development problems resulting from high incidence of child and maternal mortality, illiteracy, food insecurity and natural resource degradation. Thus, the development components/projects are in line with national and regional plans and relevant to the needs of the target population. It is also along the demands/routines from the target communities of four upazilas namely Sunamganj Sadar, Bishwamverpur, Derai and Tahirpur under Sunamganj district.

ICDP’s health Program both curative and preventive tried in full extent to improve health and nutrition of mother and children-U5, to increase access to water and

sanitation for communities, and to raise awareness in health and nutrition aspects, by closely working with the GOs, NGOs and community partners. Education materials support for children of poor households, training and orientation for different educational stakeholders, skill training, IGAs, hardware support for water and sanitation are few to mention in the program adaption by ICDP. Moreover, ICDP has designed separate Programs to address the needs of the vulnerable communities, such as economic development project, Community Capacity Enhancement, Environmental Sustainability and Medical services and Gender Justice & Human Rights for their direct beneficiaries as they are the most vulnerable in the community.

## 5.2 Efficiency

Efficiency is the extent to which time or effort is well used for the intended task or purpose. It is often used with the specific purpose of relaying the capability of a specific application of effort to produce a specific outcome effectively with a minimum amount or quantity of waste, expense, or unnecessary effort. It is an important factor in determination of productivity. In this regard, the appropriate utilization of physical resources found to be optimum and satisfactory in term of usefulness. The learning process of the women beneficiaries in the training sessions has been found to be significantly effective for their empowerment. Women's participation in decision-making process at family and also at community level is praiseworthy. Overall, Program budgets were fully based on the respective outcomes and outputs. Budget allocations were aligned to the volume of planned Program activities as reflected in the respective population sizes and interventions.

Financial records of the project are kept separately for proper monitoring. Internal audits of the projects under ICDP were done for transparency of receipts and expenditures said by the project staff. Despite a multi-dimensional Program, budget control and monitoring was done very efficiently. ICDP management always tried to implement the Program with keeping the administrative cost as minimum as possible involving volunteers, POs and different local committees. All the stakeholders are well integrated and working together for their better life.

It has been found by the evaluation team that the ICDP management in general has requisite experience and capacity which has helped them to execute the project activities at the grassroots level. The production efficiency is generally high, different outputs such as training, workshops, day observation, had been organised efficiently. Important contributing factors were the high motivation and commitment of staff.

The systematic approach of a combined formulation of the project activities with the active participation of the communities has been the first step. This succeeded in energizing and developing a degree of ownership of the program for each POs as its own. A uniform organizational structure with adequate numbers of relatively qualified and experienced staff have been supported the implementation of the

project as found satisfactory. Structured M&E system is found better which has monitored and ensured that the program is being implemented in a logical manner. From the support of M&E the project has attempts to ensure the maintenance of a high degree of implementation efficiency.

In some FGD sessions participants highly appreciated the services they received so far but the question is whether it would contribute to sustainability or not. In one sentence it would difficult to draw a conclusion but the development of LSPs and their current status of services that provided among the service recipients could not satisfy other stakeholders/ beneficiaries.

### **5.3 Effectiveness**

The evaluation team has witnessed the progresses in development initiatives/components in bringing about changes that influenced the livelihood and environment of the community in general and of the target communities in particular. Activities have been implemented in line with the design document. Both qualitative and quantitative findings of this study confirmed that ICDP was identified the right target groups and areas. Target groups were selected based on the socio-economic status and target beneficiaries were selected through survey and wealth ranking method involving different community people. In general, the Program was effective in realizing most of the planned outcomes. It is also found that the initiatives have been taken to extending and sustaining (i) education, (ii) healthcare supports, (iii) increase nutrition status, (iv) women empowerment, (v) boost up crop, non-crop and vegetables production, livestock including demonstrations, other agriculture materials, (vi) extending skill training and involving the participants in employment generation process, (vii) establishing human rights, (viii) preventive and curative healthcare services through hospital services at the community level are such efforts those have opened up the scope of opportunities for human beings and play a great role to put them in the livelihood development process. This also helps to building their confidence and increases their capacities, especially of the poor and marginal families including women and children. This leads the respective household to send their children in school, to take nutritious food, to spend money in healthcare, to maintain the house environment-friendly. In line with these realities, it has been experienced that the project interventions are splendidly effective to change livelihoods of poor and marginal poor in the project area and thus to uplift socio-economic conditions of target people, especially the women and children.

As per findings of this study, almost all the targets against project outcomes and goals have been fulfilled. The POs will continue to provide a platform for sustained service delivery strengthening. However, still the community people/POs need to enhance 'ownership' feelings in order to carry on different well-being activities in future. A long term Strategic Plan needs to be in place to step forward by the POs.

Local institution/organization development (POs): Some changes is observed in empowering women members through inclusion in POs, violence against women, early marriage, family decision making, conflict management and dowry. However,

the achievements on livelihoods development through creating opportunities of alternative income options exclusively in case of women needed more efforts. In this regard role of POs is also important.

It is mentionable that, the base-line once was done in 2007 and in 2017 in covering a small area in comparison with the volume of ICDP coverage areas. Monitoring and evaluation can only play a significant role in the accountability process if measures to enhance learning are put in place. Through regular exchange of information, reporting, knowledge products, learning sessions and the evaluation management response system, information from monitoring and evaluation can be feedback into the learning process and planning. SWF will focus on learning from monitoring and evaluation to make a meaningful contribution to outcome achievement accountability and sustainability to encourage innovation for better results.

## 5.4 Impact

'Impact' is defined as the totality of effects of a development intervention, positive and/or negative, intended and/or unintended. In line with these facts and factors, impacts are being assessed. On the basis of these factors, it has been found that the target beneficiaries have become skilled and knowledgeable on the issues affecting their lives. The project interventions, involvement in household level farm and non-farm activities participants in production process ensured by ICDP have influenced the livelihoods of the targeted people. Increased nutritional status, literacy rate, children's enrolment in schools, household income, assets, food intake, disaster coping initiatives etc. played a vital role in changing socio-economic conditions of target people in the program area. Furthermore, increase of women leadership, raising voice of women, capacity to communicate with local government and administration by women were also important to take into account. Along with these, inter-personal relationships and communication among the women, PO leaders, and other community people and staff members made significant contribution in creating positive impact of the project. They are now well aware of poverty eradication, necessity of child education, immunization, safe drinking water, hygienic latrine, exclusive breastfeeding up to six months, timely and appropriate treatment of children with ARI, diarrhea and childhood immunization etc.

### *Changes happened*

The target beneficiaries, particularly the women consider the development interventions as changing factors in their lives and livelihood. The attitudinal changes of the target household members are visible and reflected the way they have explained the changes that, according to them, have changed their life remarkably. Other community people besides the target members have also been benefited through the interventions in place. Immunization coverage of children, nutritional measures, awareness building sessions, children's education etc. are extended throughout the community through which the people could somehow enjoy the benefits. Nevertheless, there are potential scopes to further enhance the initiatives for achieving better results and sustainability through widening close participation of the community people as a whole.

The changes among the PO members and women in particular have been felt while discussing various issues with them during the evaluation. They are now well aware of poverty eradication, family planning, necessity of child education, immunization, safe drinking water, hygienic latrine, etc. The PO members are empowered through running and managing group activities, generating savings and operating micro-credit program using their own group fund. Many of them have started to earn extra income and this is also contributing to the upliftment of their overall social status. The impact of women empowerment was also very significant in the local context. SWF provided training, formed POs which encouraged women to join the POs, do organizational work outside their home, to become leaders of POs, to involve in income generation activities etc. Many women, especially the members and leaders involved with POs really changed their livelihood pattern, participate in decision-making process at household level, and some have also developed capacity to participate in social program. These achievements have been in place, which are definitely the impacts of development program interventions taken by SWF during implementation of programs in 3 phases of ICDP in Sunamganj area.

According to FGD sessions with e PO leaders, they identified some changes those were happened in their areas during last 8 years. Those changes were further cross-checked with the staff of ICDP during discussion with them. The changes are as follows by sectors/ projects:

*"I never thought myself that being a 'Housewife' I would have chance to come out from my home boundary, work with the community people and to become a leader of a PO. But it has happened. I am now the renowned leader of a PO in my village. I also participate in various social programs in my area. This is like a 'dream' in my life. It has happened only because I have been in contact with SWF and later with the PO".*

**- Momtaj Begum, Secretary, Kiron PO shared her experiences during the FGD session at field.**

<p><b>Health</b></p> <ul style="list-style-type: none"> <li>• Increased use of hygienic latrine</li> <li>• Access to healthcare service centers</li> <li>• Nutrition development of the children and mothers</li> <li>• Decreased prevalence of diarrhea</li> <li>• Decreased prevalence of Pneumonia</li> <li>• Increased use of safe drinking water</li> <li>• Increased ANC and PNC visits of the mothers</li> </ul>	<p><b>Education</b></p> <ul style="list-style-type: none"> <li>• Increased literacy rate</li> <li>• Increased enrolment of girls, especially in Primary Schools</li> <li>• Reduced school dropout rate of the children</li> <li>• Increased higher education of the youths</li> </ul>
<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>• Change of agricultural variety in the area (potato, cucumber)</li> <li>• Increased kitchen gardening</li> <li>• Increased poultry, cow and goat (Black Bengal) rearing at household level</li> <li>• Increased household income (from diversified income sources)</li> <li>• Increased use of improved technology in agriculture fields</li> </ul>	<p><b>Gender Justice and Human Rights</b></p> <ul style="list-style-type: none"> <li>• Developed female leadership</li> <li>• Females are now entrepreneurs</li> <li>• Developed children's leadership</li> <li>• Established women human rights</li> <li>• Established child rights</li> <li>• Formation of People's organization in participation with male-female</li> <li>• Women's participation in decision-making at household and community level</li> <li>• Decreased early marriage</li> <li>• Increased women's empowerment</li> </ul>

## 5.5 Sustainability

Sustainability is an ability or capacity of something to be maintained or to sustain itself. In ICDP development context, sustainability relates with the queries like to what extent interventions supported by local institutions are well integrated with local social and cultural conditions, whether the POs have the financial capacity to maintain the benefits from the intervention when SWF / Donor support would be withdrawn, whether the impact encompasses real stakeholder's ownership, effective support by local communities, civil societies and local authorities.

### *Sustainability of People's Organizations (POs):*

As per design, one of the ICDP's main strategies was to develop committees/groups and local leadership, develop partnership, continued sensitizing and awareness developing, demonstrating through doing, performing advocacies etc., and all these helped develop ownership and creating long lasting impact. It is generally believed that developing partnership for implementation of development program among POs and private sectors is better approach than doing on its own, so far sustainability is concerned.

In ICDP, POs are well functioning and have regular plan of action. There exist 18 POs. ICDP worked for strengthening the capacity of POs providing different means and maintained linkages with the community people, government registered organizations and other community based organizations/ NGOs etc. The members of these various groups have ownership feelings on their own organization. Still the organizations(POs) have not their own land or office, however, 10 POs (Grade A) have their own offices on others land with a contract basis and another 8 POs are running their activities in hired offices. It is to be mentioned here that most of the members of the 18 committees are also the members of village level groups. Before withdrawing SWF's

interventions from this area, a long-term plan needs to be developed in order to continue the work by the POs in the long run. However, out of 18 POs, 10 (56%) are functioning with excellent management (Grade A). They are financially solvent, have assets and capable of to run activities on their own even after phasing out of ICDP activities. Other 7 (39%) are with Grade B. They would have to develop capacity on organizational and financial management and to become as Grade- A. The rest 1 (5%) is with Grade C in Derai Upazila. So, of the 18 POs, 8(44%) are still at their average management and will take time to build the capacity to run PO activities.

Upazila	No. of POs by Grade			Total
	Grade A	Grade B	Grade C	
Bishwambarpur	1	3	0	4
Derai	3	1	1	5
Sunamgonj Sadar	4	1	0	5
Tahirpur	2	2	0	4
<b>Total</b>	<b>10</b>	<b>7</b>	<b>1</b>	<b>18</b>

People's organizations have relations with the government officials, but, however, participation in government decision making level has not yet been established. There is no opportunity at this stage to monitor government, especially the Union



Parishad's (UP's) performance and to hold government accountable for communities. As per present situation, PO members need more skills and technical knowledge how to 'monitor' government's/ UP's performance. It is not that easy. It would take some more time to develop skills and activate the PO leaders to do so.

Community people, PO leaders, public representatives and the government can solve collective actions at community level without SWF's interventions. However,

*"It is true that ICDP is going to withdraw its program from next December 2019. ICDP staff came to visit us and made it clear to everybody of us. But one thing I can assure that what knowledge it has developed among the community people, PO members, youths, women/ mothers that would never be finished. However, I also feel that ICDP should continue at least more two years to strengthen POs. As I see, after withdrawing support from the donor, some POs, committees and the related members will be dropped out. SWF as a whole should think of it importantly".*

**—A Leader of PO from Bishwamverpur Upazila.**

where there is a question of monetary need, then it's a problem and the actors are not interested to do the collective actions.

As per government officers, seeking information from government departments in agriculture issues, seeking vaccination for livestock, searching improved seed and modern crop cultivation technologies by the households, awareness of nutrition by mothers are in growing stage. Sustainable efforts or practices have also been seen as some of the POs also mentioned they worked together as well do fund raising activities when there is a crisis in their locality.

However, when discussed, it has been found that some of the community leaders/ public representatives thought about the sustainability issues and as per their experiences, they raised some future issues, which are as follows:

**Local ownership:** ICDP identified the priority in designing/developing and implementing the development interventions with involving the local stakeholders keeping community development as whole in the center of the program. Voices of the beneficiaries have been adequately listened and given importance during program design and necessary steps of fine-tuning. These created an ownership culture for the programs among the target people. As revealed from the discussion with all categories of stakeholders, it has been revealed that the staff members of the SWF continually hold meetings, discussions and sharing sessions with the community. However, establishing 'ownership' by the community people on development program interventions, it will take time to fully ensure it. In this regard, SWF needs to do more work in this area, especially on local ownership in particular.

**Partnering:** It has been experienced that the community people, PO leaders, public representatives and the government departments try to do work and give importance collective actions at community level without SWF interventions. But when discussed, it has been realized that in case of a monetary needs there will remain problem and the actors would be less interested in the collective actions. Despite the contribution made by various community based committees and forums,

it has been evidenced that the health care services need to be improved and scaled-up. To make these benefits sustainable and greater, the POs along with the community people in together need to continue their efforts to take development initiatives in collaboration with GOs and NGOs. It is also expected that the POs will have close coordination with the community people. Poor performing POs and should be supported for increasing their strength for sustainable achievements.

**Transformed Relationship:** Through organizing formal informal events like meeting, gathering, day observation, orientation sessions, training and workshops all categories of people in the community have been sensitized about importance of social harmony, cohesion and trust for better living and improved environment in the community. Sometimes issues were raised with local leaders/representatives for maintaining harmony and cohesion at community level. Nevertheless, this trend would have to be continued by the POs and other community committee, if any, along with the community people as a whole. A upward relationship development trend has been seen in the community as well at the family level, for examples, FGD with caregivers and local representative strongly agreed that community members care for each other and they work together in a supportive way and provide assistance and are able to resolve conflicts if arise.

**Local and National Advocacy:** Some advocacy events have been organized by the SWF management including POs and other community level committees and those are limited to local level only. For example, national and international days are being observed. In addition to this, POs have arranged a number of events within the Upazila to sensitize the government and NGO officials, local leaders, communities about the community development and related issues. Along with these efforts, there is a need to do advocacy at regional/ district and national level, where appropriate.

**Household and Family Resilience:** Families and households are now acquainted to develop resilience to changing shocks and stresses. They are now in a better position or equipped to deal with resilience, disasters, shocks etc. A large proportion of people who faced a disaster were able to recover and now live better than before or at the level they did before.

ICDP provided skills training for the beneficiaries, which created opportunities for increased earning of the household which was need based and demand oriented. Overall, ICDP has been created opportunities for an increased access to livelihood issues as health education, nutrition and economic condition. Involvement of borrowers (members) in POs' micro-finance program has been increased as they have been availed loan with relatively low interest rate. This could open new windows for IGAs for household members. It is expected that this trend will be continued.

### **The First Indigenous Woman Elected in Local Govt**

Well-known for its natural beauty and resources, Thirpur Upazila of Sunamganj district is situated by the lap of north-east Meghalaya hills of India. The Jadukata River is flowing through Thirpur Upazila giving it more serene look. The Karoigara village under North Barodal union of this upazila is also loved by all for its scenic beauty. Sussoma Jambil, an indigenous woman, also a local government member lives in this beautiful village. Her ancestors have been living in this village since long years back.

Sancred Welfare Foundation (SWF) has been working for better life of the poor and marginalized people of this Upazila since 2007. The SWF is providing supports to the indigenous community in health, livelihood, education, gender and human rights sectors under ICDP project. For ensuring sustainable development of indigenous community, ICDP formed a People's Organization (PO) named "Surma Krishi Cooperative Society Ltd" in 2012. Later on, the PO has been registered under the Cooperative Department of Government in 2015. The PO is now playing an important role for development of this community. Sussoma Jambil is the Chairman of this PO from beginning. She has been leading this PO very successfully.

Sussoma Jambil (37) lives with her husband Rupon Raksam, two daughters and one son. Her husband runs a grocery shop in their village. Her father Rabindra Raksam also lives in the same village. Sussoma is the youngest among her four siblings. Being the Chairman of the PO, Sussoma is also working as a development worker in Malaria program of BRAC. Her daughters and son are studying in school.

The living condition of the people in this village is very poor due to dire communication, natural disaster and lack of employment opportunity. Seeing the poor condition of her community Sussoma decided to contest in the local government election, so that the indigenous community of her village gets access to the government facilities and services. The indigenous members of the PO got united and worked for their PO leader Sussoma Jambil to win the election in 2016. With her hard work and support from the community, Sussoma won the election and got elected as a member of Upazila Parishad. She soon became well-known and popular in the community for her active societal role and political awareness. She is always helpful to the community people. She listens to their problems and tries to address them. Sussoma is loved by all for her honesty, sincerity and good leadership. The people consider Sussoma's victory as the victory of whole indigenous community of the village. Sussoma admits that she would not be able to achieve this success if she would not become the Chairman of the Peoples Organization (PO). She is grateful to Sancred- ICDP project and community people for their generous support to her success.



## SECTION 6

### Recommendations

Recommendations are based on information generated through the evaluation process. The recommendations are put forwarded aiming mainly at the ICDP, roles of POs and other community committees, strengthening partnership at local level, networking and ownership to sustain the results already achieved through implementation of project activities of ICDP.

1. After withdrawing support by SWF from this area, transfer of responsibilities, as per plan of the ICDP, People's Organizations (POs) would take the main responsibilities. In this regard, after the transition, in order to meet challenges, the community should be united, POs should run the activities in a regular basis, linkages/networks should be continued among the different NGOs, public representatives and government officials with the PO leaders. Challenges could then be expelled.
2. At the community level, even at Union Parishad and at government officials level, everybody thinks that the POs are of the organizations of SWF. And so, it should further nurse and develop the POs even after closure of its Program from Sunamganj.
3. A successful partnership needs to be developed by POs with Upazila government departments, NGOs, and other potential private sectors. Existing community groups would also have to be entangled with this process.
4. Before closing of activities of ICDP, SWF should develop the 'Action Plan' coinciding with the Strategic Plan made earlier for POs. This plan would guide the POs to continue activities for sustainability of results already achieved.
5. The present fund status of all POs is not that praiseworthy. A PO should generate more fund of its own.
6. Even after transition, with limited tasks, SWF can remain as a 'consultative' organization for the POs, Integrated Farm and for the Hospital management until the institutional development takes its shape.
7. It is recommended that a post program review may be conducted after one year of the ICDP transition or complete withdrawal from Sunamganj area. This would give a more realistic picture of the functioning, independence, sustainability, and impacts of the POs in the community.
8. PO leaders 'own' their organizations, but ownership of programs, ownership of other community people besides PO members would still take time. It will need more efforts to make the community people understand about the importance of POs in the community. In this regard, some regular dialogue session, gathering need to be organized among the PO leaders and the community leaders.
9. The "A" grade POs are performing social development activities (Awareness campaign on women, girls, child and youth rights, environment and climate,

- child marriage, domestic violence against women and girls etc.) in a small scale. These initiatives should be continued and enhanced.
10. Some advocacy events have been organized by the ICDP management including POs and other community level committees and those are limited to local level only. There is a need to do advocacy at regional/ district and national level, where appropriate.
  11. The development of organizational capacities, linkages and networking with government, non-government and private sectors, continued development of financial resources, political power and advocacy should be included as important elements of the PO approach. POs should maintain regular and continuous linkages and establish networking with government, non-government and private sectors for resource mobilization.
  12. To continue the activities of Integrated Farm it is needed to increase the local income and decrease the dependency on SWF. As per status in December 2018, 32% income was made from ICDP fund. This should be made 'zero' in the coming years. SWF thinks it to make it zero in the year 2022. Action Plan should be developed as such.
  13. For continuation of Hospital program, it is needed to increase local income (service selling) and to make 'zero' of SWF fund. In December 2018, it was found that the ICDP fund was 28.5% out of the total income taka 5,455,508. As per plan of SWF, in 2022 it would be 'zero'. Hospital management should develop the action plan in a 'SMART' way to achieve this.
  14. Some achievements on gender/women's development, education, household income etc. are much appreciable, however, in cases of protecting early marriage, polygamy, divorce, more awareness building initiatives should be undertaken by the POs. PO leaders should be more aware and activated on establishing child rights, especially the role of POs and actions to be taken by POs in coordination with government law and enforcement departments.
  15. Families and households are now acquainted to develop resilience to changing shocks and stresses. However, people in this area are facing different types of problems, disasters and shocks. Data shows that almost one third of the disaster affected households are vulnerable to deprivation (as they sold or borrowed assets, land/seed, stop sending children to school as coping strategy). Caregivers' knowledge level of handling pre/post/during disaster event is found low to moderate. In addition, use of modern technologies in agricultural is limited. SWF Head office, ICDP and DMCs at all level should work together and develop clear mechanisms of linking committees/community people with other NGOs and government initiatives to ensure adequate services are available and awareness level can be further enhanced.
  16. Value chain program is one of tested program which are replicating by many development organizations. Forward and backward linkages and actors based program to be designed for leveraging its income and employment opportunity.

## SECTION 7

### Conclusion

SANCREd Welfare Foundation (SWF) model shows that community-based empowerment is an attainable goal, and is a valuable approach to reach the destiny. The evaluation findings put forward that ICDP interventions have been generally successful on many counts but there remains some challenges. As a result of health project implementation, rate for fully immunized children increased, prevalence rate of diarrhea decreased, household income increased than baseline findings. Food intake, sources of stable income, capacity to reduce risk during and after disaster, disaster coping strategies are the evidence of changes.

During FGD sessions with the community people, many social development leaders have expressed their satisfaction on the development programs of SANCREd. They appreciated the efforts of ICDP those were taken place in health sector, agricultural sector and women development

*“Among all the NGOs working in this upazila, SANCREd is the only pioneer to implement socio-economic program, health and nutrition program in its working area. As a community leader, I do appreciate the efforts and sincerity of SANCREd to develop mothers’ health in the remote rural areas. ICDP contributed a lot in agricultural sector, developed people’s organization at the unions. When other organizations are too busy with only credit program, but at this situation SANCREd is dedicated to do social development program, humanitarian program. We never think of losing the support of SANCREd in our area”.*

sectors. ICDP had always been ahead of developing child nutrition, extending doorstep support to the pregnant and lactating mothers, child immunization, water and sanitation and so on. Upazila Cooperative Officer and Upazila Fisheries officer during discussions with them in their office with the evaluation team member mentioned about their involvement with ICDP, about impacts of developing people’s organizations, health program of SWF and concluded saying that they would always extend their support even if there would be no support from SWF in this upazila.

Data clearly suggests changes have taken places in the lives of the people of the program area. These changes have taken place through consistent efforts of ICDP in the previous years. The Development Groups turned into POs have been found taking initiative to help the poorest run small businesses by extending credit facilities, participate in campaigns organized by the government etc. The PO members observe changes in their livelihoods and in their environment.

#### Government’s Policy, Attitudes and Expectation from the Project

The line ministries of the Government (health, agriculture, livestock, fisheries, education etc.) have field level offices at the upazila and district level and their prime role is to provide services to the community. However, as government officials’ motivation is important that create impediments to provide service, especially due to unwillingness of a numbers of staff in staying at their respective working as the area is somehow isolated. On the reverse, SWF has been working for decades in those remote locations. SWF is a well-known in the area for health and other services as well as mobilizing community for rights. The Government administration considers SWF as a development partner.