

# DALIT EMPOWERMENT AND INCLUSION PROJECT (DEIP)

SEPTEMBER 2003 – AUGUST 2006

## PROJECT COMPLETION REPORT



Dalit NGO Federation (DNF) Nepal

September 2006

**SUBMITTED TO**

**ENABLING STATE PROGRAMME/ DFID**

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This report has been prepared under the leadership of Mr Hira Viswakarma and with the support of Mr Arka Raj Timsina, with technical inputs from Mr Atul Shrestha, Mr Surendra Dhaubadel, and under the advisory role of Mr Tej Bahadur Sunar. The team was supported fully by all implementing Dalit NGOs of DEIP - JMC, JUP, NNDSWO, FEDO, DWO, OCUC, and DSBM and their respective district chapters in the 6 districts for the preparation of this report.

## Acknowledgment

DNF would like to acknowledge inputs and efforts of various institutions, organizations, and people who have had significant contribution in successful completion of DEIP.

First of all DNF would like to express its sincere gratitude to The British Government and its people for granting a project for a genuine cause in Nepal. The enthusiasm and positive feelings towards the Dalit communities of Nepal shown explicitly by the head of DFID and the governance advisors is commendable.

DNF expresses deep appreciation to DFID/ ESP for providing continuous support in terms of its efforts towards the benefits of the Dalit Community at large. The role of DFID/ ESP in promoting the issues of inclusion and uplifting the efforts that contribute towards mainstreaming of Dalit agenda at the national and international level has been significant. DNF recognizes the untiring efforts of ESP Programme Manager, Ms Bandana Risal towards successful implementation of DEIP. DNF would very much like to appreciate the direction and inputs of Ms Jasmine Rajbhandari, Social Development Advisor, DFID towards gearing the project in the right direction. The project benefited to a large extent from her expert direction from the time when DEIP was being conceptualized.

The project would like to appreciate the effort and commitment of Project Advisory Committee (PAC) members by enabling the project to lead towards the right direction. The project individually acknowledges the efforts of Mr D B Sagar Biswokarma, Chairperson PAC and all other PAC members – Dr Jit Gurung, Independent Dalit Expert; Ms Bandana Risal, ESP; Mr Raju Joshi, Representative of SWC; Ms Durga Sob and Mr Hari Gandhari, Member Secretaries of National Dalit Commission; Ms Usha Kharel and Mr Murari Kharel, Representatives from NHRC; Mr Suklal Nepali, Vice President, DNF; and Mr Tej Sunar, Executive Director, DNF.

The project recognizes the efforts of DNF executive board who have been instrumental throughout the project period. DNF Board played a significant role in conceptualizing this initiative.

Likewise the consortium Dalit NGOs namely, NNDSWO, FEDO, DWO, JMC, JUP, OCUC, and DSBM and their district chapters in Surkhet, Kapilvastu, Saptari, Mahottari, Gulmi, and Baitadi have played a significant role from the very onset of this enterprising initiative and have provided active support to materialize this project. The same NGOs have been very active at the national as well as local level during DEIP implementation. Without such an active role in implementation, the envisaged objectives of this project would not have been achieved leading to a momentum of the Dalit movement at large.

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towards the Dalit community by kindly accepting the role of District Consultative Committee (DCC) members and effectively contributing as watch bodies at the grassroots level.

Likewise, the project recognizes the significant inputs of district watch bodies comprising of District branches of Nepal Federation of Journalists; District BAR Association; and District level Human Rights Organizations.

Local and National Media have played a significant role in the implementation of policy influencing activities.

DNF would like to thank Social Welfare Council (SWC) for its strong support in lobbying and advocating the issues of Dalits and Dalit NGOs.

The effort of all the consultants who have provided professional technical expertise to enhance quality in project implementation is highly acknowledged.

The project would like to thank all those institutions, organizations, and individuals who have contributed in one way or another towards its successful completion.

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Finally the primary beneficiaries, people of the Dalit Community, have actively supported the idea, expressed their notion, and showed their commitment in working towards a better future. The community fully supported the project staff, treated them like their family, and contributed to a large extent in creating a conducive environment only under which this initiative was meaningful. The initiative was conceptualized to cater to the needs of the Dalit community and their cooperation and great efforts have been valuable not only in realizing the project objectives, but also in giving the whole movement a right direction.

Tej Bahadur Sunar  
Secretary, DNF  
Project Director, DEIP

## Acronyms

ANWU	All Nepal Women Union
AOR	Activity to Output Review
APPSP	Agriculture Perspective Plan Support Programme
CDO	Chief District Officer
CEP	Community Enabling Programme
CERD	UN Committee on Elimination of Racial Discrimination
CF	Community Facilitator
CFUG	Community Forest User Group
CTEVT	Council for Technical and Vocational Training
DADO	District Agriculture Development Officer
DAO	District Administration Office
DBA	District Bar Association
DC	District Coordinator
DCC	District Consultative Committee
DDC	Dalit Development Committee
DDC	District Development Committee
DEC	District Education Committees
DEIP	Dalit Empowerment and Inclusion Project
DFID	Department for International Development
DHRPN	Dalit Human Rights Protection Network
DHRWF	Dalit Human Rights Watch Forum
DNF	Dalit NGO Federation
DNGO	Dalit Non-Government Organization
DSBM	Dalit Samaj Bikas Manch
DSDF	Dalit Social Development Forum
DUS	Dalit Utthan Samaj
DWO	Dalit Welfare Organization
EPIC	Empowerment and Policy and Institutional Change
ESP	Enabling State Programme
FEDO	Feminist Dalit Organization
FNCCI	Federation of Nepalese Chamber of Commerce and Industry
FNJ	Federation of Nepalese Journalist's Association
GBP	Great Britain Pound
GN	Government of Nepal
GO	Government Organization
HMGN	His Majesty's Government of Nepal
HRD	Human Resource Development
IA	Implementing Agency
ICERD	International Convention for Elimination of Racial Discrimination
IDSN	International Dalit Solidarity Network
IG	Income Generating
INSEC	Informal Service Sector Centre
JFN	Janjati Federation Nepal
JMC	Jagaran Media Center
JUP	Jana Utthan Pratisthan
KTC	Kathmandu Training Centre
LDF	Local Development Fund

LDO	Local Development Officer
LSI	Livelihood and Social Inclusion Frame Work
MLD	Ministry of Local Development
MSA	Management Support Agency
MSR	Multi-disciplinary Services and Rehabilitation
NACDOR	National Conference of Dalit Organizations
NCDHR	National Coalition for Dalit Human Rights
NCP-M	Nepal Communist Party – Maoist
NDC	National Dalit Commission
NDNGO	National Dalit Non-Government Organization
NGO	Non-Government Organization
NHRC	National Human Rights Commission
NNDSWO	National Network for Depressed Social Welfare Organization
NPC	National Planning Commission
NRS	Nepali Rupees
OCUC	Oppressed Community Upliftment Centre
OHCHR	Office of the United Nations High Commissioner for Human Rights
OPR	Output to Purpose Review
PAC	Project Advisory Committee
PAF	Poverty Alleviation Fund
PMT	Project Management Team
PPTS	Participants
SAP	South Asia Pacific
SLC	School Leaving Certificate
SMCs	School Management Committees
SSDC	Siddhartha Social Development Centre
SWC	Social Welfare Council
SYB	Start Your Business
TMS	Total Management Services
ToT	Training of Trainers
UML	United Marxist Leninist
UN	United Nations
UNDP	United Nations Development Programme
VDC	Village Development Committee
WSF	World Social Forum

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## Basic Data

Agency	Dalit NGO Federation
Country	Nepal
Project Name	DEIP
DFID Reference	AG
Approved Budget	£1,212,685

## Progress Reports

The project has submitted regular quarterly reports to ESP through DNF. The quarterly reports included

1. Financial statement for the quarter
2. Spend report
3. Activity Report
4. Quarterly Fund request
5. Activity plan

## **I. PROJECT DESCRIPTION**

### **A. PROJECT TITLE**

- 1) "Dalit Empowerment and Inclusion Project (DEIP)"  
The project title in Nepali is 'Dalit Sashaktikaran ra Samaveshikaran Pariyojana' with the word Sashaktikaran meaning 'empowerment' and 'Samaveshikaran' meaning inclusion in the sense of mainstreaming.
- 2) During the inception review mission, (December 2003) a thorough discussion was held to include the component of inclusion in the project. The workshop amended the name from 'Integration' to Inclusion as it was realized that 'Integration' is a higher level of goal and may not be realized in the project's lifetime. It also gave a mandate to formulate EPIC (Empowerment, Policy and Institutional Change) strategy to achieve the project goals and objectives. Hence all major stakeholders agreed to name the project "Dalit Empowerment and Inclusion Project (DEIP)" which was "Dalit Empowerment and Integration Project" initially. The workshop had a participation of Senior Governance Advisor of DFID, Social Development Advisor/ Lead Social Scientist of The World Bank, ESP Satellite Project Support Manager, ESP Programme Coordinator, DNF officials, Consortium DNGO representatives, TMS officials, and entire DEIP team.

### **B. BRIEF DESCRIPTION**

- 3) Dalit Empowerment and Inclusion Project (DEIP) was funded by DFID/ESP, owned and promoted by Dalit NGO Federation of Nepal (DNF). For technical and management support, Total Management Services (TMS) was appointed as Management Support Agency by DNF. DEIP came into existence with the aim to mainstream Dalits of Nepal into socio-economic and political processes. The project was implemented at the national and local level by NNDSWO and its district chapter in Surkhet; FEDO and its district chapter in Kapilvastu; DWO and its district chapter in Saptari; JUP and its district chapter in Mahottari; JMC; OCUC in Gulmi; and DSBM in Baitadi.
- 4) The 6 districts were selected for DEIP based on a thorough analysis and discussion which would represent both hill and Terai Dalit community and would cover all five development regions of Nepal.
- 5) The major thematic areas under which the project was implemented were – organizational capacity building of the Dalit NGOs and national level policy influencing; and social and economic empowerment at the districts.

### **C. PROJECT RATIONALE**

- 6) Dalits are Nepal's most disadvantaged large group. They make up more than 13<sup>1</sup> percent of the population and are socially excluded, and economically and politically marginalised. The growth of Dalit civil society since 1990 has led to the development of a Dalit agenda with the goal of improving the living standards of Nepal's Dalits and inclusion into the mainstream of Nepalese society. This agenda has three components of ending caste discrimination, improving Dalit's economic status, and increasing Dalit participation in political and socioeconomic processes. This project took the third agenda issue as the core problem it would address. HMGN, Dalit civil society, and the donors have recognized this problem as an increasingly important governance challenge for Nepal.

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<sup>1</sup> More than 20% as per the Demographic Survey conducted by NNDSWO in 2005

7) Before DEIP was initiated, most other Dalit development initiatives have concentrated on one sector such as increasing school attendance or income generation. Dalit Empowerment and Inclusion Project took an integrated approach to addressing the core problem by working with the main national Dalit organisations to bring about the fundamental changes needed to increase Dalit participation. The outputs of the project had significant impact on the capacity of national and local Dalit civil society to implement Dalit development programmes. Dalit civil society only has limited capacity and has lacked the resources to run such programmes.

8) Because of the extent to which Nepal's Dalits have suffered from exclusion and poverty, including exclusion from the benefits of mainstream development programmes, the project supported 48 programmes to empower and integrate Dalit communities. The aim was to give Dalit people the chance to directly participate in the project to build up their confidence and abilities to empower themselves.

9) The main focus of the project was on empowering Nepal's Dalits and their inclusion into mainstream Nepalese society. Both empowerment and inclusion are needed to overcome Dalit's marginalisation and poverty. Empowerment alone cannot achieve the fundamental changes that are needed to overcome the deep-rooted hindrances to Dalit development. Inclusion is crucial for Dalits to enable them to contribute to, and be part of, the process of bringing about pro-poor change. DEIP was about providing a consortium of six main national Dalit NGOs with a one-off opportunity to, i) better contribute to mainstreaming Nepal's Dalits, and ii) to give improved support to their district Dalit NGO partners.

Project duration : Three years  
Total budget : £1,212,685  
Project Location : At the centre, nationwide, and in six districts with three hill districts – Surkhet; Gulmi; and Baitadi, and three Terai districts – Kapilvastu; Saptari; and Mahottari

## D. GOVERNANCE AREA(S)

10) DEIP falls under area 1 and area 3 of DFID/ESP's Governance areas

Area 1: 'Better and more participatory political systems, which provide opportunities for all people, including the poor and disadvantaged, and civil society to influence government policy and practice.'

Area 3: 'More and better pro-poor policies and the improved provision and management of the resources needed to implement these policies.'

## E. PROJECT PURPOSE

11) The originally envisaged purpose "*National level Dalit organisations better able to impact and achieve the Dalit agenda through empowerment and integration*" was thoroughly discussed during the inception mission and it was agreed that the purpose of the project be revised to "**National level Dalit organizations better able to define and achieve the core Dalit agenda of empowerment and policy and institutional change**" highlighting the Empowerment and Policy and Institutional Change component which the project has to address.

## **F. PROJECT OUTPUTS**

12) The inception mission also discussed in detail the four outputs which were originally envisaged and cited in the original project document prepared on March 2003.

- Output 1: National Dalit organisations are better managed and resourced and facilitating enhanced management of local DNGOs
- Output 2: National Dalit organisations effectively facilitating Dalit mainstreaming through advocacy and education programmes, both themselves and through local DNGOs
- Output 3: National Dalit organisations effectively facilitating social, political and economic empowerment and integration programmes, mainly through local DNGOs
- Output 4: National Dalit organisations better able to represent Dalit views and issues to government, political parties, donors, other decision makers, and the media

13) The four outputs were critically analyzed by the mission and it was agreed that the project would have the following three outputs

- Output 1: National Dalit organisations better managed and resourced and facilitating enhanced management of local DNGOs
- Output 2: National level Dalit organisations effectively driving the Dalit policy and institutional change agenda at national and district level
- Output 3: National level DNGOs effectively facilitating livelihoods and mobilisation empowerment programmes, mainly through local DNGOs

## G. PROJECT LOG FRAME

14) The change in the title, purpose, and outputs resulted in revision of project framework. The revised project log frame revised on May 2004 is show below

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><b>GOAL:</b> Increased Dalit participation in socioeconomic and political processes</p>	<p>A measurable decrease in discrimination against Dalits</p> <p>Dalits participation in the socioeconomic and political process is significantly increased</p>	<p>HMGN and donor assessment reports</p> <p>Human Rights reports</p>	
<p><b>PURPOSE:</b> National level Dalit NGOs better able to define and achieve the core Dalit agenda of empowerment and policy and institutional change</p> <p><u>Note:</u> Empowerment and Policy and Institutional Change = EPIC</p>	<p>National level DNGOs operating more transparently, accountably and effectively, and better responding to priorities and concerns of local DNGOs by mid project</p> <p>Core Dalit agenda (EPIC) defined and agreed by national level DNGOs by end of year 1</p> <p>'EPIC' strategy, with benchmarks, implemented and monitored at local, district and national levels by mid project</p> <p>Formal ties between national level DNGOs and national policy making bodies (eg Dalit affairs section of NPC, District Education Committees, and the Dalit Development Committees under MLD) by mid project</p>	<p>Audit of national level DNGOs to measure transparency, accountability, levels of communication with responsiveness to local DNGOs</p> <p>Client satisfaction survey of local DNGOs</p> <p>OPR and final evaluation measures progress towards livelihood empowerment, mobilisation empowerment, and policy and institutional change</p> <p><u>NOTE:</u> Possible elements of 'EPIC' strategy could be: Local level - local DNGOs accessing Poverty Alleviation Fund (PAF) to scale up DEIP/CEP activities District level - local DNGOs influence district level affirmative action policy and implementation National level - (i) National Dalit Commission (NDC) Act passed to establish an autonomous commission, not beholden to political parties; (ii) affirmative action plan increases Dalit representation in civil service; and (iii) National Planning Commission (NPC) 'poverty monitoring system' contains measures of progress on Dalit empowerment and inclusion in national decision making</p>	<p>Government maintains commitment to improve status and livelihoods of Dalits</p>
<p><b>OUTPUTS:</b> 1. National Dalit organisations better managed and resourced and facilitating enhanced management of local DNGOs</p>	<p>1.1 DNGOs' strengths and weaknesses successfully identified</p> <p>1.2 National level DNGOs show clear improvements in overall management, resourcing and support to local DNGOs</p> <p>1.3 National level DNGOs have management systems in place by end Y1 and fully operational by end Y2, and have agreed strategic plans (incorporating HRD and diversity strategies) being implemented</p> <p>1.4 1.4 All national level DNGO management staff - including at least 25% women - complete management training programme by end Y1</p> <p>1.5 1.5 Pilot management systems developed for the focal point district</p>	<p>Comprehensive management audits of national level DNGOs</p> <p>Project reports</p> <p>Independent assessment reports</p> <p>Output to purpose review report</p> <p>Direct and independent consultation/monitoring with local Dalit NGOs</p> <p>National DNGO reports</p> <p>Interaction meeting reports</p> <p>Project activity publications</p> <p>Dalit Status Yearbook</p> <p>Advocacy audit</p> <p>Communications audit</p> <p>Constituency audit</p> <p>Project reports</p> <p>Independent assessment reports</p>	<p>Both national and local DNGOs continue to feel they have ownership of the project and are willing to change towards greater professionalism</p> <p>There is effective organisational development and cooperation within and between all Dalit organisations</p>

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>2. National level Dalit organisations effectively driving the Dalit policy and institutional change agenda at national and district level.</p> <p>3. National level DNGOs effectively facilitating livelihoods and mobilisation empowerment programmes, mainly through local DNGOs.</p>	<p>based DNGOs by end Y2</p> <p>2.1 National Dalit influencing strategy (covering advocacy, communications and constituency development) with action plan developed by end of Y1. <i>(Clear linkage with EPIC to be established)</i></p> <p>2.2 90 representatives of national and local DNGOs whom 50% are women gain knowledge and skills to develop and carry out advocacy programmes by mid term</p> <p>2.3 Monitoring indicators developed for advocacy activities.</p> <p>2.4 National DNGOs and beneficiaries consulted on Dalit issues and views by government, donors, other decision makers, and the media</p> <p>2.5 Affirmative action policy formulated and implemented by government</p> <p>2.6 Pro Dalit policies incorporated by donors, political parties, other decision makers and the media</p> <p>3.1 National DNGO representatives - 50% of whom are women - trained in livelihoods and rights based processes by end Y1</p> <p>3.2 96 community facilitators and 72 local DNGO members trained in livelihoods and rights based processes by end Y1</p> <p>3.3 Local livelihoods and rights issues identified during Y1</p> <p>3.4 DNGO members apply global anti-discrimination approaches in their activities</p> <p>3.5 Watchdog groups successfully holding accountable, and making representations to, national and local level government bodies and other decision makers</p> <p>3.6 All Dalit community enabling programmes judged successful using participatory methods including community audits</p> <p>3.7 Demographic and socio-economic profile of Dalits in 6 project districts, and profile of DNGOs in Nepal produced and disseminated by project end</p> <p>3.8 500 Dalit families earning higher level of income through income generating opportunities</p>	<p>Output to purpose review report Direct and independent consultation/monitoring with local Dalit NGOs National DNGO reports Interaction meeting reports Project activity publications Dalit Status Yearbook</p> <p>Participatory assessment reports Project reports Independent assessment reports Output to purpose review report Direct and independent consultation/monitoring with local Dalit NGOs National DNGO reports Interaction meeting reports Project activity publications Dalit Status Yearbook</p>	<p>Equal representation accepted in the political and socio-economic process</p> <p>Reservation accepted as legitimate means to mainstream Dalits</p> <p>Intra discrimination between Dalit communities is reduced</p> <p>Dalit political organisation cease serving interests of elites</p> <p>Improved coordination and communication among programmes and projects working for the Dalit cause</p>

NARRATIVE SUMMARY	COSTS AND INPUTS	ASSUMPTIONS
<p><b>ACTIVITIES</b></p> <p><b>Management</b> Organational assessment of the 6 consortium national DNGOs at project beginning and end Management training programmes for key senior personnel of 6 national DNGOs (18 ppts of whom at least 5 participants will be female) Financial management training programmes for key senior personnel of 6 national DNGOs (18 ppts of whom at least 5 participants will be female) Quality control training programmes for key senior personnel of 6 national DNGOs (12 ppts of whom at least 5 participants will be female) and DEIP staff (12 ppts of whom at least 5 participants will be female) Organisational assessment and training needs analysis of local DNGOs in project districts (24 organisations) Management training programmes for local DNGOs (72 ppts of whom at least 25 participants will be female) Financial management training programmes for local DNGOs (72 ppts of whom at least 25 participants will be female) Strategic planning (incorporating HRD and diversity strategies) training and support provided for 6 national DNGOs (18 ppts of whom at least 5 participants will be female) Strategic planning (incorporating HRD and diversity strategies) training and support provided for 6 local DNGOs (18 ppts of whom at least 5 participants will be female)</p> <p><b>Influencing Policy and Institutional Change</b> Development of Influencing Strategy Affirmative action support activities implemented at local level Advocacy skills training programme for local and national DNGO members (90 ppts of whom at least 30 participants will be female) Dissemination and implementation of Influencing Strategy at local and national levels Monitoring indicators developed for policy and institutional change activities Bimonthly interaction meetings between the lower house's Population and Social and Human Rights Committees; the upper house's Social Justice Committee; the Dalit Commission; and national DNGOs (200 ppts) 6 interaction meetings between the National Planning Commission members and national DNGOs (100 ppts, 30% of whom are women) 6 interaction meetings between senior HMGN officials, major donors and national DNGOs (100 ppts) 6 'media alliance' interaction meetings with mainstream (non-Dalit) journalists and national DNGOs (100 ppts 20% of whom are women) to sensitise then about the Dalit agenda 6 district journalism training programmes for Dalits run by media alliance Quarterly meetings with local government bodies to ensure affirmative programmes are being incorporated into annual plans and implemented 30 'face-to-face' programmes involving national level politicians, journalists and intellectuals organised to publicise Dalit issues Scholarships awarded to 20 Dalits( of whom at least 25% will be women) for training courses (journalism, advocacy, etc) 80 features on Dalit issues prepared and published by media alliance/ mainstream journalists in national newspapers 120 radio programmes on Dalit issues including Dalit women's issues developed and broadcast 56 television programmes on Dalit issues including Dalit women's issues developed and broadcast Design, develop and display 10 posters with Dalit empowerment messages on 85 hoarding boards in prominent places Improve the current Dalit NGO Federation website Publish and distribute 30 issues of a new Dalit magazine, 5 books on Dalit empowerment issues, and 3 annual issues of the Dalit Status Yearbook</p> <p><b>Empowerment and Inclusion</b> Training of trainers for national DNGOs (44 ppts-of whom 30% women) National level DNGO representatives, 50% female, trained in livelihoods and rights based processes (18 ppts) Community facilitation training to Dalit youths representing local DNGOs, 50% female (192 ppts)</p>	<p><b>INPUTS</b></p> <p>Professional expertise Technical assistance Equipment</p> <p><b>COSTS</b></p> <p><b>Nepalese Rupees</b></p> <p><b>Yr 1 30,122,800</b> <b>Yr 2 60,420,250</b> <b>Yr 3 47,086,662</b></p> <hr/> <p>Subtotal 137,629,713 Contingy 16,090,477</p> <hr/> <p>Subtotal 153,720,190 ManFee 3,475,550</p> <hr/> <p><b>TOTAL 157,195,740</b></p> <p><b>Sterling pounds</b></p> <p><b>Yr 1 £231,714</b> <b>Yr 2 £464,771</b> <b>Yr 3 £362,205</b></p> <hr/> <p>Subtotal £1,058,690 Contingy 123,773</p> <hr/> <p>Subtotal £1,182,463 ManFee 30,222</p> <hr/> <p><b>TOTAL £1,212,685</b></p>	<p>All national DNGOs accept the management audit findings on how they operate and who they represent</p> <p>Democratic local government is reactivated during the project period</p> <p>Sufficient local DNGOs take up support from national level DNGOs</p> <p>The conflict does not impact negatively on project activities</p>

<p>Job orientation training for community facilitators from local DNGOs, 50% female (96 ppts)                  96 community facilitators and 72 local DNGO members, 50% female, trained in livelihoods and rights based processes                  Local NGO community facilitators conduct needs assessments on livelihoods and rights issues in 6 project districts                  Workshops held in each of the 6 project districts to assimilate findings of the needs assessments and the results of the livelihoods and rights issues studies, and to design community enabling programmes                  Local DNGOs implement 48 Dalit community enabling programmes                  Exposure visits to South Asian/international anti-discrimination movements and lesson learning reports completed                  Networking with other country and international anti-discrimination movements                  Sensitisation workshops run each year by the national DNGOs in the 6 project districts on Dalit issues for local DNGOs and local government representatives (360 ppts-30% of whom are women)                  Survey teams carry out demographic and socio-economic surveys and produce a profile of Dalits in the 6 project districts                  Survey teams carry out a study and produce a profile on basic information about all Dalit organisations in Nepal                  Formation and orientation/training of pressure groups as 'watchdog' bodies in each of the 6 project districts to hold relevant institutions accountable for change                  Community audits in the 6 project districts to assess community enabling programmes</p>		
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## H. MANAGEMENT ARRANGEMENT

15) The management arrangement was revised during the management review held on September 2004 with some changes in the role and structure of the project in order to bring about increased sense of ownership among the consortium Dalit NGOs. The new structure redefined authority levels of each of the participating Dalit NGOs with emergence of a Project Management Team (PMT) which was made responsible for all operational level decisions. The role of Implementing Agency, TMS was revised to that of a Management Support Agency (MSA) providing technical backstopping to DEIP. The role of Project Advisory Committee (PAC) as the apex body remained the same.

## I. PROJECT SCHEDULE AND MAJOR EVENTS

16) The project officially started on September 2003 till August 2006 for a period of three years. The Inception Review Mission was held on December 2003 in Dhulikhel. On September 2004, management review was conducted to review the relevance of existing structure to manage the whole project. Activity to Output review was conducted on January 2005 to assess the level of activity implementation and its relevance to the outputs. Indicator assessment workshop was held on May 2005 to refine the indicators identified by the project in more detail. Output to Purpose Review was conducted on February 2006 to assess progress towards project's overall objectives (geared towards project outputs); effectiveness of the approach; contribution of management arrangement; roles of stakeholders towards achievement of purpose. Apart from the programme related reviews, the project had financial audit (external as well as internal) at regular intervals.

17) Besides the major reviews conducted during the project period, regular Monthly Review Meetings were held to address management issues in project implementation. ESP Manager, Project Director, DEIP Team Leader, DEIP Project Coordinator, TMS Executive Director, and TMS Project Coordinator were the regular participants of the meeting.

18) PMT Meetings were held regularly to agree on major operational decisions and also address major issues at the national as well as local level. The regular participants on the



meeting were ESP Manager, Project Director, DEIP Team Leader, DEIP Project Coordinator, representatives from each consortium DNGO.

## **J. RELATED TECHNICAL ASSISTANCE**

19) Besides the core project staff, DEP also benefited from various experts and specialists in the specialized thematic area throughout the implementation period. The project used expert trainers to conduct various training programmes to national as well as local level DNGOs in the areas of livelihoods and rights based approach, advocacy skills, MS project, ToT, management, finance, quality control, strategic planning, and community facilitation. The project also benefited from the use of highly qualified consultants in the required areas of activity like organizational assessment, media campaign, indicator assessment, survey, strategy development, et al.

## II. DEIP PROJECT COMPLETION REPORT: APPROACH

20) This Project Completion Report is prepared taking into account references from all the previous quarterly reports and all interim and project completion reports from the implementing DNGOs. Based on the reports submitted by them and observations made this final report has been prepared. This report highlights more on the achievements against goal, purpose, outputs, and activities. This report also describes the progress made in the 4 issues identified by the EPIC strategy. The report provides the account of empowerment and inclusion taken place at the district level programmes and is followed by conclusion and recommendations. The PCR illustrates all achievements made at the local level through the project's community enabling programme.

It presents a qualitative as well as quantitative picture of overall project performance and achievement.

The report succeeds all other detailed reports prepared under DEIP for various purposes. This report has been submitted to Enabling State Programme (ESP)/ DFID through Dalit NGO Federation, which is the owner of the project.

## III. ACHIEVEMENTS

### A. ACHIEVEMENTS AGAINST GOAL

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p><b>Goal:</b> Increased Dalit participation in socio-economic and political processes</p>	<p>A measurable decrease in discrimination against Dalits.</p> <p>Dalits participation in the socioeconomic and political process is significantly increased.</p>	<p>Government of Nepal and donor assessment reports.</p> <p>Human Rights Report</p>	

21) Before the implementation of this project the government had announced, in July 2003, that practice of untouchability would be taken as a crime against state. Prior to that announcement a victim would have to go to the court for justice on his/her own. With this announcement, upon reporting to police, the government would do the needful to provide justice to the victim. Unfortunately, due to old and conservative mindset of the police personnel and public prosecutors none of the cases have been registered into the court. It may be interpreted both positively and negatively. In the positive sense this clearly indicates that there has been significant decrease in caste based discrimination. However, that should not be the case as there are several cases of caste based discrimination which were not registered. Human Rights reports of Human Rights Organizations such as Informal Service Sector Centre (INSEC) and National Human Rights Commission (NHRC) do not report otherwise. But that does not mean that these institutions have not become sensitive to Dalit issue. If we see from inclusion point of view in their staffing a significant number of Dalits have been included.

22) It is a known fact that a significant number (4 out of 25) of Dalits got martyrdom during the second nation wide democratic movement. One of the significant achievements of the popular people's movement of April 2006 was the announcement of Nepal as "untouchability free country". It should be noted that this announcement was not made instantly. It was only upon significant lobbying and advocacy by the Dalit organizations at various programmes and interactions. The project certainly can claim its contribution in achieving this.

23) With regard to mainstreaming in socio-economic processes, if poverty is taken into consideration, we see the poverty of Dalits then was highest among all as country's average poverty was 31% compared to 47% that of Dalit's according to GSEA report. However, the poverty incidence among Dalits compared to 1996 which was 57% has decreased to a considerable extent. It is difficult to assess precisely to what extent the project has been able to contribute towards this decrease in poverty level, but there are sufficient evidences to prove that in some Project districts. In one of the project districts 67% of Dalit population are engaged in income generating activities which were initiated completely through DEIP support.

24) While considering the mainstreaming in political processes, over the last nine years neither at the national nor local level any election has taken place. However, there have been significant changes in the government. During DEIP implementation, there were 3 Assistant Ministers from Dalit community for the first time in Nepalese history. The present government has nominated one Dalit as the Minister for State for Environment, Science and Technology. He has become the first Dalit to represent in the cabinet. The Interim Constitution Drafting Committee has a Dalit member in its team who has been instrumental to include the agenda of Dalit inclusion in the draft interim constitution.

25) Over the period of three years country has witnessed more inclusion of Dalits at the central committees of different political parties. Both Congress parties have one Dalit each in their central committees where as UML already has an alternate member from Dalit community. In order to promote inclusion of Dalits during the national convention of Nepali Congress, DNF did a great deal of lobbying with the party to bring Dalits in their central committees. DEIP's direct contributions can be witnessed in mainstreaming of Dalits into political processes through various Dalit organizations and their programmes.

26) DEIP thus has substantially given a springboard support to the Dalit organizations to achieve the goal of increased Dalit participation in socio-economic and political processes. In its three year period, the project has given a significant contribution towards realizing this goal. Realization of this goal can be witnessed discretely with the growing nationalization of the issue of Dalit participation.

27) The fact that more than a dozen Dalit professionals have been employed by different international and national development organizations shows how the influence of inclusion has affected the organizational practices of employment. These organizations include UNICEF, UNHCR, UNDP, Save the Children – US, Poverty Alleviation Fund, Pro Public, INSEC, etc.

28) Hence the DEIP intervention has contributed to a significant improvement in establishing the credibility of the Dalit NGOs and substantial Dalit involvement in socio economic and political processes. DNF has become a profound name in the Dalit movement as it receives many invitations from different institutions and organizations to contribute in the works related to inclusive policies.

## B. ACHIEVEMENTS AGAINST PURPOSE

Narrative Summary	Objectively verifiable indicators	Means of Verification	Assumptions
<p><b>Purpose:</b></p> <p>National level Dalit NGOs better able to define and achieve the core Dalit agenda and policy and institutional change.</p> <p>Note: Empowerment and Policy and Institutional Change = EPIC</p>	<p>National level DNGOs operative more transparently, accountably and effectively, and better responding to priorities and concerns of local DNGOs by mid project.</p> <p>Core Dalit agenda (EPIC) defined and agreed by national level DNGOs by end of year 1.</p> <p>'EPIC' strategy, with benchmarks, implemented and monitored at local, district and national levels by mid project.</p> <p>Formal ties between national level DNGOs and national policy making bodies (eg Dalit affairs section of NPC, District Education Committees, and the Dalit Development Committees under MLD) by mid project.</p>	<p>Audit of national level DNGOs to measure transparency, accountability, levels of communication with responsiveness to local DNGOs.</p> <p>Client satisfaction measures progress towards livelihood empowerment, mobilization empowerment, and policy and institutional change.</p> <p>Possible elements of 'EPIC' could be: Local level- local DNGOs accessing Poverty Alleviation Fund (PAF) to scale up DEIP/CEP activities. District level-local DNGOs influence district level affirmative action policy and implementation. National level-(i) National Dalit Commission (NDC) Act passed to establish an autonomous commission, not beholden to political parties; (ii) National Planning Commission (NPC) poverty monitoring system contains measures of progress on Dalit empowerment and inclusion in national decision making.</p>	<p>Government maintains commitment to improve status and livelihoods of Dalits</p>

29) The EPIC strategy was able to identify FOUR core Dalit issues to be addressed which was fully endorsed by the consortium of Dalit organizations and addressed in their various programmes by the mid of second year of project implementation as it took about six months for the consultants to finalize it.

30) At the beginning of the project an organizational assessment of all 6 consortium organizations was carried out and the areas of improvement were identified. All of them responded to the areas of improvement as suggested by the assessment. Their governance and management improved over the last three years period. This was evident in their behaviour and interaction with the staff. All of them have written policies and management systems to ensure participation of staff and so on.

31) With the active support of the project, the DNGOs have developed effective policies, strategies, and operational system reflecting true professionalism with increasing interest in Organizational Development. The DNGOs have a core team of human resource that is capable of professionally planning, monitoring, and implementing programs and policies. The DNGOs have been strong enough to develop effective proposals and establish a credibility among the donor community. As a result international development organizations like CCO, DANIDA, EU, DFID have awarded good contracts to these DNGOs.

32) In addition, the project has enabled the DNGOs to create a good working environment well equipped with infrastructure and technology. The DNGOs have benefited from the use of latest computers and other means of communications as well as transportation.

33) The project has contributed to a large extent towards structural streamlining especially at the local level. Establishment of responsible watch bodies like DCC and Dalit Human Rights Committee which have lobbied strongly with the government in making resources accessible to the Dalits. This has resulted in several cases of Dalit inclusion in the structures which are detailed in the activities.

34) The project also has seen a significant improvement in the internal governance system of the DNGOs. In order to bring about this transformation in adopting a professional approach, the DNGOs have been seen to clearly distinguish the roles and functions at the policy level and the execution level. At a time when most South Asian NGOs function as a one man army with same people having both the responsibilities, the DNGO leaders have appointed professional hands to ensure distinct execution with the leaders' role limited to policy level direction. This has been a significant shift in the way NGOs function in Nepal and can lead to a greater level transformation in the NGO sector at large. This practice has also contributed towards these DNGOs' internal democracy and transparency as they have emphasized more on practice of employee participation and shared visioning.

35) The government has also adhered to the continuous lobbying from the DNGOs by establishing DCC to address the Dalit issues in the districts.

36) At the activity level there were several interactions and lobbying visits with the different government bodies and institutions both at the central and district level. Unfortunately, government has not yet established any unit within National Planning Commission to monitor the Dalit affairs. Likewise other than School Management Committees (SMCs) there are no District Education Committees, however, in all 5 project districts except Baitadi district consultative committees were created which looked after all the issues of Development related to Dalits including education.

37) Formal ties, as envisaged, were not instituted between the Dalit NGOs and Dalit Development Committee within the Ministry of Local Development as the policy mandate does not allow government agencies to collaborate directly with civil society Dalit organizations. However, excellent relation was established with the National Dalit

Commission which has been identified as the gateway to all policy influencing activities. The Member Secretary of NDC was one of the members of Project Advisory Committee (PAC) of DEIP.

## C. ACHIEVEMENTS AGAINST OUTPUTS

### **Output 1**

National Dalit NGOs better managed and resourced facilitating enhanced management of local DNGOs

38) In order to achieve this output DEIP carried out number of activities which involved series of training, support to develop strategies and policies, coaching and counseling of the DEIP team. A base line was established in the beginning of the project by carrying out an organizational assessment of all national DNGOs, Professional management consultants were hired to facilitate and further analyze and document the findings and recommendations. This exercise revealed the fact that most of these NGOs were run emotionally with high spirit of activism. With the intervention of DEIP all of them have realized that professionalism along with activism is equally important to manage large projects. Mr. Moti Nepali, President of DWO and one of the activists of Dalit rightly expressed that after having associated with DEIP they have become very serious to apply professionalism in the organizations. Same holds true for other consortium Dalit organizations.

39) Apart from regular trainings, professional human resources were provided to the DNGOs. The officers have been very instrumental to streamline DEIP activities and support other activities of these organizations. This input has certainly helped them develop their profile further and now they are getting professional acknowledgement from the donors. The professional support of the Programme Officers has been substantial in developing projects and drafting project proposals for the organizations as a result of which many of them were successful to secure funding.

40) At the beginning of the project, most of these organizations did not have actionable policies, systems, and management procedures in place which are very essential for the institutionalization of any organization. With the project's intervention, all organizations realized the importance of institutionalization and the development of proper policies, systems, and procedures and expressed strong need to have them. Now it is a matter of pride that not only the national level Dalit NGOs but also the district based local DNGOs have developed strategies, policies, systems and are implementing their activities based on them.

41) Trainers with high reputation and experience in the respective thematic areas were used for the training programmes on capacity development of the implementing DNGOs. However the DNGOs also expressed that some of the training programmes were being imposed to them. All the DNGOs are issue based organizations. They have to respond to many unforeseen environmental changes. Furthermore, these organizations also lacked adequate human resources. Most of the key staff members have dual responsibility – that of an activist and a manager. This is one of the major reasons why most of the senior members of the organizations could not participate in the training programmes due to excessive workload and time pressure. Though these training programmes were placed in the project as the felt-need of these organizations during the design stage, as a result of the displeasure shown from the DNGO members, the project had difficulty in organizing specially some of the follow-up events of these training programmes.

42) All in all, the DEIP intervention has been successful in developing the consortium DNGOs to be better managed and better resourced. And they have the capacity to further take the responsibility to facilitate enhanced management of the local level DNGOs.

## **Output 2**

### **National Dalit NGOs effectively driving the Dalit policy and institutional change at national and local level**

43) The project developed Empowerment and Policy and Institutional Change (EPIC) strategy and clearly identified the major issues facing Dalits. The EPIC strategy was built in with all the DNGOs' action plans to convert the strategy into activities. Before the project was started there used to be many issues which were taken up by various organizations. The emergence of EPIC strategy enabled greater level of clarity among the DNGOs in terms of issues they need to address at short and long term. This also brought about a coherent action plan among them indicating a shared vision in terms of Dalit movement. The major policy influencing activities include working with or through the media – both electronic and print. With the wide advocacy and influence, the issue of inclusion of Dalits has been mainstreamed and lately, all key institutions and organizations have adopted the Dalit inclusive policies within. Policy influencing is a very wide approach and does not yield quick results; hence, it may be too early to notice drastic policy changes in a short span of three years. In addition, the democratic process and institutions responsible to implement such policies are not in place which also was a major factor that slowed the change mechanism.

44) The democratic institutions are major political parties, elected government both at the national and local level. None of them were existent for the last 3 years and all of them were agitating to restore themselves in place. As a result of that the project had great difficulty to identify the audience who the Dalit organizations should influence. Despite all these hindrances the project and its implementing partners organized series of interactions, discussions, lobbying programmes, etc. especially with the bureaucracy and major political parties. It is known to all that bureaucracy has the authority only to implement what is already existent and can not make the policies on its own. DNF had organized interaction sessions with the secretaries of different ministries and National Planning Commission. During this programme they showed their commitment to have some influence on the forthcoming budget of the government. As a result of this intervention, the amount of scholarship being provided to primary school goers has been doubled from Rs. 250 to Rs. 500.

45) Such changes were also evident at the local level. Through the programmes being aired from electronic means (radio and television) some behavioral changes have been observed in the society. Acceptance of milk from Dalits by local dairy of Kanpur Bohare VDC of Kavre district can be taken as good example. Since the incidents of discrimination in the Terai districts have been highlighted in the national level electronic media through this project, now those who were not hesitant of discriminating Dalits have to think twice, as they have to face humiliation of being exposed in the national media.

46) The issue of inclusion has also become pertinent in the media sector which is evidenced with the appointment of Binod Pahadi, Advisor of Jagaran Media Centre to the central committee of Federation of Nepalese Journalist's Association as a representative of the marginalized group. Likewise, the media houses have also been sensitized as they have expressed their solidarity and commitments towards the issues of marginalized groups.

47) Therefore, the project has effectively supported the national DNGOs in developing their capacity to effectively drive the inclusion agenda of Dalit through successful influencing campaigns.



### **Output 3**

#### **National Level DNGOs effectively facilitating livelihood and mobilization empowerment programme mainly through local DNGOs**

48) Due to several reasons there was a delay in initiating the Community Enabling Programme (CEP). The programme formally started only from the last week of January 2005 and fully implemented from April 05 after placement of all staff and target communities were identified. It has been only one and half years of actual implementation, therefore, one can assume that there may not be substantial achievements to highlight. However, to the contrary of that assumption it is more than satisfying to mention that what was envisaged in these six districts are being carried out with great vigor and many results can be seen of behaviour change both within and outside the Dalit community. Reduced incidents of caste based discriminations, greater level of policy influence and implementation through sensitization of the district level representatives of government and non-government sectors are the examples.

49) The local DNGOs which are responsible to implement CEP activities have been regarded as the guardians of the Dalits and it was a very common sight in the offices of DEIP to see a huge crowd of Dalits coming there in connection of their various works. As a result of that all the Dalit groups from the village are very much encouraged to come forward to claim their rights especially with the duty bearers who are indeed the government representatives. There are several incidents where Dalits have been able to take benefit, in all six districts. Different kinds of benefits taken from line agencies can be cited. Such benefit range from obtaining citizenship certificates, birth registration, land ownership certificates to pipes and fittings for water scheme, training on Income Generation, and so on.

50) The project also carried out organizational assessment of 40 local level Dalit NGOs. Before the project's intervention, most of them existed only on papers. In addition to the physical support, DEIP organized various thematic as well as management related training for the local DNGOs. With the support of DEIP many of them have been activated with respective organizational strategies, policies and programmes in place. Right after this training many of them were able to access funds from local level agencies that are present to support them. Now 6 Dalits NGOs on average can be mobilized in each district for any programme and or campaign on Dalit rights.

51) One of the most strategic achievements of DEIP is the formation of District Consultative Committee in the districts under the chairmanship of Local Development Officer with the patronage of Chief District Officer. The primary function of this committee was to monitor and report the Dalit related development activities of the district as the committee included representatives of the government and non-government organizations working directly or indirectly for Dalits. In one of the committee meetings in Gulmi, the CDO participated throughout the 3 hour long meeting, which is unusual for such high ranking official of the district. He listened to the progress made by all sectors and reaffirmed his commitment of further support. The government representatives present there expressed they were not very much aware of the Dalits and their issues, which gives good opportunity for local DNGOs to apprise them with the issues and problems and their demand to solve them.

52) Another strategic move is the formation of District Dalit Human Rights Watch Forum which is mostly chaired by the chairperson of district Bar Association, if not either by

President of Journalist Association or Human Rights Organizations. This body has also been very instrumental to protect and promote Dalit rights. This is evident in Saptari district which has the highest number of Dalit population and highest number of discrimination related incidents. The Chairperson of the Forum is the District Bar Association Chairman. Whenever there is any incident, he would be one of the first persons to examine the case and take it to the respective government agency for justice. He has filed several cases of Dalits and he even does not charge fees for his professional services.

53) In the western part of the country, especially in the hills, the population of Dalit is higher and so is the discrimination with Dalits. In Baitadi, some cases of discrimination have been of extreme form. And it is sometimes unbelievable to hear the incident. However, after the project's intervention, the local DNGOs with support from project staff have motivated and encouraged the dalit communities to fight for discrimination. It could be witnessed from the case of "jamara" (sacred seedlings used for the Dashain festival) plantation seen in Baitadi. From this year Dalits of that district started to plant and grow "jamara", Growing "jamara" in most parts of the country by Dalits is not a matter of surprise, but it is so in Baitadi. Prior to last year the Dalits used to request jamara from non-dalits to celebrate their Dashain. There was a belief in the region that Dalits growing jamara is an omen which results in some mishaps. But with effective support and encouragement from the local DNGO and DEIP staff Dalits in the communities of Baitadi planted and grew jamara that year and celebrated Dashain with little or no discrimination. Another case could be seen where Dalits were barred by the local communities from entering the local tea shops and restaurants. Also, the Dalits never did dare to enter those 'restricted' places. But now, they enter in most of the tea shops without much fear of discrimination. These cases highlight the mobilization empowerment of Dalits in the local communities through the local DNGOs with intervention of DEIP.

54) Some milestones have been established in the livelihood empowerment of Dalits. This is evident in Gulmi district, where about 2.4 million rupees was invested in the income generation and small enterprise activities. Many of those activities have been successful. One of the Dalits near the district headquarters, Tamghas, is going to grow 1000 cauliflowers which will be 1000 Kg and can be sold for 15,000 rupees with the initial investment of Rs. 5,000. Out of 750 targeted households 490 are engaged in various kinds of income generating activities and most popular one has been buffalo farming, which is adopted by 65% of the total households. Through their saving they raised nearly Rs 200 thousands and grant of Rs 2.4 million which they are investing and rotating, success rate of entrepreneurship is nearly 95%. In this way through increased income level they have been able to improve their quality of life.

55) In this way the CEP activities have been geared towards social mobilization which is leading them to claim their rights and livelihood empowerment leading to the improvement of quality of lives. Likewise great number of critical mass has been prepared which will not remain silent to claim their entitlements in the years to come.

56) Thus, the project has successfully initiated and carried out effective programs in the districts supporting the national as well as local DNGOs in facilitating livelihood and mobilization empowerment of the Dalit communities. The district level programs have gathered a springboard support from DEIP to accumulate adequate momentum by realizing their broader goals and organizing as well as managing their activities.

## **D. ACHIEVEMENTS AGAINST ACTIVITIES**

### **1. Empowerment and Policy and Institutional Change (EPIC) Strategy**

57) Development and implementation of Empowerment and Policy and Institutional Change (EPIC) strategy was one of the key activities of DEIP to drive most of the other activities both at national and local level. DEIP developed this strategy with assistance of experts in the area. Krishna Bhattachan, a senior anthropologist, was involved in development of this strategy with support from DEIP. The Team Leader and Project Coordinator facilitated the entire process and ensured that it was owned by all the consortium organizations. The central theme of this strategy was to study the central and local level problems and challenges of dalits and identify the core issues facing them, and develop relevant strategies to address all the core issues.

#### Progress towards the issues as identified by EPIC

58) Though there are several problems and issues of Dalits needing to be addressed, the EPIC strategy has identified four major issues, which if addressed properly would eventually contribute towards inclusion of Dalits in the national mainstream. The issues are 1. Affirmative Action; 2. Land and Tenancy Rights; 3. Strengthening of National Dalit Commission; and 4. Intra-Dalit discrimination

#### *Affirmative Action*

59) The strategy has identified this as one of the most important tools of inclusion in the policy making levels of the state. Likewise, it had been the concern and issue of Dalit movement. The affirmative action will have to be understood as synonymous to reservation in Nepal though these two terminologies are not exactly the same literally. A high level committee in the chairmanship of then Finance Minister Dr Prakash Chandra Lohani was formed in which there was representation of Dalits both in the political and technical committees. However, that committee was discontinued when Sher Bahadur Deuba became the Prime Minister.

60) Now the newly formed cabinet after the reinstatement of parliament through popular movement has decided to have 45% reservation in the civil service new appointments for Dalit, Women, and Indigenous People. The government has not yet decided the percentages to be allocated to each sub group. This can be considered as a very positive step of the government, but the policy implementation is to be seen.

61) The inclusion of Dalits even in the private sector has been a talk of the time. In an interaction organized by DEIP with the social committee of FNCCI, the committee expressed its commitment to find ways to promote the inclusion of Dalits in their staffing and programmes. Some representatives of the committee offered support in carrying out various skill oriented trainings.

#### *Land and Tenancy Rights*

62) The issue of land tenancy rights was not considered as a priority issue within the Dalit movement. However, the project has been able to establish it as one of the important issues needing attention and action. In the CEP programmes many mass rallies were organized particularly in the Terai district where the problem of landlessness is severe. Though it is not severe in the hill districts, the poorest of the poor come from

this group which is evident in Surkhet district. One of the group members expressed as his last wish to have landownership certificate in hand. In Saptari and Mahottari districts some Dalit members have obtained land entitlement and landownership certificate which can be considered as big achievement.

63) The land tenancy and citizenship issues are very much inter related, particularly in Terai. Most victims of these issues are Dalits as 43% of them are completely landless and without citizenship. Wherever mass rallies were organized to address this issue the majority of the participants were Dalits. Now the parliament has taken a historic decision to provide citizenship to those who were born in Nepal before 1990. The decision has that in absence of documented proof, citizenship can be provided upon recommendations of three 3 Nepali citizens. With this provision it can be hoped that a large number of Dalits will benefit greatly. However, the decision has to be implemented with adequate efficiency.

#### *Strengthening of National Dalit Commission*

64) Dalit movement activists consider this institution as one of the biggest achievements of the movement. Unfortunately, not much has been done in promoting and protecting Dalit human rights. Nearly for 6 months the commission did not have any officials and when they were put in place the country had several changes in the government. As a result of that the appointed officials felt powerless and were not able to do much. Demands are being made to make this institution constitutional by having separate Act in place.

65) After the reinstatement of the parliament and formation of the new government all the political appointments made after the royal take over of October 2001 were nullified. National Dalit Commission also became the victim although most of the appointees were the representative of the major political parties. Until preparing this report the Commission is devoid of the officials. Though a Dalit representative (a former member of NDC) in the drafting of interim constitution tried to make NDC constitutional, there was no consensus among the other members. A great deal of advocacy is further required to make this institution constitutional, if not at least to bring out the Act through the present cabinet.

66) The member secretary of NDC was one of the members of PAC of DEIP. He was given an opportunity to join World Social Forum that was held in Karachi, Pakistan in January 2007. Likewise another member participated in the training provided by a renowned Indian Dalit activist Mr. Martin Mcwan. A joint programme was organized by DNF with NDC on the occasion of 21<sup>st</sup> March, the International Day against Elimination of All Forms of Racial Discrimination.

#### *Intra-Dalit discrimination*

67) When inclusion was adopted as the core ideology and philosophy, it had to be applied first within oneself, as the saying goes "divided house can not stand". In order to promote inclusion within Dalits and in DNGO programmes, several measures were taken. For example, DNF passed a resolution to promote inclusion of Terai Dalits and Dalit women, and other implementing organizations adopted diversity strategy which will help include all types of Dalits such as Terai Dalits, Badi, Dalit women, and Gandharva from hills in the organizations' boards and their staffing structure.

68) Several co-feast programmes were organized in the CEP districts and intra-Dalit marriage were felicitated in many places. In Surkhet about 1500 members of Dalit participated in the co-feast programme which was instrumental to reduce the discrimination within and outside Dalits. One of the strategic approaches used was the 'group approach'. This means all the CEP activities were carried out through the groups. In each CEP district there are 32-40 groups in which at least 20 members are present who represent one household. From the very beginning of the project it was made clear that the groups must have representation of all caste groups and heterogeneity be maintained in all groups. In all these groups issue of internal discrimination was discussed and they realized the need of unity among different Dalit castes. In Gulmi prior to the project activities, the Dalits within themselves separated themselves at the time of eating or drinking. This behavior has been seen to be minimized significantly after the project's intervention.

69) At the country level though practice of untouchability does not exist but internal competition among the caste groups is prevalent and manifested in the form of criticizing of certain leaders of certain caste groups. To reduce such feeling and promote internal harmony a two days workshop was organized by JMC. During the workshop all the national level leaders present realized the need of Dalit unity and meeting ended with a commitment of working together.

70) In order to achieve progress against outputs the project had several activities planned which can be broadly divided into three categories based on three stated outputs - 1. to influence policy and institutional change; 2. to enhance the capacity of consortium organizations and; 3. to empower Dalits living at the grass root level.

71) There were hundreds of activities carried out to contribute to achieve those outputs, however, the major activities and its achievements are described briefly on the following sections.

#### Activities to influence policy and institutional change

72) The national Dalit NGOs including DNF were responsible to implement various activities planned to contribute to this output. Each DNGO was responsible to carry out the activities in which they had experience and competence in. The policy influencing activities were carried out through media (print, electronic and others) and interactive programmes. They are as follows:

##### *"Sahayatra" (traveling together), Television Programme:*

73) As it is widely known, among all electronic media vehicles, television is the most powerful one and is one of the fastest growing medium of mass communication and entertainment. Dalit Welfare Organization (DWO) was responsible to run a weekly show on Nepal's state run TV channel – Nepal Television every Saturday at 17:05 Hrs. It was an interview based programme with short report and news. After long discussion and debate the format of this programme was finalized with the involvement of Communication Advisor from DFID as well. With support from DEIP, 46 episodes were produced and broadcasted out of 52 planned. The programme was able to bring in the views of Nepal's most prominent figures. All of those who were featured in the programme not only advocated for Dalit rights but also committed to act in favour of Dalits. Some of the prominent figures are

- Deputy Prime Minister Amik Sherchan
- National Poet Madhav Ghimire
- President of FNCCI Chandiraj Dhakal
- Renowned gynecologist and social worker Dr. Bhola Rijal
- President of World Hindu Federation Bharat Keshar Singh
- OHCHR representative Ian Martin
- Maoist Politburo member Dinanath Sharma
- Minister for State for Environment Science and Technology Man Bahadur Vishwakarma
- Vice Chairman of National Planning Commission Dr. Jagadish Chandra Pokhrel
- Editor of Kantipur daily Narayan Wagle
- Famous Comedian Haribansh Acharya
- Top film actor Rajesh Hamal
- Dalit rights activist of India Martin Mcwan

74) The programme was able to bring in some immediate changes at the local level. A report on milk not buying by the local dairy of Kanpur Bohare VDC of Kavre district was broadcasted. Subsequent to that report both on TV and radio, the community realized that it was a wrong practice to discriminate on the basis of caste.

75) Discrimination against Dalits at Bidari Gaon near Kathmandu while fetching water in the tap was broadcasted on the first episode of the programme and a follow up was done as well. Later on, under the leadership of a local leader (former ward chairman), the community agreed to let local Dalits fetch water without discrimination.

76) Above all a big mishap took place in a village called Bungmati – a historic village near Kathmandu. Nanimaiya Nepali, a Dalit woman of the same village, had difficulty fetching water from a well near her house. She always had to wait for someone from upper caste to come and pour in water into her vessel. One day she was in a hurry and did not see anyone to help her. She decided to fetch water by herself. A villager watching her doing this from a distance immediately called other villagers and a big crowd gathered around the well and started assaulting her. They threatened her to expel from village for breaking the social norm of touching the well by an untouchable person. With the support of Dalit rights activist she tried to file the case at District Police Post at Jawalakhel. Unfortunately the police hesitated to take the case as all of them were from upper caste. In order to highlight the case and to pressurize the officials a team of journalists and Dalit rights activists made a plan to visit the village of Nanimaiya. When the team of journalists and rights activists reached the village, a big crowd already had gathered there. They not only assaulted the visiting team but also severely beaten up the Sahayatra TV crew and damaged the camera. This incident was covered by many print and electronic media in addition to Sahayatra programme itself. After three days of intense sit-in and negotiation at the District Police Office, the culprit eventually agreed to pay Rs. 30,000 for the loss of some ornament of Nanimaiya and damage made to the camera. They also apologized in writing in front of the public and reassured that Nanimaiya will no longer be assaulted and will be allowed to fetch water with dignity. This is a very relevant example how a media campaign can be effective to bring in social change.

*Samman ka shorharu (Voice of dignity)*

77) This is another programme run by DWO every week on Kantipur FM station Kathmandu covering Central and Eastern region and on Shreenagar FM station covering

Western and Midwestern region of Nepal. This programme aired every Saturday during the prime time from 20:00 to 21:00 hours. A total of 106 episodes was aired from Kantipur FM and 32 episodes from Shreenagar FM. The one hour programme has 7 components, namely,

- news (highest number 130),
- reports, vox pop (120),
- profile, interview, drama (20) and others

78) The interview component covered many prominent personalities who were featured. Some of the guests who were featured were

- Central Committee Member of Nepali Congress and intellectual Narhari Acharya,
- One of the prominent industrialists Rajendra Khetan,
- Chairman of Dalit Mukti Morcha (Dalit wing of NCP-Maoist),
- Economist Dr. Bishwombhar Pyakurel,
- Member of Interim Constitution Drafting Committee from Dalit Community Min Bishwakarma,
- Deputy Prime Minister Amik Sherchan,
- Political leader and literary figure Modnath Prasrit,
- Prominent advocate of Dalit, Tek Tamrakar,
- Winner of Miss Nepal 2005 and so on.

79) The programme was able to bring immediate change in many cases. The most prominent one is that of a 14 year old boy of Migai VDC 6 of Dolakha district, son of Mr. Chandra Bahadur BK. The boy died of electric current shock on 11 May 2006 as the high voltage current flowing wire was at the very low level. Prior to this death some other mishaps had also taken place but there was no case known of victims being compensated. When this news was broadcasted from the radio through this programme, and with initiation of the victimized family and local Dalit rights activists, the Nepal Electricity Authority was compelled to provide a compensation of Rs. 110 thousand rupees to the family of victim.

80) Another case was that of misuse of Rs. 400 thousands scholarship funds by 22 schools in Sunsari district. This case was reported in the programme which was aired in the Eastern region. After a strong advocacy, lobbying, and continuous follow up news in the radio, the District Education Office assured to redistribute the funds to the student as provisioned. Furthermore some schools also agreed to return the fees to Dalit students.

81) Winner of Miss Nepal 2005, Sugarika KC, has committed to work for the rights of Dalits. She also expressed that she would not hesitate to marry someone from Dalit caste, as long as he is an appropriate person. She was unaware of the caste related issues in her own residential area, Dhapakhel village. Local tea shop owners have been known discriminate Local Dalits from the village and did not serve tea to them. During her visit to the village she was very surprised to know that such practice still prevails.

82) One of the rare inter caste marriages between a non-Dalit man of Baneswar and a Dalit woman of Pharping. While most of such marriages are love marriages, this one on the contrary happened to be an arranged one. The family of the man accepted a Dalit as their daughter-in-law and they were happy from the decision., However, the society they were living within did not accept the marriage and boycotted the whole family. Samman

ka shorharu covered this case in one of its programmes in addition to other print and electronic media. The marriage was very much appreciated by the whole Dalit movement and felicitated by National Dalit Commission on the occasion of its establishment day. Unfortunately, the Karki family seems to be turning into a Dalit family due to rejection from the society they are living in.

#### *Publication of magazine and articles through fellowship*

83) Jana Utthan Pratishthan (JUP) was entrusted to publish a monthly magazine on Dalit issue. A total of 17 issues were published and prior to that 5 issues of magazine called "Dalit" were also published. In this way JUP published a total of 22 issues of magazine. Though it is difficult to precisely comprehend the extent to which the magazine was able to bring any behavioral change in the society and influence policy change or implementation, it can be said that it published informative news, views, and materials informing readers who are mainly Dalit activists and intellectuals. Some of the major issues it covered were land rights movement of Terai Dalits, covering the mass demonstration and analysis of Saptari district; 21<sup>st</sup> March, the international day against racism; boycott of Dalit students from school; question raised from the murder of Dayaram Pariyar (a Dalit human rights activist and staff of National Human Rights Commission); peace talk between government and Maoist Party; status of Dalits in Nepal and so on.

84) Likewise JUP provided fellowship to publish feature articles in the leading national magazines. Most of the articles were published in weekly magazines - "Samaya" (6), "Nepal" (1), and Mulyakan (2). The articles published in Samaya and Mulyakan were by Dalit writers and in Nepal by a non-Dalit journalist.

#### *Interactive Programmes*

85) Of the 30 interactive programmes planned, Jagaran Media Centre (JMC) was responsible to conduct 20 and 10 programmes were planned to be conducted by DNF. However, JMC conducted only 10 interactive programmes and DNF conducted more than 10. This was a result of reallocation of budget to run more programmes especially in the regions and districts by DNF's member organizations. These interactive programmes called 'Face to Face' invited prominent persons from the government, political parties or civil society to express their views and their commitment in front of an audience. The programmes mostly covered the issues identified by EPIC strategy. Some of the issues covered were Dalit community and budget 061/062; restructuring of nation and Dalit; problem of rented house for Dalits in Kathmandu; Intra Dalit dialogue; and so on.

86) DNF and its regional chapters carried out interactive programmes on the issues of reservation and Dalits. Such interactions also included discussion on government allocation of resources in all 4 regions. Likewise various interaction programmes were carried out such as on the role of national human rights commission, on the position of Dalits in inclusive democracy, observing the 21<sup>st</sup> March the international day against racism. The issue of reservation has reached all the DEIP districts of Nepal where there are members of DNF.

#### *Media Alliance against Caste based discrimination*

87) This was one of the strategic activities to promote the agenda of Dalit inclusion in the media sector. This activity, entrusted to Jagaran Media Centre had major



components of formation of an alliance with Nepal's leading journalist and media houses, publication of features, and e-bulletin through networking. The Coordinators of the Media Alliance were Gokul Pokhrel, former President of Nepal Press Institute, Bishnu Nisthuri, Chairperson of Federation of Nepalese Journalist, and others. The Member Secretary was Suvash Kumar Darnal, Chairperson of JMC. Upon formation of the alliance Binod Pahadi, advisor of JMC and a journalist, was nominated as a member of FNJ's central committee as a part of promoting inclusion in the biggest organization of Nepalese journalists.

88) Another major component was feature publication of which 18 features were planned and 11 were published. The feature called "Jagaran Lekhmala" contained 5 articles or reports which used to be circulated among 500 print media. It is reported that about 200 media houses from all over Nepal carried the features as they felt it necessary and relevant. Unfortunately the national media did not carry any of the features as originally perceived. The contents of the feature service were the priority issues of EPIC, mostly such as landlessness of Dalits, Intra Dalit discrimination, etc.

89) E-bulletin was another component which was indeed the compilation of incidents related to Dalit Human Rights violations reported by 10 Dalit journalists placed in 10 districts of Nepal. A total of 22 bulletins were dispatched to around 1000 email addresses within and outside Nepal. One of the e-bulletins contained a report about two taps built with the support of UNDP project in the remote village of Doti where rampant cases of caste based discrimination were evident. The E-bulletin served as a stimulus for formation of UN fact finding mission which quoted JMC as its source.

*Antidiscrimination campaign through hoarding boards:*

90) Apart from print and electronic media, hoarding boards were also chosen as a medium to spread the messages of anti-caste discrimination in the selected districts and places and has been found to be very effective as it received appreciation from many nooks and corners. This campaign was implemented by FEDO. Originally 28 hoarding boards were planned but it was increased to 42 remaining within the same budget. The boards were erected in 16 districts of Nepal. This campaign was not only limited to hoarding board, and was carried out simultaneously on TV and print media. One of the senior ad makers, Bhushan Dahal was used as technical expert for the development and execution of this campaign. Three TV spots were produced and pictures of the same were used on hoarding boards. The message content was widely discussed within the consortium and also with other stakeholders. The idea of using multi media vehicle for this campaign was suggested and discussed by the Communication Expert of DFID. One of the hoarding boards featured Nepal's renowned singer Ramkrishna Dhakal who was shown drinking water from a Damai caste person with a strong message stating "relation among human beings is just thirst and water". The theme and pictures were among top 5 nominations for Advertising Agency Association Nepal's annual event – Kriya Award. Likewise chosen to be sent to Singapore based agency for a similar award. Though it did not receive awards but it was a matter of great pleasure, satisfaction, and happiness to the project for this campaign to be selected among the best 5. For nearly one month the TV spots were aired by Nepal Television and Kantipur Television. Usually there used to be the tendency of criticizing and opposing any development programmes run by NGO through donors support by the insurgent Maoist cadres. In this case they appreciated the hoarding board erected in Saptari and said that "*this is the good work and the responsibility of its protection will be ours*". The pictures were also used by ESP and World Bank in their reports.

## 2. Community Enabling Programmes (CEP)

91) The best aspects of DEIP project are the policy influencing, capacity enhancement of Dalit NGOs, and empowerment of grass root Dalits. While adopting these three strategies it gave opportunity to influence policy change or effective implementation through the capacity enhancement of Dalit NGOs and linking it with the empowerment of grass root Dalits of six districts. The CEP programmes were launched in all 5 development regions of the country by having 3 Terai and 3 hill districts namely Saptari, Mahottari, Kapilbastu, Gulmi, Surkhet and Baitadi. The project adopted an intervention strategy of Empowerment in the areas of mobilization and livelihoods.

92) The project developed an understanding of empowerment and inclusion before this strategy was adopted. Empowerment is understood as working with the victim, and inclusion as working with those power holders who set the rules of the game and promote marginalization and exclusion of vulnerable communities so that their individual interests and benefits are secured which they enjoy by creating institutional barriers.

### **S A P T A R I P R O G R A M M E S**

93) Saptari district is in the Eastern part of the country and has the highest number of Dalit population (mainly Chamar) in the country and also has the highest degree of atrocity and oppression and low development index. For all these reasons, Saptari was chosen as one of the target districts. For the mobilization and livelihood empowerment activities 8 VDCs namely Shambhunath (ward number 6,8,9), Bramahapur (ward 9 Majhaura), Khoksarprabha (ward 2,3,4,5), Rayapur (ward 6,7,9, Nakatirayapur), Basbiti and Maletha (ward 6,6 Gadhiya and Musaritol), Kataiya (8, Makari), Prasbani (ward 3 Nayatol) and Rayapur (ward 2,3, Piparai Lohapar) were selected and various activities were implemented.

#### *Mobilization Empowerment Activities and achievements*

94) In those 8 VDCs and in 17 wards 32 groups were organized covering 651 households. The 16 community facilitators (8 male and 8 females) were instrumental to provide support and guidelines for their mobilization. The CFs were provided with the skills and training on facilitations, rights based approach along with the LSI framework. This enabled them to analyze the local situation and develop appropriate plan and action which they transferred to the respective communities they are responsible. The structure of the CEP allotted two groups for one CF. As a result of such mobilization they were able to make the local institutions accountable and inclusive. One recent example can be seen when 1105 Dalit children got scholarship for primary education. Drinking Water office provided the Dalit community with 2 tube wells. It is evident that in the past they never went to the office situated in the district headquarters to demand such facilities. The CFs were also instrumental to guide and capacitate the local community to acquire their basic citizen rights like: citizenship certificates for 327 Dalits; realization of the importance of birth registration after which 257 children were registered; marriage registration of 195 couples; death registration, which was not a common phenomenon at all, was also done for 68 deaths through the mobilization. Once registered, these community people are qualified to acquire facilities from the state which is the right of a citizen of a country.

95) The mobilization empowerment also contributed to acquire justice on the inhuman cases like rape, caste discrimination, land and economic blockade against Chamar (for

not throwing carcasses), low wages, misuse of scholarship fund meant for Dalits, and on the like.

#### *Livelihood Empowerment Activities and achievements*

96) Under this programme a total of Rs. 2.2 million were provided to 651 Dalit families for their livelihood empowerment. They also raised their savings mostly Rs10 per month per group member. In addition, they were provided with loan to invest in micro enterprise. The district coordinators were provided with the *start your business* training in Kathmandu which was subsequently passed on to the CFs and ultimately to the community. Therefore, the micro enterprise programme yielded higher success. However, the launch of such Income Generating programmes has been recent and less than a year old, it is difficult to assess number of communities/ families able to raise their income. However, the immediate effect could be witnessed with substantial reduction in the habit of borrowing from the local money lenders at exorbitant interest rates. The communities were also trained to acquire skills managing money - such as how to distribute, collect, and redistribute.

#### *Inclusion*

97) The project's philosophy is that while some empowerment activities are being implemented with the victim communities, inclusion activities have to be carried out with the institutions and power holders without the support and action of which it is difficult to achieve the higher agenda of Dalit inclusion leading to integration into national mainstream. However, the project faced a peculiar difficulty. During implementation the local level VDC structure was absent and the positions vacant due to political instability and to top it all, with no elections from the last 5 years, it was not possible to implement any activities to influence them. However, the project gave sufficient emphasis to promote inclusion of Dalits in the local level formal and informal institutions such as school management committee, parent association and so on. In the 8 VDCs 16 parents were nominated in the school management committees, 25 Dalit parents into school parent teacher association. This project also contributed to the inclusion of 62 women into the school management committee.

98) The project was instrumental to create local informal structure such as District Consultative Committee in the leadership of Local Development Officer and Dalit Human Rights Watch Group in the leadership of District Chairman of Bar Association. Both of these structures played crucial role to discuss and monitor the programmes required for their development and promoting rights. During the project period 2 meetings of the DCC took place, however, the Dalit Human Rights Watch Group was very instrumental and active whenever there was an incidence of Dalit rights violation. In order to promote inclusion through awareness raising 250 rickshaws were painted with various message of anti discrimination, law enforcement, and inclusion of Dalits. Same messages were broadcast on local cable network and shown in the local cinema theatre as well.

99) The presence of DWO in the district has been recognized by the government as well as non-government agencies. This is seen from the fact that DWO executives or District Coordinators are invited to participate in meetings related to development and coordination in the district. In these meetings the DWO representatives put forth the issues and matters of concern to Dalits.

## **M A H O T T A R I P R O G R A M M E S**

100) This is another Terai district situated in the central region of Nepal which has a total Dalit population of 115711, which constitutes 19.34% of the total district population. Mahottari is ranked 4<sup>th</sup> largest in terms of Dalit population. For the empowerment and inclusion programme Parkauli, Pigauna, Pipara, Yekraiya, Sohodwa, and ward no 8 and 13 of Jaleshwar municipality were selected. A total of 690 households were identified as rights holders for livelihood and mobilization empowerment activities. Prior to the selection of these VDCs and Dalit settlements, several rounds of visits were carried out and secondary data available in the district were also analyzed.

### *Mobilization Empowerment Activities and achievements*

101) The 690 households distributed in the following manner

- i. Parkauli - 92
- ii. Pigauna - 50
- iii. Pipara - 250
- iv. Yekraiya - 76
- v. Sohodwa - 103
- vi. Jaleshwar (ward no. 8) - 55 and (ward no. 13) - 64

These households were divided into 32 groups. These groups were provided with various kinds of awareness and skills on how they can assert their rights. First they were asked to analyze their situation and problems and also provide ways to solving them. It was very surprising to know that they had never realized the importance of birth registration which is indeed the basis of acquiring citizenship and getting admission into school.

102) Internal discrimination within Dalit has been a serious issue and Terai Dalits are no exceptions. But the project was successful to contribute to addressing this issue. One incident depicting the evidence is the case of Premjyoti Paswan and Dushdhani Sada. It is a common practice in Terai that a Paswan would not accept anything from a Mushahar and a Mushahar from a Chamar. They believed that if they do not maintain their status, which they do through the practice of untouchability, they will be the victim of discrimination from the other upper castes. This was indeed a very wrong concept, as upper caste, irrespective of practicing untouchability within each other, have been found discriminating the Dalits. It was very difficult to change their perception. There is a tube well in front of the house of Premjyoti Paswan who has six family members. One day a Mushahar woman named Rajkumari while collecting water from tube well happened to touch Premjyoti which made her very furious and started to quarrel. Other members of the community gathered together. Sanjaya Paswan, a CF working in that community, not only mitigated the situation but also convinced Premjyoti that she needs to change her attitude and behavior towards other Dalit community such as Mushahar and Chamar. The CFs have been very active in the districts in mobilizing and educating the community against discrimination. This was one of several cases where the project intervened to educate and empower the community to mitigate the degree of intra-dalit discrimination. This has contributed to a large extent at the local level to bring about a change in behavior among Dalits as well as non-Dalits in efforts against untouchability with examples of frequenting one another's home and eating together.

103) It was well communicated to the community that DEIP is not for providing them with any material benefit, but is for them to mobilize and empower them. They were

made to realize that the community people have the rights to demand support from the government agencies. As permanent institution, it is the government's responsibility to provide services to its citizens. A group of Mushahar from ward no 13, Dhabauli of Jaleshwar municipality were taken to district Red Cross Office. The group apprised the officials about their problems of unsafe housing. The Red Cross office provided them with 5 bags of cement 20 bags each of gravel and sand with which they were able to plaster the sidewalls and sideways subsequently availing a more secure house.

104) Dalits of the project area no longer tolerate further discrimination on the ground of caste which is evident in ward no 6 of Sahodawa VDC. There is a famous temple of "Dhibar baba" in which a yearly prayer takes place. Being the member of the community Dalits are also required to contribute donation collectively. But upon the completion of the Puja, Dalits were deprived of the holy Prasad when all other non-dalits were provided with it. Since they are also the followers of Hindu religion and are equally devoted to Hindu God, they realized that it was very unfair to be deprived of such a holy "Prasad". When they were informed and made to realize that practice of untouchability is illegal and the culprit is subject to punishment, they took the case to VDC Secretary protesting the practice of not distributing Prasad to Dalits. Then the secretary upon carefully listening to the case gave the verdict that Dalits are as equally entitled to receive the Prasad as any other caste members. This made them very happy and expressed a sense of empowerment within them.

105) The District Education Office also provided three tutorial classes in Sohadawa, Prakauli, and Dhabauli to prepare children for the enrollment in the next session of the school under bridging school programme as due to their age they had to be admitted in the higher grades. Through mobilization empowerment activities 106 Dalits received citizenship certificates, 417 had birth registration, 37 wedding registration, 23 family planning, and 284 school enrollment.

#### *Achievements against livelihoods empowerment*

106) As stated earlier 690 households were divided into 32 groups which means DEIP around 4,000 Dalits were the target beneficiaries of the CEP. First of all, they raised Rs 103,465 as their saving and that was coupled with Rs 2.4 million with which they were able to engage in different types of income generating and micro enterprises. These activities involved kitchen gardening, vegetable farming on leased land, rickshaw pulling, basket making from bamboo, etc. Doing financial transactions through bank was unheard of among Dalit communities as they neither had sufficient cash nor information about its advantages. The project has been instrumental to open bank accounts at the district headquarters for all the 32 groups.

107) Mushahar Dalits are at the bottom of the poverty hierarchy and so are Mangal Sada and Ramdhari Majhi. They had difficult life as they did not have seed capital to engage in a small scale income generating activities. They came to know that upon getting into a group formed by DEIP they can get seed money for the micro enterprise they want to engage in. Mangal Sada was provided with Rs 1,650 which he invested on bamboo stool making and has been able to earn Rs 2,000. Likewise, Ramdhari with a meager amount of Rs 500 has been able to earn Rs 4,000 by growing the onion seed. This has contributed directly to improving their lifestyle and finding better ways of making a living.

108) The communities not only received the support from project but also were able to get support from District Development Committee Fund. Mushahar community of Dhabauli tole ward no 13 received 50 goats from the DDC to start their business. This was not a regular practice in the past. Likewise 20 Dalits of Pipara received training on livestock raising with the support of DDC and 12 of them got goats as support for business start up. Hence this intervention of DEIP has contributed towards empowering 690 families who have now been able to start improving their livelihoods.

### *Inclusion*

109) Mahottari became the first CEP district to launch inclusion activities of DEIP. Some inclusion activities carried out in Mahottari include rickshaw communication with antidiscrimination messages on the back of 100 rickshaws, and broadcasting 7 antidiscrimination messages on cable network. This was the first activity of this kind in the district and many local dignitaries appreciated this effort of DEIP.

110) Under the leadership of District Bar Association President a 7 member Dalit Human Rights Protection Network (DHRPN) has been established. Other members include journalists, chairpersons of district NGOs, and Dalit activists. It conducted three interaction programmes - one in Pigauna and two in district headquarters. Major subject of the interactions was social inclusion and social change. DHRPN has been an inclusive institution active in the district protecting rights of Dalits to avoid any injustice to them and promoting inclusion. DHRPN's active role can be depicted from one case of brawl among students. A fight broke out among four students of Durga secondary school Manhara. Among them two were Dalits and two non Dalits. Instead of investigating the matter the school simply expelled all students from the school. This incident received wide media coverage as two Dalits were expelled mainly on caste ground when the two non-Dalits had first attacked them. The DHRPN took the initiation to solve the problem and engaged into several rounds of discussion with the School Management Committee and eventually they were convinced to take back the students to class.

111) Under the Chairmanship of Local Development Officer a District Consultative Committee (DCC) was also formed in this district. One interaction meeting was organized in which plans, programme, and progress of DEIP were shared with 118 representatives of different development organizations. Likewise several bi-lateral interactions with different development and line agencies were held. As a result of that DDC distributed 62 goats to Dalits from its development budget along with providing them with entrepreneurship training.

112) Through these activities the district government and non-government development organizations were sufficiently sensitized. However, due to the absence of the elected government at the local level and some personal problems of the District Coordinator, inclusion of Dalits in the formal and informal institutions could not take place effectively.

## K A P I L V A S T U P R O G R A M M E S

113) This district is also popular as the birth place of Lord Buddha. Lord Buddha himself strongly fought against caste discrimination when he took a so called untouchable into his contingent of monk which was an unusual practice of the time. Caste based discrimination still continues there like in other parts of Nepal. The district's major inhabitants are Terai Dalits who are categorized as the poorest of the poor. The total population of Kapilvastu is 517958 according to the socio-economic and demography survey carried out by NNDSWO of which 14.6% of the population are Dalits. Of them, more than 80% are Terai Dalits and remaining are hill migrants from neighboring districts. In this district 8 communities of 5 VDCs and one municipality were selected as target group. Those communities were situated in Sauraha, Kotihawa, Basantapur, Sihokhar, Dohani, and one ward of Taulihawa municipality. Altogether 31 groups were formed in which 514 households were included on pilot basis, however, through other activities more than 6 thousands Dalits were reached.

### *Achievements against mobilization empowerment activities*

114) First of all series of interaction was carried out with the target group to clearly identify their problems and existing situation. While engaging in discussion they overwhelmingly talked about the problems related to poverty, citizenship certificate, landlessness, deprivation of scholarship in school, and dowry and discrimination by others. There are 53 household in Sauraha, 87 in Kotihawa, 70 in Basantapur, 33 in Shokhar, 48 in Dohani, 66 in Taulihawa municipality, 89 in Dohani and again 68 in Taulihawa municipality. The frequent interaction, motivation, training and mobilization with them they have been able to realize their rights and claim with the various government and non-government agencies.

115) Like in the other parts of Nepal, most of the Dalits of this district are also agricultural laborers. They were provided with nearly 4 Kg of un-husked rice which has per KG market value in cash of not more than Rs 40. It was not at all an easy task for them to raise the wage. With constant effort they have been able to raise the wage to Rs 70 with snacks which is Rs 10 more than the government and Rs 40 less than what the DDC has fixed.

116) For the first time a big rally of Dalit was organized to raise the voice on land rights and other issues of poverty. The rally had a participation of more than 1500 people, most of whom were women. On International Women's Day on 8<sup>th</sup> March 06 more than 500 women participated in a rally organized by FEDO and KSSC. The rally was first of its kind in the district which helped raise the awareness about women's rights. Likewise a co-feast programme was organized in the district in which 600 people from different caste groups were invited. The objective of the program was to contribute towards reduce both internal and external discrimination of Dalits. The program also had participation from various line agencies of the government and civil society sector.

117) The communities were made to understand roles and responsibility of the government organizations. As a result of that 25 Dalit women received capacity building training from local Women Development Office. All the groups formed have registered themselves with the Local Development Fund (LDF) which makes them eligible for loans in the future. Through this fund under DDC they were able to acquire irrigation pump, training, seed money, and so on. In this way through mobilization empowerment

activities they have been able to realize their rights and ways on how that can be claimed.

### *Livelihood empowerment and achievements*

118) The same 31 groups were also targeted for the livelihood empowerment activities as project had the conviction that without addressing their economic poverty it is very difficult to make them realize their rights and mobilize them to claim them. Various ideas were given to them first along with their indigenous knowledge and skill and they were asked to create regular saving for them. The project provided a grant of Rs 2.4 million to the groups and made provision to provide loan to various micro enterprise and income generating activities that they wanted to take on. They were able to receive support from the government and other agencies on income generating activities like goat raising. With the small support of Rs 1,500 one of the members of the group opened a tea shop. It was also witnessed that many non-Dalits also drank tea there. This was an unusual thing in the villages.

119) Sita Nepali and Salikram Raidas received training from district level cottage industry branch of the government on entrepreneurship development and pump set repairing. Both of them have started their enterprise and are raising their income for better livelihood. A group of landless Dalits received Rs 14,000 as a grant from KSSC and they started carpentry business. All in all, livelihoods of some 3500 Dalits in the district have improved as they can have regular source of income from the various micro enterprise and income generating activities created not only from the project support but from the government support as well.

### *Inclusion*

120) As in other districts District Consultative Committee (DCC) under the leadership of Local Development Officer was formed in which there is the membership of representative of government line agencies, INGO and NGOs, Journalist Federation, NGO Federation, and other DNGOs. The District Coordinator acted as Member Secretary. It took several months to form this committee as it was very difficult to get participation from the government agencies.

121) Likewise Dalit Rights Protection Committee was formed in which representative of INSEC was coordinator and other members were from JFN, HURPES, NHRO, NHRPF, Advocacy Forum, DNGOS Network, HURLESC and member secretary was DC from FEDO.

122) Until the start of DEIP programme in Kapilvastu district, Dalit issue was not given due attention in spite that the district has 14% Dalit population. The district also did not have many Dalit NGOs. Upon the establishment of FEDO's district branch, the Dalit issue started to receive attention from the district line agencies. A series of interactive activities was organized to draw their attention as a result of which the DC was invited to the various district level meetings and similar programmes. FEDO through DEIP activities was not only able to establish itself as a credible Dalit organization in the district but also to mobilize other Dalit organizations by providing various capacity enhancement trainings and orientations. While Deputy Prime Minister KP Oli was visiting district they prepared a memorandum and handed over to him in which they put demand on behalf of district Dalits. Likewise the same network of DNGOs also sent suggestions to the interim constitution drafting committee in Kathmandu.



123) A consultative meeting was organized on 6 July 06 in the district in which 65 persons from various organizations and communities. The meeting had LDO as the chief guest. The subject of the meeting was "Access of Dalit in GOs and NGOs". During the meeting various representatives of government and non government organizations committed to nominate Dalits in various committees and provide programmes to them. DADO committed to have partnership with Dalit groups and NGOs and approved the proposal of DSDC, DUS, and DARSON under Agriculture Perspective Plan Support Programme (APPSP).

124) One of the active local NGOs in the district, Siddhartha Social Development Centre (SSDC) nominated FEDO's member Maya Nepali in its executive board and Dalit activist Chhabilal Nepali in the advisory board and recruited one Dalit as its staff. Another local NGO Sarad Samaj nominated Mina Pariyar as executive secretary of the board. A political sister organization of UML All Nepal Women Union (ANWU) also nominated Mina Pariyar in its interim committee as she was able to show herself as a potential woman leader from Dalit community. The President of FEDO was invited to contribute in a meeting held in Pokhara in 2004 for feedback on Human Development Report organized by National Planning Commission.

125) In this way DEIP was very successful to promote inclusion of Dalits both at the government and non government sector which contributes to a large extent to mainstreaming of Dalits into socio-economic and political processes.

## **G U L M I P R O G R A M M E S**

126) Gulmi is one of the hill districts for CEP programmes having a total population of 365576 of which 18.78% are Dalits. The district has one of the highest Dalit populations among other districts of Nepal. Four VDCs Tamghas (district headquarters), Arkhale, Simichaur, and Dubichaur were selected as target groups for this project. A total of 4484 Dalits of 750 households were selected as target beneficiary or rights holders. One of the members of DNF Oppressed Community Upliftment Centre (OCUC) was entrusted to implement CEP programmes in Gulmi. The caste representation in the programmes is 66% BK, 18% Sarki, 14.1% Pariyar and 0.7% non-Dalits. In this district other hill Dalits Gandharva and Badi are missing or they do not live in those VDCs. Access to land and economic opportunity is one of the major issues facing the Dalits in the district. However it does not subside the issue of caste based discrimination there. Only 55 households have more than 7 ropani of land out of 750 and rest has land that is insufficient to provide living for the whole year. Unlike very underprivileged districts of Nepal 78% Dalits have access to tap water and only 22% depend on traditional sources such as stream and un-protected spring sources.

### *Mobilization Empowerment activities and achievements*

127) Since the formation of the groups is the basis of mobilization empowerment, a total of 40 groups were formed with 15 in Tamghas (district headquarters), 13 in Arkhale, 8 in Simichaur, and 4 in Dubichaur. The primary function of the 16 Community Facilitators (8 males and 8 females) was to mobilize these groups by sensitizing them on basic rights as well as providing them skills for practicing their rights. Each of the group formed was given a name. Regular meetings were held among the group members to discuss various issues. Because of the group formation and their regular interaction the internal discrimination within Dalits has been substantially reduced. There were cases of hesitation within groups members even to sit and eat together in the past. Now such behavior has been changed and without hesitation they eat and sit together.

128) Through regular interactions, the CFs helped them realize that positive change for the improvement in the quality of life has to be initiated from the household. They started from working together for personal hygiene and have constructed 200 latrines while applications for 150 more latrines have already been submitted to the DDC for support which is likely to be constructed next year. Birth registration was not a normal practice among the Dalits in the district. Now from among all 40 groups, birth registration of 75 children has been done as a result of sensitization by the CFs. Likewise 45 individuals also received their citizenship certificate. Plus, 15 couples got their marriage registered. They were sensitized on how important these documentations are for claiming their rights and having access to public services.

129) Unlike in other district all the representative of 40 groups have come together and formed a district level network of Dalit grass root organizations. Jaya Bahadur Chudara is the president of the network. The main theme of this network is "all for one and one for all" with an objective of providing support to one another whenever there is need and be proactive to create necessary pressure to the government agencies to acquire support from the district government agencies.

130) Such network has also been established at each of the four VDCs. Meetings among the network members are held every two months in which they review the progress

made by the groups and problems encountered. They also report to the main committee at the district level of their progress and problems.

131) The work of CFs did not limit to adults, they have been instrumental in forming a total of 21 child clubs - 10 in Tamghas, 9 in Arkhale, 1 in Simichaur, and 1 in Dubichaur. All the members of the child club meet regularly and discuss their problems and issues. The main areas of concern of these clubs are personal development and monitoring each other on how they are doing in their studies and also motivating those who are not regular in their studies and have not been able to attend school. They were even found helping each other with their homework.

132) In Dubichaur VDC the children had problem going to school since the primary school was bit far and they had to cross stream and take difficult trail every day. Now the community there has constructed a 4-room school building in the vicinity for children upto grade 3 defying the lack of physical access to school for children.

133) Hence the community where intra Dalit discrimination was a problem has started inclusive community development activities and are empowered not only to claim their rights but also gather other developmental skills. It can be believed that in future, this good practice will be continued for the betterment of their society.

#### *Livelihood empowerment and achievements*

134) Gulmi, among all CEP districts, has come in forefront to begin livelihood empowerment activities by forming 40 groups. Rs 2.4 million has been invested in the district for various activities. The investment in various income generating and micro enterprise activities has yielded a total of Rs. 83,000 as interest which will further be added up in their capital. In Tamghas VDC alone, an investment of NRs 1 million was made which yielded a repayment of 36% before the end of the project. The groups have made their investments mainly in livestock raising (pig, buffaloes, poultry, vegetable farming, tire repair and so on). The VDC being the district headquarters itself, there are relatively better micro enterprising opportunities than in other VDCs. In Arkhale VDC Rs 0.5 million has been invested and 13% has been repaid. In this VDC the areas of investment are trading and manufacturing – such as furniture making, tailoring, metal work, gold ornament making, rice mill, and bamboo furniture making. In Simichaur VDC a total of Rs 0.5 million has been invested of which 42% has been repaid, , highest among all repayments. The areas of investment are same as mentioned earlier. In case of Dubichaur Rs 250 thousand has been invested and repayment is 14%. Out of 750 households, 490 are engaged in micro enterprise and income generating activities. 65.33% are benefiting in the first lot while the remaining will benefit in the second lot. It was a visible empowerment that the project has achieved in terms of livelihoods and quality of their lives.

#### *Inclusion*

135) Despite the fact that 18% population in the district are Dalits, the political representation of Dalits in Gulmi is as poor as any other district of Nepal. This is because majority of Dalits are not aware of acquiring political power and getting involved in political issues while this did not seem to be an important issue to the non-Dalits in the area. However, because of their presence in certain areas and being in majority, two Dalits were elected as vice chairman of VDC, in ward chairman position 25 and in ward members 454 (61 female and 393 male). One Dalit for the first time in the history of

Gulmi district was nominated as a member to the DDC. Since there was no local body during the implementation of CEP, question of their representation did not arise, however, the group members have been trained in such a way that they will be able to present their candidature in the future elections.

136) Like in other CEP districts District Consultative Committee (DCC) was formed in Gulmi much earlier in which Local Development Officer was appointed as coordinator. Two DCC meetings were organized with active participation of the Chief District Officer, which is not very usual. He paid heed to the issues and concerns of Dalits. The majority of the government representatives appreciated the initiation and demanded more information about the Dalits of Gulmi district.

137) A 13 member Dalit Human Rights Watch Group in the leadership of district president of NGO Federation was formed. In this body there is representation of other Dalit and non Dalit organizations, journalists, intellectuals, and so on. Though caste based discrimination still exists, no such cases of atrocity was reported during the period.

138) To reduce the caste based discrimination and promote inclusion of Dalits, 7 hoarding boards with anti caste discrimination messages were installed in the main market area and road junctions. This is the first intervention of its kind in the district. A committee has been formed with a responsibility to taking care of the hoarding boards in the respective areas.

139) A co-feast programme was organized in the district. Mr Ramprit Paswan, Vice Chairman of Upper House of Parliament was invited as chief guest to attend the session. The pioneer leaders of Dalit movement, Bhagat Sarwajeet Bishwakarma and Swami Shashidhar of Gulmi district who advocated for the discrimination free society about 200 years ago were remembered during the session. About 400 Dalits and non-Dalits participated in the co-feast programme and lunched together. The same programme also produced Tamghas declaration with the commitment to create Gulmi as caste based discrimination free district. This certainly was an achievement of DEIP amidst the severe practice of cast based discrimination in Gulmi.

## **SURKHET PROGRAMMES**

140) This district lies in the mid western region of the country and is one of the prosperous areas since it is also the regional headquarters. The total population of the district is 321602 and Dalit constitute 25.08% of the total population. In this way Surkhet is among top 10 districts having more than 50 thousand Dalit population. However, the condition of Dalits is not very different from other districts especially in terms of economic and mobilization empowerment. The education situation of Dalits has been found to be very good and is 65.22% above than the national average which is 54%. That means male Dalits have 72.62% and female 57.80%. The housing condition of a family is an indicator of social well being and in Surkhet 57% of Dalits live in semi permanent house, 38.6% on temporary house and only 4.3% have permanent house which reflects poor socio economic condition. In order to run the CEP programmes, 3 VDCs and some wards of Birendranagar municipality were chosen. The VDCs include Uttarganga, Latiloili, and Jarbuta, and some wards of Birendranagar municipality having large Dalit settlements.

### *Mobilization Empowerment activities and achievements*

141) A total of 8 communities of Dalits in 3 VDCs and a few wards of Birendranagar municipality were selected. These 8 communities were divided into 32 groups and having 677 members (Kami-423, Damai-104, Sarki – 90, Gaine-33, Badi-2 and others-36). The other caste group includes non Dalits as well since DEIP is driven by clear policy of including non-Dalits too in the project if they live in same settlement and have similar poverty situation. The 16 CFs had constant interactions with these groups and were mobilized to assert their rights. As a result of that out of 50 participants 37 Dalit women were able to receive primary teacher training. In the past due to lack of awareness and laggard action among the Dalit populace, the quota allocated to Dalits remained unfilled. Likewise the Dalit communities along with the DEIP staff made visits to some 27 Government Offices, and 5 International Organizations and acquired information about their respective plans and programmes for general public and Dalits. This way the communities were made aware on various development programmes around them, some of which they could avail of.

142) An exposure visit was organized for community members (8 male and 28 female) as a part of improving their empowerment. Visit was made to Dhangadi, a far western district where some remarkable work on Dalit movement is on going. In Surkhet, there is a good programme run by district branch of NNDSWO working on the rights of Haliya (a form of bonded labour) who are mostly Dalits. Likewise there is a regional chapter of DNF which is also active on raising and campaigning on Dalit rights at the regional level. Regular interactions of group leaders take place to discuss the issues and concerns and ways to solve them. In one of the group interactions there were 25 participants out of which 7 were male and 18 females. In the whole process of mobilization empowerment there have been more females than males which can be considered good from gender perspective.

143) The citizenship certificate has not been an issue in hilly districts like Surkhet itself. However, due to lack of awareness and ignorance, many of the community members did not have citizenship certificate. After the CEP launch, the community mobilization activities enabled a total of 22 villagers to receive citizenship certificates. As a self-help initiative in Uttarganga VDC, a 2 km rural road was constructed by the communities

worth nearly Rs 3 hundred thousand, a labor contribution. A child care centre has also been established in collaboration with Seto Gurans Samuha in Latikoili VDC.

144) A district level Dalit Advocacy forum has been formed with 11 Dalit NGOs as members. This forum is not establishment of DEIP. But it was as a result of advocacy and rights based training which was provided by DEIP that the participants formed a forum to work more closely and continuously to promote and protect Dalit rights at the district level. Hence the short term training programmes have yielded in proactive actions from the district based Dalits.

#### *Livelihood Empowerment Activities and achievements*

145) In order to bring an improvement in the quality of lives of Dalits living in the selected VDCs of Surkhet, a package of livelihood empowerment activity was carried out. To start with, a total of 32 groups comprising of 670 members (99 male and 571 females). First of all they were encouraged to create their own savings; as a result of which they were able to raise a total of Rs 62,375. The project provided them with a support worth Rs 2.4 million which they invested in various income generating and small enterprising activities. A thorough training on the theme of Start Your Business (SYB) was given to the District Coordinator who then passed on the skills to the Community Facilitators who ultimately trained the community leaders on the concept and practice. The size of loan ranged from Rs 300 to Rs 10,000 which was invested in agricultural as well as non-agricultural activities. These activities included livestock raising, cash crop farming (on leased land), investing in their occupation such as metal works, leather works, and tailoring.

146) These groups not only mobilized their resources from the project and on their own, but they also were able to get support from other government and non government organizations. With the support of DDC, adult literacy classes were run in the villages. Likewise 650 forest and fodder seedlings were distributed to them in collaboration with district soil conservation office. Both activities were helpful to run income generating activities through knowledge and fodder they will get for the livestock.

#### *Inclusion*

147) *Inclusion* in the project's context is the inclusion of Dalits in local and district level institutions (formal and informal) by removing the barriers which were present. This concept was made clear to the community from the very beginning of the project. Thus the DEIP implementing team motivated the community members to encourage representation of Dalits in the various organizations and institutions. As a result of that 10 members succeeded to participate on annual general assembly of VDC and compelled the assembly to allocate budget for Dalit development activity. The Jarbuta VDC provided Rs 33,000 to construct road leading to their settlement; Latikoili VDC provided Rs 20,000 to construct a temple of goddess; Uttarganga VDC and Birendranagar municipality provided Rs 42,000 and 37,000 respectively for Dalit development. The groups were able to receive 25% of the proposed budget. This is quite an achievement as these institutions have started to allocate the budget for Dalits which is a new phenomenon in itself.

148) As in all other CEP districts a District Consultative Committee (DCC) under the leadership of Local Development Officer (LDO) was formed and Chief District Officer (CDO) was made the patron of the committee. The committee comprises of 12 members

(11 male and 1 female) representing various government line agencies. All the members have shown commitment and solidarity to sensitize the local development agencies of government and non-government sectors in Dalit issues and make them accountable towards Dalits by allocating more and more budget and programmes for their upliftment.

149) A district level Dalit Human Rights Watch Group has been formed in the leadership of the President of district level Bar Association. The committee consists of 9 members (8 male and 1 female). Since there was no incident of caste based discrimination experienced in the district no reactive activities were required to be conducted. However, this watch group has shown its commitment towards providing support whenever there will be a need.

150) Like the other districts of Nepal, Surkhet too faces Intra Dalit discrimination. DEIP team paid high attention to minimize this problem by mobilizing community members to organize common meal programmes attended by some 1500 Dalits and non-Dalits including children and women. This is an achievement in itself as non-Dalits especially women have abandoned the discriminatory behaviors.

151) With regard to the representation of Dalits in the local structure, Community Forestry has been one of the successful grass root movements of Nepal which has greatly contributed in the conservation of the forest. However, this movement has been lead and monopolized by non-Dalits as Dalits were not accepted in the committees. After the mobilization activities of the project led to some positive results, the situation now has changed. In Latikoili VDC, 5 out of 9 members have been from Dalit community in the Kalika Community Forest User Group. Now other CFUGs have realized the need to include more Dalits as a ripple effect of Kalika CFUG.

152) Education need is one of the major concerns raised by all communities as it is a primary foundation in developing the quality of life of people. The education system in Nepal is such that the government provides free education and the schools are managed by school management committees (SMCs). SMCs play very important role in the quality of education and thus is an important and crucial body in itself. The presence of Dalits in these committees was minimal in the schools in the district. Prior to the start of the project there were only 2 Dalits in the school management committee but now most of the schools in the targeted area have appointed at least one Dalit as member of the committee and many are in the process of including participation of Dalits.

## **B A I T A D I P R O G R A M M E S**

153) This district lies in the far western region of the country and is adjoined to Indian border. Baitadi is more accessible via India than from within Nepal as the road from Dadeldhura to Baitadi is rough and unreliable especially during monsoon. The district has a total population of 250455 of which 28.37% are Dalits marking itself as the district with highest percentage of Dalit population all over Nepal. The second highest district is Saptari having 28.14%. It is one of the remotest districts of Nepal with many socio-economic and political problems. Besides, the district is known for having extreme practice of caste based discrimination as the area is largely dominated by Chhetris and Thakuris who have been considered as Babusaheb (royal descendants).

154) The literacy among Dalits is 52.7% (male 66.6% female 38.1%), slightly below the national average which is 54.0%. 47.1% (67.4% male and 25.4% female) of the Dalits in the district are economically active. which leaves the rest 52.9% either unemployed or semi-employed and living below the poverty line. The landless, semi-landless, or marginal cultivators among Dalits comprise of 6.0%. The district is in the hilly region and has average land size with produce sufficient enough only for 3.8 months. This means the Dalits in the region have to find other sources of work to support their living for rest 8.2 months.

155) As pilot project, 8 communities were selected of which 5 were in Dasarathchand municipality area and 3 in VDC Dehimandu, Durgasthan and Gurukhola. A total of 484 households were targeted having 3003 (1468 female and 1535 male) population of Dalits. Both mobilization and livelihood empowerment activities were carried out among them.

156) One of the member organizations of DNF, Dalit Samajik Bikas Manch (DSBM)/ Dalit Social Development Forum (DSDF) under the leadership of Mr Mohan Baral, was entrusted to carryout the CEP activities in Baitadi district.

### *Mobilization Empowerment Activities and achievements*

157) First of all 32 groups were created in which 15 – 25 members were brought together having one person from each household of the community. The primary function of the 16 CFs was to interact with them and provide knowledge, skill and information about the importance of social mobilization and its power to access resources from the different sources. The CFs were first provided training on rights based approach and advocacy, the skills which they learned and ultimately transferred to the community.

158) Some remarkable impacts were seen in the district after the mobilization empowerment activities. As an extreme form of discrimination Dalits in Baitadi district were not allowed to grow "jamara" (sacred seedling of barley grown in a dark room) to celebrate Dashain. They had to beg with the upper caste when they had to receive Tika which is a very humiliating practice. When the problem was discussed extensively among the group members some of the members decided to break the irrational norm and grow "jamara" themselves. The empowerment activities enabled them to gather and build a strong team to end this sort of practice. If it was an individual move, then they would have to go through the strong opposition of non-Dalits especially from Thakuri group. This movement was also reported in Kantipur national daily newspaper.



159) It is not uncommon that the "haliya" system, a form of bonded labor, still exists in the district and that too in an extreme form. The groups fought against this and as a result, Mr Ramesh Luhar got freedom after 25 years from this labor and many other have been motivated to follow his path of freedom. This has enabled the Dalit laborers to fight against corrupt and irrational traditional practices.

160) The child bearing rate among Dalit women was found to be 4.7 in the district where as in other groups it is 4. Therefore the project realized this as an important issue to be considered. In order to address this issue, local women were sensitized on the concept of sterilizing for family planning. In a short span of time, 7 women had permanent sterilization. Other women are also following them realizing that they will have limited children whom they can provide good parenthood.

161) Though citizenship certificate was not a major issue in the district, there were many Dalits who did not bother to have it due to reasons like lack of awareness. As a part of mobilizing activities, the project capacitated the community people with information on the value of citizenship certificate and on ways to avail it. During the project period 29 Dalits received citizenship certificate from District Administration Office. The groups were also able to receive quota for literacy classes from District Education Office and they appointed literacy class facilitators and ran informal literacy activities in their respective communities. Likewise one school which was running through community funding received recognition from the government and now it is entitled to get support from government to cover the expenses of teacher's salary, stationery, and other support.

162) The importance of International human rights day and international day against racism was never felt in the district. After DEIP introduced rights based approach through formal and informal local training sessions, they were made to realize their importance and both days were observed by having a mass meeting and demonstration at the district headquarters in December and March respectively.

#### *Livelihood empowerment activities and achievements*

163) One community each in three VDCs – Dehimandu, Durgasthan, and Gurukhola, and 5 communities in Dasharathchand municipality were selected for the livelihood empowerment activities. In the 8 communities 16 groups were formed. The project invested a total of Rs 2.4 million there for various activities. The communities showed overwhelming participation with a collective saving of Rs 1 million. The minimum saving has been 50 rupees per month. SYB training was first given to District Coordinator who later trained the CFs and then the community. As a result of that communities in Baitadi have been able to do business in a larger scale than in other DEIP districts.

164) In the past many Dalits used their skill to weave bamboo basket and sold in the local market for a rate as low as Rs 25. They had to leave their product at the shop on credit and they would be reimbursed with low quality rice. That means in every step they used to be deceived, under priced, and undeserving. Now the situation has changed as they have formed a cooperative and all bamboo basket weavers have come together. They collect their entire product and one person takes the product to Dhangadhi, a regional market, and sells each basket at the price of Rs 50 – 60. The profit they make is shared among all members. This is a very realistic and relevant example of economic empowerment through community mobilization.

165) A mobile business has also been successful as a nearby Indian market is just few hours bus ride from the area. They buy essential commodities such as food and fuel items and sell in the local market at a good profit margin. The group fund has been invested on this enterprise quite extensively. Due to quick returns, this business is becoming very popular among the community entrepreneurs who have been benefiting quite a lot from it.

166) Other enterprises include livestock raising such as local poultry, goat raising, etc. A group has invested some money on mule transportation as many parts of the districts are not accessible by road. They carry goods on the back of the mule and charge fare on the basis of weight.

167) Investments have also been made in some traditional occupations of Dalits like metal-works, tailoring, and leatherwork. Since Dalits have been engaged in these occupations for long, they are already skilled in these areas. Hence even with small investment they can get good returns and can improve the quality of their lives.

### *Inclusion*

168) Much like in other CEP districts, District Consultative Committee and Dalit Human Rights Watch group were formed in Baitadi too. During the project period there was an incident of non-acceptance of milk produced by Dalit by a local dairy. All the Dalits got together and pressurized not only the dairy, but the CDO too who agreed in taking appropriate action. Likewise a five member monitoring body under the leadership of Human Rights and Social Service Centre was formed. It was the same committee that was converted into the Dalit Human Rights Watch Group.

169) Though it was during the royal regime, Mr Ram Bahadur Lavad was nominated from Dehimandu, one of the project VDCs, to the members of District Development Committee (DDC). This is the first instance whereby a Dalit nomination was posted in a high level post at the district level.

170) It is a common (mal)practice all over Nepal that a woman during her menstruation period has to stay outside the house in extreme conditions (like a cowshed). She is considered impure and is not allowed to see male members of the family or touch others. This practice is usual in Dalit as well as non Dalit communities. However, non Dalits are relatively better off with better arrangement for their females during such menstruation period. In case of Dalits their shelter is more extreme like a cowshed which is filthy and unsafe during the night. Now the males of Badilekh community have realized such practice is very discriminatory to women and unhygienic to humans and have started allowing women inside the house. This is a big change in the attitude and behavior toward women. In the days to come other members of the communities will follow and discrimination against women in this form will be eliminated.

### **3. Other Major Activities**

#### *Demography and Socio-Economic Survey*

171) This is one of the milestones of this project as there is discrepancy of census of Dalits. The government census presents total Dalits as 13% of the whole population (census 2001) while Dalit movement of Nepal claims it to be more than 20%. The demography and socio-economic survey carried out in 6 CEP districts revealed that the discrepancy between government and the survey statistics varies from 1 to 8%. According to the government census 2004/05 the population in Saptari district is 614148 with 175718 Dalits which makes 28.14% as against 20.9% respectively of 2001 census. The least discrepancy was found out only in case of Kapilvastu which is 1.18% as it was 13.42% in 2001 and 14.60% in 04/05. The average Dalit population in these six districts comes to 21.3% and in case of hill and Terai it is 21.7% and 21.1% respectively. These findings clearly indicate that the average Dalit population is around 20%. This survey has given a strong basis to Dalit movement to claim the actual volume of their population and influence government census which is due in 2011.

#### *Ethnography study of Hill and Terai Dalits*

172) There are several areas of anthropological and ethnographical exploration of Dalits. However it is a matter of surprise why not much attention was paid to the vast areas of sociological exploration of Dalits. Though their culture and tradition do not differ much to the upper caste near to them, there are many components that are unique to Dalits and which should have been the matter of interest and concern. For example the culture and tradition of Dalits are same as of upper caste and sometimes their surnames as well. Though the origin of caste is said to have developed from Indian subcontinent and later exported to Nepal, Nepali caste system is different in many ways. Nepal also is known for its cultural diversity. Among the many Dalit castes, some caste groups such as Sunar, Lohar and Darji are not considered untouchable in many parts of Nepal and not at all in India. In order to break the silence of sociological exploration of Dalits, NNDSWO with the support of Dalit professionals carried out two different ethnographic studies - Terai Dalits and Hill Dalits. National Dalit Commission has now as identified caste groups as a basis of this study. 12 caste groups were identified In Terai and 5 in the case of Hills. Though the study has information and component of an ethnographic study, the noted sociologist of Nepal commented that it has not fulfilled all the disciplines required to have a status of an ethnographic study. It was said that it requires at least one year for the anthropologist to stay in the target village, observe the life cycle and rituals, and cross check the same in other villages before completing it. It also needs to be validated with the people whose ethnography is being written. However, the study comprises comprehensive information of these caste groups and it has become a very good academic reference for in-depth and elaborated study for the scholars. Likewise it has contributed in the storage and compilation of knowledge about Dalits through a scientific study.

#### *Publication of Books*

173) Another good contribution of this project is the publications of books on different subjects and issues of Dalits related to economic, social, and political situation and their possible solutions. Though only 5 books were planned and provisioned initially by the project, there were 9 books that could be published. One report was partially supported for final publication. Out of 9 books 4 were published by the project itself – (i) Biography of Dalit leader Mohanlal Kapali; (ii) Literary Work of Saroj Dilu; and (iii) Budget analysis of 061/62

and 062/063. JUP, which was entrusted to publish 3 books, indeed published 4 that include (i) History of Dalit movement; (ii) Societal Analysis of Dalits; (iii) and iv) 2 biographies of prominent Dalit leaders: Late Bhagat Sarvajeet Vishwakarma and Former Chairman of National Dalit Commission, Padam Singh Vishwakarma. Likewise, for the first time FEDO was able to publish a book on the issues of Dalit women of Nepal. DNF was also supported to develop a research report on Foreign Aid and Dalits of Nepal with major funding from ESP (separate) and partially from DEIP. Most of these books have the collections of the articles from prominent writers that include both Dalit as well as non-Dalits. Most of these books are useful to scholars and students having interest in the field of Dalit studies.

#### *Poster Publications*

174) The project had provisioned to publish 10 posters on various themes on caste based discrimination. In this regard DNF, JUP, FEDO, and NNDSWO were entrusted to publish various posters to highlight the issues of Dalits. DNF published a poster during "International Consultation on Caste Based Discrimination, on the occasion of international day against racism and during its third general convention. JUP published 3 posters, the first was targeted to raise the legal awareness and had a message that "practicing untouchability is crime against society and law", this poster was targeted for Terai Dalits. Another poster on legal awareness quoted provision of constitution 2047 and civil code 2020. It also published a 6-fold calendar in addition to posters highlighting various activities and publication of consortium organizations. Two posters were published by FEDO featuring the inclusion of Dalit women in decision making roles of governance. The most promising and appealing poster was published by NNDSWO in which Dalits were picturized breaking the shackles and lock of parliament gate depicting they do not have still easy access to it.

#### *International Consultation on Caste Based Discrimination*

175) An international consultation was planned to be organized during the project period. This international event titled "International Consultation on Caste Based discrimination" was organized on 29 November to 1 December 2004 in Kathmandu in which 150 participants from 13 countries of the world participated. There was representation from caste affected countries such as Nepal, India, Bangladesh, Japan, and Senegal. There was representation from UN committees such as ICERD and IDSN worldwide. The three-day consultation produced a Kathmandu Declaration on Dalit rights. Subsequent to this consultation UN appointed two special rapporteurs to work towards descent based discrimination (equivalent to caste based discrimination) in the CERD committee. The appointment of the two rapportuers was a result of the consultation seminar. The Team Leader (then Project Coordinator) of DEIP was the Management Coordinator of this international event as well and was instrumental to make this a grand success. The event was organized jointly by DNF and IDSN and major funding came from DFID (ESP – separate funding, DEIP, and DFID UK) along with other donors such as DANIDA, Plan International, ActionAid, MS Nepal, Lutheran World Federation, and CARE Nepal.

#### *Exposure visits to antidiscrimination initiatives*

176) As a part of capacity enhancement of consortium organizations, various exposure visits to the South Asia regions (India, Bangladesh, and Pakistan) were organized. During this period two world social forums took place in January 2005 in Mumbai India and January 2006 in Karchi, Pakistan. In both of these important world social forums most representatives of the social movement from all around the world gathered together. Being a forum of social movement it was a very good opportunity for Dalits of Nepal to show their

presence, express and seek solidarity to and from other movements of the world. Since two of the events took place in South Asian cities, DNF and the consortium members decided to use the surface transportation so as to accommodate more participants remaining within the same budget. Altogether 40 participants experienced the exposure visit under the leadership of DNF General Secretary and DEIP Project Director, Gajadhar Sunar; the cost of sponsoring 25 participants (including one DEIP programme officer) was supported by DEIP. It was reported that about 200 Dalits from Nepal had reached Mumbai and they were able to draw the attention of international communities by performing various activities from cultural show to mass demonstration. D B Sagar Vishwakarma, President of DNF gave speech in one of the events organized by IDSN and its members highlighting the need to end caste based discrimination from all over the world.

177) Another visit was organized to Bangladesh from 2 – 8 June 05. The participants of this visit were mostly the chairpersons and senior persons of consortium organizations. There were 14 male and 2 female participants who visited leading NGOs of Bangladesh specializing in micro finance; they were UDDPAN, PROSHIKA, and BRAK. South Asia Pacific (SAP) Bangladesh, an INGO, coordinated the visit. The visiting delegates also met BG Murthi and his organization working on the rights of Bangladeshi Dalits. Besides gaining knowledge on the management of micro finance, they were impressed with professional management of these NGOs in which they found more involvement of professional staff and less involvement of board members who hardly meet 2-3 times a year. They realized the fact that the organization has to be managed professionally with competent team of staff with the board's responsibility should focus on policy guidelines and strategic directions more than daily management.

178) An exposure visit to Navasarjan, a movement-based NGO in Gurjrat, India, was organized in which regional presidents of DNF and representatives of consortium organizations participated. The delegation was lead by the Team Leader of DEIP. The delegates had the opportunity to see how an NGO can be instrumental to connect the grass root issue of landlessness to policy change. The NGO was founded to address the issue of murder of its workers 15 years ago. After 15 years of continuous legal fight the murders were eventually jailed and justice was secured. Now Navasarjan is running awareness-raising and rights based programmes in 5000 villages of Gujarat and also running boarding schools and technical training institutes simultaneously. One of the most interesting aspects of this training was preparation of Dalit youths for police recruitment. The rationale for this programme was create employment opportunities for Dalits on one hand and on the other, support promotion, and protection of Dalit rights as policemen are the first point of contact of any crime committed.

179) In January of 2006 a large delegation of Dalits visited Karachi, Pakistan to participate in the World Social Forum. About 50 members from different Dalit organizations and movement participated in the delegation. DEIP sponsored the visit of 25 participants under the leadership of DNF. Compared to Mumbai, the gathering was relatively smaller as organizers faced obstacles in acquiring visa and making travel arrangements. However, the Dalit delegation was the largest group from Nepal. The delegation organized various programmes in Karachi including cultural show, street drama, mass demonstration, formal and informal meetings, and observing different events of the other participants. In one of the interaction programmes organized by DWO, Member of Parliament of UK Jeremy Corbyn distinctly highlighted the need to pay attention to the problems and issues of Dalits by the international community. Other prominent speakers were representatives of Indian delegation from NCDHR, NACDOR, and from Nepal as well. Participation in such world forum

brings in knowledge and solidarity of other social movement and consolidates the effort put forth for the social justice at the international level.

*Orientation to Dalit Leaders and Activists by Martin Mcwan*

180) While having meeting with Martin Mcwan in his work place "Dalit Sakti Kendra" (Dalit Empowerment Centre) in Ahemadabad, Gujrat, the visiting Dalit leaders were very much overwhelmed by listening about his work, commitment, and dedication for the empowerment of Dalits. It was found that he is recipient of international awards from the US. The visiting delegates requested Martin Mcwan for a visit to Nepal to share his experiences with other Dalit leaders and activists in Nepal. On the last week of March 06 two five-day events were organized in Nepal. One for national level Dalit leaders and activists; and the other for Dalit leaders and activities at the regional level in Dhangadhi, far west district of Nepal. Residential events were organized so as to have maximum input from Martin and comprehensive interactive session with the national level leaders. At the regional level, much participation was from representatives of different far west districts and the local residents of Dhangadhi. Since Martin Macwan is an inspiring figure in himself, his experience of over two decades on the Indian Dalit movement was very rich, encouraging, and motivating to engage persistently for the cause of social justice. Most of the knowledge and experience he shared came from his own life time experience and exposure.

*Scholarship to Marginalized Dalits for Technical Education*

181) A provision was made to produce skilled human resources especially from the field of journalism who could be ultimately instrumental to advocate on Dalit rights through media. One candidate studying Master of Mass Communication was provided a scholarship through this programme and he is now working as a human rights defender and online editor of Human Rights news bulletin for one of the leading human rights organizations. Later on the Project Management Committee (PMT) decided to provide scholarships to the marginalized sections of Dalits based on both caste and geographic classification. Therefore, quotas were allocated to far and mid western region from geographic point of view and to Terai Dalits from marginalization point of view. A total of 24 scholarships were distributed for SLC level and beyond SLC level technical courses. The scholarship amount was worth Rs.18,000. 50% of the scholarship recipients were females. A short-term one-month course on livestock treatment and electric wiring was provided for 40 Dalits. The training was provided by the resource persons certified by CTEVT. After this activity was launched, there was a huge demand for it from many students seeking various kinds of training from the polytechnic institutes affiliated with CTEVT. JUP, the implementing organization of this programme, had difficult time to fulfill the demand put forth by Dalits as well as training providers. Institutes like MSR (Multi-disciplinary Services and Rehabilitation) Centre and KTC (Kathmandu Training Centre) have been demanding regular scholarships for the Dalit students taking course on social mobilization in their respective institutes. Above all through this programme CTEVT itself as an institution has been very much sensitized about Dalit issue and have shown their commitment that they will try and accommodate more and more training to Dalits. This was also evident from the interview of Dr.Agni Prasad Kafle, Chief of the CTEVT, in "Sahayatra" TV programme.

182) The integrated approach adopted to conduct this programme has directly yielded results in capacitating the DNGOs to drive the Dalit issues and provided an effective springboard support in bringing about the institutional change at the national level. The issues and approaches defined in the EPIC strategy have successfully been read and translated at the implementation level. The scholarship programme was a successful

strategy not only for skills development of Dalits, but also for addressing the issue of inclusion at institutional level. And this programme received substantial support from the TV programme which collectively initiated the institutional change.

### *NGO Profile study*

183) The growth and development of NGOs have taken place in Nepal and have contributed significantly in the social movement. It has been almost 10 years since the establishment of DNF. Despite the growth and development of Dalit NGOs over the years, a systematic record of their human resources, their programmes, and their capacity have never been created. It is said that there are 30,000 NGOs registered in the country and 500 among them are Dalit NGOs. About 200 Dalit NGOs have been affiliated with DNF but the recently held general convention which took place in Pokhara from 9-11 June 06 had a record of 155 Dalit NGOs. In order to have proper profile of Dalit NGOs affiliated with DNF a programme was planned during the last quarter of the project. Under the leadership of Pawan Kumar Sen, who has good experience of collecting data on NGO profile at NGO Federation Nepal, this programme was conducted and a comprehensive report was developed and submitted which presents various aspects of the Dalit NGOs.

184) The report shows a comprehensive profile of 186 Dalit NGOs spread in 48 districts of Nepal covering all the five development regions. An interesting finding was inferred from the analysis. If the issue of inclusiveness has to be applied to the analysis then compared to the national scenario it is better in terms of caste and gender representation. The report shows 47% of the surveyed organizations having heads of organizations from Kami community, followed by 19%, from Pariyar community 9% from Sarki, 9% from Chamar, and interestingly about 3% of these organizations are headed by non-Dalits. These NGOs are lead by relatively younger generation whose age group falls 31 – 45 and they constitute 67% of the organizations. In terms of gender, 84% of NGO heads are male; in terms of geography 81% constitute Hill and 16% Terai Dalit NGOs. In terms of educational qualification, a worrying picture is depicted as most of the organization heads (39%) have only high school level education or lower. Organization heads that have up to intermediate level make up 31%. Number of heads with bachelors and higher degree is relatively few (26%). It also shows some Dalit organizations headed by illiterate people (4 percent).

185) If training and exposure is to be considered, the picture is not as bad. Most of the organization heads seem to have acquired trainings and exposure required for running an NGO successfully. However, they are not upto the mark to make them successful and effective. The study shows that majority of the NGO staff are trained in the areas of organization development and management (19%), advocacy (12%); account management (9%); child rights and welfare (7%); conflict management (7%); journalism (5%); rights-based and awareness raising (5%); micro-finance (5%); and community mobilization (5%). Dalit human resource is found to be lesser in the areas of women development and gender equality, legal service and counseling, and literacy and informal education.

186) Most of the DNGOs have been found to be working in the areas of advocacy, education, abolition of caste-based tradition and social awareness, and legal awareness and human rights of Dalits. Working areas such as environment, health and sanitation, livelihoods development and economic empowerment, and capacity build-up training are also common among DNGOs. The study shows that number of DNGOs who work for Dalit women development and gender equality and Dalit children is also significant.

187) The study has attempted to assess and examine how far have the DNGOs formulated organizational plans policies including the following

- Organizational strategy
- Periodical action plan/ annual action plan
- Financial policy
- Personnel policy
- Gender policy
- Membership policy

188) Out of 186 DNGOs, 56% have at least one of the aforementioned plans and policies. It was also found that 54% organizations have their own membership policies. Number of DNGOs that have their own strategy and policies is 51%. While only 37% DNGOs have formulated policies on gender.

189) The challenges that lie ahead are enhancing further the capacity of those who have already acquired some basic skills of NGO management; consolidating the advocacy and rights based activities on Dalit rights; and promoting inclusion of Terai and other marginalized Dalits, such as Gaijans and, of course females.



## **IV. LESSON LEARNT AND RECOMMENDATIONS**

190) During the project period there were many learning which are worth mentioning in this report. Learning is something which comes along with project implementation which was not thought of or planned. Upon applying this definition following major learning have been generated and mentioned below.

### **A. OWNERSHIP AND MANAGEMENT STRUCTURE OF THE PROJECT**

191) DEIP is a result of continuous effort of DNF and the five national DNGOs - FEDO, JUP, JMC, DWO, and NNDSWO and continuous support from DFID/ ESP. The primary contracting party of DEIP is DNF which contracted Total Management Services (TMS) as an Implementing Agency (IA), which was later changed as Management Support Agency (MSA). The major project activities were then subcontracted to 6 Dalit NGOs including DNF. However, DNF did not have major portion of the project activities compared to other DNGOs, neither any direct management roles. As a result of that neither DNF nor the DNGOs could own the project collectively. The implementing agency, subsequently MSA, was made responsible to facilitate the implementation but it did not have ownership either.

192) DNF has a role of an umbrella organization of all Dalit NGO members in the country, including the five national DNGOs in DEIP. However, there were some confusions between the consortium organizations and DNF regarding their roles in the project. As a result of this there was a realization of revisiting the implementation modalities of DEIP particularly at the operational level which led to a revision of the management structure through an independent management review conducted within the first year of the project itself.

193) After the management review it was agreed that the project be implemented under the operational authority of Project Management Team (PMT) which had representation from DNF and all the five national DNGOs. TMS would have the role of MSA providing technical expertise and facilitation of project implementation. Every small operational decision after the review was channeled through and approved by the PMT. This provision provided a very good platform for all the DNGOs to work together promoting greater ownership among the consortium organizations. DEIP has brought all the participating national as well as local DNGOs together to a common platform. Though the formation of PMT did address the issue of ownership to some extent, the project had to experience delay in activity implementation due to additional operational decision making structure. Moreover the PMT members at times overlapped their operational decision making authority with that of policy level decisions which created some difficulties in the smooth implementation of the project.

194) The project document was prepared in consultation with DNF and the 5 national DNGOs taking more than a year. Though the provision made in the original project document was technically clear in terms of management structure, later on there were some reluctances on the part of the implementing DNGOs in accepting the arrangements made in the original document pointing that the management structure was very not practical. Having realized this, the management review was carried out to clarify and to make the structure more practical and acceptable to all. This exercise cleared the roles, responsibilities, and authority, and the accountability of the concerned stakeholders including the project staff.

195) The ownership and management issues are very much inter-related which defines the roles and responsibility as well as the need to have clear authority so as not to put dual accountability and responsibility to different structure and person. Therefore, in future the issue of ownership should be made clear from the very onset by making the participating agencies responsible and accountable with clear roles in implementation inspite of the fact that they all will have a common goal. It is a learning that for smooth implementation of projects with such magnitude and nature, it is better to design a simple and clear structure defining clear roles, responsibilities, and authorities of all stakeholders.

## **B. RECRUITMENT OF COMMUNITY FACILITATORS**

196) In most of the cases the project had tough time recruiting CFs as the candidates were in large number with limited seats. At the local level, advertisements were released in the local media. Then from among the total applicants, eligible candidates were shortlisted for written test and final interview. This is a standard and scientific recruitment process followed by the project at both national and local level. However, the entire process was new to the local applicants. Therefore ones who were not shortlisted came with a logic that all applicants should at least be allowed to sit for the written test which created some problems in administering the recruitment process.

197) A lesson learnt is that this sort of scientific methods of management should be well explained to the board members to avoid tensions and hindrances to project implementation especially at the local level. Likewise it is also equally important to understand the local practice so as to make adaptable preparations.

## **C. RIGHTS BASED VS NEED BASED APPROACH**

198) The project had adopted empowerment and inclusion as an approach and philosophy to achieve the goal of mainstreaming Dalits into socio-economic and political processes. In this approach the beneficiaries are considered as rights holders and the government agencies as the duty bearer. That means the targeted communities had to be made aware of their rights and who they should claim it from. Therefore, several training sessions on rights based approach were organized in all districts and at the central level. This called for the targeted beneficiaries to approach the duty bearer first and then only the project had to do the needful to supplement what the government agencies would be offering. This approach was very much followed at the beginning of the project. However, due to short span of project period disbursement of budget for economic empowerment was to be made to the communities simultaneously with the social empowerment process. Right upon receiving funds their priority changed towards engaging in income generating and small enterprise activities. This diverted the attention of community people from what was envisaged as adopting a rights based approach. In that way the focus of rights based approach leading to inclusion was overshadowed by income generating activities.

199) The learning from this exercise is that the community should not be provided with grant/ loan at the initial phase. They should be made capable to claim their rights from duty bearers and permanent institutions first and only then build on it with financial support from the project, maybe as a matching grant.

## **D. MOVEMENT VS DEVELOPMENT APPROACH**

200) There is a famous quote of Dr. B.R. Ambedkar (great Indian Dalit leader and philosopher) *if you make realize a slave is a slave, s/he will revolt*. If this philosophy is to be applied here, it was upon making the Dalits realize how discriminated they are, they started different movements at the local level. Among all districts, Saptari was in the forefront as many cases of discriminations and exploitations were reported there. The movement took larger shape when expectation from not only the targeted communities but from whole district was raised as they came to the project office for justice. This affected the performance of project management if the project is viewed from regular planning and implementing approach. Therefore, it is very much advisable that to what extent the project will create movement and how it needs to be balanced should be made clear while designing the project.

## **E. PROFESSIONALISM VS ACTIVISM**

201) The national as well as local DNGOs have been in operation for a considerable length of time. It is also evident that the DNGOs have been very active in advocacy and activism. The level of activism of the DNGOs is unquestionably effective as they have already had considerable experience in the field. Some of these organizations have been in operation for more than decades. Though the DNGOs are issue based organizations, in the present context, they are operating as Quasi development organizations which means they not only have to be people and issue centered but also have to be professional enough to drive development initiatives.

202) The DNGOs however do lack professional approach in managing activities. It is often the case in most NGOs in Nepal that they are small and are operated like an informal family-owned organization. In most NGOs, the founders of the organizations also take up the role of managing the operations. This dual role was not uncommon among the Dalit NGOs. One of the outputs of DEIP was to enhance the management capabilities of the National Dalit NGOs to facilitate better management of the local DNGOs. At the end of the project, it was evident that the organization leaders did realize the role of management and its different shades. As a result, they have started bringing in professional expertise at different levels of management limiting their own roles to giving the organization and the movement a direction and guidance. Having realized this, DNF has appointed the Project Team Leader and the Project Coordinator as technical advisors of the organization and the DNGOs have continued to sustain the expertise of the programme officers.

203) The project sincerely hopes that this thinking and practice continue and the NGOs are capable of hiring good and appropriate technical human resources. Hence, it is recommended that the NGOs use experts for different management functions assigning them specific responsibilities with the leaders focusing on the core organizational goal. The key learning is that the Dalit NGOs have to develop a strong human resource base considering the two facets of development – activism and professionalism.

## V. BUDGET ANALYSIS AND PERFORMANCE

### A. SPEND TREND

Quarter	Period		Amount in NRs		% utilization
	from	to	Available (received + balance from prev. qrt)	Actual spent	
q1	Sep-03	Nov-03	4,566,223	1,520,915	33.31%
q2	Dec-03	Feb-04	3,045,308	2,864,272	94.06%
q3	Mar-04	May-04	11,831,567	5,436,182	45.95%
q4	Jun-04	Aug-04	13,715,892	5,642,918	41.14%
q5	Sep-04	Nov-04	9,941,292	5,401,658	54.34%
q6	Dec-04	Feb-05	11,712,812	3,398,934	29.02%
q7	Mar-05	May-05	18,518,666	2,525,223	13.64%
q8	Jun-05	Aug-05	29,732,226	18,310,433	61.58%
q9	Sep-05	Nov-05	21,505,530	16,261,585	75.62%
q10	Dec-05	Feb-06	22,604,198	15,382,245	68.05%

Table 1: Spend trend Sep 03 – Aug 06

The spend trend table shows quarterly budget allocation and spend pattern from September 2003 to February 2006. The trend shows a gradual increment in budget utilization in the last 4 quarters. Details of quarter 11 and 12 are not included here as March onwards the trend of quarterly budget transfer was not maintained. The budget for Dec 05 – Feb 06 was used till March 06 and separate budgeting was done to cover the remaining costs. The preliminary quarters were marked with management issues which contributed to some extent to delays in activity implementation. The CEP activities were delayed by more than a year which led to slower disbursement. It is also to be noted that though the official start of the project is September 2003, the actual implementation started December onwards as the initial period was occupied with staff recruitment getting the project team in place.

## B. SPEND ANALYSIS

### 1. Budget Distribution

<b>Total Budget</b>	<b>140,690,784</b>	<b>% of total budget</b>
Total District Budget	62,833,862	44.66%
Total National level budget	77,391,922	55.01%
Total budget utilization	109,106,374	
% utilization	77.55%	

*the figure excludes contingency amount*

Table 2: Total budget distribution

The total allocated budget of the project is NRS 140,690,784 which is distributed as per the administrative and programme costs at the national and district level. Excluding the contingency, the total budget allocated for administrative and programme cost to be spent in the districts is 44.66% of the total budget. Likewise the same at the national level is 55.01%.

### 2. Overall Budget Utilization

<b>Budget Head</b>	<b>Total Budget</b>	<b>Total Spend as of Aug 06</b>	<b>% utilization</b>
A. Project Management	9,860,712	9,329,423	94.61%
B. Project Setup	3,231,086	2,696,755	83.46%
C. Office Running Cost	2,809,517	2,166,242	77.10%
D. National Level Activities	58,015,057	43,306,941	74.65%
E. District Management Cost	10,336,720	7,992,176	77.32%
F. District Project Office Setup	3,200,000	2,826,548	88.33%
G. Office Running Cost	1,879,622	1,500,059	79.81%
H. Field Activities	47,417,520	35,477,701	74.82%
I. Contingency	465,000	335,000	72.04%
J. Management Fee	3,475,550	3,475,529	100.00%
<b>Total</b>	<b>140,690,784</b>	<b>109,106,374</b>	<b>77.55%</b>

Table 3: Overall budget utilization

Table 3 shows the breakdown of how budget head has been utilized. The % utilization is calculated in total spend as a percent of total budget. It can be seen that more than three fourth (75%) of the total allocated budget has been spent at the end of the project. The utilization shows good disbursement in management activities. The budget also shows good disbursement both at national and local level activities.

### 3. Region Wise Budget Utilization

Region	Total allocated budget	Total spend	% utilization	duration in months	duration in %	utilization performance %
District level	62,833,862	47,796,484	76.07%	24	66.67%	114.10%
National level	77,391,922	60,974,890	78.79%	36	100.00%	78.79%

Table 4: Region wise budget utilization

Table 4 shows budget utilization at the national and district level. Budget utilization has been slightly better at the national level than at the districts level. However, if time elapsed is taken into consideration, the national level activities have been implemented over a period of three years and the district level over two years. This shows a utilization performance of 114.10% at the district level compared to 78.79% at the national level.

### 4. Output Wise Performance

The output performance has been analyzed in terms of activities completed as per the outputs and the budget utilization in the described three outputs. This performance is shown below in terms of: i) output wise activity performance ratio, and ii) output wise budget utilization and performance ratio.

#### OUTPUT WISE ACTIVITY ACHIEVEMENT RATIO

Outputs	Achievement ratio
Output 1: National Dalit Organisations better managed and resourced and facilitating enhanced management of local DNGOs	105.62%
Output 2: National level dalit organisations effectively driving the Dalit policy and institutional change agenda at national and district level	89.93%
Output 3: National level DNGOs effectively facilitating livelihoods and mobilisation empowerment programmes mainly through local DNGOs	88.21%
<b>OVERALL OUTPUT ACHIEVEMENT RATIO</b>	<b>94.59%</b>

Table 5: Output wise activity achievement

Though the project did experience some delays at the onset due to various management issues, the activity achievement ratio has seen to be good with an overall outputs achievement of 94.59 %. The output achievement is denoted by achievement of The methodology used to measure the activity achievement varies with regards to the nature of activity. As can be seen in Annex B, different units are assigned for different activities which are the basis for measurement of activity completion and achievement.

The overall activity performance when categorized as per the outputs shows over-achievement on the part of output 1 activities (105.62%) and very close to full-completion

on the part of the other two outputs (89.93% and 88.21% respectively). The performance is shown by a ratio calculated with *completed activities as a percentage of planned activities vis-à-vis* outputs. The overall achievement throughout the project life is 95%.

#### OUTPUT WISE BUDGET UTILIZATION AND PERFORMANCE RATIO

<b>Outputs</b>	<b>Total Budget</b>	<b>Total Spend</b>	<b>budget utilization ratio</b>	<b>output achievement ratio</b>	<b>performance (activity to budget ratio)</b>
Output 1	10,186,307	7,006,582	68.78%	105.62%	153.56%
Output 2	54,659,750	40,181,807	73.51%	89.93%	122.33%
Output 3	40,586,520	31,596,254	77.85%	88.21%	113.31%
<b>Total</b>	<b>105,432,577</b>	<b>78,784,643</b>	<b>74.73%</b>	<b>94.59%</b>	<b>126.58%</b>

Table 6: Output wise budget utilization

Table 5 compares the budget utilization and activity achievement with regards to the three outputs of the project. It is to be noted that output 3 is concentrated in the district level activities. The output wise activity performance ratio (table 5) shows an achievement of 94.59% while the output wise budget utilization is 74.73%. This has led to a total performance ratio of 126.58% which allows an interpretation that all planned activities were met with little less than three fourth (75%) of the amount that was planned in the project budget. This shows the project has been able to save a considerable amount of fund while completing almost all planned activities.

## **VI. ANNEXES**

Annex 1: Spend Report

Annex 2: Activity Completion Report



## **A. ANNEX 1: SPEND REPORT**

The spend report takes into account the budget planned as per the outputs and activities and utilized throughout the project period. The spend report consists of the following columns with reference to their significance

### **Budget Head**

The budget head describes the titles and names of the activities as maintained in the books of account.

### **Total Budget**

The total budget column records the total allocated budget for a particular activity or cost center.

### **Total utilization as of end of Aug 2006**

This column records the total spending on the particular budget heads accumulated over the life of the project.

### **Deviation**

This column calculates the relationship between planned and spent amount vis-à-vis every budget head. It reflects how well the planned budget has been spent. The calculation is done with total spend as a percentage of total budget planned.

### **Justification (if deviation is more than $\pm 20\%$ )**

This column describes the rationale for overspending and under spending calculated on the threshold of  $\pm 20\%$ .

*Final excel sheet of spend report to be placed here*

## **B. ANNEX 2: ACTIVITY COMPLETION REPORT**

The activity completion report takes in to account the major records of the following

### **Outputs and Activities**

As described in the project document.

### **Units**

This column records the units of measurement for each activity. Most of the activities have units like number of participants, events, organizations, meetings, episodes, etc. Rationale of quantifying the activities is to enable a logical measurement of activities for progress monitoring during the project period.

### **Total Planned**

Describes the total activities and targets planned to be completed by the end of the project.

### **Total completed (as of end of Aug 06)**

Records the total activities completed by the end of the project.

### **Achievement ratio**

This column has been designed for the PCR. The purpose of this column is to evaluate what % of the planned activities has been completed which ultimately shows the performance. The ratio is calculated as activity completed as a % of activity planned. Different variables are taken for different activity for measurement, like for all training activities, the number of participants has been taken as the basis of measurement; likewise, number of organizations is taken as basis for organizational activities, and the like which are explained by the column describing the basis for measurement.

### **Basis of measurement**

This column describes the basis that has been considered for the measurement of activity performance ratio.

### **Justification (if achievement is less than 50% or more than 150%)**

The justification column describes reasons for those activities which have a performance ratio of either less than 50% or more than 150%. This column basically rationalizes the underperformance and over performance.

*Final excel sheet of activity report to be placed here*