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Keystone has seen a significant growth in readership since its inception in January 2017, and this is the seventh issue of World Vision India’s quarterly research publication. This issue of Keystone covers four research-based pieces, including two impact reports, a technical brief and a review article. Experts from World Vision India have come together to capture through these pieces the impact of World Vision India’s work in the areas of addressing TB and leveraging CSR. They also capture the organisation’s expertise in the areas of internal audit and soil and water conservation pathways. This issue of Keystone is another contribution to the growing body of evidence for World Vision India’s expertise and impact, as the organisation strives to create a better tomorrow for the most vulnerable children of this country.
Evidence abounds in current literature regarding two extremely contradicting views on the issue of aid and its efficiency. It is noteworthy to list two distinct examples which argue for and against aid.

Leading economists Daren Acemoglu and James A Robinson in their book, “Why Nations Fail?”¹ write, “Many studies estimate that only about 10 or at most 20 percent of aid ever reaches its target. There are dozens of ongoing fraud investigations into charges of UN and local officials siphoning off aid money. But most of the waste resulting from foreign aid is not fraud, just incompetence or even worse: simply business as usual for aid organisations. Throughout the last five decades, hundreds of billions of dollars have been paid to governments around the world as ‘development’ aid. Much of it has been wasted in overhead and corruption. Worse, a lot of it went to dictators. And, of course, the cycle of the failure of foreign aid repeats itself over and over again. The idea that rich Western countries should provide large amounts of ‘developmental aid’ in order to solve the problem of poverty is based on an incorrect understanding of what causes poverty.”

In their “2014 Annual Letter”², Bill Gates and Melinda Gates explain three myths that block progress for the poor. One of those myths is ‘Foreign aid is a big waste’. Bill asserts that “I worry about the myth that aid doesn’t work. Aid is only one of the tools for fighting poverty and disease. Aid is a fantastic investment, and we should be doing more. It saves and improves lives very effectively, laying the groundwork for the long term economic progress (which in turn helps countries stop depending on aid). Through foreign aid, taxpayers around the world invest in development organisations that are saving lives in the poorest countries. We do know that aid drives improvements in health, agriculture, and infrastructure that correlate strongly with growth in the long run.”

In this era of uncertain economic cycle when resources are becoming scarce, the donors will more likely ask for measurable results from the recipients. For example, the Global Fund uses the approach of ‘performance-based funding’ to disburse its grants to various recipient countries. This may become the norm in the future. Added to that, recipient organisations are under tremendous pressure to comply with new regulations, minimise their overheads and prove they offer value for money. Increased media and regulatory scrutiny have become the order of the day for many charities. This is where internal audit comes in.³

Charity work (be it developmental assistance or humanitarian emergency assistance) by its very nature takes place in difficult situations requiring complex risk assessments. If organisations cannot demonstrate that their money is achieving results, then donors stop donating. This is why charities need strong internal audit controls which help the organisation to have effective oversight over its programmes and projects. This in turn, will help them to mitigate their risks and serve as a safety net in their journey to achieve their goals.

Some of the common problems facing charities are procurement fraud risk, compliance risk, fund diversion, terrorist financing, reputational risk, bribery and corruption. The internal audit process goes a long way in addressing each of those risks. Measuring the results through internal audit and review are becoming a necessity. Assessment approaches adopted by the charities are becoming more rigorous and analytical. The funders are increasingly insisting that their every penny goes to “eradicate poverty” and that “overheads” should not water down their donation. Hence, metrics closely tied to their vision and mission are guiding the charities in their exercise of “assessment,” and “accountability” ⁴.

For example, a research study ⁵ on UNHCR Somalia and WFP Somalia by Rovena Kokoshi in 2014 led to the conclusion that internal audit, accounting and...
risk management have a direct impact on organisation financial net worth involving organisation credibility and field operational results. Another study from Global Journal of Business Research\(^6\) confirms that internal controls embedded in a governance structure impact the (a) effectiveness and efficiency of operations, (b) reliability of financial reporting and (c) compliance with applicable laws and regulations; controls should be consistently reviewed and monitored; organisations that have internal audit departments are most likely to implement programmes such as periodic assessments of operational and financial controls.

The “Three lines of Defense” model\(^7\) (as designed by The Institute of Internal Auditors though a position paper) is a conceptual delineation of an organisation’s internal control levels: first-line controls, second-level monitoring controls and third-line independent assurance.

It also provides a framework with which the Board can understand the role of internal audit in the overall risk management and internal control process of an organisation.

Internal audit forms the third line of defence and provides independent assurance on the effectiveness of governance, risk management and internal controls. It assesses the effectiveness of the first and second lines of defence in achieving risk management objectives, and the effectiveness of the risk management and internal control framework. This assurance encompasses all elements of an institution’s risk management framework (from risk identification, risk assessment and response, to communication of risk-related information) and all categories of organisational objectives: strategic, operational, reporting and compliance.

The internal audit function is uniquely positioned within the organisation to provide assurance to the Board and senior management on the effectiveness of internal governance and risk processes. It is also well-placed to fulfil an advisory role in respect to effective ways of improving existing processes and assisting management in implementing recommended improvements. Under such framework, internal auditing is a key cornerstone of an organisation’s corporate governance\(^8\).

The research by Janet Greenlee, Mary Fischer, Teresa Gordon and Elizabeth Keating on ‘Investigation of Fraud in Non-profit organisations’ states that internal controls and external and internal audits were useful in identifying a third of the fraud cases. \(^9\)Thus, internal audits along with internal controls and external audits are crucial in helping non-profit organisations deter fraud.

\(^6\)Global Journal of Business Research
\(^7\)The Institute of Internal Auditors
\(^8\)World Vision India
\(^9\)Janet Greenlee, Mary Fischer, Teresa Gordon and Elizabeth Keating
Realising the value addition from internal audit, World Vision India has an in-house internal audit department, functionally reporting to the Chair of the Audit and Risk Committee of its Board. Some of the leading best practices followed by the organisation include:

- Robust monitoring of emerging risks through the Risk Dashboard under ISO 31000 ERM (Enterprise Risk Management) Framework
- Practice of performing surprise (ie, unannounced) audits of its programmes and projects
- Quick escalation of red flag indicators (identified during audit assignments) to senior management to enable timely correction
- Periodic quality assurance review of internal audit function to maintain the quality
- Possibility of concurrent review of processes during large-scale emergency relief activities
- Using Risk Based Internal Audit (RBIA) methodology to focus on high-risk areas with the optimum allocation of time and resources
- Providing value-added services like advisory/consulting engagements to clients requesting specific assistance.

In conclusion, it could be worthwhile to consider the thoughts of the former CEO of Honeywell Larry Bossidy who kept saying repeatedly through his career that “accountability is one of the real keys to effective transformation. Change can’t occur without laser-like accountability and metrics to measure how you are doing. I encourage organisation to measure their performance against their plans.” Internal audit is one such tool which helps charities in measuring their performance against their objectives and mandate.

References
World Vision India’s efforts to address TB in Telangana

IMPACT REPORT

This is a summary of the impact of World Vision India’s work in addressing TB in three districts of the Telangana state through the Arubah Project. This is based on the project evaluation report written by Paul Mathai.

INTRODUCTION

Tuberculosis (TB) continues to remain one of the most pressing health problems in India. India is the highest TB burden country in the world, accounting for one fifth of the global incidence - an estimated 1.96 million cases annually. Approximately 2.9 million people die from tuberculosis each year worldwide; about one fifth of them in India alone. The disease is a major barrier to social and economic development.

World Vision India had been responding to tuberculosis among the poor communities in Andhra Pradesh from 2003 onwards. The Arubah Project was implemented from 2011 aimed to enhance & support the Revised National Tuberculosis Control Programme (RNTCP) for the reduction of TB transmission. This project reached a population of 910951 in 484 villages in three districts – Malkajgiri, Gejwal, Achampet. ‘Arubah’ is a Hebrew word, which means ‘restoring to sound health.’

THE ARUBAH PROJECT

The primary goal of the project was to enhance and support the RNTCP for the reduction of TB transmission through an increase in cases identified and cured in target area in three districts of Telangana, measured through a) reduction in TB transmission and b) decrease in death rate due to TB. The Arubah Project collaborated with the State Govt. of Telangana in implementing two schemes of NGO involvement in RNTCP namely the Advocacy, Social Mobilization & Communication Scheme (ACSM) and Provision of Directly Observed Treatment Short course (DOTS), to build functioning TB Care Groups, community-managed TB program and expand partners who support the RNTCP.

METHODOLOGY FOR EVALUATION

An evaluation was conducted to measure the impact of the Arubah Project’s Phase II implementation (2014-2018). The methodology adopted for the evaluation was as follows:

1. Document review
2. Field validation
3. 5 Focus Group Discussions – children, community, health workers, private/government health workers
4. 13 Key Informant Interviews – government & Community members
5. Stakeholder meetings.

A total of 31 villages were selected for field validation using a purposive sampling method.
The project has managed to fulfill its main goals of reducing TB transmission and decreasing TB death rates from 8% to 4%. Case detection rates have increased in all three TB units, with Achampet having case detection rates of up to 100% by 4th Quarter 2017. Conversion and cure rates in all three TB units have reached the RNTCP targets of 90% (conversion) and 85% (cure), respectively.

The River of Life Exercise conducted with project staff and stakeholders, to indicate major achievements, challenges and significant changes over the project period, also depicts that there has been a drastic change in improvement of case detection rate, treatment completion rate, cure rate, mortality rate and patients leading relatively better life than before.

Some of the factors that facilitated the achievement of outcomes include:

- Increased accessibility to government health services.
- Improvements in cure rate due to Nutrition Support and Economic Development Assistance (EDA)
- Patient counselling and regular joint visits by World Vision India and RNTCP staff contributed to improvements in conversion and cure rates.
- Joint monitoring along with Senior Treatment Supervisor (STS)/Senior Treatment Lab Supervisor (STLS), Faith-based Organisations leaders, TB Care Groups enabled close monitoring and counselling of the patients.

The Arubah project has contributed to 11% of all TB referrals, and 23% of all New Sputum Smear Positive (NSPs) in the areas where it is working. There was an improvement in the case detection rate in all TB units and the death rates have also reduced. All three TB units have reached the RNTCP targets of 90% (conversion) and 85% (cure) respectively.

Advocacy, sensitisation and community training programmes have resulted in an overall increase in case detection rates. World Vision India has provided training for multiple stakeholders (Registered Medical Practitioner (RMP)/Private Medical Practitioner, Accredited Social Health Activists (ASHA)/Anganwadi Worker (AWW), teachers, TBCG, DOTS volunteers) on TB awareness, health and nutrition.

Sensitisation programmes on TB have improved

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Key Findings

The Arubah project has contributed to 11% of all TB referrals, and 23% of all New Sputum Smear Positive (NSPs) in the areas where it is working. There was an improvement in the case detection rate in all TB units and the death rates have also reduced. All three TB units have reached the RNTCP targets of 90% (conversion) and 85% (cure) respectively.

- Advocacy, sensitisation and community training

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Note: IMPACT is a qualitative tool that helps community members and partners determine their progress towards achieving their shared aspiration using the evaluation findings and their perceived most positive changes as the bases.
TB awareness among multiple stakeholders, including faith-based communities and non-governmental organisations. This has mobilised these communities to be involved in the referral of presumptive cases and tracking of lost-to-follow-up cases.

- Community awareness programmes (e.g. cultural shows, health awareness camps) conducted by World Vision India have reduced TB-related superstitions among the community, resulting in increased awareness and a higher number of people coming forward for diagnosis and treatment.

- A close working relationship with government stakeholders has facilitated in the tracking of referrals and monitor non-adherent patients. Active efforts by RMPs in providing reminder calls, and home visits and nutrition support by Auxiliary Nurse Midwife (ANMs) and ASHA workers have contributed to improved conversion and cure rates.

- DOTS volunteers have been instrumental in encouraging treatment adherence through one-to-one pairing of DOT volunteer with patient, with the result of a high number of TB patients under their care completing treatment.

- Economic development assistance (EDA) programmes have been well-received by beneficiaries and have given hope and a sense of control to cope with TB treatment. A majority of interviewed recipients were able to utilise EDA to sustain their livelihood (for adults) and return to school (for children), as well as meet their health and nutrition needs as well as any family needs.

### KEY OBSERVATIONS

1. The functionality of the TBCGs has shown great improvement by the end of the project, with 90% of TBCGs referring presumptive cases, compared to 25% at the start. However, not all villages across the targeted areas have at least one TBCG in the village, and not all TBCGs have sufficiently diverse gender representation in the community and had representatives from TB-cured patients.

2. The formation and training of TBCGs has not proven to be the most cost-efficient means to increase presumptive case referrals and New Sputum smear Positive (NSP) detection. Even with highly motivated members, there are limits to the sustainability of such groups, without some greater level of oversight and support for their functioning. On the whole, we assess that this is an emerging practice with some positive outcomes.

3. From our field observations, functional TBCGs seemed to be driven by a few highly motivated members (tended to be the chairpersons). Some TBCGs seemed to be ‘model’ groups, which could cite examples of their participation in TB awareness raising in their communities, referral of presumptive cases for testing, treatment adherence support and effective advocacy on behalf of TB patients. A few of these groups may continue to be active after the Arubah Project ends, because of motivated leadership.

4. TBCG members should be encouraged, guided and supported to develop plans for their continued functioning, after the Arubah Project ends. Project beneficiaries were a mix of male and female (men, women, boys and girls), and tended to be of lower caste/Socio-Economic Status (SES). The project reached out to not just urban and rural Indians, but also to tribal people in Achampet Treatment Unit as well.

5. It would be a step forward to see more women represented in positions of leadership, and at decision-making platforms/committee meetings.

6. Community awareness has largely contributed in bringing change in the attitudes of community people. Prior to the awareness programme, people were afraid of TB and kept away from TB-infected persons. General public are aware of taking precautions. Family members and neighbours are supporting TB patients during the course of treatment.

7. We assess that this practice of linking the RNTCP with the community and facilitating training of community stakeholders has potential for replication among other organisations.

8. The project’s capacity building initiatives among various stakeholder groups such as RMPs/PMPs, NGOs/CBOs/FBOs have demonstrated effectiveness, as seen from their end line improvements in TB knowledge and presumptive case referrals over baseline.
**RECOMMENDATIONS**

Through active discussion with various stakeholders (TB patients, TBCG, Government officials, NGOs and Arubah project staff), the following recommendations were gathered:

1. TBCG to be scaled up across all target areas, and efforts should be made to include a wider diversity of community members, paying attention to gender balance.

2. TBCG to broaden their roles, and expand their links to partners working in other development areas, e.g. water, sanitation and hygiene, welfare schemes, etc could be strengthened, in order to holistically address issues that TB patients face.

3. Training needs and plans of EDA beneficiaries should be reviewed and updates made to plans or standard operating procedures (SOPs) specific to each type of EDA. EDA training should then be carried out according to updated plans/SOPs.

4. Community stakeholders to be encouraged to make a plan to disseminate knowledge about TB with community members and other members of the general public, e.g. through community events, observation of special days, etc.

5. Additional topic-specific technical training should be organised for community stakeholders (e.g. TBCGs, ASHAs, AWWs, and DOTS Volunteers) to manage side effects, persons lost-to-follow-up and pediatric patients.

6. To prepare community stakeholders to take over training functions, after World Vision India ceases operations in Treatment Units, through TOT (training of trainers) sessions with relevant community stakeholders.

**LIMITATIONS**

- Functionality of TBCG is limited, as coverage of TBCGs does not extend to all villages in the TU, and not all TBCGs have enough representation from community.

- EDA beneficiaries do not receive sufficient training and support to access their entitlements such as to maximise themselves/families.

- Community stakeholders received training from World Vision India for TB prevention and control, but have not significantly spread the knowledge gained to the community. They also lack in-depth technical training to manage side-effects, persons lost to follow-up and paediatric patients.

- Lack of transition plans to prepare stakeholders to take over training functions after cessation of World Vision India operations.
Ensuring Natural Resources for sustainable and increased income in agriculture - A water and soil conservation pathway

TECHNICAL BRIEF

ABSTRACT

Modern agriculture has been successful in increasing food production, but it has also caused extensive environmental damage. For example, increasing fertiliser use has led to the degradation of water quality in many regions (Elena M. Bennett, 2001). In addition, some irrigated lands have become heavily salinised. The agriculture lands also are experiencing varied degrees of soil erosion, reduced fertility (Stanley Wood, 2000). In short, modern agricultural land use practices may be trading short-term increases in food production for long-term losses in ecosystem services, including many that are important to agriculture.

Against this backdrop, World Vision India’s ‘Building Resilient Communities’ project aims to conserve two important and key resources used for agriculture, namely water and (land) soil. With a strong belief that this conservation effort will ensure a natural resource base to build on a sustainable agriculture and farm income, training to farmers, assistance on the topics as an intervention was initiated. In the process the project has trained 16,249 farmers on water and soil conservation. With an adaptation ratio of 1:1.17, a total of 19,050 farmers have adopted the soil and water conservation pathway in 14 Area Development Programmes across India.

A major change was visible due to a concerted effort in the suicide capital of India, Yavatmal. Farm income has increased by 2.7 times with about 53% of the second crop being secured. Due to this increase in the farm income and secured second crop annually, suicides in the target community is nil and migration has been reduced. There is also evidence of a positive water balance in the community, water intensive and long duration crops are being reduced and there is increased crop diversification.

This paper explores the importance of ensuring a natural resource base through water and soil conservation methods by adopting the principles of watershed approach as one of the foundations for an enabling environment and a critical pathway for doubling the farmer’s income.
Indian agriculture continues to be under the control of the monsoons. With close to 55% of its arable area relying on rain, its variations play a crucial role in the success of an agricultural season and output thereafter. There is a need to decouple agricultural output from the fluctuation of climate to ensure higher and stable income to the farmers (Gopakumaran Nair, 2016). Location-specific, cost-effective methods of cultivation practices need thrust. Further, crop nursery practices could be standardised under protected environments to optimise the use of available space.

Increased food production without sustaining the natural resources has resulted in continuous environmental degradation, particularly of soil, vegetation and water resources. Soil organic matter levels are declining and the use of chemical inputs is intensifying. About 60% of the geographical area faces soil degradation (Singh, 2000) (waterlogging, salinity and alkalinity) which threaten the farm income as the inputs and input cost increases.

Doubling the income in real terms is a formidable challenge and needs large-scale revamping, reorientation and innovation in the initiatives. Farmer’s income can increase through ensuring natural resources, water, soil, land use, increasing total output and their prices, reducing production costs through lowering input use and/or reducing input prices, diversifying production and providing earning opportunities in the non-farm sector.

Apart from the traditionally known risks to farmers, climate change is an additional risk that can cause loss of farm income. Apart from this, access to marketing and processing facilities, granaries and cold storage capacity, banking network that can provide much needed capital, educational, medical facilities and training facilities for imparting skills that market demands is important that would enhance the productive capacity on farms, help farmers realise better prices, reduce wastage, enhance shelf life, adopt better technology, meet capital needs and improve quality and quantity of livelihoods and improve employability on better terms. Risk coping and mitigation through various mechanisms including insurance would also help indemnify loss of income (K.J S Satyasai, 2016).

In recent years, farmers’ suicides have increased in some states. There were 167,000 farmers’ suicides in the previous decade. It is one of the darker sides of Indian agriculture. Indebtedness of farmers and increasing risks in agriculture are the main factors responsible for these suicides. Most studies have, rightly, identified household indebtedness to be the main reason for the suicides. However, indebtedness is due to increase in input intensity of agriculture. Long-term factors like decline in farm size, groundwater depletion, deterioration in soil quality, etc. have also been responsible for the agrarian crisis and farmers’ suicides. Many farmers are shifting to commercial crops, where input intensity is higher than subsistence crops. There is no breakthrough in dryland technology. Cultivation is also being done in marginal lands. Risk is high in commercial crops and marginal lands (Dev, 2009).

The project with a goal of building resilient families and communities was launched in 2016 with outcomes of (1) enhanced coping ability of families and communities, (2) increased food security through enhanced capacity of families/communities to adapt to changes, (3) strengthening systems and structures through empowered communities. The main approaches employed by...
the project is to build families and communities to be resilient to disasters and economic shocks. The project is operational in 304 Gram Panchayats in 16 rural blocks in about eight states across India. These selected blocks have agriculture as a major livelihood and economic activity. Importance is given to enhance the productivity of agriculture and animal husbandry.

In 2016-17, 16,249 farmers were trained on water and soil conservation methods such as mulching, trenches, soil conditioning, bio fertilisers, vermi compost, vermi wash, contour cultivation, etc. Also the use of water efficient technologies and water conserving techniques were covered in the training with drip, sprinkler, stone bund, recharge ponds/pit, land levelling, farm pond, nala bund, de-siltation, retention basin/ditches, contour cultivation, etc. About 19,050 farmers adopted the techniques of water and soil conservation. The training to adaptation ratio of World Vision India in this initiative has been 1:1.17, which will be improved upon in the coming years with more emphasis on demonstrations and adaptations.

One of the target areas is Yavatmal block of Yavatmal District in Maharashtra, known as the suicide capital of India. In Vidarbha region where the district is located in, the cropping pattern indicates a shift from cereals (particularly jowar) and cotton towards soyabean and to a lesser extent, pulses. There is a shift, but with the absence of viable alternatives, cotton continues to be a major cash crop (Mishra, 2006). The main reason for this is the declining soil health and erosion, degraded land, less rainfall or unseasonal rain and rainfall aberration etc.

The graph below (figure 1) of Yavatmal District, is for 1901 to 2002, 102 years of annual average

Figure 1: Yavatmal rainfall, temperature, Potential Evapotranspiration for 102 years
rainfall in mm, the mean annual temperature, the annual Potential Evapo-Transpiration. Based on the graph, it can be concluded that the crux of the inference is as follows:

### Yavatmal Weather Analysis

<table>
<thead>
<tr>
<th></th>
<th>Average rainfall in 102 years</th>
<th>Decreasing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Average temperature in 102 years</td>
<td>Increasing</td>
</tr>
<tr>
<td></td>
<td>Average PET in 102 years</td>
<td>Increasing</td>
</tr>
<tr>
<td>In past 116 years (1901-2016)</td>
<td>9 Rain Deficit Years</td>
<td></td>
</tr>
<tr>
<td>In past 116 years (1901-2016)</td>
<td>4 Drought Years (12% Yrs)</td>
<td></td>
</tr>
<tr>
<td>In past 26 years (1991-2016)</td>
<td>4 Rain Deficit Years</td>
<td></td>
</tr>
<tr>
<td>In past 26 years (1991-2016)</td>
<td>Drought Years (27% Yrs)</td>
<td></td>
</tr>
</tbody>
</table>

Kita, a village in Yavatmal District where WV India works, has been facing a similar issue with declining agriculture income which is not enough to meet their basic needs. Cotton has been cultivated in the area under rainfed condition. The cost of agriculture input has been high and is dependent on rainfall and the unorganised money lenders. The land is degraded because of high erosion, the soil fertility depleted because of top soil loss, no irrigated land, uneven distribution of rainfall or erratic rainfall in the region has affected agriculture production in the area and the farmer's income.

Hence water and soil conservation efforts were initiated as part of the project intervention. Simultaneously the farmers were trained on maintaining soil health, soil and water conservation at the farm level etc.

The following interventions addressed water and soil conservation. The activities started from 2014 and went on till 2016.

<table>
<thead>
<tr>
<th>Interventions</th>
<th>Numbers</th>
<th>Units</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Cost Trenches</td>
<td>4000</td>
<td>Rmt</td>
<td>World Vision India Intervention</td>
</tr>
<tr>
<td>Loose Boulder Structure</td>
<td>152</td>
<td></td>
<td>World Vision India Intervention</td>
</tr>
<tr>
<td>Stone Outlet</td>
<td>550</td>
<td></td>
<td>World Vision India Intervention</td>
</tr>
<tr>
<td>Farm Pond</td>
<td>8</td>
<td>10x10</td>
<td>World Vision India Intervention</td>
</tr>
<tr>
<td>Gabion Structure</td>
<td>40</td>
<td></td>
<td>World Vision India Intervention</td>
</tr>
<tr>
<td>Govt. Farm Pond</td>
<td>28</td>
<td>30x30, 20x20</td>
<td>Govt. of Maharashtra</td>
</tr>
<tr>
<td>Desilting Check Dam</td>
<td>7</td>
<td></td>
<td>World Vision India Intervention</td>
</tr>
<tr>
<td>Well Deepening</td>
<td>20</td>
<td></td>
<td>World Vision India Intervention</td>
</tr>
<tr>
<td>Drip Irrigation</td>
<td>2</td>
<td>Farmers 2 acre</td>
<td>World Vision India Intervention</td>
</tr>
<tr>
<td>Tree Plantation</td>
<td>40</td>
<td>Acres</td>
<td>World Vision India Intervention</td>
</tr>
<tr>
<td>Sunken Pond</td>
<td>3</td>
<td>Km</td>
<td>World Vision India Collaboration</td>
</tr>
<tr>
<td>Phad Irrigation</td>
<td>25</td>
<td>Acre</td>
<td>World Vision India Collaboration</td>
</tr>
</tbody>
</table>

The increase in water balance because of the interventions is visible. Before the intervention, water balance in the area is in the status of over-exploited. In 2017, the water balance has shifted from over-exploited to a little above safe limit. The water availability and demand is given in figure 2 and the consolidated water balance is given in figure 3.
### Water Availability

<table>
<thead>
<tr>
<th>#</th>
<th>Slope %</th>
<th>Land in Hectar</th>
<th>Tcm</th>
<th>Total Tcm</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>More 20% slope</td>
<td>0.00</td>
<td>2.66</td>
<td>0.00</td>
</tr>
<tr>
<td>2</td>
<td>Slope is 5 to 20%</td>
<td>346.24</td>
<td>1.99</td>
<td>689.02</td>
</tr>
<tr>
<td>3</td>
<td>Less than 5% slope</td>
<td>807.89</td>
<td>1.33</td>
<td>1074.50</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1154.13</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1763.51</strong></td>
</tr>
</tbody>
</table>

### Water Demand

<table>
<thead>
<tr>
<th>#</th>
<th>Particulars</th>
<th>Numbers</th>
<th>Water Required</th>
<th>Total Tcm</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Human</td>
<td>647</td>
<td>55</td>
<td>12.99</td>
</tr>
<tr>
<td>2</td>
<td>Cows and Buffaloes</td>
<td>505</td>
<td>35</td>
<td>6.45</td>
</tr>
<tr>
<td>3</td>
<td>Sheeps and Goats</td>
<td>340</td>
<td>5</td>
<td>0.62</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1492</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>20.06</strong></td>
</tr>
</tbody>
</table>

### Water Required for Crop

<table>
<thead>
<tr>
<th>#</th>
<th>Particulars</th>
<th>Total hectors</th>
<th>Water Required</th>
<th>Total Tcm</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>All crops</td>
<td>320</td>
<td>as per crops.</td>
<td>364.5</td>
</tr>
</tbody>
</table>

### Water Balance

- Run off water: **1265.01**
- Water Balance: **77.14%**
IMPACT

All the impact is measured from baseline at 2014 to the end line at 2016 with a project period of three years.

- Income has increased 2.7 times from 2014 level.
- Better Water Balance from base year
- Cotton crop was reduced as it is water intensive
- Diversified short duration crops were opted
- Second crop 53% was secured.
- There is no farmer’s suicide in target community.

CONCLUSION

To increase farmers’ income, optimum availability of natural resources like water and soil with good health is of paramount importance. This needs to be ensured through soil and water conservation and effective and efficient use. However, an enabling environment for conservation includes other aspects as well. An enabling environment (Gopakumaran Nair, 2016) broadly is a set of interrelated conditions viz., policies, investment plans, institutions, support services and other conditions - including legal, organisational, fiscal, informational, social, cultural and political - that individually and collectively could create or improve the impact of the growth process in a sustained manner. A deliberate coming together of all these factors will significantly boost the resilience of farmers to a majority of livelihood and climate shocks.

References

World Vision India’s work in Mahindra World City Project, Kancheepuram

REVIEW REPORT

This is a review report of World Vision India’s Mahindra World City project in Kancheepuram district. The report covers the major highlights across a brief period of seven months, and is written by Mathew M.

INTRODUCTION

World Vision India has been partnering with Mahindra World City Corporate Social Responsibility Project to focus on four sectors namely, Education, Health, Environment and Skill Development. The project is implemented in four panchayats of Kattankulathur block (Chengalpattu) in the Kancheepuram District of Tamil Nadu with a population of 17,372. The project closely works with the community and different stakeholders like Panchayat Raj Intuitions, Government departments (ICDS, Health, Education) etc. The Mahindra World City (MWC) Project was implemented from September 2017 to March 2018. This seven-month project was funded by MWC CSR, to improve the quality of life among the children and communities living in 15 villages through health, education, skill training and environment interventions.

REVIEW PROCESS

During the fourth phase of the implementation, a review and reflection exercise was conducted to evaluate progress, effectiveness and impact of the interventions. Done by experts from World Vision India’s Strategic Evaluation function, this review aimed at documenting positive factors, record unintended negative factors and provide recommendations for the next phase of the project.
METHODOLOGY

Qualitative methodology was primarily used for the project review. The four stages in the review process were as follows:

1. Preparation: As part of review preparations the team updated all the monitoring data relevant to the project activity, finalised the TOR in consultation with donor and other stakeholders and organised the field visit. The review team defined the methodology.

2. Project review: The team presented the summary of project achievements to the review’s team which was then validated by the review’s team based on the project’s monitoring data (project records, school records, PHC records and CBO documents) and noted the accomplishments, gaps identified and challenges encountered in the process. An exercise was also conducted with the project staff to identify the strength, weakness, opportunities and challenges of the project.

3. Community review: As part of community review, field exercises were conducted with different respondents to validate the findings captured from the document review and project review exercise with the staff. This process employed Focus Group Discussions, Key Informant Interviews, Smiley Tool (an activity to measure children’s satisfaction levels) and Functional Literacy Assessment Tool (FLAT), in addition to SWOC exercise for 116 participants.

4. Consultation of baseline/assessment findings: Baseline/assessment reports were used to consolidate the future needs of the target community. The health scenario was assessed with a sample of 300 households, where the head of the household was the respondent. The ICDS/PHC facilities were also assessed (8 ICDS centres, 1 PHC and 5 Sub Centres), where teachers (ICDS) and Medical Officers (PHC) were the respondents. Both the assessments were conducted by health experts from World Vision India.

MAJOR ACTIVITIES

1. Renovation of main school building: floor tilling, roof repair, electrification, painting, repair of existing Child Friendly Spaces (CFS), play materials, partition of classroom.

2. An English class is being conducted by an additional teacher in Paranur School, and 103 are benefiting from it. In addition these children also participated in the three-day Life School for Transformational Development, a World Vision India initiative.

3. The remedial coaching center benefitted 32 children in improving their learning outcomes.

4. Awareness events on TB was organised in 16 communities, benefitting 13,000 people.

5. 125 mothers of children below 5 years were sensitised on good nutrition and hygiene.

6. Three events on health awareness (for adolescent girls on diet, personal and menstrual hygiene, nutrition demonstrations for pregnant women and mothers of children under 2 years) were organised in three different schools (Anjur, Thenmalpakkam and Paranoor) for the benefit of 700 adolescents.

7. Awareness campaign was conducted on World Handwashing day - 15 October in connection with the Government of India’s Swachh Bharat campaign in 8 schools, benefitting 900 children.

8. A capacity building training was conducted for 18 PHC staff and front line workers, 18 on team building. Apart from these, 14 Anganwadi teachers were also trained. Also, a half-day feedback session was organised for patients and PHC Staff to improve the quality of services in PHC and establish a feedback mechanism.

9. Construction of 30 individual toilets is under progress. Additionally, 32 community volunteers were trained on Community Led Total Sanitation (CLTS)s and 16 community level events were organised with the support of an NGO called Gramalaya.

10. Three solar lamps were installed in Kunavakkam PHCs, and 100 saplings were planted in Kunnavakkam PHC campus.

11. Drinking Water Station was constructed in Veerapuram park with water filter.

12. 10 ZUKI Power Sewing Machines were purchased for a skill training unit, and 40 women were identified for operating it. 35 of them participated in exposure visits to garment companies. Of the 35 women, 13 women were placed in Srinivasa Garments and Thanishq Garments, two clothing companies in the MWC campus.
KEY FINDINGS

The Key Findings of the review include:

1. The project was able to complete most of the targeted activities during the current phase. Implementation of seven activities was delayed due to unavoidable reason. The construction of 30 toilets being a major activity needs an extension to be completed.

2. Due to the Remedial Education Centers, children are showing interest in learning and there is a progress among slow learners in their school performance. Tamil reading has improved from 13% to 19%, Tamil writing from 9% to 22%, English reading from 6% to 16% and Arithmetic from 22% to 34%, respectively.

3. Community ownership and sustainability is not evident in the project activities.

4. From January 2018, the Children Groups are not meeting regularly and this indicates that CGs are not fully functional in the target areas. Child Protection Units (CPU) are absent or non-functional. As there are no Child Protection Units (CPU) there is no formal system of reporting incidences of child abuse. It is recommended that we revive and strengthen CGs and CPUs as per World Vision India standards.

5. The current logical framework attempts to address a wide range of sectors within a short span of time frame. As a result, the project is losing the focus; hence the project need to focus on one or two sectors with a long-term plan (3-5 years) for scale and impact. (This was reflected in the last review findings.)

6. Project interventions are limited to four gram panchayats, where other donors are also implementing similar programmes hence supporting the institutional infrastructure is nearing saturation. In such a situation, the project should plan to expand its target area to block level with a consortium focusing on nearby unreached deserving villages for development initiatives.

7. The partnership of multiple stakeholders like Education Department, ICDS, Health Department, PRI, BDO and Community added value to the quality of programming. The project can be developed as model partnership CSR project so that others could learn and replicate the model across the nation.
KEY RECOMMENDATIONS

The review suggests the following recommendations, which draws from the gaps identified through the review process.

1. Youth mapping needs to be initiated in the target areas to identify the unemployed youth with an interest to learn vocational skills. The project could provide opportunities for skill development training and placements. This could be achieved by partnering with different training and placement agencies within the MWC.

2. Strengthening the community capacity through the formation of Village Development Committee (VDC) and engaging them in planning, implementation and monitoring process for quality, ownership and sustainability is a crucial finding. (This was a finding in the previous review.)

3. A detailed root cause/problem analysis assessment needs to be conducted to identify the causal factors and appropriately design a long-term intervention.

4. The REC could be continued and replicated in other schools for the next phase.

5. Organise career guidance classes for the final year students and support the best performing poor and needy students for higher and professional education.

6. Work closely with PRI with a focus on total sanitation programme to achieve ODF village status by 2020.

7. Community needs more health education programmes on TB and the significance of diagnosis and treatment.

8. More awareness to the communities and capacity building of the Anganwadi workers on the importance of growth monitoring is very much needed.

9. Exclusive breast-feeding is an area that needs more awareness.

LIMITATIONS

• Since the project implementation period was only seven months, the review exercise was limited to output and activity level. Some of the activities were still in progress at the time of review.

• The project does not have a proper monitoring and evaluation plan, output indicators were not targeted hence limited evidences.

• The compilation of recent ICDS / PHC facility assessment reports was not complete.
ABOUT US

World Vision is one of the world’s leading child-focused humanitarian organisations. Through development, relief and advocacy, we pursue fullness of life for every child by serving the poor and oppressed regardless of religion, race, ethnicity or gender as a demonstration of God’s unconditional love for all people. With nearly 65 years of experience in India, World Vision works in 185 districts impacting 26 lakh children and their families in over 6200 communities spread across 25 states and NCR of India.

*As on July 2017.*