

TERMS OF REFERENCE

Ex-Post Evaluation Omerga Area Development Programme

World Vision India

26th November 2018

World Vision India
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ii. Acknowledgements

We acknowledge the support extended by our program partner World Vision Germany for initiating this ToR for an Ex-Post Evaluation of ADP Omega. We thank Mr. Thorsten Bär (Technical Advisor Design, Monitoring and Evaluation – WV Germany) for creating opportunity for this Ex-Post Evaluation as a Learning event for World Vision. We thank Mr. Nirmal Kumar (Head - Strategic Evaluation) for his guidance and for leading the whole process for the finalization of this document and the team for taking this forward.

Strategic Evaluation Team
World Vision India

iii. Affirmation

“Except as acknowledged by the references in this paper to other authors and publications, the evaluation TOR described herein consists of our own work, undertaken to secure funding, implement the activities, describe and advance learning, as part of the requirements of World Vision’s Design, Monitoring and Review Learning System.”

Primary quantitative and qualitative data collected throughout the evaluation process remains the property of the communities and families described in the document. Information and data must be used only with their consent.

Strategic Evaluation Team
World Vision India

iv. Glossary

AD	Associate Director
ADP	Area Development Programme
FY	Fiscal Year
GVH	Group Village Head
HHS	Household Survey
LEAP	Learning, Evaluation, Accountability and Planning
PM	Program Manager
PMO	Program Monitoring Office
PSC	Pathways for Sustainable Change
VCC	Village Caring Committee
WV	World Vision
WVG	World Vision Germany
WVI	World Vision India

v. Introduction

The purpose of this Terms of Reference is to provide a framework for planning and conducting an Ex Post Evaluation for the Omerga Area Development Programme. The Evaluation will use both quantitative and qualitative methods to assess the sustainability of the results of the programme.

I. Background and description of the project

Omerga Area Development Programme is a program initiated during the year 1996 immediately after the Relief and Rehabilitation for the people affected due to the earthquake in the year 1993 in the District of Latur and Osmanabad (Maharashtra – India). World Vision with the support of World Vision Germany initiated this ADP and has been operational in Omerga and Lohara. During 2010, based on the Evaluation recommendations and agreement with the Support Office, Omerga ADP phased out from Lohara Block and continued working in 25 villages of Omerga Block. The ADP during its lifespan has worked with the following sectors: Health, Education, Economic Development and Leadership.

Programme Name	Area Development Programme Omerga
Life of Project	Closed 1996 – 2015
Evaluation Type	Ex-post Summative Evaluation
Evaluation Purpose	Retrospectively assess the project's sustainability and its contribution to community and child well-being in the area covered by Omerga ADP.
Projects	Health, Education, Economic Development and Leadership.
Programme Location	Taluka Name : Omerga District : Osmanabad State : Maharashtra Country: India
Programme Goal and Outcomes	Programme Goal: A Community empowered to ensure child well-being.
Projects	Health, Education, Economic Development and Leadership.
Geographical Position	25 villages of Omerga Taluka in Osmanabad District of Maharashtra.
Programme Area Inhabitants	Taluka Omerga Male: 99450, Female: 94474, Total population census 2001: 193924
Target Population	Male 8822 Female 8262 Boy 5993 Girl 5377
Evaluation Start and End Dates (excluding report)	Field Validation: Feb - March 2019 (Tentative) To be finalized once the External Evaluator is finalized
Anticipated Evaluation Report Release Date	June 2019

PROGRAMME GOAL: ADP Approach and changes in sustained well-being being of children identified in last evaluation

Until the end of the program in 2015, the aim of the Area Development Program (ADP) was that communities become capable to ensure the well-being of their families and children through a sustained development process. The program implemented various projects like Health, Education, Economic Development and Leadership during its lifetime. In this process, the Community Based Organizations (CBOs) played a major role in sustaining the any child well-being outcomes. Capacity Building of the CBOs ought to lay a foundation to ensure sustainable development of the community.

The Apex bodies [Seva Sanghs] played a very important role along with the Village Caring Committees. The CBOs should be able to tap appropriate resources from the government and the other agencies. Leadership was the focus during the last two years of the ADP until 2015, which intended to strengthen the various actors within the community and lead them towards sustainable development. Selected small and marginal farmers participated in livelihood opportunities. The youths, Self Help Groups (SHGs), the farmer clubs and landless laborers involved in various income generation trainings and relevant activities aimed to support small business emerging in the communities which should have made them self-supporting. The project also focused on linking the rural SHGs with urban SHGs (these SHGs would be from ADP Pune, Mumbai, Miraj) for marketing their products.

The last evaluation of the Omerga Area Development Program was conducted in 2015.

2. Evaluation Type

This is a summative, ex-post evaluation, covering the work done in the implementation phases of the Omerga Program (1996-2015).

The evaluation is designed considering the idea of “benefit persistence”, which is defined as “ongoing positive changes in services or behaviours that benefit an individual or community and that can be attributed directly or indirectly to the project.”¹

Sustainability is on the one hand about **sustaining benefits** after the exit of World Vision and on the other hand about **continued improvement** (if required) after World Vision ending support.

The evaluation - focus among those living in the former program area of the Omerga ADP in India – shall explore the sustainability of the program through:

- a. assessing benefit persistence and continued improvement at individual, household, and community levels, and
- b. exploring the extent to which assets and ownership are evident in the community and how these interact with the current status of children and families in the former program area.

The evaluation will not cover the assessment of every indicator used in each project throughout the program life cycle, rather than focusing on few selected prominent elements per project.

3. Evaluation purpose and objectives

This Ex-Post Evaluation is planned as part of a culture of learning and accountability. A team of independent, external consultants will be contracted to assess the sustainability of changes caused by the program three years after the project’s closure,

The purpose of this evaluation is to retrospectively assess the concept of sustainability and its’ contribution to community and child well-being in the area covered by Omerga ADP.

Sustainability is on the one hand about sustaining benefits after the exit of World Vision and on the other hand about continued improvement in terms of child well-being after World Vision ending support.

For an in-depth understanding of sustainability, a set of critical drivers or factors for sustainability are introduced based on the following underlying **Theory for Sustainability** based upon the World Vision’s 5 drivers of sustainability:

¹ Clarke, Feeny, and Donnelly (2014)

The **potential of a project for sustainable change** strongly depends on its **design**, which lays the foundation for sustainable change by defining how it intends to achieve sustainable change as well as the **implementation** process, which translates plans into practice. Throughout a project, **local assets** need to be strengthened and developed to allow beneficiaries and local partners sustain the changes. Beneficiaries and local partners are only likely to invest their **assets** for change if they have sufficient **ownership** and have been significantly involved in the project. An effective **partnering** approach is relevant to ensure ownership and that a functioning collaboration among partners is in place for sustaining change. At beneficiary level, sustainability of change highly depends on an increased **resilience of the household**, ensuring that threats and challenges will not wipe out positive changes. Changes to relationships that have contributed to problems make **transformed relationships** a critical factor. Especially where the target group is deprived of their rights and roots are located outside the target group, **local and national level advocacy** are essential to address the right levels to achieve sustainable change. Projects and the change they are aiming to achieve require a combination of these drivers to achieve sustainable change.

Not all of World Vision's 5 drivers will be relevant for this project. This evaluation will mainly focus on the below mentioned drivers:

- 1) Local assets
- 2) Ownership
- 3) Resilience
- 4) Partnering
- 5) Transformed relationships.

The assumption is that the other drivers have contributed throughout the implementation to achieve the other drivers.

3.1 Evaluation Objectives

A) To what extent have the outcomes and/ or intermediate results of WV interventions been sustained in the program area?

At the community-level, the study will assess the status of community changes that are reported to have resulted from the ADP activities. These program level results will be assessed according to:

- a. the standards of the original intervention (e.g. whether groups still operate according to how they were trained or whether infrastructure still functions as intended) and
- b. where possible, they will be compared to their status at the time of program closure.

To do so, the study will incorporate observations and participatory group exercises among community members, community-based organizations, and leaders involving listing, ranking and group discussions.

B) (How) has ADP Omerga enabled communities to sustain improvements in child well-being?

Given that the ADP sustainability strategy focused on empowering community groups, the evaluation will conduct case studies of the groups and stakeholders who played a key role in sustaining community development initiatives. The functionality and current status of these groups is to some extent linked to the first objective, however for this particular objective we will look at the relevance of the groups in the current context, any changes and adaptation they have made to the mission and their likelihood of continuing to work.

3.2 Evaluation Questions

In order to answer the evaluation objectives following questions are expected to be analyzed during the evaluation.

Theme	Hypothesis	Evaluation Questions	Type of data	Potential tool & method
Relevance	<i>Was the design based on a coherent project logic, clearly showing how sustainable impact should have been achieved.</i>	<ul style="list-style-type: none"> - What was the project logic based upon the implemented interventions? - Did the design cover those drivers for sustainability identified as critical? - Did the project address the right levels (child, household, community, enabling environment) to ensure sustainable change? (see table below for details) - Has sustainability been addressed in the design? Was the approach to achieve sustainable change realistic? - Did the design implement a realistic exit strategy, agreed-upon with local partners? 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives by staff and key partners. - Review of baseline and design documents. 	<ul style="list-style-type: none"> - Reconstruct & Validate project logic (ToC) - Community Consultation Workshop with key stakeholders to review logic, coverage of drivers and sharing about involvement. - FGD with partners on how realistic the exit strategy is. Based on the Transition Design, Questionnaire guide/tool to be developed.
	<i>The design defined those assets that are critical for sustainable change and provides a plan on how these will be developed.</i>	<ul style="list-style-type: none"> - Were critical assets of beneficiaries and partners identified that need to be developed for the sustainability and continued growth of the desired impact? - Has a realistic approach been defined to develop critical assets? 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives by staff and key partners. - Review of baseline and design documents. 	<ul style="list-style-type: none"> - FGD with staff, separately with key partners and potentially key informants with good knowledge of sector and context (Comm. Consultation Workshop) - Systematic document review
	<i>Critical stakeholders have been identified and significantly involved in the design process creating ownership among local actors.</i>	<ul style="list-style-type: none"> - How have beneficiaries and partners been involved in the design process? 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives on the design process, 	<ul style="list-style-type: none"> - FGD / timeline with staff and separately with key stakeholders specifically on the roles and involvement of stakeholders
	<i>The design included a clear concept how partnering will be put into practice and develop over time, describing realistic roles and responsibilities corresponding to the capacities of local actors.</i>	<ul style="list-style-type: none"> - Was the design based on an assessment of key partners' mandates and capacities? - Was the project design in line with local/ national development plans? - Did the design/ approach take into consideration the available capacities and resources of partners? - Did the design ensure compatibility and coherence with government approaches and practice? 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives on the approach to partnering. - Review of baseline, design documents and any documentation on the assessment of partners before/during the design process. - In case an assessment in place, review to what extent findings have been addressed in the design. 	<ul style="list-style-type: none"> - FGD / timeline with staff and separately with key partners - River of Life (Comm. Consultation Workshop) - Systematic document review.

Theme	Hypothesis	Evaluation Questions	Type of data	Potential tool & method
	<i>The design identified critical areas where HH/Family resilience needs to be strengthened and included realistic strategies.</i>	<ul style="list-style-type: none"> - Were initially critical areas defined where resilience of families needed to be strengthened? - Was the approach to increase resilience appropriate and realistic in the given context? 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives by staff and key partners. - Review of baseline and design documents. 	<ul style="list-style-type: none"> - FGD with staff, separately with key partners and potentially key informants with good knowledge of sector and context (Comm. Consultation Workshop) - Systematic document review
Effectiveness	<i>The project has been implemented, resulting in the desired outputs</i>	<ul style="list-style-type: none"> - To what extent were planned activities (as per design) been implemented? - Have these led to the desired outputs? 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives by staff and key partners. - Comparison of project design/ project logic with actual findings. - Document review (Monitoring tables, Annual Reports, Evaluation Reports) 	<ul style="list-style-type: none"> - FGD with partners on their initial role, appropriateness of measures for strengthening partners and their perspective on how realistic the exit strategy is (Comm. Consultation Workshop)
	<i>The intervention has allowed systematically developing local assets required to sustain change and these are contributing to sustainability as planned.</i>	<ul style="list-style-type: none"> - Have critical assets been developed as planned? - Are these contributing to the sustainability of the defined impact as intended? 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives by staff and key partners. - Capacity assessment of local partners and actors. - Where appropriate quantitative data (e.g. HH financial assets) 	<ul style="list-style-type: none"> - FGD with staff, separately with key partners and potentially key informants with good knowledge of sector and context. (Comm. Consultation Workshop) - Integration of questions into partner capacity assessment. - Integration of questions into Caregiver Survey.
	<p>Ownership among local partners and the target group ensured by:</p> <ul style="list-style-type: none"> • Linking to and addressing existing perceptions/ beliefs, culture or values • Addressing priorities of the target group; • Involving beneficiaries and partners throughout implementation <p><i>These measures are showing the intended effect on sustainability.</i></p>	<ul style="list-style-type: none"> - Have existing perceptions/ beliefs, culture or values been linked to and where appropriate addressed? - Were priorities of the target group addressed? - Have beneficiaries and partners been involved throughout implementation? - Has an effective exit strategy been implemented, showing a clear shift of roles and responsibilities to local actors? - Is there any evidence of local actors taking initiative and facilitating joint planning, M&E with their own assets? - Are measures implemented to achieve ownership contributing to the sustainability of defined impact as planned? 	<ul style="list-style-type: none"> - Qualitative data providing different, perspectives by partners and staff on DME processes. - Mapping DME processes and involvement of local actors (including their transition over time), local partners rate appropriateness /efficiency of tools and processes. - Observations data describing the relationship of local stakeholders to the project 	<ul style="list-style-type: none"> - FGD / timeline with staff and separately with key partners (Comm. Consultation Workshop) - Mapping of Design Monitoring Evaluation processes. (Community Consultation Workshop).
	<i>Effective collaboration with local partners throughout the implementation</i>	<ul style="list-style-type: none"> - Has the resilience of partners been effectively strengthened? - Have partner capacities and resources been 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives on the efficiency of partnering processes. 	<ul style="list-style-type: none"> - FGD / timeline with staff and separately with key partners (Community Consultation Workshop)

Theme	Hypothesis	Evaluation Questions	Type of data	Potential tool & method
	<i>phase has enabled partners</i>	<p>assessed and monitored?</p> <ul style="list-style-type: none"> - Were collaborations among local actors effectively established and capacities developed to collaborate for sustained change? - Was an approach in place allowing local partners to effectively continue learning after WV's exit? - To what extent has coherence and compatibility been ensured with government practice and approaches? 	<ul style="list-style-type: none"> - Mapping with partners partnering, collaboration and sustainability tracking processes, including a participatory assessment of their efficiency. - Notes, Minutes or any documentation from partner interaction and meetings. 	<ul style="list-style-type: none"> - Partnership assessment - Mapping partnering and collaboration processes. - Systematic document review.
	<i>The measures identified to strengthen the resilience of families have been implemented and show the intended results.</i>	<ul style="list-style-type: none"> - Were measures to strengthen the resilience of families implemented? - Did these bring the desired results and create an enabling environment for sustainability? 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives by staff and members of targeted households. - Questions in care giver survey. 	<ul style="list-style-type: none"> - FGD with staff, separately with members of targeted households. - Care giver survey
Sustainability	<i>The project has achieved sustainable changes as planned by creating the right preconditions for sustainability and effectively taking into account critical risks.</i>	<ul style="list-style-type: none"> - To what extent are or have the exit strategy and different outcomes of the drivers and assets created the preconditions for the intervention's impact to be sustained? - What changes so far are sustainable? How likely are changes to be sustained in the future? - To what extent has the context been considered during project implementation and risks mitigated? 	<ul style="list-style-type: none"> - Assessment of the effectiveness of drivers for sustainability (see rest of this document) - Qualitative data providing different perspectives by staff and key partners. 	<ul style="list-style-type: none"> - Review of findings on assets and drivers for sustainability. - Validation workshop with key stakeholders to determine the sustainability of changes based on findings.
	<i>Critical assets developed are sustainable and allow local actors to sustain change and (if applicable) achieve further change with their local capacities and resources.</i>	<ul style="list-style-type: none"> - Are results achieved at the level of developing critical assets likely to be sustainable beyond the life of the project/ programme? - Is the process of developing local assets efficient enough for local partners to be replicated if required for sustainability or continued change? (e.g. retraining or training volunteers, continued increase of financial assets) - Will these allow for continued improvement? 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives by staff and key partners. - Capacity assessment of local partners and actors. - Where appropriate quantitative data (e.g. HH financial assets) 	<ul style="list-style-type: none"> - Analysis of data collected - Closing workshop: - Validation of findings with target group and partners, determining the interventions' contribution to changes
	<i>Results related to ownership are sustainable and ensure on the long run conditions for sustainable change and if applicable for continued further improvements.</i>	<ul style="list-style-type: none"> - Were results achieved at the level of ownership sustainable beyond the life of the project? - Will these allow for continued improvement? 	<ul style="list-style-type: none"> - Qualitative data providing different perspectives by partners and staff on the sustainability of ownership components. 	<ul style="list-style-type: none"> - FGD / timeline with staff and separately with key partners (Community Consult. Workshop) - Discussion and reflection based on findings during validation workshop with stakeholders.

Theme	Hypothesis	Evaluation Questions	Type of data	Potential tool & method
	<i>Results related to HH & family resilience are sustainable, ensure on the long run conditions for sustainable change, and if applicable for continued further improvements.</i>	<ul style="list-style-type: none"> - Are results achieved at the level of HH/family resilience likely to be sustainable beyond the life of the project/programme? - Will these allow for continued improvement? - Could resilience measures be replicated by local actors with their own assets to spread beyond the group reached by the project? 	<ul style="list-style-type: none"> - Qualitative data providing different, perspectives by partners and staff on the sustainability of resilience components. 	<ul style="list-style-type: none"> - FGD with staff, separately with members of targeted households. (Community Consult. Workshop) - Care giver survey

According to World Visions Sustainability Strategy, change is expected at four levels. Therefore, depending on the nature of each analyzed expected outcome the relevant levels should be considered.

Level addressed
Empowering children
Improving household resilience , sustainable livelihood capacity and caregiving capacity.
Community: strengthening the resilience and capacity of communities and partners to respond to present and future challenges to child well-being, including violence and disasters.
Enabling environment: working to ensure that systems, structures, policies, and practices (at local, national, regional and global levels) support and protect the well-being of children.

4. Evaluation Methodology

The evaluation is a summative ex-post evaluation ensuring that further sustainability can be achieved in WV India's programming.

Similar to previous closure evaluation study, the following main methods are suggested:

1. **Community Consultation:** A preliminary consultation with the stakeholders (Community representative/Leaders, former staff, Partners) to be organized to brainstorm and understand the context, intervention, of the programme implemented. The consultation will be for five days closer to the ADP area. The Consultant's active participation is essential.
2. **Quantitative** – Reflection on HH survey results, use of Secondary data such as previous baseline documents and government data.
3. **Qualitative** – Focus Group Discussions, Key Informant interviews
4. **Secondary** qualitative and quantitative data collection mainly via literature/ secondary review of documents or databases, particularly data kept at national and sub national levels by the government of India.
5. **Primary** data collection on **infrastructure conditions** via observations

The hired consultant will define the quantitative and qualitative sampling methodology. Reference should be made on how Quantitative Household Surveys were conducted as part of the closure evaluation in 2015, especially in terms of the identification of indicators, which in 2015 has referred to the Design Document (2006 – 2010), the Design Document (2011 – 2013) and the Transition Design Document (2014 – 2015).

The following criteria were used to identify the indicators for measurement:

- Indicators that have baseline figure
- Relevant indicators, based upon data analysis
- Comparability of different data sets
- Informative value for analysing sustainable change

Out of these, an informed selection based on the focus area of the ex-post evaluation will be undertaken.

4.1 Focused on programme's potential impact

Due to the fact that Omerga ADP has been running over many years and worked in many sectors, it is important to focus the ex-post evaluation on those areas where the programme achieved positive and negative change and to assess the sustainability of any positive effects of the programme.

For a clear focus, the following steps are suggested:

- **Reconstructing the programme's and project's theory of change** for each key area of intervention (economic development, education and health). This will allow:
 - identifying the areas and levels where, based on its design, the programme has had the potential to achieve defined outcomes and goals (levels: child, household, community, processes & structures)
 - identifying the underlying hypothesis/assumption to achieve and sustain the desired change (the sustainability framework used by the sustainability and transition project will be used for analysis)
- Where possible, establishing the **most important changes and the ADP's contribution to those changes;**
- **Defining questions** – based on an understanding of the underlying hypothesis (questions can test these) and based on an understanding of WV's potential sustainable impact
- **Defining means (tools) to answer questions**

4.2 Data validation and recommendations:

In addition to the triangulation, the consultant is expected to involve the stakeholders, community representatives identified during the field work and the former ADP staff (as designated by WV India) during the data validation and formulation of findings and conclusions.

4.3 Smart data management approach and processes

For ensuring a high level of quality of the evaluation and efficient work a smart data management approach will be used. This is to avoid the challenges which occur in many evaluations where

- a huge amount of time and resources are spent on collecting data which in the end either cannot be analysed or is not used;
- evaluators are overwhelmed with the amount of data and lose sight of relevant information;
- data is disregarded because it is not clear how to analyse it with the given resources;
- data on the same issue generated with different tools are neither used for triangulation nor integrated to provide a comprehensive picture.

Therefore, the evaluation will include the following measures:

- clear and detailed definition of evaluation questions based on a realistic understanding of the programme's potential for impact;
- where reliable secondary data is available it will be given priority over collecting new data to save time and resources;

- where possible, **visual data collection tools** will be used where stakeholders will write and draw responses visible to all participants. This helps respondents to remain focused and builds in a validation step as everyone can see what is noted;
- simple data collection forms which limit data collection to the data required to answer questions and avoid collecting too many details which cannot be handled in the analysis step;
- Very detailed evaluation report outline as part of evaluation concept. Data collectors of all tools will use this outline to collect data and to report their findings to avoid losing sight of what needs to be reported on and provide a consistent format to allow a time efficient integration of findings from different tools.
- Members of the evaluation team will have clearly defined responsibilities at the beginning of the evaluation process, allowing them to understand on what themes they will collect information, how they will analyse and report it and how they will integrate it with data from other tools.
- Before the evaluation exercise: for all tools a clear definition how data will be analysed to answer the defined questions and if applicable with which other sources of data it will be triangulated.

5. Limitations

Design issues

- a. Lack of program documentation. There are three evaluation reports that we have records of 2004, 2008 and 2013 however, no raw data files exists and only some of the original tools can be found. Further, data have not been collected from an unexposed comparison group to represent what would happen in the absence of the program. This limits the ability to establish causality of outcomes, as well as the ability to perform sophisticated trend analysis even among the intervention group.
- b. The evaluation available present data on status of various sectors at various points in time but do not provide explanation on how the findings relate to program designs e.g. WASH data are collected throughout the program life regardless of the program not working in WASH in any of the phases, or household economic status collected and yet the results cannot be related to the program approach of working with CBOs or farmers' groups, etc.
- c. The relatively small sample size of the quantitative arm, in particular, restricts the types of analysis that might otherwise be conducted. Detailed exploration of the contribution of individual program activities will likely not be possible.
- d. Information bias (i.e., errors in information reported that result in misclassification) may be present in the data.

6. Target Audiences

Group	What should be considered in the report for the different partners
National Office	<ul style="list-style-type: none"> • Changes in the lives of children, vulnerable groups and communities over the history of the ADP • A description of the activities of the ADP over its history • A presentation of longitudinal data, as possible, including primary data collected by the ADP and secondary data from other sources, such as government line departments • An analysis and assessment of the plausible contribution of the ADP towards child wellbeing; sustainability status of WV achievements and the community structures left in place at the ADP departure. • Best practices and lessons learnt esp. about unplanned results of interventions • Questions in the TOR have been thoroughly answered/ addressed

	<ul style="list-style-type: none"> The analysis of methodology, findings, limitations, conclusions and recommendations makes meaningful linkages.
Central and Local Government	<ul style="list-style-type: none"> Understanding the sustainable programme outcomes in the communities The findings of evaluation to inform policy, sustainability of achievements, and future related interventions of the other WV programming still operating in the nearby areas or in India in general.
WV Regional Office	<ul style="list-style-type: none"> Partnership areas, consultations, information sharing and lessons learnt that could be shared with other Programmes within India as a national office and the region
Community-children, men, women and disabled	<ul style="list-style-type: none"> The way the community through its' community structures and CBOs can use findings as an advocacy tool to the government and other development partners in the area Considerations for sustainability of activities and outcomes when WV phases out
Broad audience including partnership-wide and donor public	<ul style="list-style-type: none"> Contribution of WV's programming and development approach on the well-being of children, especially the most vulnerable The extent to and manner by which operations affect child well-being Evidence of sustainability of achievements

7. Roles and Responsibilities

The core team leading the process should ideally include:

- Representatives with decision making capacities from the NO (DME)
- If possible, DME staff from local region
- Former ADP staff who can mobilize effectively communities and local partners
- External consultant
- Team leaders (which may be some of the above mentioned)

(*) Core Team

- Nirmal Kumar (Head – Strategic Evaluation)
- Praveen Kumar (National Coordinator – Evaluation)
- Sudipta Ranjan (Manger – Evaluation)
- Jacob Varghese (PMO – AD)
- Amit Rathod (Former DME Manager)
- Edward Chauhan (Former PM)
- Ext. Consultant

7.1 Roles and responsibilities

The following table gives an overview of the allocation of key roles and responsibilities. After an agreement on the general Evaluation design and process a detailed plan will be worked out including specific persons, tasks and completion dates.

	Roles and responsibilities
External consultant	<ul style="list-style-type: none"> Evaluation Design with input from all stakeholders Review of relevant documents Design of evaluation tools and process Design of data management tools and process Suggestion on the composition of the evaluation team Provision of sampling criteria Inception Report Evaluation lead with local counterpart Facilitation of a participatory analysis process

	<ul style="list-style-type: none"> - Supporting the evaluation teams to present their analysis for validation to a wider group of stakeholders - Ensuring the quality of the data collected and analysis made - Providing space for local actors through an appropriate design to learn on how in future they can better achieve and sustain change - Preparation of final report
India Evaluation Team	<ul style="list-style-type: none"> - Support on evaluation design and sampling - Approval of evaluation design - Advise on the decision whether to use electronic means for data collection - Support in facilitating and learning from ex-post exercise (if availability allows) - Review of draft report, sharing of any relevant learning
SO	<ul style="list-style-type: none"> - Technical support in evaluation design and in data analysis - Approval of evaluation design - Review of draft report, sharing of any relevant learning - Funding of evaluation
India Evaluation Team/ Bhopal PMO/ Bhokar ADP	<ul style="list-style-type: none"> - Input into the evaluation design, specifically on defining relevant questions and developing an approach which is effective in the local context - Participation of staff in the preparation and implementation process of the evaluation (planning, data collection, analysis and validation) - Preparation of a budget for local expenses for the evaluation - In charge of logistics (e.g. transport, accommodation, venues, organising for required materials and stationary) - Identifying and mobilising relevant partners and community representatives to participate in different roles in the evaluation process - Hiring enumerators, data entry clerks and most basic analysis of data collected - Facilitating necessary translations of tools - Translation where required of external facilitator (can be done by other team members, if they are willing to do so, it is not required to hire translator) - Decision on whether to use electronic or traditional form of data collection - Approval of evaluation design - Review of draft report, sharing of any relevant learning - Provision of background information, documents etc. to consultant which are required for preparing evaluation - Putting together evaluation team according to agreed-upon criteria - Provision of data required for sampling and full participation in sampling process - Review of draft report, sharing of any relevant learning - Provision of local lead for evaluation to work as counterpart with external consultant

7.2 Documents & data to be provided / reviewed for elaborating the evaluation concept

1. Project Design Documents (PDD)
2. Logframes
3. Baseline reports
4. Monitoring Reports
5. Indicator tracking tables
6. Report of previous Evaluations
7. Annual reports
8. End of Programme Evaluation Report
9. Project Closure Evaluation Report 2015
10. Transitional Planning Report
11. Any additional Design Documents
12. Annual Programme Management Reports
13. Closing Report
14. Government statistical reports
15. Resource profiles of the targeted area
16. National Office Strategy

7.3 Logistics

L=Lead, X=contributes

Tasks/ Responsibilities	WV India Evaluation Team	Bhopal PMO	Nearest Ongoing ADP (Bhokar ADP)	AP Manager (Bhokar ADP)	External Evaluator
Preparation of budget for local costs			L	X	X
Community coordination & organization	X	X	X	L	
Reserve the accommodation	X		X	L	
Transport arrangements in India			X	L	
Materials, documents, forms, photographs and other stationeries			X	L	
Selection of evaluation team members	X		X	X	X
Pilot testing evaluation tools			X	X	L
Enumerators selection & Training (Caregiver Survey)	X		X	X	L (Training)
Translators			X		L
Development of data entry system (ODK or CSPRO)				X	L
Data processors computers, printers				X	L
Arrange meetings for reflection	X	X		L	

7.4 Deliverables

Documents which the consultant is expected to submit

- Inception Report
- Data collection Instruments
- Evaluation Report including raw data

8. Suggested timeline

The proposed Timeline will be revisited with the external consultant in view of the forthcoming General Election 2019. However, the due date for submission of the Evaluation Report (Mid June 2019) will remain unchanged.

Phase	Date	Activity	Products	External	SO QA	NO Eval. Dept.	RO QA	Core Team	Full team	Community Reps	Partner Reps	Enumerators/dat
Preparations Phase	End of Nov. '18	Finalising ToR on the process, once consultant is on board, including clear definition of responsibilities	- Final ToR - Final schedule - Clearly defined roles and responsibilities	X	X	X	X					
	Ongoing	Logistics I	- Agreement on key logistics	X	X	X	X					
	In Progress	Compilation of documents	-Comprehensive set of documents shared		X	X						
	End of December '18	Draft evaluation design and inception report	-Draft based on inputs from NO, RO and SO	X								
		Preparation meeting	-Draft reconstruction Theory of Change -Detailed evaluation matrix -Draft evaluation design reviewed -Clarification of WV Germany's support	X	X	X						
	End of Dec. '18	WV India defining objectives & questions	-Evaluation matrix includes WV India's objectives and questions for ex-post	X	X	X	X					
	Mid-January '19	Community Consultation	-Understanding of the program context - Inputs to themes under Evaluation questions, as indicated in the section.	X	X	X		X		X	X	
	End of Jan. '19	Revised Evaluation Design & inception report	-Design based on ToR and objectives defined by NO, RO, SOs -Choice and development of tools (quantitative and qualitative)	X	X	X	X	X				

Phase	Date	Activity	Products	External	SO QA	NO Eval. Dept.	RO QA	Core Team	Full team	Community Reps	Partner Reps	Enumerators/dat
		Call: presentation Evaluation design Logistics	-WV India input to finalise Evaluation design -Sampling for different tools -Mobilising partners and communities	X	X	X	X					
		Data management design	-Detailed outline of evaluation report -For each tool template and clear instructions how to collect, document and analyse data -Definition of roles and responsibilities	X	X	X	X					
		Stakeholder input to evaluation objectives and design	- Reconstruction of Theory of change, review of changes/impact per sector and WV's contributions - Local stakeholders define their objectives and questions	X				X	X	X	X	
		Evaluation design refined	- Local stakeholder's input integrated in design and tools	X				X	X			
Data collection	End of Feb. '19 (Refer Site schedule SI.9)	Training		X		X		X	X	X	X	X
		Data collection (Sunday break)	Secondary, Qualitative, Quantitative data collected	X		X		X	X	X	X	X
Analysis & reporting	End of Feb '19	Initial Analysis & draft reporting	Draft report per sector and visual presentation of results for validation	X		X		X	X	X	X	X
		Validation	Validated findings and additional reflections on the sustainability of changes, action points for local actors	X		X		X	X	X	X	
	Mar. '19	Integration of feed-back	Revised draft reports for each sector based on defined report outline	X				X	X			
	Mid-April '19	Findings integrated into one report	Report first draft	X								
	May '19	Review & Comments	Commented report		X	X	X	X	X			
	Mid June '19	Integration of feedback	Final report	X								

9. Detailed Schedule for “on site” preparations and data collection

Following needs to be considered.

1. Conducting Quantitative and Qualitative concurrently would be challenging.
2. Need some time in-between for Analysis,
3. At present timeline indicates 13 days, need to allocate 20 – 25 days, in three phases – Community consultation – 5 days Quantitative data collection including Analysis – 12 days, Qualitative and Validation – 8 days.

Sl.	No. of days for the activity	Activity	Products	Location	External	Core Team	Full team	Community	Partner Reps	Enumerators/d
1		Travel Workshop Preparations	- Final agreements and clarifications among core team for facilitating scoping workshop - Clarifications on data management approach and responsibilities	Hotel	X	X				
2		Scoping workshop	- Common understanding of ex-post evaluation - Reconstructed Theory of Change - Changes linked to WV identified	Venue well accessible for community & partners	X	X	X	X	X	
3		Scoping workshop (morning)	- Reviewed and revised evaluation questions and objectives - Options for collecting data	Venue	X	X	X	X	X	
4		Revision of tools and data management (afternoon)	- Reviewed tools for collecting data - Revised tools - Roles and responsibilities clarified	Venue	X	X				
5		Training in two parallel sessions (HHS/Qualitative) Afternoon test HHS	- Evaluation team trained on qualitative tools - Enumerators and data entry clerks trained, test implemented	Hotel or Venue	X	X	X			X
6		Qualitative tools: If required continued training or data collection as HHS Secondary data: collected	Note: the final evaluation design and the tools chosen will determine the time required for training and preparations	Venue or selected villages	X	X	X			X

Sl.	No. of days for the activity	Activity	Products	Location	External	Core Team	Full team	Community	Partner Reps	Enumerators/d
7		Data collection			X	X	X			X
8		Core team meeting	- First findings reviewed, if required adjustments made	Hotel	X	X				
9		Data collection			X	X	X			X
10		Data collection			X	X	X			X
11		Analysis /Report			X	X	X			X
12		Analysis/ Report	- Data per sector analysed and from different tools/sources integrated - Draft reports for each sector - Visual presentation for Validation, questions for validation		X	X	X			
13		Validation workshop	- Findings reviewed, stakeholders' input		X	X	X	X	X	X
14		Wrap up Closing	Finalising reports		X					

10. Tender

Tenders/offers will be accepted by consultants as well as from commercial companies, NGOs or academics.

- Call for up-to-date CVs, at least two references for all evaluators involved and work samples of at least one evaluation report of a recent evaluation (in English)
- Covering letter explaining interest and suitability for this position (in English)
- Offers should include a proposed budget covering all consultancy fees and additional costs. The budget should present consultancy fees according to the total number of expected working days over the entire period. (Please refer the end-to-end timeline as in Section 9)

The final decision on tenders will be taken by World Vision.

Deadline for CVs, references and work samples: Forward CVs, references and work samples electronically to Head – Strategic Evaluation , World Vision India (nirmal_kumar@wvi.org) & Thorsten Baer, World Vision Germany (Thorsten.baer@wveu.org) by 11th December 2018.

Annexes

Annex I

Appendix I

OMERGA ADP (PROGRAM HISTORY)					
FY 06 – FY 09		FY 2010 – FY 2013		FY 2014 – FY 2015	
Program Goal	Community empowered to live, life in all its fullness (with peace, justice, dignity and hope)	Program Goal	Community are capable to ensure the well being of their families and children through a sustained development process	Program Goal	Sustained Well-being of Children
Project Goal: ECONOMIC DEVELOPMENT	Poor household of the community have regular and consistent livelihood.	Project Goal: LIVELIHOOD	Enhance sustainable livelihood security to marginalized farmers and landless laborers. Indicator 1: % of poorest household decrease over time. Indicator 2: % of CBOs are able to manage and sustain programs effectively and independently.	Project Goal: LEADERSHIP	Empowered community to ensure child well-being. Indicator 1: % of CBOs is able to manage and sustain programmes effectively and independently.
Outcome 1	Capacity of household for diversified livelihood	Outcome 1	Parents and Caregivers provide well for their children. Indicator 1: % of children living in a household where one or more adults are earning an income Indicator 2: % of households with an alternative source of income	Outcome 1	The communities are economically capable of taking care of their basic needs, Youths involved in economic development process. <u>Indicator 1.1</u> Proportion of parents or caregivers able to provide well for their children <u>Indicator 1.2</u> Proportion of youth [girls and boys] who found employment within 12 months of completing a vocational/skills training course
Output	Indicators 1.1 # farmers trained on improved Agriculture practices. 1.2 # Farmers adopting modern agriculture practices./Water harvesting infrastructure developed/maintained 1.3 # of farmers have direct access to market 1.4 # of people facilitated for various diversified business	Output 1.1	Parents and caregivers would have been trained on sustainable farming and agro based business practices. Indicator 1: # of parents and caregivers gained knowledge on sustainable farming and on agro based businesses through training. Indicator 2: # of families adopted sustainable farming and agro based business (QUANTITATIVE) Indicator 3: #of families successfully doing the agro based business.	Output 1.1	Parents and caregivers would have been trained on various livelihood opportunities. Indicator 1.1.1 #of families successfully doing the improved agro based business.

OMERGA ADP (PROGRAM HISTORY)					
FY 06 – FY 09		FY 2010 – FY 2013		FY 2014 – FY 2015	
	1.5 # people trained on vocational skill				
Project Goal: EDUCATION	Enhanced intellectual capacity of the children and the communities.	Output 1.2	Soil and water conservation infrastructure developed and maintained. Indicator 1: # of hectares of land brought under irrigation.	Output 1.2	Youths facilitated for age appropriate studies / technical / professional education to generate livelihood opportunities Indicator 1.2.1# Youths [girls and boys] completed different vocational and skill trainings after SSC and HSC.
Outcome 1	Capacity of household to continue education of the children and enhanced leadership quality.	Outcome 2	Children and their caregivers access essential health services. Indicator 1: Proportion of parents or caregivers with children 0–5 years who report having sufficient access to the health services the child needs, including medical treatment when ill and immunization Indicator 2: % of children under five are well nourished	Outcome 2	CBOs and child-led organizations are capable to ensure children's well-being in the community, Indicator 2.1 Children's groups demonstrate that they are participating in development processes. Indicator 2.2 Proportion of youth who rank themselves as thriving on the ladder of life
Output	Output Indicators 1.1 # of children continues their higher education. 1.2 # of youths completed vocational courses. 1.3 #of schools have better education facilities. 1.4 #of village caring committees actively participate in development programs.	Output 2.1	Pregnant women part of target counseling and care and support. Indicator 1: Proportion of mothers aged 18 - 30 years are part of pre and post natal care.	Output 2.1	Functioning Children's groups and Child Protection Unit. Indicator 2.1.1 # of children's groups functioning well Indicator 2.1.2 # of children participating in children's groups Indicator 2.1.3 # of children's club members reported they know how to protect themselves Indicator 2.1.4 # of communities with a functional CPU as per the rating tool
Project Goal: Water	Community enjoys healthy environment	Output 2.2	Children have proper nutritional supply year round	Output 2.2	Life skills and development assets promoted for children

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OMERGA ADP (PROGRAM HISTORY)					
FY 06 – FY 09		FY 2010 – FY 2013		FY 2014 – FY 2015	
and Sanitation			Indicator 1: # of children with -2SD (for underweight) underwent PD health program.		Indicator 2.2.1 # of children [girls and boys] adopting new learning's after attending the LSTD programmes Indicator 2.2.2 # of children [girls and boys] aged 12-18 attend the life skill programmes and know how to protect themselves
Outcome 1	All families have access to safe Drinking water and Increased access & utilization of toilets and drainage in the community.	Output 2.3	Enhanced capacity of CBOs in leadership, management and resource mobilization for accessing the services. Indicator 1: # of resources tapped from GO and NGOs Indicator 2: # of CBOS who have better management skills [financial accountability, selection of PoP, CBOs able to write proposals for resource tapping, Development plan of CBOs.]		
Output	Output 1.1 # CBO's trained on health & sanitation. 1.2 # families using water sealed toilets. 1.3 # community having water storage infrastructure 1.4 # of house hold having year round accesses to portable water source	Outcome 3	Ensure quality of project implementation Indicator 1: Smooth functioning of the project	Outcome 3	Improve knowledge and practice of families on appropriate child care, nutrition and care seeking Indicator 3.1 Percent of children aged 0-59 months whose weight for age is less than minus two standard deviations from the median (WAZ) for the international reference population ages 0–59 months. Indicator 3.2 % of children fully immunized
		Project Goal: EDUCATION	To empower communities for managing and improving access and quality education	Output 3.1	Strengthen the ICDS functions to improve nutrition among the children and pregnant mothers

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OMERGA ADP (PROGRAM HISTORY)					
FY 06 – FY 09		FY 2010 – FY 2013		FY 2014 – FY 2015	
					Indicator 3.1.1 # ICDS centers fully functional Indicator 3.1.2. # malnourished children rehabilitated (Document Review)
		Outcome 1	Adolescents ready for economic opportunity Indicator 1: Proportion of youth who found employment within 12 months of completing a vocational/ skills training course	Output 3.2	Improved awareness on WASH practices of the mothers, caregivers and families Indicator 3.2.1 % parents or caregivers who report washing their child's (aged 6 - 59 months) hands, using soap or ash before critical feeding or food preparation and defecation times
		Output 1.1	Children and families educated on importance of completing proficient studies. Indicator 1: # of students completed SSC and HSC for related appropriate courses.	Outcome 4	Communities are capable to manage the educational needs of the children. Outcome 4.1 Proportion of children who are functionally literate
		Output 1.2	Youths facilitated for vocational / technical / professional education. Indicator 1: # Youths completed different vocational and skill trainings	Output 4.1	CBO facilitated for tapping resources for support for girls & boys for completing Higher studies. Indicator 4.1.1 # of students completed SSC and HSC for related appropriate courses.
		Outcome 2	Children have a hope and vision for the future Indicator 1: % of children who are able to express future hopes and dreams		
		Output 2.1	Children able to identify their own strengths and talents Indicator 1: # children 12–18 years who are able to state at least three things that they are good at or		

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OMERGA ADP (PROGRAM HISTORY)				
FY 06 – FY 09		FY 2010 – FY 2013		FY 2014 – FY 2015
			good things about themselves; or 6–18 years if using focus groups	
		Output 2.2	Govt. and Govt. Aided School have better infrastructure facilities as per their entitlement / government criteria Indicator: # schools having good child friendly environment created	
		Output 2.3	Capacity of school teachers built through advanced teaching skills and students equipped with appropriate educational aids. Indicator 1: # of teachers trained on advanced teaching skills as per government standards Indicator 2: # of students secured good marks	
		Outcome 3	Ensure quality of project implementation	
		Output 3.1	Project are effectively managed	

Annex II

RECOMMENDATIONS FROM THE CLOSURE EVALUATION

1. The Programs should have good Design documents and the target areas should be contiguous and inclusive of all the villages in the area. The target villages should be selected carefully so that there will be consistency to maintain till the end of the program.
2. The Programs should identify the most critical issues prevailing in the community and identify the most vulnerable groups and include them for long term intervention. Simultaneously, the Programs should focus on the reduction of various identified issues through prevention and work on the reasons for the existence of those issues. For example, Omerga ADP had high prevalence of HIV+ and Disability which was not included in the programming and especially during the last phase of the ADP.
3. Programs should have a centralized Database to store longitudinal data which can be used for regular monitoring by the ADP.
4. World Vision should continue to have more Capacity building initiatives in Programs which contributes to the programming in a long run and produce results. Omerga ADP is an example of this.
5. Need to work closely with the Govt. mechanism and be a partner with them to generate impact and produce better result. It should be mandatory for all the ADPs to work along with the Govt. departments and Organisations with mutual agreement, long term planning and proper collaboration.
6. Should invest more on the non-participating villages, identify and mitigate the constraints/barriers and engage them in a common platform for knowledge and exposure. As about 20% of the total villages are not participating and due to which investments are low in these villages, proper follow-up should have been taken place while working with these communities.
7. Proper Business Development Services should be in place while engaging with the community for Economic Development Initiatives. Though ADP had used different partners for training and capacity building purposes, but still there is a felt need about ongoing business support while engaging in Agriculture, Production units, Retail Businesses, Service Providing Assignments etc. A unit should be engaged in helping these entrepreneurs in Business development, better Market opportunities, Quality Control, Investment Opportunities, Risk

Management which will enable the businesses/initiatives for long term and they can compete in the market.

8. Programmes should identify the real needs of the community and accordingly engage themselves in mitigating those issues. As in the case of Omerga ADP, Water is a need but ADP has made limited contribution to it which has been prevailing since long years. ADP to take issues and advocate for the causes of the people, create discussions in the forums and help in creating urgency in mitigating the issues. Apart from World Vision funding, the Programs can seek other available sources for the purpose.
9. Programs to include all the children in the target communities and should see that all the children are participating. There should be proper monitoring of all the children and their participation and involve them in the Community Development process.
10. Programs should look into the opportunities of working with the like minded NGOs, Organizations and be a part of the forums for greater impact and influence. Programs can look into different levels of engagement (local, Block, District, State etc) which can provide them a space for better opportunity for advocacy, partnership and collaboration.
11. Omerga ADP is a good example of working with the CBOs and PRIs where it collaborated together for Child wellbeing. Long Term engagements, proper understanding of the communities and continuous efforts have enabled them to create this environment.
12. CBOs need to be linked with Organizations, Agencies, Forums or Collaborations to create sustainable engagements. In this way CBOs will have more opportunities of resources that can be tapped and have a common platform for opinions, voice and action.

Appendix III – Comparable results of River of Life tool
(Source: Closure Evaluation Report, Omerga ADP, 2015)

Appendix 2

1996-2000	2001-2005	2006-2008	2009-2010	2011-2015
<ul style="list-style-type: none"> • SHG's formation • Child sponsorship started • Malnutrition in children (boys and girls) • Oppose by community for World Vision Presence • Epidemic diseases • High rate of child labour 	<ul style="list-style-type: none"> • Agriculture interventions • Check dams construction • Tree Plantation • Women only involved in household chores • Scarcity of water • Lack of health facilities • Gender discrimination • Early child marriage issues (<i>Poisonous snake</i>) • Law against child labour 	<ul style="list-style-type: none"> • Some good changes in health facilities • Immunization increased • VDC-Village Development Committee formation • Assistance to vulnerable and disabled children • Male and female come together-equal status is started • Children Protection Unit (CPU) • Play for Peace intervention (IPF-38 members) • Assistance to computer courses • Assistance through EDA-goats • Assistance to HIV/AIDS affected • Assistance to farmers • Provide support for higher education 	<ul style="list-style-type: none"> • Training to farmers for modern technologies • LSTD • Gender equality increased • Tree plantation • Educational assistance to children • EDA-provide assistance for buffaloes • Vermi-beds to farmers • Well digging and deepening • Organic farming increased • Ground water table increased • Farmers provide irrigation support through Pipes • Schools provide support through wall fencing • Formation of Seva Sangh (Apex Body) • Road constructed by Government • Tapping the Government resources at village level • Formation of Children's club • Facilities for toilets increased • Computer education increased • Widows-EDA for their economic-livelihood support • Organic farming-vermi bed the crops increased and land fertility also increased • Cycle distribution 	<ul style="list-style-type: none"> • Renovation of GP Building • Registration of Play for Peace-Vishwa Shanti Multi-purposes Social Organization • Developed the small scale business • Awareness on HIV/AIDS • Gender equality • Facilitate children for their educational materials • Low rain fall • Child Line started in 2011 • Natural calamities in 2012-2015 (Drought) • New formation of Seva sangh • Awareness and training to adolescent girls for their health and hygiene • Training to ICDS/Mother and ASHA • More assistance to HIV/AIDS victims-care and support • Awareness on environment • Demonstration plots for agriculture • MMR reduced • IMR reduced • Facilities for pregnant women increased-102/108 • 99% immunization • Women empowerment • Village development through apex body • Higher education increased
RIVER OF LIFE – OMERGA (By adults)				