

**Evaluation of SOPAR's
2004-2007 Program**

FINAL REPORT

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List of Acronyms

BV-FORWARD	Bala Vikasa Forum of Religious Women Associations for Rural Development
CIDA	Canadian International Development Agency
CPB	Canadian Partnership Branch
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
PDTC	People Development Training Centre
RBM	Results-Based Management
Rs.	Rupees
SHA	Self-Help Association
SHG	Self-Help Group
SOPAR	Society for Partnership
TORs	Terms of Reference

Executive Summary

Mandate of the Evaluation

The purpose of this evaluation mandated by the Canadian International Development Agency (CIDA) and carried out by the Montreal-based consulting firm C.A.C. International was to analyze the results of SOPAR's 2004-2007 program in order to draw lessons for the organization's future program. The general objective of the evaluation as outlined in the Terms of Reference prepared by CIDA was: to assess SOPAR's implementation of the recommendations of the previous evaluation; to analyze the strategies, activities and results of the program for coherence with CIDA policies and priorities, as per the contribution agreement and planning sheets; and to analyze the strengths and weaknesses of the organization in addressing CIDA's policies and priorities.

Methodology

The methodology for the evaluation comprised primary and secondary data collection and analysis. In the first step of the data collection process, all key documents, including the contribution agreement between CIDA and SOPAR and SOPAR/Bala Vikasa's mid-year, annual and final reports for the three-year program, were reviewed. In the second data collection step, meetings and interviews were held with key stakeholders in Canada. These include: SOPAR's founders; personnel at CIDA and SOPAR as well as members of SOPAR's Board of Directors; personnel at the Jules and Paul-Émile Foundation with which SOPAR is developing a strategic alliance; and personnel at selected schools involved in SOPAR's public engagement school and youth program. Finally, a field mission was carried out in India in March 2007 and involved interviews and discussions with the founder of SOPAR and Bala Vikasa, the president, director, associate director, program coordinators, staff members and auditor of Bala Vikasa, as well as representatives of partner organizations. The field mission also

included visits of a representative sample of projects as well as interviews and focus groups with program beneficiaries.

Program Description

SOPAR's 2004-2007 program under review includes four components, three of which are implemented in India and one in Canada, as follows:

- *Water component* - seeks to enhance the quality of life of communities through improved access to drinking water and long-term management of water resources. It includes the construction of bore wells and overhead tanks, the desiltation of traditional watersheds, and the installation of water purification plants.
- *Women component* - seeks to contribute to women's empowerment, economic development, education, improved social status and knowledge to improve their living conditions and those of their communities. It is implemented through the organization of a vast network of women's self-help groups (SHGs) and self-help associations (SHAs) through which, in turn, numerous community development activities are carried out.
- *Capacity building component* - aimed at developing the capacities of agents of change within local and national populations, program personnel, and local organizations and institutions. This cross-cutting component is implemented directly in the targeted communities and via the People Development Training Centre (PDTC) in Warangal, Andhra Pradesh.
- *Public engagement component* in Canada - promotes international cooperation and seeks to engage Canadian citizens to address global development issues and local community needs in India. The principal element of this component is the student sensitization and mobilization program

implemented in several schools across Canada.

SOPAR's program in India is developed and implemented in close collaboration with its partner organization, Bala Vikasa, which it founded in 1991 in Warangal and with which it maintains very strong ties in an ongoing "symbiotic" relationship based on a common vision and mission, shared values, and mutual engagement toward the development of poor, rural populations in India. For this reason, it is more accurate to refer to the program in India as the SOPAR/Bala Vikasa program.

SOPAR/Bala Vikasa has developed a unique and innovative approach to community development characterized as a "wraparound" approach based on iterative "action-reflection-action" that is neither "top down" nor "bottom up". Through this approach, program participants (beneficiaries) collaborate with SOPAR/Bala Vikasa to develop and implement various activities based on their development needs and priorities, draw lessons from the implementation of these activities and the results achieved, and subsequently adjust their strategies and develop new activities following a systematic and integrated process. The approach is evolving toward a "model village" approach in which targeted villages receive support from SOPAR/Bala Vikasa and through diverse local government initiatives to promote all aspects of community development. Some villages have organized up to 15 different committees to manage various initiatives related to health and sanitation, the environment, education, justice, etc.

SOPAR/Bala Vikasa works with some 45 partner organizations and is constantly developing its network of partners and potential donors. The reach of its program extends beyond the borders of Andhra Pradesh and India to other parts of Asia and the world.

Summary of the Key Findings of the Evaluation

SOPAR has largely, and very effectively, achieved the results planned in its three-year

program, and has even surpassed the number of beneficiaries of its program in India, in particular the number of participants in the women program, as well as the number of schools targeted in the public engagement program in Canada. The water and capacity building programs are also managed very effectively and have produced concrete development results. All program components are consistent with CIDA's policies and priorities with respect to poverty reduction, sustainable development, and gender equality.

Water Component

The results achieved through this component of the 2004-2007 program reflect the results planned and have kept pace with the results of previous programs. A new element of this component of the current three-year program is the water purification program which has contributed to improving the health situation in villages grappling with skeletal fluorosis disease due to a high level of fluoride in the water. In addition, men are more involved in this program since they manage the distribution of drinking water from the water purification plants in the villages and are responsible for fetching the heavy water containers for their households. This has reduced the burden of women who were previously responsible for carrying out this task.

The watershed (desiltation) program has generated a number of positive results for the environment and village populations. People who have benefited from this program now have access to water all year round; the water table has increased for bore wells, and villagers have undertaken tree plantation near the water source. The silt removed is used as an organic fertilizer for cultivation in the surrounding area which has contributed to significantly improving crop yields, reducing the use of chemical fertilizers, and improving pest resistance. Moreover, fishermen have improved access to fishery resources due to a more abundant water supply and are able to get better prices for fish sold at the market. Finally, the hard mud excavated from the tanks is used to buttress the watershed

bunds and to level the grounds of public buildings (schools, etc.).

The bore wells and overhead tanks constructed by Bala Vikasa in collaboration with village populations have increased their access to safe drinking water at a fraction of the cost of bottled water purchased on the market, which has significantly improved the health of local populations, increased their savings, and reduced the amount of time spent fetching water which they can now use for other productive activities.

The financial and in-kind contributions of village beneficiaries and the organization of village water management committees create ownership within the community and ensure effective maintenance of the water source.

During the three-year program, SOPAR/Bala Vikasa supported the construction of 24 overhead tanks and 697 bore wells, the installation of 45 water purification plants, and silt removal from 30 traditional watersheds. In short, the water program has met the needs of the target beneficiaries in various ways:

- access to safe drinking water;
- reduction in the time spent fetching water which can be used for other productive activities;
- reduction in health problems related to excess fluoride in drinking water sources;
- lower water costs (e.g., 10 Rs. before the installation of a village water purification system versus 3 Rs. after such an installation).

Women Component

SOPAR/Bala Vikasa has achieved greater results than expected through the women component of its three-year program. The target groups have grown in number and in quality. Women's participation in the program extends much beyond the loans they receive through the micro-credit component. Beyond the clear economic benefits, women feel united by ties of solidarity, have adopted improved health practices, and above all have developed their self-esteem

through various literacy, educational, and awareness-raising activities. This has had a tangible impact on their lives and those of their families as illustrated by the fact that they are now better equipped to resolve conflicts in their families and communities and to ensure their rights and those of their fellow citizens are respected.

Women participants in the program greatly appreciate the wide range of activities offered and, having acquired basic knowledge and skills in various areas, have developed an ongoing thirst for new knowledge and skills. The program is therefore a model of women's empowerment. Several factors account for this success, most noteworthy of which is the fact that SOPAR/Bala Vikasa systematically delivers on its engagements and promotes values of peace, compassion, dignity, love, sharing, family well-being, etc. all of which contribute to building trust and attracting a growing number of women into the program. With over 139,000 women currently participating in the program, SOPAR/Bala Vikasa has created a regional women's "movement" in India. Interestingly, the program has also had a positive impact on the spouses and sons of women participants. For example, men now consult their wives for all important decisions affecting their families and voluntarily look after the children and household chores while their wives participate in training activities.

In sum, the women program has contributed to:

- the emancipation and empowerment of rural women through literacy and other development activities, as well as access to micro-credit for income generating activities which improve the living conditions of their families and communities;
- the intellectual, personal, and social transformation of women reflected in their greater self-confidence and willingness to become real agents of social change in their communities.

Capacity Building Component

Capacity building is a cross-cutting component of the three-year program. All program beneficiaries are encouraged to organize into various groups, associations, and committees to implement, manage, and follow up on the numerous community development initiatives undertaken by SOPAR/Bala Vikasa. Implemented both on-site, i.e. in the villages where the various development activities are carried out, and at the PDTC in Warangal, the capacity building component provides both beneficiaries and community development institutions and organizations with the knowledge and skills required to become effective agents of social change in their communities.

The PDTC, founded in 2002, has developed strategic alliances and partnerships with two universities in Andhra Pradesh and several non-governmental organizations (NGOs) and is rapidly becoming a Centre of Excellence in community development. At the end of the 2004-2007 program, 57 training modules had been developed, 216 people had undertaken a program of study leading to a Bachelor's degree in community development, and 637 members of local NGOs had participated in community development training activities. Among others, local elected officials (Panchayats) have taken advantage of training courses, workshops and seminars offered at the PDTC to hone their leadership skills, acquire knowledge in public administration and good governance, etc.

Public Engagement Component

The Canadian public engagement component of the three-year program is considered by users to be very relevant and effective. It not only raises awareness among primary and secondary school students about international development issues, notably related to scarce water resources, but mobilizes students to take action and to contribute in a concrete manner to alleviating poverty through fundraising for the construction of bore wells in Andhra Pradesh. During the 2004-2007 period, a total of 439 wells, representing an average of 146 wells per year,

have been constructed through this component of the program.

SOPAR has put in place a sharing mechanism that allows schools which could not raise sufficient funds to construct a bore well to benefit from surplus funds raised at other schools. This reduces the strain on schools that have fewer resources.

Those who have participated in this component of the program express satisfaction with the approach and pedagogical material used: activity guide for teachers, poster, video, explanatory letter to parents, etc.

Program Management

Both SOPAR and Bala Vikasa have a similar governance structure steered by committed members of their respective Boards of Directors. The human, material, and financial resources allocated to the program are managed very effectively. SOPAR and Bala Vikasa personnel are fully committed to their work and have integrated the results-based management (RBM) approach ensuring that programs are rigorously implemented following strict rules and procedures. Material and financial resources are used efficiently, producing maximum results at a minimum cost.

While the management system in place ensures that all activities are systematically recorded and results are thoroughly reported in periodic documents submitted to CIDA, reports tend to emphasize operational rather than developmental results. The RBM framework of three-tiered results and indicators identified for the separate program components is cumbersome and could be simplified through the development of a single integrated program framework with one expected impact for the overall program, three or four expected outcomes corresponding to each of the program components/objectives and four to six outputs in relation to each of the outcomes.

Prospective Elements

SOPAR must pursue its support to Bala Vikasa beyond 2012 given the impressive results achieved through the joint efforts of the two organizations and the credibility that Bala Vikasa has gained over the years as a result of its strong partnership with SOPAR.

Capacity building is not only a cross-cutting component of the SOPAR/Bala Vikasa program but one of the main elements contributing to the organization's viability. Hence, SOPAR must pursue and strengthen its technical and financial support toward consolidating the PDTC's institutional management and programming (pedagogy and syllabus content). Through the Training Centre, SOPAR/Bala Vikasa will be able to continue to extend its reach to new partners in new areas of intervention in India, Asia and the rest of the world.

It is important that SOPAR/Bala Vikasa's community development methodology, particularly with regard to women, be effectively communicated to CIDA and its Canadian partners. Consequently, SOPAR/Bala Vikasa should more thoroughly document its community development approach and practices. There are not many publications produced by Bala Vikasa aside from the *Sharing Series* and training program material. The *Sharing Series* publications are an effective tool for promoting and disseminating the organization's experience in different sectors. Moreover, the diploma program in community development offered at the PDTC should be disseminated among Canadian NGOs working in Asia and Africa in particular.

Preparing others to take over the organization eventually remains an important challenge for SOPAR. Maintaining a strong team in Canada is a condition for the organization's sustainability in an environment in which the nature of the support provided to Bala Vikasa has evolved throughout the years from project management to technical and financial support in strategic planning and organizational development. This new approach requires, on the part of Board members and personnel in Canada,

organizational management skills. SOPAR's sustainability therefore depends on its capacity to recruit and maintain competent human resources who share the values of the organization and who have the capacity to secure new funding sources.

The renewal of SOPAR's Board of Directors should also ensure that the two organizations continue to be well managed and that their relationship remains strong since the role of Board members will increasingly be focused on securing support from new donors and partners, on organizational capacity building of Bala Vikasa, and on monitoring of the MOU between the two organizations.

The SOPAR/Bala Vikasa partnership reflects a long-term commitment that should continue beyond CIDA's financial support. Nonetheless, CIDA has much to gain by pursuing its partnership with SOPAR, which is an exemplary organization in all respects, including its management structure (lower than 6% management costs) and its development approach aimed at strengthening and consolidating a partner organization in India.

Bala Vikasa and its partner organizations should pursue their support to women's SHAs since this will favour the emergence of new women's groups and further expand the reach of SOPAR/Bala Vikasa's women program.

The methodology used in the women program could serve as a model for developing the youth program which is a strategic component of the 2007-2012 program. In the first year, the youth program may be implemented in the same areas as the women program. A comparative analysis could later help determine whether or not the approach is more effective in villages where other community development programs exist.

With regard to developing the Canadian component of the student program in secondary schools across Canada, SOPAR will have to choose the appropriate themes to be developed in consultation with Bala Vikasa.

Conclusions

SOPAR/Bala Vikasa has largely achieved and even surpassed the expected results of its 2004-2007 program. Its integrated program comprising three components in India and one component in Canada effectively meets the needs of the target beneficiaries and is contributing to sustainable development in India. Be it through the intellectual, personal, and social transformation observed among the numerous women participating in the program, through the significant contribution made to improving access to safe drinking and irrigation water in a region (Andhra Pradesh) hard-hit by drought and characterized by a high level of fluoride in drinking water sources, or through the capacity building of people and development partner organizations, SOPAR/Bala Vikasa has developed a unique model of community development that merits dissemination and replication elsewhere in India and in other parts of the world. The strong and effective partnership between SOPAR in Canada and Bala Vikasa in India, a participatory approach that is both flexible and rigorous, a regional and sectoral focus, in-depth knowledge of the local environment and the strong commitment of competent human resources are among the factors that have contributed to the success of this unique program. The cost-benefit ratio is also excellent: optimal results at a relatively low cost.

Hence, SOPAR/Bala Vikasa may be considered a model organization for community development which has evolved over the years from an approach based on aid delivery to beneficiaries, through small project management, to one based on the establishment of a viable partnership and common values, a strong work ethic, a shared model of development, the empowerment of beneficiaries and building the necessary infrastructure for the long-term sustainability of results achieved.

The organization's effective management and low administrative costs both in Canada and overseas also lend credibility to its actions. While Bala Vikasa is a secular organization, its close relationship with the diocese and religious

congregations ensures a reliable network of partners that share common values and approaches to development.

The SOPAR and Bala Vikasa Boards of Directors share a common vision and approach which ensures the results achieved match or even surpass those expected. Their governance structures ensure organizational integrity as well as the effective and efficient use of human, material, and financial resources.

Moreover, the partnership between Bala Vikasa and SOPAR, a CIDA-funded Canadian organization, allows Bala Vikasa to impose strict operating rules and procedures upon its partner organizations, to develop a long-term vision and an innovative model of organizational development that contrasts with existing practices in India.

The trust built between SOPAR/Bala Vikasa and the local Indian authorities, based on the concrete results the organization has achieved over the years, allows SOPAR/Bala Vikasa to have real influence on current development management practices in its targeted areas. The organization's collaboration with local elected officials as well as its promotion of values related to good governance, transparency, sound management, and accountability contribute to the development of effective community management practices that generate results.

The conditions to ensure sustainability are well integrated in SOPAR/Bala Vikasa's approach, on the one hand through the MOU between the two organizations and on the other hand through an endogenous approach that encourages ownership by the communities and beneficiaries of the methods and conditions necessary for development. The multiplier effect and far-reaching nature of the initiatives undertaken ensure the model will be replicated in other villages and in partner organizations.

The People Development Training Centre (PDTC) is an important initiative contributing to ensuring the sustainability of results achieved through the replication and dissemination of the action research approach, in India, other

developing countries, and even among Canadian organizations working in community development. By making this Centre a Centre of Excellence reputed worldwide for its expertise in the area of community development, SOPAR/Bala Vikasa will contribute to ensuring the organization's viability by expanding its reach and the potential to generate funds for the continuation of its sustainable development activities.

At the end of the 2004-2007 program, SOPAR has reached a turning point in its development. Its partner organization in India, Bala Vikasa, manages its administration and program autonomously, thus allowing it to position itself as a credible, efficient and effective community development organization in Andhra Pradesh and the rest of India. The MOU signed between the two organizations in March 2007 confirms Bala Vikasa's independence and defines the roles and responsibilities of each as well as the contours of their partnership.

Henceforth, SOPAR's role vis-à-vis Bala Vikasa will be one of technical and financial support to its community development program. The two organizations, however, will maintain close ties as they share the same mission and goals, a common development vision and are mutually engaged in and committed to community development in Andhra Pradesh. The 2007-2012 program which they have jointly developed, and for which CIDA has approved a financial contribution of \$4,010,000 over five years, will further consolidate this partnership.

The five-year program which integrates a new component, the youth program, is an opportunity to implement the terms of the partnership outlined in the MOU and to prepare the next phase (beyond 2012) on the basis of the knowledge gained and the lessons learned.

For SOPAR, it will also be an opportunity to reflect strategically on its future, to develop and analyze different development scenarios and to make strategic choices.

Recommendations

In light of the results of the evaluation of SOPAR's 2004-2007 program, we put forth the following recommendations:

For CIDA:

- That Partnership Branch pursue its financial support to SOPAR thus confirming its status as a solid partner which has successfully applied CIDA's sustainable development policy and program.
- That Partnership Branch disseminate within CIDA SOPAR's development approach and results achieved in the Andhra Pradesh region, particularly through its women program.
- That during its information sessions held with Canadian NGOs, Partnership Branch share knowledge on SOPAR's unique community development model in Andhra Pradesh as well as on the community development training services offered by the PDTC to field partners.

For SOPAR:

- That SOPAR maintain its geographical and sectoral focus (with integration of the new youth component) while expanding its reach via the Training Centre (PDTC).
- That SOPAR broaden its public engagement program among secondary schools and that, in collaboration with Bala Vikasa, it identify and develop the content and communication tools relevant to the different themes selected.
- That SOPAR expand its pool of donors, notably from the private sector, as a means of diversifying its funding sources and increasing its autonomy vis-à-vis public funds while maintaining its ongoing commitment toward its key partner Bala Vikasa.

- That SOPAR undertake an in-depth reflection (e.g., strategic planning) on the organization's development prospects beyond 2012, based on the different scenarios proposed by the evaluation team and on the conditions for the implementation of these scenarios.
- That SOPAR/Bala Vikasa develop an integrated program performance measurement framework (integrating the four components of the program and identifying results at the outcome and impact levels for the program as a whole) as a promotional tool to attract potential donors and partners.

unique and innovative conceptual and practical model of community development.

For SOPAR/Bala Vikasa:

- That SOPAR/Bala Vikasa further document its community development experiences and initiatives and disseminate these as well as best practices and success factors to other organizations in India and other regions (Asia in particular) and among the international development community (NGOs and other organizations).
- That SOPAR/Bala Vikasa promote, among organizations in India, Asia, Africa, and Canada, its training program based on a

Introduction

This report presents the results of the evaluation of SOPAR's three-year program (2004-2007) carried out between February and June 2007 for the Canadian International Development Agency (CIDA) by two consultants, Jocelyne Laforce and Anne-Marie Dawson, from C.A.C. International, a Montreal-based firm specialized in project/program evaluation.

At the start of the evaluation in February 2007, the program review committee of CIDA's Canadian Partnership Branch had just approved a five-year (2007-2012) financial contribution of \$4,010,000 to SOPAR's international program. Moreover, the 2004-2007 program, object of the present evaluation, was not yet completed when the data collection process began in Canada and in India since the program was to end on March 31, 2007 and the Contribution Agreement to remain in effect until August 30, 2007.

Because year-end reporting activities for the 2006-2007 report were underway at SOPAR and Bala Vikasa during the course of the evaluation, the assessment initially focused on analyzing the program results achieved up to the end of the first semester of Year 3 (September 2006) of the 2004-2007 program and on SOPAR's future prospects as an international cooperation and development organization, in relation both to its program in India and its public education and awareness program in Canada. However, considering that the final report of the three-year program was completed by SOPAR/Bala Vikasa at the end of May 2007, the evaluation team has taken into account the results of the program for the entire three-year period for this final evaluation report.

Jocelyne Laforce from C.A.C. International carried out an evaluation of SOPAR in 1992. She was therefore able to assess SOPAR's development over the past 15 years and compare the results achieved in 2007 with those of 1992 and, in particular, assess how the partnership between SOPAR and Bala Vikasa, the Indian NGO founded by SOPAR in 1991, has evolved over the years.

This document contains eight chapters as follows: 1) Description of SOPAR and its 2004-2007 program; 2) Objectives and methodology of the evaluation; 3) Follow-up on the recommendations of the previous institutional evaluation; 4) Analysis of the results of the 2004-2007 program; 5) Management capacities of the organization; 6) Prospective elements; 7) Conclusions; and 8) Recommendations. Three annexes provide complementary information.

1 Description of SOPAR and the 2004-2007 Program

1.1 Description of the Organization

The Society for Partnership (SOPAR) is a Canadian non-profit international development organization based in Gatineau, Quebec working toward the reduction of poverty in developing countries and the promotion of solidarity and cooperation in Canada.

SOPAR was founded in Gatineau in 1977 by Angèle (Bala Theresa) Gingras, a Canadian citizen of Indian origin, and her Canadian husband, André Gingras, with a group of friends which had mobilized to sponsor the education of poor children in India. During 14 years, from 1977 to 1991, Ms. Gingras acted as director of SOPAR, working on a voluntary basis from her home.

In 1991, SOPAR opened an office in Warangal in the Indian province of Andhra Pradesh. This local office was later registered as an NGO under the name Bala Vikasa.¹ Over the course of several years in India, Ms. Gingras spent her time setting up Bala Vikasa while ensuring the management of SOPAR's program in India. Until 1993, Bala Vikasa worked mainly in the water, education, and agricultural (support to farmers) sectors. Having reached a certain level of organizational maturity and acquired a solid knowledge of its environment, in 1994, Bala Vikasa was not only able to continue its activities in its sectors of expertise but to expand its programming to other sectors. It is then that the organization began structuring its women development program and laying the foundation to become a model program in India.

While Bala Vikasa has a distinct legal and administrative status, because it was created by SOPAR to strengthen and facilitate the management of its program in India, the missions and activities of the two organizations are closely linked. Indeed, because they share the same philosophy, intervention strategies, programs and methodology for implementing activities, their partnership can be characterized as a “symbiotic” relationship. To illustrate this close relationship, the acronym SOPAR/Bala Vikasa is used throughout this document when referring to the program in India.

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The development philosophy of SOPAR “focuses primarily on community development whereby the beneficiaries play an active role in the realization, as well as decision making process, of the projects.”² Its international program covers a large part of the province of Andhra Pradesh in southern India with a population of 80 million inhabitants. SOPAR/Bala Vikasa's main sectors of intervention are support to women's groups, capacity building namely through the People Development Training Centre (PDTC), social and civil rights education, drinking water (wells and tanks), the management of water resources (rehabilitation of traditional reservoirs), community development, support to farmers and job creation through micro-enterprises. The program in India is

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¹ This name means “little development” in Telugu, the local language of Andhra Pradesh.

² SOPAR website, <http://www.sopar.ca/en/a6.asp>.

implemented in collaboration with 45 partner organizations. SOPAR's Canadian public education program primarily targets children in elementary schools in Canada.

1.2 Partnership with CIDA

Collaboration between SOPAR and the Canadian International Development Agency (CIDA) began in 1980, the year CIDA began funding SOPAR's projects in India through Canadian Partnership Branch (CPB). The 2004-2007 program is the sixth contribution agreement signed between SOPAR and the Voluntary Sector Programs Directorate of CPB at CIDA. SOPAR's overseas program development is currently funded through the voluntary sector – competitive processes (SVPC). Since 1980, SOPAR has received a total of \$13,011,915 from CIDA's Partnership Branch.

1.3 Funding Sources

Besides CIDA, its main funder, SOPAR has succeeded, over the last 30 years, in consolidating a strong donor base as follows:

- *private donors*, including individuals and corporate donors;
- *institutional donors*, such as the Roncalli Foundation, religious institutions, congregations, and charitable organizations;
- *schools*, both primary and secondary, across Canada which contribute to funding wells via the "Children Changing the World" activity through SOPAR's public engagement program.

1.4 Description of 2004-2007 Program

As outlined in the contribution agreement between SOPAR and CIDA, SOPAR's 2004-2007 program includes four components, three of which are implemented in India and one in Canada. The objectives of each of the program components are the following:

Objectives

In India:

Women component - seeks to contribute to women's empowerment, economic development, education, improved social status and knowledge to improve their living conditions and those of their communities.

Water component - seeks to enhance the quality of life of communities through improved access to drinking water and long-term management of water resources.

Capacity building component - aimed at developing the capacities of agents of change within local and national populations, program personnel, and local organizations and institutions.

In Canada:

Public participation in development component - promotes international cooperation and seeks to engage Canadian citizens to address global development issues and local community needs in India.

Description of Program Components:

Women Component

SOPAR/Bala Vikasa's women program, which began in 1994, targets poor rural women in Andhra Pradesh³ without discrimination based on caste or creed. The development and empowerment of women is facilitated through the creation of a vast network of women's self-help groups (SHGs) or, in Telugu, *Mahila Mandal*, each made up of ten women represented by a woman leader. There may be any number of SHGs in a given village, depending on the village population. Women themselves generally request participation in the program and the groups are selected on the basis of clear and rigorous criteria established by SOPAR/Bala Vikasa. Once a significant number of women are gathered in a particular zone, i.e. approximately 1,000 women from approximately 10 villages comprised in turn of an estimated 100 SHGs, a centre (area) or SHA (self-help association) is formed and animated by three coordinators, including one sister and two married women. These women work full time and are remunerated by Bala Vikasa. Each SHA is managed by a Board composed of five women leaders and two coordinators. Currently, 139,000 women members of 140 centres form the women's network participating in SOPAR/Bala Vikasa's program.

The women program includes three distinct groups of activities: capacity building, micro-credit, and development activities. The SHA Boards and centre coordinators receive numerous trainings in various areas such as democratic, economic, social and intellectual development, health, savings, and management. These trainings are given at Bala Vikasa's People Development Training Centre (PDTC) on a monthly basis. The SHG leaders are trained on a quarterly or bi-annual basis, depending on the type of activity. The trainings are considered essential to encourage women to take charge of their own development. The trainings given to the coordinators and other SHA and SHG leaders are replicated among the SHG members in the villages. Beyond taking part in various development activities, all program participants receive basic training of one half-day per month in their village on different themes, such as literacy, preventive health care (in particular HIV/AIDS), the environment, education and child labour, women's role in the family and in society, human rights, etc. The animation techniques used are varied and include information sessions, sketches, song compositions on familiar tunes, etc. In

³ SOPAR/Bala Vikasa is progressively expanding its reach beyond the borders of Andhra Pradesh. The program also includes a women's centre in Bellary in the province of Karnataka, west of Andhra Pradesh.

conformity with the socio-cultural context, songs are a choice means to trigger women's interest and maintain their motivation.⁴

In order to ensure that beneficiaries all acquire the same learning and to ensure effective management of the program, trainings offered are everywhere the same. This process is facilitated by monthly meetings between centre coordinators and Bala Vikasa personnel to reflect on the results of previously implemented activities and to plan the next activities. During these meetings, the coordinators present the results of the activities undertaken in their communities, the successes and difficulties, draw lessons from them and begin planning new activities. With respect to trainings/activities covering a period of several months, these meetings are an opportunity to present an update and to make any necessary adjustments for the pursuit of activities. Thus, the coordinators learn how to manage up to 25 different development activities using a tested method including the systematic identification of the rationale, objective, methodology for implementation, action plan, and motivational and communication strategies to be used with the beneficiaries for each activity.

As their participation in the program increases and their capacities are developed, women are encouraged to save (50 Rs per month) and eventually gain access to the micro-credit program. This program allows women to obtain a loan ranging from 1,000 to 10,000 Rs to undertake income generating activities, for e.g. sewing, starting up a shop, purchase of a buffalo, etc. This program is managed by the SHA Boards. Similarly, since 2000, women are encouraged to contribute to a life insurance plan offered by the LIC Company sponsored by the Indian government.

The participatory and iterative approach of this program allows women to propose activities in accordance with their needs. The activities proposed are taken into account by Bala Vikasa personnel as much as possible during monthly, quarterly and annual planning depending on the type of activity.

Women participants in the SHGs learn their civic duties and have developed compassion towards orphan children in their communities. For this reason, a solidarity day is organized every year which unites members from each centre to reflect on the activities of the past year and on the importance of children's education, and to contribute to finding ways to help orphans attend school.

Moreover, a two-three day Women's Convention organized every second year unites thousands of women leaders in a festive and peaceful atmosphere to celebrate the program's successes and to explore different themes, e.g. micro-credit, child labour and the importance of basic education. These meetings attended by political personalities and representatives from partner NGOs, other NGOs and academic institutions are a highlight of the women's program.

In order to ensure constant development of the women's network, once the centres are well rooted in the target zones and SOPAR/Bala Vikasa considers that certain

⁴ Bala Vikasa has registered four CDs of popular songs and its personnel has composed over 200 non-registered songs.

coordinators of the centres are capable of managing them well, Bala Vikasa helps them form a partner NGO and then hands over the centre's management to the new NGO. There are currently seven NGO partners to which 81 centres have been handed over (handed over areas). These NGOs are part of the Bala Vikasa Forum of Religious Women Associations for Rural Development (BV-FORWARD) and, while independent, they have signed a Memorandum of Understanding (MOU) with Bala Vikasa which continues to support them regularly for a period of at least two years and periodically afterwards depending on their needs.

Water Component

SOPAR/Bala Vikasa's water program is comprised of four main elements: surface water management through silt extraction (desiltation) of traditional watersheds; access to drinking water through the construction of overhead tanks; access to drinking water through the construction of bore wells with hand pumps; and access to purified water through the installation of water purification plants in villages affected by a high level of fluoride in the water.

All water projects carried out by SOPAR/Bala Vikasa were initially requested by the village populations and involve them in all stages of the project. For each project, a village committee is set up to manage the water source and the committee members receive training from Bala Vikasa. Village populations must provide a financial contribution to all water projects undertaken with the support of Bala Vikasa as follows: drinking water projects, 15% (10% in villages which have a women program); surface water management projects, 60% (in-kind contribution – tractors and transportation); and water filtration projects, 30%. Certain projects are executed directly by Bala Vikasa while others are executed by partner NGOs according to well-established criteria.

Capacity Building Component

In accordance with SOPAR/Bala Vikasa's motto to "help the people to help themselves", capacity building is a cross-cutting component of SOPAR/Bala Vikasa's program. All participants in initiatives funded by SOPAR/Bala Vikasa in India receive training which allows them to acquire new knowledge and skills in different development areas. Even in Canada, through the "Children Changing the World" activity of SOPAR's public engagement program (see following section), participating schools receive pedagogical tools and students are sensitized to international development issues.

Most training in India is given at the People Development Training Centre (PDTTC), which was established in 2002 in Warangal. Illustrating the importance of the capacity building component of SOPAR/Bala Vikasa's program, this Centre was created to provide a hospitable environment conducive to learning for people from all walks of life who come to receive practical training in community development. Various types of training are available depending on the types of development activities and the target groups: village beneficiaries, Bala Vikasa personnel, staff from partner NGOs and non-partner NGOs, as well as institutional and government representatives in India. Non-

partner NGOs and local government departments can also rent space to hold training sessions. The PDTC compound includes training halls, a documentation centre, a kitchen and dining hall, private rooms and dormitories, and an inter-faith meditation hall. In order to meet the increasing demand for PDTC services, an extension Centre near the main PDTC compound in Warangal has recently opened.

Besides the periodic training given by program personnel in the context of SOPAR/Bala Vikasa's various development activities, the Training Centre offers specialized seminars and study programs including both the Diploma and the Certificate in Community Development. The trainings cover various approaches to community development, sustainable development, organizational development and leadership, gender and development, results-based management, etc. The PDTC has also designed, and offers, courses for the Bachelor's in Community Development following an agreement with Kakatiya University in Warangal and offers courses (three days per month) for the Master's in Social Work program at Nagarjuna University in Andhra Pradesh.

The PDTC has allowed SOPAR/Bala Vikasa to consolidate its expertise in community development, to better disseminate its strategies and methods of intervention, and to expand its reach to other organizations in India and other countries. SOPAR/Bala Vikasa seeks to make the PDTC a Centre of Excellence in the coming years.

Public Participation in Canada Component

The principal element of this component is the student sensitization and mobilization program implemented in several schools across Canada. Through this activity, primary and secondary school students in Canada are sensitized to global poverty issues and are invited to take up the development challenge by making a tangible contribution, notably through fund-raising to finance the construction of bore wells in India. After the funds have been collected, Bala Vikasa proceeds with the construction of bore wells. Upon completion of the work in the villages supported by the schools, the name of the school is engraved at the base of the well and the school receives a commemorative plaque with a photo.

This component also includes public awareness activities through the parishes of the Gatineau diocese, SOPAR's participation in various international solidarity events, website development, and publication of an information bulletin.

2 Objectives and Methodology of the Evaluation

2.1 Objectives

The purpose of this evaluation mandated by the Canadian International Development Agency (CIDA) and carried out by the Montreal-based consulting firm C.A.C. International was to analyze the results of SOPAR's 2004-2007 program in order to draw lessons for the organization's future program.

The *general objective* of the evaluation as outlined in the Terms of Reference (TORs) prepared by CIDA was to:

- Assess SOPAR's implementation of the recommendations of the previous evaluation;
- Analyze the strategies, activities and results of the program for coherence with CIDA policies and priorities, as per the contribution agreement and planning sheets; and to
- Analyze the strengths and weaknesses of the organization in addressing CIDA's policies and priorities.

In accordance with the TORs, the *specific objectives* and proposed approach for the evaluation were the following:

- I. Systematically re-examine the conclusions and recommendations made and accepted by both parties in the previous exercise and verify the nature, substance and effectiveness of measures and solutions implemented to follow up on the recommendations.
- II. Undertake an assessment of the 2004-2007 program including the following:
 - Assess SOPAR's implementation of the recommendations of the previous evaluation.
 - Analyze the strategies, activities and reported results of the program for coherence with CIDA policies and priorities as per the contribution agreement, specifically:
 - a) Consistency with CIDA's themes of poverty reduction, gender equality, environmental as well as practices of results-based management;
 - b) Sustainability of programmed outputs and results;
 - c) Capacity within the organization to conform to development policies and management requirements.
 - Analyze the abilities of the organization and compare the results and achievements with those anticipated in the proposal/contribution agreement. Address adherence to CIDA's policies and priorities, including the following factors:
 - a) Governance structure (organization)
 - Clarity and appropriateness of structures
 - Expertise and level of involvement of Board

- Organizational development factors
 - Allocation of human, physical and financial resources for implementation of the program
 - Management of human, physical and financial resources and arrangements
- b) Developmental “value-added” of SOPAR
 - c) Policy development and dialogue; development issues, sectors and policies relevant to SOPAR’s ongoing work
 - d) Relations with other Canadian and international actors
 - e) Relationship with Bala Vikasa and other local partners
 - f) Reporting mechanisms, especially the application of results-based management.

2.2 Methodology

The methodology for the evaluation comprised the following elements⁵:

- 1) Review of the documentation available at CIDA and SOPAR, notably:
 - Contribution agreement;
 - SOPAR’s three-year program;
 - 2004-2006 bi-annual and annual reports;
 - *Rapport d’évaluation de SOPAR – Programme des priorités sociales 2001-2004*;
 - Bala Vikasa training program;
 - Bala Vikasa Sharing Series 1-2-3-4;
 - Documentation related to the development education program, “Children Changing the World”;
 - Financial reports;
 - SOPAR Gender Policy Paper;
 - Bala Vikasa Social Service Society Environment Policy;
 - India Strategic Planning Framework 2006-2010.
- 2) Meetings with the project officer responsible for the program at CIDA and with the director of SOPAR in Gatineau.
- 3) Preparation of the evaluation work plan.
- 4) Interviews in Canada :
 - Interviews with members of the Board of Directors;
 - Interviews with SOPAR personnel (project officer responsible for the public education program);

⁵ See Annex A for the list of persons interviewed in Canada, Annex B for the mission schedule, including the persons met in India, and Annex C for the complete list of documents consulted.

- Interviews with staff members at the Jules et Paul-Émile Léger Foundation with which SOPAR has developed a strategic alliance;
 - Interviews with SOPAR's founding members and key resource people;
 - Interviews with representatives from schools involved in the Canadian public engagement program, "Children Changing the World".
- 5) Mission in India:
- Interview with the founder of SOPAR and Bala Vikasa;
 - Interviews with Bala Vikasa management, program coordinators and staff members;
 - Interview with the auditor of Bala Vikasa;
 - Interviews with local partners;
 - Project visits in the field;
 - Interviews/focus groups with beneficiaries.
- 6) Data analysis and drafting of the preliminary evaluation report.
- 7) Debriefing at CIDA and with the SOPAR Board of Directors.
- 8) Preparation of the final report.

Limits of the Evaluation

During the field mission in India carried out by Anne-Marie Dawson from March 15 to 30, 2007, the SOPAR/Bala Vikasa team was busy with data collection for the final report of the three-year program. A SOPAR delegation had also just carried out a field mission in India to revise the Memorandum of Understanding (MOU) between SOPAR and Bala Vikasa which outlines each organization's specific mandate, roles, and responsibilities in the context of a sustainable partnership. The month of March is also a busy time for the water program coordinators at Bala Vikasa as certain activities, such as watershed desiltation can only be done at this particular time of year. Faced with significant time constraints, the field team had to dedicate additional time and efforts to organize and coordinate the evaluation mission. The mission schedule (see Annex B) had to be revised somewhat to take this into account.

However, despite these constraints, the field team organized a comprehensive field mission schedule, including visits with a representative sample of projects, beneficiaries and partners, and rendered itself available to the consultant to provide all necessary information. The field mission also coincided with a women program monthly meeting involving numerous women leaders at Bala Vikasa's Training Centre. This provided an opportunity to observe the program first hand and to exchange with the participants.

3 Follow-up on the Recommendations of the Previous Institutional Evaluation

The table below presents the recommendations of the previous institutional evaluation of SOPAR, *Évaluation du programme des priorités sociales 2001-2004*, carried out by Mr. Jean-Paul Ferland in March 2004 for CIDA and presents the measures taken by SOPAR to follow up on each of the recommendations.

Recommendation	Follow-up
1. Submit an action plan in which SOPAR outlines its understanding of each of the recommendations it and CIDA will have retained, the measures it will take – or that it would like CIDA to take – to follow up on the recommendations and a concomitant timetable.	1. SOPAR produced an action plan detailing the measures it intended to take to follow up on the previous institutional evaluation's recommendations.
2. Maintain the overall budget allowance for the three-year program at an amount allowing for the same level of activities to be implemented in the drinking water component and strengthen the program by recruiting an additional professional specialized in communications.	2. The overall three-year program budget allowance was sufficient to maintain the same level of activities in the drinking water component. A communications professional was recruited during the final quarter of Year 3 of the three-year (2004-2007) program to document more fully the program's impact.
3. Revisit the content of the narrative reports produced by SOPAR so that they better reflect the program proposal and its implementation plan. Ensure that all variances between planned results and achieved results during the period under review are explained. For CIDA, ensure that it formally acknowledge receipt of all reports and express its satisfaction or request additional information if necessary.	3. SOPAR has reviewed the content of its narrative reports to ensure that they better reflect the program proposal submitted with the contribution agreement between CIDA and SOPAR (there is no implementation plan per se). The bi-annual and annual performance reports present the planned results and results achieved and provide an explanation of the variances for the period under review. Given the significant turnover of project officers responsible for overseeing this program at CIDA, we were not able to verify how CIDA has followed up on the reports submitted by SOPAR. ⁶
4. Optimize the division of tasks between SOPAR and Bala Vikasa by pursuing a reflection process that was begun to revise	4. The division of roles, responsibilities, and tasks between SOPAR and Bala Vikasa is outlined in the MOU signed between the two organizations,

⁶ However, while we were informed that the TORs for the evaluation mandate prepared by CIDA in November 2006 had been revised by SOPAR and returned to CIDA which was to produce another version of the terms of the mandate, the TORs annexed to the contract between CIDA and C.A.C. International in February 2007 and included in the evaluation work plan had not been updated.

<p>their respective strategic development plans and to explore the future terms of their partnership. For example, rather than producing two separate performance reports for each of the organizations and harmonizing them at SOPAR in view of transmitting one document to CIDA, each organization could complete the section of the report that concerns it specifically.</p>	<p>which is revised periodically (last update in March 2007). The template for the performance report was elaborated jointly by the two organizations at the beginning of the three-year program. Given that data is cumulative, the template serves as a basic model to which new information is integrated at the end of each period under review. Moreover, because it manages the program in India, Bala Vikasa is responsible for drafting most elements of the reports which it then sends to SOPAR. SOPAR integrates information on the Canadian component of the program and then forwards the reports to CIDA.</p>
<p>5. Provide a clearer perspective on the historical results of the program in performance reports submitted to CIDA.</p>	<p>5. SOPAR/Bala Vikasa's performance reports provide information on the cumulative results of the program, which puts the results of interventions in India and in Canada in a historical perspective.</p>
<p>6. Provide a baseline study of the program.</p>	<p>6. For each of the component of the program, SOPAR/Bala Vikasa has developed standard forms to collect baseline data in relation to target groups and villages. For example, once completed, the baseline form for the water component provides data on the number of village inhabitants, the water situation in the village, villagers' health, the level of contamination from waterborne diseases such as fluorosis (dental and skeletal), etc.</p>
<p>7. Provide more in-depth analysis of the background and context of interventions in all future presentations of new programs, new program components or in the future development of current activities.</p>	<p>7. Performance reports generally describe the problems which new activities introduced in the program attempt to address.</p>
<p>8. Wherever possible, reduce the administrative burden. For CIDA, this means not artificially dividing the SOPAR/CIDA program into two separate programs as was done in 2001 when certain activities, which were more social in nature, were removed from the three-year 2001-2004 program and presented separately in the form of a complementary program eligible for funding through the Social Priorities Fund.</p>	<p>8. The entire three-year 2004-2007 program is managed by Canadian Partnership Branch at CIDA.</p>

4 Analysis of Program Results

SOPAR has largely, and very effectively, achieved the results planned in its three-year program, and has even surpassed the number of beneficiaries of its program in India, in particular the number of participants in the women program, as well as the number of schools targeted in the public engagement program in Canada. The water and capacity building programs are also managed very effectively and have produced concrete development results. All program components are consistent with CIDA's policies and priorities with respect to poverty reduction, sustainable development, and gender equality.

4.1 Degree of Achievement of Program Results

Water Component

The results achieved through this component of the 2004-2007 program reflect the results planned and have kept pace with the results of previous programs. A new element of this component of the current three-year program is the water purification program which has contributed to improving the health situation in villages grappling with skeletal fluorosis disease due to a high level of fluoride in the water. In addition, men are more involved in this program since they manage the distribution of drinking water from the water purification plants in the villages and are responsible for fetching the heavy water containers for their households. This has reduced the burden on women who were previously responsible for carrying out this task.

The watershed (desiltation) program has generated a number of positive results for the environment and village populations. People who have benefited from this program now have access to water all year round; the water table has increased for bore wells, and villagers have undertaken tree plantation near water sources. The silt removed is used as an organic fertilizer for cultivation in the area surrounding the watershed which has contributed to significantly improving crop yields, reducing the use of chemical fertilizers, and improving pest resistance. Moreover, fishermen have improved access to fishery resources due to a more abundant water supply and are able to get better prices for fish sold at the market. Finally, the hard mud excavated from the tanks is used to buttress the watershed bunds and to level the grounds of public buildings (schools, etc.).

The bore wells and overhead tanks constructed by Bala Vikasa in collaboration with village populations have increased their access to safe drinking water at a fraction of the price of bottled water purchased on the market. This has significantly improved the health of local populations, increased their savings, and reduced the amount of time spent fetching water which they can now use for other productive activities.

The financial and in-kind contributions of village beneficiaries and the organization of village water management committees create ownership within the community and ensure effective maintenance of the water source.

During the three-year program, SOPAR/Bala Vikasa supported the construction of 24 overhead tanks and 697 bore wells, the installation of 45 water purification plants, and the desiltation of 30 traditional watersheds.



Traditional watershed rehabilitated with the support of SOPAR/Bala Vikasa, Parvathagiri village

In short, the water program has met the needs of the target beneficiaries in various ways:

- Access to safe drinking water;
- Reduction in the time spent fetching water which can be used for other productive activities;
- Reduction in health problems related to excess fluoride in drinking water sources;
- Lower water costs (e.g., 10 Rs before the installation of a village water purification system versus 3 Rs after the installation).

Women Component

SOPAR/Bala Vikasa has achieved greater results than expected through the women component of its three-year program. The target groups have grown in number and in quality. Women's participation in the program goes much beyond the loans they receive through the micro-credit component. Beyond the clear economic benefits, women feel united by ties of solidarity, have adopted improved health practices, and above all have developed their self-esteem through various literacy, educational, and awareness-raising activities. This has had a tangible impact on their lives and those of their families as illustrated by the fact that they are now better equipped to resolve conflicts in their families and communities and to ensure their rights and those of their fellow citizens are respected.

Women participants in the program greatly appreciate the wide range of activities offered and, having acquired basic knowledge and skills in various areas, have developed an ongoing thirst for new knowledge and skills. The program is therefore a model of women's empowerment. Several factors account for this success, most noteworthy of which is the fact that SOPAR/Bala Vikasa systematically delivers on its engagements and promotes values of peace, compassion, dignity, love, sharing, family well-being, etc., all of which contribute to building trust and attracting a growing number of women into the program. With over 139,000 women currently participating in the program, SOPAR/Bala Vikasa has created a regional women's "movement" in India. Interestingly, the program has also had a positive impact on the spouses and sons of women participants. For example, men now consult their wives for all important decisions affecting their families and voluntarily look after the children and household chores while their wives participate in training activities.



*Women's group supported by SOPAR/Bala Vikasa,
Mallakapalli village*

In sum, the women program has contributed to:

- The emancipation and empowerment of rural women through literacy and other development activities, as well as access to micro-credit for income generating activities which improve the living conditions of their families and communities;
- The intellectual, personal, and social transformation of women reflected in their greater self-confidence and willingness to become real agents of social change in their communities.

Capacity Building Component

Capacity building is a cross-cutting component of the three-year program. All program beneficiaries are encouraged to organize into various groups, associations, and committees to implement, manage, and follow up on the numerous community

development initiatives undertaken by SOPAR/Bala Vikasa. Implemented both on-site, i.e. in the villages where the various development activities are carried out, and at the PDTC in Warangal, the capacity building component provides both beneficiaries and community development institutions and organizations with the knowledge and skills required to become effective agents of social change in their communities.



*Meeting of SHA Board members,
PDTC, Warangal*

The PDTC, founded in 2002, has developed strategic alliances and partnerships with two universities in Andhra Pradesh as well as several non-governmental organizations (NGOs) and is rapidly becoming a Centre of Excellence in community development.

At the end of the 2004-2007 program, 57 training modules had been developed, 216 people had undertaken a study program leading to a Bachelor's degree in community development, and 637 members of local NGOs had participated in community development training activities. Among others, local elected officials (Panchayas) have taken advantage of training courses, workshops and seminars offered at the PDTC to hone their leadership skills, acquire knowledge in public administration and good governance, etc.

Public Engagement Component

The Canadian public participation in development component of the three-year program is considered by users to be very relevant and effective. It not only raises awareness among primary and secondary school students about international development issues, notably related to scarce water resources, but mobilizes students to take action and to contribute in a concrete manner to alleviating poverty through fundraising for the construction of bore wells in Andhra Pradesh. During the 2004-2007 period, a total of 439 wells, representing an average of 146 wells per year, have been constructed through this component of the program.

SOPAR has put in place a sharing mechanism that allows schools which could not raise sufficient funds to construct a bore well to benefit from surplus funds raised at other schools. This reduces the strain on schools that have fewer resources.

Those who have participated in this component of the program express satisfaction with the approach and pedagogical material used: activity guide for teachers, poster, video, explanatory letter to parents, etc.



*Bore well financed by a Canadian primary school,
Machapur village*

4.2 Conformity with CIDA Policies and Priorities

SOPAR's program results clearly reflect CIDA's priorities in terms of poverty reduction and sustainable development which CIDA defines as "development that is equitable and environmentally sustainable, and that strengthens the economic, social, environmental, and governance capacity of women and men, girls and boys."⁷ They also reflect CIDA's cross-cutting themes, particularly gender equality, since the women's program is one of SOPAR/Bala Vikasa's most important programs and is showing significant results both in terms of the number of women mobilized and the capacity building approach used that motivates women's groups to take charge of their own development. The women's component of the program concords with CIDA's gender policy aimed at achieving "equality between women and men to ensure sustainable development." It contributes to the achievement of the policy's expected results with respect to the three development pillars identified, that is:

- i) ***Decision Making Processes*** – Equality between women and men with respect to participation in decision making related to the sustainable development of their society.

⁷ Canadian International Development Agency, *Sustainable Development Strategy: 2004-2006*.

- ii) **Human Rights** – Increased possibility for women and girls to fully exercise their fundamental rights.
- iii) **Access to development resources and benefits** - The reduction in inequality between women and men with respect to access to the resources and benefits of development and control over these elements.

SOPAR's program also reflects CIDA's environmental policy. Indeed, all water projects conform to the Indian government's environmental norms as well as Canada's policy in this area. Feasibility studies are carried out for the construction of wells and irrigation and surface water projects (watersheds).

Through its experience gained in the implementation of the water program, Bala Vikasa has developed expertise in the area of water management and the environment. In March 2007, the organization produced an environmental policy which reflects CIDA's policy documents and India's national policy (National Environmental Policy, 2006) in relation to the environment.

4.3 Sustainability of Results

Results sustainability is integrated in SOPAR/Bala Vikasa's approach at the planning stage of every program. The evaluation team believes measures are put in place to ensure the viability of results at the macro (policy), meso (institutional), and micro (beneficiaries) levels.

Macro Level:

SOPAR/Bala Vikasa appears to be having greater and greater influence on development policies in Andhra Pradesh and other regions in India.

- The local government draws on Bala Vikasa initiatives to implement development activities in Andhra Pradesh. For example, in some villages where Bala Vikasa has restored traditional watersheds, the local government offers different incentives to pursue village development actions such as tree plantation.
- The Indian government has shown a certain openness, both at the municipal and national levels, to participate in Bala Vikasa programs, notably capacity building. Local politicians contact Bala Vikasa because they wish to learn the approaches and methods of the organization. Hence, for example, the RBM course is offered to municipal officers in Warangal and the Panchayas benefit from a leadership course. Bala Vikasa may be considered a vector of change for policy development.
- The local governments, the Panchayas, are always astonished to see Bala Vikasa's capacity to generate enthusiasm and engagement among the people, to mobilize thousands of women around village development activities and to see that this produces significant results, particularly since people are generally less committed to government programs.

- Water component: The Panchayas consider that Bala Vikasa's development initiatives contribute to mobilizing the people and to bringing about changes that the government alone cannot make.
- The Bala Vikasa model influences other NGOs in the region and even throughout the country (India). SOPAR/Bala Vikasa has shown that an entire province (Andhra Pradesh) can be transformed.
- The Training Centre, beyond offering a flexible capacity building program, offers networking possibilities: by uniting grassroots organizations, Bala Vikasa gives them exposure to political dialogue which in turn allows them to influence policy decision making in view of bringing about concrete changes in people's lives.
- The model villages promote fundamental values to ensure sustainable change in the society. Bala Vikasa's interventions with respect to model villages go beyond the government's approach of constructing latrines, for example, as they attempt to implement hygiene and sanitation measures. Bala Vikasa develops values and a social conscience.
- SOPAR/Bala Vikasa's gender approach produces sustainable changes in the attitudes and practices of women *and* men, notably in developing women's self-esteem and in contributing to greater equality within households as well as to a reduction in violence against women.

SOPAR/Bala Vikasa's credibility is strengthened through its association with Canadian international cooperation as well as with two universities, Kakatiya University and Nagarjuna University in Andhra Pradesh. The organization is able to bring together numerous stakeholders to influence policy decision makers. SOPAR/Bala Vikasa also has an excellent reputation and strong credibility among the people because it delivers on its engagements and the people are able to see the results achieved.

Meso Level:

The main result achieved by SOPAR at the meso (institutional) level over the years remains support to the emergence and consolidation of a credible and efficient local NGO, Bala Vikasa. The MOU between the two organizations makes this result tangible. Legally speaking, SOPAR remains free to work with other organizations as does Bala Vikasa even if in practice the symbiotic relationship between the two organizations remains the driving force behind the partnership.

The MOU helps to ensure that the local organization will continue to exist even beyond the continuation of SOPAR. Indeed, Bala Vikasa has succeeded in building a network of partners in Andhra Pradesh, the rest of India and elsewhere in the world: Hong Kong, ICCO (The Netherlands), Manos Unidas (MU) in Spain, Misereor in Germany, the Jules et Paul-Émile Léger Foundation in Canada.

Capacity building of grassroots organizations is one of SOPAR/Bala Vikasa's main strengths as it ensures the sustainability of the results achieved. The SHAs or self-help associations provide a good illustration of how the target groups develop, from their status as beneficiaries to that of autonomous groups responsible for their own

development. Capacity building is one of the program's cornerstones and a condition for results sustainability. Training ensures the emergence of leaders, for example, among women in the SHAs and among village water committee members. The actual content of training programs is focused on leadership capacity building among participants in such a way that, upon return to their communities, these local leaders are better equipped to make representations to their local governments to improve village development.

The committees put in place to address specific problems, for example water, ensure the viability of initiatives taken. The committees can apply the knowledge acquired about specific problems to undertake other activities and train other people in the village who, in turn, will organize other committees, etc.

The methodologies and tools developed for the implementation of activities are reproduced and shared with a large number of groups and local organizations which, in turn, apply and adapt them to their specific needs. An indicator of the sustainability of results is the fact that women's groups created in the 1990s still exist and the women's network is constantly growing.

SOPAR/Bala Vikasa has made a significant leap forward with the Training Centre, whose mandate is to support beneficiaries as well as organizations to offer them practical knowledge and skills. The PDTC has two campuses (one main campus and an extension building) in Warangal, a city that is strategically situated on a north-south axis accessible to participants coming from different areas, even remote. Hence, its reach extends beyond the region of Andhra Pradesh and even beyond India. Capacity building remains a cross-cutting theme in all of SOPAR/Bala Vikasa's programs. Through the Training Centre, the work of the two organizations is being consolidated.

SOPAR/Bala Vikasa has developed an endogenous intervention model based on an integrated approach: the program is now fully integrated in 25% of the villages supported. In these villages, SOPAR/Bala Vikasa has undertaken initiatives in at least two of the three sectors of intervention: women, water, and capacity building components. For example, bore wells or drinking water tanks are progressively introduced in villages where a women's program exists and women request them. This approach helps consolidate assets and increases the impact on people's well-being and their empowerment.

Micro Level:

The results achieved at the micro level are sustainable because they are linked together in an integrated endogenous approach based on action research and learning. The organization invests in people in a manner that produces sustainable results.

Literacy produces tangible and durable results, among other things because the approach applied is well adapted to the needs of beneficiaries. In addition, literacy workers are paid on the basis of the number of people who actually become literate which ensures the quality of services rendered.

SOPAR/Bala Vikasa has created a habit of savings among beneficiaries which produces a sense of security; they now have a security fund upon which they can rely in case of an emergency or to obtain credit. This is the case in villages where committees are well established. SOPAR/Bala Vikasa's approach consists in motivating people to save in order to invest in the development of their village and the well-being of their families which reduces their vulnerability and dependence on external aid.

The savings generated through beneficiaries' contributions allow funds to be collected for the maintenance of infrastructures and to make purchases for other projects (purchase of seeds, etc.). Bala Vikasa has served as a catalyst to bring people to save. The government sometimes relays Bala Vikasa by offering services (e.g., life insurance program) in connection with the savings generated by the beneficiaries through Bala Vikasa-supported initiatives.

SOPAR has also taken into account the conditions for the sustainability of the program in Canada. Through the "Children Changing the World" program, SOPAR has approached high schools and CEGEPs to follow up on previous primary school participants who have graduated and moved on to other schools.

4.4 Appropriateness of Design, Risk Identification and Mitigation Measures

SOPAR/Bala Vikasa has shown good judgment in the design of its development program. Its intervention is well adapted to the local context. Needs are identified by the local partners who then implement initiatives with SOPAR's technical and financial support. Thus, the new youth program in the next 2007-2012 program arose from a need identified by women on the basis of the results achieved through the women program and its implementation will reproduce elements of this model. Similarly, the orphan program was identified as a priority by women in the target communities and SOPAR and Bala Vikasa have integrated this program in their joint programming.

The Training Centre (PDTC) meets both the needs for community development capacity building of SOPAR/Bala Vikasa's partners and for disseminating SOPAR/Bala Vikasa's expertise in community development to other organizations in India and other countries. A feasibility study carried out by SOPAR demonstrated that no other Centre of its kind existed in India or in other parts of Asia.

Evolution of the Approach:

The way in which SOPAR/Bala Vikasa's approach has unfolded over the years illustrates its capacity to adapt to the needs of its target groups:

1990: Focus on people, especially women. Program approach.

2000: “Investing in people,” with women, small farmers, and water projects. “Help the people to help themselves” is Bala Vikasa’s motto.

2007-2012: Community development approach via the Training Centre. “Make people agents of change.” Openness to a new target group – youth – and emphasis on education.

SOPAR/Bala Vikasa’s intervention strategy is characterized by:

- An *action research* approach;
- A “*wraparound*” approach that is *neither “top down” nor “bottom up”*: inclusive, participatory, democratic and iterative approach;
- An integrated development approach to which other NGOs and the government contribute their efforts.

The approach is evolving toward a “model village” approach in which targeted villages receive support from SOPAR/Bala Vikasa and through diverse local government initiatives to promote all aspects of community development. Some villages have organized up to 15 different committees to manage various initiatives related to health and sanitation, the environment, education, justice, etc.

An indicator of the appropriateness of the approach is the fact that overhead tanks that were built in the 1990s are still operational in 2007. For example, Gangadevipalli village visited during the evaluation mission has become a model village, having developed around the construction of an overhead tank by Bala Vikasa in 1993 which served as a development lever for initiatives in other sectors. The village now has 13 different committees formed to manage various initiatives in health, environment, education, justice, village lighting, prevention of alcoholism, etc.

The Training Centre (PDTC) is tailored to the needs of SOPAR/Bala Vikasa and its partner organizations and builds on the experience gained in the implementation of the program in Andhra Pradesh. The lessons learned from the field experience feed into training program content: it is a program centred on the realities in the field integrating approaches that work well in India. The Centre is also open to other resource people in the area and to other organizations interested in learning the development approaches and methods experimented by SOPAR/Bala Vikasa in the field. The Centre rents its training locales/halls to non-partner NGOs which allows Bala Vikasa to diversify its funding sources but also to expand its reach and develop its network of NGOs working in community development.

The approach is adapted to the socio-cultural context of Andhra Pradesh. Therefore, to achieve sustainable development outcomes, SOPAR/Bala Vikasa ensures populations contribute financially and commit to maintaining development assets.

Women’s empowerment is not achieved at the expense of men but the approach used ensures the women involved shine in their families and communities; thus, they earn men’s respect and support.

Risk Identification

Overall, SOPAR/Bala Vikasa's intervention poses few risks given the experience gained and the organization's capacity to react in a timely manner to events and to draw lessons from the difficulties encountered. Consequently, risks are often opportunities to adjust and improve the approach if necessary.

Moreover, while SOPAR and Bala Vikasa do not practice risk management per se, during joint programming sessions, the potential risks are discussed and mitigation measures proposed. Because of their maturity, both organizations are able to analyze different potential risks and to put in place mitigation measures that reduce the incidence of these risks.

Among the potential risks, several of which are very minor, and the concomitant mitigation measures, are the following:

Risk	Mitigation Measure
1. The fact that SOPAR has only one main partner, i.e. Bala Vikasa, could present a risk for the viability of the organization. If Bala Vikasa decided not to pursue its relationship with SOPAR, this would jeopardize SOPAR.	1. This risk is very low since its partnership with SOPAR lends credibility to Bala Vikasa when it approaches other funders. SOPAR's support will always be required, which guarantees the sustainability of the partnership between the two organizations. Bala Vikasa would have difficulty getting through certain situations without SOPAR's support, notably in a local context where corruption is rampant. Accountability measures dictated by the partnership require quality and professional rigour. The rules and procedures that SOPAR imposes ensure quality of intervention and autonomy vis-à-vis local practices.
2. The fact that SOPAR's success depends largely on the charisma and dynamic involvement of its founders presents a risk in terms of the sustainability of the organization and of the partnership if the future involvement of others is not assured.	2. Some measures have been put in place to ensure a certain level of stability in terms of human resources and the future involvement of others: bonuses for personnel in India, incentives for personnel in Canada in addition to their salaries, and the involvement of youth on SOPAR's Board.

Risk	Mitigation Measure
3. The presence of the diocese on Bala Vikasa's Board could pose a risk if the diocese did not accept the secular nature of Bala Vikasa or its innovative integrated community development approach, particularly its women program which is innovative within the context of Andhra Pradesh.	3. The diocese is very tied to Bala Vikasa and is represented on the Board, which ensures transparency and the sharing of ideas. SOPAR and Bala Vikasa recognize the secular nature of their organizations. The MOU between the two organizations makes this explicit as well as the objective and vision of the partnership. The MOU specifies the decision making mechanisms, i.e. by majority or consensus depending on the type of decision. It describes the mechanisms for accountability and for information dissemination, favouring a direct organization-to-organization relationship.
4. There is also a possible risk to the sustainability of the partnership between SOPAR and Bala Vikasa if the two Boards do not keep pace with one another, therefore a risk of slowing down the decision making process.	4. The availability of the Board members for regular annual and ad hoc meetings as well as for strategic orientation meetings every two or three years allows both organizations to share their vision of the program and to make any necessary adjustments.
5. For the water component of the program, the risks are related primarily to external factors such as climate, increases in the price of spare parts, and Bala Vikasa's productive capacity given time limits for the construction of wells in Andhra Pradesh and methodological requirements (contribution of beneficiaries prior to the construction of wells in the village).	5. With respect to the risks that are beyond its control, Bala Vikasa takes appropriate measures as needed. The iterative process is fully understood by the organization's staff so that it is able to make the necessary adjustments to the field program when required. Moreover, its pragmatic and participatory approach toward village populations ensures that people have realistic expectations vis-à-vis Bala Vikasa and will mobilize to face any difficulties.
6. SOPAR's capacity to recruit and maintain a stable team, particularly in Canada, poses another risk to the development of the organization in that it could be difficult to recruit human resources who are committed and completely dedicated to the organization considering the rigorous selection criteria established by SOPAR.	6. SOPAR does not compromise on the quality of the human resources it selects and prefers to take the time that is necessary to ensure it has a competent team. It considers this as an investment from which it will reap the benefits in the long term.
7. Since India is not one of its country programs, CIDA itself poses a risk as it could withdraw its funding of SOPAR's	7. Financially, SOPAR has a certain stability notably through the creation of its Foundation which allows it to pursue in a reduced capacity

Risk	Mitigation Measure
program; this would considerably reduce SOPAR's financial capacity to support the development of its program in India.	its support to Bala Vikasa beyond CIDA's funding. Moreover, SOPAR supports Bala Vikasa in the identification and the mobilization of other potential funders and donors.
8. CIDA's reporting requirements are not always in accordance with SOPAR/Bala Vikasa's program timetable in India; this puts pressure on staff who need to produce reports at key moments during program implementation. For example, watershed desiltation can only be done in summer (March-May) when the ground tanks are completely empty of water and the mud is dry.	8. Committed to delivering on their engagements, the two organizations set priorities and make arrangements to meet CIDA requirements within the timeframe established. This is facilitated by dedicated staff people who do not count the hours they spend at work.
9. CIDA requirements with respect to the environment are sometimes excessive given the limited funding and considerable time needed to meet those requirements. There is therefore a risk that SOPAR would not be able to meet these requirements to CIDA's satisfaction.	9. This is why SOPAR prefers to use its own funds to finance the construction of hydraulic infrastructures. Hence, the watersheds are not part of the new five-year 2007-2012 program funded by CIDA and yet it is a program which has proven to be environmentally and ecologically sustainable.

Innovative Aspect:

SOPAR remains an innovative organization with respect to other international development and community organizations. The unique and close relationship it has with its Indian partner organization, Bala Vikasa, distinguishes it from other Canadian NGOs which, in order to facilitate the implementation of field activities, collaborate with existing local organizations which do not necessarily share the same vision nor the same work methods. Consequently, the SOPAR/Bala Vikasa relationship represents a true model of partnership. The Training Centre (PDTC) founded by SOPAR/Bala Vikasa is one of the innovative aspects of the program in terms of the unique practical knowledge it is creating and its reach beyond the project itself and the region of intervention. The Centre is a magnetic pole for Asian NGOs which come to learn the community development approach experimented by Bala Vikasa. The unique practical community development training program draws on the Appreciative Inquiry (AI) and Asset-Based Community Development (ABCD) approaches, is not offered elsewhere and could even be used to build the capacities of development professionals in Canada.

Another innovative element of the Centre is its openness to people from diverse backgrounds and with different levels of skills and knowledge. For example, the Centre

builds the capacities of local leaders who are often illiterate while most training centres have as clients professionals working in development.

The “wraparound” approach is innovative in that it is based on iterative “action-reflection-action” that is neither “top down” nor “bottom up”. Through this approach, program participants (beneficiaries) collaborate with SOPAR/Bala Vikasa to develop and implement various activities based on their development needs and priorities, draw lessons from the implementation of these activities and the results achieved, and subsequently adjust their strategies and develop new activities following a systematic and integrated process. For example, the problem of domestic violence identified by women is brought to the attention of Bala Vikasa by the women coordinators. Bala Vikasa then begins a reflection on the problem, searches for possible solutions and proposes a new activity which attempts to address the problem in a way that is complementary to the other activities planned in the program.

The water and women components are innovative in the financial and/or in-kind contribution, however small, that is required systematically from all beneficiaries. This ensures beneficiary engagement to fully carry out the activity as well as real ownership of the process.

The public awareness program “Children Changing the World” is innovative in several respects. It combines awareness and action (financing of wells in India by Canadian children). It depends on children’s contribution and not that of their parents. It is integrated into the school program (via the teacher’s manual).

Finally, let us mention the care and integrity with which SOPAR/Bala Vikasa carries out its interventions. The organization does not seek to diversify its activities at all costs in response to development requirements dictated by outside actors but rather to consolidate its work in specific sectors and geographic areas. Accordingly, the organization emphasizes depth of impact and results sustainability.

5 Management Capacities of the Organization

5.1 Governance Structure

Both SOPAR and Bala Vikasa have flexible and responsible Boards of Directors. SOPAR Board members are actively involved in the organization's management. They meet regularly as well as on an ad hoc basis as required. The Board functions democratically and is made up of resource people with complementary expertise: administration, finance, international development, community development, communications, results-based management, knowledge of CIDA and the Canadian government, link with religious congregations, capacity to develop partnerships and to forge strategic alliances, etc.

What transpires at CIDA is communicated to the Board via informed members who have contacts within CIDA and are aware of new developments related to policy and strategic issues.

The turnover of Board members is very much controlled. Certain Board members have been SOPAR directors. They know the organization well and have a common understanding of its mission and orientations.

The Bala Vikasa Board of Directors functions along the same lines as the SOPAR Board. The president of Bala Vikasa's Board is the Bishop of Warangal, Thumma Bala. He oversees Board meetings but is not directly involved in operations. The director of Bala Vikasa, Father Augusto Colombo, was nominated by the bishop. He helped establish Bala Vikasa and has therefore been involved with the organization for a number of years. He participates in Board meetings as well as the decision-making process but delegates operations to the associate director. Angèle Gingras, the founder, is an honorary member of both Bala Vikasa's and SOPAR's Boards.

5.2 Effectiveness in the Use of Resources

SOPAR's and Bala Vikasa's human resources are limited but meet the organizations' needs.

- 1) A small but effective team in Canada consisting of three employees:
 - A part-time director responsible for relations with other donors, fundraising and relations with the Board. He is also responsible for relations with CIDA and Bala Vikasa with respect to organizational issues;
 - A program officer, former coordinator of the women program in India, responsible for program management, relations with CIDA and between Bala Vikasa and its partners;
 - A coordinator of the Canadian public education component and responsible for implementation of the "Children Changing the World" program.

SOPAR has experienced significant turnover of personnel in Canada in the past. The organization now has a strong and complementary team which has demonstrated will, commitment, and a long-term vision.

Therefore, we believe the resources are sufficient to meet the needs even if, in practice, the work often requires staff in Canada and in India to do overtime; however, this is part of the organizational culture and is in fact a criterion for recruitment of new personnel and reflects the commitment of the organization's founders who give their time without counting the number of hours.

- 2) In India, the Bala Vikasa team comprises some 40 people at the Bala Vikasa offices in Warangal, including the teachers at the Training Centre, and over 200 coordinators in the field (three per SHA, etc.). Bala Vikasa personnel is versatile, i.e. able to perform tasks related to each of the different program components (water, women, capacity building), in addition to ensuring program management.

Professional and support staff is engaged and motivated. All staff members interviewed said they feel part of a large family at Bala Vikasa; they adhere to the organization's mission and are proud of its success and its integrity.

Personnel remuneration is just and reflects established norms for this type of organization but is less than salaries paid for similar positions in international organizations, e.g. UNICEF, or in the private sector.

Several employees have been with the organization for many years. They are truly dedicated to Bala Vikasa. There is considerable solidarity among them. Personnel members, although they manage their time in a rigorous manner (time sheets, etc.), do not count the hours they spend at work. Employees are not paid for overtime but generally receive end-of-year bonuses as compensation for, and in recognition of, their hard work.

Bala Vikasa, with SOPAR's support, has adopted a human resources policy. Work performance evaluations are carried out annually and comprise at least three levels of evaluation: self-evaluation by the individual, evaluation by management, peer evaluation, and occasionally beneficiary populations are consulted on their appreciation of the work of the coordinators, for example.

SOPAR/Bala Vikasa nonetheless has difficulty recruiting qualified personnel who understands and adopts the mission, values and culture of the organization and who accepts the proposed salary range, in particular as regards management positions, such as that of director of the Training Centre.

- 3) Human, material and financial resources are used efficiently. The few resources which SOPAR has are effectively allocated. The director in Canada is hired part-time but often works full days depending on the needs of the organization (e.g. during planning periods, negotiations with CIDA for program renewal or during field

missions). The offices are modest and used to their maximum capacity. The building is used as an office, meeting room, and documentation centre. Pedagogical material for the “Children Changing the World” program is stored there. Part of the public awareness program (distribution of letters to 10,000 schools) is contracted out to a non-profit organization.

Financial information is complete and up-to-date. A recent financial audit carried out by CIDA demonstrated SOPAR’s financial viability. The auditor for Bala Vikasa interviewed during the field mission in India confirms that financial reports are up-to-date, well-organized, properly filed and that Bala Vikasa manages its programs in a rigorous and reliable manner and is constantly looking for new ways to streamline the management process.

Methodical, Rigorous, and Well-Documented Management Practices

Program management in the field is very systematic and rigorous: procedures, methods, and documentation for all programs. For example, the SHA programs for women comprise rigorous activity planning and the simultaneous execution of activities in different areas reduces the costs related to their implementation since resources are used efficiently.

Monthly work plans are produced for each staff member at Bala Vikasa. These plans include daily and weekly activities and program personnel refer to them daily which allows them to manage their time effectively and to produce detailed and reliable activity reports.

The associate director has a monthly planning sheet which lists each staff member’s tasks every day of the month. This allows him to follow up on each employee’s work plan.

The systematic documentation of all procedures and use of monitoring tools, such as task sheets, baseline data, and checklists, renders interventions more effective since it builds on assets rather than reinventing the wheel each time.

With respect to financial resources, financing of the current program is ensured and funds are available. SOPAR has always succeeded in mobilizing the financial resources in Canada necessary for the continuation of the program in accordance with the capacity of its partner, Bala Vikasa. In order to increase the reach of its program (e.g. number of beneficiaries or target communities), SOPAR would need to increase its efforts or its donor base. However, fundraising from the general public is not the organization’s main strength. SOPAR should therefore maintain a coherent approach and look for innovative ways to ensure funding of the organization and to target donors who concur with SOPAR/Bala Vikasa’s mission and who understand the organization’s approach.

Acknowledgement of CIDA's Contribution

The degree of acknowledgement of CIDA's contribution is proportional to the extent of CIDA's financial contribution to SOPAR/Bala Vikasa's various programs. CIDA's contribution is mentioned in all promotional documents and reports of the 2004-2007 program as well as in "Children Changing the World" program material sent out to 10,000 schools.

5.3 Partnership/Joint Responsibility

With respect to partnership and joint responsibility, SOPAR has shown maturity and engagement.

SOPAR-Bala Vikasa Partnership

- The partnership between SOPAR and Bala Vikasa has evolved over the years.
- In 1991, SOPAR opened an office in Warangal, India.
- With time, SOPAR has become an autonomous organization but remains very much connected to SOPAR through a vital and symbiotic relationship based on mutual engagement. The two organizations share the same values. It is a long-term, permanent relationship in which both organizations are assured of continuity, which distinguishes it from the relationships that Bala Vikasa has with its other partners. Hence, Bala Vikasa has a sense of security that allows it to commit fully to the people it serves.
- SOPAR, on the other hand, is assured that Bala Vikasa manages its programs in India effectively, allowing it to develop programs in Canada.
- Bala Vikasa does not perceive SOPAR as a donor but as an equal partner.
- Planning is always done together; joint planning sessions are organized to develop the program. It is a relationship based on mutual understanding, the sharing of common values, and a common mission founded on a common engagement toward achieving results.

This partnership has been formalized in a MOU (Memorandum of Understanding) which specifies the roles and responsibilities of each and which is revised periodically. It is a unique partnership that could be a model for other Canadian NGOs which develop partnerships with organizations in the South. As mentioned, most Canadian NGOs which work with partner NGOs in the field become associated with existing organizations which they support. In SOPAR's case, Bala Vikasa was founded by SOPAR and developed progressively with a view initially to prolonging SOPAR's mission through an endogenous organization.

Bala Vikasa reproduces SOPAR's technical assistance model with its partner organizations in India. In other words, Bala Vikasa transfers to its partners the results of the support which it has received from SOPAR over the years.

Bala Vikasa is responsible for all field operations, from program planning and implementation to monitoring and evaluation and the production of reports. SOPAR brings a vision, advice and support, and program funding through regular contact and meetings throughout the year: annual women's associations meetings, solidarity events, joint evaluations, and planning.

Its partnership with SOPAR provides leverage to Bala Vikasa in its search for strategic support and alliances with other donors.

Partnership between SOPAR/Bala Vikasa and Other NGOs at the Local Level

Bala Vikasa has developed a partnership with seven local NGOs united in the BV-FORWARD (Bala Vikasa Forum of Religious Women Associations for Rural Development) association. They are women's groups which have evolved over the years with the support of Bala Vikasa to the point of being able to manage themselves; Bala Vikasa continues to provide technical assistance to them during a minimum of two years but the NGO is responsible for the management of these women's groups.

For the water program, SOPAR/Bala Vikasa collaborates with secular NGOs (Social Service Societies) overseen by the diocese, similar to the BV-FORWARD association.

Partnership with Canadian, Indian, and International NGOs

Bala Vikasa is developing partnerships with other funders: Jules et Paul-Émile Léger Foundation, Hong Kong, ICCO (The Netherlands), Manos Unidas (MU) in Spain, Misereor in Germany. Bala Vikasa is also developing a network of funders in India.

The Training Centre (PDTC) offers training to Bala Vikasa's partners as well as other local NGOs that are not direct partners of Bala Vikasa. These NGOs rent physical space and are often inspired by SOPAR/Bala Vikasa's community development approach. Bala Vikasa's partners attend trainings at the Centre to effectively implement their programs; this facilitates the consolidation of partnerships and ensures harmonization of the approaches and methods of Bala Vikasa.

Partnership between the Local Communities and the Local Government (Panchayas)

Bala Vikasa assists communities so they can gain access to development programs offered by local governments such as savings, wells, etc. Strengthening of village communities by Bala Vikasa and training of local elected officials create opportunities to bring communities and local governments closer together. Complementarity with the local government is thus developed through public health programs or via model villages.

Partnership with CIDA

The relationship between SOPAR and CIDA is positive overall, despite several constraints related to program implementation, particularly during program renewal periods, as follows:

- Six project officers responsible for the program at CIDA from 2004 to 2007, therefore frequent change in contact persons.
- The project officers do not always have a good understanding of SOPAR/Bala Vikasa's program and the issues it faces in the Indian context.
- Since 2001, CIDA does not have a bilateral program in India. It is therefore becoming difficult to develop a rationale for working in India.
- Six months of work were required to obtain approval for the new program following 300 pages of correspondence.
- CIDA still considers SOPAR as a project and not as a program, which implies producing a logical framework/performance measurement framework for each component.
- CIDA's requirements with regard to the environment are a constraint for SOPAR which has developed an environmental policy and practices that meet the needs and policies of India and that have proven to be very effective. This has led the Board to withdraw environment-related projects from its portfolio of projects funded by CIDA.

5.4 Cost-Effectiveness Ratio

SOPAR is among the Canadian development aid organizations that present the lowest administration/development program costs ratio. Less than 5% of the budget is allocated to administrative expenses for program management in Canada while the average is 12%. This reflects the SOPAR Board's willingness to allocate the largest part of the budget to the development program.

CIDA funding for the 2004-2007 program represents 40% of the organization's total revenues, i.e. \$1,922,000 out of \$4,839,973.

Revenues from foundations/institutions represent 34% of the organization's total revenues, i.e. \$1,624,415, while revenues from individuals and corporate donors represent 26%, i.e. \$1,240,476.

In total, CIDA funding covers 60% of the costs of SOPAR's program while SOPAR's financial contribution represents 40% of program costs.

Expenses for SOPAR's three-year program represent 75% of the organization's budget. Among these costs, the public engagement program represents approximately 6%, i.e. an average of \$60,000 per year for 10,000 schools in Canada. The costs related to program activities in India (women program, water program, and capacity building program) represent a total of \$2,706,054, i.e. approximately 85% of total field program expenditures while the direct costs of field activities (salaries and benefits of program

personnel, communications and monitoring and evaluation) represent less than 5% of field program costs.

The administrative costs of the field program represent a total of \$301,505 over three years, i.e. approximately 3% of the cost of the program in India.

SOPAR’s decision to minimize its administrative costs is offset by the fact that it may be difficult to recruit competent managers in Canada who accept to work for a relatively modest salary. In fact, the turnover which SOPAR has witnessed in the past was not related to salaries but rather to differences in views related to development and the lack of clarity in terms of vision and role sharing between the Board and the persons recruited for the director’s position in Canada.

The budget breakdown among the three field program components is as follows:

Program Component	Amount Allocated/3 years	Budget Ratio
Women	\$1,485,000	55%
Drinking water and surface water management	\$771,054	28%
Training/capacity building	\$450,000	17%
Total	\$2,706,054	100%

Focus on a Specific Geographical Region and in a Limited Number of Sectors

This strategic approach generates a critical mass and maximizes the level of effort. This leads to economies of scale which allow more to be done with available resources. Ongoing efforts are made to obtain the best cost-effectiveness ratio.

Cost versus Number of Beneficiaries

The cost per beneficiary of SOPAR/Bala Vikasa’s programs in India remains low when compared to local government programs. Thus, the cost of constructing a well by SOPAR/Bala Vikasa is less than the cost of the same infrastructure paid by the government.

Cost-Effectiveness Ratio – Personnel

Coordination of the program relies on a network of partners from 33 religious congregations and 13 diocese. Secular organizations (NGOs) are overseen by religious orders that are partners of Bala Vikasa. Each SHA is headed by one sister and two coordinators (married women) remunerated by Bala Vikasa. The cost-effectiveness ratio is clear. This reduces the coordination costs and facilitates the expansion of interventions (attract new women into the program).

If Bala Vikasa recorded the hours of the 300 development agents at a minimum wage of \$5 per hour x 40 hours, this would represent \$200 per week over 50 weeks and a total of approximately \$3,000,000 per year, which represents the contribution in time of the human resources dedicated to the program.

Cost-Effectiveness Ratio – Village Investments

Approximately 80% of the costs of field activities are financed by SOPAR and the local contribution is approximately 20%. The financial contribution of villagers is a prerequisite for the village to become eligible for the construction of hydraulic infrastructures. With regard to the construction of a water tank, 15% of costs are covered by the population's contribution; SOPAR finances 85% of the total cost.

Hydraulic initiatives, such as watershed desiltation, contribute to village development overall and to preserving the environment. Among the positive impacts that contribute to the cost-effectiveness ratio are tree plantation, reuse of the silt removed as an organic fertilizer for cultivation which reduces the cost of chemical fertilizers by 25%, access to a water source all year round, increase in the water table level, improved capacity to irrigate fields within a radius of two kilometers from the water source, and fishery development. Taking into account the impact of village development actions supported by Bala Vikasa, the cost-effectiveness ratio for the development of a Bala Vikasa village is better than in villages that do not have access to all these initiatives.

With respect to water purification systems, the contribution of villagers is 30%. Beyond the villagers' financial contribution, in the long term, the infrastructures are more durable because their maintenance is assured by the villagers who develop a sense of ownership.

Villagers' financial contributions ensure that they can maintain the water systems in place, generate funds for other development projects, and become a catalyst for other actions.

When Bala Vikasa contracts out the construction of a hydraulic infrastructure to a new partner, the partner must advance the funds for the construction until the work is completed. This ensures that the organization is competent, and that the work will be well done and within the time allotted. Bala Vikasa then reimburses the expenses incurred plus interest.

Cost-Effectiveness Ratio – Public Engagement Program

The cost-effectiveness ratio of the public engagement program in Canada remains very good. The costs of the "Children Changing the World" program are low in comparison to the results achieved. Only one person is dedicated to this program which targets 10,000 schools annually.

5.5 Reporting Mechanisms – Application of Results-Based Management

All of SOPAR's interventions in India and Canada are focused on the achievement of sustainable results. Hence, in terms of the administrative management of the program, SOPAR attempts to demonstrate the strategies it adopts and the concrete ways it can achieve results. The 2004-2007 program comprises a performance measurement framework and a detailed description of expected results at the output, outcome, and impact levels as well as numerous indicators. Periodic performance reports (bi-annual and annual) indicate the progress made toward the achievement of results and take into account the indicators. The results are presented in a systematic, cumulative manner in accordance with the objectives and activities of the program, providing a clear picture of the program's tangible results and of their progression. At the end of the three-year program, SOPAR/Bala Vikasa also undertook an impact study based on a representative sample of the beneficiaries of the different components of the program. The organization therefore meets CIDA's reporting requirements with respect to program results.

However, given the numerous activities planned and implemented, the reports tend to place greater emphasis on the operational results achieved than on developmental results per se. The latter are dispersed among a large quantity of numerical data which reflect the output indicators but which may distract from the essential elements.

Consequently, the RBM framework for the program is somewhat cumbersome, notably the performance measurement framework which, in our view, could be simplified. Firstly, the existence of four results frameworks on several large sheets in relation to each of the four program components gives the impression of four distinct projects rather than an integrated program. In a program with several components such as that of SOPAR/Bala Vikasa it is important to illustrate the links between the components and the way in which each contributes to the overall coherence of the program, particularly as the capacity building component is a cross-cutting component.

The objectives, activities and reach of the program are clear and well defined. However, the results chain consists of a large number of results. Outputs are identified for each year of the program including several which are repeated each year. Thus, for the capacity building component, there are 3 objectives, 3 impacts, 12 outcomes, 25 outputs for Year 1, 16 outputs for Year 2, and 16 outputs for Year 3. Among the 57 outputs, several are repeated each year. For Year 1, the outputs essentially represent a list of courses offered to different target groups, for Year 2, the number of participants in different courses/training programs and, for Year 3, the outputs are almost identical to those of Year 2. In fact, the outputs identified are primarily operational results, i.e. the immediate results of activities implemented, and not developmental results.

On the other hand, the outcomes appropriately reflect the developmental dimension of the results but, given that several outcomes could be achieved during the course of the program, it would be more appropriate to identify them at the output level than at the outcome level. Similarly, the results identified at the impact level would be better placed

at the outcome level as they are essentially developmental results achievable at the end of the three years of the program.

A series of indicators, primarily quantitative, are identified separately in relation to output and outcome clusters such that it is not clear which indicators correspond to which results.

In short, it is not necessary to have such a large number of expected results and indicators. A single impact could be identified in relation to the goal of the program, three or four outcomes in relation to the objectives/components and four to six outputs per outcome (see the example of the results chain in Chapter 8). Operational results are important because they facilitate monitoring of planned activities. However, they could be described in tabular form and included at the end of each section related to the program components rather than in the narrative section of the reports.

6 Prospective Elements

SOPAR must pursue its support to Bala Vikasa beyond 2012 given the impressive results achieved through the joint efforts of the two organizations and the credibility that Bala Vikasa has gained over the years as a result of its strong partnership with SOPAR.

Capacity building is not only a cross-cutting component of the SOPAR/Bala Vikasa program but one of the main elements contributing to the organization's viability. Hence, SOPAR must pursue and strengthen its technical and financial support toward consolidating the PDTC's institutional management and programming (pedagogy and syllabus content). Through the Training Centre, SOPAR/Bala Vikasa will be able to continue to extend its reach to new partners in new areas of intervention in India, Asia and the rest of the world.

It is important that SOPAR/Bala Vikasa's community development methodology, particularly with regard to women, be effectively communicated to CIDA and its Canadian partners. Consequently, SOPAR/Bala Vikasa should more thoroughly document its community development approach and practices. There are not many publications produced by Bala Vikasa aside from the Sharing Series and training program material. The Sharing Series publications are an effective tool for promoting and disseminating the organization's experience in different sectors. Moreover, the diploma program in community development offered at the PDTC should be disseminated among Canadian NGOs working in Asia and Africa in particular.

Preparing others to take over the organization eventually remains an important challenge for SOPAR. Maintaining a strong team in Canada is a condition for the organization's sustainability in an environment in which the nature of the support provided to Bala Vikasa has evolved over the years from project management to technical and financial support in strategic planning and organizational development. This new approach requires, on the part of Board members and personnel in Canada, organizational management skills. SOPAR's sustainability therefore depends on its capacity to recruit and maintain competent human resources who share the values of the organization and who have the capacity to secure new funding sources.

The renewal of SOPAR's Board of Directors should also ensure that the two organizations continue to be well managed and that their relationship remains strong since the role of Board members will increasingly be focused on securing support from new donors and partners, on organizational capacity building of Bala Vikasa, and on monitoring of the MOU between the two organizations.

The SOPAR/Bala Vikasa partnership reflects a long-term commitment that should continue beyond CIDA's financial support. Nonetheless, CIDA has much to gain by pursuing its partnership with SOPAR, which is an exemplary organization in all respects, including its management structure (lower than 6% management costs) and its

development approach aimed at strengthening and consolidating a partner organization in India.

Bala Vikasa and its partner organizations should pursue their support to women's SHAs since this will favour the emergence of new women's groups and further expand the reach of SOPAR/Bala Vikasa's women program.

The methodology used in the women program could serve as a model for developing the youth program which is a strategic component of the 2007-2012 program. In the first year, the youth program may be implemented in the same areas as the women program. A comparative analysis could later help determine whether or not the approach is more effective in villages where other community development programs exist.

With regard to developing the Canadian component of the student program in secondary schools across Canada, SOPAR will have to choose the appropriate themes to be developed in consultation with Bala Vikasa.

7 Conclusions

SOPAR/Bala Vikasa has largely achieved and even surpassed the expected results of its 2004-2007 program. Its integrated program comprising three components in India and one component in Canada effectively meets the needs of the target beneficiaries and is contributing to sustainable development in India. Be it through the intellectual, personal, and social transformation observed among the numerous women participating in the program, through the significant contribution made to improving access to safe drinking and irrigation water in a region (Andhra Pradesh) hard-hit by drought and characterized by a high level of fluoride in drinking water sources, or through the capacity building of people and development partner organizations, SOPAR/Bala Vikasa has developed a unique model of community development that merits dissemination and replication elsewhere in India and in other parts of the world. The strong and effective partnership between SOPAR in Canada and Bala Vikasa in India, a participatory approach that is both flexible and rigorous, a regional and sectoral focus, in-depth knowledge of the local environment and the strong commitment of competent human resources are among the factors that have contributed to the success of this unique program. The cost-benefit ratio is also excellent: optimal results at a relatively low cost.

Hence, SOPAR/Bala Vikasa may be considered a model organization for community development which has evolved over the years from an approach based on aid delivery to beneficiaries, through small project management, to one based on the establishment of a viable partnership and common values, a strong work ethic, a shared model of development, the empowerment of beneficiaries and building the necessary infrastructure for the long-term sustainability of results achieved.

The organization's effective management and low administrative costs both in Canada and overseas also lend credibility to its actions. While Bala Vikasa is a secular organization, its close relationship with the diocese and religious congregations ensures a reliable network of partners that share common values and approaches to development.

The SOPAR and Bala Vikasa Boards of Directors share a common vision and approach which ensures the results achieved match or even surpass those expected. Their governance structures ensure organizational integrity as well as the effective and efficient use of human, material, and financial resources.

Moreover, the partnership between Bala Vikasa and SOPAR, a CIDA-funded Canadian organization, allows Bala Vikasa to impose strict operating rules and procedures upon its partner organizations, to develop a long-term vision and an innovative model of organizational development that contrasts with existing practices in India.

The trust built between SOPAR/Bala Vikasa and the local Indian authorities, based on the concrete results the organization has achieved over the years, allows SOPAR/Bala Vikasa to have real influence on current development management practices in its targeted areas. The organization's collaboration with local elected officials as well as its promotion of

values related to good governance, transparency, sound management, and accountability contribute to the development of effective community management practices that generate results.

The conditions to ensure sustainability are well integrated in SOPAR/Bala Vikasa's approach, on the one hand through the MOU between the two organizations and on the other hand through an endogenous approach that encourages ownership by the communities and beneficiaries of the methods and conditions necessary for development. The multiplier effect and far-reaching nature of the initiatives undertaken ensure the model will be replicated in other villages and in partner organizations.

The People Development Training Centre (PDTC) is an important initiative contributing to ensuring the sustainability of results achieved through the replication and dissemination of the action research approach, in India, other developing countries, and even among Canadian organizations working in community development. By making this Centre a Centre of Excellence reputed worldwide for its expertise in the area of community development, SOPAR/Bala Vikasa will contribute to ensuring the organization's viability by expanding its reach and the potential to generate funds for the continuation of its sustainable development activities.

At the end of the 2004-2007 program, SOPAR has reached a turning point in its development. Its partner organization in India, Bala Vikasa, manages its administration and program autonomously, thus allowing it to position itself as a credible, efficient and effective community development organization in Andhra Pradesh and the rest of India. The MOU signed between the two organizations in March 2007 confirms Bala Vikasa's independence and defines the roles and responsibilities of each as well as the contours of their partnership.

Henceforth, SOPAR's role vis-à-vis Bala Vikasa will be one of technical and financial support to its community development program. The two organizations, however, will maintain close ties as they share the same mission and goals, a common development vision and are mutually engaged in and committed to community development in Andhra Pradesh. The 2007-2012 program which they have jointly developed, and for which CIDA has approved a financial contribution of \$4,010,000 over five years, will further consolidate this partnership.

The five-year program which integrates a new component, the youth program, is an opportunity to implement the terms of the partnership outlined in the MOU and to prepare the next phase (beyond 2012) on the basis of the knowledge gained and the lessons learned.

For SOPAR, it will also be an opportunity to reflect strategically on its future, to develop and analyze different development scenarios and to make strategic choices.

Some possible scenarios are identified in the following table:

SCENARIOS	OPPORTUNITIES	CONSTRAINTS	CONDITIONS FOR IMPLEMENTATION
<p>1. Maintenance of SOPAR's current status and consolidation of its partnership with Bala Vikasa</p>	<p>The organization has the know-how to allow it to pursue its current intervention. Bala Vikasa is a credible organization which has recognized expertise in the implementation of community development programs. The MOU between SOPAR and Bala Vikasa clearly defines the mandates, roles and responsibilities of each organization.</p>	<p>Capacity to renew human resources engaged in SOPAR's development (Board and personnel). Uncertainty with respect to CIDA funding beyond 2012. Fatigue of current donors and the need to renew the pool of donors.</p>	<p>CIDA renews its funding of SOPAR on the same conditions. The level of funding outside CIDA is maintained and even increased. The Board maintains its level of motivation and engagement and the membership is renewed. A solid team with complementary expertise in Canada. The MOU between SOPAR and Bala Vikasa is effectively implemented. Search for new donors. The SOPAR Foundation strengthens its capacity to generate revenues.</p>
<p>2. Expansion of SOPAR's reach in India and beyond and creation of new partnerships with local NGOs in view of replicating SOPAR/Bala Vikasa's development model.</p>	<p>Bala Vikasa's credibility and capacity to develop alliances with new partners in India and elsewhere in the world via the PDTC. Partnership methodology tested successfully with Bala Vikasa. A skilled SOPAR team in Canada.</p>	<p>Bala Vikasa's productive capacity. Pressure on Bala Vikasa's human, material, and financial resources. Board members' openness to developing partnerships with other NGOs in India. Capacity for long-term engagement (20-year outlook). Search for funds to develop new partnerships.</p>	<p>SOPAR's willingness to expand beyond Bala Vikasa. Investment in the identification of partners and feasibility study. Donor support (including CIDA). Required skills among the team in Canada.</p>
<p>3. Alliance between SOPAR and a Canadian NGO</p>	<p>SOPAR/Bala Vikasa's assets (notably the Training Centre, local NGOs which have gained expertise in community development, the skills of Bala Vikasa</p>	<p>SOPAR's specificity would be diminished in a consortium with other NGOs. The unique relationship between</p>	<p>Shared vision and complementarity between SOPAR/Bala Vikasa and the selected NGO. Bala Vikasa has</p>

SCENARIOS	OPPORTUNITIES	CONSTRAINTS	CONDITIONS FOR IMPLEMENTATION
	<p>personnel) are significant assets for an NGO which would like to expand its reach in the region. SOPAR could benefit from the fundraising skills of other NGOs that have developed this expertise. Reduce administrative and management concerns in Canada in favour of community development advice and support, SOPAR/Bala Vikasa's strength.</p>	<p>SOPAR and Bala Vikasa would be less strong. Bala Vikasa would become a partner among several others and the symbiotic relationship with SOPAR would diminish. The current level of funding of Bala Vikasa's activities would not necessarily be assured.</p>	<p>achieved a degree of independence that is significant both from a technical and a financial standpoint. The consortium commits to pursuing the partnership with Bala Vikasa as well as the financial support. SOPAR membership (loyal donors, founding members and Board members) has predominant influence on the vision and mission of the consortium.</p>
<p>4. Reduction in SOPAR's activities in Canada and transfer of assets to Bala Vikasa = « phasing out »</p>	<p>SOPAR has achieved the objectives of its mandate and its mission continues through Bala Vikasa. Positive conclusion to an integrated sustainable development process. Recognition of the work accomplished and assurance of continuity.</p>	<p>Risk of a reduction in the activity level of Bala Vikasa related to a reduction of funding from SOPAR.</p>	<p>The SOPAR Foundation pursues its financial support to Bala Vikasa.</p>

8 Recommendations

In light of the results of the evaluation of SOPAR's 2004-2007 program, we put forth the following recommendations:

For CIDA:

That Partnership Branch pursue its financial support to SOPAR thus confirming its status as a solid partner which has successfully applied CIDA's sustainable development policy and program.

That Partnership Branch disseminate within CIDA SOPAR's development approach and results achieved in the Andhra Pradesh region, particularly through its women program.

That during its information sessions held with Canadian NGOs, Partnership Branch share knowledge on SOPAR's unique community development model in Andhra Pradesh as well as on the community development training services offered by the PDTC to field partners.

For SOPAR:

That SOPAR maintain its geographical and sectoral focus (with integration of the new youth component) while expanding its reach via the Training Centre (PDTC).

That SOPAR broaden its public engagement program among secondary schools and that, in collaboration with Bala Vikasa, it identify and develop the content and communication tools relevant to the different themes selected.

That SOPAR expand its pool of donors, notably from the private sector, as a means of diversifying its funding sources and increasing its autonomy vis-à-vis public funds while maintaining its ongoing commitment toward its key partner Bala Vikasa.

That SOPAR undertake an in-depth reflection (e.g., strategic planning) on the organization's development prospects beyond 2012, based on the different scenarios proposed by the evaluation team and on the conditions for the implementation of these scenarios.

That SOPAR/Bala Vikasa develop an integrated program performance measurement framework (integrating the four components of the program and identifying results at the outcome and impact levels for the program as a whole) as a promotional tool to attract potential donors and partners.

For SOPAR/Bala Vikasa:

That SOPAR/Bala Vikasa further document its community development experiences and initiatives and disseminate these as well as best practices and success factors to other organizations in India and other regions (Asia in particular) and among the international development community (NGOs and other organizations).

That SOPAR/Bala Vikasa promote, among organizations in India, Asia, Africa, and Canada, its training program based on a unique and innovative conceptual and practical model of community development.

OUTPUTS	OUTCOMES	IMPACT
<ul style="list-style-type: none"> • A transparent governance structure that is able to ensure accountability. • Competent personnel. • Efficient management tools. • Efficient administrative and financial mechanisms. • A Training Centre at the cutting edge of community development (“action learning centre”). • A network of partners in Andhra Pradesh, India and other parts of the world. • Autonomous and efficient SHAs. • A tested development model. • Shared values. • Water programs implemented: access to drinking and irrigation water. • Literacy program implemented: literate population. • Income generating activities: increase in family income and families’ capacity to save. • Women equipped to take charge of their development activities. • Youth having developed capacities (technical and professional training, values, community involvement, leadership, etc.). 	<ol style="list-style-type: none"> 1) A partner organization, Bala Vikasa, that is credible, efficient and has recognized expertise in community development. 2) An integrated, endogenous, and viable community development model. 3) Poor people (women, men, youth) who organize themselves and invest to improve the living conditions of their families and communities. 	<p>Equitable sustainable development based on sharing and self-giving that respects human rights and equality between women and men and which allows equal access to development resources and benefits.</p>

Annexes

Annex A: List of Persons and Organizations Interviewed in Canada

List of Persons and Organizations Interviewed in Canada

SOPAR personnel in Canada

- Alain Godbout, Director
- Shobba Singareddy, Project Officer
- Kim Claveau, Responsible for Public Engagement Program

Board of Directors

- André Bourassa, President
- Éric Gingras, Secretary
- Sylvain Lefebvre, Treasurer
- Bernard Giroux, Vice-President
- Marc Gingras, Administrator
- Stéphane Courtemanche, Administrator

School personnel participating in the “Children Changing the World” program for Canadian public engagement

- Johanne Drapeau, Daniel Johnson Secondary School and Anjou Secondary School.
- Roger Tremblay, Gentilly School, Les Petits Castors School, Samuel de Champlain School.
- Noël Marceau, Joseph-François Perreault Secondary School.
- Barbara Bannon, Olympic Heights School, Alberta
- Jill Alano, Florence MacDougall, Community School

Jules et Paul-Émile Léger Foundation personnel

- Linda Sauvé, Asia Program Coordinator
- Pierrette Lévesque, International Programs Associate Director

Annex B: Field Mission Schedule - India

Field Mission Schedule - India

Date	Time	Activity
Thurs.-Sat., Mar. 15-17		Travel Montréal-Frankfurt-Hyderabad-Warangal
Sat., Mar. 17	7:00 p.m.	Briefing SOPAR/Bala Vikasa Program with Mrs. Angèle Gingras, founder of SOPAR/Bala Vikasa, and Mr. Shoury Reddy, Associate Director of Bala Vikasa
Sun., Mar. 18		Leave
Mon., Mar. 19	a.m.	<u>Women Program:</u> - Program overview - Meeting with women's group, Mallakapalli village - Interview with 2 women
	p.m.	<u>Women Program:</u> Visit with 2 women micro-credit beneficiaries
Tues., Mar. 20		Leave – Telugu New Year
Wed., Mar. 21	a.m.	<u>Water Program (tanks/drinking water/watersheds and bore wells):</u> - Visit watershed, Parvathagiri village/interaction with village community/interview with 1-2 beneficiaries - Visit water tank, Gangadevipalli village /interaction with the village community/interview with 1-2 beneficiaries - Visit bore well, Machapur village
	p.m.	<u>Water Program:</u> - Visit water purification site, Kandugula village - Interaction with village community - Interview with 1-2 beneficiaries
Thur., Mar. 22	9:30 a.m.	<u>Women Program:</u> - Assistance/observation: capacity building - women leaders (SHA) at Bala Vikasa PDTC
	p.m.	- Interview with the Coordinator of the Water Program, Mr. K. Pratap - Interview with 4 leaders of women's groups - Interview with the Coordinator of the Women Program, Mrs. D. Latha
Fri., Mar. 23	9:00 a.m.	Documentary Review, PDTC
	10:30 a.m.	<u>Women Program:</u> - Assistance/observation: group of coordinators of the Women Program - Interaction with the group
	p.m.	- Lunch with Fr. Augusto Colombo, Director of Bala Vikasa

Date	Time	Activity
		<ul style="list-style-type: none"> - Interviews with Mrs. V. Swapna, Accountant and Mr. Veerabhadra Raju, Auditor of Bala Vikasa - Interview with 1-2 coordinators of the program - Interview with Mr. Shoury Reddy, Associate Director - Interview with 5 coordinators of the Women Program
Sat., Mar. 24	a.m.	<u>Capacity Building Program:</u> <ul style="list-style-type: none"> - Assistance/observation - trainings (2-3 sessions during the day)/interaction with groups - Focus group with water committee members in training - Guided tours of the PDTC and PDTC Extension
	p.m.	<ul style="list-style-type: none"> - Meeting with Bishop Thumma Bala, President of Bala Vikasa - Interviews with the Capacity Building Program team, Mr. Raja Mohan, Coordinator and teacher, and Sr. T. Lourdummy, Research and documentation/teacher - Interview with Fr. Sundaraju, Guntur Diocese Social Service Society, Partner NGO of Bala Vikasa - Interview with Mrs. Angèle Gingras, founder SOPAR/Bala Vikasa
Sun., Mar. 25		Leave
Mon.-Wed., Mar. 26-28		Preliminary Report
Thur.-Fri., Mar. 29-30		Travel Warangal-Hyderabad-Amsterdam-Montréal

Annex C: List of Documents Consulted

List of Documents Consulted

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