

# **Evaluation of World Vision Finland Development Programme 2015–2017**



**Final Report  
7 March 2017**

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C O N S U L T I N G

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**Cover photo:**

**Addressing child malnutrition: participants of the PD Hearth programme, Bicchui, Hoshangabad, India (photo: Kristiina Mikkola)**

## **ACRONYMS**

ADP	Area Development Programme
APP	Area Programme Plan
CCO	Cross-cutting Objective
CPU	Child Protection Unit
CSO	Civil Society Organization
CRC	Convention on the Rights of the Child
CVA	Citizen Voice & Action
DME	Design, Monitoring and Evaluation
DPO	Disabled Persons' Organisation
EDA	Economic Development Approach
ERM	Enterprise Risk Management
EUR	Euro
FMNR	Farmer Managed Natural Regeneration
HDI	Human Development Index
HRBA	Human Rights Based Approach
IDS	Institute of Development Studies
INR	Indian Rupee
LDC	Least Developed Country
LEAP	Learning through Evaluation and Accountability
LIC	Low Income Countries
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MFA	Ministry for Foreign Affairs
MIC	Middle Income Country
NGO	Non-governmental organisation
NO	National Office
OECD/DAC	Organization of Economic Co-operation and Development, Development Assistance Committee
PDD	Programme Design Document
PMO	Programme Monitoring Office
PPP	Public Private Partnership
RBM	Results Based Management
SAARC	South Asian Association for Regional Cooperation
SDG	Sustainable Development Goal
SHG	Self-Help Group
UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WV	World Vision

## EXECUTIVE SUMMARY

This is the Final Report for the Evaluation of World Vision Finland (WV Finland) Development Programme 2015-2017. The assignment was commissioned by WV Finland in July 2016. The Evaluation was conducted by Kristiina Mikkola Consulting. The evaluation process started in October 2016 and was completed in March 2017.

The Evaluation has assessed relevance, effectiveness, efficiency and sustainability of the ongoing Development Programme of WV Finland. The programme is called '*Our common mission – The Partnership Programme of World Vision Finland to support child wellbeing and child rights 2015–2017*'. The Development Programme is co-funded by Ministry for Foreign Affairs, Finland (MFA) and WV Finland. The programme has been implemented in Colombia, India, Kenya, Peru, Uganda and Sri Lanka in partnership with national World Vision offices. The programme coverage consists of 21 area development programmes (ADP), two special projects, and Weconomy Start initiatives. WV Finland implements also humanitarian activities under the umbrella of the Development Programme. They fall outside the scope of this Evaluation as do grants by other donors.

In **Section 1** of the Report, evaluation objectives, scope, process and methodology are discussed. In **Section 2**, the WV Finland Development Programme and its operating context globally, in the partner countries and in Finland are introduced. **Section 3** presents the evaluation findings and conclusions. The discussion is structured under the main headings of relevance, effectiveness and impact, efficiency and sustainability. Cutting edge of WV Finland, Christian identity, communication, information sharing and advocacy, sponsorship management, Results Based Management and risk management are discussed separately under the heading 'Specific issues'. The Evaluation findings include many lessons learned. The key learnings are summarised in **Section 4**.

**Section 5** draws together the main conclusions of the evaluation and makes recommendations. The overriding conclusion of the Evaluation is that the Development Programme has been well designed and focuses on removing the barriers that restrict improvements on child welfare and maintain poverty. The thematic priorities of the programme have remained valid in the continuously evolving international and national (Finland and partner countries) context.

The main recommendations are as follows:

WV Finland and the partners are encouraged to keep up, preserve and build upon their strengths, good reputation and track record, including the following:

- Holistic approach connecting advocacy with communication, marketing and fundraising, basing advocacy on lessons learned through programmes, and working in a flat organization where key programmatic and advocacy responsibilities are shared among the management and staff.
- Fundraising and well-managed sponsorship activities that have succeeded in maintaining a stable support base in the Finnish society and contributed to communication.
- Well-qualified and experienced Programme Team that focuses on essential tasks and provides timely support in all programmatic aspects to the National Offices and their programmes.
- Robust and up-to-date risk management procedures at WV Finland and National Office level.
- All in all, the good communication culture of the office.

The Evaluation Team also recommends to maintain the many well-working aspects and approaches of the current Development Programme in the future Development Programme. They are:

- Focus on children and emphasis on child rights.
- Emphasis on the most vulnerable within the community.
- Citizen Voice & Action and the empowerment approach.

- Focus on partnerships and working through the existing institutions and strengthening them.
- Emphasis given to disabled persons and their needs.
- The approach and resources that WV Finland has channelled to partner capacity development, both through organizing formal Impact Assessment Seminars and through informal, regular “on-the-job training” dialogue.

It is recommended that Weconomy Start remains an integral part of the Development Programme and ways to mainstream it as a regular component in economic empowerment activities are identified. Also, the useful and relatively risk-free special projects modality could be applied more widely in the Development Programme. Weconomy Start and special projects are among the innovative aspects of the Development Programme, providing significant experience and lessons learnt on inclusive business development, economic empowerment of the youth and inclusive development and disabilities.

The Evaluation has identified some issues and topics that require more attention or revised approaches. It is recommended that:

- More activities should address the needs of the youth. The increasing focus of WV Finland on the adolescents, including empowerment through Citizen Voice and Action, sexual education, life skills and interventions to increase their employability, has been successful.
- The economic development approaches at ADP level should be revisited. WV Finland should adopt an economic empowerment approach to achieve wider economic and employment impacts in the working areas.
- WV Finland should consider opportunities to initiate new interventions in the urban slums. In 2016, the Development Programme supported mostly rural areas and a wider presence in the urban slums would be beneficial in the long run.

Finally, the Evaluation Team makes some recommendations that require efforts and inputs from WV Finland but are expected to have positive repercussions to partners and their performance, and on the interest of Finns to become sponsors.

- The WV Finland team has good reasons to become bolder and start blowing their own horn louder in the partnership meetings. Despite the limited human resources and budget, WV Finland is an important partner and an active Support Office and is clearly punching above its weight.
- Investments in the Programme Team should be considered. The Evaluation Team finds that there is an inherent risk in the decision to initiate new partnerships with three countries at once and this might require new resources.
- The results-orientation in the Development Programme should be further strengthened, both during the design of the new Development Programme, its implementation and monitoring as follows:
  - Develop a results framework (or a logical framework) that has three results levels (outputs, outcome and impact).
  - Maintain the practice of having a few commonly agreed outcome level indicators and choose them with the National Offices in such a manner that all or majority of programmes would be able to provide data on the chosen indicators in a timely manner.
  - Develop indicators for outputs as well. Make sure that the beneficiary tracking is up-to-date at all times.
  - If thematic priorities are expected to be used in the reporting of the Development Programme, then embed them in the outputs.
  - Consider developing a WV Finland evaluation policy that applies to all partners and stipulates the circumstances when internal, external or mixed evaluation teams can be used.

## **1 INTRODUCTION AND APPROACH**

### **1.1 Introduction**

This is the Final Report for the Evaluation of World Vision Finland Development Programme 2015-2017. The assignment was commissioned by World Vision Finland (WV Finland) in July 2016. The evaluation was conducted by Kristiina Mikkola Consulting. The Evaluation Team consisted of Ms Kristiina Mikkola (Team Leader), Finland and Ms Pia Pannula Toft (International Evaluation Expert), Denmark. The evaluation process started in October 2016 and was completed in March 2017.

### **1.2 Evaluation Objectives**

The evaluation objectives and scope are presented in the Evaluation Plan prepared by World Vision Finland (Annex 1, in Finnish). The Evaluation Plan provides the Terms of Reference for the assignment. The evaluation was expected to assess relevance, effectiveness, efficiency and sustainability of the ongoing Development Programme of WV Finland. The programme is called '*Our common mission – The Partnership Programme of World Vision Finland to support child wellbeing and child rights 2015–2017*<sup>1</sup>'. The development programme is co-funded by Ministry for Foreign Affairs, Finland (MFA) and WV Finland.

### **1.3 Evaluation Scope, Process and Methodology**

A description of the evaluation process, methodologies and implemented activities is available in Annex 2. The issues regarding the evaluation scope, adjustments to the Evaluation Plan as well as challenges and limitations are also elaborated there.

Early on in the process, three **major adjustments to the Evaluation Plan** were agreed with WV Finland. First major adjustment dealt with the countries to be visited by the Evaluation Team. Kenya and Uganda were suggested in the Evaluation Plan, but India and Peru were chosen instead. The justification to this was that the partner countries in Africa had been chosen for visits by a parallel evaluation (Evaluation 2 on the Civil Society Organisations receiving Programme-based Support and Support for Humanitarian Assistance, so-called CSO2 evaluation) that was commissioned by the Ministry for Foreign Affairs. Second change dealt with the scope of this Development Programme evaluation. Because the CSO2 evaluation included an assessment of the MFA-funded humanitarian operations of WV Finland, it was decided that this evaluation should not assess humanitarian assistance activities at all. Also grants by other donors fall outside the scope of this Evaluation. Third major change dealt with the language of reporting. Although the Evaluation Plan and all key WV Finland documents regarding the Development Programme are in Finnish, it was agreed that the reports of the evaluation should be in English.

When the evaluation commenced, the implementation of the Development Programme had barely passed the halfway mark. Reports of activities were available covering the period January 2015–June 2016. The evaluation is thus considered to be **a mid-term evaluation**. It was timed well by World Vision Finland, because the evaluation results will be available on time to influence the formulation of the next WV Finland Development Programme (for the period 2018–2021) as well as implementation of the 2017 work plans of ongoing Area Development Programmes (ADP) and other projects.

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<sup>1</sup> Original in Finnish: "Yhteinen tehtävämme: Suomen World Visionin kumppanuusohjelma lasten hyvinvoinnin ja oikeuksien toteuttamiseksi 2015-2017".



The **evaluation process** during October 2016–March 2017 has consisted of four phases, namely:

- Inception and desk review phase was implemented in October 2016 (home office in Finland and Denmark). Collection of additional documents and their review has continued through the subsequent evaluation phases as well.
- Data collection phase: interviews in (or from) Finland were started in November before the visits to Peru and India and were completed in December 2016.
- Data collection through field missions consisted of two country visits, first one to Peru (26 November–4 December 2016 by Ms Pia Pannula Toft) and second one to India (3-11 December 2016 by Ms Kristiina Mikkola).
- Data analysis and reporting phase (1 January–31 March 2017) culminated in the submission of the Draft Evaluation Report to WV Finland on 25 January 2017. The Evaluation Team received comments from WV Finland on 16 February 2017. The Team has analysed the comments and has subsequently finalised and submitted the Final Evaluation Report as the final output of previous tasks (on 7 March 2017).

In total, the Team interacted with 399 persons (96 men, 158 women, 37 boys and 108 girls). Among them are: MFA Finland staff, WV Finland staff, WV Finland board members, Finnish actors involved with Weconomy Start-activities, and staff working in the WV National Offices in the partner countries. In India and Peru also field staff working in ADPs and/or projects and representatives of local government and other actors (civil society organisations, businesses, etc.) were interviewed. At the community level, a wide range of Development Programme beneficiaries were interviewed. They include members of e.g. Self Help Groups (SHG), Child Protection Units (CPU), Children's Clubs and Disabled Persons Organization (DPO). Also, staff of government facilities (teachers, health workers and doctors) were met. Adults, children and adolescent youth were among the interviewees as were some disabled persons. The Evaluation Team interviewed both rights-holders and duty-bearers.

The list of documents reviewed is attached as Annex 3, list of people interviewed as Annex 4 and the field mission programmes in Peru and India as Annex 5.

## **1.4 Structure of the Report**

In Section 1, the objectives, process and methodologies used in the evaluation are discussed. In Section 2 the context of the Development Programme (global, Finnish and partner country level), Programme partners and the Development Programme itself are introduced. Section 3 presents the findings and conclusions of the evaluation. Finally, lessons learned and recommendations are presented in Sections 4 and 5, respectively.

## 2 DESCRIPTION OF THE WV FINLAND DEVELOPMENT PROGRAMME AND ITS OPERATING CONTEXT

The operating context of WV Finland and its Development Programme is guided by multiple policies, strategies and guidelines at national and international level as is depicted in Figure 1. These in turn are influenced by global agreements and international human rights instruments. Highlights on all these are included in Sections 2.1–2.5 below.



Figure 1 The global context of the WV Finland Development Programme (modified from the original figure in the Development Programme Plan 2015–2017)

### 2.1 World Vision Finland and the Development Programme 2015–2017

#### 2.1.1 World Vision Finland

World Vision Finland (est. 1983) is a Christian humanitarian organisation working to create a lasting, positive change in the lives of children, families and communities living in poverty. It is part of World Vision International.

The strategic aim of World Vision Finland<sup>2</sup> focuses on involving Finns in permanently improving the lives of children, their families and communities in developing countries and helping in humanitarian crises. The current strategy for 2016–2018<sup>3</sup> incorporates a target to impact the lives of 380,000 children in developing countries, consisting of 260,000 children participating in

<sup>2</sup> The design and implementation of the Development Programme coincides with two internal strategy terms, namely WV Finland strategy 2012–2016 and WV Finland strategy 2016–2018.

<sup>3</sup> The Strategy was developed under the assumption that the Development Programme 2015–2017 could be implemented as originally planned. It pre-dates the budget cuts in the Finnish government funding (see Section 2.5).

development activities, 70,000 children benefiting from humanitarian aid activities and some additional grants, and 50,000 children benefiting through Weconomy Start-activities.

There are three strategic objectives, namely:

- Development of sponsorships and partnerships (focusing on fundraising),
- Development impact (focusing on improvements in the lives of the most vulnerable children in poor communities in fragile / crisis contexts, and improving the evidence base on impacts and effects), and
- Development of participation and commitment (focusing on human resource development and client / sponsor satisfaction).

In November 2016, the staff of World Vision Finland consisted of 23 staff members working in three teams: Programme Management, Fundraising and Communication and Administration and Finance.

### **2.1.2 WV Finland Development Programme Plan 2015-2017**

According to the Development Programme Plan<sup>4</sup>, during the Development Programme in 2015–2017 **WV Finland works in 6 countries, namely India, Sri Lanka, Colombia, Peru, Uganda and Kenya** through area development programmes and special projects that are implemented both in rural and urban areas. There are also activities implemented in Finland influencing the Finnish society and communities (communication and information sharing, development communication, advocacy and fundraising, including sponsorships).

World Vision is globally positioned to help with the immediate needs of people in disaster situations, like food, water and shelter, and to help communities to recover and prevent future catastrophes. World Vision Finland also implements humanitarian assistance projects with financial support from MFA, Finland.

The **development theory** is based on six foundations:

- Child-focus
- Human rights based with a particular emphasis on child rights
- Community based approach and partnerships
- Empowerment
- Best practices and innovations
- Christian identity

The goal and expected outcome of the Development Programme 2015–2017 are:

- Goal: Sustained well-being of children within families and communities, especially the most vulnerable.
- Outcome: Improved well-being of 380,000 children in the working areas.

WV Finland Development Programme is results-oriented with indicators selected for Development Programme -level monitoring. The Learning through Evaluation with Accountability and Planning (LEAP) guidelines of World Vision are applied in the programme-level design, monitoring, and evaluation. LEAP is applied consistently across the international World Vision partnership.

The vast majority of programmes supported by WV Finland are concerned with long-term community development that addresses the causes of poverty and helps people move towards self-

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<sup>4</sup> In this chapter, a brief summary of the Development Programme as originally designed in 2014 is provided. Detailed information and discussion on key features and approaches of the Development Programme is available in Section 3.

sufficiency. Their goal is to improve the quality of life for the underprivileged, and those caught in the web of poverty and despair.

In 2014 when the Development Programme was submitted to the MFA, the **original budget** was EUR 23,781,552. The Finnish government contribution was expected to be EUR 16,500,000 and contribution of WV Finland EUR 7,281,552 million (31% of the total).

## 2.2 Global Context

The Sustainable Development Agenda was adopted in September 2015 and took force from January 2016. It is expected that over the next fifteen years, with the Sustainable Development Goals (SDGs) that universally apply to all, countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind. The SDGs build on the Millennium Development Goals (MDGs) and aim to go much further to end all forms of poverty. The SDGs call for action by all countries, not just developing nations to promote prosperity and human rights while protecting the planet.

The goals recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection. More than half of the 17 SDGs and their targets (169 in total) address the situation of children and young people.

The SDGs seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental. The SDGs are also expected to facilitate an intensive global engagement in support of implementation of all the goals and targets, bringing together governments, the private sector, civil society, the United Nations system and other development actors and mobilizing all available resources.

## 2.3 Partner Countries

The six partner countries of WV Finland share many common problems, particularly with child welfare. This is despite many partner countries having reached quite advanced overall development levels as a nation (see Table 1 on page 6). While all six are developing nations, not one is considered a fragile state<sup>5</sup> and only Uganda remains a Least Developed Country (LDC<sup>6</sup>). According to the UNDP Human Development Report 2015, Sri Lanka, Peru and Colombia have reached the High Human Development status, while India is at the Medium Human Development level. Kenya and Uganda fall in the category of Low Human Development.

In the paper by IDS (Sumner 2012) the distribution of global poverty was outlined as follows: half of the world's poor live in India and China (mainly in India), a quarter of the world's poor live in other Middle Income Countries (MICs) and a quarter of the world's poor live in the remaining 35 low-income countries. The world's poor are increasingly concentrated in fragile Low Income Countries (LICs) (18.4 per cent of world poverty) and stable MICs (60.4 per cent of world poverty).

It is therefore no surprise that in all the WV Finland partner countries, regardless of their development level, vast rural and urban pockets with high incidences of poverty, lack of adequate food and under development exist. These areas can be post-conflict areas or regions prone to natural disasters such as floods and droughts (partly as an effect of climate change). Peru is an example of a country that due to its geography is exposed to various natural disasters. Despite many advances by

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<sup>5</sup> Source: World Bank Harmonized List of Fragile Situations FY 2016

<http://pubdocs.worldbank.org/en/700521437416355449/FCslist-FY16-Final-712015.pdf>

<sup>6</sup> The list of LDCs was updated by the United Nations Committee for Development Policy in May 2016.

the government of Peru, serious development challenges remain, for example, with respect to the verbal, physical and sexual violence that has children and adolescents among its main victims.

*Table 1 Key indicators measuring human development and situation of women and children in the partner countries and in Finland (Sources: UNDP and UNICEF)*

Country	Human Development Index, HDI <sup>i</sup>	HDI rank <sup>ii</sup>	Gender Inequality Index, GII <sup>iii</sup>	Under-five mortality rate <sup>iv</sup>	Prevalence of stunting, % <sup>v</sup>	Proportion of births attended by skilled health personnel, % <sup>vi</sup>	Net attendance rate in primary education, NAR <sup>vii</sup>	Literacy rate of 15-24 olds (%) <sup>viii</sup>
Colombia	0.720	97	0.429	17	12.7	99.1	91	98
India	0.609	130	0.563	53	48	52	83	81
Kenya	0.548	145	0.552	71	35	44	87	82
Peru	0.734	84	0.406	17	18.4	86.7	97	97
Sri Lanka	0.757	73	0.370	10	14.7	99	97	98
Uganda	0.483	163	0.538	66	33.7	57.4	81	87
Finland	0.883	24	0.075	3	0	100	~100	~100

<sup>i</sup> Human Development Index, a summary measure for assessing long - term progress in three basic dimensions of human development: a long and healthy life, access to knowledge and a decent standard of living. Source: UNDP Human Development Report 2015

<sup>ii</sup> Rank – data available from 188 countries and territories. Source: UNDP Human Development Report 2015

<sup>iii</sup> Gender Inequality Index, reflects gender - based inequalities in three dimensions – reproductive health, empowerment, and economic activity. Source: UNDP Human Development Report 2015

<sup>iv</sup> Per 1,000 live births. Source: UNICEF 2016 Monitoring the Situation of Children and Women

<sup>v</sup> Prevalence of stunting WHO (moderate and severe), %. Source: UNICEF 2016 Monitoring the Situation of Children and Women

<sup>vi</sup> Source: UNICEF 2016 Monitoring the Situation of Children and Women. Value for Sri Lanka from:

<http://data.worldbank.org/indicator/SE.PRM.NENR>

<sup>vii</sup> Source: UNICEF 2016 Monitoring the Situation of Children and Women

<sup>viii</sup> Source: UNICEF 2016 Monitoring the Situation of Children and Women

Sri Lanka and hopefully now also Colombia are recovering from and rebuilding the nations after decades long internal conflicts. The conflicts have taken a serious toll on the welfare of children. Uganda has one of the youngest populations in the world (57.8 % of the population are below 18 years); while the country has strong policy frameworks on health, nutrition and education, huge gaps exist in the ways these frameworks are implemented.

India is the largest democracy in the world and one of the most important countries in terms of meeting the global development goals, merely for the sheer size of its population (1.3 billion of which approximately 300 million among the poorest of the poor). Despite many advances in terms of achieving the MDGs, development is not inclusive in India (across states, different social groups and rural and urban regions) and many challenges persist with respect to children (e.g. child malnutrition, child labour and lack of access to health services).

Kenya is also a country of many contrasts. It has an ambitious vision to become an industrialized, middle-income country by 2030. Yet, it continues to struggle with many social and economic inequalities and is considered one of the most unequal countries in the sub-region. Access to basic quality services such as health care, education, clean water and sanitation, is often a luxury for many people. Large segments of the population, including the burgeoning urban poor, are highly vulnerable to climatic, economic and social shocks. Kenya is also an example of a country that faces formidable humanitarian challenges, particularly the presence of hundreds of thousands of refugees from other African countries.

## **2.4 World Vision Partnership**

### **2.4.1 World Vision International**

World Vision was founded in 1950 in the United States. World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice. Inspired by Christian values, World Vision is dedicated to working with the world's most vulnerable people. World Vision seeks to tackle the causes of poverty and promote empowerment through their work in relief, development, advocacy and fundraising. World Vision serves all people regardless of religion, ethnicity or gender. It is one of the leading development and humanitarian organisations and the world's biggest child sponsorship organisation. World Vision works in more than 90 countries, including urban and rural areas. World Vision's nearly 2,500 programmes are designed to address children's urgent needs and to ensure that children's well-being is sustained for the long term. World Vision works to empower communities, families and children themselves to tackle the root causes of poverty and build a better future together.

**World Vision International (WV International)** was established as the international coordinating body in 1977. It provides direction to the global partnership, assuring that appropriate technical capabilities are in place to meet the mission, and ensuring that standards and policies are established and followed. Common systems and approaches are in place, for example, for financial management of the programmes and projects as well as for programme planning, monitoring and reporting. The design, monitoring and evaluation (DME) framework is known as LEAP, Learning through Evaluation with Accountability and Planning. The rolling out of an updated version, LEAP 3, is ongoing and it has been adopted by e.g. World Vision India from 2017 onwards. Implementation of the new DME framework serves to transition from an organisation that designs, implements and conducts evaluation of individual programmes and projects, to one that intentionally uses evidence-based approaches (project models) to design technical programmes. Citizen Voice and Action (CVA) continues to grow as World Vision's successful approach to social accountability and has increasingly become a platform for local communities to influence national policies. In 2015, the CVA model was used with communities in more than 630 programmes across 48 countries.

The World Vision partnership of National Offices (NOs), many of which are governed by their own boards, is bound together in interdependence through a common mission statement and shared core values. The global World Vision Board has 24 members and at present a member from Finland sits in the Board (Chairperson of World Vision Finland Board). By signing the Covenant of Partnership, each National Office agrees to abide by common policies and standards. National offices hold each other accountable through a system of peer review. The peer review of WV Finland took place in February 2017.

Since 2010, World Vision has applied a measurement framework of **broad child well-being aspirations**, one each with a set of outcomes, and with four global child well-being targets that reflect priorities from both the national and regional strategies. The global targets are:

- Target 1: Children report an increased level of well-being (12–18 years)
- Target 2: Increase in children protected from infection and disease (0–5 years)
- Target 3: Increase in children who are well nourished (0–5 years)
- Target 4: Increase in children who can read (by age 11 or end of primary schooling).

Recently World Vision has worked together with The Partnering Initiative contributing to the global dialogue and practice on **multi-stakeholder platforms and partnerships as part of the post-2015 process**. A joint policy paper was published to take a view of the current status of partnerships at the national level and make concrete proposals on ways to accelerate their progress and contribution to Agenda 2030. The paper recommends for shared cross-sector leadership of the platforms whilst reflecting a central role for governments. It also recommends steps to ensure that

the most vulnerable are not missed by the platforms, for example, the need to engage relevant citizen groups directly, including children as appropriate. The paper also emphasises the importance of understanding the landscape of existing or readily adaptable partnering structures and systems in-country and building on these as far as possible.

#### **2.4.2 National Offices in the Partner Countries**

WV Finland works exclusively with the members of the World Vision International network. WV Finland has enjoyed a long-standing partnership with six National Offices in the partner countries. These National Offices are briefly presented below.

##### **World Vision Colombia (est. 1976)**

In 2015, WV Colombia worked in the most vulnerable communities in five regions and 27 departments of the country, promoting relations of solidarity and human transformation. The actions of WV Colombia directly impacted 80,000 children, and indirectly more than 500,000 people. WV Colombia received support from Australia, Canada, the United States, Finland and Taiwan. The goal is to contribute to the well-being and integral protection with tenderness of all the children. The current intervention strategy emphasizes two technical approaches: well-being of children and comprehensive child protection with tenderness. The new strategic commitment also talks about new region-based working approach and partnerships. WV Colombia plans to achieve the level of improved well-being and integral protection of 2,826,837 children, adolescents and young people by 2021. Further 556,071 children, adolescents, youth and adults would be mobilized through actions of solidarity and advocacy.

##### **World Vision India (est. 1951)**

WV India is working in 26 states across India. In 2016, WV India was implementing 114 ADPs and 61 projects with more than 1800 staff members. The programmes covered 7.5 million people, out of which 2.61 million were children (including over 290,000 registered children). WV Finland was one of the 17 Support Offices working with WV India. The programmes and projects were monitored by 9 Programme Monitoring Offices (PMOs). All WV Finland supported ADPs fall under PMO Bhopal. The WV India Country strategy for 2014–2017 has the following strategic directives:

- Reduce malnutrition and childhood illness
- Enhance quality education
- Strengthen child participation and protection systems
- Build resilient communities, and
- Promote value based governance.

##### **World Vision Kenya (est. 1974)**

WV Kenya has slightly over 1,000 development staff members working in 56 Area Development Programmes (20 urban/peri-urban and 36 rural) in 35 counties, country-wide (situation in 2015). World Vision Kenya directly helped to improve the well-being of approximately 1.8 million children across the country, including 115,781 sponsored children. WV Kenya receives financial support from 14 countries. The goal during the strategy term 2016–2020 is that by 2020 WV Kenya will contribute to increased protection, participation and well-being of 2.6 million most vulnerable children and 14 million more through advocacy and policy influence. In its operations, WV Kenya will focus on three key areas:

- Improved livelihoods and family resilience
- Increased protection, access and quality education for children
- Improved health status for children and their families with nutrition, water, sanitation and hygiene as key contributors to the management of diseases and health-related issues.



### **World Vision Peru (est. 1994)**

World Vision started working in Peru in 1980 but closed its activities in 1991 due to the escalating conflict in the country. The National Office WV Peru was established in 1994 and today it has 336 employees. In 2015, WV Peru worked with 102,914 children and adolescents and 43,451 families in 543 communities in six regions. The 34 Area Development Programmes were supported by seven Support Offices (Australia, Canada, Finland, Germany, Switzerland, Taiwan and USA). World Vision Peru is finalising the new strategy for 2017–2021. The strategy for the period 2013–2015 had four strategic objectives:

- WV Peru standardizes intervention models that allow the organization to specify the proposal of boys, girls and adolescents as agent of change, taking into account the criteria of interculturality and contextualization with the Peruvian reality.
- WV Peru has competent, committed and inclusive Christian staff to contribute to the well-being and development of the childhood potential.
- WV Peru management ensures strategic and effective decision making for the achievement of well-being of boys, girls and adolescents and the development of their potential according to the institutional guidelines and guidelines of the Board.
- WV Peru diversifies the funding sources through the positioning as a reference organization in the development of the childhood potential.



*Figure 2 Primary schoolers, El Salvador, Lima (photo: Pia Pannula Toft)*

### **World Vision Sri Lanka (est. 1977)**

In 2016, World Vision Lanka assisted more than 349,236 children, 1,220,176 individuals in 381,205 families in 20 districts across Sri Lanka. There were 42 Area Development Programmes, two Area Rehabilitation Programmes, three street children projects and some special projects with corporate and grant projects serving the poor and the disadvantaged. WV Lanka had about 550 staff members in 2015. WV Lanka had 12 corporate partnerships and 16 funding partners in 2015. There are four strategic objectives in the WV Lanka country strategy for the period 2017–2021:

- Improve the status of child nutrition and promote healthy living
- Improve and advocate for age appropriate competencies and life skills of children
- Strengthen community and household resilience, and
- Empower communities and civil society to advocate for protection of children and enable child participation.

### **World Vision Uganda (est. 1986)**

In 2015, WV Uganda operated in 71 districts in Uganda and implemented 53 Area Development Programmes (ADPs), four major grants and 25 small private non-sponsorship projects. The strategic goal of the WV Uganda Strategy 2016–2010 is to contribute to improved household resilience, protection and sustained well-being of 6,000,000 children, especially the most vulnerable by 2020.



The strategy has four ministry objectives:

- To improve the health and nutrition status of 6,000,000 children 0-5 years, adolescents and women of reproductive age
- To improve livelihoods and household resilience for small holder farmers and youth
- To improve the quality of education and life skills for 2,299,700 children between 3 and 18 years
- To contribute to improved peace and protection of 6,000,000 girls and boys from abuse, neglect, exploitation and other forms of violence.

## 2.5 Finnish Context

Two Finnish government development policy programmes are relevant for this evaluation. The 2012 Development Policy Programme has guided the design of WV Finland Development Programme in 2014 and its implementation in 2015. The 2016 Government Report on Development Policy is of particular relevance with respect to future ideas and recommendations of the evaluation.

In the **2012 Finnish Development Policy Programme**, Finland pursued human rights based approach to development. The aim was that everyone knows their rights and is able to act for them. It was considered equally important that the authorities know their human rights obligations and are capable of implementing them. Government support for the development cooperation of Finnish civil society organisations and cooperation with them was expected to increase. Civil society organisations (CSO) were encouraged to promote effectiveness in accordance with the guidelines of the Istanbul Principles and the “International Framework for CSO Development Effectiveness”. Civil society organisations were invited to engage in mutual cooperation as well as in partnerships with the private and public sectors. The cross-cutting objectives of Finland’s development policy and development cooperation were gender equality, reduction of inequality and climate sustainability. These objectives would be promoted in all development policy and development cooperation. The modalities for private sector cooperation were to be developed to better reflect changes in the operating environment and to adhere to the policies of this programme. The Policy recognised that the role of the private sector, both in developing countries and in developed countries, had increased in international cooperation.

**The Government Report on Development Policy (2016)** outlines the current Finnish government development policy. The development policy and development cooperation are guided by the 2030 Agenda for Sustainable Development. The development policy will have a special focus on the following priority areas:

- enhancing the rights and status of women and girls;
- improving the economies of developing countries to ensure more jobs, livelihood opportunities and well-being;
- democratic and better-functioning societies;
- increased food security and better access to water and energy; and the sustainability of natural resources.

Finland will pursue its development policy coherently to ensure that the individual policy goals listed in the Government Programme support the achievement of sustainable development. The core goal of the policy is to eradicate extreme poverty and to reduce poverty and inequality.

Finland’s values and principles and its international commitments provide long-term guidelines for action. These include democracy and the rule of law, gender equality and human rights, freedom of speech, a sustainable market economy, sustainable use of natural resources, and the Nordic welfare state, including a high level of education. The realisation of human rights is a key goal in Finland’s development policy. The aim is also to strengthen the capacity of individuals and authorities to

promote human rights as well as to assure that development cooperation is not discriminatory and people have an opportunity to participate in decision-making (human rights based approach).

The rights of children and the most vulnerable, notably the disabled, are taken account of in all activities. Finland has the appropriate knowhow and resources to support the disabled, who are in a particular need for support because they are often excluded from other support. Finland's development policy also takes account of climate change. All activities are geared to climate change mitigation and giving support for climate change adaptation and preparedness.

The policy is advocating for active participation of various societal actors and on strong, multidimensional partnerships. Together, the public sector, research and educational institutions, private companies and civil society can achieve more. The Government sees Finnish companies as key partners in development cooperation, encouraging them to actively engage in the development programmes financed by Finland.

Maintaining a strong partnership with civil society is also incorporated in the policy. One of Finland's aims is to reinforce the civil society in developing countries. Organisations receiving state support are to take into account the common values and principles of Finnish development policy in their activities. Finnish civil society is encouraged to work particularly in the poorest countries. In Finland's partner countries, civil society representatives are urged to interact with Finnish diplomatic missions and to take account of other activities supported with Finnish development cooperation funding. Supporting civil society's development efforts in Finland's partner countries also enhances the impact of Finland's overall development cooperation.

The Finnish civil society is an important development actor. In all activities, NGOs build on their own expertise and networks. They can also play a valuable role by implementing programmes or projects that are part of intergovernmental cooperation. Where NGO action complements the provision of basic services, which is the responsibility of the developing country's public sector, they are encouraged to ensure that their know-how is transferred. The aim should be that, in time, local authorities will be able to assume responsibility for the activities and that people will know how to assert their rights.

In 2015, MFA published **Results Based Management in Finland's Development Cooperation – Concepts and Guiding Principles**; the guideline is a reflection of MFA's increasing emphasis to the strengthening of Results Based Management (RBM) practices in development cooperation. Also in 2015, MFA published a **Guidance Note on Human Rights Based Approach in Finland's Development Cooperation**. It provides guidance on the application of human rights based approach (HRBA) in the main channels of development cooperation – multilateral cooperation, bilateral cooperation, and cooperation with civil society and private sector.

The above guidelines have been operationalized in **MFA Manual for Bilateral Programmes** (September 2016). While the manual is primarily geared towards supporting bilateral projects and programmes, it contains several parts that are expected to be useful in the planning and implementation of other forms of cooperation as well. The modules discussing results based management, risk management and human rights based approach contain approaches and tools that may be useful in CSO cooperation.

The **MFA Guidelines for Civil Society in Development Policy (2010)** take quality, effectiveness and impact as basic principles. The guidelines stress that the development cooperation activities of civil society organizations should be of high quality and effective regardless of whether the activities implemented focus on service delivery or capacity building. It is further stipulated that activities must be sustainable and their continuity must be ensured also once external financing has ended. The Guidelines emphasize capacity building of both CSO partners and project target groups to achieve poverty reduction and citizens' equal participation.

Following parliamentary elections in April 2015, a new Government was formed in Finland. In June 2015, the Government announced that appropriations allocated for development cooperation were subject to **considerable budget cuts** taking force from the beginning of 2016. The cuts also impacted the support to the CSO development activities. All the major partner organisations receiving programme support and operating grants suffered from equal budget cuts (43% reduction in the 2016 budget compared to the previous year).

MFA announced **reforms to development cooperation support for Finnish civil society** in November 2015. The budget cuts were one reason behind the reforms. In addition, the reforms enable the new focus areas for development policy to be better considered when granting government aid. With regard to programme support for major partner organisations (Finnish NGOs), all partner organisations will apply for programme support in 2017. The application will be for the period 2018–2021. In the future, the application process for programme support will be organised every four years.

MFA has published **Instructions concerning the Partnership Agreement Scheme** (2013). As part of the reforms, the instructions have been under revision by a joint task force consisting of the partner organizations and MFA in 2016. At the time of writing the report, the updated application requirements regarding the 2017 round for applications and programme guidelines for the major partner organizations were not yet published by MFA.

### 3 KEY FINDINGS AND CONCLUSIONS

#### 3.1 Relevance

Under relevance, the Evaluation Team has assessed three dimensions of relevance regarding the Development Programme, namely relevance vis-à-vis the development policies of Government of Finland, the development plans of partner countries, and to the lives and circumstances of Development Programme beneficiaries (direct participants and people living in the impact area).

##### 3.1.1 Alignment with the Development Policies of Government of Finland

The WV Finland Development Programme 2015–2017 is well aligned and **has substantially contributed to the achievement of Government of Finland policy objectives**, namely the 2012 Development Policy Programme, the 2010 MFA Guidelines for Civil Society in Development Policy and the objectives of the MFA Partnership Agreement Scheme (2013). There are many examples ranging from partnerships with the private sector in Finland to the grassroots activities focusing e.g. on child rights and poverty reduction, improvements in quality and access to health care and education or economic improvements at household and community level that justify this assessment.

*Table 2 The alignment between the MFA cross-cutting objectives (2012) and the WV cross-cutting themes (based on LEAP 2 Guidelines 2007)*

Cross-cutting objectives of MFA	Cross-cutting themes of World Vision
Gender equality	<b>Gender:</b> requires that women’s views, interests and needs shape the development agenda as much as men’s, and that programme strategies support progress towards more equal relations between women and men, girls and boys.
Reduction of inequality	<b>Disability:</b> WV committed to the intentional inclusion of and the full and equitable participation of disabled people in society and development; to be reflected in programme cycle management processes <b>Peace building and conflict resolution:</b> refers to the process of restoring broken relationships between people engaged in destructive social conflict [community level], as well as preventing escalation of conflict <b>Protection:</b> humanitarian protection is about respect of fundamental rights for people, for their safety, dignity and integrity as human beings <b>Christian:</b> being Christian is considered in the process of national strategy development; the strategy informs specific national programming frameworks.
Climate sustainability	<b>Environment:</b> sustainable use of environment-related resources. Programmes to integrate climate change adaptation priorities and manage risks contextually understanding impacts of climate change and working with others to address climate risks locally, nationally and internationally.

MFA and World Vision have applied different definitions for cross-cutting issues. The 2012 Development Policy incorporated three **cross-cutting objectives (CCOs)**, whilst World Vision has identified six cross-cutting programme themes that are important to programmes and projects globally (see Table 2). World Vision applies the cross-cutting themes across the programme cycle, e.g. by including them in the scope of assessments and designs of all programmes and projects and setting specific monitoring and evaluation indicators to track how cross-cutting themes are considered and affected. Despite some differences in the definitions, the Development Programme clearly contributes to the cross-cutting objectives of MFA. There are significant contributions to gender inequality and reduction of inequality by all ADPs and projects that the WV Finland Development Programme has supported. Climate sustainability has been addressed, but not with equal vigour. Gender aspects are further elaborated in chapter 3.2.4 and climate sustainability in 3.2.7.

The Evaluation Team also considers that the WV Finland Development Programme is **well-aligned with the 2016 Government Report in Development Policy of Finnish Government**. Through the programmes in partner countries and activities in Finland it contributes to all four priority areas of the Development Policy. The Development programme has such a strong emphasis on women and children that the most relevant contributions are with respect to priority area 1, enhancing the rights of women and girls. Thanks to the holistic approach applied in the Development Programme, valuable contributions are also provided to priority area 2, improving the economies of developing countries to ensure more jobs, livelihood opportunities and wellbeing, to priority area 3, democratic and well-functioning societies, as well as to priority area 4, increased food security and better access to water and energy, and the sustainability of natural resources. The Development Programme also contributes to the values and principles of Finland as listed in the Government Report, namely democracy and rule of law, gender equality and human rights, freedom of speech, a sustainable market economy, sustainable use of natural resources and emphasis on education.

The Development Programme is also aligned with 2015 Guidance Note on Human Rights Based Approach. WV Finland has been successful in integrating human rights as means and objective in its programme. In the MFA scale of three acceptable levels of human rights ambition (i.e. human rights sensitive, human rights progressive and human rights transformative), the Evaluation Team places the WV Finland Development Programme at the level **human rights progressive**. The analysis is expanded in chapter 3.2.3 where child rights and child protection are elaborated.

Some interventions have a potential of becoming **human rights transformative**. One example is child protection, the core component of World Vision's work all over the world. In Peru, WV Finland's activities address the root causes of violence and focus on capacity development at different levels – from children and families to schools and child protection offices. Efforts are made to build trust among communities towards the government institutions and to strengthen capacity in institutions, which together enhance accountability for respecting, protecting and fulfilling the human rights. If WV Finland wishes to reach the level of transformative in the MFA scale, a clear human rights language should be adopted in identifying expected results, goals and indicators, as defined in the 2015 Guidance Note.

### **3.1.2 Alignment with Partner Country Development Plans**

Contributions to the development plans of partner contributions are addressed indirectly in the Evaluation. The key evidence was provided by the National Office Strategies, Annual Reports (Reviews), the Child Well-being Reports produced by some of the National Offices as well as the ADP-level Programme Design Documents (PDD) and evaluation reports. Regardless of the NO, the documents communicate **a strong message of policy alignment with and contributions to development plans of partner countries**. This is evident in all main sectors the Development Programme works with, be it in the context of rural or urban development, with respect to early childhood development or improving the employment opportunities of adolescents and young adults.

The interviews conducted with all six partners and WV Finland provided much complimentary evidence on the matter. The NOs are active participants in the national and regional platforms where policies are formulated and also discuss their own implementation strategies and share lessons in these platforms. For example, WV India is a member in many state and national level policy fora, including a SAARC Working Group 'Advocacy on Child Level'. Furthermore, the managers of ADPs are participating in the State Planning Committee meetings. Close partnership with the government – up to the extent of shaping up national strategies and policies – was evident, for example, in the education sector inputs provided by teams in WV Lanka and WV Colombia. In Peru, the government has adopted WV Peru's early stimulation programme *Cuna Más* and made it nationwide. At the partner level, the strategies of the NOs are also developed in a participatory manner. The strategy

formulation processes, as described by e.g. WV India, provide space to both government and CSO partners at national level as well as to WV Finland team to contribute to the objectives and approaches of the NO strategy.

Therefore, the Evaluation Team concludes that the WV Finland Development Programme was designed to be highly relevant in providing support in achieving the policy targets in the partner countries. The Development Programme is also fully compliant with the Sustainable Development Goals.

### **3.1.3 Contributions to essential factors improving child welfare and reducing poverty**

The Evaluation Team has an equally positive finding on the third – a very critical – dimension of the relevance, namely the extent to which the Development Programme has focused on and contributed to the removal of essential factors that restrict child welfare. The finding hinges on two issues – how the factors are identified (programme design), and how they are addressed (programme implementation, monitoring and evaluation).

One of the many strengths of World Vision – hence: World Vision Finland – is that the LEAP guidelines are applied by all members of the partnership. LEAP stands for ‘Learning through Evaluation with Accountability & Planning’. Both the previous version (LEAP 2) as well as the revised one (LEAP 3) emphasise community participation through accountability (A) to communities, consulting with communities and promoting participation. Joint planning (P) means that planning is done together with partners and that implementation is based on good plans. The letters L (learning) and E (evaluation) apply for programme implementation and monitoring. In the World Vision jargon ‘evaluation’ means both monitoring and evaluation because it deals with collecting, analysing and reporting programme information. World Vision understands learning as reflecting on and using the programme information.

As is evident in the volume of Development Programme related documentation studied and the evaluation interviews conducted face-to-face with NO staff, partners and programme beneficiaries in India and in Peru, and through Skype or phone with NO staff in Colombia, Kenya, Sri Lanka and Uganda, the Evaluation Team is confident that indeed the ADPs and special projects are designed as suggested in the LEAP manuals. Therefore, the real issues, opportunities and challenges of families and children have emerged through the design and re-design processes.

Table 3 (p. 16) summarises the main issues that the NOs with the support from WV Finland have worked with in 2015 and 2016<sup>7</sup>. From country to country and from ADP phase 1 to phase 2 or 3, at the local level the emphasis shifts in reflection to progress achieved in the implementation, lessons learned and emergence of new issues. Therefore, all of these issues have not been addressed by all ADPs or special projects at the same time – but each issue has been addressed by at least one ADP or project in the respective country.

The Evaluation Team was able to observe a small sample of these activities during the visits to Peru and India. For example, in Hoshangabad, activities focusing on improved child nutrition, particularly the PD Hearth programme, are very relevant. Similarly, the support provided to “*anganwadis*”, early childhood development centres, and to primary schools was appreciated both by the parents and by the local government representatives. The remedial education activities in the primary schools have shown significant improvements in the learning results. Thus, the ADP was considering how to secure their continuation and sustainability in partnership with the schools and education authorities.

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<sup>7</sup> Table 3 describes the main issues and scope of Development Programme before the funding cuts in Finnish Government contribution.

**Table 3 Main issues addressed by the ADPs and projects per partner country (in 2015)**

Country	Issues	Types of programmes / projects
Colombia	Civil society development, basic needs of children, child health, education	2 ADPs (urban)
India	Child nutrition, disabilities, economic development, education, local level advocacy, maternal and child health, organic farming, primary education, rights of women, youth employment	5 ADPs (4 rural, 1 urban), 1 special project, Weconomy Start
Kenya	Community empowerment, child participation, child protection, child rights, climate change mitigation, education, equality between girls and boys, enterprise development, youth employment, female genital mutilation (FGM), health, Water, Sanitation and Hygiene (WASH)	5 ADPs (rural), 1 special project (urban), Weconomy Start
Peru	Child nutrition and health, child protection, early childhood development, education, entrepreneurship, life skills	3 ADPs (2 rural, 1 urban)
Sri Lanka	Education development, health and nutrition, economic development (families, communities), ecological farming	2 rural ADPs, Weconomy Start
Uganda	Child rights and protection, education, health and HIV/AIDS, improved food security and income, local level advocacy, youth employment	3 ADPs (2 rural, 1 urban)

The emphasis on strengthening schools, capacity of teachers and the quality of education in Peru has improved child well-being. Well-functioning schools and motivated teachers can teach children about hygiene, nutrition and other life skills in addition to the traditional subjects. Reading corners at schools have become very popular and the schools often serve as safe havens for children whose lives otherwise are unpredictable and insecure. Efforts are made to engage parents in their children's schooling, which is essential for the sustainability. Also, only with the support from the parents can the skills and knowledge that the schools provide actually help children to become the agents of change in their communities.

Positive results on child protection were brought up both by the adults serving as members of Child Protection Units and the children organised in Children's Clubs in Indore, India. Also in Hoshangabad the Children's Clubs are important for the girls and boys to learn about child protection and child rights. Through the Clubs they can further contribute to child protection issues by e.g. through street plays and talking with their parents and siblings.

The entrepreneurship classes in secondary schools in Peru are highly appreciated by the pupils themselves, their teachers and the local government. The adolescents learn to make budgets, project plans and improve their own opportunities through games, exercises and presentation. In the areas where jobs are hard to find and higher education an unreachable dream, practical skills like sewing, shoemaking and guinea pig farming might make a big difference in the lives of the young adults who graduate from school at the age of 18. Also, advocacy is starting to bear fruit, and the Ministry of Education has shown interest in including such classes in the national curriculum.

Economic development activities are commonly practiced across the ADPs. In Indore slums, the women and men had benefited from household / individual level of support through skills development and investment in production equipment (e.g. sewing machines and food carts). In the rural Hoshangabad, the emphasis has been on providing goats to the most vulnerable families. Economic development approaches are returned to in chapters 3.2.5 and 3.2.6.

## 3.2 Effectiveness and Impact

In this section the effectiveness and impact of the Development Programme are discussed based on the available Development Programme -level evidence. The analysis was done at such a juncture when implementation of the Development Programme was firmly underway and thus much remained to be achieved in terms of outcomes and impacts. The results are discussed from quantitative and qualitative aspects. First two chapters focus on programme coverage and measurable change with emphasis on numbers (how many, how much). The rest of the section is built along the thematic priorities of the Development Programme and apply a qualitative approach in analysis (how well).

### 3.2.1 Programme coverage

**The size of the target group** is an important dimension to look at in the context of the WV Finland Development Programme. In the ADP-level documentation (mainly PDDs), the National Offices present the beneficiaries in two categories: as direct participants and as programme impact area population. The data is segregated by gender (male, female) and by age (adults, children). Based on the available data, a summary table of the Development Programme beneficiaries in 2015 (covering all ADPs and special projects) was produced. The data represents the coverage of 21 ADPs and two special projects (Tuinuke and Kariobangi projects in Kenya) in 2015 and one Weconomy field pilot (Gosol in Kenya) in 2016. The full table is available in Annex 7.

The expected outcome of the WV Finland Development Programme 2015–2017 is ‘Improved well-being of 380,000 children in the working areas’. The analysis reveals that the Development Programme has exceeded its total beneficiary target but in a different manner than originally anticipated. When the outcome target of 380,000 children was set, WV Finland assumed that 260,000 children would benefit from development activities (i.e. ADPs and special projects), 70,000 children from humanitarian assistance activities and 50,000 children from Weconomy Start activities. However, no target was set for the number of adult beneficiaries at the time. This is the key reason for the difference between the target and achievement.<sup>8</sup>

*Table 4 WV Finland Development Programme Direct Participants (data from 2015)*

Category	Number	Percentage of beneficiaries
<b>Programme Direct Participants</b>		
Men	120,343	28.41
Women	122,538	28.93
Boys	89,137	21.05
Girls	91,515	21.61
<b>Total</b>	<b>423,533</b>	<b>100</b>

*Table 5 WV Finland Development Programme Impact Area population (data from 2015)*

Category	Number	Percentage of beneficiaries
<b>Programme Impact Area Population</b>		
Men	278,909	32.81
Women	278,549	32.77
Boys	149,805	17.62
Girls	142,804	16.80
<b>Total</b>	<b>850,067</b>	<b>100</b>

The actual size of the direct participants (programme beneficiaries) exceeds the target and is approximately 423,000 people (Table 4). This consists only of persons that participate in the development or Weconomy Start activities<sup>9</sup>. 57.4% of the direct participants are adults (approx. 242,000 men and women) and 42.3% are children (180,000 boys and girls). The figures do

<sup>8</sup> Please note that the analysis considers only ADPs and special projects. The information about the direct participants in Weconomy Start is incorporated in chapter 3.2.5. In the WV Finland Strategy, the beneficiary target set for Weconomy Start activities was over-ambitious.

<sup>9</sup> Data on the number of humanitarian assistance beneficiaries is not included, because humanitarian assistance was left out from the final scope of the evaluation.



demonstrate an excellent gender balance: 50-50 at this level. These adults and children are considered to form the population that lives in the Development Programme effectiveness area.

At least 850,000 people live in the Development Programme impact area in the partner countries (Table 5, note: this figure also includes the direct participants). This suggests that the Development Programme has potentially far-reaching impacts at the community level. The data presented in these two tables also confirm that the Development Programme is keeping its promise of having a child-focus as expected: 42.7 of direct participants and 34.4 % of impact area population are children.

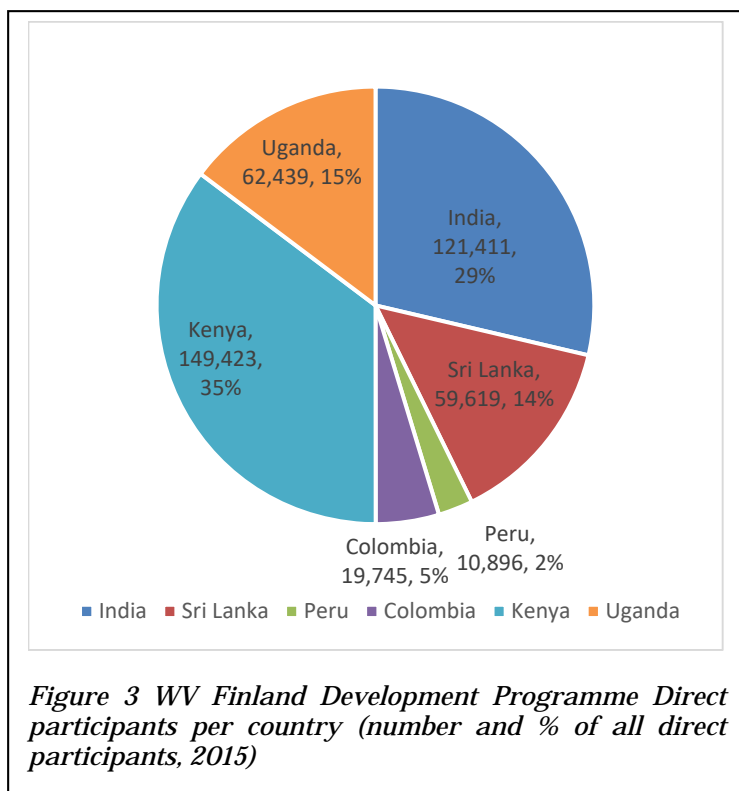


Figure 3 illustrates a geographical dimension: **where do the beneficiaries of the WV Finland Development Programme live?** At the direct participant level, the positive achievements of the Development Programme are mostly felt by people living in rural communities in Kenya (149,000 participants), India (121,000 programme participants) and Uganda (62,000 participants)<sup>10</sup>. The low number of direct participants in Peru stands out: the reason to this is that the two out of the three ADPs are located in sparsely populated, mountainous and remote rural areas.

At the impact level, Kenya has the widest coverage with 325,000 persons. India comes second (217,000 persons) and Uganda third (170 000 persons). The data is available in Annex 7.

### 3.2.2 Changes at the outcome and impact level

WV Finland has focused on its own Development Programme reports very much on the qualitative aspect of monitoring and reporting the change in each thematic priority. The reports as well as plans have a strong narrative focus and rely on the achievements of each ADP and project and reflect well the implementation approaches. On case-by-case basis, this approach provides ample evidence that the Development Programme is effective and is producing also impacts on the ground. However, the Development Programme level is a dimension that has received less attention: if all positive and impressive achievements of ADPs and projects are put in one basket, what are the achievements vis-à-vis the thematic priorities of the Development Programme?

To monitor the progress and achievements of the Development Programme, WV Finland chose seven indicators that are monitored and reported annually (p. 19 Table 6). It is understood that all seven are **outcome indicators**. They were identified in 2015 on the basis of the ongoing ADPs and their priority issues. It means that WV Finland has adopted indicators that partners use and that are based on the global WV Compendium of Indicators for Measuring Child Well-being Outcomes. This is a

<sup>10</sup> Please note: These figures reflect the coverage of the Development Programme that was achieved prior to the changes to the ADP portfolio that WV Finland and NOs have started making from 2016 onwards.

very good practice and should be continued also in the future. It demonstrates increased emphasis and interest on RBM on behalf of WV Finland which is appreciated by the Evaluation Team.

Indeed, the Development Programme needs its own indicators but the potential and limitations of the selected indicators warrants a closer look. According to the indicator data, already the baseline was at a reasonably advanced level (2014 data from ADPs) with respect to most of the indicators. The vaccination coverage of children aged 12-23 months, proportion of infants whose births were attended by skilled birth attendants, the proportion of children who have completed six years of basic education and proportion of youth who know of the existing child protection mechanisms were in the range of 70-80% of the target group in 2014. Similarly, the prevalence of underweight children (under 5 years old) was approximately 32% in 2014, also reflecting past achievement.

*Table 6 Tracking change through the Development Programme indicators (Source: WV Finland Indicator tracking table)*

Indicator	Baseline (2014)	Value (2015)	Range of values, lowest – highest (2015)	Data available (baseline & 2015), number of ADPs
Coverage of essential vaccines among children	79%	82%	55% -100%	16/15
Proportion of infants whose births were attended by skilled birth attendant	74%	77%	22% -100%	13/13
Prevalence of underweight in children under five years of age	32%	28%	5% - 49%	17/13
Proportion of children who are functionally literate	48%	51%	15% -76%	16/15
Proportion of children who have completed six years of basic education in a structured learning institution	72%	67%	23% – 93%	16/9
Proportion of youth who know of the presence of services and mechanisms to receive and respond to reports of abuse, neglect, exploitation or violence against children	80%	86%	12% – 98%	9/9
Proportion of households where one or more adults are earning an income	No data	62%	38% – 97%	15/7

With respect to one indicator, namely proportion of functionally literate children, the baseline value demonstrates a much lower level. This suggests that more should be done. This has been subsequently addressed. For example, in Mosoq Ayllu, the reading corners at school, the “reading backpacks” and small home libraries have increased skills and interest in reading.

The change depicted in the next column (value 2015) is quite as expected – during one year huge positive leaps are unlikely. Similarly, the wide range of values that is evident in the third column is not worrying as such – it is partly reflecting the fact that the ADPs are at different phases (1, 2 or 3). However, the Evaluation Team is concerned that in the original indicator table that was shared by WV Finland there are many ADPs that demonstrate a big dip when 2015 values are compared to the 2014 baseline. It remains to be assessed whether the negative changes in the indicator values are merely because of a different sample of direct participants or whether other changes have taken place within the ADPs in question or in their operational context.

It would be important to choose such indicators that a maximum number of ADPs can contribute to. The last column of Table 6 suggests that there are indicators that only a few ADPs report on,

including basic education, child protection and household income. WV Finland should find out whether this is primarily because of myopic indicator tracking by NOs, i.e. when ADP priorities change, past achievements and their sustainability are no longer systematically monitored or whether there are other reasons to this. It might be wise to keep a close eye on the World Vision priorities –it is more likely that the indicator data expected for the Child Well-being Reports would be collected and thus be available to WV Finland as well. Of course, the indicators need to reflect the priorities of the WV Finland Development Programme. To succeed in this, a participatory process in indicator development with all the partners is a necessity.

One very useful way of communicating about the impacts of the Development Programme would be to use the indicator data from completed ADPs more systematically in the reports. A timely example is provided by the comparison of selected indicators in Meibeki ADP in Kenya (closing down in 2017; see Figure 4). Similar timeline assessments are likely to be available of all ADPs in a 5-year interval when a Phase or an ADP is completed.

Indicator	Meibeki in 2004	Meibeki in 2015
Children starting basic education	50%	83%
Mothers giving birth under skilled health personnel	n/a	94%
Families with clean water	1.4%	62% during dry season; 89% during rainy season
Vaccination coverage (children under 5-year old)	63%	94%

*Figure 4 Results of Meibeki ADP (Source: WV Finland)*

The process of compiling the beneficiary analysis revealed some gaps in how WV Finland has tracked, analysed and utilized the monitoring data that is available in the PDDs, ADP baseline reports, Annual and Semi-annual Programme Management Reports, evaluation reports, etc. WV Finland has consistently followed up outcome indicators, but the analysis and compilation of monitoring data at the output level has received less attention. Also, data on programme beneficiaries has not been systematically followed and data on different dimensions of vulnerabilities is not available (see also 3.2.4).

WV Finland has not incorporated all relevant quantitative data into its communication materials, not even into the Development Programme reports to the Finnish Government. This has led to an over-emphasis of reporting on children at the outcome level. The crucial role and involvement of adults (primary caregivers, parents, teachers, social workers, health workers, etc.) has been left with less attention. However, in some other WV Finland materials (e.g. the website) it is acknowledged that children alone cannot effectively work for their improved well-being. The Evaluation Team, however, appreciates the efforts and inputs that WV Finland has already given to improving monitoring at the Development Programme level and also providing capacity building to the partners on this topic. The challenges related to monitoring of the Development Programme will be re-visited in chapter 3.5.6 in the context of Results Based Management.

Next, we will look at the quality of change, i.e. how have lives of direct participants (both adults and children changed). This we will do by using the thematic priorities of the WV Development Programme as a lens.

### **3.2.3 Child focus and child rights**

Child rights lie at the heart of World Vision’s work. Child rights go hand-in-hand with the organisation’s **child focus** that is evident in all phases of the Development Programme and interventions supported through it. The starting point for any intervention or community development is always children’s needs and rights. The child focus is a holistic approach to children’s well-being: children are not addressed as individuals but within their contexts and together with their families and communities. The Child Well-being Aspirations and Outcomes provide a practical

definition of World Vision’s understanding of well-being for children. Their foundational principals underline that all children have same rights and dignity: “Children are citizens and their rights and dignity are upheld (including girls and boys of all religions and ethnicities, any HIV status, and those with disabilities)”.

Child focus also means that children are active participants and partners. World Vision considers meaningful, safe, and appropriate **participation of children and youth** a key strategic priority for ensuring sustained child well-being and creating democratic societies with informed and engaged citizens. Child participation and **non-discrimination** are also core principles<sup>11</sup> of the Convention on the Rights of the Child (CRC), which is a guiding instrument of WV Finland. This strong emphasis on meaningful participation and respect for the views of the child manifests in interventions focusing on empowerment, education and life-skills, as well as encouraging parents to listen to the opinions of children and involve them in decision-making.

CRC has achieved near-universal acceptance and thus, provides WV Finland with an international framework to work within. In the spirit of CRC, WV Finland’s programme also focuses on child protection, where organisation’s holistic approach has shown successful results. The community based approach, neutrality and Christian values have proven to be an advantage in empowering children, educating parents, developing channels and strengthening institutions. In addition, World Vision’s global focus on the topic provides opportunity for joint advocacy and learning by sharing of best practises within the international WV Partnership and with the governments and other actors in partner countries.

The Evaluation Team concludes that WV Finland focuses its efforts on the most vulnerable groups of children, with careful attention to vulnerability related to gender, disability and violence. In fragile contexts and areas of active conflict, vulnerability due to risk of conflict will be carefully considered as well. In each primary focus area, WV works with communities and partners to develop and apply criteria for identifying the most vulnerable children, and then including them proactively in programmes. WV’s Child Protection Standards must be applied in all programmes involving children. A vulnerability assessment is conducted among the initial steps of an ADP design.

### **3.2.4 Gender and most vulnerable groups of people**

In addition to children, WV Finland considers in the Development Programme Plan women and disabled people as most vulnerable groups. Some others are considered vulnerable too, such as sexual minorities and People Living with HIV/AIDS.

**Disability** has been high on the WV Finland agenda for quite some time. Disabled persons and their needs are emphasised in the Development Programme. WV Finland has an excellent opportunity to develop the working approaches regarding disabilities because the issue is coming up strongly in their humanitarian assistance projects too.

In India, a special project ‘Inclusive Development and disabilities’ was implemented during the previous Development Programme term (implementation completed in 2014). Some tangible impacts of the project were observed during the visit to India. Among the stakeholders in Indore the disability issue came up rather frequently indicating some success in ‘mainstreaming’ the issue among the communities. In Hoshangabad the Evaluation Team interacted with one Disabled Persons’ Organization (DPO) consisting of adults. The DPO has done an excellent job at supporting the members in accessing the social security provisions provided by the Government of India, such as IDs and free train passes. Different types of disabilities of children (including mental disabilities) and their special needs did not appear to be high on the agenda, though.

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<sup>11</sup> The four core principles of CRC are non-discrimination; devotion to the best interests of the child; the right to life, survival and development; and respect for the views of the child.

In Peru, ADPs support the implementing of the Government's inclusion law. Currently interventions are at an individual level, providing support to children with special needs who are included in a regular class. The one-on-one support is a good start for inclusion as it allows children to be used to having class mates with special needs, especially in communities where they until now have been hidden away. However, the process is very slow and a wider approach should be considered.

With respect to political minorities, the WV Finland position is to remain neutral. The Evaluation Team agrees that it is important to maintain neutrality and supports this position fully.

Sexual and gender minorities do not appear a high priority among the partners. When the topic of vulnerable groups came up in the interviews and meetings, sexual and gender minorities were never mentioned. It is of course a sensitive issue in many countries and requires a lot of tact and great diplomatic skills to bring it up with the partners. The Evaluation Team encourages the WV Finland team to maintain their determined, yet tactful approach on this important matter.

The lesson we can learn from these brief experiences is that one time targeted intervention, e.g. a special project on disability, can produce excellent results. However, unless the results continue to be monitored after project closure, there is a risk of them not being sustainable. Constant attention and interest is needed. WV Finland may want to revisit the disability issue, also learning from the experiences in humanitarian activities, and develop an updated approach.

Beneficiary data was not available on the different dimensions of vulnerabilities (e.g. on disabled beneficiaries), although they are a World Vision priority also globally. WV Finland should consider jointly with the partners to what extent e.g. the Annual Programme Management Reports could be augmented by adding a more detailed direct participant tracking format according to all relevant forms of vulnerabilities and target groups.

The overall conclusion of the Evaluation Team is that the Development Programme benefits most vulnerable people, particularly girls, women (all women, especially widows), single parents (women or men) and disabled persons.

### **3.2.5 Economic development activities and youth employment**

**Economic development** is commonly practiced across the ADPs but in a context-specific manner. In general, it has not been among the issues that has been addressed during the initial phases of an ADP. With rolling out of LEAP 3, this is expected to change though – the new guideline directs programmes to put more emphasis on community empowerment, also on economic aspects, early on in programme implementation.

Vulnerability is a beneficiary selection criteria in the Economic Development Approach (EDA) applied by WV India, as is logical. This means the poorest of the poor would be selected for the activities. In the Indore slums, the poor women and men had benefited from support at individual or household level, including skills development and investment in production equipment, e.g. sewing machines, food carts and sugarcane juice makers. They were able to generate between INR 600–INR 2,200 (approx. 9 EUR to 30 EUR) as daily gross income from their micro businesses. Every interviewee was extremely appreciative of the World Vision support and felt they had benefited from it. In Indore, the ADP had also facilitated access of young women to short-term skills training programme that was organized by the ICICI Academy for Skills. The Academy is a Corporate Social Responsibility activity of the ICICI group. In rural Hoshangabad, goat rearing was selected as the EDA scheme. In both cases a co-funding requirement was in place: the recipients of production equipment or livestock had to pay 25% of the purchase price to the Self-Help Group.

During the interviews, WV Kenya raised the importance of economic empowerment for women (not for men only). In their experience, when working with the poor communities it would be important

to start economic empowerment activities rather early in the programme. That way the households could contribute to their own development also economically much before the programme closes.

WV Lanka applied in Ehetuwewa ADP a dairy village concept whereby the farmers were encouraged to work together as a group. Similar sentiments were echoed by WV Uganda. In Kirewa ADP, WV Uganda is working with rural enterprise development. Farmers' groups and village savings groups are the entry points used for economic development. The experiences are good: when organized, the farmers will also support each other.

**Youth employment** and economic development opportunities specifically geared for youth are addressed in many programmes. In Kirewa ADP the youth engagement in savings groups has enabled many of them to start up small businesses at trading centres. The project also trained girls and boys in skills like tailoring, hair dressing, motorbike and vehicle mechanics, catering and in brick laying and other concrete work. The youth have acquired useful skills and are utilizing the skills to generate income to sustain themselves and their families. Also in Ehetuwewa ADP in Sri Lanka, attention has been given to promote youth employment, e.g. by providing proper career guidance and facilitating access to vocational training.

In Kenya, a special project focusing on youth employment is implemented in Kariobangi and Korogocho slums in Nairobi. The project has done a great deal to increase the economic and employment opportunities of the youth there. In addition to skills trainings and apprenticeships, also mentoring of the youth is done to expand the businesses to ensure sustainability in their different business ventures.

It appears that the approaches and activities in economic development and youth employment vary from country to country and from place to place. The evidence suggests that results might be better still if the approach would be based on economic empowerment (not development) and if the activities would be started as early as possible in the programme life cycle. The equipment or livestock provided to a single beneficiary household goes a long way to assist that specific family reducing their poverty. If wider development impacts are aspired, the Evaluation Team recommends to consider adopting group-based empowerment approaches with a vision of supporting rural or urban enterprise development.

### **3.2.6 Weconomy Start**

Weconomy Start-initiative is also an economic development activity. It is discussed separately because of its unique innovative character and link to Finland and Finnish development policies.

WV Finland was “an early bird” in starting partnership activities between civil society and private sector. In the past five years, WV Finland has learned important lessons about managing the process, the potential of the approach and bottlenecks of mixed partnerships, consisting of companies in Finland, WV Finland staff, staff at the national office and project level, and programme beneficiaries at the community level.

WV Finland initiated the Weconomy Start innovation programme in 2012. The objective was to design an instrument that would facilitate participatory innovations and development of inclusive businesses in developing countries in partnership with Finnish companies. In Finland, also Finpro, Aalto University and Tekes contributed to the early stages of the programme. Each Weconomy Start intervention is a one year project for the participating company. Within the year, it is expected that the company designs, in partnership with local communities, a solution or solutions that alleviate social, economic or ecological problems, generate income for the participating poor communities and generate profits for the Finnish partner. The objective is to develop an operational plan and basis for starting business activities during the 1-year Weconomy Start initiative. Actual productive activities (manufacturing or services) are expected to begin after the Weconomy Start phase is over.

Companies pay a service fee to WV Finland. The fee is split between WV Finland and the National Office. Against the fee, the National Offices and the respective ADPs are expected to assist in a number of ways, for example to identify suitable sites and interested target communities.

Initially Weconomy Start was launched in India and Sri Lanka and has later expanded to Kenya. During 2012–2014, Weconomy Start worked with six companies in India and Sri Lanka. Their business ideas consisted of manufacturing artisanal business gifts for Finnish markets, food waste composting for farming, improvement for artisanal skills for souvenir making, utilization of agricultural waste as a biofuel and development of low cost housing solutions for poor communities. In Sri Lanka and in India the concept led into some concrete results in the participating communities.

From 2015 onwards Weconomy Start has been an integral part of the Development Programme. In 2015 and 2016, WV Finland has worked with four new companies. The business ideas included support to young entrepreneurs, community tourism (homestays), developing solar energy solutions for rural food processing, and introducing the Finnish concept of maternity package to poor rural communities and refugee camps (this last concept is at very early stages in January 2017). Among these four, the solar energy intervention is ongoing in Kenya and community tourism in Sri Lanka.

Failure is a key ingredient of innovation programmes. Weconomy Start has incorporated from the beginning failure into its concept. It has been purposefully designed to serve as a short-term platform to test the business and the ideas; if they fail, it is better to fail early when investments made by the companies and by the people are still small. Therefore, it is no surprise that only four interventions can be considered a success as far as development impacts are considered. The economic returns to Finnish companies have so far been limited.

There are many reasons to failures and not one reason that would apply to them all. Some of the Finnish companies were start-ups that may have lacked the operating capital to take the business development to the implementation stage. Some companies changed their business priorities so they dropped out from the programme. Others may have had unrealistic ideas about the market demand of the specific type of a service or a product in the partner country. The precondition to work with vulnerable communities in slums and remote villages appears to have been a limiting factor to many. In some cases, interpersonal and cultural differences hampered the positive creation of partnerships.

From the company side, some issues relating to performance and support received from WV Finland and the relationship with the National Offices were brought up. In general, the WV Finland team was kept in high regard and their support appreciated. Some criticism was expressed on the participation fee (a bit steep, compared to the level of service provided) and on communication chain (a long chain where messages travelled from the company to WV Finland, further to the NO, from the NO to the ADP, from the ADP to the community and then back). The companies were expecting the NGO partners to work on “a business time zone”, including instant responses, quick action, and with designated decision makers able to commit on the spot. Obviously, the companies have now learned that development CSOs have a lot of red tape, that their processes cannot be rushed and the procedures need to be respected.

The three National Offices that have so been part of the Weconomy-partnership have had their own reasons to be cautious about the business ideas suggested by the Finnish companies. In some cases, they have felt that the reputation and trust of World Vision is at stake. The inclusion of Weconomy Start initiatives into the activity plans of ongoing programmes has not been easy. It is assumed that this partly is because the Weconomy Start interventions were not initially included in the ADP plans.

So, what has worked and why? Two cases, one in India and one in Sri Lanka, can be considered a success, but only for the participating community. Two other Weconomy Start interventions, one in Kenya and one in Sri Lanka, have moved forward to implementation with a promise of contributing to the business interests of the Finnish companies too.





Figure 5 Members of Wecan Navsahas Group, Indore (photo: Kristiina Mikkola)

One of the **first Weconomy Start interventions was implemented in Indore slums in 2013–2014**. The plan was to start handicraft production there and import the products to Finland for sale as business gifts. The import angle did not work out for the Finnish company (MyNameIs, MNI), partly due to a quality issue with the handicrafts. The Evaluation's meeting with the group in December 2016 was impressive because it proved that the intervention had created many positive results for the women and their families. The Wecan Navsahas group that consists poor Moslem women still exists. There are now about 20–25 active members who earn a living from sewing souvenirs and clothes for the Indian market. The group has a contract with Fabindia chain, which is India's largest private platform for products that are made from traditional techniques,

skills and hand-based processes. Wecan Navsahas operates as a small company: orders are processed collectively, then work is distributed among the members and again delivery and invoicing is done collectively. The members of the group are very proud for their achievements and for a good reason.

The project was evaluated in 2015. Some of the key findings according to the evaluation are listed below. Positive impacts of economic empowerment were clearly visible in December 2016.

- For the poor slum families, the Weconomy Start has been effective in building capacity, empowering women and creating new skills for the core members of the Wecan Navsahas.
- Employment opportunities have been created leading into increased household income.
- The income is being invested in e.g. children's education, improved family nutrition and improved living conditions.
- Working together as a group has changed the perception of the women about the welfare of their children in the areas of education and health.

Another good example is in Sri Lanka. Duara Travels has been able to expand its **tourism business in selling homestay accommodation to rural villages in Sri Lanka**. Before joining Weconomy Start, Duara had already initiated their travel concept in Tanzania and it was operational there. In Sri Lanka, Duara has agreements in place with 6 families in 2 villages. First homestays took place in late 2016. Their concept includes a mandatory cost sharing provision: 15 % of the cost per night will be deposited to the village savings group and therefore contributes to the wider community development as well.

Solar Fire Concentration started two pilots in Kenya in 2016. The company has developed **low-cost solar powered cooking and baking technologies** (solar concentrators with applications for e.g. roasting, baking, dehydrating and boiling) that are suitable to all developing countries. A Gosol solar oven was installed at Koptigei women cooperative in Tinderet ADP and at Yier Ngima Support group in Karemo ADP. Koptigei women cooperative runs a bakery and Yier Ngima Support Group produces organic peanut butter. The Karemo project has about 30 households benefiting directly from it (approximately 500 persons). The experiences from Kenya so far suggest that the solar concentrators and applications are simple to operate, easy to repair and the economic returns for the community businesses also look good. The two pilots are generating positive environmental and climate change mitigation effects through replacing consumption of fuelwood and/or electricity. The



technology is particularly suitable for rural and peri-urban microenterprises and, thus, a huge replication potential exists.

Before joining Weconomy Start, Solar Fire Concentration had done technology development and testing in India, Haiti, South Africa, Mali and Cuba. The Gosol-brand is promoting the technology at artisanal / village level. The business strategy of Solar Fire Concentration is entirely focused on developing countries. Weconomy Start helped Solar Fire Concentration to establish a toehold in the Kenyan market. The collaboration with World Vision Finland has helped the company in leveraging other funding from Finland and from international sources to implement their expansion plans in Africa.

There is a fourth intervention in Sri Lanka working on handicraft development for souvenir market that has led to positive results at the community level although the involved Finnish company did not financially benefit from it. The Weconomy Start intervention did not succeed as originally intended but provided a foundation for WV Lanka to access the Local Cooperation Funds of Finnish government for a project now called “**Local Ecosystem Development for Sustainable Tourism**” in Koralaipattu, Sri Lanka. The project is now in phase 2 and aims to strengthen the income sources of the marginalized and vulnerable women through handicraft production and to build stronger linkages with the wider tourism industry. The project also aims at broadening the geographical scope of the activities and directing similar help to other nearby areas.

The Evaluation Team concludes that it was a good strategic choice to incorporate Weconomy Start into the Development Programme in 2014. For the future, a revised approach stemming from the needs of the NOs and ADPs could be considered. Given the priorities of the 2016 Development Policy Report, a demand for such proven and inclusive business models is expected to exist in Finland.

### **3.2.7 Climate Change and Environment**

World Vision addresses climate change together with environment as a cross-cutting theme as was discussed in section 3.1.1. In the combination, the broader issue of environment takes the priority and is addressed in quite a few ADPs. However, climate change does not seem to be adequately covered across the ADPs supported by the Development Programme. This finding is of particular relevance, because the Government of Finland 2016 Development Policy Report provides an ambitious objective: “Finland’s development policy takes account of climate change. All activities are geared to climate change mitigation and giving support for climate change adaptation and preparedness.”

At the National Office level, WV Kenya, WV Lanka and WV Uganda explicitly bring up climate change or need to support the communities in climate change adaptation in their country strategies and/or country reports. WV Kenya is very pragmatic about it and states that collaboration with other organizations is essential, both to meet the challenges of achieving the SDGs and effectively responding to the impacts of climate change. The strategy of WV India addresses climate change indirectly: resilience of communities is one of the strategic directives and consists of disaster resilience, economic resilience and social resilience.

However, the recent PDDs and evaluation reports covering India, Kenya, Sri Lanka and Uganda suggest that at the ADP level climate change may not receive a sufficiently high level of attention. It is either mentioned passingly in the analysis section without any concrete actions or not mentioned at all. The need for more focus on climate change and resilience was raised for example in focus group interviews in Mosoq Ayllu, Peru. This could be “just” a reporting issue because at the same time there are many ADPs that work, for example, with agriculture, forestry or water supply and sanitation – all sectors that have direct linkages to climate sustainability.

In the case of Uganda and Kenya, climate sustainability has mostly been addressed through Climate Smart Agriculture (e.g. in Mogotio ADP in Kenya). It seeks to address the challenges of food security

and climate change at one go. The emphasis on organic farming in the ADPs in India is similarly relevant.

Farmer Managed Natural Regeneration (FMNR) is a successful technique to address climate change. Both WV Kenya and WV Uganda have adopted it. FMNR is a rapid, low cost and easily replicated approach to restoring and improving agricultural, forested and pasture lands. FMNR is based on encouraging the systematic re-growth of existing trees or self-sown seeds. It can be used wherever there are living tree stumps with the ability to coppice (re-sprout) or seeds in the soil that can germinate. WV Australia has been the FMNR pioneer among the partnership.

Activities in Water, Sanitation and Hygiene (WASH) are also closely intertwined with climate sustainability and child well-being. Water is the means through which climate change is felt first, and children are among the most vulnerable to its negative impacts. Commonly, WASH is addressed through health or education and awareness projects in many ADPs by e.g. supporting construction of water and sanitation facilities at schools, health posts and clinics. During the current Development Programme term, WV Finland has significant WASH components in several ADPs<sup>12</sup>. In Kenya both Tinderet ADP and Mogotio ADP include improved WASH status of programme communities among their key outcomes. In Meibeki ADP focus has shifted to improving the community and local partner capacities in the management and operation of existing water and sanitation facilities (construction started with WV Finland support). In India Rajnandgaon ADP has focused on promoting modern and low cost agricultural practices to increase the agricultural productivity by use of organic methods of agriculture and improve water resources by effective water management and soil conservation.

The above implies that WV Finland should, e.g. as part of the new Development Programme formulation, discuss with the NOs and identify measures and approaches that will work for addressing community and household level adaptation capacities and their development. Consideration should be given on how to incorporate climate change into the urban ADPs as well. The approaches and activities practiced by WV India, WV Kenya and WV Uganda are expected to work in many other countries with similar ecological conditions. Of course, any approach needs to be suitably adapted to local conditions. Keeping in mind both the resource angle (resources are likely to remain a challenge) and sustainability aspect, WV Finland could consider putting more emphasis on improving community resilience and developing community capacities, i.e. investing in the soft skills. The Evaluation Team also seconds the views of WV Kenya: relevant activities often require advanced technical experience and expertise. Partnering with local partners (other CSOs) would be needed to address the issue effectively across the Development Programme.

### **3.2.8 Partnerships and Attribution of Results**

The attribution issue, i.e. whether or to what extent the results achieved can be attributed to World Vision, is a very challenging one to assess. The Evaluation Team has approached it through interviews and with a visit to one control group in Peru. See discussion under Limitations and Challenges in Annex 2 of the report.

The Evaluation Team concludes that the **results are attributable to World Vision**. This is because World Vision prioritises the most vulnerable as a target group and therefore, works in the challenging and/or remote areas where other development partners are not present. The NOs explained that the selection of new working areas is always done jointly in consultation with the local government bodies and CSOs present in the area. If a major NGO or a development programme is working or intends to work there, then World Vision will look for another location for its programme.

When the programme is under way, World Vision and the ADP teams are involved in the local level coordination mechanisms (district / region / county / slum working groups). For example, in India

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<sup>12</sup> The humanitarian assistance activities also include a number of WASH interventions.

the Program Managers of ADPs sit in the block and district development committees of the Government and also participate in the State Planning Committee meetings. Similar practice was shared by WV Uganda: the ADP staff is a member of the District Planning Committees and the District Council on Disability. Therefore, **the risk for duplication of activities is limited.**

The ADPs and projects are implemented in **close partnership with local government bodies.** Some form of social security exists in every country. At the national and local level the governments provide social support schemes targeted to the poor and disadvantaged. Health care or education services do exist but are not accessible to the most vulnerable persons. The service level can be low with staff who are absent or not well qualified. The poor people in the area are not necessarily aware of the services and therefore do not access them.

The critical input provided by World Vision in partnership with local governments has two dimensions. First one is the capacity development and other inputs to local government partners that leads to improved quality and service delivery. Community empowerment activities are the second one; Citizen Voice and Action helps to create “tough customers”, i.e. citizens that are aware of their rights and of the existing services, know where to go for placing a request, and have the courage to make a well qualified demand.

Therefore, we can assess that the ADPs have served as an important catalyst in improving the service delivery e.g. in child protection, health and education in the working areas. In Peru, it was obvious that capacity strengthening benefitted both sides. Schools had more qualified teachers, health clinics were functioning better and reaching out to the communities, and emergency centres were taking people’s stories seriously. ADPs had succeeded in building trust among the local community and people were visiting health clinics, parents were starting to be involved in their children’s schooling and communities helped in solving child protection issues. The role of community empowerment is tremendous. As one interviewee in Pitumarca (Peru) put it: “Now this place exists. Before we lived in a non-existing town.”

**Partnering with civil society** is mainstreamed in the programmes. This is evidenced in the ADP documents; for example, the Annual Programme Management Report provides a lot of space to discuss partnering and advocacy-related partnership measures, reflecting their importance. Civil society organisations and local NGOs exist in most areas. They are typically small single issue NGOs with limited resources. Already at the ADP design phase, potential for partnerships with civil society is analysed and recorded in the Programme Design Document. In India, the Evaluation Team interacted with the NGO Coalition in Indore. It was initiated by the ADP and is expected to have a significant role in supporting the slum communities from 2017 onwards. In Peru, the round table meetings that bring together all the relevant actors for discussions and decision-making, were highly appreciated. In the case of WV Colombia (ADP in the slum areas) experiences are similar: the city council, local leaders, education and health boards support the WV programme. Activities are implemented in collaboration with other CSOs and experiences shared with them.

With the rolling out of LEAP 3, partnerships, advocacy and learning networks at the national level are increasingly supported. Evaluations are expected to consider the health of the partnerships or networks and their potential ability to sustain the benefits of the programme into the future.

The NOs are also **increasingly working with private sector.** WV Lanka has adopted a new strategy to work with private sector partners and the new WV Kenya Country Strategy incorporates private sector partnerships as well as Public Private Partnerships (PPP). WV Uganda has also started working with private sector entities.

### **3.2.9 Unexpected Impacts**

The Evaluation Team did not identify any major unexpected impacts. The issues that came up can be considered as examples of lessons learned by WV Finland, the partners and programme beneficiaries.

The **approach on gender** needs to be carefully balanced in the programmes. Even when women and girls are legitimately the most vulnerable, placing too much emphasis on them may be counterproductive and discourage men from taking a responsible role in the families and in the community groups. This lesson has apparently resulted in reconsidering how the entrepreneurship activities are implemented in Uganda.

Experiences from the Renacer ADP in Peru demonstrate that **improved economic standard of a household does not automatically lead into improvements in child well-being**. We should not be too naïve with our assumptions and expect that our actions create only positive results. Negative results and temporary setbacks should be expected and projects should be prepared to address such problems in a flexible manner. Comprehensive empowerment approach is required.

In Peru, some parents were concerned that **children learn more about their rights than about their duties**. Whether this is an issue relating to the rights based approach or how ADPs communicate about the child rights remains to be studied. With the increased availability and access to smart phones, internet cafes and social media applications, the children and youth are directly influenced by the world at large. They might question the traditions and culture of their parents and community. In another occasion, the adults were concerned about how the traditional family model (father and mother married to each other) is no longer respected by all and single women have started having children with more than one man. The Evaluation Team considers these concerns as indications of fundamental changes taking place in societies across the world. They do not happen merely because World Vision empowers children and women!

### **3.3 Efficiency (cost effectiveness and cost-benefit ratio)**

In this section issues regarding financial delivery and budgets, financial management and the impacts of MFA aid cuts on resources available for ADPs and projects are discussed.

#### **3.3.1 Development Programme Budget and Delivery**

The initial budget (financing plan) of the Development Programme is available in Annex 8 (Table a). MFA approved it in 2014. It was based on the premises that Government of Finland funding would be EUR 5.5 million per year and that WV Finland would mobilize 31% of the budget per calendar year (EUR 2.43 million per year)<sup>13</sup>. Per year the total budget was expected to be approx. EUR 7.9 million.

In 2015, the total delivery of the Development Programme was EUR 7,257,493. WV Finland contribution was 24.2 % of the expenditure (see table b in Annex 8).

For 2016 the budgets were revised. The expected delivery (based on the annual budget) was EUR 5,528,500. This reflects the decision made by MFA in 2015 to cut budgets of all programme-based NGOs by 43% from January 2016. The annual budget consists of EUR 3,110,000 contribution from MFA and EUR 2,418,500 from World Vision. WV Finland funding was expected to increase to 44% of the total annual budget. See details in Table c of Annex 8.

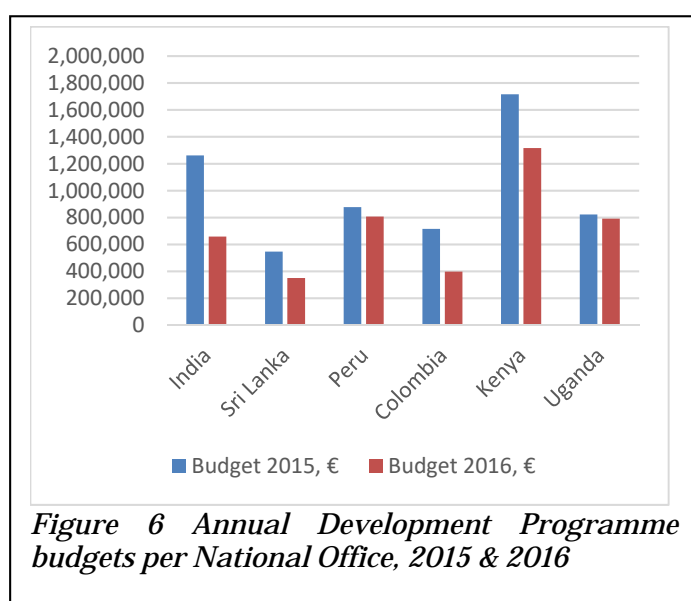
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<sup>13</sup> As per the Instructions concerning the Partnership Agreement Scheme (MFA 2013), "the Ministry for Foreign Affairs allocates a maximum of 85 per cent of the total annual expenses of programme plan. ... The CSO [i.e. World Vision Finland] undertakes to shoulder at least 15 per cent of the annual expenses of the programme plan..."

The MFA decision forced WV Finland to implement a number of changes. Some of the changes made are internal to World Vision Finland and are therefore not discussed here. The changes that have impacted the Development Programme and its portfolio of projects are discussed in chapters below.

The Evaluation Team appreciates the decisions made by WV Finland in terms of the allocating the cuts: the reduction in the budget aimed for programme for beneficiaries (ADPs and projects) was only 27.2 %. In comparison, the budget reserved for activities in Finland (programme management, communication and general management) was cut by 46.8 %. This shows a high degree of commitment and responsibility towards the direct participants of the programmes in the field. Overall, WV Finland has embraced the “forced change” strategically. The ideas and plans WV Finland has about new partnerships in fragile states and LDCs are supported by the Evaluation Team. They are a necessity if access to Finnish government funding is expected to continue in the long run.

### 3.3.2 Budgets and Programme Delivery per Partner



The summary of **2015 and 2016 budgets of all ADPs and projects** is attached in Annex 8 (Table d). In 2015, Kenya and Uganda had the highest budgets (EUR 1,715,500 and EUR 1,261,500 respectively). Most significant budget reductions (comparison of 2015 and 2016 budgets) were experienced in the programme portfolios of WV India, WV Lanka, WV Colombia and WV Kenya (Figure 6). In 2016, budget allocation for Kenya was still the highest among the partners (EUR 1,316,700) followed up by allocations to Uganda (EUR 791,600) and Peru (EUR 807,500). Access to sponsorship funding is a key explanatory factor: The ADPs that had sponsors were kept on board the Development Programme to avoid a major reputational risk among the dedicated

sponsors in Finland. Reversely, those ADPs that had been financially supported only by Government of Finland had to be closed earlier than planned. These decisions were not based on any merit (or lack of merit) in terms of programme quality or cost-effectiveness.

The Development Programme was started in 2015 with 19 ADPs in the portfolio, two special projects and design of a new ADP (Ng’oswet ADP in Kenya) firmly in the pipeline. From 2017 onwards the portfolio consists of 12 ongoing ADPs, two ADPs in transition and four special projects<sup>14</sup>.

**Programme delivery rates by the partners** were also studied by the Evaluation Team. The complete data showing 2015 delivery against the initial 2015 budget is attached in Annex (Table e). Across the board, the NOs have demonstrated good capacity to utilize the funds originally budgeted for the activities of the fiscal year (p.31 Figure 7). The somewhat low delivery rate of WV India was a response to the announced budget cuts: WV Finland and WV India decided to revise already the 2015 budgets and activity plans to reserve some funds for 6-12 month-long transition periods in the ADPs facing early closure (Sagar and Indore ADPs) in 2016. In the case of Kenya and Uganda, the percentages exceeding one hundred consist of carry over expenditures from 2014.

<sup>14</sup> All implications of the budget cuts to the portfolios of NOs are not evident in Table d in Annex 8. Some portfolio changes will be implemented in 2017 only.

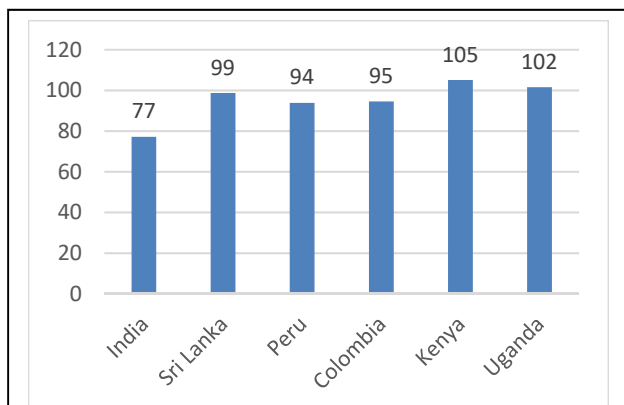


Figure 7 Delivery rate (% of the budget) per National Office (2015)

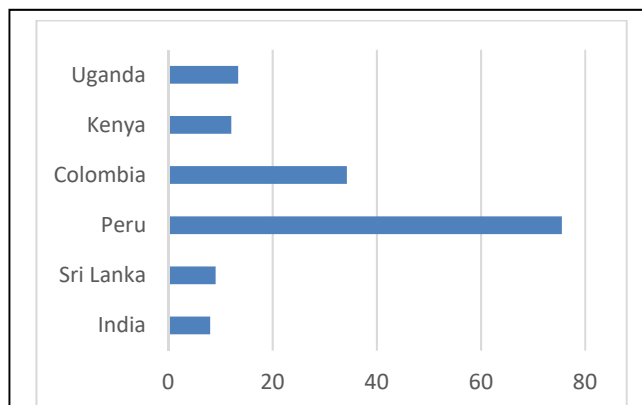


Figure 8 Average costs (EUR) per beneficiary per country (2015)

**The cost-effectiveness of the Development Programme** was assessed at a partner country level. The analysis is based on the data on programme direct participants (see Annex 7) and the 2015 expenditure data (see Annex 8). This method allowed the Team to calculate the average cost per beneficiary per partner country. The average cost serves as an indicator to assess how efficient the NOs are in managing the budgets trusted to them by WV Finland. Overall, the findings are impressive (Figure 8). The average cost per beneficiary was only 13.4 EUR per beneficiary in 2015<sup>15</sup>. This reflects a good international standard. Four NOs stood out, namely WV Uganda, WV Kenya, WV Lanka and WV India. Their cost per beneficiary ranged from 8 EUR per year in India to 13.4 EUR per year in Uganda.

WV Colombia and WV Peru are outliers in the data. Both have much higher average costs per programme beneficiary per year. One reason is the higher overall cost level of both countries. It is bound to increase expenses across all cost categories. With respect to Peru it was also mentioned that the ADPs have high numbers of sponsors from Finland and managing a sponsorship requires a lot of human resources at the ADP level. Also, the rural ADPs have a small number of direct participants due to the sparse population in the working areas.

Finally, the 2015 programme expenditure of WV Finland was tallied together with the NO expenditures to arrive at an average cost per direct beneficiary of the Development Programme. The average is 18 EUR per direct participant. It is deemed to be cost-effective by the Evaluation Team.

Overall, the Evaluation Team finds **the implementation methods and approaches** cost-effective and appropriate. There are numerous good examples that are demonstrated in the Evaluation Report. Citizen Voice and Action is one such example. Besides contributing positively to impact and sustainability, it is a very cost-efficient approach. Similarly, the wide partnership approach – NOs working with local government and with other CSOs – improves cost-effectiveness.

There are two observations on **financial management** of the Development Programme. WV Finland uses the services of WV International to transfer the funds to NOs. At present, WV Finland is studying the option of direct fund transfer from Finland to the NOs. Such a change would have its pros and cons. One of the benefits to the World Vision team in Helsinki is that they would then have improved and “on time” access to delivery rates of each programme. Of course, some increases in the work load can be expected.

<sup>15</sup> This is a weighted average, calculated as total expenditure of the NO divided against total number of direct participants of the programmes.

The practice of conducting **annual financial audits** was appreciated by all NOs. It is significant in terms of accountability and learning.

The **special project modality** that WV Finland applies is of an excellent way to innovate and test new grounds. As the experiences from the Weconomy Start prove, not much is lost if the project idea is not relevant or of interest to the participants. Special projects are also good in terms of risk management and mitigation. WV Finland has good experiences from the special projects in Kenya (Tuinuke Women's House, Kariobangi Youth Development Project) and from India. Since the experiences are positive and the modality has many advantages, perhaps in the coming Development Programme term WV Finland could have more of them?

Because the Team had rather limited field exposure during the Evaluation, we cautiously suggest that in the current global development context (and the risk of aid budgets continuing to shrink) it might be worthwhile for WV Finland to sit down with the partner NOs and start analysing what is **the niche for the 15-year long ADPs and how develop the approach further**. As one interviewee put it: "Nobody is willing to commit for 15 years any longer". Rolling out of LEAP 3 in the partner NOs and the formulation of the new 4-year Development Programme for Finnish government funding offer space for such a debate. However, the Evaluation Team does not dispute the evidence that achieving sustainable change and empowerment of the most vulnerable communities is a long process.

### **3.3.3 Human Resources and Capacity Development**

The Evaluation Team has approached human resources from the angle of capacity development and the level of emphasis given to this important topic.

The most significant finding is that all six NOs provide a lot of inputs to the capacity development of their staff. In each NO interview this issue featured prominently and positively: systematic methods for assessing the capacities of the existing staff are used and capacity development plans developed and implemented.

The role that WV Finland has played in the partner staff capacity development is essential. The NO staff expressed great satisfaction on the Impact assessment seminars that regularly bring together NO and ADP staff from various countries and continents. The seminars provide a very useful and important venue for experience sharing and peer learning. These seminars are a very important ingredient of the "Finnish flavour" that is so much appreciated by the partners. Everybody expects the annual seminars to continue.

Following the budget cuts, WV Finland was forced to revise its organigram and lay off staff. In terms of number of staff per team, in October 2016 the organigram was tilting on the side of the Fundraising & Communication and lean on the Programme Management side. The Evaluation Team finds it justified to go all out for fundraising to secure the financial basis of the Development Programme. After all, sponsorships provided over 90% of the private resources that WV Finland mobilized from Finland last year. It was also the lifeboat that helped to keep the Development Programme operational in all six countries. Sponsorship management requires a lot of human resources, also in Finland.

The Programme Team is equally necessary. Even for programmes that are funded entirely by sponsorships, a high degree of professional backstopping would be needed to maintain quality of programmes and credibility towards sponsors. The Programme Team is even more needed in the scenario of 2017: WV Finland has plans to start developing new programme partnerships with three countries at one go. One out three countries is fragile (Iraq) and two are LDCs (Cambodia and Rwanda). The Programme Management team may be stretched too thin to manage this whopping challenge.



There is also a minor conclusion with respect to the Results Based Management capacities of the staff. MFA has invested a lot on this topic in recent years and is expecting improved performance from all development actors, also from the programme-based NGOs. Some staff capacity development efforts on RBM may be relevant to keep everybody up to speed.

### 3.4 Sustainability

In this chapter, the sustainability of the programmes is in focus. The CVA approach and its significance in terms of sustainability and continuity of structures and skills that have been strengthened during programmes is highlighted.

According to the World Vision International, **Citizen Voice and Action** is the primary approach to community level advocacy. It is the view of the Evaluation Team that it is the backbone to community empowerment; without empowered communities, the results of the programmes are not going to be sustainable.

CVA works by educating citizens about their rights and equipping them with a simple set of tools designed to empower them to protect and enforce those rights. It is a social accountability approach, which aims to improve the dialogue between communities and government in order to improve services, like health care and education. CVA can be applied to any sector for which government has measurable commitments.

CVA supports the human rights based approach and the starting point is to teach communities about their basic human rights and how they are articulated under local laws. Communities are then encouraged to work together with government and service providers to compare reality against the promises made in laws and regulations i.e. teach them about their responsibilities. Focus is on working together with the government offices to improve the performance as well as collaborating with other stakeholders to influence decision makers. The visit to Dadinga village in Hoshangabad was very impressive in this respect: although only half of the group members<sup>16</sup> were present, these fathers and grandfathers were very concerned about the education and health of their children and wives. The CVA group had successfully challenged the contractors and local health and education authorities several times regarding sub-standard construction quality of a local clinic and a school wall, absence of teachers from the primary school, and absence of *anganwadi* workers from the early childhood development centre. The men were without a doubt both empowered and capable to claim the rights to education and good health care. The statement made by one of them that “the future is in the hands of children” was both genuine and heart-felt.



Figure 9 A CVA Group members in Dadinga, Hoshangabad, India (Photo: Kristiina Mikkola)

CVA enhances sustainability by building human capital. The knowledge about their rights and communication and advocacy tools will remain with the people long after any ADP has closed. CVA is an important for empowering communities and several cases demonstrate that it has reduced

<sup>16</sup> Apparently, there were some cultural reasons why the women in this farmer (Patel) community did not participate in the meeting or in the activities outside the village surroundings, although they are members of the CVA group, suggesting that also gender empowerment activities would be needed.



inequality by giving the vulnerable groups a voice. The empowerment and CVA tools affect in all aspects of life, including livelihood and participation in cultural life. For example, in Peru, the girls from the communities in the highlands of Mosoq Ayllu who have been socially excluded from the other communities have recently started to participate and engage in social happenings, such as annual festivals in the district. In addition, the Peruvian children in the ADPs the Team talked to were aware of the channels and government structures they can use to voice their concerns or report of any type of harassment. This was a significant difference compared to the children in the control community where no external aid was available.

The Evaluation Team is convinced that the WV Finland's **holistic approach to community empowerment** and CVA activities have empowered children and adults in the ADPs – politically, economically, socially and culturally – to be able to act as agents of change in their communities. Education about human rights and life skills together with advocacy and cooperation in children's clubs and associations works to create a supportive environment for civil society activities and civic engagement. Overall, the Evaluation Team was satisfied to learn about the many structures and skills that the programmes have nurtured and supported. Not all of them will sustain themselves, but the best ones have potential to continue as local change agents after programmes close. For example, some of the members of the Child Protection Units in Indore had become recognised child protection experts at the community level and were offered jobs in the small local NGOs. The CPUs were also in the process of establishing a local NGO themselves. We can Navsahas business group in Indore is another example of empowered women. The group remains active and has found new ways to do business and provide employment and income to its members despite the disappointing turnout of the initial business concept.

The Evaluation Team is purposefully focusing on attitudes, awareness and skills, in other words human capital. **Resilient communities** that can weather all kinds of shocks, whether because of climate change or political or economic problems, are only created through capacity development. The programmes that the Evaluation Team interacted with demonstrated clear signs of behavioural changes, including improved child protection, re-assessment of traditional gender roles, improved access to education, increased visits to health clinics, and reduced alcoholism.

The approaches that World Vision applies to programme closure that are normally implemented during years 14 and 15 in the ADP life cycle are also considered relevant. These two years are designed as **'the transition'** and under ordinary circumstances are expected to go a long way towards securing sustainability. During transition ADP staff works actively with all local level partners, and identifies and capacitates them so that they will be able to support the communities after World Vision team is gone. The transition approach as such is a good thing. However, the Evaluation Team is in favour of a programme implementation approach where community empowerment activities are stepped up early on in the programme to create strong ownership of the project within the community itself and also give space for the small local NGOs to grow. These views are also incorporated in the LEAP 3 approach of World Vision.

The Evaluation Team is concerned about **the sustainability of those ADPs that have been prematurely closed down in 2016**. WV Finland acted responsibly when it, together with the partners, used every measure possible to secure a 6 to 12-month transition period to the projects. The transition periods were applied for Sagar and Indore ADPs in India, Tinderet and Sook ADPs in Kenya and Ehetuwewa ADP in Sri Lanka. Indore ADP was visited during its last operational month and a meeting with the NGO Coalition took place. The Coalition was expected to step in the shoes left vacant by WV India and assume at least some responsibility in supporting the slum communities from January 2017 onwards. The members of the Coalition all spoke well and demonstrated a commitment to work with the communities. At the same time, the Coalition itself was a new entity without access to significant resources and would itself need some form of capacity building support from WV India. The partners working together with WV Finland try to identify new funding sources but so far with only partial success (Sagar ADP continues with support from WV Hongkong and Takeda Japan).

The Evaluation Team concludes that it is likely that many of the structures and organizations supported by WV Finland will be sustainable. No studies are available to support this claim though. We will return to the issue of sustainability monitoring in chapter 3.5.6.

### **3.5 Specific Issues**

In this section, few other important issues regarding the WV Finland Development programme are discussed. They include cutting edge of WV Finland, Christian identity, communication, information sharing and advocacy, sponsorships, results based management and risk management.

#### **3.5.1 Cutting Edge of WV Finland**

With respect to the cooperation between WV Finland and partner countries and between WV Finland and MFA Finland, the response and feedback that the partners and MFA gave to WV Finland is overwhelmingly positive.

The professional and effective communication of WV Finland staff within the World Vision family is appreciated by all partners. Trademarks of WV Finland team include prompt replies to enquiries by email, helpful inputs in documents and audits, professional feedback and frequent field visit. These are just a few positive remarks from the persons interviewed. All in all, the programme staff in WV Finland has been able to fill their role as a Support Office better than most other WV Support Offices. In addition, they have contributed with inputs, e.g. gender indicators and focus on disabled persons, that have been duplicated in other WV programmes. The joint workshops (Impact assessment seminars) and regular meetings with the partner countries are also highly appreciated by the partners. They are excellent opportunities for sharing information and best practises with the other programmes. The partners consider that working with WV Finland has an inbuilt capacity development angle which helps them a lot in developing their programmes further.

The active stance of WV Finland in innovation and testing new concepts (special projects and Weconomy Start) is also appreciated by the partners. For example, WV India staff appreciated that they had a chance to be part of an innovation. They were happy that the Weconomy-approach was tested in Indore and would want to see it replicated in other programmes as well.

In conclusion, WV Finland is punching far above its weight in the WV International partnership. This is the result of hard work by everybody in the Helsinki office. The Evaluation Team particularly appreciates that WV Finland has managed to maintain a high service level to all partners and sponsors despite going through a difficult and drastic organizational change process.

#### **3.5.2 Christian Identity**

World Vision is a Christian organisation and WV Finland also commits itself to the Christian faith. Their understanding and interpretation of this is slightly differently from many other Support Offices. While the religion plays a key role in, for example the World Vision USA's communication, emphasises WV Finland brotherly love, caring and respect for each other. Thus, Christianity is the starting point and motivation for the organisation's work, but the focus is on actions and behaviour. The Christian faith is not a requirement for their employees nor beneficiaries.

The approach that WV Finland has adopted attracts supporters and sponsors, who find involvement in more sensitive issues such as sexual health, sexual education, and female genital mutilation important and acceptable. This allows WV Finland to be involved in activities that other Support Offices find difficult. It also allows WV Finland to ask critical questions about partnerships and activities with religious institutions. For example, in Peru, the close collaboration with local churches awoke concerns in WV Finland prompting discussions about keeping development activities and spiritual work separated. The situation was solved through good communication. In some other

partner countries – such as India – Christian religion is not an issue; World Vision India works equally with Hindu and Muslim communities.

Even though it seems that World Vision International and all the Support Offices work with the most vulnerable children and communities whatever their religion, the approach of the World Vision Finland brings an added value, especially within the more sensitive topics.

### 3.5.3 Communication, information sharing and advocacy

The office of the WV Finland has a **good communication culture**. It applies to all levels of the organization, both internally and externally. It is a significant contributing factor to the excellent partner feedback that was discussed in chapter 3.5.1.



Figure 10 An educational sign disseminating WASH messages in a vegetable garden, Karhui Primary School, Mosoq Ayllu, Peru (Photo: Pia Pannula Toft)

As is also elaborated in chapter 3.5.4 on fundraising, WV Finland adopts a holistic approach to their external communication in Finland. Their visual look is professional, colourful and positive, focusing on good stories and pictures from the field. Both the traditional and modern communication channels (social media, television ads, campaigns and events) are used effectively within the resources in house. Effective use of the seven well-known ambassadors from different sectors of the society and their visits in the ADPs is a big part of WV Finland's communication and PR. Using social media for different types of campaigns like *Pelasta Pimppi* -campaign (a Facebook-campaign that was conducted against the Female

Genital Mutilation) has also been a good strategy. Audience is often different than in the more traditional media. In addition, risks are small in social media as campaigns can easily be removed – but not totally deleted – if the message is too provoking for the audience or if timing in the fast-moving media is wrong.

However, the communication strategy is dominated by the needs of the sponsorship programme, leaving the WV brand slightly unclear for the average Finn. The stories from the field and other peer information is very effective and useful but the message should be tailored for the targeted audience. As the resources are limited, the Evaluation Team encourages the WV Finland to find a strong key message for their strategic communication. The key message would help to identify and brand WV Finland and make it different from the other organisations in Finland. Based on the discussions with the WV Finland staff, such key message could, for example, be child protection.

WV Finland should also consider incorporating some Development Programme level statistics in their communication. Information and data could be combined in tables or infographics and used as pictures to lighten the text up. Clear numbers of direct participants or improvements per person in

a specific field would make the sponsors feel that they are part of a big movement. Similarly, such data relating to the key messages will make the image of WV Finland clearer in their external communication. The usage of data and infographics are especially important in reporting their results out, including reporting to the Finnish MFA.

**Advocacy goes hand in hand with communication activities.** WV Finland is well connected and works together with the other NGOs in the field of children’s rights and well-being in Finland. WV Finland staff participates actively in the so-called Friday Group meetings at the Finnish parliament (an informal development advocacy group consisting of parliamentarians, staff of key Finnish ministries and from other expert organizations). The staff is also active in the networks of WV International (Communities of Practice) by sharing views and experiences on working with disabled children and on gender issues, etc.

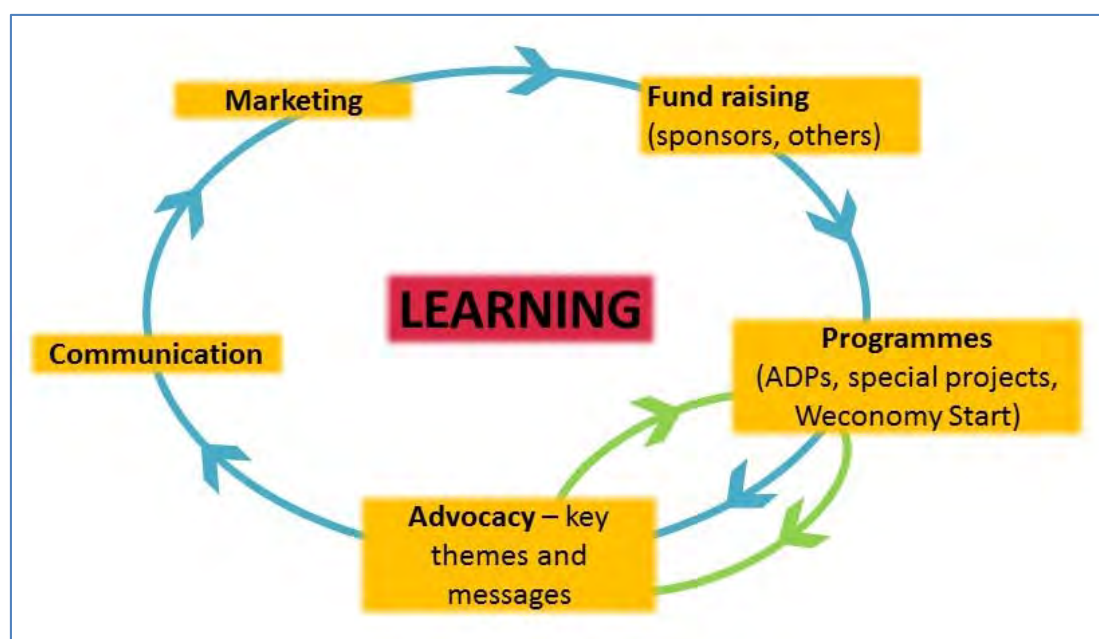


Figure 11 Advocacy – a holistic approach of WV Finland

As shown in the chart above (Figure 11), the advocacy and communication are very closely linked and the priorities also will fall under the same key message, for example under the theme of child protection. Also in the case of advocacy, the Evaluation Team concludes that WV Finland is a very active and professional actor, who however, needs to revisit their strategy and make it clear what are the main issues and goals of their advocacy efforts. In other words, what kind of change does WV Finland want to pursue with their advocacy work? This is an important exercise, which would also make it possible to report on the results of the advocacy in the future. This would, in the view of the Evaluation Team, make WV Finland a much stronger and more visible actor in the field.

### 3.5.4 Fundraising

The fundraising activities of the WV Finland are professional and effective. Fundraising builds upon the sponsorship programme (90% of the private resources mobilized last year in Finland came from sponsors) and is closely linked to the external communication strategy of WV Finland. Personal stories, pictures and messages from the field build ownership among the sponsors and strengthen the personal contact between the Finnish sponsor and the sponsored child. These are essential aspects for fundraising.

The fundraising, marketing and communication unit of WV Finland is relatively big compared to the number of programme staff in house. The focus on the “sales” part of the organisation has borne



fruit: despite one major ADP closing in Kenya (Meibeki), WV Finland has managed to maintain the number of sponsors at the same level as in 2015. Sponsorships being a major part of external fundraising, this result is very promising.

WV Finland has not been successful in attracting sponsors from the private sector. It is a difficult task as the Corporate Social Responsibility (CSR) is not highly developed in Finland. Unlike in many other countries, Finland does not allow tax deduction for donations made for charitable purposes. In addition, the WV Finland's brand is not yet very known in Finland and the Christian identity might be a disadvantage in circles that are not aware of WV Finland's work.

### **3.5.5 Sponsorship management**

The sponsorship programme is a cornerstone of World Vision. The sponsored children are chosen carefully and according to global guidelines (i.e. represent the most vulnerable segments of the communities). They are chosen in cooperation with the respective community to ensure that the most vulnerable children are reached. This is positive and ensures that same quality standards in sponsorship management are in place regardless the continent, country or ADP.

However, there are national differences between sponsors. The Finnish sponsors are very active and usually send many letters and small presents to their sponsored children. The wording might affect the way sponsorship is understood. In Finnish, a sponsored child is called a "godchild" and a sponsor a "godparent". The title refers to a closer relationship than the English terms "sponsored child" and "sponsor".

From the child and community angle, the sponsorship programme has some inbuilt inequalities: it is attractive to be a sponsored child and thus difficult for a child to understand if s/he is not chosen to be one. The special status, letters and small presents do sometimes cause jealousy among the other children in the community. The sponsors from the same country also are different and even if a child has been selected to the programme, she might be disappointed to find out that her sponsor does not send as many letters and presents as her friend's sponsor does.

The jealousy towards families of sponsored children came up with WV Peru and WV Uganda. It is an issue that has also been recognized by World Vision International; the 2015 Child Well-being Report argues that it is related to the special gifts that the individual sponsors send to the sponsored children. This view was echoed during the interview with WV Uganda team: when only some of the children have sponsors, other children and their parents remain expectant that they also receive a sponsor. WV Finland has already taken action and the topic has been discussed at an impact assessment seminar. WV Finland now encourages the sponsors not to give extra donations directly to their sponsored child, but direct the funds for the entire community.



*Figure 12 A sponsored child, Kamti, Hoshangabad, India (Photo: Kristiina Mikkola)*

The recent End-of-Phase Evaluation of Nabuyoga ADP (Uganda) looked at the issue also from the communication angle and recommended that future projects take seriously the design and implementation of activities geared towards a shared understanding of the sponsorship project. In Nabuyoga, households accessing services from the schools and health centres supported by WV did not perceive themselves as participating and benefiting from the World Vision programme. There is a communication gap that needs to be filled.

Most of the above mentioned issues are structural and therefore difficult to change. Nevertheless, efforts should be made to reduce the inbuilt inequalities to minimum. This requires sensitivity and awareness among the local World Vision staff as well as solid communication about the benefits of the sponsorship programme to the respective community.

### **3.5.6 Challenges in Results Based Management**

As is evident in the Evaluation report, the Team has had some difficulty in identifying what are the main results and outcomes at the Development Programme level. We define this as the positive sum of all great things achieved in 19 ADPs, some special projects and activities in Finland. The Team brings the issue up because the emphasis on results is expected to be even more prominent in the upcoming funding cycle. It is therefore justified to give a closer look at the genuine challenges WV Finland has in applying RBM in its Development Programme, and share some ideas for improvement.

The monitoring practices and reporting of the Development Programme should be strengthened. In the Development Programme Plan, there is a **logical framework** that consists of one goal, one outcome and six outputs. The objective levels already closely resemble the updated results logic of MFA (outputs, outcome and impacts).

WV Finland has already paid attention to RBM during the current Development Programme term. To monitor the achievements of the Development Programme, WV Finland chose **seven common outcome indicators**. The indicators were identified in 2015 on the basis of the ongoing ADPs and the issues they are focusing on under the umbrella of the Development Programme. WV Finland adopted existing indicators already used by the partners. This is a very good practice and should be continued in some way also in the future because the Development Programme needs its own indicators.

However, in the working context of World Vision it is very **difficult to identify indicators that actually reflect the priorities and track progress reliably at the Development Programme level**. This is because the ADPs have traditionally followed a cycle of three phases, each of them lasting five years and not following the MFA funding cycle (four years from now on). Therefore, in any given year, WV Finland is likely to have a combination of several programmes either closing down or completing a phase, and programmes that are in Phase 1, in Phase 2 or in early years of Phase 3. When two to three mature ADPs are replaced by freshly launched ADPs, Development Programme indicator values will take a dip no matter what. This also means that on any given year, the issues and themes the ADPs and special projects will be working on will be different from each other and data per issue will only be available from some of the ADPs and projects (see chapter 3.2.2 for discussion on indicators and their selection).

The **goal statement** is shared with WV International. The goal is defined as “Sustained well-being of children within families and communities, especially the most vulnerable”. It is quite similar to the way the outcome is defined, that is “Improved well-being of 380,000 children in the working areas”. No indicators are set for the goal that, however, defines the expected impact. This is partly due to the logic applied by World Vision International. The practice of focusing only on outcome level is evident in the otherwise excellent Child Well-being Reports that are published annually by WV International. Activities supported by WV Finland contribute to the goal of the Development Programme, but the degree of its achievement is not tracked or explicitly monitored. The question

then remains: what are the expected impacts and how would they be different from the outcome of the Development Programme?

There are also no indicators for **the outputs**. At present, the outputs do not seem to have any significant role in the monitoring or reporting. The outputs together with a handful of carefully chosen output indicators would be very helpful in keeping track of different beneficiary groups, such as adults and children, disabled people, etc.

Across the WV International partnership, a strong **emphasis on learning** is evident. It is systematically incorporated in the strategies, guidelines and various templates guiding action and thinking at the NO and ADP level. Based on a sample of the ADP management and evaluation reports produced by WV India, WV Kenya, WV Sri Lanka and WV Uganda, the Team concludes that while the reports provide a great amount of interesting project and ADP-level data and success stories, the analytical dimension should be improved. In many reports, there is hardly any discussion about the causes of the changes, e.g. why the indicator value has increased or decreased or what might be the most significant changes that the ADP has brought about in the past fiscal year or phase. WV Finland could consider addressing this somehow, for example through the annual seminars with partners.

It was also observed that there is an **(over)abundance of indicators and data at the ADP level**. There are multiple layers of indicators applied, some for the ADP and others for the projects within the ADP. Particularly in the older ADPs there can be three or four projects, which is further adding up to the number of indicators to be tracked. The Evaluation Team encourages WV Finland to work closely with the partners during project design to reduce the number of projects and indicators to a minimum. It should be possible to combine different themes under one project as well, particularly if/when they have the same target group (direct participants).

The LEAP guidelines also provide advice and guidance for **evaluations**. The NOs apply these guidelines diligently. For example, mid-term reviews and end-of-phase evaluations are regularly done. WV Finland has shown excellent initiative by requesting final evaluations of all closing ADPs in 2016. We have identified that differences exist across the NOs on what type of teams conduct the evaluations. WV Colombia has recently shifted to a competitive selection of external consultants, a policy that WV Kenya also applies. In WV Uganda, consultants work in mixed teams with WV evaluation staff and management staff. According to their experience, they get quality results and best of both sides: consultants have the view of an outsider while the internal staff provides access to monitoring data and reports. In WV India, the internal DME staff is responsible for the majority of the ADP evaluations. Each of these approaches has their strengths and weaknesses. It would be worthwhile for WV Finland to develop an evaluation policy that would stipulate when external evaluations are required and when a mixed team or an internal evaluation would be sufficient.

The different planning cycles of the Development Programme and the ADPs has another dimension too: **how to make sure the new Development Programme starts influencing all activities in the field right from the beginning?** Many of the ongoing ADPs will remain under the umbrella of the Development Programme 2018–2021, yet have been designed following the current thematic priorities. Through each design process, the Development Programme evolves as lessons learned from past actions are incorporated in the design. The existing thematic priorities and approaches may also be re-defined and amended. Taking cue from the systematic process of WV India in aligning all their ADPs (regardless of funding source) with the current Technical Programmes at one go to upgrade from LEAP 2 to LEAP 3, the Evaluation Team has a suggestion: WV Finland should consider conducting some sort of light portfolio review with each National Office to check that the ongoing ADPs comply also with the priorities of the new Development Programme. The Team does not propose a cumbersome re-design process though. If needs for some adjustments are identified, it should be possible to capture those through the annual activity planning and budgeting process.

Sustainability clauses and compacts requiring **sustainability monitoring after programme closure** are an emerging innovation among the development partners. They are so far applied in the Netherlands and in the USA. All Dutch ODA financed investments in water supply and sanitation will carry a sustainability clause, defining that services and infrastructure are supposed to function up to 15-years after construction or rehabilitation. Impact studies will be built into programmes, scheduled 3-5 years after implementation to promote that actors take corrective action and prevent failure.

Indeed, **ex-post evaluations** would be needed to provide proof of both impact and sustainability. Some are already underway: WV India is starting two ex-post evaluations with partners from the USA and UK. It is recommended that WV Finland follows their cue and incorporates some ex-post evaluations in the new Development Programme.

There was also a **minor issue of language of plans and reports**. WV Finland has earlier written all its Development Programme plans and reports in Finnish. This must have created some communication challenges and extra work in managing the partnership with the NOs. We are pleased that WV Finland has already embraced our recommendation and has decided to use English language in the reports and plans from now on.

### **3.5.7 Risks and risk management**

Risk management is particularly well handled by World Vision. Good instructions and guidelines have been provided by WV International. In spring 2016, WV Finland Board approved a new Enterprise Risk Management (ERM) Policy. The Policy defines clear roles in risk management, and captures well the dimensions of risk assessment, risk treatment / mitigation and risk reporting within the organization. WV Finland also maintains a risk register that is regularly reviewed and updated.

All the NOs apply similar practices in risk management. For example, WV Kenya maintains a national risk register and updates it continuously to provide a basis for clear plans for actively responding to risks. Each ADP has also developed a risk register, which is updated on an annual basis, and activities put in place for mitigation measures. WV Lanka considers risk management as an inbuilt approach, for example risk management is addressed at the local level partnership platforms. Risks are also considered by the Community Child Groups, in the Child Right platforms and by the Village level community groups. All these ensure that child rights are considered and mitigation of risks is embedded in the activities. At the higher level, WV Lanka has a risk review tool. The zonal teams meet every six months with the managers of the ADPs, review their reports and debate about the risks.

The emphasis on risk management is also captured in the LEAP template for the Annual Programme Management report that comes with a section on assumptions and risks. However, it was observed that the partner staff would benefit from capacity upgrading, particularly in terms of understanding the difference between an assumption and a risk. In the majority of the ADP reports that were reviewed, mostly assumptions were discussed in that section and the programme-level risks were not adequately covered or analysed.

The Team also notes that the dimensions of risk management, although well addressed by WV Finland and the partners, have not been captured in the Development Programme documents (plans or reports). In the future, risk management (risk identification, risk assessment and risk response / mitigation) is an issue that should be incorporated in the Development Programme documentation.

Finally, the Team wishes to draw attention to some genuine risks and their impacts. Trust is a commodity in development partnerships. As a result of the 2015 budget cuts, a reputational risk has materialized that is sorely felt both by WV Finland and by National Offices in the partner countries. The local partners and communities are wondering if World Vision can be trusted at all when



implementation of the ongoing ADPs is prematurely terminated (India, Kenya) or a new ADP phase that was jointly designed with the communities (Sri Lanka) is cancelled.

WV Finland considers starting new partnerships with three countries (Iraq, Cambodia and Ruanda) in the upcoming Development Programme term. It is the view of the Evaluation Team that it is a risk to enter into three new partnerships at one go, no matter how carefully the process is planned or prepared (some pilot activities were implemented in Iraq in 2016 and are expected to take place in Cambodia and Rwanda in 2017). After having worked with trusted partners for so many years it is not going to be easy because there are so many things that need to be learned, both by the new partners and by WV Finland. The responsibility in both planning the new interventions and getting them off the ground rests with the Programme Team. This is one of main justifications behind our arguments in chapter 3.3.3 regarding the human resources.

## **4 LESSONS LEARNED**

The Evaluation findings include many lessons learned. The key learnings are summarised here as follows:

- The key value added of the WV Finland, consisting of the partnership approach with professional support and advice and the special projects made possible by the Government funding, provides important opportunities for innovation.
- Strong emphasis on fundraising is justified as effective fundraising secures the continuity of the Development Programme. Programme management is the other half of the WV Finland partnership coin – both halves are needed to secure sustainable development outcomes in the partner countries.
- Engaging the Finnish private sector through their CSR activities is time-consuming and challenging. Nonetheless, the efforts are worthwhile even if the short-term results are limited in terms of fundraising, and they also are essential for the smooth running of the activities in the changing field of development cooperation.
- Involving Finnish private sector as implementing partners in aid projects is easier said than done. Weconomy Start has been valuable in bringing into the light what and where the bottlenecks are, both in the supply (Finnish companies) and demand side (National Offices and programmes).
- Emphasising the Christian values rather than the Christian faith allows inclusion of more sensitive issues, including sexual health in the programme.
- Social media provides a good platform for the more unconventional and experimental campaigns and messages, reaching a different audience than the more traditional communication channels.
- Strong focus on empowerment at grassroots level, long-term capacity building of existing institutions and strong linkages to local government are some of the key strengths of the Development Programme.
- Citizen Voice and Action approach to local level advocacy and empowerment strengthens development outcomes by widening the impact of interventions, increasing the cost-efficiency, enhancing ownership and strengthening the chances for sustainability.
- Cross-fertilization of lessons learned throughout different interventions, including feeding the lessons learned from the humanitarian assistance into the development cooperation, is one of the assets of WV Finland.

## **5 MAIN RECOMMENDATIONS**

The main recommendations of the Evaluation are presented below. All of these should be considered in the design of the new Development Programme for years 2018 and beyond. Some recommendations may be relevant to consider already in 2017 in the implementation of the ongoing Development Programme.

The Evaluation Team has embedded a lot of ideas and recommendations with the discussion on findings and conclusions in Section 3. Many of those are not repeated here again.

Our overriding conclusion is that the Development Programme has been well designed and focuses on removing the barriers that restrict improvements on child welfare and maintain poverty. The thematic priorities have remained valid in the continuously evolving international and national (Finland and partner countries) context.

1. Therefore, the first major recommendation to WV Finland and the partners is to **keep up and preserve the good things**: Don't fix it if it ain't broken! Cherish your strengths, good reputation and track record, and build on them all. Among the strengths of WV Finland and its Development Programme that should be built upon are at least the following:
  - Holistic approach connecting advocacy with communication, marketing and fundraising, basing advocacy also on lessons learned through programmes, and working in a flat organization where key programmatic and advocacy responsibilities are shared among the management and staff.
  - Fundraising and well managed sponsorship activities that have succeeded in maintaining a stable support base in the Finnish society and contributed to communication.
  - Well-qualified and experienced Programme Team that, despite its small size, has managed to focus on essential tasks and provide timely support in all programmatic aspects to the National Offices and their programmes.
  - Robust and up-to-date risk management procedures at WV Finland and National Office level.
  - All in all, the good communication culture of the office.

There are many well-working aspects and approaches of the Development Programme, also courtesy to the approaches and guidelines of World Vision International, that the Team recommends to keep in focus also in the future Development Programme. They are:

- Focus on children and emphasis on child rights.
- Emphasis on the most vulnerable within the community.
- Citizen Voice & Action and the empowerment approach.
- Focus on partnerships and working through the existing institutions and strengthening them.
- Emphasis given to disabled persons and their needs.
- The approach and resources that WV Finland has channelled to partner capacity development, both through organizing formal Impact Assessment Seminars and through informal, regular "on-the-job training" dialogue that the staff maintains with partners at the National Office and programme level.

Weconomy Start and special projects (grants) are among the innovative aspects of the Development Programme. Development impacts of Weconomy Start are not huge so far. However, a lot of relevant lessons have been learned and experiences collected both by WV Finland and by respective partners on inclusive business development, on inclusive development and disabilities, and on the economic empowerment of the youth.

2. We recommend to keep **Weconomy Start as an integral part of the Development Programme** and identify ways to mainstream it as a regular component in economic empowerment activities with all your partners. Working with Finnish businesses will be necessary, both for WV Finland and for those businesses that are serious about expanding into the African, Asian and Latin American markets. Maintain a dialogue with the National Offices and consider “spicing up” the approach, perhaps through stronger involvement of local businesses. Circulate the lessons learned actively in the World Vision partnership.
3. **The special projects modality** has already proven itself as a relatively risk-free modality (short term projects with a limited number of direct participants) to conduct experiments in “field laboratories”. Given that uncertainty about availability of funds may be the new normal, WV Finland should consider applying such short-term project modality (i.e. projects with planned duration of few years compared to ADPs of 10-15 years) more widely in the Development Programme.

There are also some issues on which WV Finland should perhaps focus more or revise the working approaches in the future. The recommendations may not be so easy to address because keys to solutions are mostly held by the partner country teams. However, the Evaluation Team has every confidence that with time and patience and open dialogue solutions can be found and, that once they are implemented, will take the Development Programme to the next level.

4. The **increasing focus on the adolescents**, including empowerment through CVA, sexual education, life skills and interventions to increase their employability, has been successful. There is a great potential to motivate these empowered young adults to become agents of change in their communities and therefore the Evaluation Team recommends that more activities should address their needs. In the changing societies, the youth is caught in the crossroads of the old traditions and the more modern lifestyle, which might be a risk for sustainability of the great results achieved through the Development Programme activities.
5. The Evaluation Team recommends that the **economic development approaches applied in the ADPs should be reviewed** to ascertain the strengths and weaknesses of a particular approach in the existing contexts. We also suggest that the approach for WV Finland would be an economic empowerment approach to achieve wider economic and employment impacts in the working areas. Further, the economic empowerment activities should be started early in the ADP cycle so that the parents and other caregivers would have access to more resources that would contribute to child well-being and increase their motivation to participate.
6. The programmes supported by WV Finland Development Programme in 2016 were mostly rural. There is no dispute that there is a genuine need to remain present in rural areas where poverty is rampant (also in the deprived regions of the developing countries no longer classified as LDC). But it would be good to maintain a bit **wider presence in the urban slums**. Thus, when the resources allow, WV Finland should consider opportunities to initiate new interventions in the urban slums.

Next follows a cluster of recommendations on issues that require efforts and inputs initially from WV Finland but are expected to have positive repercussions to partners and their performance, and on the interest of Finns to become “godparents” to children living in the WV Finland working areas. Particularly the recommendations that deal with Results Based Management are expected to be useful in the communication with both MFA, Finland and Finnish sponsors.

7. WV Finland team has good reasons to become bolder and start blowing their own horn louder in the partnership meetings. The team is small compared to the National Offices in the partner countries and the resources (annual budget) are similarly small compared to the

budgets of tens of millions that the largest NOs manage. Yet, **WV Finland is very clearly punching above its weight** thanks to the existing strengths discussed in recommendations 1 to 3.

8. The Evaluation Team finds that there is **an inherent risk in the decision to initiate new partnerships with three countries at one go**. Therefore, investments in the Programme Team should be considered. The main risk is not about the fragility of the countries or difficulties expected while working there. After all, WV Finland is also involved in humanitarian assistance activities so we expect that these aspects of cooperation are not new to the team. We are also not concerned about the competencies or experience of the Programme Team. We do wonder how far and for how long the existing human resources can be stretched when there is so much to be learned about the new partners, how they operate and what their capacities, experiences and expectations are as well as taking time to let them get to know WV Finland, not to forget about the need to grasp the essentials of the demanding political and security contexts in all these countries. This is a tall challenge, even for an excellent team.
9. We recommend that WV Finland would further **strengthen the results-orientation in the Development Programme**, both during the design of the new Development Programme, its implementation and monitoring<sup>17</sup> as follows:
  - Develop a results framework (or a logical framework whichever works best) that has three results levels (outputs, outcome and impact) or objectives as the current practise is (goal, outcome, outputs).
  - Maintain the practice of having a few commonly agreed outcome level indicators. However, try to choose them with the National Offices in such a manner that all or majority of programmes would be able to provide data on those indicators in a timely manner (data available for Development Programme at the time of baseline, mid-term and end of programme).
  - Remember that also outputs need indicators – so identify 2-3 indicators per output that most closely illustrate also the different types of direct participants benefiting from the output. Keep in mind that beneficiary numbers need to be monitored and reported; these can be among the indicators (adults (men -women) and children (boys -girls), ideally also contain the number of participants from other vulnerable groups. Make sure your beneficiary tracking is up-to-date at all times.
  - If thematic priorities are expected to be used in the reporting of the Development Programme, then embed them in the outputs.
  - In the results framework (logframe), impact statement and outcome statement should be different from each other (note: we understand that this may not be easily solved when the WV International focus is firmly on the outcomes and their targets).
  - Make justifications to what type of evaluation teams (internal, external or mixed) your partners can call for each category of evaluation or review. Consider developing a WV Finland evaluation policy that applies to all partners.

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<sup>17</sup> Please note that the explicit recommendations may change after MFA opens the 2017 Round for Applications and the official expectations to Partnership NGOs become known.

## **ANNEX 1 EVALUATION PLAN**

Suomen World Vision ry  
Lönnrotinkatu 20  
00120 HELSINKI

EVALUAATIOSUUNNITELMA

### **Suunnitelma (konsepti) Suomen World Visionin kehitysyhteistyöohjelman evaluoimiseksi**

#### **Suomen World Visionin kehitysyhteistyöohjelma 2015-17**

Ohjelman nimi: *Yhteinen tehtävämme: Suomen World Visionin kumppanuusohjelma lasten hyvinvoinnin ja oikeuksien toteutumiseksi 2015-17*

Suomen World Vision (SWV) on tehnyt kehityspoliittista työtä vuodesta 1983 ja on saanut ulkoasiainministeriön kehitysyhteistyövaroja hankkeilleen vuodesta 1995. Vuodesta 2003 alkaen järjestö on ollut ulkoasiainministeriön kumppanuusjärjestö. Järjestön yhteistyökumppanina ohjelman toteutusmaissa on aina paikallinen World Vision.

SWV:n kehitysyhteistyöohjelman perustana ovat lasten oikeudet, lapsilähtöisyys, yhteisöperustaisuus, kumppanuudet, voimaantumisen tukeminen, parhaiden käytänteiden ja innovatiivisuuden vahvistaminen sekä kristillinen arvopohja. Ohjelma linkittyy vahvasti Suomen World Visionin strategiaan 2014-17, kansainvälisen World Vision –verkoston strategioihin, SWV:n kuuden kumppanimaan strategioihin sekä Suomen ulkoasiainministeriön kehityspoliittiseen ohjelmaan ja linjauksiin.

Kehitysyhteistyöohjelma toteutetaan pääasiassa aluekehitysohjelmissa (Area Development Programme), joita ohjelmakaudella on käynnissä 20 (Keniaassa 5, Ugandassa 3, Intiassa 5, Sri Lankassa 2, Perussa 3 ja Kolumbiassa 2). Aluekehitysohjelmat toimivat rajatulla maantieteellisellä alueella, joka kattaa yhden piirikunnan (district) tai vastaavan aluekokonaisuuden. Ohjelmat kestävät 10–15 vuotta ja koostuvat projekteista, useimmiten elinkeinoprojektista, terveysprojektista, koulutusprojektista sekä kummiprojektista. Aluekehitysohjelmien ohella toteutetaan rahoituksen salliessa yksittäiseen sektoriin keskittyviä lyhyempiä erillishankkeita.

Ohjelman painopistealueina ovat lastensuojelu (sisältää päihdetyön), sukupuolten välinen tasa-arvo, elinkeinomahdollisuuksien kehittäminen (keskiössä nuorisotyöllisyys) sekä ilmasto ja ympäristö. Ohjelmatoiminnan kehittämiskeinoina käytetään erityisesti World Visionin kansalaisvaikuttamisen mallia (Citizen Voice and Action) sekä innovoivaa yritysyritysyhteistyötä, jonka toteuttamiseksi SWV on rakentanut yhdessä Intian ja Sri Lankan World Vision -toimistojen sekä Aalto-yliopiston ja Finpron kanssa sekä Tekesin rahoittamana Weconomy Start -innovaatio-ohjelman.

Kehitysyhteistyöohjelman tavoite on 380 000 lapsen, erityisesti kaikkein haavoittuvimmassa asemassa olevien, hyvinvoinnin pysyvä paraneminen. Kansainvälisen World Visionin linjausten mukaisesti tavoitteiden ytimessä ovat:

- Vähentynyt 0–5-vuotiaiden lasten infektioiden ja sairauksien määrä
- Parantunut 0–5-vuotiaiden lasten ravitsemustila
- Lisääntynyt 11-vuotiaiden lasten funktionaalinen lukutaito
- Parantunut lasten subjektiivinen hyvinvointi

## **Ohjelman evaluaation ajankohta ja keskeisin sisältö/tavoitteet**

SWV:n kehitysyhteistyön evaluaatio toteutetaan vuoden 2016 viimeisen ja vuoden 2017 ensimmäisen kvarttaalin aikana siten, että sen tulokset ja suositukset ovat käytössä ennen vuoden 2017 puoliväliä.

Evaluaatiossa tarkastellaan SWV:n kehitysyhteistyöohjelmaa erityisesti seuraavista näkökulmista:

### **Ohjelman tarkoituksenmukaisuus, relevanssi (*relevance*)**

- Onko SWV:n ohjelma kuudessa eri maassa kohdentunut oleellisiin lasten hyvinvoinnin paranemista estäviin ja köyhyyttä ylläpitäviin tekijöihin ja niiden poistamiseen?
- Onko SWV:n ohjelma linjassa kuuden ohjelmamaan virallisen kehityssuunnitelman kanssa ja kontribuoiiko se niihin tarkoituksenmukaisesti?
- Onko SWV:n ohjelma linjassa Suomen hallituksen kehityspoliittisten linjausten kanssa ja kontribuoiiko se niihin käytännössä tarkoituksenmukaisesti?

### **Ohjelman tehokkuus ja vaikuttavuus (*effectiveness*)**

- Onko SWV:n ohjelmalla sellaisia merkittäviä tavoitteisiinsa (erityisesti lasten hyvinvoinnin paraneminen ja köyhyyden vähentäminen) liittyviä tuloksia, joita ei olisi saavutettu ohjelma-alueiden mahdollisen muun kehittymisen myötä? (attribuutio)
- Hyötyvätkö kehitysyhteistyön toteuttamisesta kaikkein eniten tukea tarvitsevat ja haavoittuvimmat ihmiset, kuten tytöt ja naiset, vammaiset ja pitkäaikaissairaat, etnisiin, poliittisiin, uskonnollisiin ja seksuaalisiin vähemmistöihin kuuluvat, sekä tukeeko ohjelma tarkoituksenmukaisesti sukupuolten ja ylipäänsä kaikkien ihmisten välistä tasa-arvoa?
- Onko SWV:n ohjelmilla ollut odottamattomia tai haitallisia vaikutuksia ohjelma-alueilla?

### **Ohjelman kustannustehokkuus ja hyötysuhde (*efficiency*)**

- Ovatko SWV:n ohjelman toteuttamismuodot kustannustehokkaita ja mielekkäitä keinoja avun perille viemiseksi verrattuna muihin mahdollisiin toteuttamistapoihin?
- Onko SWV:n ohjelmien ja projektien budjetointi ollut tarkoituksenmukaista ja oikean kokoista?

- Onko SWV:n ohjelman henkilöstöresurssointi määrällisesti sekä tarvittavan kapasiteetin ja osaamisen suhteen ollut oikeanlaista sekä ohjelmamaissa että Suomessa?
- Onko ohjelmaa toteutettaessa ohjelma-alueilla hyödynnetty mahdollisuudet kumppanuuteen ja yhteistyöhön julkisten ja muiden toimijoiden kanssa ja millaiset yhteistyösuhteet ovat?
- Onko SWV:n ohjelmissa tehty päällekkäisiä toimia ohjelma-alueiden julkisten ja muiden toimijoiden kanssa?
- Kuinka toimivaa on ollut ohjelmahallintoon liittyvä yhteistyö toisaalta SWV:n ja ohjelmamaiden/ohjelmien ja toisaalta SWV:n ja ulkoasiainministeriön välillä?

### **Ohjelman tulosten kestävyys (*sustainability*)**

- Voidaanko olettaa, että SWV:n ohjelmien tuottamat tulokset ja vaikutukset pysyvät ja jatkuvat ohjelmien toteuttamisen päätyttyä?
- Voidaanko olettaa, että ohjelma-alueiden kehittyminen jatkuu niiden rakenteiden ja taitojen pohjalta, joita ohjelmaa toteutettaessa on pyritty vahvistamaan?
- World Visionin työn keskeinen tavoite on yhteisöjen voimaannuttaminen ja omistajuuden vahvistaminen. Voidaanko ottaa kantaa siihen, onko tämä onnistuessaan oikeasti tae kehitystulosten kestävyydelle?

## **Evaluatation toteuttaminen ja evaluaatioaineisto**

### **Evaluatation toteuttaja**

Suomen World Vision hankkii evaluatation toteuttajaksi/fasilitoijaksi konsulttisopimuksen kautta ulkopuolisen suomalaisen evaluaatiotyön asiantuntijan. Kyseessä voi olla yksi henkilö tai tiimi.

Evaluatation toteuttajan kanssa myöhemmin sovittavasti SWV voi osoittaa ja resurssoida evaluaatiota avustavia henkilöitä ohjelman toteutusmaista, ensisijaisesti World Visionin omaa monitoroinnin ja evaluoinnin kanssa työskentelevää henkilökuntaa, mutta tarpeen mukaan myös järjestön ulkopuolisia asiantuntijoita.

### **Keskeisin evaluaatioaineisto ja aineiston tärkeimmät keräämistavat**

Desk –review: SWV:n ohjelman kirjalliset dokumentit

- SWV:n kehitysyhteistyöohjelma 2015-17
- Muut relevantit SWV:n strategiadokumentit
- Riittävä näytämäärä SWV:n ohjelmien ohjelmasuunnitelmista
- Riittävä näytämäärä SWV:n ohjelmien vuosiraporteista ja vuosisuunnitelmista, sekä narratiiviset että finanssidokumentit
- Riittävä näytämäärä SWV:n ohjelmien evaluaatioraporteista



- SWV:n UM:lle tuottamat vuosisuunnitelmat ja vuosiraportit ohjelmakaudelta, tarvittaessa myös varhaisempia

Desk review: Kansainvälisen sekä ohjelmamaiden World Visionin kirjalliset dokumentit

- Kansainvälisen World Visionin LEAP –hankehallinto-ohjeisto ja sen käyttö/soveltamisvälineet
- Ohjelman kuuden toteuttamismaan World Visionin kansalliset strategiat

Haastattelut Suomessa

- SWV:n ohjelmatiimin jäsenet
- SWV:n johtoryhmän jäsenet
- SWV:n hallituksen edustajia
- Ulkoasiainministeriön (KEO-30) edustajia

Haastattelut ohjelmamaissa

- Ohjelmamaiden World Visionin kansallisen toimiston edustajia
- Ohjelmamaiden aluekehitysohjelmien ja projektien henkilökunta
- Ohjelma-alueiden paikallishallinnon viranomaisia sekä muiden organisaatioiden edustajia alueilla
- Ohjelma-alueiden yhteisöjen päälliköitä sekä yhteisöjen johtoryhmiä
- Ohjelma-alueilla toimivia oma-apuryhmiä (esimerkiksi naisten ja vammaisten ryhmiä) ja osuuskuntia (esimerkiksi viljelijä- tai maidontuottajaosuuskuntia)
- Ohjelma-alueella toimivia lasten ja nuorten ryhmiä (children's clubs)
- Mahdollisuuksien mukaan verrokkihenkilöitä ja –ryhmiä ohjelma-alueiden ulkopuolella

### Aineiston keräämisestä ohjelmamaissa

Tässä kohdassa esitetään, että evaluaation toteuttaja tekee osana evaluaatiotyötään yhden aineistonkeruumatkan SWV:n ohjelmamaihin. Maat voisivat olla Kenia ja Uganda, mutta myös muutoin voidaan sopia.

### Evaluaation alustava aikabudjetointi

Tehtävä	Työpäivät
Desk review: Kirjallisten dokumenttien läpikäynti	7
Haastattelut Suomessa	5
Aineistonkeruumatka ohjelmamaihin	13
Aineiston analyysi ja raportointi	15
<b>Yhteensä</b>	<b>40</b>

## **ANNEX 2 EVALUATION SCOPE, PROCESS, METHODOLOGIES AND LIMITATIONS**

### **1 Introduction and objectives**

Based on the Evaluation Plan (Annex 1), the evaluation of the Development Programme has consisted of four phases, namely the inception phase, data collection through interviews in and from Finland, country visits, and data analysis and reporting. The evaluation process started in October 2016 and was completed in March 2017. In this annex the issues regarding evaluation scope, description of the evaluation process and methodologies as well as limitations are elaborated more in detail.<sup>18</sup>

The evaluation was expected to assess relevance, effectiveness, efficiency and sustainability of the ongoing Development Programme of WV Finland. The programme is called 'Our common mission – The Partnership Programme of World Vision Finland to support child wellbeing and child rights 2015-2017'<sup>19</sup>. The development programme is co-funded by Ministry for Foreign Affairs, Finland (MFA) and WV Finland.

### **2 Evaluation scope and adjustments to the Evaluation Plan**

Early on in the process, three major adjustments to the Evaluation Plan were agreed with World Vision Finland.

- **Countries to be visited:** The Evaluation Plan included a tentative plan for country visits and suggested that the Evaluation Team would visit Kenya and Uganda. However, during autumn 2016-winter 2017 the WV Finland Development Programme was also under scrutiny by another evaluation that was commissioned by the Ministry for Foreign Affairs, Finland. It was called "Evaluation 2 on the Civil Society Organisations receiving Programme-based Support and Support for Humanitarian Assistance" (so called CSO2 evaluation). The background to this is that in 2015 the MFA decided to carry out evaluations on the Civil Service Organisations (CSOs) receiving multiannual programme-based support. A total of 19 organisations and 3 foundations that receive this type of multiannual programme-based support were to be evaluated by the end of 2017. The evaluations were conducted in batches. The CSO2 evaluation included two components: assessment of the development programmes and the humanitarian operations of six CSOs funded by the MFA. World Vision Finland was among the six organizations to be evaluated during the CSO2 evaluation.

In October 2016, the CSO2 team had already decided to visit Kenya and Uganda as part of their field activities. They were also about to conduct a desk review of activities in Sri Lanka. The Evaluation Team discussed the matter with WV Finland. It was jointly decided that to utilize the resources of the WV Finland commissioned evaluation efficiently and effectively, this Evaluation Team would visit two other partner countries. One partner country from Asia (India) and one from Latin America (Peru) were chosen.

- **Evaluation scope:** WV Finland Development Programme consists of Area Development Programmes (ADP), special projects and humanitarian assistance. Development communication, advocacy and fundraising are also significant elements of the Development Programme. The CSO2 evaluation also included an assessment of the MFA-funded humanitarian operations of WV Finland. Therefore, it was decided that this evaluation will not assess humanitarian assistance activities at all.

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<sup>18</sup> The full description of the evaluation methodologies (including the tools) is available in the Inception Report submitted to World Vision Finland on 31 October, 2016.

<sup>19</sup> Original in Finnish: "Yhteinen tehtävämme: Suomen World Visionin kumppanuusohjelma lasten hyvinvoinnin ja oikeuksien toteuttamiseksi 2015-2017".

- **Reporting language:** The Evaluation Plan and key WV Finland documents regarding the Development Programme are in Finnish. To allow for sharing of evaluation team findings, conclusions and recommendations with the partners, the reporting language will be English.
- By the beginning of October 2016, approximately two thirds of the duration of the Development Programme had passed (progress reporting was available until the end of June 2016). Therefore, the evaluation is to be considered a **mid-term evaluation**. It was timed well to provide inputs to the formulation of the next WV Finland Development Programme for 2018 and beyond. The findings of the evaluation will also be able to influence how the plans for 2017 are implemented.

Based on the initial review of the background documentation and discussions in the kick-off meetings organized with WV Finland, the Evaluation Team also identified some **important issues regarding the Development Programme and its implementation**. Those issues were explicitly addressed by the Evaluation Team in the design of the methodologies and subsequently in all the activities and reporting. The issues are discussed below.

The **Child-centered approach** lies at the heart of World Vision's work. Therefore, it was pertinent for the Evaluation to pay particular attention to analysing how this approach is understood and practised at different levels of the organisation and at different stages of the project cycle. Furthermore, it was essential to discuss to what extent the main goal of the development programme i.e. sustained well-being of children has been reached.

The **coordination and collaboration between all actors, stakeholders and beneficiaries** is at the core of the Development programme and thus warranted a careful analysis. The Evaluation focused on the one hand on how the existing planning, management and monitoring processes at the Development Programme level and on the other hand how these processes at the partner level (Area Development Programmes and special projects) accommodate the views of the most vulnerable groups, such as children with special needs. Both with respect to planning and management processes efforts were made to understand the roles and responsibilities of different beneficiaries and groups and how they contribute to the planning and management of ADPs, special projects and other activities.

WV International has well-established processes and guidelines in place that cover every aspect of planning and managing the development activities. The WV Finland Development Programme complies with the WV International policies and practices but needs to marry them with features and elements that stem from the Government of Finland Development policies and Partnership Programme guidelines and from WV Finland policies itself. The Evaluation Team strove to understand how this "**Finnish flavour**" presents itself in the management of the Development Programme.

**Innovation and programme development** is a significant element in the Development Programme. It is most prominently reflected through the Weconomy-initiative and through special projects. The Evaluation Team paid particular emphasis on understanding how innovation is addressed by WV Finland and all its partners in general, and what might be the niche of the Weconomy Start-initiative to be applied by WV Finland partners in the future. The Citizen Voice & Action-model (CVA) and the Weconomy activities (innovative business partnerships) were important to assess both in terms of implementing activities and developing the programme further.

The Evaluation Plan includes the issue of **attribution as a key question**, i.e. would same or similar development results have been achieved in the programme areas without the inputs from WV Finland. During visits to Peru and India schedules were designed in such a manner that in each programme location opportunities were provided to discuss with other actors (e.g. local government bodies and other CSOs). In Peru, also a visit to a control community was organised.

The first CSO evaluation commissioned by the MFA was completed in September 2016 (so called CSO1 evaluation). CSO1 evaluation also assessed the **Results Based Management (RBM)** in all Partnership Organizations (including WV Finland). The findings of CSO1 evaluation provided a useful input to the evaluation of the Development Programme. They include issues such as aggregation of results data (at MFA Partnership Programme and CSO Development Programme level), planning and setting of objectives (all levels), incorporation of learning in Monitoring and Evaluation (M&E, DME in the World Vision context), quality of reporting and capacity development of partner CSOs. This Development Programme evaluation therefore focused on identifying how LEAP concepts (Learning through Evaluation and Accountability) and ongoing monitoring and reporting practices could be best used to cater to the MFA expectations on RBM<sup>20</sup>.

### **3 Evaluation methodologies**

In the evaluation process the Team adhered to the **evaluation principles of MFA** and OECD/DAC and **applied the key elements in integrating Human Rights and Gender** as reflected in the MFA's Evaluation Manual (2013) and **guidelines for implementing the human rights based approach in Finland's development policy** (2015). The Evaluation Team was impartial and independent from the implementation and planning of the Development Programme. Based on the wide expertise of the Team Members, the Team has reported on forces and factors behind successes and failures. The review process was transparent to all parties.

World Vision Finland works to create a lasting, positive change in the lives of children, families and communities living in poverty. The programmes are **focused on the most vulnerable groups of children**. This was adopted as the starting point for evaluation planning and methodologies as well. The evaluation process was guided by the main premises of the World Vision Finland Development Programme: child rights, child focus, community based, partnerships, enhancing empowerment, strengthening best practices and innovations and Christian value base. These all contribute to a holistic approach to improve lives of children.

The objective of the assignment was to assess and evaluate the ongoing 3-year Development Programme of WV Finland. This was therefore **a programmatic evaluation**. Data and documents regarding the Area Development Programmes (ADPs), special projects and other activities implemented in the partner countries were studied, but only as inputs needed to assess the various dimensions and achievements of the Development Programme.

The Evaluation Team has applied **mixed and multiple methods** (quantitative and qualitative) during the assignment to gather and analyse data. Both primary and secondary data sources were used, which allowed for gathering different perspectives from different stakeholders.

In the **document review** the following main **secondary data sources** have been assessed: key documents regarding the WV Finland Development Programme 2015-2017 (the Development Programme, annual plans, budgets and reports), WV Finland strategies. Similarly, WV International guidelines and policies (on e.g. LEAP and CVA) were studied. Documents produced by WV partners

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<sup>20</sup> As reflected in the MFA Guidelines for Results Based Management (2015) and further developed in the MFA Manual for Bilateral Programmes (Sept. 2016). The Manual itself is not valid for Partnership Organizations, but it is assumed that key modules of Manual discussing Results Based Management, Human Rights Based Approach and Risk management will influence the updating of the Ministry Guidelines for Partnership Organizations.

(National Offices in India, Kenya, Peru, Sri Lanka and Uganda<sup>21</sup>) included Child-Well Being Reports, partner strategies, project plans, work plans and budgets, progress reports and evaluation reports. They were assessed on sample basis. Development policies of Finland (2012 and 2016) and thematic guidelines (HRBA, RBM, Partnership NGOs) were reviewed. Global policies, particularly the Agenda 2030 for Sustainable Development (Sustainable Development Goals) provided important background to the evaluation.

**Adequate sampling** was addressed on the one hand by the Evaluation Team interacting with WV Finland staff and with WV staff representing all six partner countries supported by the Development Programme and by conducting an extensive desk review of relevant programme-related documentation (including ADPs, special projects and Weconomy activities). The country visit schedules were developed to include both rural and urban programmes and a sufficient number of respondents from different groups of beneficiaries and stakeholders. The visits to India and Peru were a bit constrained by time (only 6 working days per country allocated).

**Data disaggregation with focus on human rights and gender** and efforts to obtain & verify such data with the stakeholders directly were emphasised. Existing data sets, mainly WV Finland monitoring records (supplemented by available monitoring data in partner reports), were used.

**Primary data** was collected in Finland, India and Peru. During the field mission interviews, focus group discussions and mini-workshops were applied. Observation at grassroots level was also made. The **interviews** supplemented and enriched the information collected during document review. All the interviews were semi-structured (individual or group) and applied common themes and topics regardless of the interviewee. The interviewees consisted of: MFA Finland staff, WV Finland staff (programme staff and management group), WV Finland board members, Finnish actors involved with Weconomy-activities, staff of WV offices in six partner countries and field staff working in ADPs and/or projects in Peru and India as well as representatives of local government and other actors (CSOs, businesses, etc.). At community level, community leaders, representatives of self-help groups, child protection units, cooperatives and other community-based organisations, and children and adolescent youth were interviewed. Skype or phone interviews were held with representatives of WV Colombia, WV Kenya, WV Sri Lanka and WV Uganda. WV Peru and WV India (Bhopal Regional Office) staff were interviewed during the country visits. The Evaluation Team interviewed both rights-holders and duty-bearers. The interview data was triangulated by applying mixed methods, namely focus group and key informant interviews, observation of activities and achievements on site, and document review.

**Equal participation approach** was ensured by striving to involve the full range of stakeholders (both in Finland and in the partner countries to be visited). Special attention was paid to the inclusion of most vulnerable groups and removing barriers for their participation by e.g. interviewing them separately.

The Evaluation Team worked in **close interaction with WV Finland** to support the learning oriented approach. The approach was also adopted in order to be able to identify recommendations that are both useful and implementable to WV Finland and its partners.

All the issues discussed were in the **evaluation matrix** that was attached to the Inception Report. The Matrix provided information about the detailed responsibilities of the Evaluation Team members. In the matrix, the evaluation questions from the Evaluation Plan were first translated into English and then broken down into sub-questions for different target groups. The matrix supported systematic collection of data, both from the secondary (documents) and primary (interviews and observation) data sources. The matrix provided the backbone for data analysis as well. An interview

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<sup>21</sup> Strategy and documents of WV Columbia were not reviewed for a language reason; the Team Members do not speak Spanish.

outline for interviews with project beneficiaries and main stakeholders in the field was included in the Inception Report.

At the **Data Analysis and Reporting** (home based, Finland and Denmark) stage the Evaluation Team completed the analysis of all the findings, drew conclusions and drafted the evaluation report. The evaluation matrix provided a check-list to ensure that all issues are thoroughly analysed and reflected in the report. The analysis method was a combination of qualitative content analysis (for documents) and discourse analysis (for interviews).

**Sharing and validation of findings** initially took place in a debriefing meeting with WV Finland (17 January 2017). It was conducted to validate emerging findings and thus increase accuracy and reliability of the evaluation report. The meeting also contributed to the transparency of the evaluation process. Before the meeting, the Evaluation Team met in Copenhagen to discuss and prepare a PowerPoint presentation on emerging findings and preliminary conclusions and recommendations.

Data analysis was completed after the meeting as part of drafting **the Evaluation Report**. It was further augmented and revised (as appropriate) based on the WV Finland comments to the Draft Evaluation Report.

During the desk review it was learned that WV Finland was not able to provide sufficiently detailed summary data of beneficiaries at the Development Programme level. Because the Evaluation Team needs these types of quantitative data both for assessing the efficiency and effectiveness of the programme, significant amount of time was for compiling numerical data based on existing secondary data sources (ADP / special project plans, annual reports and evaluation reports).

#### **4 Evaluation Process**

The Contract between World Vision Finland and Kristiina Mikkola Consulting was signed on 23 September 2016. The Evaluation Team started working effectively on 3 October 2016. The Evaluation process was divided into four distinct phases each of which are discussed below.

The **inception phase** (home office in Finland and Denmark, 1-31 October 2016) consisted of the following activities:

- review of main documentation provided by WV Finland; the review and collection of additional documents continued during the data collection phases) al documents);
- preparation of the evaluation methodologies and interview outlines;
- updating of work schedule;
- preparation of field missions in Peru and India;
- preparation and submission of the Inception Report;

The **data collection - interviews in (or from) Finland** (1-30 November 2016, 12-21 December 2016) consisted of

- interviews of World Vision Finland staff working in different teams and topics (6 sessions);
- interview with World Vision Finland board members (1 session)
- interview with MFA staff (Unit for Civil Society staff)
- interviews with Weconomy Start actors (3 interviews)
- interviews of World Vision Colombia, Kenya, Sri Lanka and Uganda (4 interviews, Skype/phone).
- Review of documents continued and also additional documents were collected.

The **data collection - field missions** consisted of two country visits, first one to Peru (26 November – 4 December 2016 by Pia Pannula Toft) and second one to India (3 -11 December 2016 by Kristiina Mikkola). During the visits the following activities took place:

- WV Peru and WV India staff were interviewed; In India, the meeting was held with WV India Regional Office in Bhopal that is responsible for managing all programmes supported by WV Finland
- meetings with and interviews of beneficiaries, key stakeholders and other actors (local government, CSOs) were held in following locations:
  - In Peru, the evaluation visited two Area Development Programmes (El Salvador in Lima and Mosoq Ayllu in Cuzco)
  - In India (Madhya Pradesh), the evaluation visited two Area Development Programmes (Indore and Hoshangabad).
- During the visits, some additional documentation was collected.

The **data analysis and reporting phase** (1 January – 31 March 2017) included:

- analysis of data and synthesis of information collected during previous phases; the Evaluation Team met in Copenhagen during 9-11 January 2017 to jointly analyse and discuss the findings, conclusions and recommendations of the Evaluation.
- preparation of a presentation on Emerging Findings, Conclusions and Recommendations
- presentation at WV Finland by the Evaluation Team and discussion with WV Finland staff (17 January 2017);
- preparation and submission of the Draft Evaluation Report (12-23 January 2017)
- review of comments received, discussion with WV Finland (phone), preparation and submission of the Final Evaluation Report (7 March 2017), and
- presentation of the Final Evaluation Report to WV Finland and MFA (tentatively: March 2017).

## **5 Challenges and limitations**

One significant limitation in the evaluation process emerged with respect **to the issue of attribution**. Evaluation question number 6 in the Evaluation Plan sought information on the significant results in relation to the Development Programme objectives and verification whether those results would have not been achieved by other development measures in the working areas (attribution). Attribution is always a tricky issue to assess and measures to address it are few and often quite elaborate. One method would be to conduct identical studies and surveys in the programme area and a control area (at least two studies needed, a baseline and end of programme). These can be both costly and time consuming and may be creating false expectations in the control community. Second, slightly less cumbersome one, would be to use documents, records and statistics of local government actors, again to compare situation between the programme area and the control area. But collecting and verifying even this level of data requires days of working time and thus was not possible within a country visit lasting just a week.

To solve the issue, the Evaluation Team decided to focus on the processes and criteria used in the selection of working areas and on the design processes of ADPs in general. Questions were asked to ascertain to what extent NOs work in geographical areas where other major development partners or programmes were present at the time of initial design of an ADP and on the role of local government. In areas where World Vision is the only major actor, it can be deduced that largely the achieved results can be attributed to World Vision.

The Evaluation Plan suggested that the Evaluation Team would **visit only 2 countries** during the assignment. As far as sampling is concerned, two out of six is an adequate sample. However, with a slight increase in the evaluation resources probably three or four countries could have been visited which would have allowed the Evaluation Team to get a fairer picture of a large Development Programme. This is something for World Vision Finland to consider when future evaluations are planned.

## **ANNEX 3 LIST OF DOCUMENTS REVIEWED**

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34. WV Kenya 2015 Annual Report FY 2015
35. WV Perú 2016 Reporte Annual / Annual Report 2015
36. WV Sri Lanka 2015 Annual Review 2015



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## ANNEX 4 LIST OF PEOPLE INTERVIEWED

### FINLAND

#### World Vision Finland

1. Ms Tiina Antturi, CEO
2. Ms Annette Gothóni, International Programme Director
3. Mr Miikka Niskanen, Head of Humanitarian Aid and Grants
4. Ms Maija Seppälä, Program Advisor
5. Ms Saara Nokelainen, Program Advisor
6. Ms Merja Tikkanen-Vilagi, Program Advisor
7. Ms Janika Valtari, Program Assistant
8. Ms Pauliina Koponen, Communications Specialist
9. Ms Anna Palmén, Communications Officer
10. Ms Maria Rahikka, Fundraising Manager
11. Ms Maria Paassola, Marketing Manager
12. Mr Juha-Erkki Mäntyniemi, independent expert (until 9/2016 Innovation Director of World Vision Finland)

#### World Vision Finland Board

13. Ms Pirjo Ståhle, Chair of the Board
14. Mr Esa Ahonen, chair of the Audit and Risk Management Committee & Board member

#### Ministry for Foreign Affairs, Finland

15. Mr Jyrki Nissilä, Unit Chief, Unit for Civil Society
16. Mr Antti Putkonen, Counsellor
17. Ms Mirja Tonteri, Senior Officer

#### Weconomy Start -actors

18. Ms Susanna Palmroth, Palmroth Consulting (My Name Is-products), Vaasa
19. Ms Elina Voipio, Co-Founder, Duara Travels, Helsinki
20. Ms Eva Wissenz, CEO, Solar Fire Concentration, Tampere

### COLOMBIA

#### World Vision Colombia

21. Ms Inmaculada Maria Fernandez, Regional Coordinator
22. Ms Rosiris Rebolledo, Coordinator, Nace la Esperanza ADP
23. Mr Javier González, PDA Development Professional

### INDIA

#### World Vision India

24. Mr V A Praveen Kumar Samuel, National Coordinator – Evaluation, Chennai

25. Mr Jacob Varghese, Associate Director of PMO Bhopal
26. Mr Mohan Kumar Singh, Manager - DME, PMO – Bhopal
27. Ms Supriti Nayak, Sponsorship Operation Manager, PMO-Bhopal
28. Mr Babu George, Finance Manager, PMO-Bhopal

#### Indore Area Development Programme, Indore, Madhya Pradesh

##### ADP staff

29. Mr Ashutosh Cyril Joseph, Program Manager
30. Mr Sivakumar P, Coordinator, Strategic Alliance and Monitoring
31. Ms Smita Bramhane, Technical Specialist TP 1, formerly Weconomy Project Officer
32. Ms Sharmila Melon, Community Development Facilitator
33. Ms Sudha Rani, Community Development Facilitator
34. Mr Dipu Mallick, Coordinator, Supply Chain

#### Child Protection Unit (CPU) and Self-Help Group (SHG) members, Rehar Madarsa, Mansab Nagar

35. Ms Sagar Ansari, CPU, Sourab Bag
36. Ms Firoja Bee, CPU, Asherfi Nagar
37. Ms Julekha Bee, CPU, Asherfi Nagar
38. Ms Sheehaja Shaik, CPU, Asherfi Nagar
39. Ms Jahed Bee, SHG Mahenoor, Asherfi Nagar
40. Ms Sultane Bee, SHG Riza, Asherfi Nagar
41. Ms Ashiya, Mahak, Asherfi Nagar
42. Ms Nahid Khem, CPU, Asherfi Nagar
43. Ms Parvati Pawar, CPU, Mansab Nagar
44. Ms Rekha Sisadiya, SHG
45. Ms Hemlata, SHG
46. Ms Pushpa Chokare, CPU & SHG Chati Mayer
47. Ms Pramila, SHG, Dheerab Nagar
48. Ms Mariyam Bee, CPU, Mansab Nagar
49. Ms Aleema, SHG, Mansab Nagar
50. Ms Sunita Darbai, Shifa SHG, Mansab Nagar
51. Ms Sulahiya Bee, Shifa SHG, Mansab Nagar
52. Ms Jyoti Sisodiya, CPU
53. Ms Mamta Rishwakma, CPU
54. Ms Seeta, CPU, Asha Nagar
55. Ms Rehema Khan, Heera SHG, Sourab Bag
56. Ms Tasmin Khan, Mahi SHG, Badla
57. Ms Shemshed Khen, Mahi SHG, Badla
58. Ms Shabnum Aurishi, Ekta SHG, Mansab Nagar
59. Ms Nikky, Jagran SHG, Mansab Nagar
60. Ms Noori Bee, Jagran SHG, Mansab Nagar
61. Ms Sultana Bee, Heera SHG, Baba Kibag
62. Ms Nasrin Bee, Ronah SHG

63. Ms Raniv Bee, Ronah SHG

**Members of Children Clubs, Devki Nagar (all adolescent children, 13 F, 2 M)**

64. Ms Kajal Sharma, Pice Children, Devki Nagar  
65. Ms Parwati Sone, Pice Children, Asha Nagar  
66. Ms Vaishnavi Vishwakarma, Talent Children, Asha Nagar (A)  
67. Ms Mansi Malotiya, Talent Children, Asha Nagar (A)  
68. Ms Vishali Patel, Pice Children, Asha Nagar (B)  
69. Mr Raja Gangile, Pice Children, Asha Nagar (B)  
70. Mr Lokesh, Pice Children, Asha Nagar (B)  
71. Ms Vaishali Chauhan, Pice Children, Asha Nagar  
72. Ms Nisha Khandelwal, Pice Children, Asha Nagar  
73. Ms Payalvi Shwakama, Pice Children, Asha Nagar  
74. Ms Nisha Rajput, Pice Children, Asha Nagar  
75. Ms Aarti Tiwari, Pice Children, Devki Nagar  
76. Ms Priyanka Patel, Pice Children, Asha Nagar (B)  
77. Ms Preeti Chouhan, Pice Children, Devki Nagar  
78. Ms Hemnandi Nee, Pice Children, Devki Nagar

**Wecan Navsahas group members (Weconomy Start), Mansub Nagar**

79. Ms Sunita  
80. Ms Shabhan Sureshi  
81. Ms Badru Nisha  
82. Ms Laxmi  
83. Ms Shima  
84. Ms Manisha  
85. Ms Sandhaya  
86. Ms Jamila  
87. Ms Shahida Bhi  
88. Ms Rajiya Bee  
89. Ms Jameela  
90. Ms Heena  
91. Ms Reshma  
92. Ms Raziya  
93. Ms Nasreen Bee  
94. Ms Shaikh Bano  
95. Ms Suhaliya

**Economic Development Activity beneficiaries**

96. Mr Kailash Jaji  
97. Ms Sabita Vishwakarma  
98. Ms Jyothi Namdav

**Beneficiaries of ICICI Skills training**

99. Ms Priyaka Borasi  
100. Ms Shanti Upadhya  
101. Ms Nikita Parmak  
102. Ms Madhuri Kotinae

**NGO Partners (NGO Coalition), Indore**

103. Ms Firosha Shah, Secretary, Asharfi Nagar CPU  
104. Ms Suleka Syed, President, Asharfi Nagar CPU

105. Ms Rehana Khar, Principal, Khajrana, Indore  
106. Ms Bharati Neema, Programme Coordinator, CECOEDCON  
107. Ms Sayora Ansira, President, CPU Sarade Colony  
108. Mr Waseem Iqbal, Director, AAS (NGO)  
109. Mr Anamd Jakhan, Chief Functionary, DBSS  
110. Mr Girish L. Tulsulkar, ADT / Principal, RVTI for Women  
111. Ms Priti Chavan, Govt. Higher Secondary School Khajrana

**Hoshangabad Area Development Programme, Hoshangabad, Madhya Pradesh**

**ADP staff**

112. Mr Sandeep Singh, Program Manager  
113. Mr Arun Kumar Manker, Community Development Facilitator  
114. Mr K.B. Jaison, Coordinator, Supply Chain  
115. Ravison John, Community Development Facilitator

**SHG members, EDA beneficiaries and PD Hearth beneficiaries, Bicchua**

116. Mr Narmada Prasad, SHG & EDA  
117. Mr Ramdas, SHG & EDA  
118. Mr Kailash, SHG & EDA  
119. Mr Rajendra, EDA  
120. Ms Radha Bai, EDA  
121. Ms Sheela Bai, EDA  
122. Ms Geeta Bai, EDA  
123. Mr Lachhi Ram, EDA  
124. Mr Ravi Shankar, community member  
125. Mr Dharsan Singh, EDA  
126. Mr Bhikam Singh, community member  
127. Mr Chote Lal, Panchayat worker  
128. Mr Rameshwar, EDA  
129. Mr Rajendra, SHG member  
130. Ms Ganshi Bai, community member  
131. Ms Rewad Bai, SHG member  
132. Ms Saroj Bai, community member  
133. Ms Saroj Bai Sareyam, EDA  
134. Ms Yasoda Bai, EDA  
135. Ms Santo Bai, SHG  
136. Ms Santa Bai, SHG  
137. Ms Savitri Bai, SHG  
138. Ms Pooja Bai, Health Volunteer  
139. Ms Mamta, SHG member  
140. Ms Laichhi, SHG member  
141. Ms Talsa Bai, SHG member  
142. Ms Krishna Bai, EDA  
143. Ms Jijan Bai, EDA  
144. Mr Rambharose, SHG member  
145. Mr Prakash, EDA  
146. Mr Mukesh, SHG member  
147. Mr Ram Lal, SHG member  
148. Mr Brajesh, SHG member

149. Ms Shashi Bai, EDA  
150. Mr Raman, EDA  
151. Ms Vimla, SHG member  
152. Ms Sukhmani, SHG member  
153. Ms Sano Bai, SHG member  
154. Mr Hari Singh, community member  
155. Ms Jijana, SHG member  
156. Ms Allo Bai, SHG member  
157. Mr Braj Lal, SHG member
- Adolescent girls (beneficiaries of adolescent health programme) and members of Children's Clubs, Kamti**
158. Ms Anita  
159. Ms Nisha  
160. Ms Prtee  
161. Ms Neetu  
162. Ms Swait  
163. Ms Sapna  
164. Ms Prokna  
165. Ms Anguri Marskole  
166. Ms Varsa Paul  
167. Ms Sarita Kumre  
168. Ms Leela Utkey  
169. Ms Seeta Bhalavi  
170. Ms Kranti Dhurvey  
171. Ms Neetu Dhurvey  
172. Ms Santoshi Bhalavi  
173. Ms Jyoti Akke  
174. Ms Sangeeta Utkey  
175. Ms Ajita Sallam  
176. Ms Saniya Balavi  
177. Ms Rajni Gajjam  
178. Ms Rasmi Sarathiya  
179. Ms Snehlata Dhurvey  
180. Ms Suhani Dhurvey  
181. Ms Aarti Utkey  
182. Ms Anju Marskole  
183. Ms Aarti Dongrel  
184. Ms Sangeta Utkey  
185. Ms Girja Batti  
186. Ms Arehana Batti  
187. Ms Mohini Utkey  
188. Ms Devrashi Utkey  
189. Ms Sarta Tumram  
190. Ms Rajni Tumram  
191. Ms Neha Marskole  
192. Ms Ankita Batti  
193. Ms Shivani Ahirwar  
194. Ms Rakhi Pathariya  
195. Ms Manorama Prajapati, Warden, Government hostel

**Members of Children's Clubs, Nagatra**

196. Ms Shashti, president, Nav. Jagrati Children's Club  
197. Ms Rashni, secretary, Nav. Jagrati Children's Club

198. Ms Sonam Patel, member, Nav. Jagrati Children's Club  
199. Mr Gourav Dhurve, secretatary, Nav Chetna Children's Club  
200. Mr Sanjay, member, Nav Chetna Children's Club  
201. Mr Sumit, member, Nav Chetna Children's Club  
202. Ms Karita, member, Nav Chetna Children's Club  
203. Ms Sonam Mehra, president, Ankwar Children's Club  
204. Ms Hanee, member, Ankwar Children's Club  
205. Ms Anju, member, Ankwar Children's Club  
206. Ms Neelam, secretary, Ankwar Children's Club  
207. Ms Shivani, member, Ankwar Children's Club  
208. Ms Gulab Bhai, former Children's Club member

**Remedial Education Teachers, Nagatra**

209. Mr Dhunpal Mehra, REC Teacher  
210. Ms Sushama Mehra, REC Teacher

**Parents of children who have attended Remedial Education Classes (REC), Nagatra**

211. Ms Sanjana  
212. Ms Ramkali  
213. Ms Kosa Bai  
214. Ms Geeta  
215. Ms Meena  
216. Ms Kranti  
217. Ms Malti  
218. Ms Ramrati  
219. Ms Choti Bai  
220. Ms Rupa

**Disabled People's Organization, Hoshangabad, Sohagpur**

221. Mr Dinesh Kumar, president, Disabled People's Organization  
222. Ms Kuddeep Thakur, member  
223. Mr Chote Lal, member  
224. Mr Man Mohan, member  
225. Ms Hemvati, member  
226. Ms Ramvati, member  
227. Mr Ram Swarup, member

**CVA group, Dadinga**

228. Mr Rupesh Mehra, secretary  
229. Mr Ramkrishan Patel, member  
230. Mr Rajaman Patel, member  
231. Mr Santosh Patel, president  
232. Mr Laxmi Narayan, member  
233. Mr Santosh Patel, member  
234. Mr Surendra Patel, member  
235. Mr Jeetendra Patel, member  
236. Mr Aarindra Patel, member  
237. Mr Tikaram Patel, member  
238. Mr Siyamsingh Patel, member  
239. Mr Trun Patel, member  
240. Mr Balram Patel, member

- 241. Mr Randheer Patel, member
- 242. Mr Manohar Prajapati, member
- 243. Mr Patiram Patel, member

#### **Local partners**

- 244. Ms Anamika Chari, Sector Supervisor, Integrated Child Development Services (ICDS)
- 245. Dr (Ms) Rekha Gaur, Block Development Officer, Health Department, Government of India

### **KENYA**

#### **World Vision Kenya**

- 246. Mr James Ang'awa Anditi, Director Operations Support
- 247. Mr Jonathan Sunday Magero, Research, Documentation & Knowledge Management Co-ordinator
- 248. Mr Mark Mutai, Regional Monitoring, Evaluation and Capacity Building Officer
- 249. Ms Cecilia Mutanu, Program Officer - Operations

### **PERU**

#### **World Vision Peru**

- 250. Mr Caleb Meza, Director
- 251. Ms Jessica Ferrañan Alcalde, Director of Operations
- 252. Mr Roberto Chugaimbalqui, Coordinator
- 253. Ms. Aurea Rojas, Sponsorships coordinator
- 254. Mr Victor Torres Aspillaga, DMA Specialist
- 255. Ms Zulma García Gómez, DMA Coordinator
- 256. Mr Jose Torres, Advocacy
- 257. Ms Gabriela Llona Lecca, Financial analyst
- 258. Mr Jose Espino Moran, Financial manager

#### **Mosoq Ayllu Area Development Programme, Pitumarca, Mosoq Ayllu**

##### **ADP staff**

- 259. Mr Federico Fernández, ADP Coordinator
- 260. Mr Hugo Camacho, Development facilitator
- 261. Mr Marino Ccorimanya Gutierrez, Development facilitator
- 262. Mr Winston Jorge, Administrative assistant
- 263. Ms Olivia Chuquichampi, Sponsorship assistant
- 264. Mr Roberto Mandura, Administrative assistant

#### **Primary school, Karhui**

- 265. Ms Juana Huaccoto Bejar, School principal and teacher

#### **Pupils (6-11 years old, Reading library), Primary school, Karhui**

- 266. Ms Miriam
- 267. Mr Emerson
- 268. Ms Ana
- 269. Mr Javier

- 270. Mr Raul
- 271. Ms Ayde

#### **Pupils (12-17 years old) from Libertadores de America and Almirante Miguel Grau secondary schools, Pitumarca and Checacupe (entrepreneurship classes)**

- 272. Mr Yudino R. Huayamo
- 273. Ms Jhanet Vanessa Huaman Mazz
- 274. Ms Ana Maria Riquerdo Quispe
- 275. Mr Fidel Dias Melu
- 276. Ms Katy Milagros Champi Quis
- 277. Ms Adel Hanco Leon
- 278. Mr José Carlos Jostiniani Huanca
- 279. Mr Gostavo Pocko Castillo
- 280. Mr Alvaro Armando Quispe Santacruz
- 281. Mr Joel Moises Laucata Guzman
- 282. Mr Jose Bernabé Davila Armuto
- 283. Mr Erick Joel Apfata Huanca
- 284. Mr Alejo Chuquichampi Huaman
- 285. Mr Alex W. Quispe Ccallo
- 286. Ms Melmi Vilcahuaman Carazas
- 287. Ms Najely Davila Armuto
- 288. Ms Delia Huaman Consa
- 289. Ms Liceth Sovia Hanco
- 290. Ms Steffany Rivera
- 291. Ms Tharia Yesabel Castro Quispe
- 292. Ms Flor Alexandra Meza Venqua

#### **Teachers, Almirante Miguel Grau secondary school (entrepreneurship classes)**

- 293. Mr J. Acostupa Paulalos
- 294. Mr Dante Quispe Araoz
- 295. Mr Hugo Bellido Monterda
- 296. Mr Victor Arauca
- 297. Mr Maximo Roverco

#### **Parents from Karhui, Uchulluclo and Osefina communities**

- 298. Mr Rafael Quispe
- 299. Ms Julia Melo
- 300. Ms Jesusa Cusihoata
- 301. Ms Victoria
- 302. Ms Jackoline Quispe
- 303. Ms Epifania Guso
- 304. Ms Policarpio Quippo
- 305. Ms Rosa Cjuno

#### **Local authorities, Pitumarca**

- 306. Mr Reynaldo Rojas Barsutes, Coordinador de Red Educativa de Pitumarca
- 307. Mr Gomez Villamarin, Sub Oficial Juvenal, Comisario Pitumarca
- 308. Mr Ernesto Husnan Maldonado, Sub prefecto Checacupe
- 309. Mr Leon Quispe Quispe, Sub Prefecto Pitumarca



- 310. Mr Eloy Sanata Mayu, Representante Municipal de Checacupe
- 311. Mr Eusebio Huarsuta Chuquichaupi, Representante Municipal de Pitumarca
- 312. Ms Nelida Ccarita Cesihuota, Regidora Municipal de Pitumarca

**Children with disability, Chari primary school, Chekakuta**

- 313. Ms Fany
- 314. Ms Yesena

**Principal / Teacher, Chari primary school, Chekakuta**

- 315. Mr Victor Huillca, teacher and principal of the school

**Primary school children, Control community Santo Domingo, Acopia**

- 316. Ms Kely Chaupi Paz
- 317. Ms Medaly Sutta Chaupi
- 318. Ms Delvia Sutta Mamani
- 319. Ms Pamela Quispe Pachó
- 320. Ms Melinda Sutta Chaupi
- 321. Ms Karla Choque Puma
- 322. Ms Sharaly Cclasa Chaupi
- 323. Mr Haleen Apaço Choque
- 324. Mr Brayan Chaupi Quispe
- 325. Mr Ray Choque Chaupi
- 326. Ms Marisol Sutta Colque
- 327. Mr José Choque Gamarro
- 328. Mr Edgar Choque Chaupi
- 329. Mr Smith Tita Niño
- 330. Ms Christina Quispe Mamani
- 331. Ms Noeli Laguna Paseja
- 332. Ms Irma Ccasa Sutta

**Parents, Control community Santo Domingo, Acopia**

- 333. Ms Jacinta Chaupi Quispe
- 334. Ms Marcelina Quispe Sutte
- 335. Mr Jesus Chaupi Sencco
- 336. Mr Basilio Choque Tinta
- 337. Ms Lidia Chaupi Ccasa
- 338. Mr Seferino Sutta Ccasa
- 339. Mr Eulesterio Choque Ccasa
- 340. Ms Carminia Sutta Quispe
- 341. Ms Cerila Mamani Huilles
- 342. Ms Agripina Chaupi Chaupi
- 343. Ms Vilma Mamani Ayala
- 344. Ms Idalia Pareja Aubere
- 345. Ms Luz Marina Paz Gonzalez
- 346. Ms Norma Puma Huamani
- 347. Mr Edgar Aparicio Quispe
- 348. Ms Casimira Choque Tinta

**Local authorities, San Pablo (control community)**

- 349. Mr Mario Perez, Coordinator, education
- 350. Dr Jessica, Community defence officer

**El Salvador Area Development Programme, Villa El Salvador, Lima**

**ADP staff**

- 351. Mr Omar Galvez, ADP Coordinator
- 352. Ms Lucia Escobar, Development facilitator
- 353. Ms Natalia Huarcaya Sponsorship assistant
- 354. Ms Selena Perales, Development facilitator
- 355. Ms Nery Martinez, Development facilitator

**Women's emergency center (in Villa Maria del Triunfo)**

- 356. Ms Daniela Mendoza, Coordinator

**Primary school children (8-12 years old, reading library), Micaela Primary School, El Salvador, Lima**

- 357. Mr Victor Carlos Tomas Mallea
- 358. Mr Abel Luis Angel Simon
- 359. Mr Fernandez Rojas
- 360. Ms Fiorella Vivar Llauto
- 361. Mr Kevin Alcosar Llauque
- 362. Mr Andres Halanoca Pino
- 363. Ms Nataly Llacely Torres
- 364. Mr Jhon Jairo Hinojo
- 365. Mr Marcos Cai Huanaca
- 366. Ms Susana Molina Quispe

**Teachers, Micaela Primary School, El Salvador, Lima**

- 367. Ms Milagros Causcho
- 368. Ms Rosa Flores
- 369. Ms Gladys Medina

**Pupils (15-18 years old), Micaela Secondary School, El Salvador, Lima (entrepreneurship classes)**

- 370. Ms Fabiola Diana Tinco Chillace
- 371. Ms Flor Karina Caro Quispe
- 372. Ms Daniela Yesenia Chavez Mozombite
- 373. Ms Jackeline Marycielo Zapata Bedoya
- 374. Ms Marie L. Jauregui Ocampo
- 375. Ms Luz Angela Jaroi Cuchillo
- 376. Ms Ana Cristina Chauca Valencia
- 377. Ms Evelin Liz Hanco Paez
- 378. Mr Bryan Smit Urbano
- 379. Ms Nicole Valery Flores Rodriguez

**Management, Micaela Secondary School, El Salvador, Lima**

- 380. Ms Malin Elena Salazar Castillo, Sub Directora Inicial & Primeria
- 381. Ms milagros Duque Castillo, Directora Secundaria

**Health center "Centro materno San Jose"**

- 382. Elizabeth Rosadio, Health professional

**Representatives of Children's clubs, El Salvador ADP**

- 383. Mr Alexander Garay Purca
- 384. Mr Hailton Ilarie Ancari
- 385. Ms Adriana Maricielo Estalla
- 386. Ms Ruth Oyeda Gregorio

- 387. Ms Maria Fernanda Alvarado Perez
- 388. Ms Zavola Briana Murillo Rafael
- 389. Mr Lucero Blancos Pinares
- 390. Ms Hermita Gerardo Vallejo
- 391. Ms Lillio Paredes Ortiz
- 392. Ms Asley Ojeda Gregorio
- 393. Mr Marcos Inga Carhuamaca
- 394. Mr Hugo de la Torre Viuanco

**A child with disabilities and her mother**

- 395. Ms Natalia Lopez Mayta
- 396. Ms Natividad Mayta Molina

**SRI LANKA**

**World Vision Lanka**

- 397. Mr W. Sudesh N. Rodrigo, Zonal Manager, Field Operations

**UGANDA**

**World Vision Uganda**

- 398. Mr Edward Mugeni, Programme Manager
- 399. Ms Susan Komugisha, Design Monitoring & Evaluation Officer

## **ANNEX 5 FIELD MISSION PROGRAMMES (PERU AND INDIA)**

### **Field Mission to Peru (Pia Pannula Toft)**

<b>Date</b>	<b>Activities</b>
Sat 26 Nov 2016	Departure from home (Søborg, DK), flight Copenhagen-Amsterdam-Lima
Sun 27 Nov 2016	Rest
Mon 28 Nov 2016	Meetings with WV Peru National staff Flight Lima-Cusco
Tue 29 Nov 2016	Drive from Cusco to Pitumarca. Meetings and community visits in the Mosoq Ayllu Area Development Programme: <ul style="list-style-type: none"> <li>• ADP team</li> <li>• Primary school in Karhui (principal/teacher and pupils in a reading library)</li> <li>• Secondary school pupils participating in entrepreneurship classes</li> <li>• Teachers (entrepreneurship classes)</li> <li>• Parents</li> </ul>
Wed 30 Nov 2016	Drive from Sicuani to Pitumarca Meetings and community visits in the Mosoq Ayllu ADP partners <ul style="list-style-type: none"> <li>• Local authorities</li> <li>• Primary school pupils with disability</li> </ul> Drive from Pitumarca to Acopia Meetings and community visits in a control community Acopia <ul style="list-style-type: none"> <li>• Primary school pupils</li> <li>• Parents</li> </ul> Drive from Acopia to Sicuani
Thu 1 Dec 2016	Drive from Sicuani to San Pablo Meetings in a control community <ul style="list-style-type: none"> <li>• Local authorities</li> <li>• Meeting/Feedback session with ADP management</li> </ul> Drive from San Pablo to Cusco Flight Cusco-Lima
Fri 2 Dec 2016	Meetings and community visits in El Salvador Area Development Programme, in Villa El Salvador, Lima: <ul style="list-style-type: none"> <li>• ADP staff</li> <li>• Women’s emergency center (in Villa Maria del Triunfo).</li> <li>• Primary school children</li> <li>• Secondary school children</li> <li>• Teachers</li> <li>• Health professionals</li> </ul>
Sat 3 Dec 2016	Meetings and community visits in El Salvador Area Development Programme, in Villa El Salvador, Lima: <ul style="list-style-type: none"> <li>• Members of Children’s Clubs</li> <li>• Family with a disabled child</li> </ul> Flight Lima-Amsterdam
Sun 4 Dec 2016	Flight Amsterdam – Copenhagen Arrival at home

**Field Mission to India (Kristiina Mikkola)**

<b>Date</b>	<b>Activities</b>
Sat 3 Dec 2016	Departure from home (Kangasala), flight Helsinki-Delhi
Sun 4 Dec 2016	Flight Delhi-Indore
Mon 5 Dec 2016	Meetings and community visits in the Indore Area Development Programme: <ul style="list-style-type: none"> <li>• ADP team</li> <li>• Child Protection Units and Self-Help Groups</li> <li>• EDA beneficiaries</li> <li>• Children and youth</li> </ul>
Tue 7 Dec 2016	Meetings in Indore ADP continued <ul style="list-style-type: none"> <li>• Wecan Navsahas group (Weconomy Start)</li> <li>• Local partners (NGO Coalition)</li> <li>• Feedback to the ADP</li> </ul> Drive from Indore to Bhopal
Wed 6 Dec 2016	Meeting with WV India PMO staff, Bhopal
Thu 8 Dec 2016	Drive from Bhopal to Hoshangabad (Sohagpur) Meetings and community visits in Hoshangabad Area Development Programme: <ul style="list-style-type: none"> <li>• Members of SHGs, EDA beneficiaries and PD Hearth Mothers Group members, Bicchua</li> <li>• Adolescent Girls Group members, Kamti</li> </ul>
Fri 9 Dec 2016	Meetings and community visits in Hoshangabad ADP continued: <ul style="list-style-type: none"> <li>• Children Club group members, Nagatra</li> <li>• Parents and teachers involved in Remedial Class activities, Nagatra</li> <li>• Group of beneficiaries with various disabilities (various communities)</li> <li>• CVA group, Dadinga</li> </ul>
Sat 10 Dec 2016	Meetings and community visits in Hoshangabad continued: <ul style="list-style-type: none"> <li>• Briefing of the ADP achievements, ADP team</li> <li>• Local partners</li> <li>• Feedback to the ADP</li> </ul> Drive Hoshangabad – Bhopal Flight Bhopal-Delhi
Sun 11 Dec 2016	Flight Delhi-Helsinki, arrival at home

## ANNEX 6 LOGICAL FRAMEWORK OF THE DEVELOPMENT PROGRAMME

Objective level	Objective statement	Indicators
Goal	Sustained well-being of children within families and communities, especially the most vulnerable	No indicators; this is keeping with the logic of World Vision International
Outcome	Improved well-being of 380 000 children in the working areas	1. Coverage of essential vaccines among children Percentage of children aged 12–23 months fully immunized (BCG, Measles and 3 doses each of Polio/DPT verified by vaccination card (vaccination card seen by the interviewer) and mother's recall
		2. Proportion of infants whose births were attended by skilled birth attendant Percentage of mothers of children aged 0–23 months whose last birth was attended by a skilled birth attendant
		3. Prevalence of underweight in children under five years of age Percentage of children aged 0-59 months whose weight for age is less than minus two standard deviations from the median (WAZ) for the international reference population ages 0–59 months.
		4. Proportion of children who are functionally literate Percentage of children who can read with comprehension at functional levels near completion of a basic education programme (tested by FLAT tool)
		5. Proportion of children who have completed six years of basic education in a structured learning institution Percentage of children age 12-18 years old who have completed at least six years of primary schooling in a structured learning environment
		6. Proportion of youth who know of the presence of services and mechanisms to receive and respond to reports of abuse, neglect, exploitation or violence against children Percentage of youth aged 12–18 years who know what to do or an adult they would turn to in case of abuse, neglect, exploitation or violence, and know that such services exist to protect them.
		7. Proportion of households where one or more adults are earning an income

Objective level	Objective statement	Indicators
		Percentage of households where at least one adult is earning a consistent income, to meet household needs through sale/exchange of own produce, labour (self- employed) or wage employment (working for someone else).
Outputs	1 Improved skills and capacities of children for life	
	2 Improved opportunities of children to participate and good quality child protection mechanisms (children’s parliaments, child abuse cases, cooperation with government officials)	
	3 Improved health status of children (awareness, vaccinations, nourishment)	
	4 Children’s improved food security and care by the parents after the household income has diversified (micro credits, diversified sources of income, improved agriculture)	
	5 Improved opportunities of children to experience love and establish positive social relationships (free time activities, position of children in families and in the community)	
	6 Improved opportunities of children to cope with crises and disaster situations	

## ANNEX 7 DATA ON PROGRAMME BENEFICIARIES

Table a Beneficiaries per ADP / Project in 2015

Country / Programme	Program impact area population					Direct participants (beneficiaries)					Reference (data source)	Comments
	Male (adult)	Female (adult)	Boy	Girl	Total	Male (adult)	Female (adult)	Boys	Girls	Total		
<b>INDIA</b>												
Rajnandgaon ADP	32388	30992	9069	8672	81 121	6500	6500	5500	5500	24 000	PDD July 2012	
Moshangabad ADP	16 202	14 986	12 780	8 881	52 849	9 041	7 940	4 057	3 777	24 815	Area Program Plan 24.11.2015	
Indore ADP	7 995	7 442	6 552	5 922	27 911	7 995	7 442	6 552	5 922	27 911	Evaluation TOR & Design 2016	
Sagar ADP	6 438	7 792	4 666	6 381	25 277	6 438	7 792	4 666	6 381	25 277	Email Sadhan Pramanik 9.11.2016	i)
Yavatmal ADP	12 849	12 347	2 566	2 416	30 178	11 050	6 312	930	1 116	19 408	Email Sadhan Pramanik 8.11.2016	
<b>India total</b>	<b>75 872</b>	<b>73 559</b>	<b>35 633</b>	<b>32 272</b>	<b>217 336</b>	<b>41 024</b>	<b>35 986</b>	<b>21 705</b>	<b>22 696</b>	<b>121 411</b>		
<b>SRI LANKA</b>												
Kalpitiya ADP	16 768	16 851	5 247	5 191	44 057	16 768	16 851	5 247	5 191	44 057	Programme Design Document June 2014	
Pheuwewa ADP	10 234	10 372	4 728	4 638	29 972	5 274	5 240	2 531	2 517	15 562	PDD 2014	
<b>Sri Lanka total</b>	<b>27 002</b>	<b>27 223</b>	<b>9 975</b>	<b>9 829</b>	<b>74 029</b>	<b>22 042</b>	<b>22 091</b>	<b>7 778</b>	<b>7 708</b>	<b>59 619</b>		
<b>PERU</b>												
El Salvador ADP	3 863	4 020	2 209	2 299	12 391	289	439	2 373	2 671	5 772	PDD Dec 2012	
Moscoq Ayllu ADP	5 308	5 525	886	924	12 643	575	723	811	785	2 894	Email Marino Ccorimanya Gutierrez 16.11.16	
Renacer ADP	4 292	4 455	3 399	3 704	15 850	280	750	580	620	2 230	PDD 2013	
<b>Peru total</b>	<b>13 463</b>	<b>14 000</b>	<b>6 494</b>	<b>6 927</b>	<b>40 884</b>	<b>1 144</b>	<b>1 912</b>	<b>3 764</b>	<b>4 076</b>	<b>10 896</b>		
<b>COLOMBIA</b>												
Nace la Esperanza ADP	600	900	2 200	2 424	6 124	77	779	1 299	1 390	3 545	Beneficiary table dated 11 Nov 2016 (for year 2015)	ii)
Vida en Abundancia ADP	4 850	4 850	3 250	3 250	16 200	4 850	4 850	3 250	3 250	16 200	PDD Nov 2009	iii)
<b>Colombia total</b>	<b>5 450</b>	<b>5 750</b>	<b>5 450</b>	<b>5 674</b>	<b>22 324</b>	<b>4 927</b>	<b>5 629</b>	<b>4 549</b>	<b>4 640</b>	<b>19 745</b>		
<b>KENYA</b>												
Meibeki ADP	22 028	21 678	5 446	5 500	54 652	12 986	12 104	5 496	5 505	36 091	PDD Oct 2013	
Mogotio ADP	4 837	4 768	6 901	6 970	23 476	5 590	5 250	3 000	3 000	16 840	PDD Aug 2012	
Sook ADP	10 809	11 153	11 257	11 228	44 447	5 370	5 891	11 257	11 228	33 746	PDD 2013	iv)
Tinderet ADP	11 202	11 496	5 813	6 387	34 898	4 101	4 269	6 151	6 403	20 924	PDD June 2014	
Ngoswet ADP	7071	9729	10549	10855	38 204	7071	9729	10549	10855	38 204	Info from SWV	
Karibangi Youth Project	41 860	39 428	0	0	81 288	135	165			300	SWV / Excel	v)
Tuinuke Women's House	0	0	0	0	0	0	2 707	60	60	2 827	Email A Gothoni 7.12.2016	vi)
Weconomy Start: Gosol Karemo	10 046	9 274	15 070	13 910	48 300	20	5	235	231	491	SWV / Excel	vii)
<b>Kenya total</b>	<b>107 853</b>	<b>107 526</b>	<b>55 036</b>	<b>54 850</b>	<b>325 265</b>	<b>35 273</b>	<b>40 120</b>	<b>36 748</b>	<b>37 282</b>	<b>149 423</b>		
<b>UGANDA</b>												
Nabuyoga ADP	11 836	11 968	6 291	6 548	36 643	2 500	2 600	1 250	1 300	7 650	PDD Nov 2012	
Kirewa ADP	15 611	13 721	8 350	7 307	44 989	8 500	8 500	6 000	6 000	29 000	PDD 2013	
Busia ADP	21 822	24 802	22 576	19 397	88 597	4 933	5 700	7 343	7 813	25 789	SWV / Email 9 Nov 2011 (forwarded by MS)	
<b>Uganda total</b>	<b>49 269</b>	<b>50 491</b>	<b>37 217</b>	<b>33 252</b>	<b>170 229</b>	<b>15 933</b>	<b>16 800</b>	<b>14 593</b>	<b>15 113</b>	<b>62 439</b>		
<b>GRAND TOTAL</b>	<b>278 909</b>	<b>278 549</b>	<b>149 805</b>	<b>142 804</b>	<b>850 067</b>	<b>120 343</b>	<b>122 538</b>	<b>89 137</b>	<b>91 515</b>	<b>423 533</b>		
<p>Comments:</p> <p>i) Impact area population not provided; direct participant numbers copied to the impact columns.</p> <p>ii) The two programmes were merged from the beginning of 2016. The beneficiary numbers are:</p> <p>iii) The numbers provided in the PDD do not add up (no gender split available); 50-50 split was applied in estimating the figures.</p> <p>iv) In the impact columns, the number of children (boys and girls) was copied from the direct participant columns.</p> <p>v) The original documentation was not available. It is not clear whether the impact population numbers are in the right range (comparing with only 300 direct participants).</p>												

*Table b Direct participants and programme impact area population in the partner countries (2015)*

Country	Impact area population		Direct participants	
	Persons	%	Persons	%
India	217 336	25.6	121 411	28.7
Sri Lanka	74 029	8.7	59 619	14.1
Peru	40 884	4.8	10 896	2.6
Colombia	22 324	2.6	19 745	4.7
Kenya	325 265	38.3	149 423	35.3
Uganda	170 229	20.0	62 439	14.7
<b>Total</b>	<b>850 067</b>	<b>100</b>	<b>423 533</b>	<b>100</b>

Note: Impact area population includes also direct participants. Additional impact area population is therefore estimated to be 426 534.



## **ANNEX 8 BUDGET AND EXPENDITURE OF AREA DEVELOPMENT PROGRAMMES AND SPECIAL PROJECTS**

*Table a Original financing plan of the WV Finland Development Programme 2015-2017 (Source: the Development Programme Plan, 2014)*

Year	Government funding, EUR	Own funding, EUR	Total, EUR	Own funding, %
2015	5 500 000	2 404 900	7 904 900	30
2016	5 500 000	2 380 543	7 880 543	30
2017	5 500 000	2 496 109	7 996 109	31
<b>Total</b>	<b>16 500 000</b>	<b>7 281 552</b>	<b>23 781 552</b>	<b>31</b>

*Table b WV Finland Development Programme Expenditure 2015 (Source: WV Finland)*

Main cost category	Government funding, EUR	Own funding, EUR	Total, EUR	Own funding, %
ADPs and projects	4 282 160	1 368 339	5 650 499	24
Programme management expenses	433 739	138 599	572 338	24
Communication	290 501	92 828	383 329	24
Management expenses	493 599	157 727	651 326	24
<b>Total</b>	<b>5 499 999</b>	<b>1 757 493</b>	<b>7 257 492</b>	<b>24</b>

*Table c WV Finland Development Programme Budget 2016 (Source: WV Finland)*

Main cost category	Government funding, EUR	Own funding, EUR	Total, EUR	Own funding, %
ADPs and projects	2 431 350	1 890 850	4 322 200	44
Programme management expenses	227 000	176 500	403 500	44
Communication	140 650	109 350	250 000	44
Management expenses	311 000	241 800	552 800	44
<b>Total</b>	<b>3 110 000</b>	<b>2 418 500</b>	<b>5 528 500</b>	<b>44</b>

Table d Programme budget per country and programme / project (2015 & 2016) Source: WV Finland Development Programme reporting, financial summary tables)

Programme	Budget, EUR		Total
	2015	2016	
<b>INDIA</b>			
Rajnandgaon ADP	284 600	308 300	592 900
Hoshangabad ADP	276 900	300 000	576 900
Indore ADP	223 100	25 000	248 100
Sagar ADP	242 300	25 000	267 300
Yavatmal ADP	234 600	0	234 600
<b>India total</b>	<b>1 261 500</b>	<b>658 300</b>	<b>1 919 800</b>
<b>SRI LANKA</b>			
Kalpitiya ADP	300 000	325 000	625 000
Ehetuwewa ADP	246 200	25 400	271 600
<b>Sri Lanka total</b>	<b>546 200</b>	<b>350 400</b>	<b>896 600</b>
<b>PERU</b>			
El Salvador ADP	261 500	240 800	502 300
Mosoq Ayllu ADP	330 800	304 600	635 400
Renacer ADP	284 600	262 100	546 700
<b>Peru total</b>	<b>876 900</b>	<b>807 500</b>	<b>1 684 400</b>
<b>COLOMBIA</b>			
Nace la Esperanza ADP	430 800	397 700	828 500
Vida en Abundancia ADP	284 600	0	284 600
<b>Colombia total</b>	<b>715 400</b>	<b>397 700</b>	<b>1 113 100</b>
<b>KENYA</b>			
Meibeki ADP	384 600	291 700	676 300
Mogotio ADP	423 100	375 000	798 100
Sook ADP	307 700	125 000	432 700
Tinderet ADP	384 600	166 700	551 300
Ngoswet ADP	100 000	275 000	375 000
Tuinuke	38 500		38 500
Kariobangi Youth ... Project	77 000	83 300	160 300
<b>Kenya total</b>	<b>1 715 500</b>	<b>1 316 700</b>	<b>3 032 200</b>
<b>UGANDA</b>			
Nabuyoga ADP	292 300	258 300	550 600
Kirewa ADP	292 300	283 300	575 600
Busia ADP	238 500	250 000	488 500
<b>Uganda total</b>	<b>823 100</b>	<b>791 600</b>	<b>1 614 700</b>
<b>GRAND TOTAL</b>	<b>5 938 600</b>	<b>4 322 200</b>	<b>10 260 800</b>

Table e Expenditure and Delivery rates of ADPs and projects in 2015

Programme	2015		%, Expenditure of budget
	Budget, EUR	Expenditure, EUR	
<b>INDIA</b>			
Rajnandgaon ADP	284 600	223 470	79
Hoshangabad ADP	276 900	215 805	78
Indore ADP	223 100	156 246	70
Sagar ADP	242 300	144 198	60
Yavatmal ADP	234 600	230 249	98
Inclusive Devt Project		3 538	
<b>India total</b>	<b>1 261 500</b>	<b>973 506</b>	<b>77</b>
<b>SRI LANKA</b>			
Kalpitiya ADP	300 000	302 936	101
Ehetuwewa ADP	246 200	236 290	96
<b>Sri Lanka total</b>	<b>546 200</b>	<b>539 226</b>	<b>99</b>
<b>PERU</b>			
El Salvador ADP	261 500	248 083	95
Mosoq Ayllu ADP	330 800	288 623	87
Renacer ADP	284 600	286 306	101
<b>Peru total</b>	<b>876 900</b>	<b>823 012</b>	<b>94</b>
<b>COLOMBIA</b>			
Nace la Esperanza ADP	430 800	455 069	106
Vida en Abundancia ADP	284 600	221 249	78
<b>Colombia total</b>	<b>715 400</b>	<b>676 318</b>	<b>95</b>
<b>KENYA</b>			
Meibeki ADP	384 600	356 857	93
Mogotio ADP	423 100	473 870	112
Sook ADP	307 700	317 931	103
Tinderet ADP	384 600	465 056	121
Ngoswet ADP	100 000	107 962	108
Tuinuke	38 500	19 005	49
Kariobangi Youth ... Project	77 000	62 052	81
Gosol Karemo			
<b>Kenya total</b>	<b>1 715 500</b>	<b>1 802 733</b>	<b>105</b>
<b>UGANDA</b>			
Nabuyoga ADP	292 300	320 264	110
Kirewa ADP	292 300	294 346	101
Busia ADP	238 500	221 095	93
<b>Uganda total</b>	<b>823 100</b>	<b>835 705</b>	<b>102</b>
<b>GRAND TOTAL</b>	<b>5 938 600</b>	<b>5 650 500</b>	<b>95</b>