

Effectiveness Report

2019

Transform.
Empower.
Advocate.
Restore.

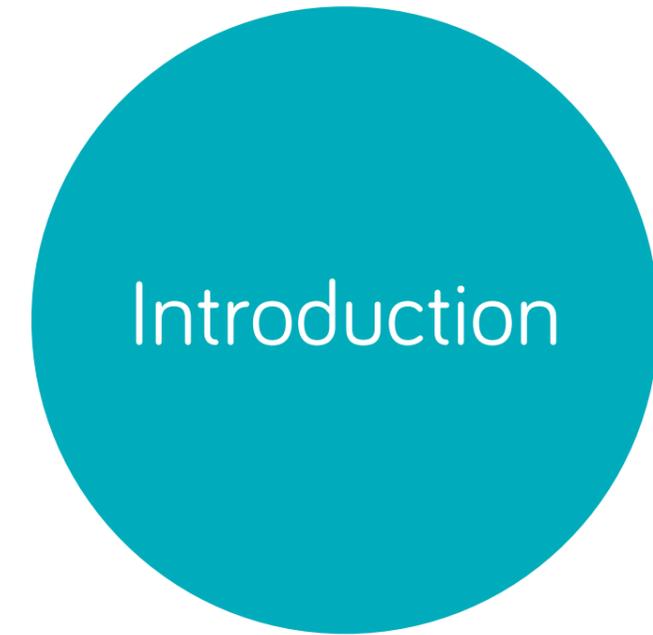


TEAR
AUSTRALIA



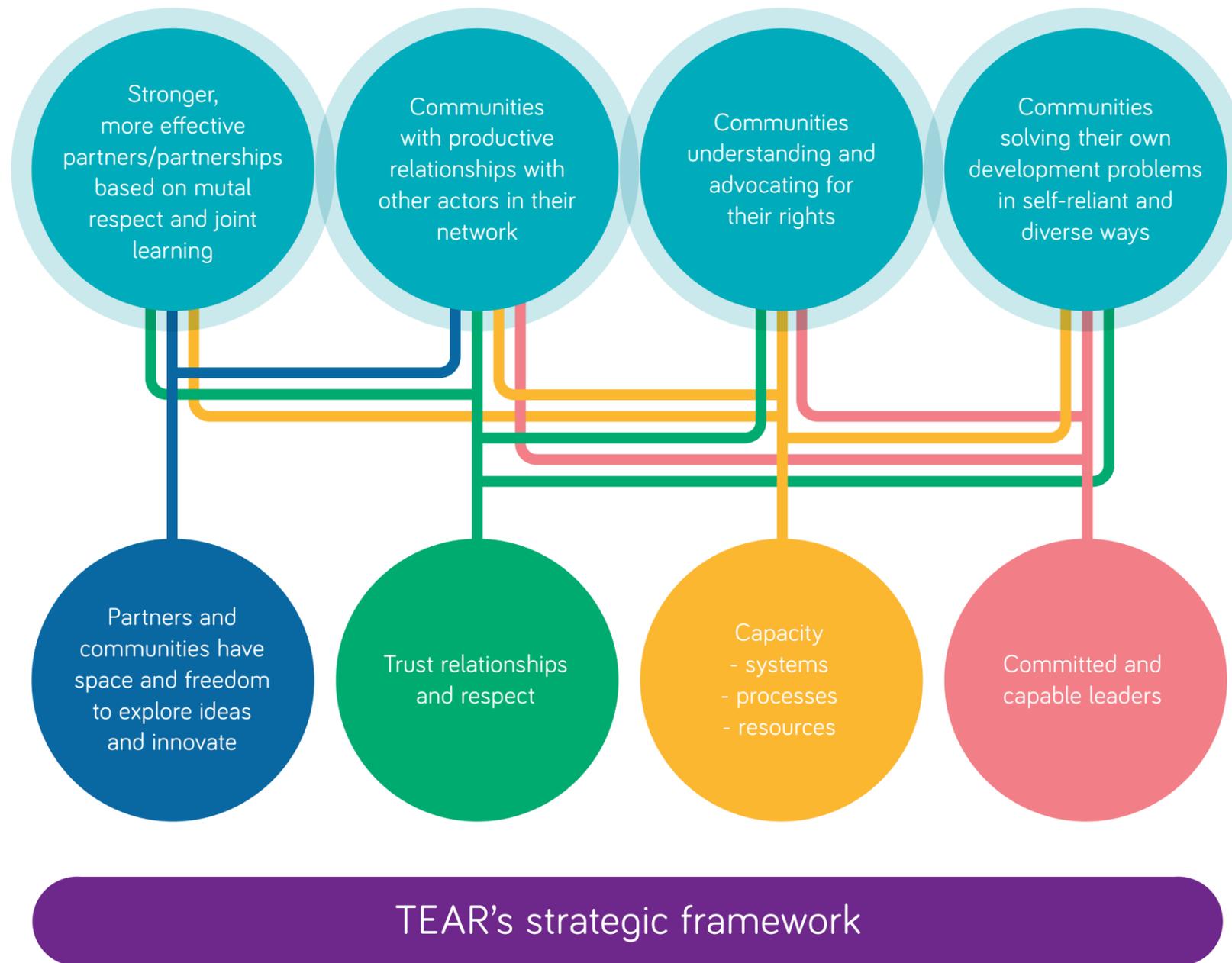
Contents

Introduction	01
Scale of Impact	04
Sustainable Development Goal 1: No Poverty	06
Case Study: Building Resilience	07
Sustainable Development Goals 2, 3 & 6: Health Hunger & Sanitation	08
Case Study: Lapuko Rose	09
Sustainable Development Goal 5: Gender Equality	10
Case Study: Sanaya	11
Focus Strengthening: Civil Society	13
Strengthening civil society at a local level EFICOR – Chenchu project	14
Supporting civil society actors: Peace Bridges & PNKS	18
Strengthening partners	21
Listening to our partners	25
Social Return on Investment	26
Case study: A New Bridge in Tamil Nadu	30
Humanitarian Review	32



Strengthening civil society and local partner organisations has been a focus area for TEAR since its foundation in 1971. TEAR believes that local people are best able to determine their own development, and that our role is to enable, support and strengthen their efforts to do so. This principle is a foundation of TEAR’s theory of change that has as two of its pillars the development of strong partners and partnerships, and local communities solving their own problems in self-reliant and diverse ways.

Four 'pillars' of change



Accordingly, TEAR Australia works through partnerships with civil society organisations to support and enable change to occur. TEAR's Guidelines for International Program Development and Relief Assistance state:

TEAR seeks to build partnerships characterised by:

- shared Christian identity and values;
- a common vision for human rights and poverty-focused, community-based development work;
- the practice of trust, respect, fairness, and responsibility in organisational relationships;
- mutually accountable relationships;
- a mutual desire to learn and develop as organisations;
- a shared commitment to improve the effectiveness of work and, ultimately, its impact in poor and marginalised communities.

TEAR supports the efforts of partners to strengthen and grow their organisations, build their technical and management skills, and increase the effectiveness and sustainability of their work. TEAR is committed to working with partners we classify as emerging and evolving community organisations, recognising that they may benefit from more intensive partnership relationships than more established organisations usually require¹.

The 2019 TEAR Australia Effectiveness Report explores different ways that TEAR Australia has helped its partners strengthen and build civil society to bring about positive change in communities.

The report details the number of people who have been involved in work that TEAR Australia has supported in the past year, and does this by categorising the work by the Sustainable Development Goal (SDG) that the project is working towards. We will then examine how TEAR Australia has supported civil society in its project work, its support of local partner organisations, specifically through the People and Partners Organisational Strengthening Initiative (PPOS), and how local partners have been supported in humanitarian response. A Social Return on Investment study has been done on one of the projects that TEAR supports, and this will be explained and the results analysed and assessed. Finally, there will be a brief summary of the ways that TEAR Australia has been engaged in humanitarian response over the past year, and how this has linked with civil society.

¹ TEAR Australia (2017) Guidelines for International Program Development and Relief Assistance p.1 https://assets.tear.org.au/files/TEAR_Guidelines-for-Development-and-Relief-Assistance_2018-1.pdf

Scale of Impact



Calculating the exact number of people involved in projects implemented by TEAR's partners is difficult due to the nature of the work. Many people who are involved aren't formally counted, and others may be involved in different aspects of the same project. Of course, just knowing the numbers of people doesn't indicate a level of quality or effectiveness of work either. Nevertheless, it does provide an indication of the scale of the work that TEAR funds, and this is useful when these figures provide a context within which further detail and assessments of effectiveness can be analysed and explored.

The numbers are based on the most accurate figures that are provided by TEAR's partners in annual progress reports.

Over the past year the following people were directly involved in, or impacted by, the projects supported by TEAR and implemented by TEAR's partner organisations:



Total Direct Project Participants

126,769 men

301,344 women

147,325 boys

184,903 girls

760,341 total

Total Direct People with Disabilities

8,016 total



In addition to those directly impacted or involved in the work, it is estimated that at least a further four people are impacted, either through being household or family members, or links within the communities that are developed through project activities.

Total Indirect Participants

3,041,364 total

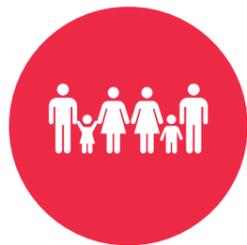
The projects that TEAR supports are diverse. Many of them are integrated development projects that aim to encourage and enable communities to make differences in many different aspects of their community life, well-being and development. To make sense of the diversity of work it is helpful to analyse projects according to the SDGs as these provide a high-level and consistent set of categories.

The 2018 TEAR Australia Effectiveness Report gave a more detailed analysis of how the work of TEAR's partners contributes to the SDGs. This year an update on the numbers of people directly impacted by the projects supported by TEAR is provided.

SDG 1: No Poverty

Activities of projects within this SDG are targeted at:

- eliminating the number of people living in extreme poverty (defined as living on less than \$1.90 per day)
- Ensuring that everyone has equal opportunity to income-generating resources such as land, microfinance and new technologies
- Building resilience in communities to reduce their vulnerability to climate and other natural disasters



The number of people directly involved in projects targeting SDG 1:

206,356
men, women,
boys and girls.

Among this number are

4,149
people affected
by a disability.



Case study: Building Resilience

TEAR's partner Yasera works in the highlands of Papua, Indonesia seeking to strengthen families through health promotion, livelihood training and social connectedness.

A particular focus for the project over 2018-19 was on addressing the issue of underweight children in their communities. Through nutrition lessons and cooking demonstrations for caregivers, Yasera assisted 25 children under 5 years old who were undernourished to gain weight and continue to grow in a healthy manner. Part of this project included setting up seven model nutrition gardens and training volunteers and church communities to sustain them for the good of the highland communities.

In addition to conducting health/nutrition training, Yasera have also advocated for local government health staff to provide monthly child immunisations, malnutrition assessments and check-ups at the community health centres in villages.

Yasera have also provided community training on income generating activities like pig farming, utilizing sweet potato crops as well as education on financial literacy and savings. These activities by Yasera support the SDG 1 goals of eliminating extreme poverty and building resilience in the Papuan communities they serve.

Yasera field staff member, Abanius Yanengga, tending seeds for the community nutrition garden in Sengganugu, Papua. Photo: Nga Nguyen

SDGs 2, 3 & 6: Health, Hunger & Sanitation

TEAR's many integrated development projects combine these three closely-linked SDG objectives. Promoting and increasing health, reducing hunger, and improving sanitation are all aspects of improving people's healthy living and well-being.

Projects targeting these SDGs have the following objectives:

- Ending hunger and malnutrition for all and ensuring everyone has access to year-round safe, sufficient and nutritious food
- Increasing the agricultural productivity of small-scale farmers, with a particular focus on females and Indigenous peoples
- Ensuring the implementation of sustainable and resilient food production that can withstand extreme weather, climate change, drought, flood and other weather disasters
- Improving maternal and neonatal health
- Ending all preventable deaths of newborns and children under 5
- Reduce the impact of non-communicable diseases
- Equal access to safe and affordable drinking water
- Improved access to sanitation, and improving household and community hygiene



The number of people directly involved in projects targeting SDGs 2, 3 & 6 is:

492,611
men, women,
boys and girls.

Among this number are

3,406
people affected
by a disability.



Case study: Lapuko Rose

Lapuko Rose (pictured) is a woman from Karamoja, Uganda, where poverty indicators are among the worst in the world. TEAR's partner KIDEP has been working closely with communities that were previously nomadic but have needed to settle in the area, to help them explore alternative livelihoods. Communities have had to shift from cattle rearing to agriculture due to the decreased availability of animals and the static nature of their new living situation.

KIDEP's project works on a multi-faceted approach which closely aligns with these three SDGs, training communities on sustainable and resilient food production, seeking to improve nutrition and eliminate hunger, and improve household hygiene and access to sanitation.

Lapuko Rose had previously struggled with meagre harvests, but through training and demonstrations from local project staff, she has been able to increase her knowledge on growing vegetables and millet to the stage where she can produce enough to sell. This has allowed her to pay for transport for her children to attend school. KIDEP's community training around household and personal hygiene has also reduce the incidence of sickness in her family, allowing them to attend school and tend to their garden as much as possible.

Lapuko Rose is excited to plant a wider variety of vegetables in the coming year to sell and be able to plan further for her children's education.

SDG 5: Gender Equality

Much of the work that TEAR supports has a significant focus on empowering women, as shown in the figures of project participants in the other SDGs. The projects within SDG 5, Gender Equality, are those that specifically focus on building the skills of women, and their ability to exercise those skills in decision-making within the community and in their households, and in creating small business opportunities to improve their livelihoods.

Projects within this category seek to promote and realise gender equality through;

- Providing leadership training for women and girls
- Advocating for the rights and entitlements of women
- Building the capacities of women so that they are able to plan for their future and earn an income
- Educating women about economic opportunities available to them



The number of people involved in or impacted by projects targeting SDG 5 are:

30,510
men, women,
boys and girls.

Among this number are

414
people affected
by a disability.

Case study: Sanaya

Sanaya* is a lively and competent young woman living in rural Sindh, Pakistan. As a child Sanaya attended the primary school run by TEAR's partner, Primary Education Project (PEP), in her village. After completing primary education she went on to enrol in a government school for further education.

Sanaya shares that the PEP, as well as her local community, have instilled in her enthusiasm to become an influence in young children's lives. She enjoys teaching children and takes the challenge to be a role model for future generations seriously. Sanaya is passionate about to empower girls and represent their interests.

When her village opened a pre-primary school, the local community chose Sanaya as the teacher. Although this was a big step for the young woman, she took up the challenge and received teacher training from PEP. She learned about teaching methodologies and techniques and now feels capable to play a major role in building a strong foundation for the pre-primary school children.

Sanaya announces: "At this moment in time, my only aspiration is to become a role model for young girls living in my community so they could be encouraged to believe in themselves and take action to achieve their dreams".

*Name changed



Sanaya teaching in her pre-primary class, Sindh, Pakistan.
Photo: PEP Staff



Civil society is a broad term that includes formal and informal organisations, churches and non-government organisations. TEAR Australia intentionally works with Christian development organisations who, in turn, work to form, nurture and strengthen other community-based civil society organisations (CSOs).

For TEAR Australia, strengthening civil society therefore works on two levels:

- Supporting projects that develop civil society structures, processes and capacity at a local level, and
- Supporting partner organisations to be effective civil society actors. This means helping them strengthen their own processes and systems, governance, technical skills, and helping them become sustainable, capable organisations.

What are Civil Society Organisations?

“CSOs can be defined to include all non-market and non-state organisations in which people organise themselves to pursue shared interests in the public domain. They cover a wide range of organisations that include membership-based CSOs, cause-based CSOs and service-oriented CSOs. Examples include community-based organisations and village associations, environmental groups, women’s rights groups, farmers’ associations, faith-based organisations, labour unions, cooperatives, professional associations, chambers of commerce, independent research institutes, and the not-for-profit media.”

Advisory Group Synthesis of Findings and Recommendations, August 2008





Strengthening civil society at a local level

EFICOR – Chenchu project

The Chenchu Tribal Development Project, based in Andhra Pradesh, works with Chenchu tribal people in 20 villages. The Chenchu people are traditionally forest dwelling, but as National Parks and reserves have been created by the Indian Government, the people have been re-located outside the park boundaries. This has meant that they have been left with no livelihoods, and very little security of land, access to resources or inclusion within local communities.

EFICOR began the project in 2014, and the project design focuses on training the Chenchu communities in their rights as a scheduled group in India through developing community structures (civil society) that can advocate and act on the community's behalf. The communities are then able to access their rights such as government schemes, facilities and services. This means that the project has had to build strong relationships with the government offices, and help the communities build their own relationships and linkages. The tangible results of these links are visible when visiting the villages.

The project has made significant progress in enabling communities and households to access the schemes and facilities that are due to them through Indian Government provisions. The changes that have occurred in the communities as a result of community action and advocacy are significant; even remarkable. In most villages there are solid brick houses (all built to the same design by one NGO), roads, lighting and electricity, and water taps or stands in each household's plot. Where these have not been completed construction has been commenced. Highlights that demonstrate the level of progress that has occurred within the communities include:

- a. Even when gaining community ownership and encouraging local initiatives is a struggle, good things have happened. People are living with increased dignity, they have hopes, there are knowledge and support structures at a community level, and physical changes have occurred as improvements to infrastructure are completed.
- b. People are seeing change in their surroundings, in their health, and in their knowledge. Groups can articulate what they have learned in each of these areas, and they can also talk about the outcomes of this change. For example, levels of childhood illness have reduced with greater knowledge of health. Knowledge has provided confidence, and when previously people were open to exploitation by government staff, people are wiser, more confident to assert themselves, and can approach government offices themselves.
- c. The way that communities now work more cooperatively and supportively together has significantly increased. The way people relate with one another (unity), the way they see themselves, has changed. People do support one another in emergencies, and in sickness, and in joyful times as well.
- d. The savings schemes in the groups have been highly successful. Where people have used the loans available from their groups for productive means, thought creatively and taken hold of opportunities, livelihoods have improved, and many people will be better able to cope as a result. This seems to be largely as a result of grants or loans for IGAs, and they aren't many to date, but they do exist and show that improvements in income are possible despite the struggles and the challenges that people face.



“Things have changed drastically! When we first came here we had to go to the next village to beg for food. We didn't have anything. We didn't have any house, and during the monsoon we would take our children on our shoulders and stand all night to keep them out of the water and mud.”



Good development requires being prepared to follow ideas that sometimes don't work quite as well as hoped. There are aspects of the project that haven't had the take up or the success that was envisaged in the planning. However, while the progress seen hasn't been as great as hoped, they were certainly worth trying: from trials and adaptation innovation can occur and new ways of doing things can be developed that bring about significant change.

In one village, Amalapuram, it is possible to see the level of physical change that has occurred in some of the communities. Most families (26 out of 44 in the community) have had permanent houses constructed, some roads have been built and there are signs of recent infrastructure development such as taps in each home, water tanks and schemes run by solar pumps, electricity, gardens are starting to grow and develop, and there is a recycling centre nearby. Amalapuram also demonstrates some of the social change that has occurred, and also some of the challenges that the Chenchu have faced since their displacement.

Community groups were originally formed by the Indian Tribal Development Agency (ITDA) in 2009, but they didn't provide any training, and the government Cluster Coordinator used to collect the group members' money and took it to deposit, but no one knew what happened to it. "We were heavily dependent on them. We were blindly believing them," explained one community member. When they questioned it, and said that they wouldn't give them money, the Cluster Coordinator replied saying that they would cut the money from the national employment scheme payments, which all the families relied on for their livelihoods.

When EFICOR arrived in 2014 they provided training, and now only the group leaders deposit and withdraw from the bank account that is owned by the group itself. The groups themselves report that they operate well, and don't require EFICOR staff to run their meetings. Group leadership is by election and rotates every 2-5 years, and every member has the right to speak in meetings and raise issues for discussion.

In addition to the Self-Help Groups (SHGs), EFICOR also helped the communities form a Village Development Committee (VDC). There are around 7 members (usually 3 women and 4 men), and are elected by the community. The VDCs aren't officially recognised by the government, but in a contextually clever move, each VDC has its own letterhead and stamp, and this provides them a degree of authority and recognition in government offices. Applications for schemes and services are submitted by the VDC, but they represent the whole community. In Amalapuram, the VDC has a bank account and each family contributes INR10/month for VDC expenses which is a sustainable and reasonable way of covering costs of travel, transport, and stationery.

When asked how these changes have happened, one group member from Amalapuram stated: "All credit to EFICOR! They sat with us, listened to us, and took us to meet with people and we were able to start talking. As a result of talking and having awareness the change has happened."

The importance of EFICOR sitting and listening can't be underestimated as it contrasted significantly with other government and non-government agencies who just came in and told people what to do, or exploited them. "EFICOR is different because they made us think about our own problems and issues and how we can act upon them," explained one group member from another village called Narapareddy Kunta.

Real change has occurred in the villages. The approach has proven itself an effective one, and one that provides value for money – however that is measured!

The Chenchu project, along with other similar EFICOR projects, shows the value and the influence of developing local-level civil society structures that are trained, are able to build links and relationships with government and other agencies, that are supported while they develop and mature, and have a broad participation within the communities.



Supporting civil society actors

Peace Bridges and PNKS



The Village Development Association worked with Village Leaders to raise funds for community development projects in their village.

As a result they raised

650,000 riel
(AUD230) to repair
700m of road.

They also received

3,000,000 riel
(AUD1,100) to build
a village library.

TEAR Australia has been supporting Peace Bridges Organisation (PBO) and Ponleu Ney Kdey Sangkhum (PNKS), two partners in Cambodia, for many years. While previously the organisations ran separate projects in different parts of the country, with TEAR's support they have begun to work collaboratively to build the capacity of civil society actors in Cambodia's Prey Lang Forest.

The Prey Lang forest is located in the central plains of Cambodia, just west of the Mekong River. It covers four provinces: Kratie, Stung Treng, Kampong Thom, and Preah Vihear. The forest supports seven distinct forest ecosystems, including swamp forests, evergreen, semi-evergreen, and deciduous forests. Due to its national importance, Prey Lang was designated a Wildlife Sanctuary in 2016, covering 431,683 ha. The Cambodian government has also issued a ban on all timber exports from the forest. However, illegal logging of the forest continues with more than 1% of the forest lost in 2017.

TEAR, PBO and PNKS believe that effective action to address illegal logging in Prey Lang Forest will require a collaborative effort to make systemic changes to the complex network of economic and power relations in the region, as well as increasing public understanding about the imperative of forest conservation. Logging (mostly illegal) remains a major source of income for many poor families in the Prey Lang Forest villages, and also for many public officials who are (also illegally) facilitating logging in the Wildlife Sanctuary. If illegal logging is to decrease, not only is it necessary to have strong civil society actors holding those who engage in illegal logging to account, alternative income streams for poor forest families also need to be developed.



One of the key civil society actors in this region is the Prey Lang Community Network (PLCN), a network of local community members working to save the Prey Lang forest from illegal logging and industrial agriculture. The network patrols the forest and records illegal logging and conversion of forest within the protected Prey Lang Wildlife Sanctuary and reports its findings to policy makers and the general public.

PBO and PNKS both have short-term and medium-term goals to support local rights-holders to ensure their needs are heard and responded to and their rights are protected. PBO has been providing PLCN members with training in Peace Building and Active Non-Violence since 2015. In 2018, PNKS also began working in Prey Lang Forest villages where PLCN members are active, in an effort to support these villages with community planning, savings and loans, marketing, livelihoods, water supply, sanitation and health. PNKS involvement was requested to support poor PLCN members with health and livelihoods issues and also to reduce some of the key drivers of illegal logging for others in these villages. A key element of PNKS' program is to establish Community Initiative Development Groups (CIDGs) and Commune Development Associations (CDAs) – village-based and commune-based organisations, respectively, that act as savings and loans groups, provide others in their village/commune with training, and collectively organise to respond to community issues. To date, PNKS have established 6 CIDGs (in 6 villages) and one CDA. PNKS aim to set up a total of 9 CIDGs (in 9 target villages) by the end of 2019.

In addition to working with PLCN, PBO is also working with church leaders in the Prey Lang area to provide training and awareness raising, establish connections between faith-based communities and their wider communities, and to develop their commitment to the protection of the forest and environmental care.



Strengthening partners

TEAR's People and Partner Organisational Strengthening Initiative (PPOSI) was developed in 2015 after reflecting on the lessons learned from its predecessor, the Small & Emerging Partners Initiative. PPOSI is a collaborative process between TEAR and our local partners to see them and the communities they work with strengthened. The goal is to see mature and capable organisations with a strong and coherent identity, working to enable communities to be transformed. PPOSI seeks to work in ways that suit the timing, culture, needs and identity of the partner organisation rather than implement a standard capacity strengthening assessment and organisational development process that addresses weaknesses or gaps.

PPOSI commences with a face-to-face workshop in which the identity, the history, the strengths and the vision of the organisation are explored. The workshop gives leaders the space, tools and lenses to problem solve their own challenges, and self-identify next steps and actions in the organisational development process. A partner development plan (PDP) is formed, outlining the broad areas of engagement. Mentoring and coaching is provided through this process by TEAR's Partner Support Officer (PSO), but timeframes and priorities are defined by the partner. Flexible funding is available to PPOSI partners to enable them to implement their PDP.

In May 2019 three PPOSI partners met after the South Asia Partner Workshop to reflect on their experience of PPOSI, and to provide feedback on how the process could be improved.

The partners who participated spent time considering what had worked well, and what had happened as a result of PPOSI's influence on the organisation. The responses are captured in the following list.

The responses show a combination of "soft" areas to do with identity, roles, communication, confidence and ownership, along with some "harder" areas of development such as the development of policies, plans, and financial management systems.



"PPOSI workshops really matter and have made changes in our lives with the gained knowledge and skills. The whole group really benefited and enjoyed the workshops arranged by TEAR. This was one of the best transforming workshop for us in our life. Tomorrow we will share our workshop experience and learning with our staff."

Senior staff member from PPOSI partner

Partner responses to “What has worked as a result of PPOSI?”



Strengthening partners

1. Strengthened Identity and Coherence

- Stronger understanding of the organisational strengths
- Increased staff commitment and dedication
- Increased authority and confidence of staff
- Organisational values are being practised
- Increased awareness of organisational strengths, gaps and weaknesses
- Stronger identification with the organisation’s Christian identity in the organisation’s staff and behaviour
- Workshops have allowed partners to share their own learning with each other
- Organisations know their history and reflect on lessons learnt as well as historical values
- Opportunity to refresh the commitment to organisational values and vision and provided an opportunity for new staff to learn about them
- Opportunity to reflect about how the organisation is integrated and/or provided ideas of how to further strengthen and integrate the organisation
- Opportunity for honest discussions about what is going well and what is challenging
- Create shared vision of the future of the organisation (not only achievements, but also identity and values)
- Strength-based approach was energising and revitalised their vision, organisational identity and commitment.

2. Capable & Adaptable Organisations

- Increased staff and community capacity (this could be understood as indicating transformed communities)
- Ability to identify new work directions
- Increased functioning of governance and increased involvement of the board with the organisation
- Improved organisational structure
- Increased understanding of the role of governance accountability and transparency
- Strengthened monitoring systems
- Developed a finance recording system
- Identified increased investment in female leadership
- Increased investment in second line leadership
- Changed their approach to one activity in the PDP as it seemed to work better for them
- Exposure visits helped clarify the development approach, which will help develop the strategy and the theory of change

3. Strengthened Partnerships

- Strengthened communication and network system within the organisation as well as externally
- Increased confidence and commitment of donors and partners
- Appreciated the opportunity to approach other donors to fund different activities in the PDP as well as TEAR’s coordination with those other donors in the Organisational Development (OD) process
- Increased trust in internal relationships
- PPOSI seemed to have come at just the right time.
- Regular contact with partners through visits and online has increased the connectedness, understanding and the level of trust between the partner and TEAR
- Workshops have created safe environments for honest sharing



The experience of PPOSI has overall been a very positive one. The process itself is not as efficient or scalable as other organisational development approaches. There are few standard assessments or templates that can be used as the journey, context, culture and timing for each partner is different. PPOSI does not see organisational development as a series of training events, or even in the development of systems and processes that have their place and can help an organisation to be more efficient and effective. The PPOSI approach is focused on problem solving with organisations so that they can move towards their ideas for strengthening their own organisation.

As shown on pages 22 and 23 the approach can result in significant and effective change within the organisations. PPOSI partners are overwhelmingly positive about their experience and appreciative of the opportunity to be involved. Nevertheless there are challenges that need to be considered.

1. Utilising a strengths based approach which gives ownership of the process to the partner can be met with some challenges. This is a different way of working to most organisational development processes and although this is explained during the first workshop, it can take additional open and honest conversations with senior staff and management to share TEAR's hopes for the process.
2. Coordinating funding and OD priorities for partners with other donors can also be problematic and complicate motivations and drivers for engagement. Other donors can be very prescriptive about their OD activities and impose timelines, budgets, and outcomes and when the different approaches are combined, or even coordinated with PPOSI, it can push the process towards being a more directed, transactional and functional one. This highlights the work that is needed in helping an organisation to feel comfortable and confident to lead their own organisational development processes.
3. A further learning for TEAR around organisational development from our recent experience is that it is very difficult to combine risk management and strengths-based approaches. Risk management is about reducing elements that could create problems, whereas PPOSI encourages (and requires) organisations to think creatively about themselves and their future, and who they want to be, as well as what they want to do.

"I learned as a board member how to serve the disadvantaged people and vulnerable communities and how to love and care for nature and also know good governance and working in fellowship and cooperation in all levels."

– Board member of PPOSI partner

Listening to our partners

Every two years TEAR Australia surveys its partners to request feedback on key areas of partnership. The surveys provide learning and result in an action plan that is implemented by the International Program Team to improve our processes to be a more effective partner.

In 2019 TEAR carried out its fourth Partner Survey and the initial results show that partners are generally very satisfied with the way that TEAR is supporting them. Highlights from the survey include:

- Partners appreciate visits by TEAR staff and that time spent on visits was usually spent on issues and activities that are in line with the partners' needs and priorities.
- Most partners were satisfied with the help that IPOs give them in strengthening aspects for good community development work. The majority of partners were also satisfied with the help that TEAR's Program Staff give them in strengthening aspects for effective organisational practice. Areas that were mentioned in this regard were capacity and organisational development, technical support of development projects, report writing and providing opportunities for learning and sharing with other partners.
- Partners are appreciative of TEAR's flexibility with reporting, and TEAR's flexibility in comparison to other donors, however they find collecting data and indicators about project participants time consuming.
- The majority of partners believe that climate change and climate justice is significant to their communities and project work.

Social Return on Investment

Social Return on Investment (SROI) is a framework for measuring and accounting for value. Value is often measured in financial terms, but TEAR Australia's partners seek to create value in their communities through social, environmental and economic change that isn't necessarily visible using traditional economic measures of value. Through applying the SROI framework, along with broader measurement principles, we can seek to capture greater understanding of the work and measure the value created for communities. This methodology could help TEAR quantify complex project results into succinct and meaningful communication for our supporters.

EFICOR – Community Social Worker Training

EFICOR is a Christian aid, development and relief organisation that serves the poor, socially excluded and marginalised in India. EFICOR is TEAR's longest standing partner and they continue to inspire TEAR with their commitment and sense of calling to work in the most marginalised communities.

One of EFICOR's projects that TEAR supports is Community Social Worker Training, equipping individuals with knowledge, skills and tools to use as change agents in communities. EFICOR has been training these community volunteers to identify needs and assets within poor communities and learn how to engage with Indian Government services, including use of the Right to Information (RTI) process. The RTI allows people to request relevant government information, such as whether they could receive grants, pensions or entitlements for themselves or their community. Those who are eligible for entitlements often don't know they can access assistance, and therefore don't receive it.

The emphasis of the training is for the community volunteers to equip local people to plan and voice their own needs, accessing government schemes and provisions that are rightfully due to them.

An interview panel selects candidates for the training, looking at their commitment and desire to serve communities. The training program runs in 3 blocks of 2 weeks over the 12 months with practical work being undertaken between the intensive training session. Over a year, the aim is to train 40 people who will seek to transform their local communities.

Theory of Change

A Theory of Change outlines how a change is expected to occur. EFICOR's Theory of Change for this project expects: If we provide training (knowledge and skills) on good development approaches in India to individuals who are currently in small NGOs or Churches, they will apply these skills in their community, which will result in people living in poverty in those communities having a "full" life.



Map of Operational Area



Trainee Snapshot Mahima Kenkitta - Trainee Community Social Worker

Mahima attended the social worker training with EFICOR in 2018-19, and has since played an instrumental role in transforming four of her local communities. Mahima heard about EFICOR's course at her church and feels she will be able to use what she has learned to help others for the rest of her life.

Mahima is very proud of being able to do meaningful surveys of the needs in her community, and having the skills and confidence to ask people what they need and then be able to support them in seeking these things.



Trained Social Worker Mahima supporting communities with Right to Information filings, Tamil Nadu, India. Photo: EFICOR staff

Value of outputs: AUD \$1,875,000

The return of investment for TEAR Australia was estimated by considering the cost to build various infrastructure (pumps, toilets etc) and the value of labour and material inputs provided by the trainees and the community.

This shows a result of AUD \$24 for every AUD \$1 granted to this project.

Calculating SROI

While the value of the outputs can be calculated through the cost of the products/benefits provided by the Indian government, for example the cost of a road built, the value of the changes on people's lives are harder to determine. The SROI approach applies financial proxies to the most important outcomes as valued by the communities, enabling an interpretation of the project's value for money.

For example, while the cost of planting a tree in India is very small (likely under AUD \$1), the benefits created by a single tree have been calculated at AUD \$210¹, so we can estimate that the 655 trees planted in 2018-19 as a result of this project could produce AUD \$205,000 in value.

Similarly, for every AUD \$1 invested in water and sanitation, it is estimated there is a AUD \$4.30 return in the form of reduced health care costs for individuals and society.² If we use this calculation rather than simply the output costs, the social return on investment figure increases to over AUD \$30 for every AUD \$1 invested in the project.

While there are always going to be limitations on the rigour we can apply to this, or any SROI, if we consider the potential value creation of a safer bridge to a community we can imagine the true social value could be much higher.



655
trees planted
could produce
\$205,000
in value
as a result of this project

Results in 2018-19

TEAR's contribution:

AUD \$22,000

This amount includes a share of salaries and overheads, reflecting the true cost of the program and ensuring sufficient resourcing so it can be managed well. The total cost of the program in 2018-19 was AUD \$73,000, with two other donors also contributing to this project.

40

community social workers trained

13 female **27** male

From this project, EFICOR recorded 221,837 community members benefitting across 8 states in India over 2018-19. The types of benefits included people gaining pensions they were entitled to, those in need receiving government subsidised toilets and housing, the construction of bridges, small roads and hand pumps, and the formation of Self-Help Groups and community tree planting.



States represented by Social Worker Training

Delhi, Bihar, Jharkhand, Assam, West Bengal, Tamil Nadu, Orissa, UP

Scope

Evaluation of 12 months of activity:
April 2018 – March 2019

Stakeholders

Indian communities
Throughout all of TEAR's work we recognise and highlight the importance of hearing from community members about the value of a change to their lives and what it means to them.

¹ Proxy provided by: <https://treenet.org/resources/the-economic-value-of-trees-in-urban-areas-estimating-the-benefits-of-adelaides-street-trees/> Accessed 25 September 2019.

² Proxy provided by: <https://news.un.org/en/story/2014/11/484032-every-dollar-invested-water-sanitation-brings-four-fold-return-costs-un> Accessed 17 October 2019.

Case study: A New Bridge in Tamil Nadu



Photo: Robert Kennedy (in white) at a group training exercise. EFICOR

Robert Kennedy is one of the volunteer Community Social Workers who participated in EFICOR's training in 2018-19. Robert heard about a dangerous wooden bridge connecting the town of Bommidi to 40 other villages in Tamil Nadu. The old bridge was the only access to villages on the other side of the Vappady River, but had not been maintained and had become hazardous.

Over the past few years, several children and adults had died after falling into the river while crossing the bridge. Others had been injured while crossing and the danger of drowning was increased during the monsoons.

Robert heard about the issue, and together with the community submitted an RTI asking the government if they had a plan to address the dangerous bridge. The government responded promptly, removing the old wooden bridge and commencing construction of a concrete bridge. The bridge will be completed in December 2019, costing the government approximately AUD \$134,000. This is a huge relief to the nearby residents who feel they will be able to travel safely across the Vappady River.

Understanding the created value of this new bridge for the community in Bommidi, and the 40 surrounding villages, is complex. The decreased risk of death and injury is likely the most important outcome for the community, as well as safe and direct access to employment and schools. We could seek to conservatively apply proxy financial values to these outcomes, but recognise it may be beyond the capacity of a reasonable estimation. Even without a monetised estimate of the social value, the upgraded bridge is undoubtedly a fantastic outcome for the many communities impacted.

Robert also assisted two families to get government support for housing (valued at AUD \$10,290), advocated for the installation of handpumps in two communities (valued at AUD \$2,880), and assisted seven elderly people to access the aged pension (valued at AUD \$1,730 per annum). Combining the value of Robert's community social work outputs over the past year, EFICOR was able to record the created value of AUD \$172,600.

This is an excellent result, demonstrating that with just one of their trainees, an excellent social return can be achieved. Robert listened to the needs of the community and acted as a catalyst in bringing significant community benefit.

Amazing results!

The trained individuals assisted community members across India to file 890 RTI applications. 80% of the applications were successful in accessing Government entitlements and schemes, seeing direct benefit in 132 villages.

There were 74 individuals who finally received pensions which they had been entitled to for many years:

- Elderly Pension: 36 successful recipients. "If the beneficiary is between 60 to 79 years old, a monthly amount of Rs 200 is given and for those above 80 years, a sum of Rs 500."
AUD 4.20 per month x 12 = AUD 50.40 per year for 60-79yo
AUD 10.45 per month x 12 = AUD 125.40 per year for 80+yo
- Widow Pension: 31 successful recipients at Rs. 2500 per month
AUD \$52.20 per month x 12 = AUD 626.40 per year.
- Disability Pension: 7 successful recipients. A sum of Rs. 300 is provided to people whose age ranges between 18-79 years, whereas a sum of Rs.500 is provided for people who are above 79 years. Presuming the recipients were under 79yrs,
AUD 6.30 per month x 12 = AUD 75.60 per year.

There were 550 applications which successfully received support for housing and sanitation, impacting over 2,000 people in 40 villages.

As a result of the RTI applications, there were 11 roads built and 21 hand pumps installed, directly benefiting 17,480 people.

In addition to the government schemes, the trainees initiated tree plantations in their local communities, planting 655 trees, and they encouraged communities to provide food and clothing to over 700 people in need, as well as started Self-Help Groups.

Previously, community members avoided asking for help to access schemes as they had to ask wealthy and influential people for assistance. Now they are aware of their rights and entitlements and are able to write their own applications and have confidence to visit government offices. Civil society is strengthened through communities empowered to make decisions together on their own development through greater awareness of their rights.

80%
of the
applications

were successful in accessing Government entitlements and schemes, seeing direct benefit in

132
villages

There were
550
applications

which successfully received support for housing and sanitation, impacting over

2,000
people

in
40
villages

Humanitarian Review



Cyclone Idai Response

Cyclone Idai was one of the worst tropical cyclones on record to affect Africa, causing catastrophic damage in Mozambique, Zimbabwe and Malawi. TEAR's partner Oasis Mozambique is located in Beira, where the cyclone made landfall.

TEAR supported Oasis to respond with food and non-food items, to provide key information as well as psycho-social support. Oasis as an organisation has a very relational culture and is closely connected with the communities they are serving. This was a key asset in their humanitarian response, with the community taking great comfort that Oasis were standing with them, and providing help wherever possible to those they knew were in most need.

The existing relational connections within the savings groups and networks of female leaders that Oasis had facilitated greatly assisted the community's recovery. Through these relationships, they were able to communicate key health information in the wake of the disaster, as well as provide avenues for accessing existing savings from within the community to start rebuilding their homes.

"The support we gave to Oasis allowed them to play to their strengths, using health messaging they already knew really well and leveraging existing knowledge and relationships." Jenny Beechey, Africa Program Officer who visited 4 months after the cyclone.

Both Oasis and the community felt the psycho-social support was a powerful tool in aiding their recovery from the cyclone.

"Oasis gave material support, but as they pointed out, so did lots of other organisations. What they also gave was love, and stacks of it, and I think this might be why their trauma healing therapy work was so significant."



Credit: MAF

Learnings from this response include:

- To continue to purposefully support partners to incorporate psycho-social support into their emergency responses. With just a few days training and very little money, our partners that are already very relationally connected with their communities could do this well.
- Encourage local partners to play to their strengths in times of humanitarian response
- We will seek to support Oasis as they upskill in humanitarian knowledge and develop plans and protocols for future responses as necessary.

TEAR contributed \$83,968 to the response to date.

Beneficiaries = 14,855 people

Beneficiaries:

15,663 men

26,627 women

10,333 boys

9,334 girls

61,957 total

People with Disabilities:

52 total

Indirect Beneficiaries:

247,828 total

Amount given to our partners' humanitarian work in 2018-19:

\$391,480

Where have our partners been responding?

i. Sulawesi

ii. Lombok

iii. Rohingya

iv. Mozambique

v. Ethiopia

TEAR contributed

\$83,968

to the response to date

Beneficiaries

14,855 people



Limitations in data collection

It can be challenging to accurately measure the scope of a project, however TEAR is confident that its partners are working at a high standard to get the most accurate and feasible representation possible of the reach and scale of these projects.

Qualitative and quantitative data are collected by TEAR's partner organisations bi-annually for reporting. The work partners put into obtaining this information is invaluable to TEAR as it creates a greater understanding of the reach and impact of its work and plays a role in decisions around the allocation of resources and funding. It is necessary to acknowledge that, whilst TEAR's partners are diligent and careful in data collection, there is an inherent possibility of error. It can be difficult for partners to ensure that they are aware of everyone who is benefiting from the implementation of a project. People with a disability may be included by some partners in their overall tallies, whereas others may distinguish between those with and without a disability in their data collection. For this reason TEAR predicts that there is a much larger number of people with a disability who have been reached by the projects than is indicated by the total figure.

tear.org.au



Australian Government
Department of Foreign Affairs and Trade

TEAR gratefully acknowledges support from the Australian Government in co-funding the PEP, PPOSI, Peace Bridges and EFICOR projects featured in this report.

