**Strictly Private & Confidential**

Morgan Stanley Advantage Services Private Limited
Lower Ground Floor, Ground floor, 1st to 16th Floor, Commerz III
International Business Park, Oberoi Garden City
Off Western Express Highway, Mumbai
Date: 08.05.2026

**Subject: Final executive summary report for Impact assessment of 4 CSR projects supported by Morgan Stanley Advantage Services**

Dear Sirjana Mer

This refers to our [engagement letter/engagement contract] dated 28th January 2026 with Morgan Stanley Advantage Services ("you") ('the Contract').

We appreciate the opportunity to assist Morgan Stanley Advantage Services in providing Impact assessment services for their project based on some of the thematic areas like environmental conservation, education, personal safety education.

This is our final executive summary for the impact assessment of 4 CSR projects supported by Morgan Stanley Advantage Services. The performance of our Services and the report issued to you pursuant to the Services are based on and subject to the terms of the Contract.

This report is solely for your benefit and information and is not to be referred to in communications with or distributed or disclosed for any purpose to any third party without our prior written consent. We have been engaged by you for the Services and to the fullest extent permitted by law, we will not accept responsibility or liability to any other party in respect of our Services or the report.

It has been our privilege to work with you, and we look forward to continuing our relationship with you.

Yours sincerely



**Full Signature**
**Jignesh Thakkar**
**Partner – ESG, KPMG India**
**KPMG Assurance and Consulting services LLP]**

KPMG

Executive Summary

# Impact Assessment of CSR projects supported by Morgan Stanley Advantage Services



May 2026

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# Notice to readers

- Our report shall be prepared solely for Morgan Stanley Advantage Services. KPMG does not accept or assume any liability, responsibility, or duty of care for any use of or reliance on this report by anyone, other than our Client, to the extent agreed in the Agreement.
- Impact assessment is limited to the projects allocated by Morgan Stanley Advantage Services.
- OECD DAC framework has been used in preparing the report as detailed herein. No professional assurance standards ex. ISAE, SSAE etc. have been applied while preparing this report and accordingly the rigors applicable under such standards are not applicable for the scope covered by our report.
- Procedures, analysis and recommendations, if any, are advisory in nature basis the information collected from various sources both publicly and those provided by the client.
- Our observations represent our understanding and interpretation of the facts based on reporting of beneficiaries and stakeholders.
- Our report, by its very nature, may involve numerous assumptions, inherent risks, and uncertainties, both general and specific. The conclusions drawn shall be based on the information available with us at the time of preparing the report.
- We shall not perform an audit and shall not express an opinion or any other form of assurance. Further, comments in our report are not and shall not be intended, nor should they be interpreted to be legal advice or opinion. Client shall be fully and solely responsible for applying independent judgment, with respect to the findings included in the report, to make appropriate decisions in relation to future course of action, if any. We shall not take responsibility for the consequences resulting from decisions based on information included in the report.
- While information obtained from the public domain or external sources has not been verified for authenticity, accuracy, or completeness, we have obtained information, as far as possible, from sources generally considered to be reliable. However, it must be noted that some of these websites/third party sources may not be updated regularly. We assume no responsibility for the reliability and credibility of such information.
- Our work shall be limited to the specific procedures described in this Engagement Letter and shall be based only on the information and analysis of the data obtained through interviews of beneficiaries supported under the programme, selected as sample respondents and discussions with Morgan Stanley Advantage Services team and stakeholders of the programme. Accordingly, changes in circumstances or information available after the review could affect the findings outlined in our report.
- In no circumstances shall we be liable, for any loss or damage, of whatsoever nature, arising from information material to our work being withheld or concealed from us or misrepresented to us by any person to whom we make information requests.
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- By reading our report, the reader of the report shall be deemed to have accepted the terms mentioned hereinabove.





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# Approach & Methodology

The assessment approach for all four projects followed a mixed-methods design, combining quantitative and qualitative data through literature review, surveys, focus group discussions, and semi-structured interviews. The CSR impact assessment was anchored in the OECD-DAC evaluation framework, which guided the criteria and indicators for relevance, effectiveness, efficiency, impact, and sustainability. This was followed by a structured research design that enabled systematic data collection and triangulation. A series of semi-structured interviews were conducted with key stakeholders, allowing for in-depth exploration of project performance and contextual nuances, while the integration of multiple data sources strengthened the validity and richness of the overall assessment.




**1**

### Literature review

A comprehensive review of existing literature, using both academic and industry sources.

**2**

### Survey Design

A survey instrument was developed based on the study objectives to elicit both quantitative & qualitative data.

**3**

### Survey Distribution

The survey was carried out by KPMG resource personnel through in-person interaction with the sample population.

**4**

### Stakeholder consultation & data analysis

Interaction with stakeholders (Key informant interviews and Focus group discussion), and data analysis through statistical tool to identify patterns and themes in the data.

**5**

### Reporting

A comprehensive final report  submission to Morgan Stanley Advantage Services, including a summary of the findings & recommendations.

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# The Akanksha Foundation: The Municipal School Project

***Snapshot of the school performance (FY 2023 – 24)****

**100%** **students**
Transitioned successfully to the next grade

**100%** **students**
successfully passed out from the 10th grade

**Laxmi Nagar Mumbai Public School's 100% Class 10 pass rate and 61.76% distinction achievement in 2023-24 surpass Maharashtra's state board average of 95.81%*, underscoring its contribution to regional academic standards.**

**61.76%** of students secured distinction in 2023–24, reflecting academic strength of the school

## Streams Opted by Students After 10th Standard

| | |
|---|---|
| **47%** Of the students have taken commerce stream | **9%** Of the students have taken arts stream |
| **29%** Of the students have taken science stream | **15%** Of the students have opted for ITIs |

**As a testament of the education by the Municipal School- a few students have transitioned to colleges such as Rizvi College, RD National College, Mithibai, Chetna, L.S. Raheja, ITI, Sathaye College, and Andrews.**

The output details have been received from the MIS shared by Akanksha Foundation. The 2023-24 10th standard results from the official website of Maharashtra State Board of Secondary & Higher Secondary Education https://sscresult.mahahsscboard.in/en

## School highlights:

**84%** Is the annual student attendance across the standards in the school

**31%** (Grades 1–10) received remedial interventions, with additional support provided based on individual needs.

**40** New students are admitted each year into Jr. KG as part of the school's intake process

**448** Number of students enrolled in the school from grade Jr. Kg to Grade 10

**The school achieved a milestone in 2025–26 with one student competing at the State-level Rugby Championship.**

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Based on sample interaction

# The Municipal School Project Implemented by Akanksha Foundation

**About the project**

The project focuses on transforming a municipal public school through strengthened pedagogy, socio-emotional learning, teacher development, and parent engagement. It enables students from underserved communities to access high-quality, holistic education that builds strong academics, confidence, and essential life skills.

## Budget
## INR 1,99,78,853

**Location:** Laxmi Nagar Mumbai Public School, Khar

**Duration:** September 2023– August 2024

**Total Beneficiaries:** 420 students

## Sample coverage

| Sl No. | Stakeholders | Sample Covered |
|---|---|---|
| 1 | Students (Grade 4-10) | 100 |
| 2 | Teachers | 7 |
| 3 | Parents | 8 |
| 4 | School leadership | 6 |
| 5 | School Council Members | 3 |
| 6 | Program Team | 2 |
| | **Total** | **126** |

**More than 90%** students reported development in 21st century skills and academic performance

**75%** Parents reported reduction in financial burden, noting free books, low-cost uniforms, and no need for tuitions.

**86%** Teachers reported that the training provided by Akanksha Foundation using SHARP principles has helped them to develop better pedagogical skills

Teachers reported stronger mastery of concepts in key subjects through focused content workshops, model teaching sessions, and collaborative planning meetings that clarified misconceptions and strengthened conceptual depth.

**9/10** parents observed academic improvement, better confidence and communication in their children.

**>90%** Students reported that SEL sessions has helped them in expressing their feelings and emotions better

Parents shared that Akanksha schools ease their financial burden because the school provides high-quality learning opportunities, digital access, enrichment activities, and learning materials at no additional cost—resources they would otherwise have to pay for in private or semi-private settings.



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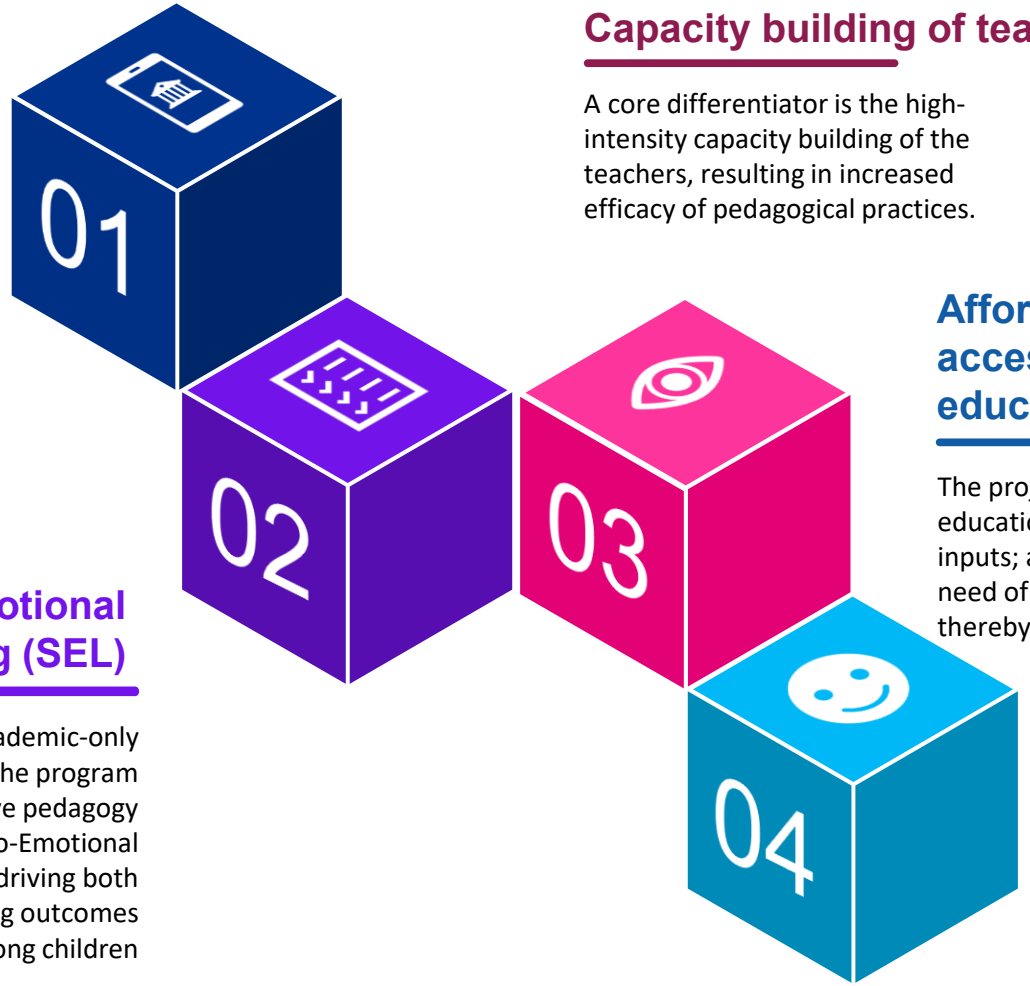
# Key differentiators of the Municipal School Project

## Student leadership

The school builds leadership structures and exposure platforms that are uncommon in municipal schools, with high participation from students in extra-curricular activities

## Socio-emotional learning (SEL)

Unlike typical academic-only interventions, the program integrates progressive pedagogy with structured Socio-Emotional Learning (SEL) driving both learning and wellbeing outcomes among children




## Capacity building of teachers

A core differentiator is the high-intensity capacity building of the teachers, resulting in increased efficacy of pedagogical practices.

## Affordable access to quality education

The project provides quality education through free/low-cost inputs; additionally reducing the need of tuition support and thereby saving expenses

## Pathway to impact

Akanksha's intervention operates through a Government–NGO Public–Private Partnership (PPP) school transformation model, where municipal systems provide infrastructure and formal schooling framework, and Akanksha strengthens the "how" of the educational process.

This model works as an integrated school-transformation system combining progressive pedagogy, targeted remediations with strong classroom practices, so students build foundational skills, confidence, and sustained academic progress within the school day.

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# OECD-DAC Evaluation

| Evaluation parameters | Evaluation areas | Rating |
|---|---|---|
| **Relevance** | • ***Asks: Is the project addressing the right needs?***<br>• **Result:** The project is relevant as it addresses gaps in foundational learning, confidence, and holistic development among underserved children. Many struggled academically, lacked exposure, and had minimal socio-emotional support, often leading to reliance on tuitions. By strengthening pedagogy, providing targeted remediation, integrating SEL, and building strong parent partnerships, the project ensures consistent, high-quality support within school improving students' learning, confidence, and overall growth. | |
| **Coherence** | • ***Asks: How well does the project fit within the larger system?***<br>• **Result:** The project has been effective in strengthening academic, socio-emotional, and holistic learningas all students reported understanding classroom concepts., SEL sessions helped as 87% able to manage stress, Teaching quality improved as well as 71% of teachers adopted better practices, and all saw higher student engagement, Students' 21st-century skills also advanced, with 96% feeling very comfortable using digital tools. | |
| **Effectiveness** | • ***Asks: Is the project achieving its intended results?***<br>• **Result:** The project has been effective in strengthening academic, socio-emotional, and holistic learningas all students reported understanding classroom concepts., SEL sessions helped as 87% able to manage stress, Teaching quality improved as well as 71% of teachers adopted better practices, and all saw higher student engagement, Students' 21st-century skills also advanced, with 96% feeling very comfortable using digital tools. | |
| **Efficiency** | • ***Asks: Are resources being used wisely?***<br>• **Result:** The project demonstrated efficiency through its 1:22 teacher–student ratio and the effective implementation of the Public-private-partnership model; along with the outreach across students from 1st to the 10th grades. In FY 2023–24, 100% of students transitioned successfully to the next grade, 100% of Class 10 students passed out successfully, and 61.76% of students secured distinction, indicating that the project translated inputs into measurable academic gains | |
| **Impact** | • ***Asks: What difference has the project made?***<br>• **Result:** The project delivered long-term impact as 100% of students saw improvement in study habits and performance, and students demonstrated enhanced leadership, 100% of School Council members took active roles in school functioning, SEL had a transformative effect, improving emotional regulation (86%), and self-expression (100%), Teacher capability also improved with 100% teachers reporting enhanced confidence, better assessments, and improved student connection, Parents observed 100% academic improvement and increase in confidence. | |
| **Sustainability** | • ***Asks: What difference has the project made?***<br>• **Result:** The project demonstrates sustainability through its Public-Private-Partnership model; wherein the Municipal school is managed operationally by the Akanksha Foundation; it is supported by embedded school systems, skilled teachers, and active parent engagement. In addition, sustainability is further illustrated through the following:100% teachers reported sustained professional growth. 100% parents reported they would recommend the school, Student leadership structures, including the School Council, ensure continuity, with all members building confidence, communication, and responsibility. | |

Does not meet expectations  Partially meets expectations  Meets expectation

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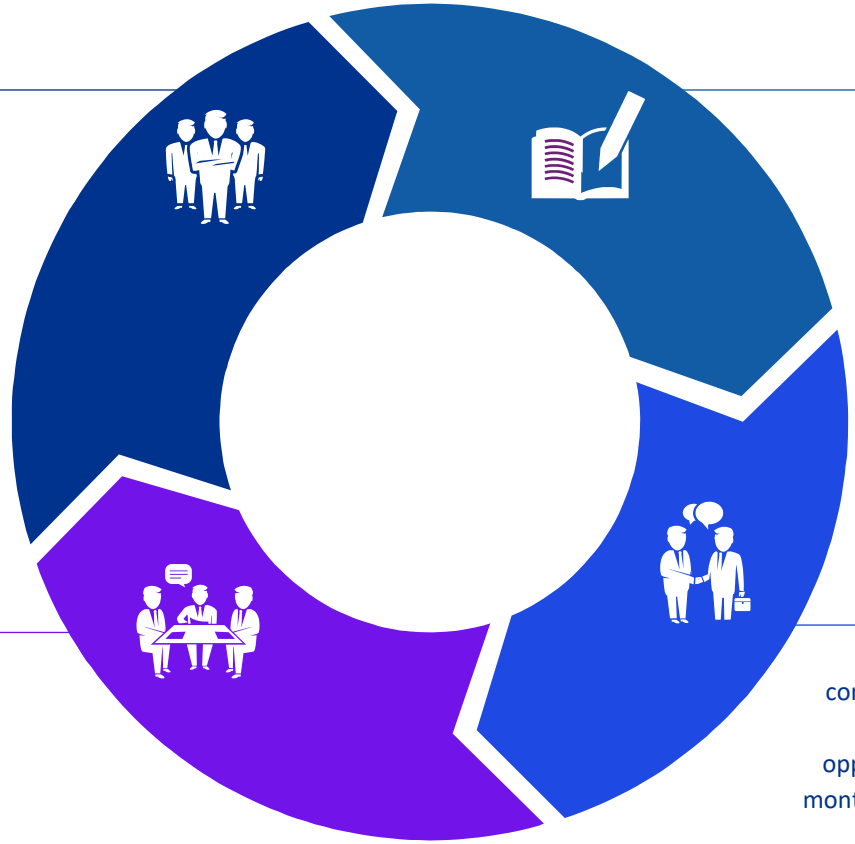
# Recommendations for the Municipal School Project

## Strengthen SEL and Personal Safety Education

The school can embed structured peer-mediation routines, a clear conflict-resolution protocol, and quick emotional-regulation practices before assessments and group activities helping students handle social challenges more independently and maintain a calmer academic environment. In addition, strengthening Personal Safety Education (PSE) through a more structured safe unsafe situations curriculum, age-appropriate safety discussions, and clear help-seeking pathways will further equip students to protect themselves and make informed decisions in everyday situations.



## Enhance Differentiated Learning

Teachers highlighted the challenge of addressing multiple learning levels within a single classroom. Introducing small-group teaching, leveled tasks, and personalized learning pathways using more technology especially in primary and middle grades will help ensure that students who need additional reinforcement receive it, while advanced learners continue to grow. This will also support teachers in managing learning diversity more effectively.

## Build Technology-Enabled Learning

There are opportunities to formalize a structured technology-integrated learning pathway. This can include clearer weekly goals, curated digital practice tasks, and blended-learning routines connected directly to classroom concepts. Strengthening teacher planning around digital tools and embedding tech into revision and reflection activities will help students build stronger research skills, conceptual clarity, and self-directed learning habits while ensuring consistent and meaningful use of digital resources.

## Strengthen Parent Capacity Building

Though parents shared that they already have regular communication and guidance which help them understand their child's needs better. However, there can be some opportunities to evaluate on expanding this into structured monthly parent workshops focusing on subject-wise support, SEL at home, digital safety, exam-readiness, and healthy routines can reinforce home–school alignment. Creating more two-way platforms (like parent circles, skill-sharing sessions, or student-led conferences) can deepen relationships and reduce dependence on tuitions.

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# Snapshots from field



*Interaction with students*



*Interaction with Parents*




*Interaction with students*



*Children learning in class*

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# Project Prevention of Child Sexual Abuse (CSA) through the Personal Safety Education Program Implemented by Arpan

**Based on sample interaction**

**About Personal Safety Education (PSE)**

The project focuses on strengthening child safety outcomes in schools through comprehensive Personal Safety Education, capacity-building of teachers, and sustained parent engagement. It equips children with age-appropriate knowledge and skills to recognize unsafe situations, set boundaries, and seek help confidently.

## Budget
## INR 1,56,63,319

**Location:** 37 schools across Mumbai

**Duration:** February 2024 – January 2025

**Total Beneficiaries:** 7,758

**Sample coverage (across 5 schools)**

| Sl No. | Stakeholders | Sample Covered |
|---|---|---|
| 1 | Students | 202 |
| 2 | Parents | 10 |
| 3 | Teachers | 12 |
| 4 | Non-teaching staff | 10 |
| Total | | 234 |

**92%** students reported helpfulness of the sessions indicating deepened understanding of personal safety

**97%** students reported knowing how to discern a safe and unsafe situation

**91%** students reported confidence in their ability to reach out to a trusted adult in case of an unsafe situation

Respondent students reported improved vocabulary for their experiences, increased confidence in setting boundaries and help-seeking behaviors.

**87%** students reported confidence in their ability to 'get away' from an unsafe situation

**85%** students reported confidence in their ability to say 'No' in an unsafe situation

Across teachers, parents, and non-teaching staff, the program led to significantly improved awareness and a greater openness to engage in conversations around child safety



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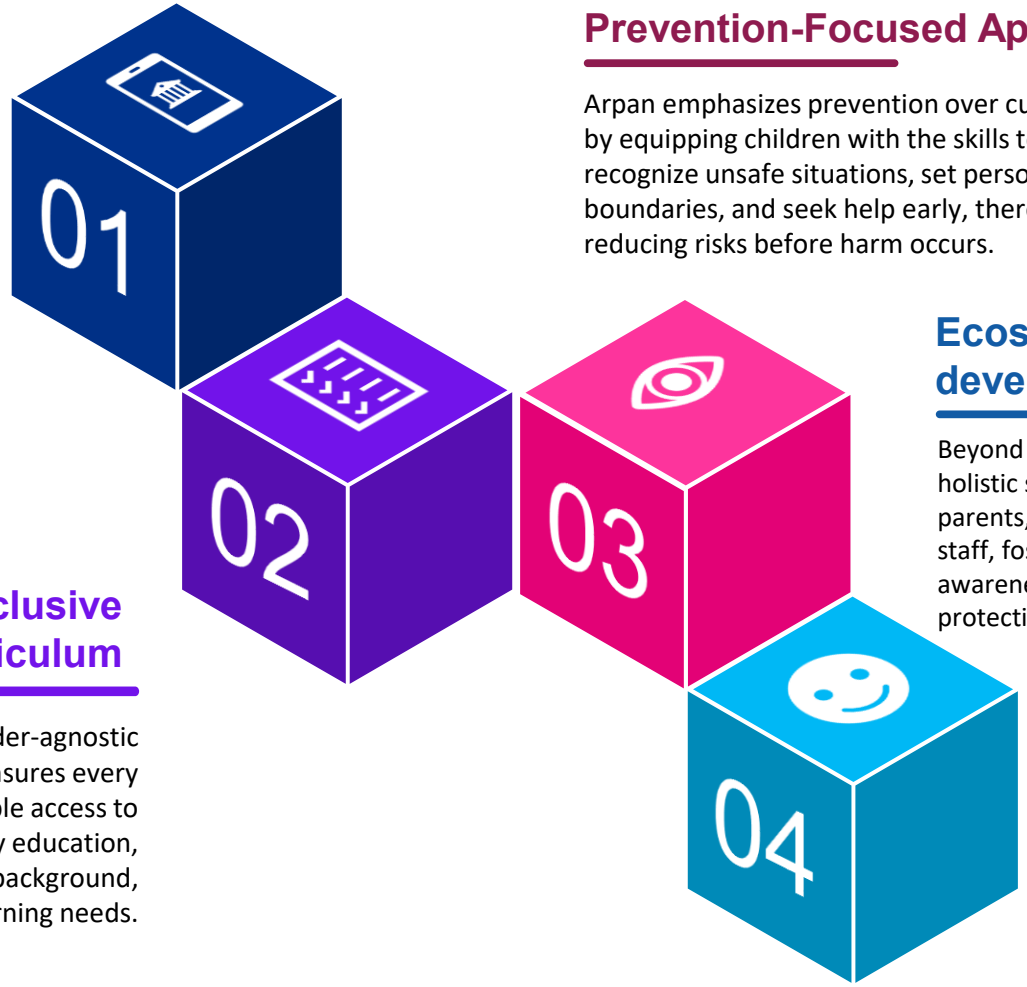
# Key Differentiators of the Project Prevention of Child Sexual Abuse (CSA) through the Personal Safety Education Program

## Age-appropriate Curriculum

Arpan delivers a developmentally aligned PSE curriculum designed to match children's cognitive and emotional stages, ensuring they understand personal safety concepts in a simple, relatable, and effective manner.

## Inclusive Curriculum

An inclusive, gender-agnostic curriculum that ensures every child receives equitable access to personal safety education, irrespective of background, identity, or learning needs.




## Prevention-Focused Approach

Arpan emphasizes prevention over cure by equipping children with the skills to recognize unsafe situations, set personal boundaries, and seek help early, thereby reducing risks before harm occurs.

## Ecosystem development

Beyond students, Arpan builds a holistic safety ecosystem by engaging parents, teachers, and non-teaching staff, fostering a shared culture of awareness, responsiveness, and child protection across the school.

## Pathway to impact

Arpan's model operates as an integrated system - with an age-appropriate curriculum that scaffolds learning to children's cognitive and emotional readiness, no child is othered, and diverse abilities, contexts, and identities are accommodated through this design.

The program design enables a prevention-focused approach to take root: students practice recognizing early warning signs, setting boundaries, and seeking help before harm escalates.

Finally, ecosystem development ensures these skills are reinforced across all stakeholders.

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# OECD-DAC Evaluation

| Evaluation parameters | Evaluation areas | Rating |
|---|---|---|
| **Relevance** | • ***Asks: Is the project addressing the right needs?***<br>• **Result:** The program demonstrated relevance, addressing a critical gap in child-protection education when structured interventions on child sexual abuse remain largely absent in most school settings. The initiative was highly valued which is illustrated by 98% students reporting attending the PSE sessions and 98% felt that children in other schools. | |
| **Coherence** | • ***Asks: How well does the project fit within the larger system?***<br>• **Result:** The program has been effective in strengthening children's knowledge and protective beliefs. 97% sampled students reported knowing what constitutes safe/unsafe situations; 95% correctly identified inappropriate jokes about private parts as unsafe, and 97% identified an adult touching private parts as unsafe. | |
| **Effectiveness** | • ***Asks: Is the project achieving its intended results?***<br>• **Result:** Sustained reinforcement is supported through individualized engagement, and 58% of students reported having a one-to-one session with an Arpan trainer. Additionally, the helpline number shared with the students during their one-on-one sessions with the Arpan trainer highlights certain channels for support beyond program duration. | |
| **Efficiency** | • ***Asks: Are resources being used wisely?***<br>• **Result:** The program demonstrates impact with improvement in children's beliefs: 94% agreed it is okay to say 'No' to an adult when feeling unsafe, and 90% recognized it is not their fault if they face an unsafe situation. Additionally, 85% reported confidence to say 'No', 87% reported confidence to get away from an unsafe situation, and 91% reported confidence to reach out to a trusted/helpful adult. Importantly, the program strengthens persistence in help-seeking: if the first helpful adult is unavailable, 63% said they would tell another helpful adult and continue to seek help | |
| **Impact** | • ***Asks: What difference has the project made?***<br>• **Result:** The program demonstrates efficiency through outreach with the sessions reaching ~7,000 students across 37 schools. It has supported ~700 students requiring help through psychotherapeutic support. | |
| **Sustainability** | • ***Asks: Will the benefits last over time?***<br>• **Result:** The program aligns with UN SDGs 3, 4, 5 and 16. It shows strong coherence with broader child-protection and school safeguarding systems by covering legal awareness and contemporary risk areas alongside core safety skills. Students' recall reflects this alignment: 36% recalled learning about POCSO, 36% recalled online safety, and 38% recalled bullying, indicating the curriculum connects with real-world protection needs and institutional frameworks. | |

Does not meet expectations | Partially meets expectations | Meets expectation

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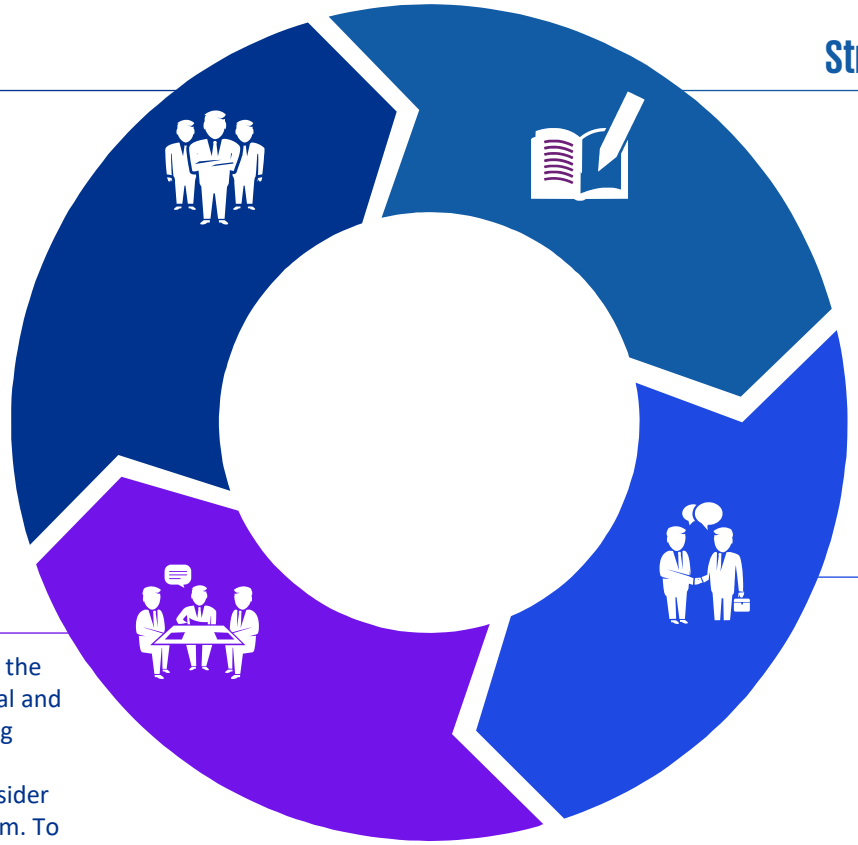
# Recommendations for Project Prevention of Child Sexual Abuse (CSA) through Personal Safety Education (PSE)

## Strengthening monitoring practices

It is recommended that the program's reporting be strengthened by adopting a clearer, more structured tracking framework aligned with the Theory of Change. Arpan may evaluate the inclusion of quantifiable indicators within the Theory of Change to enhance clarity and measurability. Establishing these metrics will enable consistent monitoring, stronger evidence of long-term behavioral change, and more informed, data-driven program refinement.



## Strengthen school-level capacity building

Arpan may evaluate strengthening stakeholder readiness for a child-safe school environment. While sessions are currently conducted for teachers and non-teaching staff, their role remains pivotal in sustaining a safe environment beyond the formal program. It is suggested to institutionalize regular capacity-building refreshers to sustain the impact and creation of safe spaces within the school and responding sensitively to student disclosures.

## Policy advocacy for child safety

Arpan may also evaluate the relevance of engaging in policy advocacy around digital safety and child protection, particularly to strengthen awareness, institutional response, and convergence across schools, parents, and relevant systems. This can further complement the program's existing digital-safety component and support broader ecosystem-level reinforcement of safe online behavior and protective practices.

## Sustainability of the program

Arpan can further strengthen the sustainability of the program by establishing a clearer protocol for legal and post-case support. Arpan may facilitate connecting identified survivors of CSA to an appropriate legal-support NGO, where required, and may consider sustaining counselling support beyond the program. To ensure continuity of support, access to support can be integrated into the program beyond the program duration to enable more consistent support.

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# Snapshots from field



*Interaction with the students*



*Interaction with the students (shared by Arpan)*



*Interaction with the Parents (shared by Arpan)*




*Posters by Arpan across the school*

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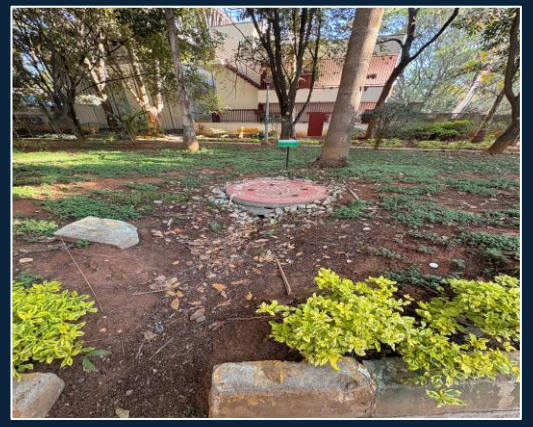
# Snapshot of One Billion Drops project (FY 2023 – 24)

**108**
Percolation wells constructed.

**9**
public parks strengthened, large-scale groundwater network created across the Yelahanka Zone

**20,000**
Direct beneficiaries impacted (people around parks & public places).



**461,160 L**
recharge capacity designed across 108 wells

**4**
structural safety layers installed and thematic Warli art painting on water conservation on wells done

**4**
Interpretation boards installed across all 9 parks, providing complete information on the percolation system; 105 wells fitted with individual small info boards.

**51.24 $m^3$**
Average capacity created per park in Yelahanka Zone

**40 mm**
graded jelly layer installed to every well to prevent clogging and increase infiltration efficiency.

**4-inch RCC**
safety slab installed on all to ensure safe public access and long-term protection from debris entry.

**10 mm**
iron mesh with higher load-bearing capacity and structural durability installed across all locations.

**12ft*5ft**
Wells constructed across 9 locations with 4270 litres capacity created for rainwater harvesting

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Based on sample interaction

# One Billion Drops Project implemented by United Way of Bengaluru

**About the project**

The One Billion Drops project focuses on enhancing groundwater recharge, reducing urban flooding, and strengthening ecological resilience in public parks and community spaces. Through scientifically designed percolation wells, community engagement, and ecosystem restoration, the project supports sustainable water management, improves biodiversity, and enhances the overall environmental health of urban neighborhoods.

## Budget
## INR 1,07,62,500

**Location:** Yelahanka, Bangalore, Karnataka

**Duration:** October 2023-September 2024

**Total Beneficiaries:** 20,000

## Sample coverage

| Sl No. | Stakeholders | Sample Covered |
|---|---|---|
| 1 | Institutional Stakeholders | 4 |
| 2 | Community Members | 20 |
| 3 | Maintenance Team | 2 |
| 4 | Program Team | 4 |
| 5 | RWAs | 3 |
| | **Total** | **33*** |

**67%** institutional stakeholders reported that the water table has improved significantly, communities now report continuous water availability.

**75%** community members report that water drains within up to 1hr in comparison to more than 4-5hrs reducing water stagnation.

**30-50%** decrease in borewell depth indicating improved groundwater availability

**The horticulture department reports improved conditions for native species such as Ficus pandurate, Ficus benjamina, which can help improve the microclimatic conditions, increase shade, strengthen soil moisture retention, and overall enrich park biodiversity.**

**80%** community members report improved park & tree health as they see lesser open patches in parks.

**90%** drop in complaints about rain-related water stagnation reported by RWAs from community members

**Maintenance workers, RWAs, and community members shared that earlier stagnant water made parks unusable and created mosquito issues.**



**Limitation:** School students could not be mobilized for interactions as the period coincided with their Board examinations, making their participation infeasible.

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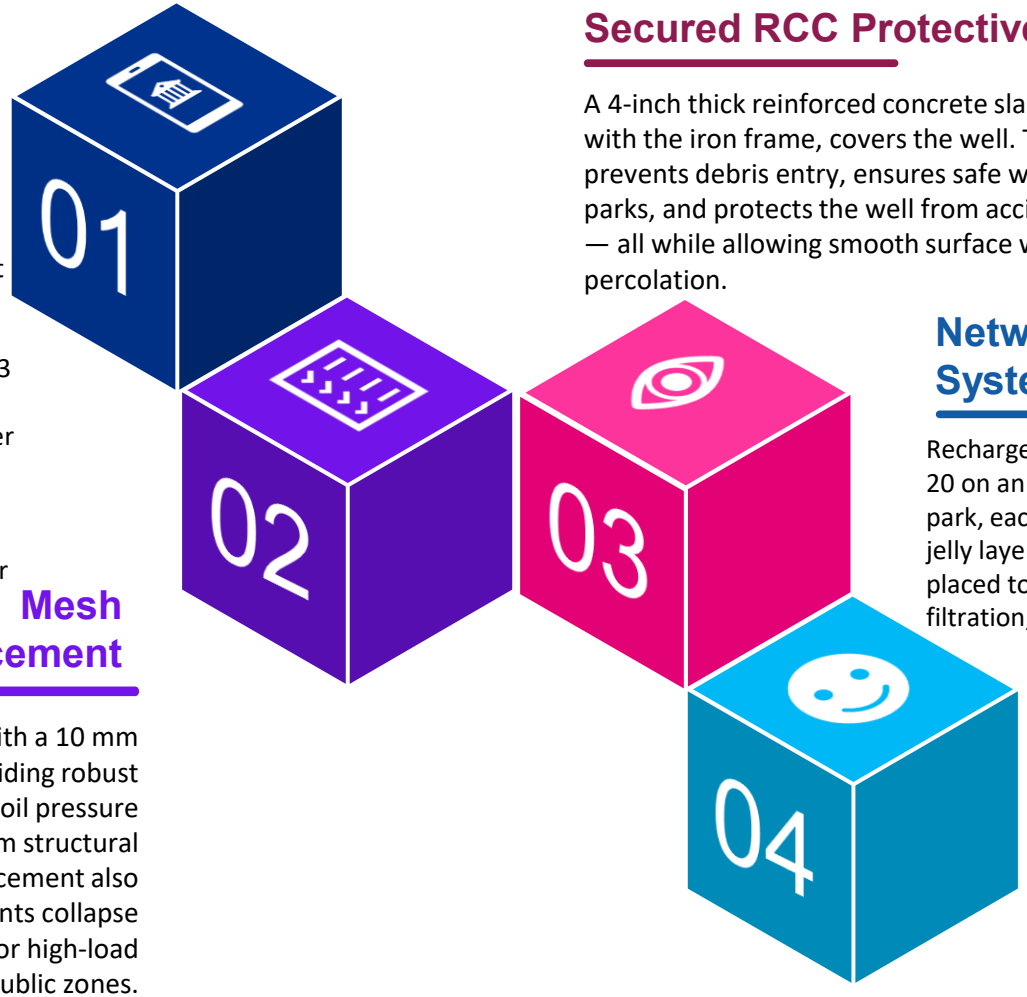
# Key Differentiators of the One Billion Drops Project

## High-Capacity, Scientifically Designed Wells

Each percolation well is built to a 12 × 5 ft dimension, compared to the government's conventional 3 × 4 ft structures. This expanded size enables higher storage volume, faster percolation, and deeper infiltration, significantly improving local groundwater recharge efficiency..

## Mesh Reinforcement

The wells are wrapped with a 10 mm iron rod mesh, providing robust reinforcement against soil pressure and enabling long-term structural stability. This reinforcement also ensures safety and prevents collapse during heavy rainfall or high-load conditions in parks and public zones.




## Secured RCC Protective Slab

A 4-inch thick reinforced concrete slab, combined with the iron frame, covers the well. This design prevents debris entry, ensures safe walkability in parks, and protects the well from accidental damage — all while allowing smooth surface water percolation.

## Networked Recharge System

Recharge channels distribute water to 10-20 on an average interconnected wells per park, each storing 4,270 litres. A 40 mm jelly layer, combined with concrete rings, is placed to fill structural gaps, improve filtration, and stabilize the percolation column, making the entire system seamless and highly efficient. This networked design maximises horizontal spread, accelerates percolation, and delivers impact at the ecosystem scale.

## Pathway to impact

This project operates as an integrated groundwater-recharge system, beginning with scientifically expanded 12×5 ft wells with protective layers to ensure durability, safety, and consistent infiltration across diverse soil conditions.

The design further enables a proactive recharge approach as rainwater is guided through structured channels, filtered through a jelly layer and concrete rings that seal gaps, and distributed across 5- 20 wells each capable of holding 4,270 liters helps in creating a network of wells that strengthens ecosystem resilience, supports park vegetation, and ensures that groundwater recovery is reinforced across all stakeholders and the wider community and leads to long term reduction in urban flooding, and strengths ecological resilience in public parks and community spaces.

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# OECD-DAC Evaluation

| Evaluation parameters | Evaluation areas | Rating |
|---|---|---|
| **Relevance** | • ***Asks: Is the project addressing the right needs?***<br>• **Result:** The project is relevant to Bengaluru's persistent issues of deep borewell dependence and declining water table, waterlogging, soil cracking, and declining green cover. By enhancing infiltration, improving groundwater levels, and restoring park ecosystems, the intervention directly addresses core environmental and community challenges. | |
| **Coherence** | • ***Asks: How well does the project fit within the larger system?***<br>• **Result:** The project shows strong coherence with SDG 6, 11, 13, 15 and 17 by improving groundwater recharge, reducing waterlogging, strengthening park ecosystems, and promoting community–government collaboration. Its nature-based design aligns with India's Jal Shakti Abhiyan, National Water Mission, Amrut Mission and BBMP's priorities for urban water resilience and green-cover restoration | |
| **Effectiveness** | • ***Asks: Is the project achieving its intended results?***<br>• **Result:** The intervention has been effective in solving monsoon-related issues. Drainage time dropped from 10–15 hours to 1–2 hours, improving safety and usability. 80% of residents observed healthier vegetation, and recharge clusters enhanced both vertical and lateral infiltration. Overall, park environments, safety, and water security improved markedly**.** | |
| **Efficiency** | • ***Asks: Are resources being used wisely?***<br>• **Result:** Resources were deployed efficiently, with substantial on-ground value created through 108 wells delivering 461,160 L recharge per rainfall. Rapid drainage, reduced stagnation, and improved soil moisture were achieved without major recurring expenses. Lower maintenance needs and visible community benefits demonstrate strong value for investment. | |
| **Impact** | • ***Asks: What difference has the project made?***<br>• **Result:** The project delivered clear environmental impact:<br>• 67% institutions reported improved water-table conditions;<br>• 85% community experienced better water availability in dry months; and borewell strike depths reduced 30–50%.<br>• Surface flooding reduced dramatically, with 80% reporting no puddles and<br>• RWAs noting a 90% drop in complaints.<br>• Green cover strengthened, and biodiversity presence improved. | |
| **Sustainability** | • ***Asks: Will the benefits last over time?***<br>• **Result:** The project shows sustainability potential, with BBMP and horticulture acknowledging alignment and RWAs prepared to take over maintenance with clear SOPs. However, awareness remains at 50%, indicating that sustained communication and community involvement must improve to ensure long-term continuity and replication. | |

Does not meet expectations | Partially meets expectations | Meets expectation

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# Recommendations

## Concrete and Streamline Recharge Channels

Where feasible, it is recommended to concretize the recharge channels leading to the percolation wells to prevent obstructions, reduce silt accumulation, avoid debris blockage, and lower annual maintenance requirements. This will help maintain smooth water flow into the pits and ensure consistent infiltration during heavy rains

## Expand Native Plantation

To further strengthen the environmental conservation, it can be evaluated to expand the plantation of native, drought-tolerant species in addition to ones planted by government such as Peepal (Ficus religiosa), native palms, neem, jamun, honge, etc. Native plants thrive better with improved soil moisture, support biodiversity (birds, pollinators), provide shade, and naturally cool the microclimate strengthening the ecological impact of the recharge wells.

## Strengthen Community Awareness

While community engagement is an important component of the project, thus, there are opportunities to strengthen community awareness by installing more prominent interpretation boards with QR codes and conduct simple awareness activities. Large, well-placed interpretation boards should clearly explain how percolation wells work, their benefits, and the role of residents. Complement this with periodic awareness walks, RWA-led information sessions, and park visits organized by nearby schools so that park users fully understand the intervention and practice responsible behaviour which can build long-term public stewardship and prevents misuse.

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# Snapshots from field




*Percolation pit with Warli art and information board*



*Interaction with senior officer from the Horticulture Department*




*Interaction with RWA members*



*Percolation pit*



*Channel to percolation pit*

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# Snapshot of the Wake the Lake Project (FY 2023 – 24)

**12.36 acres**
of lake area rejuvenated

**2**
sedimentation traps constructed

**1000**
native species planted (Nerale, Honge, Mahagani, Tabebuia rosea, Kadu Badami)







Snapshots from field





**8 acres**
of lake bed desilted and water capacity increased

**2**
inlets cleaned & reopened,

**2**
Gates Installed 0f MS iron and the whole lake is fenced to control entry and encroachment of people

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Based on sample interaction

# Wake the Lake Project implemented by United Way of Bengaluru

**About the project**

This project aims to revive the long-dry Devarakere Lake by restoring its storage capacity, improving water quality, and reconnecting it to natural inflow channels, enabling year-round ecological and community benefits. Through native tree plantations, desiltation, and community stewardship, the project is set to enhance biodiversity, strengthen local livelihoods, and create a healthier, cooler, and more vibrant public space for farmers and walkers alike

## Budget
## INR 1,71,74,640

**Location:** Devarakere Lake, Sullikunte, Bangalore

**Duration:** January 2024-December 2024

**Total Beneficiaries:** 3,416

## Sample coverage

| Sl No. | Stakeholders | Sample Covered |
|---|---|---|
| 1 | Farmers | 34 |
| 2 | Walkers/ Community Members | 15 |
| 3 | Maintenance Team | 2 |
| 4 | Program Team | 4 |
| 5 | Institutional Stakeholders | 3 |
| | **Total** | **58** |

***Limitation:*** *Farmers could not be mobilized for interactions as the period coincided with their sowing season and some of them were away from town, making their participation infeasible.*

**74%** farmers anticipate to diversify their crop profile and broaden their livelihood sources

**91%** farmers anticipate substantial improvements in water security once second monsoon (FY 26-27) and Rajkalve inflows resume

**NO** encroachment or sewage inflow reported post-intervention by Institutional Stakeholders

**The restored lake system is anticipated to shows strong potential to strengthen local livelihoods especially for farmers engaged in sericulture, horticulture, vegetables, and floriculture through improved soil moisture, reduced input costs.**

**100%** walkers reported an improved recreational experience noting cleaner, enjoyable space for daily use

**88%** farmers reported increased bird activity, better microclimatic conditions around the lake signaling towards early ecological recovery



**Despite current water scarcity, farmers expressed strong confidence that once inflows resume, the lake will become a dependable irrigation source—, stabilizing crop schedules, and supporting diversified livelihoods.**

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# Key Differentiators of the Wake the lake Project

### Native species plantation

The project has done the plantation of 1,000 native tree species—Nerale, Honge, Mahagani, Tabebuia rosea, and Kadu Badami—strategically selected to stabilise lake edges, enhance biodiversity, attract birds, and improve long-term microclimatic conditions, creating a self-sustaining, resilient lake ecosystem.

### Restoration of a Completely Non-Functional, Long-Dry Lake

Most lake projects start with a waterbody that at least holds seasonal water.Deverakere, however, had, no water for at least 5 years, with depth less than 1 ft due to extreme siltation and with no active inlets, fully disconnected from its catchment, severe weed overgrowth & debris dumping.

### Creation of an Inclusive Recreational Public Space

Unlike typical lake projects, this restoration intentionally creates a high-quality recreational space, turning a once dry, weedy lakebed into a clean, walkable, public commons now enjoyed by local walkers.

## Pathway to impact

The restoration model works as an integrated system reviving hydrology, strengthening the lake structure, and regenerating biodiversity through native species plantation, all designed to suit the lake's ecological needs and community context.

The intervention embeds a prevention-focused approach by reducing future siltation, eliminating sewage inflow, and stabilizing the lake edges, ensuring long-term protection against degradation

Finally, ecosystem development reinforces outcomes across users, farmers gain water security, walkers enjoy improved public space, and habitat quality strengthens as vegetation and bird life return.

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# OECD-DAC Evaluation

| Evaluation parameters | Evaluation areas | Rating |
|---|---|---|
| **Relevance** | • ***Asks: Is the project addressing the right needs?***<br>• **Result:** The project directly responds to Bengaluru's groundwater stress, deep borewell dependency, and degraded lake systems. It aligns with state priorities under the Karnataka Tank Conservation and Development Authority Act, 2014 by focusing on tank restoration, encroachment removal, and ecological revival. | |
| **Coherence** | • ***Asks: How well does the project fit within the larger system?***<br>• **Result:** The project demonstrates strong coherence with multiple Sustainable Development Goals, particularly SDG2, 3, 6, 8, 13, 15, 17, by by restoring a degraded lake basin, improving groundwater recharge potential, and enabling biodiversity revival. It aligns with National Water mission, KTCDA Act, Swachh Bharat mission among others. | |
| **Effectiveness** | • ***Asks: Is the project achieving its intended results?***<br>• **Result:** The initiative has effectively improved the lake basin, with 100% reduction in waste and encroachments, noticeable biodiversity recovery, strengthened bunds and inlets, and increased community use of the lake. 91% of farmers anticipate better water security after the second monsoon (FY 26–27), reflecting strong perceived effectiveness | |
| **Efficiency** | • ***Asks: Are resources being used wisely?***<br>• **Result:** Resources were utilised efficiently, with substantial on-ground value created through the desilting of the 8-acre lake basin, completion of two phases of restoration, opening of 2 inlets to restore natural flow, and installation of 2 sedimentation traps to prevent future silt build-up. These have improved basin readiness, reduced maintenance needs, and strengthened long-term recharge potential. | |
| **Impact** | • ***Asks: What difference has the project made?***<br>• **Result:** project has delivered clear early-stage environmental and community impact<br>• 100% reduction in encroachment and garbage, resulting in a fully cleared, obstruction-free lake basin.<br>• 100% increase in recreational use, with walkers reporting safer, cleaner and more accessible space around the lake.<br>• Google Earth imagery shows a visibly expanded and better-defined lakebed, indicating improved basin readiness for monsoon inflows.<br>• 74% of farmers anticipate diversifying their livelihoods<br>• 88% reporting improved biodiversity and ecological revival around the lake. | |
| **Sustainability** | • ***Asks: Will the benefits last over time?***<br>• **Result:** The project demonstrates sustainability potential, with ecological improvements already visible and Gram Panchayats actively supporting ongoing maintenance. However, full hydrological sustainability will only be realised once the second monsoon inflow (FY 26–27) and Rajkalve inflows stabilise, enabling consistent groundwater recharge in the lake's sandy basin. | |

Does not meet expectations  Partially meets expectations  Meets expectation

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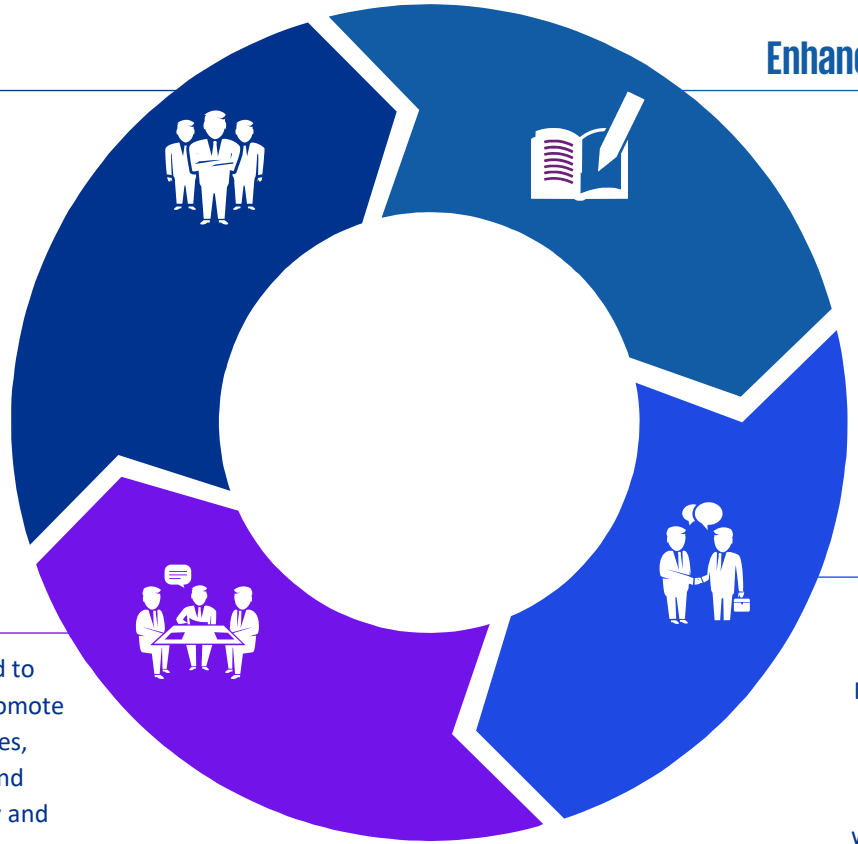
# Recommendations

## Strengthen Long-Term Basin Stability

To ensure the restored lake continues to function effectively, annual light-desilting and routine maintenance of inlets and outlets should be institutionalised. Installing simple silt traps and waste screens will prevent re-accumulation of debris, while additional measures like percolation trenches or sub-surface bunds can significantly enhance groundwater recharge in the lake's sandy soil conditions.



## Enhance Community Ownership & Governance

Community stewardship can be deepened by formalising a Lake Management Committee with representation from farmers, walkers, women's groups, and the Gram Panchayat. Regular volunteer-led cleanliness checks, waste reporting, and monitoring of inlets/outlets—combined with awareness sessions that 91% of farmers are willing to join—will help sustain lake health and responsible water use.

## Support Farmers in Livelihood diversification

Farmers will benefit from crop-specific guidance aligned to expected groundwater recharge. It can evaluated to promote drip irrigation, mulching and moisture-retentive practices, water through irrigation scheduling, water-budgeting and seasonal decision tables will improve on-farm efficiency and reduce pressure on the aquifer. This improved water discipline at farm level will complement lake-recharge efforts, support long-term sustainable water availability in the region, and enable farmers to expand and commercialise their crops.

## Strengthen Environmental Protection

To reinforce long-term ecological stability around the lake, expanding native plantation such as Nerale, Mahagani, Honge, Tabebuia rosea and Kadu Badami will help stabilise the sandy soil and enrich local habitat. Installing bio-fences around saplings and simple interpretation boards can be evaluated which can help in protecting protect young saplings and build community awareness, while a biodiversity logbook maintained with local groups can sustain interest in monitoring birds, insects and other fauna as the ecosystem recovers.

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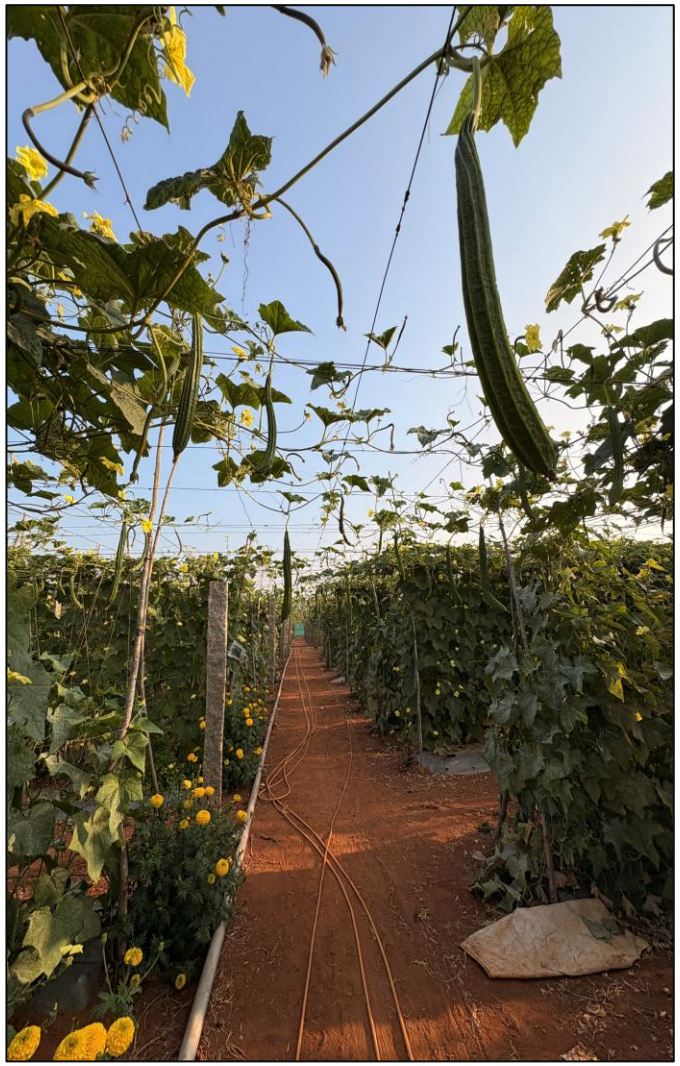
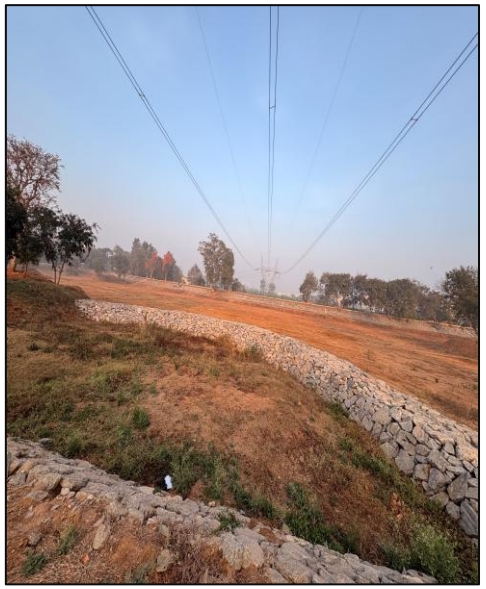
# Snapshots from field



*Visit to the farmers Field*



*Sedimentation trap*



*Interaction with walkers*




*Interaction with the BDO*



*Desilted lake bed*

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