



# Impact Assessment of ITC Mission Sunehra Kal

2022-23

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## 1. Background

ITC focuses on contributing enduring value along all dimensions of triple bottom line and also to contribute meaningfully to sustainable development and inclusive growth. ITC's presence across the three sectors of the economy enables the Company to make a larger contribution to the creation of sustainable livelihoods and building resilience among communities in its catchment areas.

In continuous efforts to meet ITC's overarching commitment to create significant and sustainable societal value for its stakeholders, **ITC's Social Investments Programmes** are implemented under the banner of **ITC Mission Sunehra Kal (MSK)** with a Two-Horizon approach to address the twin challenges of securing sustainable livelihoods today and tomorrow. The **Horizon - I** programmes seek to make **today's dominant sources of income sustainable** by empowering rural communities to conserve and augment their social and environmental capital securing agri-production systems and thereby their current sources of livelihood through climate smart agriculture, water stewardship, on-farm livelihood diversification - social forestry and off-farm livelihood diversification - animal husbandry programmes. On the other hand, **Horizon - II** programmes invest in **capacitating communities for opportunities in the future** through women empowerment, skilling of youth, support to education and ensuring public health including sanitation, solid waste management and mother & child health and nutrition. Each of the programmes under the Two Horizons have specific activities designed to achieve the pre-defined outcomes.

ITC's various interventions are aligned to Company's triple bottom-line ambitions, community needs and National priorities. These interventions also contribute towards the national efforts in achievement of different Sustainable Development Goals.

The projects promoted under MSK were spread over 136 districts of 20 States/Union Territories in 2020-21. These projects are either supported by ITC alone or together with the Government under Public Private Partnerships. ITC partners with **Project Implementing Agencies (PIAs) that are NGOs and Civil Societies** for implementation of its projects and reports the progress on pre-defined Key Performance Indicators (KPI) for each of the projects.

Brief description of each of the thematic area of intervention covered under the study is presented ahead.

### **Horizon I: Sustainable Livelihoods Today**

- Climate Smart Agriculture (CSA): The primary objective of the CSA programme is to de-risk farming operations from erratic weather events whilst continuing to improve profitability of agriculture by creating an eco-system of services comprising:
  1. Capacity building and knowledge dissemination,
  2. Restoration and replenishment of natural resources that are crucial for agriculture – water, soil and biodiversity, and
  3. Institutional support through farmer groups – Agri Business Centres (ABCs) and Farmer Field Schools - for collective action.

The programme is closely aligned to the '**National Mission for Sustainable Agriculture (NMSA)**', which aims to make agriculture productive, sustainable, remunerative and climate resilient. Major agriculture practices have been institutionalized in several states with the aim of reducing water use and cultivation

costs and improving productivity to make agriculture more sustainable and climate resilient.

- **Water Stewardship:** This programme champions water stewardship for all stakeholders in ITC's operational areas to promote water security through community-based participation in planning and execution and scientific water-balance assessments. The programme is closely aligned to the '**Pradhan Mantri Krishi Sinchai Yojana**', which is being implemented in mission mode by the government. In the agri-catchments, ITC focusses on **drought-proofing agriculture** by improving water availability through **supply side augmentation** activities like building water harvesting and groundwater recharge structures, catchment treatment to protect soil from erosion, etc. and **reducing crop-related demand for water** in agriculture.
- **Skilling of Youth:** The programme focuses on providing market relevant skills to make potential job seekers industry-ready and employable. The programme is closely aligned to the **Pradhan Mantri Kaushal Vikas Yojana (PMKVY)**, which aims to enable Indian youth to take up industry-relevant skill training to help secure better livelihoods.
- **Public Health - Sanitation:** The objective of the programme is to promote a hygienic environment through prevention of open defecation and reduction in incidence of water-borne diseases. The intervention is aligned to the '**Swachh Bharat Mission (SBM)**'. ITC has promoted construction of toilets - both individual as well as community toilets, coupled with high impact awareness campaigns, to ensure enhanced levels of ownership and behavioural change.
- **Public Health - Mother & Child Health and Nutrition:** The primary objective of the programme is to **improve the health-nutrition status** of pregnant and lactating mothers, children (up to 6 years), adolescent girls and eligible couples by improving service delivery of relevant government departments.

### **Context of the Assessment year 2020-2021**

The Impact Assessment Study assessed the intervention year of 2020-2021 and it would be imperative to note that the study should be viewed through the prism of various factors affecting the implementation of the projects under all the themes.

It is to be acknowledged that the beginning of 2020 was marred by Anti-CAA protests across Assam, wherein Darrang and Kamrup were two of the study districts for CSA, Health & Sanitation, and Mother & Child Health. Further, within a few months, the entire country went into complete lockdown from the month of March due to the global pandemic.

Covid-19 was the biggest disruptor for one and all concerning every walk of life - school classes, trade being disrupted, and social distancing became the norm. Due to curfews and lockdowns, on-ground monitoring of the implemented projects such as Health & Sanitation and Mother & Child Health would have faced challenges to a large extent.

The situation also worsened with the commencement of the 2020-2021 Farmers' Protest against the three farm acts. The socio-political turmoil involving the farmers across the northern states made an impact on the ongoing projects of that time.

## 2. Objectives and Scope of Work

The overall objective of the study is to **assess the extent** to which the programmes have been successful in implementation, coverage and achieving intended outcomes and impacts. The findings below will also **make actionable recommendations** on improving the programme delivery. Hence, the study has taken a retrospective as well as a prospective approach, wherein it has looked into the achievements of the programme, as well as derived the pathway for improvement of areas which are needed for future scale up and advocacy.

The retrospective approach has been analyzed using both deductive and inductive methodology to understand the achievements and looking into the components that could have resulted in a better achievement and improvement or might have been the cause of any non-achievement.

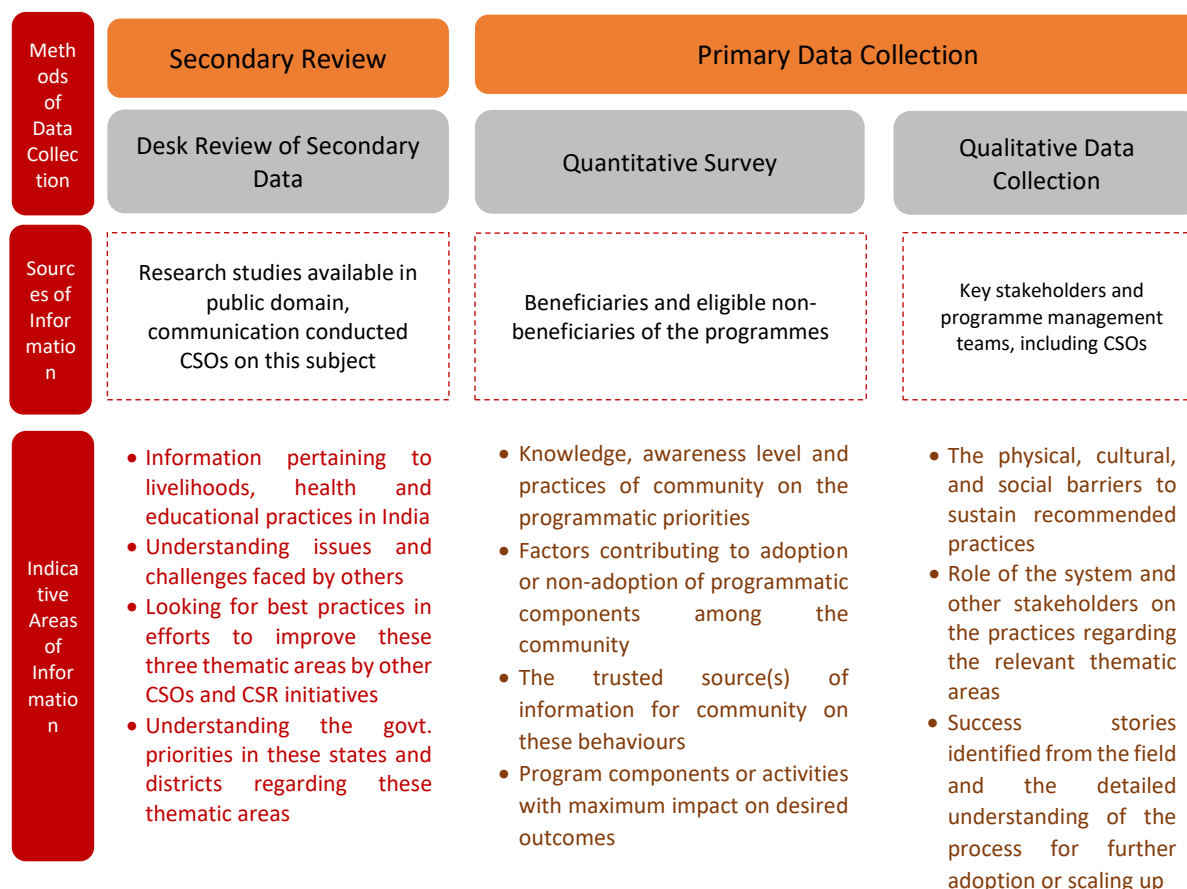
The scope of work under the study included:

- a) Reviewed secondary literature and held key stakeholder discussions and developed an understanding of the projects.
- b) Finalized key evaluation indicators and developed quantitative & qualitative data collection tools that could be used for periodical impact assessments for each of the programmes (climate smart agriculture, water stewardship, vocational training, health & sanitation, and mother & child health) in consultation with ITC team.
- c) Submitted inception report comprising of approach & methodology, sampling plan (project and control), implementation plan (with timelines), and data collection tools for assessment of each of the projects.
- d) Assessed the work done by implementing partners in the field during 2020- 21 based on primary data collection (using quantitative and qualitative methods) as well as verified secondary data available with state teams and implementing partners.
- e) Analyzed quantitative and qualitative data using appropriate tools and techniques and presented findings and recommendations for each project.
- f) The findings are presented in a consolidated format carrying separate sections for each of the five thematic areas, each covering all the findings of the projects under them.

### 3. Research Methodology

#### A. Overall Design

Under this impact assessment we conducted the following research activities-



Research Framework

#### B. Research Approach

We adopted a **theory-based evaluation** approach. This helped to **outline the mechanism of the change, test the underlying assumptions, understand contextual factors and document success factors, challenges, and risks**. It further tested the causal chain of results at various levels of inputs, outputs and outcomes. It also helped to understand whether interventions were fit for purpose and how activities at **different pathways were complementary** to each other. The assessment was guided by **OECD-DAC evaluation criteria of relevance, coherence, efficiency, effectiveness, impact, and sustainability**.

## C. Sampling & Sampling Methodology

### i. Sampling

For this study, the Cochran's (1977) formula is deemed apt for the sample size calculation

$$N = Z_{1-\alpha}^2 \times P(1 - P) \times D_{eff} \div (S_e)^2$$

Where,

$N$ = Sample size

$P$ = Key characteristic of the population, at the time of baseline;

$Z_{1-\alpha}$ = Standard score corresponding to the confidence interval;

$S_e$ = Margin of error;

$D_{eff}$ = Factor for design effect

Using this formula with 95% confidence interval (two-tailed) and 10% standard, a minimum sample of 96 is required for each of the 48 projects. This needed to be further strengthened as per the universe for each of the projects, using the following formula.

$$N_{new} = \frac{N \times Z}{(N + (Z - 1))}$$

Where,

$N_{new}$  Revised sample size

$N$  Original sample size

$Z$  Universe

Thus, the sample size required for climate smart agriculture is given below.

Table 1 Sample Size

Themes	State	District	N	D <sub>eff</sub>	Revised N	Z	N <sub>new</sub>
Climate Smart Agriculture	MP	Indore	96	1.5	144	2,779	140
Climate Smart Agriculture	Bihar	Begusarai	96	1.5	144	2,689	140
Climate Smart Agriculture	Assam	Darrang	96	1.5	144	5,000	140
Climate Smart Agriculture	MP	Ujjain	96	1.5	144	6,682	150
Health & Sanitation	West Bengal	Kolkata	96	1.5	144	3,575	140
Health & Sanitation	Bihar	Munger	96	1.5	144	24,500	150
Health & Sanitation	Assam	Kamrup	96	1.5	144	10,485	150
Health & Sanitation	Assam	Darrang	96	1.5	144	9,739	150
Mother & Child Health	West Bengal	Kolkata	96	1.5	144	1,831	140
Mother & Child Health	West Bengal	Hooghly	96	1.5	144	5,860	150
Mother & Child Health	Assam	Kamrup	96	1.5	144	79,563	150
Mother & Child Health	Assam	Darrang	96	1.5	144	1,17,299	150
Vocational Training	MP	Sehore	96	1.5	144	400	100
Vocational Training	MP	Vidisha	96	1.5	144	498	100
Vocational Training	Bihar	Munger	96	1.5	144	964	100
Vocational Training	West Bengal	Kolkata	96	1.5	144	263	100
Vocational Training	West Bengal	Hooghly	96	1.5	144	208	100
Vocational Training	West Bengal	Howrah	96	1.1	106	724	100
Water Stewardship	MP	Chhindwara	96	1.1	106	327	100
Water Stewardship	Bihar	Munger	96	1.1	106	1,704	140
Water Stewardship	Odisha	Ganjam	96	1.1	106	985	130
Water Stewardship	MP	Sehore	96	1.1	106	371	110
<b>Total</b>					<b>3,084</b>		<b>2,830</b>

### Sample distribution

Derived sample was further distributed across the states in terms of the universe proportion of the same as given below.

Table 2 Sample Distribution

Themes	States	Planned		Achieved	
		Intervention	Control	Intervention	Control
Climate Smart Agriculture	Assam	140	70	146	75
	Bihar	140	70	135	72
	Madhya Pradesh	290	150	306	198
Water Stewardship Programme	Bihar	140	70	106	67
	MP	210	105	206	107
	Odisha	130	65	139	69
Vocational Training	Bihar	100	50	109	55
	Madhya Pradesh	200	100	218	126
	West Bengal	300	150	289	151
Health & Sanitation	Assam	300	160	313	259
	Bihar	150	80	157	83
	West Bengal	140	70	112	74
Maternal and Child Health	Assam	300	160	218	245
	West Bengal	290	150	313	171



## **Qualitative sample**

Qualitative components included Focused Group Discussions (FGDs), Case study generation through IDIs with beneficiaries and Key informant interviews (KIIs). The total number of activities is given in the table below:

*Table 3 Qualitative Sample*

<b>Project</b>	<b>FGD</b>	<b>KII</b>	<b>Case Studies</b>
Water Stewardship Programme	3	3	3
Climate Smart Agriculture	3	5	3
Vocational Training	-	2	2
Health and Sanitation	4	5	3
Maternal and Child Health	8	4	4

## **ii. Sampling Methodology**

The sample was drawn by multi-stage cluster sampling method as described below:

Stage 1 – Selection of PSUs: The intervention villages/ locations were obtained from ITC program team. The villages/ locations were indexed using publicly available data and each village/ location was assigned a score. Segments of such locations were created on the basis of the index and all such segments were represented in the sample. Control villages/ locations were selected from among the non-intervention areas in the same district representing all the segments for comparison.

Stage 2 – Selection of households: In each village/ location, the list of beneficiaries was obtained and households for interview were selected purposively. In the control areas, the requisite number of respondents matching the same criteria as the intervention sample was purposively selected.

The sample for qualitative activities was purposively selected as per the intervention location and availability of respondent categories at intervention locations.

## 4. Findings and Discussion

### Horizon I: Strengthen Current Dominant Sources of Livelihoods

#### 4.1. Water Stewardship

The study was undertaken in both intervention groups (IG) and control groups (CG) and a total of 451 and 243 samples were covered respectively in four districts viz., Munger, Chhindwara, Sehore, and Ganjam.

**Demography:** The IG and CG were of similar profile and CG were selected from among the non-intervention areas in the same district representing all the segments of age, caste, family size, education, and socio-economic classification for comparison.

**Water Harvesting Structure:** Over a two-year period from 2019-20 (pre-intervention) to 2021-22 (post intervention), there was an increase of 7.5% (from 67% to 72%) in the proportion of irrigated land in the IG across the 4 districts. Intervention group farmers reported construction of water harvesting structures – check dams (15%), farm ponds (28%), and mini percolation tanks (10%), while the control group did not have access at such scale to these type of water-harvesting structures. Majority of IG farmers who have benefitted from these water harvesting structures reported that these structures led to improved availability of water.

About 67% of farmers were dependent on rains for irrigation at the time of baseline which reduced to 59% post-intervention. As against this, the dependency on rainfall in the control group was 70% and remained at 68% during the same time period. The major sources of irrigation for IG farmers were farm ponds (40%), borewells (27%), and rivers/canals (22%). It is evident that the dependency of the farmers in the intervention area is higher on farm ponds, and has increased from 11 percent in the baseline to 40 percent as constructions of the farm ponds were quite extensive during the intervention period. Moreover, the use of water-saving methods like drip and sprinkler increased by more than three times from baseline to post-intervention, whilst it remained static in control group.

Most districts other than Ganjam reported round-the-year cultivation due to the availability of water. In Ganjam, both in intervention and control areas, only 60% of the farmers reported round-the-year cultivation due to natural calamities (Cyclones- Amphan and Yaas in 2020-2021).

**Water User groups:** Water User Groups were formed in intervention areas to ensure maintenance of structures constructed under the programme. The majority (98%) in the IG stated that the WUGs were extremely helpful in assuring improved irrigation in the area and better management of water resources.

**Impact on Agriculture:** Over the two-year period from 2019-20 (pre-intervention) to 2021-22 (post intervention), the intervention group farmers observed an average 169% increase in income from their main crops like paddy, maize, soybean, etc. from Rs. 16,400/- per annum to Rs. 43,600/- per annum as against 75% increase reported by control group farmers over the same period. The increase in income was due to increase in productivity and also enabled by increase in Minimum Support Price wherever applicable.

Almost a 17% increase was observed in wheat productivity in the IG compared to reduction of 3% in the CG from baseline. Among the districts, Munger recorded a 120% upsurge in wheat productivity in the IG as compared to only 53% in CG.

The increase in the average cost of cultivation was 34% higher (an increase of Rs.5,900/- ) in CG compared to IG (an increase of only Rs.4,400/-).

Reasons for improvement in yield and reduction in cost was attributed to reduction of soil erosion (31%), a reduction in the use of chemical fertilizers (28%), an improvement in soil fertility (18%), and all-year round cultivation due to water availability (25%).



## 4.2. Climate Smart Agriculture

The study was done in 4 districts - Darrang, Begusarai, Ujjain and Indore by covering 587 respondents from IG and 345 from control group.

**Demography:** The study constituted farmers in both IG and CG with marginal, small, semi-medium, and medium landholding, and the majority of them were primary school educated.

**Land and irrigation:** There have been no change in the land under cultivation in the heavy rainfall districts of Darrang and Begusarai between 2019-20 and 2021-22. However, about a 5% and 6% increase in land under cultivation was observed in Ujjain and Indore respectively in the IG compared to less than 1% in the CG in these 2 districts.

**Impact on Agriculture:** In Darrang, a decrease of 15% in the cost of cultivation was observed in the IG as compared to only about 8% in the CG. In Indore, the cost of cultivation had increased in both IG and CG, but the increase was only about 2.5% in the IG in comparison to about 8% in the CG.



53% increase was noted in income in the IG between pre- and post-intervention periods with highest of 112% in Darrang as compared to 70% in CG. In Begusarai, the participants of the intervention area had a 70 percent increase in income against a 35 percent in control area. Even in Indore, the beneficiaries experienced a surge in income by 76 percent as

compared to a 36 percent reduction in the income of respondents in control area. Income in Rabi was found to have increased by about 170% in the IG in Indore as compared to 76% drop in CG.

Improvement was observed in average yield of major crops of wheat, maize, paddy and soyabean. In the IG, 35% change in the yield (q/ha) for wheat between pre- and post-intervention was reported as against a reduction in yield of 13% in CG. The highest increase in yield was 81% in Begusarai for wheat in intervention areas as against a decline of 46% in control areas. For paddy, there was a marginal 1% increase in yield (q/ha) in IG as compared to reduction in yield of 37% in CG.

**Farming groups:** About 80% of the farmers reported being a part of Farmer Field Schools (FFS). IG farmers mentioned that the FFS helped them to learn techniques to conserve water (80%), reduce cost of cultivation (77%), learn techniques to get better yield during low rainfall season (76%) and gain access to advanced irrigation technologies (73%).

**Other impacts:** Around 18% of IG were registered to Krishi Vigyan Kendras (KVKs) in comparison to 11% of CG. Linkages are done with Government schemes for IG farmers which resulted in higher coverage as compared to CG; PM Kisan (61% in IG against 53% in CG), Crop Insurance (6.2% in IG against 4.9% in CG), Kisan Credit Card (12.7% in IG against 10% in CG), and soil health card (3.6% in IG against 0.9% in CG).

## Horizon II: Create Capabilities for Tomorrow

### 4.3. Public Health: Sanitation

A total of 578 samples were selected in IG and 420 in CG in the 4 districts of Darrang, Kamrup, Munger and Kolkata.

**Demography:** The study was conducted in both rural and urban areas and was proportionally similar in IG and CG.

**School Toilets:** Over 95% respondents in IG reported having **separate toilets for boys and girls** against 85 percent of the CG reporting the same. All the schools (100%) of IG reported cleaning of toilets at least once a week and it was reiterated by the majority of the parents also during the HH survey. An average corpus of Rs. 5,000/- was found with the schools for school toilet maintenance at the time of the study. The dropout rates of girl students have decreased by 40% to 6% in the post-intervention phase against 10% in the pre-intervention phase.



**Need for Community toilets:** About 96% of the HHs in the sampled intervention group of Kolkata did not have access to individual toilets due to space constraints as they lived in slum areas.

**Usage of Community toilets:** 100% of the respondents in intervention areas have mentioned having access to toilet due to the construction of community toilets by ITC and maintained by Mohalla Committee. Almost all (97%) in the IG were using the community toilets on regular basis.

**Maintenance of Community toilets:** 83% of the members of Mohalla Committees are women who take care of maintenance of the toilets. The majority of the users stated that the toilets were well-maintained and clean (100%) and had running water facilities (86%). The members of the toilet maintenance committee stated that the toilets were cleaned every week (56%) or at least once a fortnight (44%). There was a weekly user fee of Rs. 5/- that was charged from the households using it. Detailed discussions with women committee members revealed that the members take turns sharing the responsibilities of collecting the user fees, purchasing cleaners and other necessary items like light bulbs or plumbing, etc. They also keep the toilets under lock and key at night to prevent miscreants from entering the toilet premises.

**Overall impact:** The toilets bridged the gaps of a needy community and the rate of usage shows the success of the programme. Qualitative discussions stated that the women felt safe as earlier there was no space and privacy for bathing or toilet usage, whereas now they have separate toilet and bathing space. This has therefore been a huge relief for them. The intervention has helped women overcome the challenges that they faced before having access to toilets, apart from giving them security and greater dignity.

#### 4.4. Public Health: Maternal and Child Health & Nutrition

A total of 531 respondents were covered under IG and 416 participants were approached for CG in Darrang, Kamrup, Kolkata, and Hooghly.

**Demography:** About 65% of samples in IG and 57% of CG belonged to the age group of 25 to 34 years and most of them were primary school educated. In terms of marginalised groups, the majority of them were from Scheduled Castes.

**Institutional delivery:** Almost 100% women from IG had opted for institutional deliveries while the NFHS-5 data showed 84% in Darrang, 85% in Kamrup and 97% each in Kolkata and Hooghly to have opted for Institutional delivery. This depicts that project areas have higher percentage of institutional delivery compared to the entire district.

**Breastfeeding and complementary feeding:** The majority (93%) of IG practiced exclusive breastfeeding for 6 months against (91%) in CG who followed Exclusive Breast Feeding (EBF). A majority (95%) introduced complementary feeding to their child after 6 months in the IG and the majority of them reported feeding pulses, mashed vegetables, and rice and roti as complementary diets to their children.

**Nutrition:** In Assam and West Bengal, underweight children in intervention Anganwadis is lower as compared to control Anganwadi in the project locations. In Kamrup, Darrang, Kolkata and Hooghly districts, underweight children in intervention areas were 3%, 4%, 5% and 14% as against 20%, 33%, 33% and 33% respectively as per NFHS-5 data for these districts.



#### 4.5. Skilling of Youth

**Demography:** The sample covered in Munger, Sehore, Kolkata, Howrah and Hooghly, mostly belonged to rural areas and consisted of both male and female participants in the age group of 18-24 years. The sample from marginalized groups was higher which constituted almost 70%. 48% of the trainees belonged to HHS where the heads of the HH were illiterate and another 40% had the head of the HH with primary education.

**Training experience:** Almost all the trainees were satisfied with the training sessions in terms of the qualification and prowess of the trainers (98%), mode of instruction (97%), duration of training (95%), the course & its curriculum (95%), and course material (95%). They found the course very relevant and apt for the market need.

**Placements:** Out of the candidates who chose to opt for placements, 64% were found to have been selected through placements despite the fact there was lockdown and COVID wave in the year. Balance 36 percent were found to have set up their own business.

**Support/peer group:** About 75% of candidates reported being part of an alumni group and 56% reported that they continued to receive support from the programme for 12 months after placement as they kept getting follow-up calls.

**Other Impacts:** A 300% increase in income was found among the trainees of VT under the intervention with their income growing from an average of Rs.27,000/- per year in the pre-intervention period to almost Rs.111,000/- post-intervention. A significantly higher proportion of trainees in the IG felt more confident in contributing to acquiring HH assets (67%), playing a role in family decisions (78%) and managing their own money (82%).

## 5. Key Recommendations:

- In some places, the construction of the farm ponds had not been adequately sustainable, as the pond size did not store sufficient water, which could percolate the groundwater to last for a longer duration in the event of the dry season stretching.
- The Climate Smart Agriculture programme focused mostly on building skills and imparting knowledge as well as providing appropriate support for farm supplies and connecting with Government schemes. However, it did not do much on the forward market linkages, which can also be explored.
- The community toilet programme with the relevant IG has been successful, but the institutions created through these can do with more system support. Some mechanism to mainstream them using any government systems would improve the chances of sustaining these institutions, which are key to running these toilets.
- The Vocational training was mostly conducted online due to the COVID-19-related restrictions at the time of the programme and hence the trainees suggested that more practical exposure and on-job handholding would be helpful. It was mentioned that moral support was provided by the trainers post placements to many trainees. However, some refresher sort of course, maybe for a short duration of a few days over weekends would help the trainees.



## Annexure -1: List of Projects under Impact Assessment

S. No.	Project Code	NGO	Theme	State	District	Study conducted by
1	6	IDYWC	Water Stewardship	Madhya Pradesh	Chhindwara	FDRI
2	18	DSC	Climate Smart Agriculture	Madhya Pradesh	Indore	FDRI
3	94	Pratham	Vocational Training	Madhya Pradesh	Sehore Vidisha	FDRI FDRI
4	95	D B Tech	Vocational Training	Bihar West Bengal	Munger Hooghly Kolkata	FDRI FDRI FDRI
5	147	WFP	Health & Sanitation	West Bengal	Kolkata	FDRI
6	170	Anudip	Vocational Training	West Bengal	Howrah	FDRI
7	187	Dhan	Water Stewardship	Bihar	Munger	FDRI
8	205	WASH	Health & Sanitation	Bihar	Munger	FDRI
9	246	Harsha Trust	Water Stewardship	Odisha	Ganjam	FDRI
10	270	SSSS	Climate Smart Agriculture	Bihar	Begusarai	FDRI
11	272	RGVN	Climate Smart Agriculture	Assam	Darrang	FDRI
12	277	NCHSE	Climate Smart Agriculture Water Stewardship	Madhya Pradesh Madhya Pradesh	Ujjain Sehore	FDRI FDRI
13	280	Youth Invest	Mother & Child Health	Assam West Bengal	Darrang Kamrup Hooghly Kolkata	FDRI FDRI FDRI FDRI
14	317	FXBIS	Health & Sanitation	Assam	Darrang Kamrup	FDRI FDRI