Evaluation of HDFC Bank's HRDP Program in Uttar Pradesh

By RTI International India

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List of Acronyms/ Abbreviations

HRDP	Holistic Rural Development Program
CAGR	Compound Annual Growth Rate
CSR	Corporate Social Responsibility
EDU	Education domain
MERLA	Monitoring Evaluation Research Learning and Adapting
RTI	Research Triangle Institute India
HRDI	Holistic Rural Development Index
H&S	Health and Sanitation
NGO	Non- Government Organization
NRLM	National Rural Livelihoods Mission
NRM	Natural Resource Management
IDI	In-depth Interviews
FGD	Focus Group Discussion
SD&L	Skill Development and Livelihoods
SHG	Self-Help Group
SMC	School Management Committee
ToC	Theory of Change
VDC	Village Development Committee
VRP	Village Resource Person
SRI	System for Rice Intensification
SB	Shramik Bharti - NGO
SSK	Sahbaghi Shikshan Kendra - NGO
AF	Aroh Foundation - NGO
AKF	Aga Khan Foundation - NGO
PANI	People's Action for National Integration - NGO
PACE	Participatory Action for Community Empowerment – NGO
SDG	Sustainable Development Goals
UP	Uttar Pradesh

Executive Summary

In October 2020 HDFC Bank (HDFC) entrusted RTI International India (RTI) with the evaluation of Holistic Rural Development Program (HRDP or Program) in 15 districts of Uttar Pradesh (UP). The aim was to evaluate the Program, assess impact and generate evidence for strategic decisions to improve the Program going forward. These 15 districts were further categorized into seven project clusters. RTI, in collaboration with HDFC's M&E team, crafted a tailored research design and specific tools for the evaluation. RTI adopted a **mixed-methods retrospective design (in the absence of any baseline data)** to evaluate the Program's impact. RTI used the random sampling method to sample beneficiaries from the sampling frame provided by the NGO partners. The evaluation was conducted at the beneficiary household level in their respective villages using a semi-structured questionnaire to assess their pre-and post-intervention status. In order to assist HDFC in establishing some mechanism to standardize the evaluation across the various interventions under HRDP and measure and compare the performance of HRDP across different clusters in a consistent manner, RTI developed the '**Holistic Rural Development Index (HRDI)'.** HRDI is a composite indicator comprising nine key outcome indicators spread across the four domains of focus under the HRDP. The nine selected outcome indicators were those for which adequate information could successfully be obtained for both before and after HRDP. RTI simultaneously conducted qualitative research to assess the amplified impact of the Program and to generate insights to complement the quantitative research. Additionally, in-depth interviews (IDIs) with six NGO partners were conducted to understand their organizational and delivery capacity with a view to establishing their ability to effectively implement the HRDP. Focus group discussions (FGDs) with program beneficiaries and community stakeholders were conducted to gain an insight into their perceptions about the Program and whether the interventions were relevant, replicable, and sustainable. School observations were conducted to gauge the increase in enrolment and attendance rates post the HRDP - which had aimed to create a conducive learning ecosystem within select local schools.

While the mission of HRDP is founded on a rational premise and the vision is admirable, achieving holistic development in a village within the short lifespan of four years is ambitious. Beneficiaries of the Program appreciated that there have been some significant improvements that have benefited people in the area. However, they also noted that there were a host of people willing to join the initiatives, who could not be brought into the ambit of the interventions/ HRDP implementation.

HRDP has achieved some important and measurable milestones. Listed below are some key findings at the state-level to provide an overview of program impact, however, please refer to chapter 3 for a detailed understanding of state-level and cluster-level findings.

- ***Income Generation:*** Substantial improvements in the income of farmers based on the adoption of organic farming and novel agricultural techniques. An increase of 32% in the average annual incomes of farmers was recorded. Moreover, the average annual farm productivity of rice and wheat increased by 29% and 6% respectively due to the adoption of rice intensification technique and better irrigation facilities, over the program duration.
- ***Women Empowerment:*** Improvement in women's standing within the local community; their agency, empowerment, and increase in earnings. It was noted that the average annual income of women increased by 46% through initiatives such as livestock management, poultry, crafts, and rug making, and support for other small-scale businesses.
- ***Sanitation:*** There has been a 119% increase in toilet usage among beneficiaries who earlier did not have access to toilets and often resorted to open defecation.
- ***Education:*** There have been substantial improvements in education and school infrastructure development. This included setting up smart classes, laboratories, furniture, sports equipment, separate toilet facilities for boys and girls, and school painting. An overall increase of 2.5% in the average attendance rates of schools was observed.

- ***Health and Hygiene:*** Improvement in sanitation and safe hygiene practices, with an 82% increase in regular handwashing with soap and water before meals and a 59% increase in handwashing using soap and water after defecation.
- ***Natural Resource Management:*** Due to the provision of solar-powered streetlights, most beneficiaries felt safer than before. There has been an increase of 283% beneficiaries that were positively impacted by the installation of solar-powered streetlights.
- Overall improvements in health status and school infrastructural facilities, with some rise in school attendance, agricultural production, and food security also being recorded.

HRDI values for before and after HRDP implementation have shown a substantial percentage increase for the selected outcomes chosen from the Program. The cluster with the lowest HRDI value (PACE's Sitapur, Sultanpur, Gonda cluster) before HRDP performed the best and the cluster with the highest HRDI value before the start of HRDP (Aga Khan Foundation Barabanki cluster) witnessed the least quantum of change in HRDI value. The table below presents the ranking of the seven project clusters based on the change in HRDI value before and after the implementation of HRDP. However, these cannot be read in isolation as the outputs are a result of mathematical calculations alone and must be read in conjunction with the qualitative NGO Assessment chapter to gain a substantive understanding of the NGO partners' performance. Similarly, the detailed chapter on cluster performances provides greater insight into the drivers of the observed change.

NGO/Clusters	*HRDI value before HRDP*	*HRDI value after HRDP*	*% change*	*Rank*
Cluster 6: Sitapur, Sultanpur and Gonda (PACE-1)	*0.334*	*0.607*	**81%**	**1**
Cluster 2: Varanasi (Sahbhagi Shikshan Kendra)	*0.425*	*0.699*	**65%**	**2**
Cluster 3: Bulandshahr and Badaun (Aroh Foundation)	*0.436*	*0.679*	**56%**	**3**
Cluster 5: Prayagraj and Pratapgarh (PANI Sansthan)	*0.424*	*0.625*	**47%**	**4**
Cluster 1: Fatehpur, Bhadohi, and Chandauli (Shramik Bhart)	*0.435*	*0.598*	**37%**	**5**
Cluster 7: Pilibhit (PACE-2)	*0.465*	*0.611*	**31%**	**6**
Cluster 4: Barabanki (Aga Khan Foundation)	*0.512*	*0.652*	**27%**	**7**

Although the evaluation of the HRDP across the UP clusters has recorded positive results, there is limited scope of generalizing and extrapolating these impacts to the broader community due to the limited dosage of intervention. However, with an extended intervention time frame, in the long run, HRDP is well positioned to generate lasting welfare gains. In-particular, the school infrastructure development initiative has shown very good progress, and impacts are notably visible within the wider community, beyond direct beneficiaries. However, given the current timeframe of intervention, attendance and drop-out rates have not shown significant improvements as such things take longer and might be influenced by several things before the current scope of the intervention.

The evaluation noted that the gains made under the Program could potentially be undermined once HDFC Bank CSR funding ceases and the NGO partners exit these geographies. This emerged from discussions with the Village Development Committees (VDCs), those charged with ensuring sustainability and a successful exit strategy. Most VDC members did not appear to have the requisite clarity of how interventions might be sustained without the current level of funding or mechanisms that could be adopted to generate some level of organic progress. Similar apprehensions were noted from the School Management Committee (SMC)

members. More targeted initiatives and formal training are most likely required within the Program's design to educate, empower, and facilitate VDCs and SMCs to actively test and adopt sustainable attributes going forward.

The recommendations section of this report aims to capture some of the critical insights that may be reviewed by HDFC to calibrate future programming to ensure that the identified limitations and gaps are systematically addressed and a strategic roadmap towards sustainability is adopted within new or enhanced Program design to facilitate a smoother transition to self-reliance within the communities over time.

The key Program level recommendations were as follows:

- The need for a clear Theory-of-Change to anchor the overall Program and a robust and thorough Needs Assessment conducted in all geographies before activities are finalized
- A robust monitoring and evaluation system for HRDP
- Formulation of a medium-term strategic plan for the Program, bolstered by annual operational plans without the later negating the need for and relevance of the former
- Adoption of a blended approach towards program design with an appropriate balance of top-down and bottom-up approaches, which takes into account ground realities and involves key representatives of the community to enhance relevance
- Timely and active sharing of feedback with NGO partners (both formal and informal)
- Careful planning of activities to maximize impact and Return on Investment
- The need for advocacy training

The key intervention level recommendations were as follows:

- Need-based training of beneficiaries
- Focus on making SHGs functional beyond their mere formation
- Additional and targeted training for the Village Resource Personnel (VRP)
- Tailored program support based on beneficiary needs, which acknowledges the different needs of different beneficiary groups rather than adopt a homogenous approach
- Increase accessibility of Program benefits through planning, location specification and understanding prevailing social norms
- Identify and select skill development sectors based on market demand and employability for youth. Additionally, provide placement and recruitment assistance to youth through counseling, job fairs, job application guidance, etc.

The evaluation concluded that HDFC's programmatic vision, the close involvement in program execution and overarching efforts to embed monitoring controls are all commendable actions towards achieving the programmatic goals. Careful selection and a more robust initial assessment of NGO partners using objective criteria could reduce the considerable time it took cluster-level programs to attain a steady-state form. The NGO Assessment found some of the NGO partners lacking in terms of organizational capacity with respect to internal governance and controls, which may have translated to sub-standard data capture and process monitoring. Others did not appear to be well-versed with considering programmatic nuances. Considerable time appears to have been lost since the NGO partners organically evolved their interventions without the accountability of achieving timebound and defined outputs and outcomes. However, HDFC's hand-holding efforts clearly resulted in substantial capacity building of all NGO partners - a positive outcome. Frequent monitoring and establishing active feedback loops with NGO partners could further enhance operational streamlining and provide the necessary evidence towards mid-course corrections to keep the Program and interventions on track.

All the NGO partners stated that they would have benefited from formal feedback from the internal assessment of their organizations that HDFC had conducted but results from which are yet to be shared with the partners. Given the relatively lower degree of sophistication of some of the grassroots partners, Program

outcomes and impact could be improved by defining a robust *'Theory of Change'* at the outset, undertaking regular on-site monitoring of field interventions, providing performance support tools to Program partners and handholding them, streamlining record keeping, and undertaking regular independent third-party evaluations to gain objective insights to optimize the progress. The latter would provide critical data, learnings, and insights that would contribute to course-correction and adaptation in shorter time frames, rather than have the programs continue to run for longer durations at which point it might be difficult to discontinue suboptimal elements of the intervention. For example, it was observed that out of the total 656 youth surveyed, 448 were trained and 203 were not trained. The placement process was facilitated for 41 candidates where only 25 candidates attended the placement and 17 candidates received job offers. Activities targeted at youth beneficiaries do not appear to have been appropriately designed – starting from the selection of beneficiaries to successful trainings and conversion to employment. Access to this data earlier in the cycle might have allowed a recalibration of the overall approach towards this beneficiary group.

Moreover, a more nuanced approach to designing the interventions and deciding on activities after careful consideration to prevailing social norms, barriers to accessibility, spatial location of facilities etc. could enhance their reach and eventual outcomes. For example, if a well is constructed in the center of a village or near a religious place, intended beneficiaries belonging to backward castes will most likely be hesitant to use the resource. The impact of such an intervention might therefore remain restricted to only certain communities, unintentionally excluding others.

Focused investment into and support of timely evaluations at regular intervals and, thereafter, purposive convergence of evaluation-based feedback with program design, thereby allowing HRDP to be refined and evolve meaningfully over time should enhance the efficacy, value-add, and return-on-investment of HDFC's CSR commitments.

Chapter 1: Context and Overview of HRDP

Context

India is a largely rural country with two- thirds of its population and 70% of its workforce living in rural areas. Despite rapid urbanization more than half of India's population is projected to remain rural by 2050. While the cities/ urban areas have made significant progress over the past 20 years, rural areas have not witnessed the same level of development. This is particularly concerning as the rural economy constitutes a large segment of national income - 46%. It is therefore imperative to strengthen the various pillars of rural economy for the overall economy to remain robust and continue to grow.

Rural areas continue to be plagued by problems of poverty, malnutrition, sanitation, illiteracy, unemployment, and lack of basic infrastructure such as schools, hospitals, etc. To achieve inclusive growth, Indian villages need to grow simultaneously alongside cities and achieve economic stability and an overall improvement in quality of life, to sustain the millions who will continue to reside in rural settings.

This enduring reality propelled HDFC to design the Holistic Rural Development Program (HRDP) and focus on the **key themes** that are relevant to rural areas. The main domains of focus under HRDP can be categorized as follows:

About HRDP

HRDP, HDFC's flagship program, aims to attain integrated and sustainable development through systematic effort in the domains of natural resource management, health and sanitation, skill development and livelihood enhancement, and education. The Program is designed to address some long-standing issues of eradicating poverty, women empowerment, improving health, and education.

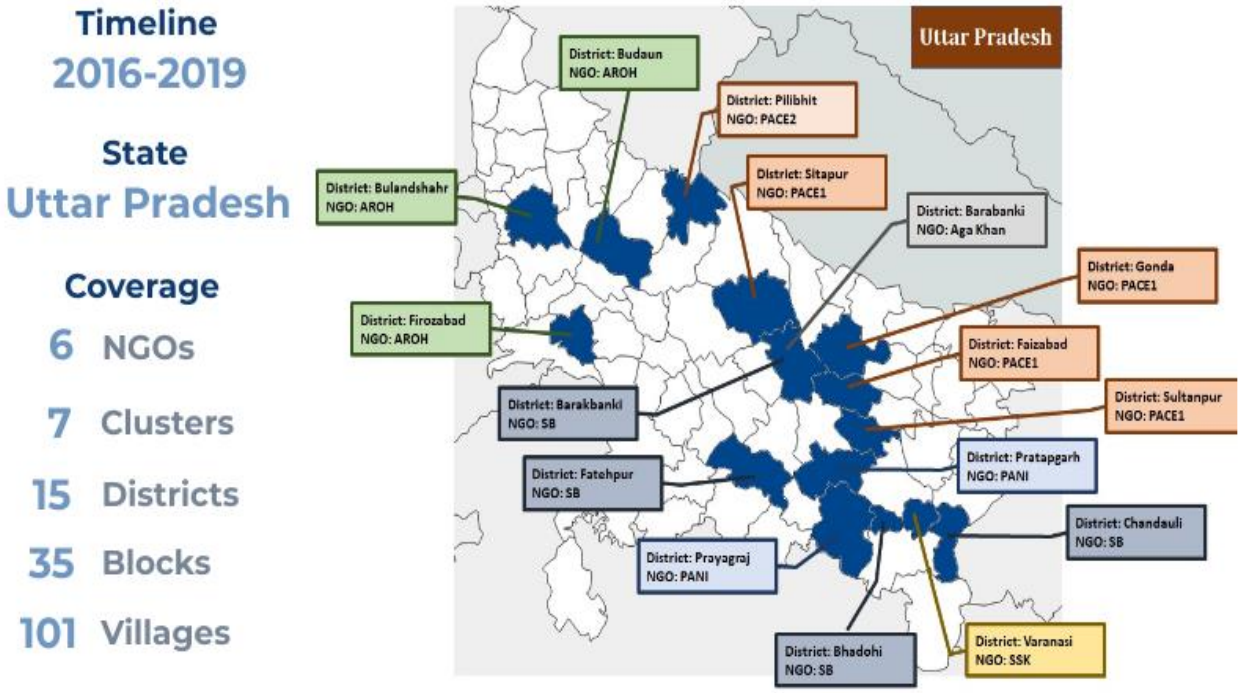
The Program is essentially an experimental application of different programmatic interventions to create a development model for villages that can be replicated and scaled to help develop backward regions of the country and empower marginalized populations.

As part of the program, HDFC's team with the help of local NGO partners engages with communities and sensitizes them to the importance of quality education, creates awareness around health and hygiene, guides youth and women to become productive and support their families by earning a livelihood, etc. The Program also empowers communities to monitor the functioning of government schools. The Program activities promote community participation and aim to engender a sense of ownership and responsibility amongst the targeted beneficiaries.

The overarching goal of the program is to improve the living conditions of people across target villages so that by the time the intervention ends, the beneficiaries are able to achieve a sustainable level of self-reliance - socially and economically.

HRDP, with the underlying philosophy of 'Creating Sustainable Communities' has been implemented across 18 states and 750 villages through a network of partner NGOs.

In Uttar Pradesh, the focus state of this evaluation exercise, the program has been implemented in 7 clusters across 15 districts. Each cluster consists of around 10-21 villages except one cluster where there are only five villages in the cluster.



The Program is implemented through six NGO partners:

Shramik Bharti	Aga Khan Foundation
Sahbhagi Sikshan Kendra	Peoples Action For National Integration (PANI)
Aroh Foundation	Participatory Action for Community Empowerment (PACE)

About HDFC

HDFC Bank (HDFC) is one of India's leading private banks and was among the first to receive approval from the Reserve Bank of India (RBI) to set up a private sector bank in 1994. Today, HDFC Bank has a banking network of 5,430 branches and 15,292 ATMs spread across 2,848 cities and towns. It caters to a wide range of banking services covering commercial and investment banking on the wholesale side and transactional/ branch banking on the retail side.

HDFC has been implementing projects across India as part of its overall CSR program, with a vision to empower communities by providing them with sustainable means of livelihood and in turn, creating self-reliant communities to achieve sustainable growth for low-resource, low-income settings. Investments span multiple domains, with interventions ranging from skill enhancement, education, natural resource management, health and sanitation, sustainability, outreach, and visibility.

About Research Triangle Institute (RTI International)

RTI International India or RTI, is the *Evaluation Partner* for HDFC Bank's HRDP program in the state of Uttar Pradesh.

RTI has been working in India to provide research and technical services since the early 1980s, addressing some of the country's most emerging and enduring social and development challenges. *In 2014, RTI International established RTI International India (RTI India), a private limited wholly owned subsidiary, as a testament to the strategic importance that India holds with regards to the global development agenda.*

RTI has since continually sought to translate and contextualize RTI's 60+ years of academic pedigree, scientific enquiry and proven methodologies to the Indian context.
RTI draws upon the best practices in scientific research, some of them proprietary to RTI, to work on complex and multi-sector projects in the domains of **health; water, sanitation, and hygiene; waste management; water resources management and energy.**

RTI further specializes in the use of cross-cutting capabilities in mixed-methods research, communication sciences, gender, and **MERLA (Monitoring, Evaluations, Research, Learning and Adapting)** to help generate a robust evidence base for social sector programs.

RTI and Corporate Social Responsibility (CSR): *RTI is a signatory to the United Nations (UN) Global Compact which is a United Nation's strategic initiative that supports global companies that are committed to responsible business practices in the areas of human rights, labor, environment, and corruption. This UN-led initiative promotes activities that contribute to sustainable development goals to create a better world.*

Chapter 2: Evaluation Objectives and Methodology

Evaluation Objectives

The objectives of the evaluation are to:

1. Measure the direct and the indirect or diffused impact of the interventions within the targeted communities; and
2. Assess the partner non-government organizations (NGOs) implementing the program in different clusters

The underlying objective of the evaluation is to identify gaps that could be addressed to streamline future on-ground implementation and maximise impact.

Evaluation Methodology

The evaluation work was based on three overarching principles:

1. Strong communication and consultation with NGO partners and the HDFC M&E team
2. Generation of quality information using robust study design, data collection, and analysis
3. Critical thinking and application of results to recommendations

RTI worked closely with HDFC to develop the study design and survey instruments to effectively track the program's impact.

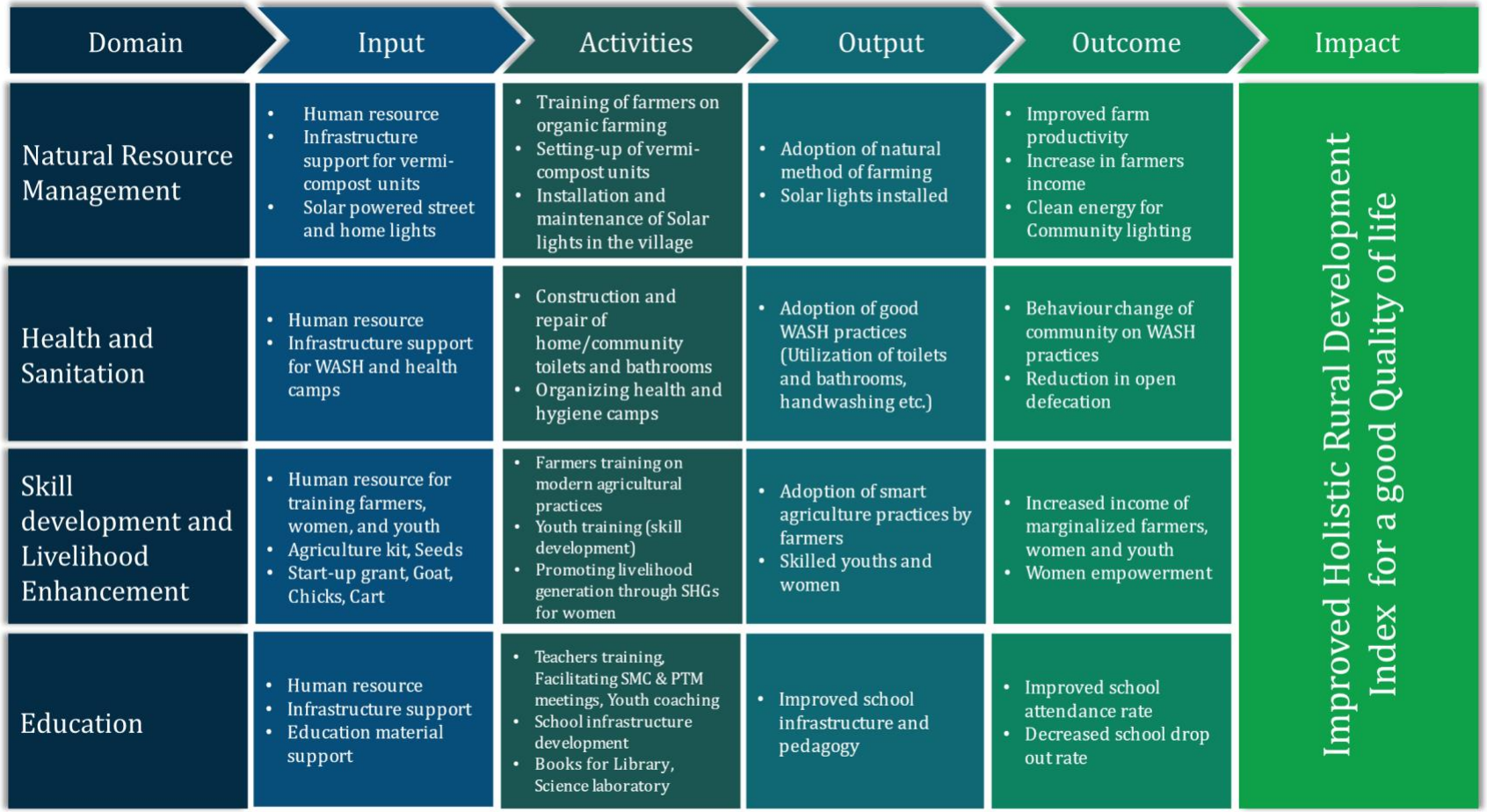
As most of the interventions were introduced in the third or fourth year of implementation, RTI has used a **retrospective survey (as a proxy for baseline data)** with a **mixed-methods approach** (with quantitative and qualitative components) as explained in the sections below.

RTI conducted quantitative surveys with **HRDP beneficiaries (beneficiary survey)** to assess whether and to what extent the targeted interventions resulted in an improvement in each of the themes and, also, in the overall development of the cluster in question. The retrospective surveys helped establish the status of beneficiaries before the start of HRDP interventions. The beneficiary survey was supplemented with qualitative insights through Focus Group Discussions (FGDs) with beneficiaries, non-beneficiaries, and in-depth interviews (IDIs) with NGO partners.

Note: *Due to the use of retrospective design, there was reliance on the recollection of beneficiaries/ respondents with regards to the variables of interest. During the interviews, some degree of recall bias was encountered where beneficiaries were not able to exactly recollect the information being sought and in many cases were not able to clarify the status before HRDP was introduced. Therefore, such cases where accurate responses for the two time points, i.e., before and after HRDP were not received, were excluded for the purpose of relevant calculations.*

Theory of Change

The evaluation was guided by the theory of change (ToC), which maps the way in which the program inputs, activities, and outputs are expected to produce a change in outcomes and impact.



Segment A: Quantitative Research Methodology

Beneficiary Survey

The beneficiary survey assessed the Program's impact on household income; improvement in the livelihood of farmers and women; skill development of farmers, status of women participating in SHGs, status of youth; and health and sanitation practices.

RTI conducted beneficiary surveys using a semi-structured questionnaire, to assess both pre-and post-intervention status of beneficiaries. Since this provided data at two time points — pre- and post-intervention from the same beneficiary, it aided the creation of a longitudinal database. Cluster-level estimates of Holistic Rural Development Index (HRDI) have been provided based on 9 chosen outcome indicators from the four domains of HRDP. The reality of the Program's implementation and the study design did not allow for the provision of powered estimates for each theme. However, the theme-wise impact in the form of narratives has been presented. *Please refer to Chapter 3 for a detailed overview of HRDI, cluster rankings, and understanding of the cluster performance.*

Sampling Methodology

Sampling frame: NGO partners provided village-wise information of all the beneficiaries of different interventions under HRDP, within their respective clusters. This database was used to draw up a sampling framework for each cluster.

Selection of villages: Project villages varied between 10-21 villages across seven clusters, except for one cluster where there were only five villages.

Step 1: Cluster level filtration - from each cluster, only those villages that contained all three groups of targeted beneficiaries were identified and shortlisted

Step 2: From this shortlist of villages, 5 villages were selected from each cluster using the probability proportional to size sampling method. For the cluster with only 5 villages, all 5 villages were selected for the survey.

Selection of beneficiaries: Once the villages were selected, beneficiaries were categorized by intervention type for each village. ***There are 4 major beneficiary categories of the HRDP. The first 3 have been considered for the quantitative beneficiary surveys:***

1. **Farmers**
2. **Self Help Group (SHG) women**
3. **Youth**
4. **Schools** (*School evaluation was undertaken as part of the qualitative research.)*

488 beneficiaries from each cluster were selected. This sample size of 488 beneficiaries was proportionately divided among the four beneficiary categories based on their proportion in the cluster. This provided inputs on the sample drawn from each of the beneficiary groups from each cluster.

Note: *In order to achieve the desired sample size, buffer samples had to be covered as the beneficiary details of a few villages were not found to be unique. Therefore, a census was conducted in select villages to achieve the sample sizes. This also had an impact on the random sampling exercise for the selection of beneficiaries. This problem was mainly observed in the villages of NGO PACE in the Pilibhit cluster and one of the sampled villages of Aroh Foundation. Despite the census, the desired sample size for the PACE cluster could not be achieved and therefore a powered estimate of HRDI for the Pilibhit cluster could not be provided.*

The following table highlights the proportionate sample that was drawn from each group of beneficiaries from the seven clusters.

Cluster Number	Number of villages	Number of beneficiaries per cluster*			Total
		Farmers	Women	Youth	
P0117	5	77	294	117	488
P0154	5	98	260	130	488
P0156	5	205	213	70	488
P0164	5	121	297	70	488
P0254	5	261	174	53	488
P0162	5	66	299	123	488
P0252	5	209	262	17	488
Total	**35**	**1037**	**1799**	**580**	**3416**

As per the beneficiary numbers shared by NGO partners

Quantitative Analysis

A descriptive analysis of the demographic and background characteristics as well as for all the process and outcome indicators was conducted to present the percentage distribution of categorical variables and mean of continuous variables. Bivariate analysis of all the process and outcome indicators by beneficiary types was conducted to get insights into the various training provided, their adoption, and their outcomes pre and post HRDP intervention. Given the filtering of the sample due to adoption or non-adoption of the training, prior to any statistical testing of the differences in the outcomes the sample size and the normality condition were taken into consideration. Certain normality tests like the skewness-kurtosis test and the Shapiro Wilk test were performed to check if the data is normally distributed and accordingly parametric and non-parametric tests were performed to check the significance of the results. For cases where the assumptions of normality or sample size were not met, Wilcoxon's matched-pair rank test was performed as a non-parametric substitute to paired t-test for testing differences of continuous outcome variables, and Fisher's exact test for categorical variables. Relative change for all the indicators was calculated to show the impact of the intervention[1].

Data Validation and Data Cleaning

To address the inconsistencies and outliers, the data was cross verified in the field. Post verification, the data was cleaned and adjusted for outliers. As the sample size within sub-groups was dependent on adoption or non-adoption of training, dropping the outliers would have reduced the sample size even further. Thus, instead of dropping the outliers, they were adjusted to the maximum value of the interquartile range. This helped in reducing the skewness of the data without reducing the sample size further.

Segment B: Qualitative Research Methodology

RTI conducted IDIs and FGDs to obtain qualitative insights, with an aim to complement the quantitative data and measure the diffused impact of HRDP, fill evidence gaps, dive deeper into the '**Why**' and '**How**' etc. with the intention of improving programmatic and managerial results. This exercise helped generate supplemental field evidence and record the perspectives and testimony of key stakeholders.

The qualitative study assessed any amplification or broader impact generated by the program through the following key parameters:

- ✔ Relevance of the program
- ✔ Effectiveness of the program and NGO partners implementing the program

[1] **Relative change** expresses the absolute change as a percentage of the value of the indicator in the earlier period, i.e.

$$Relative\ Change = \frac{Value\ of\ indicator\ after\ HRDP - Value\ of\ indicator\ before\ HRDP}{Value\ of\ indicator\ before\ HRDP} * 100\%$$

- ✔ Replicability
- ✔ Sustainability

Data was collected through FGDs to gauge perceptions of outcomes by participants and non-participants themselves, case studies for '*success stories*', and semi-structured conversations with program stakeholders.

IDIs and FGDs were conducted, and based on their insights, case studies were created (capturing best practices and success stories) in all 7 intervention clusters. Data was collected to gauge perceptions of outcomes by beneficiaries and non-beneficiaries through semi-structured conversations.

With assistance from the implementing NGO, stakeholders for each intervention were identified for these conversations. IDIs were instrumental in helping us identify key themes or patterns in the possible reasons for intended or unintended outcomes in a retrospective manner. Guidelines on the number of respondents required for the FGDs and IDIs were provided to the NGOs.

In addition to understanding the respondents' perspectives, existing perceptions and barriers were explored and identified through FGDs with farmers (across age groups to include youth), women (across age groups to include youth), SMC and VDC members and from these, gleaned *success stories (unique interventions by NGO partners)* from the vantage point of the participant.

Sample Size and Stakeholders

Interviews were undertaken across 7 intervention locations, with the selection criteria detailed below. Participants were purposively sampled. Stakeholders for IDIs and FGDs included beneficiaries of the interventions, program coordinators, and NGO partners. There were **5 FGDs** per cluster, a total of 35 FGDs across 7 clusters as explained below.

Sample size and Stakeholder details per village

Stakeholders	FGD	Sample size per cluster	Total
Farmers (different age groups)	FGD	1	7
SHG women (different age groups)	FGD	1	7
VDC members and Non- beneficiaries	FGD	1	7
SMC members	FGD	1	7
NGO village resource person	FGD	1	7
		Total	**35 FGDs**

Segment C: School Observation

Objective: A school observation checklist was used to assess school infrastructure and attendance.

Overview

This intervention focused on creating *Model SMART Schools* by improving school infrastructure, especially, improving sanitation infrastructure (toilets, handwashing units, water points, etc.), developing smart classes, etc. RTI conducted the observation of school infrastructure to understand the establishment of *model schools* by setting up smart classes, library, science laboratory, improvement in WASH infrastructure, uplifting the face value of school, provision of sports equipment, training of teachers and students on basic hygiene, and the creation of a joyful learning environment.

Data Collection

RTI prepared a school observation checklist to evaluate the infrastructure development work in the schools. Attendance data of students in schools was also requested to ascertain if there were any improvement in the

attendance since the inception of the Program. Attendance data of students was gathered for both pre-and post-intervention.

One school per sampled village was visited as part of the field survey. In total, 35 schools in 7 clusters were visited. Consent from the school headmaster/principal or teacher was taken for infrastructure observation. Attendance and enrolment data were taken from the school officials present during the survey. *In most cases, school officials have shown reluctance in verification of enrolment, attendance, and dropout data from the school registers. The information on enrolment, attendance, and dropout was verbally provided by the school officials.*

Segment D: Implementing Agencies Assessment Methodology

In order to assess the delivery capacities of the NGO partners, RTI prepared a checklist with the underlying objective to identify gaps that could be addressed in the future by HDFC through mechanisms such as targeted capacity building, performance review of the program, better communication etc. to streamline program implementation. NGO performance was assessed in terms of the efficacy of on-ground implementation and generation of impact. Enquiries were made on the following parameters with each of the NGO partners.

1. ***Organizational Capacity*** assessed the management processes and systems including leadership, human resource, risk management, and resolution.
2. ***Delivery Capacity*** assessed the organization's understanding of the Program's objectives; tools, activities, and mechanisms being used for delivery; existing networks and outreach; stakeholder engagement; how on-going monitoring is conducted; and whether NGOs were able to best use non-financial resources to achieve the planned outcomes. The responsiveness of NGOs to beneficiary needs and the social impact and value they created with their work was checked. The relationships between non-financial inputs, such as time, staff, expertise, and the program's outcomes under different domain areas were also explored. RTI assessed the networking of NGOs with different partners, stakeholders, beneficiaries, their relevance, and satisfaction.

Qualitative Analysis

For qualitative research, all audio recordings or voice files were transcribed verbatim. Transcripts in local languages were translated into English. Quality checks were conducted randomly by RTI qualitative experts by comparing English translated transcripts and local language transcripts. A specific labelling structure was followed to represent the type of data collected and district identifiers for the English translated transcripts. Once the files were transcribed, a framework analysis approach was conducted for the Focus Group Discussions and the In-depth Interviews. The approach was to attribute thematic analysis to the data. Theme generation evolved out of the phenomenon captured during the coding process (Denzin and Lincoln,2005). Preliminary codes were identified to describe the content. Consequently, matrices were developed to represent the main themes to compare findings across districts. An inductive (where the data determined the themes), as well as deductive method (where predefined themes were reflected in the data) was utilized through a semantic approach of analyzing explicit content of the data. Information within each code was then collated into narrative sections. Through an iterative process, patterns and themes were then identified and reviewed across stakeholder interviews, and across districts.

Evaluation Timelines

The quantitative and qualitative evaluation was undertaken between November 18 to 5th December 2020.

Chapter 3: Program Evaluation and Key Findings

This chapter attempts to compare HRDP across the UP clusters as well as the relative performance of the implementing partners. These have been covered in the following manner:

1. Program Evaluation - Holistic Rural Development Index (Evaluation of key outcome indicators across domains to measure and rank performances across clusters)
2. Key program findings
    - Overall UP level
    - Cluster-wise findings

Whilst the HRDI has been created as a tool of comparison, care should be taken to treat it as representative and not the ultimate arbiter of cluster and NGO partner performance, as the calculation itself has certain inherent limitations and whilst statistically sound, does not capture a host of nuances that determine overall performance.

A. Program Evaluation – Holistic Rural Development Index

Overview of HRDI

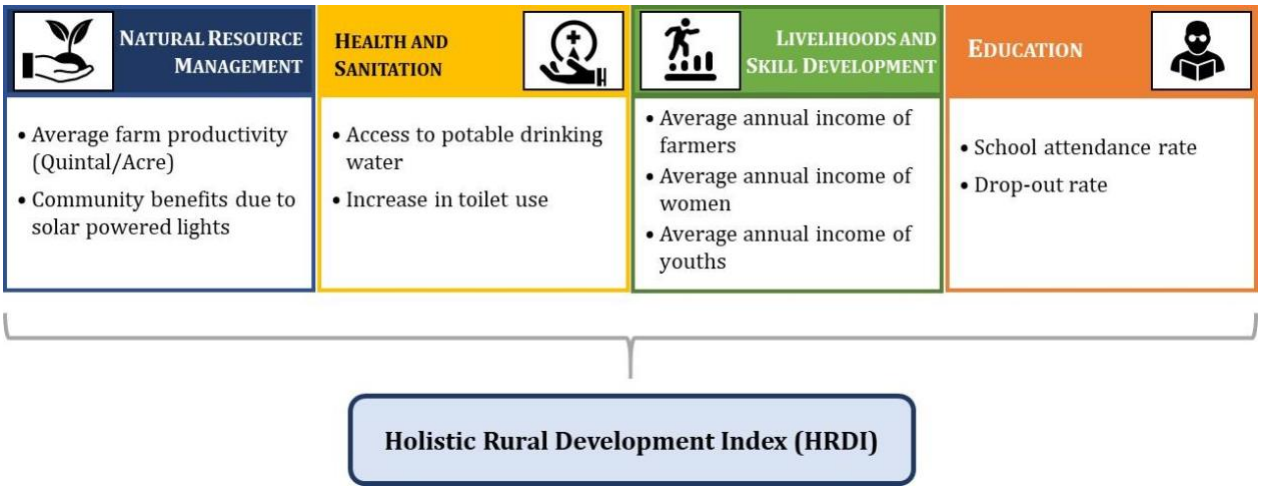
The aim of HRDP was to achieve holistic rural development through a multitude of interventions that would lead to overall improvements across related dimensions. While this is a sound approach towards achieving holistic progress, it introduced significant variability in the interventions across the different geographies as they were tailored to some extent to the needs of beneficiaries in each geography. Therefore, for the evaluation, it was not possible to ascribe a single impact indicator that might be able to accurately, and with reasonable comparability, capture the overall performance of HRDP. Hence, there was a need to design an independent, alternative metric that would adequately represent HRDP's intended holistic development.

To address this inherent complication of the program design, RTI attempted to create a composite index, one that would capture the key outcome indicators across all the four domains as well as serve as the basis for the comparison of implementation partner performance across the seven clusters and 15 districts of UP. **By defining key outcome indicators for each of the domains and factoring them into a composite index, the Holistic Rural Development Index (HRDI) was created.**

Holistic Rural Development Index (HRDI) is therefore a composite index developed to measure and rank the clusters and thereby the NGO partners based on their performances on key outcome indicators across these domains.

HRDI Indicators

HRDI comprises nine key performance indicators selected from the four domains of focus of the HRDP. The indicators selected were based on their relative contribution to the final expected outcome across all domain-wise interventions. Additionally, the retrospective study design imposed certain limitations as only those indicators for which both pre- and post-data could be obtained were relevant for this purpose and could be utilized. The following figure highlights the key indicators that were chosen for each of the domains:



Approach and Methodology

The nine outcome indicators included in the HRDI were obtained from different domains and are consequently measured on different scales. Therefore, to ensure the comparability of these indicators, all the indicators were converted into discrete variables such that the indicators could be measured between 0 and 1. Indicators such as productivity and income which were measured on a continuous scale were converted to discrete variables by setting a cut-off. The 50th percentile of these indicators at baseline was chosen as the cut-off point**. Thus, a change in the indicator could be captured by recording the proportion of beneficiaries above the cut-off at two distinct points in time.**

Domain	Indicator	Positive Change if	Weight
Natural Resource Management	Organic Farming Productivity	Productivity of wheat grown using organic farming is greater than 15 quintal per acre	0.063
		Productivity of rice grown using organic farming is greater than 15 quintal per acre	0.063
	Solar Light	Average rating of perceived benefits of solar streetlights is greater than 1	0.125
Health and Sanitation	Access to potable water	HH has access to improved drinking water facility[1]	0.125
	Access to toilet	HH has access to improved toilet facility[2]	0.125
Skill Development and Livelihood	Farmer income	Average annual income of Farmer is greater than INR 27,000	0.083
	SHG women income	Average annual income of SHG women is greater than INR 5,000	0.083
	Youth income	Average annual income of Youth is greater than INR 0	0.083
Education	Attendance rate	Average monthly attendance rate is more than 74%	0.125
	Drop-out rate	Dropout rate is less than zero	0.125

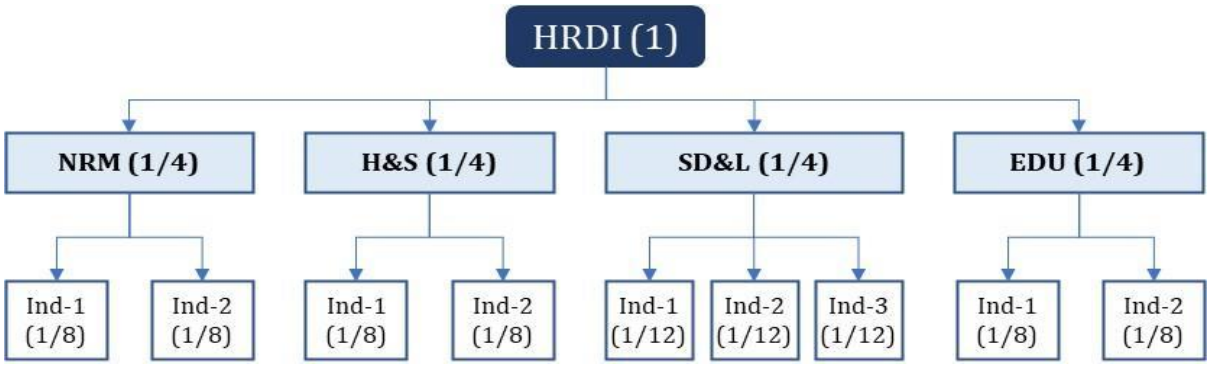
[1] Piped water into dwelling/yard/plot, public tap/standpipe, tube well or borehole, protected dug well, protected spring, rainwater, community RO plant
[2] Own, shared, public/community toilet

Indicator Weights

After setting the cut-off, weights were applied to each of these indicators. All clusters needed to be assessed on a standard scale. This required attribution of equal weights to all the domains in order to create a standard HRDI for each cluster.

Equal weights were assigned to each of the four domains. Further, the domain weight was equally distributed among the indicators of that domain; thereby ensuring that equal weightage of the domains was maintained overall.

Domain and indicator weights[2]



Once all the indicators were standardized and weighted, a sum of these weighted indicators was utilized to calculate the value of HRDI.

Analysis Plan

HRDI for each cluster/ NGO was calculated at two points in time i.e., before and after HRDP and was compared cross-sectionally to understand which domains contributed to an increase or decrease in HRDI value. Concurrently, the NGOs were ranked according to the HRDI score based on their performance across different domains. Since the value attribution of the indicators is in proportions, the HRDI value numerically ranges between 0 and 1.

To examine the domain contribution, domain indicators and the differences between the clusters were studied while statistically verifying the numbers.

Given that most indicators had small bases and non-normal distribution, it restricted the calculation to using the non-parametric test to test the significance of differences in these indicators across clusters. Wilcoxon's matched-pair signed-rank test-which is a non-parametric substitute of the paired t-test was performed to test the significance of the differences.

Method to calculate HRDI

Step 1: All the 9 indicators were cleaned and adjusted for outliers. Only those beneficiaries were considered for the analysis where data on outcome indicators was available for both pre- and post-intervention.

Step 2: A cut-off value was calculated by taking the 50th percentile for each indicator before HRDP (baseline). For instance, consider the indicator- average annual income of farmers, at baseline, then sorted all the farmers across the seven clusters in ascending order based on their income. The 50th percentile i.e. the

[2] NRM: Natural Resource Management | H&S: Health and Sanitation | SD&L: Skill Development and Livelihoods | EDU: Education

median value of the income was taken. This median or 50th percentile was taken as the cut-off (baseline cut-off to be precise).

Step-3: Calculated the proportion of beneficiaries above the set cut-off value at the baseline for each indicator.

Step-4: Calculated the same at the end-line i.e., the proportion of beneficiaries above the baseline cut-off for each indicator.

Step-5: Multiplied each proportion of the indicators with the set indicator weights.

Step-6: Sum all the indicators (i.e., weighted sum) to calculate the HRDI value at baseline and end-line.

Step-7: Calculated the relative change in the HRDI value from baseline to end line.

Step-8: Ranked the clusters based on relative change brought about in the HRDI value i.e., the cluster that brought the maximum change in the HRDI value received the first rank.

Key Findings

Overall Clusters Rankings

The following table provides the ranking of clusters based on the % change in the HRDI value before and after the implementation of HRDP.

NGO/Clusters	*HRDI value before the implementation of the HRDP*	*HRDI value after the implementation of the HRDP*	*% change*	*Rank*
Cluster 6: Sitapur, Sultanpur and Gonda (PACE-1)	*0.334*	*0.607*	**81%**	**1**
Cluster 2: Varanasi (Sahbhagi Shikshan Kendra)	*0.425*	*0.699*	**65%**	**2**
Cluster 3: Bulandshahr and Badaun (Aroh Foundation)	*0.436*	*0.679*	**56%**	**3**
Cluster 5: Prayagraj and Pratapgarh (PANI Sansthan)	*0.424*	*0.625*	**47%**	**4**
Cluster 1: Fatehpur, Bhadohi, and Chandauli (Shramik Bhart)	*0.435*	*0.598*	**37%**	**5**
Cluster 7: Pilibhit (PACE-2)	*0.465*	*0.611*	**31%**	**6**
Cluster 4: Barabanki (Aga Khan Foundation)	*0.512*	*0.652*	**27%**	**7**

Key points:

*The cluster with the **lowest HRDI value at base (before HRDP), i.e., PACE-1, performed the best**. The cluster with the **highest HRDI value before the start of the HRDP, i.e., the one managed by Aga Khan Foundation, witnessed the least quantum of change in its HRDI value (27%).** Therefore, the ranking of the clusters must be decoupled in principle from the assessment of the NGO's that manage said clusters.*

- **The Cluster managed by PACE (PACE-1) was found to be the best performing cluster**, registering a change of c.81%.
- HRDI is a composite score of nine indicators from 4 focus domains of HRDP. Comparison of cluster performances by domains reveals that the **PACE-1 cluster recorded the maximum change in the NRM domain** with its domain score increasing from 0.063 to 0.162, registering a 224% change.
- This high percentage change in NRM is driven by the significant increase in benefits perceived by beneficiaries towards solar powered streetlights installed by the NGO partner. This has successfully catapulted PACE-1 to the first rank among the clusters[3].
- Overall HRDI is being calculated as a relative change in HRDI values before and after the implementation of HRDP. For the PACE-1 cluster, the indicator value before the implementation of HRDP was the lowest among the 7 clusters. This suggests that the value of outcome indicators for the related households was low before the start of the program i.e. they were some of the most remote and backward villages. Consequently, given this low base, there was ample scope for improvement. As a general principle and specifically to the HRDI, villages with poor socio-economic indicators will typically show a greater relative change in HRDI even with minimal intervention, as the values of the outcome indicators were low at the start with significant room for improvements. The ranking of PACE-1 appears to be demonstrative

[3] It is to be noted that the sample size was too small for outcome indicators to generalize any impact for the cluster.

of this. As far as this ranking being representative of PACE's performance, the qualitative aspects of the NGO assessment suggest that the villages/districts decided prior to any needs assessment for PACE-1 were far more vulnerable due to its location and social indicators. By location, PACE was given areas that are extremely prone to natural disasters (flood-prone) where normal life here is constantly disrupted due to constant flooding – affecting livelihoods, health, education, and quality of life. Any activity addressing these difficulties would have a profound impact across dimensions of quality of life. At a programmatic level, the NGO spent a majority of the first year of the intervention to build rapport and trust with the community to reduce risks of low uptake for activities - an extremely crucial exercise undertaken. Long term community plans in Year 2 were formulated with the community to ensure needs of the community were met over time. PACE was also an organization that faced minimum attrition rates over the project cycle, which could have given them an advantage within the community.

- Extending the same principle, the cluster managed by Aga Khan Foundation, which had the highest value of HRDI before the start of HRDP, ranked 7th (lowest) among the clusters. Given this higher base, a significantly larger intervention was required to record even a marginal change in outcome indicators and HRDI. When villages are at a relatively more progressed stage of development, bringing about any further improvement typically requires a far greater depth of intervention. As far as this ranking being representative of Aga Khan Foundation's performance, the qualitative aspects of the NGO assessment suggest two points: 1) that proximity to the capital of Uttar Pradesh, Lucknow, and better socio-economic conditions led to this district, Barabanki, recording a higher level of development than other districts under HRDP and 2) the NGO team had to overcome several challenges in implementation. In terms of development, connectivity to Lucknow city could have a potential impact on livelihoods, infrastructure as well as social indicators- National Family Health Survey (NFHS) 2015-16 also shows that 99.2 % households had access to an improved water source, while 49.7% had access to electricity (around the time that HRDP commenced). From the NGO's perspective, as they had not worked in this district before HRDP, the team at the NGO took some time to improve rapport with district officials. Additionally, there were gaps between the needs assessment and project activities - there were instances where the project team changed (3 of 10 community mobilisers left the project, team manager was also changed twice over the period of HRDP) or dropped project activities because the activities were not aligned to the needs. This could have impacted the intervention negatively. However, sustained efforts through a rapid rural assessment, structured delivery model, convergence with government schemes and continuous engagement with HDFC allowed for some sustained gains to be made.

Ranking of clusters based on pre and post HRDI values

Another way to look at the rankings of the clusters is based on their HRDI values pre and post HRDP and change in ranks based on HRDI. The table below shows the HRDI values of each NGO/cluster pre and post HRDP and their corresponding ranks based on the HRDI value at that moment of time.

NGO/Cluster	*Before HRDP*		*After HRDP*		*Change in ranks*
	HRDI	**Rank**	**HRDI**	**Rank**	
Cluster 2: Varanasi (Sahbhagi Shikshan Kendra)	0.425	5	0.699	1	+4
Cluster 3: Bulandshahr and Badaun (Aroh Foundation)	0.436	3	0.679	2	+1
Cluster 4: Barabanki (Aga Khan Foundation)	0.512	1	0.652	3	-2
Cluster 5: Prayagraj and Pratapgarh (PANI Sansthan)	0.424	6	0.625	4	+2
Cluster 7: Pilibhit (PACE-2)	0.465	2	0.611	5	-3
Cluster 6: Sitapur, Sultanpur and Gonda (PACE-1)	0.334	7	0.607	6	+1
Cluster 1: Fatehpur, Bhadohi, and Chandauli (Shramik Bharti)	0.435	4	0.598	7	-3

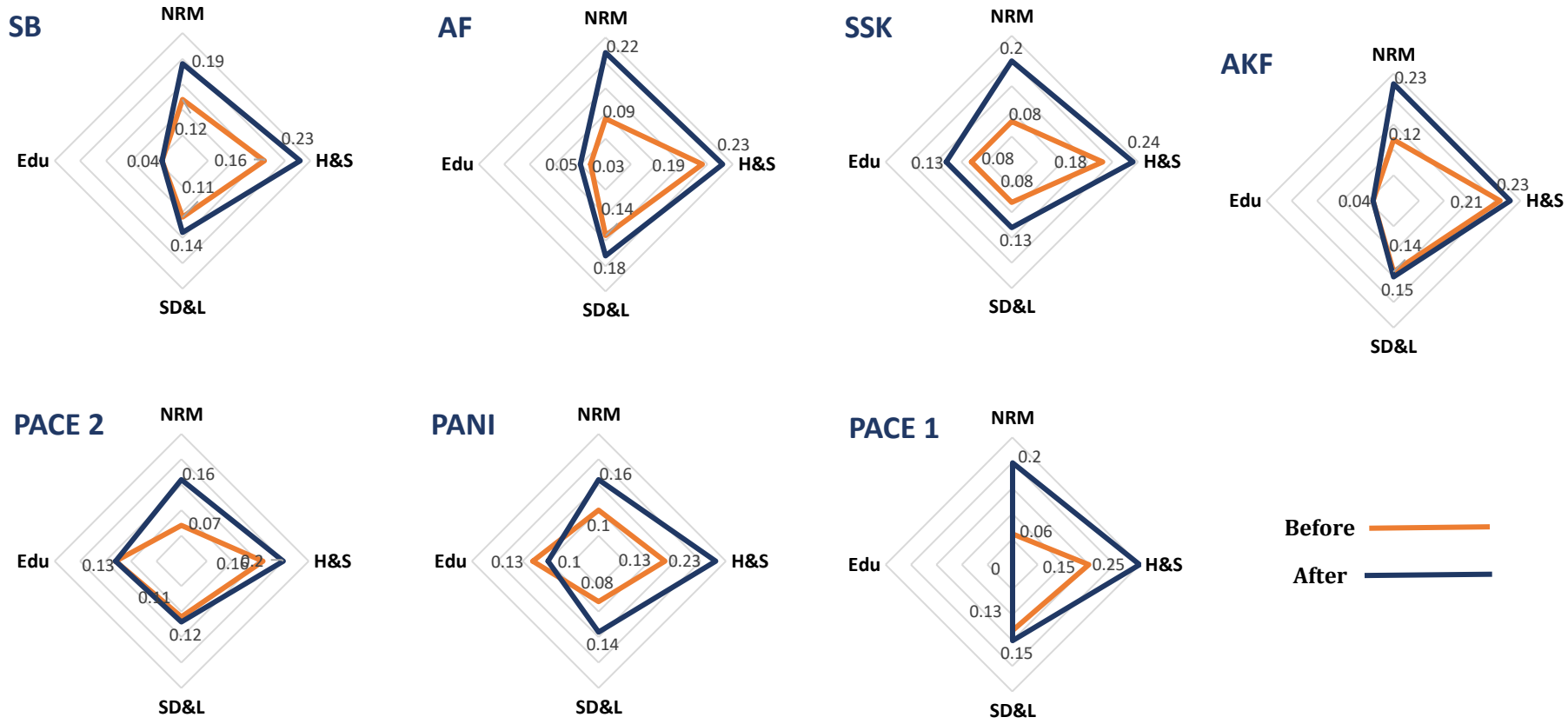
It can be seen from the table above that post HRDP SSK has the highest HRDI value among clusters and ranked 1. SSK ranking improved by four places compared to the start of HRDP where it stood at 5th place.

Followed by SSK was AF was at second place with its rank moving upward from 3rd to 2nd position post HRDP. AKF which is placed at 3rd position post HRDP, dropped 2 places from its initial rank 1. PANI cluster moved 2 places upwards post HRDP and acquired the 4th rank. PACE-2 and SB dropped their positions by 3 places and were placed at 5th and 6th position post HRDP. PACE-1 climbed one rank above from its initial rank to take the 6th position post HRDP.

(Domain rankings covered from the next page)

Domain Rankings

The charts below offer a comparative snapshot highlighting the areas of focus and quantum of change within domains across clusters.



Key observations:

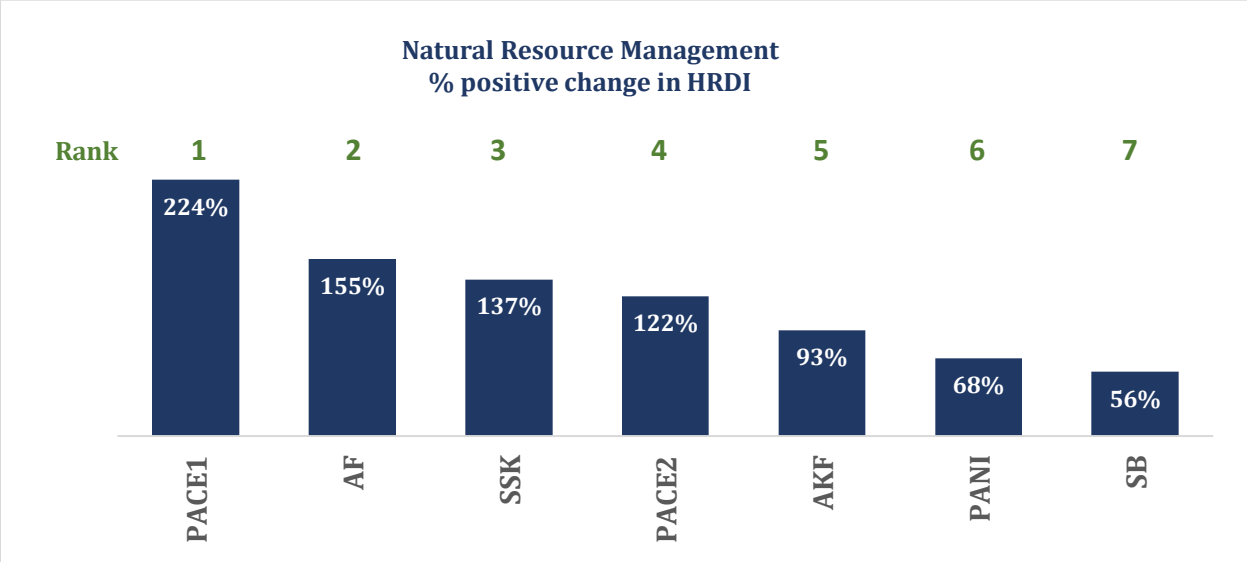
- Unlike the other clusters, SSK's performance has been uniformly good across all domains, with change witnessed across all 4. The largest change was witnessed in NRM.
- PANI was the only cluster with a negative change in value of HRDI at a domain level. This was witnessed within education.
- NRM and H&S are the two domains that saw maximum change. PACE-1 performed exceptionally well in both. However, the education domain did not factor significantly in the HRDI calculations as tis was not a focus area for the cluster.

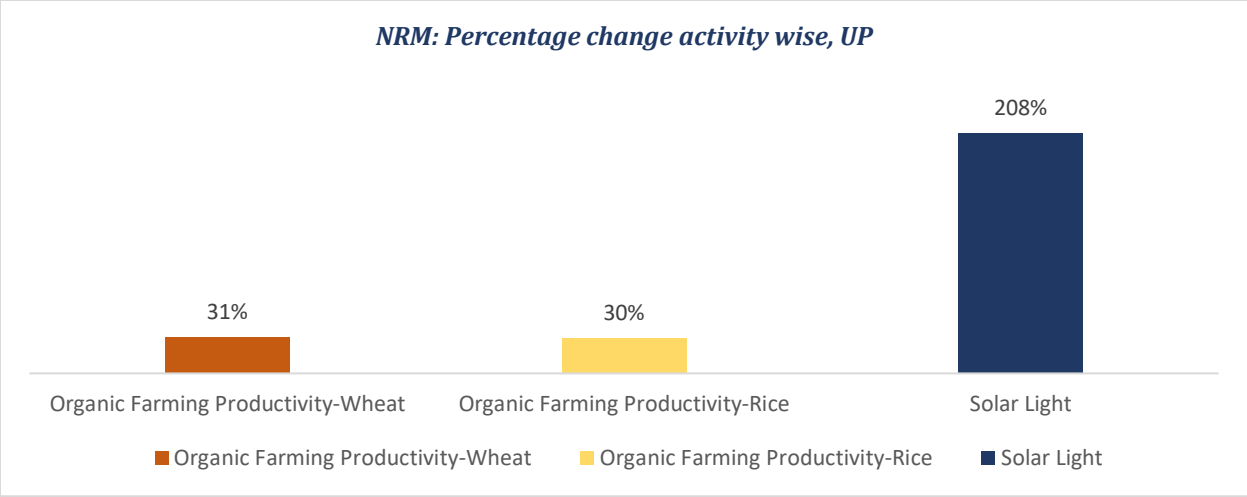
The following table provides domain-wise ranking of clusters:

NGO/Clusters	*Overall ranking*	*Rank by NRM*	*Rank by H&S*	*Rank by SD&L*	*Rank by Education*
Cluster 6: Sitapur, Sultanpur and Gonda (PACE-1)	**1**	**1**	**2**	**4**	**3**
Cluster 2: Varanasi (Sahbhagi Shikshan Kendra)	**2**	**3**	**4**	**1**	**2**
Cluster 3: Bulandshahr and Badaun (Aroh Foundation)	**3**	**2**	**6**	**3**	**1**
Cluster 5: Prayagraj and Pratapgarh (PANI Sansthan)	**4**	**6**	**1**	**2**	**7**
Cluster 1: Fatehpur, Bhadohi, and Chandauli (Shramik Bhart)i	**5**	**7**	**3**	**5**	**3**
Cluster 7: Pilibhit (PACE-2)	**6**	**4**	**5**	**7**	**3**
Cluster 4: Barabanki (Aga Khan Foundation)	**7**	**5**	**7**	**6**	**3**

Domain Commentary

Natural Resource Management (NRM)



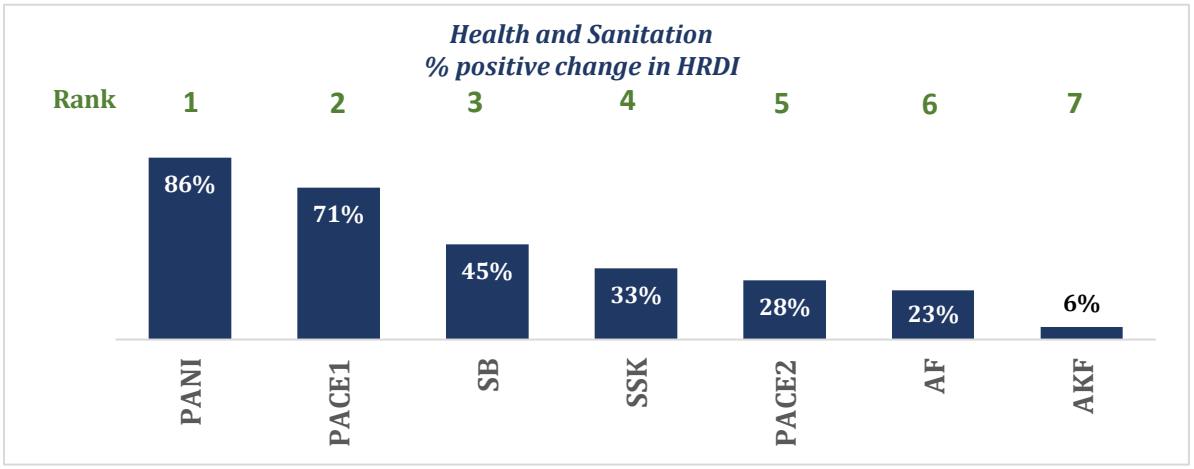


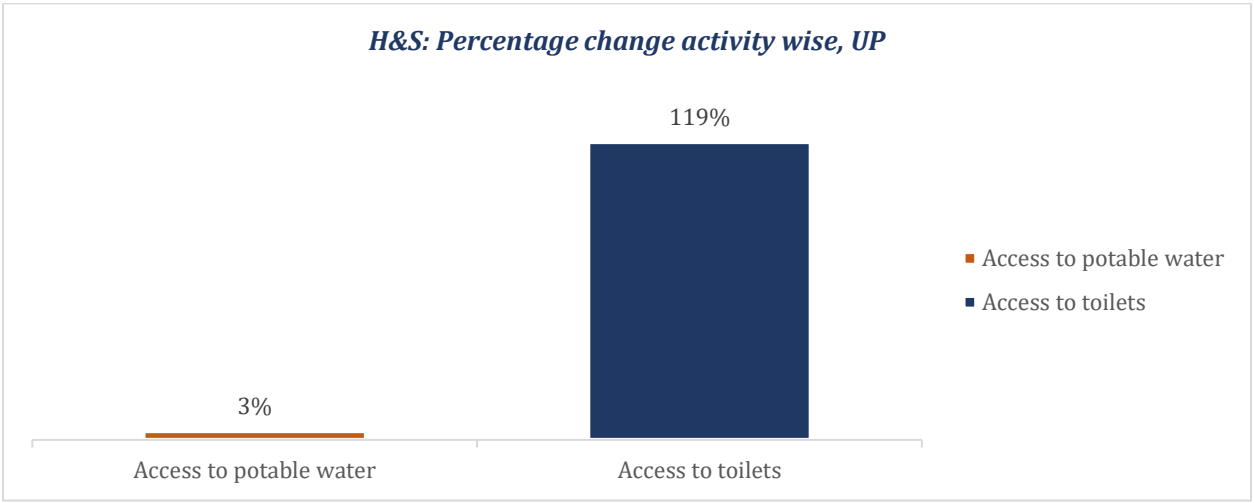
Natural Resource Management contributed the most to the positive change witnessed in HRDI across all clusters, except for the cluster managed by PANI (where Health and Sanitation contributed the most).

This effect was primarily driven by the indicator related to solar powered streetlights that were installed in the communities. The streetlights were successful in creating a sense of security among beneficiaries, and they unanimously agreed that there was significant impact through the intervention.

- **PACE-1 cluster showed the maximum change in the NRM domain** with its domain score increasing from 0.063 to 0.162, registering a 224% change.
- AF (155%), SSK (136%) and PACE-2 (122%) also showed substantial change of more than 100% in the domain score.
- AKF (93%) followed by PANI (68%) and SB (56%) also showed positive change, but the change was lower compared to the other clusters.
- **PACE-1's higher score for the NRM domain is attributed to a relatively higher increase in the solar light indicator and increase in wheat productivity due to organic farming. However, the change in productivity of wheat due to organic farming was not statistically significant for this cluster.** The indicator value for average farm productivity due to organic farming for PACE -1 cluster showed maximum change from baseline. However, this result was insignificant given a very small sample size. **Hence, PACE-1 cluster ranked 1 due to its performance on solar light indicator and high, but insignificant change in farm productivity.** Despite a suggestive high contribution to change, the latter was found to be insignificant due to a small sample size.

Health and Sanitation (H&S)

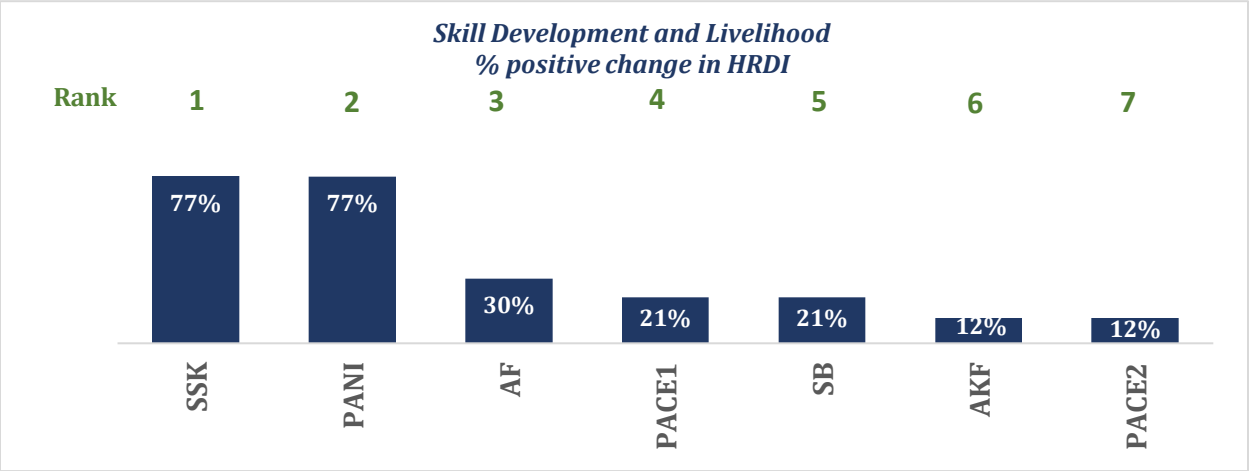


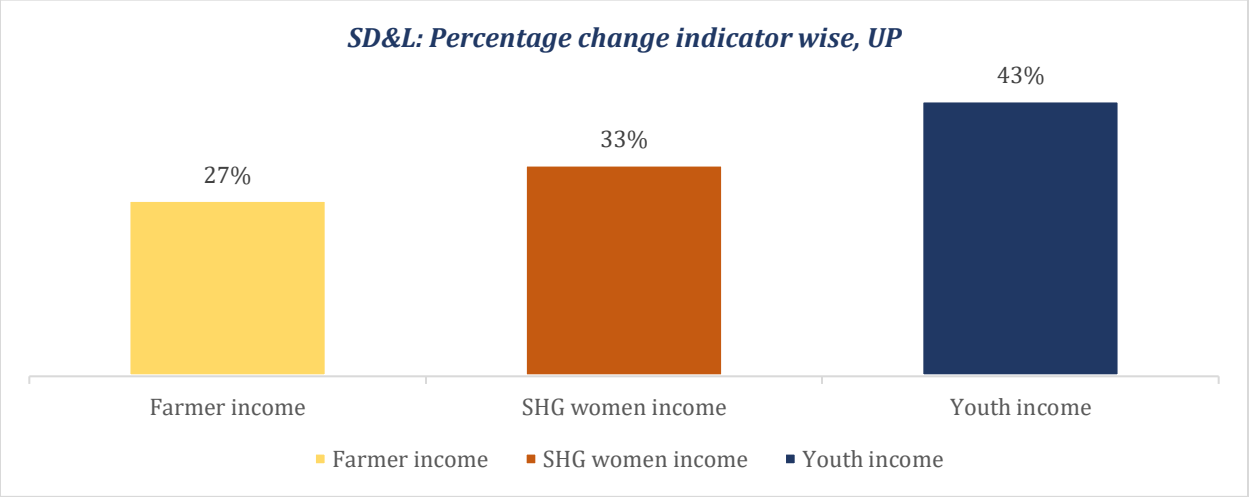


The second most significant domain after NRM that contributed to the change in HRDI for most of the clusters was H&S. Change in the H&S domain was the second largest contributor to the overall increase in HRDI value within the clusters managed by PANI (86%), PACE-1 (71%), SB (45%), and PACE-2 (28%).

- Construction of toilet facilities was the major factor contributing to the change. The proportion of beneficiaries with access to toilets increased for these clusters after HRDP. The change was significant for all these clusters except PACE-2.
- The intervention around access to potable drinking water did not show notable change after the HRDP intervention. Also, a point worth noting is that the base case or the starting level of H&S indicators was already high as compared to indicators of the other three domains.

Skill Development and Livelihood (SD&L)



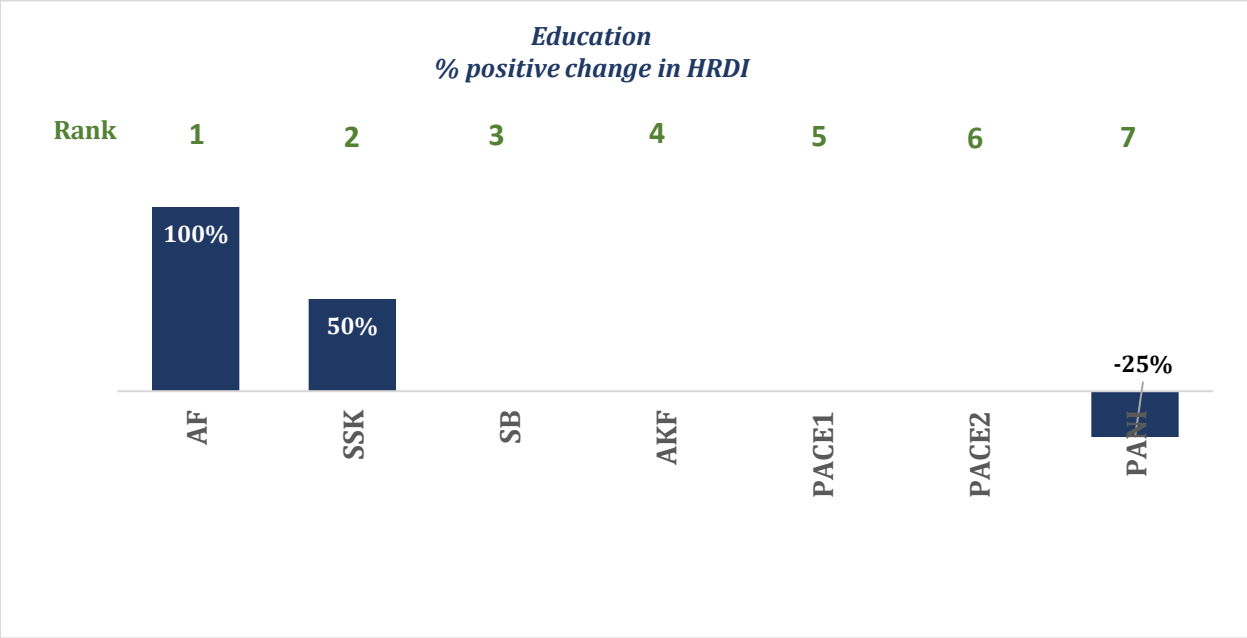


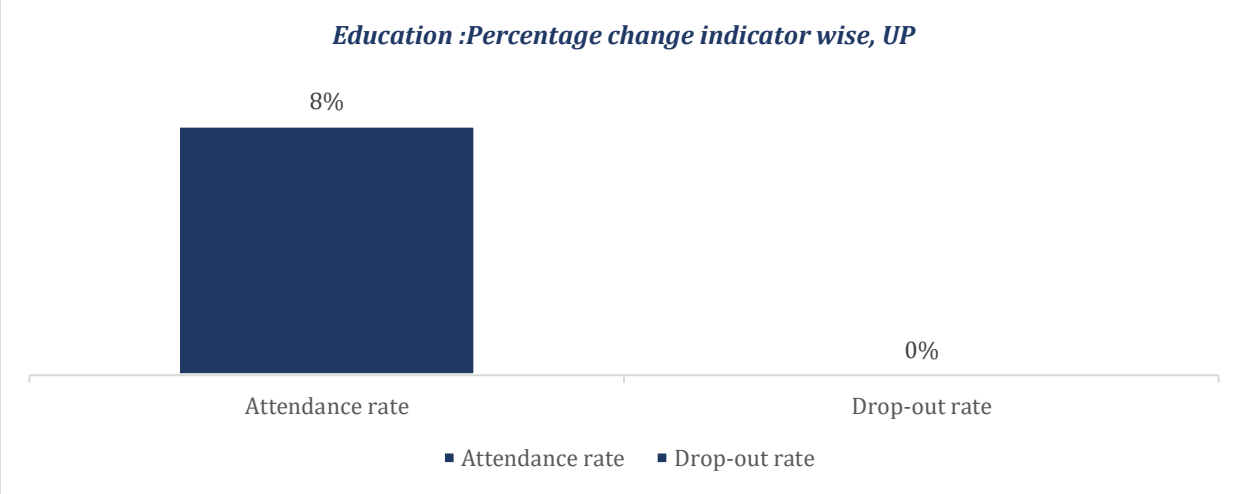
SD&L was the second largest contributor for the clusters managed by SSK (77%), and AKF (12%) while it was the third largest for clusters managed by SB (21%), AF (30%), PANI (77%), PACE-1 (21%), and PACE-2 (12%).

The outcome indicators for the education domain were the average annual incomes of farmers, women, and youth. While NGO partners played a critical role in deploying training to program beneficiaries on new techniques, a large proportion of the sampled beneficiaries - 20% farmers, 66% SHG women, and 32% youth did not benefit from any training. Moreover, beneficiaries trained on various activities did not go on to adopt them. Among youth, only 17 were selected for jobs out of 41 youth for whom placements were facilitated by the skill development. This reveals that although skill development was one of the program priorities it is yet to offer a dividend in terms of employment opportunities.

- Considering the change within this domain, SSK and PANI performed better compared to other clusters.
- Major factors for a higher domain score for these two clusters was improved incomes of farmers, women, and youth post HRDP. While PANI recorded major change in annual average incomes of farmers (1.8%) and women (2.8%), SSK recorded major change in income of youths (3.1%). The change in income was statistically significant for all the clusters.

Education (EDU)





The education domain contributed the least change in HRDI values; only a marginal increase (8%) in the domain score from 0.065 to 0.070.

The outcome indicators for the education domain were average attendance rates and school dropout rates. The intervention in schools was focused on infrastructure upgradation with the overall objective of enhancing quality of education and increasing the attendance rates.

While there was no change in school dropout, the average attendance rates of the schools increased by 2.5% when compared to before the program started. **It reveals that infrastructure development of schools is yet to translate in improved attendance rates in schools. Hence, the contribution of education domain in HRDI is low.**

The activities implemented under the education domain focused on improving the monthly attendance of local school students through the development of school infrastructure and providing school kits,

scholarships, additional teachers, etc. to the schools. However, the implementation of these activities was not found to be consistent across the clusters.

- The clusters managed by SB (0%), AKF (0%), PACE-1 (0%), and PACE-2 (0%) showed no change in the attendance rate i.e., none of the schools in these clusters managed to improve the attendance rate above the baseline 50th percentile.
- Schools in the cluster managed by AF (100%), and SSK (50%) showed improvement in the attendance rate i.e., all the schools in the AF cluster and 50% schools of the SSK managed to improve the attendance rate above the baseline 50th percentile.

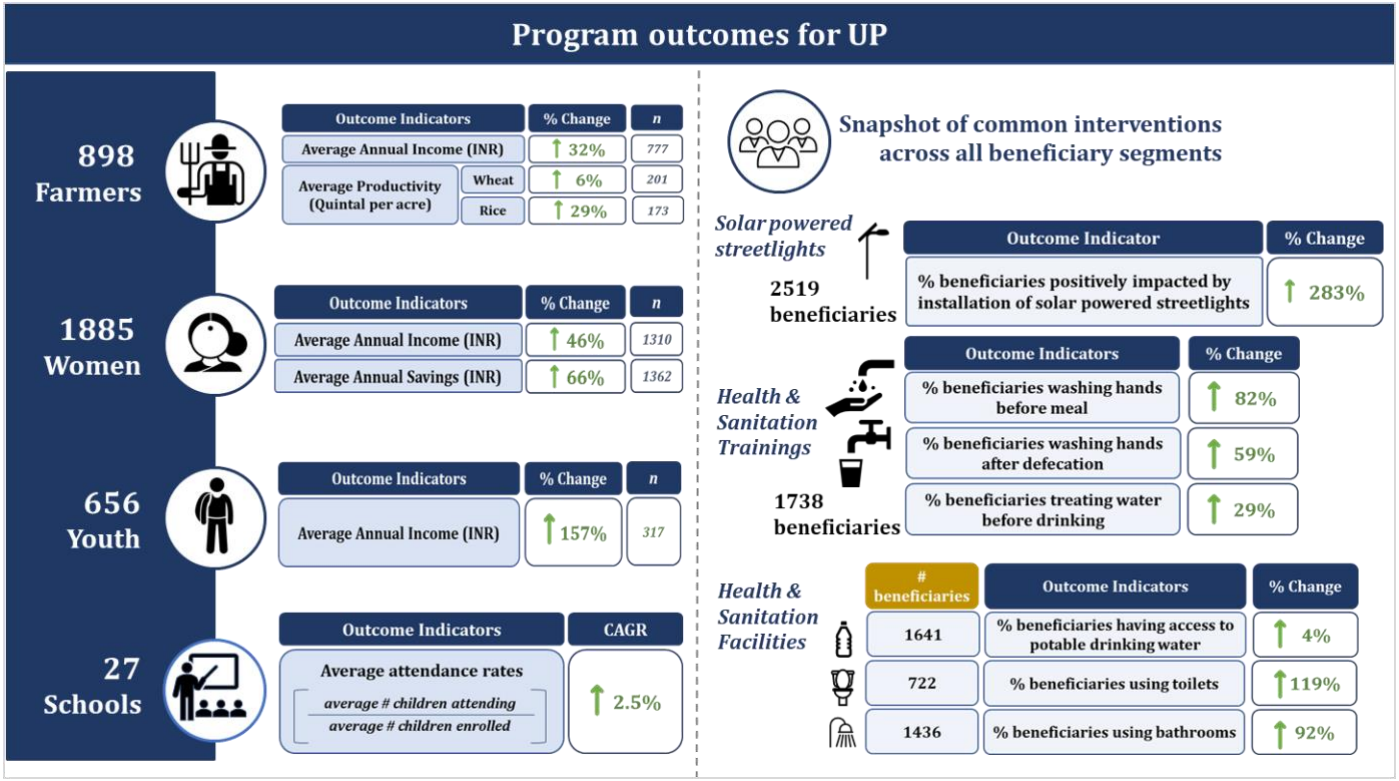
(Continued on the next page)

B. Key Program Findings

The following sections highlight the key findings for overall UP (all clusters combined) as well the cluster-level findings.

Program Outcomes for UP

The following figure highlights the key program outcomes of HRDP in UP[4][5]



[4] Covers only the districts/ clusters/ beneficiaries that come under HRDP in UP.
The % change across all indicators/ beneficiary segments is calculated by comparing the % change of indicators before the program was implemented to the last 12 months (i.e. April 2019 to March 2020); except for the school attendance indicator – this was the 3-year CAGR from 2016 to 2019.

- 27 out of 35 schools surveyed provided data on the attendance and enrolment.
- The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

[5] *n* represents the denominator for a particular indicator. *n* might not be equal to the total sampled beneficiaries in that cluster as some samples were dropped during data cleaning (outliers were dropped or data was not reported for pre and post intervention) and all sampled respondents didn't answer questions related to sub-interventions as a qualifier was added at the beginning of each sub-intervention section of the beneficiary survey tool.

Scale/ Coverage of Activities for UP

The following table summarize the domain-wise activities/ interventions undertaken with each beneficiary segment for the UP program.

Beneficiary Category	# Beneficiaries	Activity Type	Activities	% of beneficiaries covered in the program
Farmers	**898**	Trainings	Trainings on farming topics to boost incomes and productivity	**80%**
		Support facilities	Community seed bank, Grain Storage Facility, Cleaning and Grading equipment, Cart and Start-up grant	**39%**
SHG members	**1,885**	Trainings	Trainings on income generation topics to boost incomes and savings and on self-defense	**34%**
		Support facilities	Masala and wheat grinding, Community Seed Bank and Start-up grant	**26%**
Youth	**656**	Trainings	Trainings on employable skills and areas to enhance incomes	**68%**
Schools	**35 schools**	Infrastructure Development	Development of school infrastructure to improve educational outcomes and sanitation/ hygiene	**100%**
		Trainings	Trainings on joyful learning to enhance educational outcomes	**49%**
		Support facilities	Additional teachers	**11%**
			Student kits	**43%**
			Scholarships	**9%**
All beneficiaries	**3,439**	Infrastructure Development	Solar powered streetlights	**73%**
		Health, Sanitation and Hygiene facilities	Drinking water facilities, toilets, bathrooms, health checkup camps and awareness trainings	**79%**
		Trainings	Poultry farming	**20%**

- **Trainings for income generation and overall increase in productivity were the key focus of the program among farmers, women SHG members as well as youth beneficiaries.** However, the percentage of beneficiaries covered within SHG members was relatively low, i.e., 34%.
- **Considering the school interventions, focus was on development of infrastructure** to augment attendance outcomes with all schools covered in the evaluation being an integral part of the intervention.
- **At the community level, solar powered streetlights were the most prominent area of activity** with 73% of the beneficiaries being impacted and benefited by their installation.

Farmers – Overall UP

In the overall assessment of UP, **898 farmer beneficiaries** were covered under the evaluation. The trainings and support provided under the program **helped educate the farmer beneficiaries on various new technologies as well as techniques.** Technical information was imparted such as introduction to technological know-how, exposure to mechanized methods of farming, and process inputs such as how seeds need to be planted, how ploughing should be done, how fertilizers need to be used etc. farmers are now able **to diversify and grow multiple crops** where majority were growing only one before the program. The intervention is categorized by two main segments:

1. **Trainings:** This beneficiary segment received various trainings in farming related areas that **aimed to increase the average annual incomes and enhance average productivity of their land.** These focus areas were decided in consultation with the target beneficiaries through meetings held by the NGOs implementing the programs on ground. The NGO played a crucial role in imparting these trainings, introducing and explaining new concepts and techniques that helped reduce costs and increase annual incomes.

2. **Support facilities:** Additionally, common facilities were provided at community level (such as a **community seed bank, a cleaning and grading facility for produce and a grain storage facility**). A few of the farmer beneficiaries also received a **start-up grant**. This grant provided the farmers support in various areas such as **the adoption of new farming technologies, establishing better market linkages as well as increasing the productivity of their land.**

Key Outcomes

Through the interventions carried out, the following figure highlights the program outcomes within the beneficiary segment:

Outcome Indicators		Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)		35,142	46,358	↑ 32%	777
Average Productivity (Quintal per acre)	Wheat	16.4	17.4	↑ 6%	201
	Rice	15.7	20.2	↑ 29%	173

Farmer Beneficiaries: Outcomes[6]

- **The average annual incomes of farmer beneficiaries increased by 32%** when compared to before the program started. From an initial average annual income of INR 35,142 (before the program) to INR 46,358 (average income of last 12 months, i.e. April 2019 to March 2020).
- **The average productivity (quintal per acre) of the farmer beneficiaries increased by 6% for wheat and by 29% for rice** when compared to before the program started. For wheat, the average productivity was 16.4 quintal initially (before the program) and is now 17.4 quintals. On the other hand, for rice it was 15.7 quintal, which rose to 20.2 quintals during the same period.

[6] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

Key interventions and their coverage among the total farmer beneficiaries covered in the evaluation

Farmer Beneficiaries (#)	Domain	Activity Type	Activity	Description	% of beneficiaries covered in the program
898	Natural Resource Management	Trainings	Irrigation	Irrigation facilities (pipes, sprinklers, boreholes etc.) provided to farmers	26%
			Organic farming	Farming using organic compost and no use of chemical fertilizers.	43%
			Vermi compost	Support for setting up vermicompost pits and vermicompost production	47%
	Skill development and livelihood	Trainings	Kitchen gardening	Small piece of land utilized for producing vegetables, both for self-consumption and for selling	30%
			Dairy farming	Cultivation of fodder for cattles.	9%
			SRI cultivation	A mentod of rice cultivation for increasing yield. It is a low-water, labor-intensive method where rice seedlings are sown at a minimum distance.	30%
			Mushroom cultivation	Cultivation of mushrooms using compost	9%
			Flower cultivation	Floriculture or flower cultivation for earning livelihood.	11%
			Trellis method for vegetable	Trellis method or 'Machan Vidhi' offers increased productivity and allows the growing of multiple vegetables in same space.	39%
		Others	Community seed bank	A bank where participating members store seeds of traditional varieties. It helps in maintaing crop genetic diversity and improves accessibility to seeds.	28%
			Grain storage	Grain storage facility provided to prevent produce from rodents, rain and moisture. It also provide a window to sell produce when the benefits are high.	11%
			Cleaning and grading of farm produce	Cleaning of grains or threshing is a process to remove undesirable portion and give it a size, texture, color etc. Grading of produce helps in categroizing produce as natural or fertilizer grown and accordingly selling price is decided.	4%
			Cart	Provisions of carts to increase the visibility of produce for small scale farmers and provide mobility to local markets and colonies.	2%
			Start-up grant	Grant provided by the donor to start a micro-business for earning livelihood.	9%

- Under **Natural Resource Management**, the intervention was **primarily focused on two areas – irrigation practices and vermicompost.**
- However, under **Skill Development and livelihood**, the intervention majorly focused on the **Trellis Method, SRI method and kitchen gardening.**

SHG Women – Overall UP

In the overall assessment of UP, **1,885 women beneficiaries** were covered under the evaluation.

Women empowerment was the key theme of the program for this segment of beneficiaries. SHG members observed a change in community perception towards women, particularly within their own families. Among other factors, the presence of toilets at home improved safety for women and cleanliness drives helped increase awareness of sanitation and hygiene.

Through the support provided to SHGs, **acceptance of working women**, as opposed to the general perception that only men should work, has visibly increased. Women highlighted that their **image in society had improved**- they were able to discuss issues more openly at home and they are increasingly being consulted by family members and husbands before decisions are made regarding the household or health. Additionally, the program helped women become aware of the rights and services provided by the government; thereby enhancing government convergence. The intervention is categorized by two main segments:

1. **Trainings:** This beneficiary segment received various trainings various trainings on income generation activities that **aimed to increase their average annual incomes and savings**.
2. **Support facilities:** Common facilities were provided at community level (such as managing a **community seed bank and** employment in **a masala grinding facility**). A few of the women beneficiaries also received a **start-up grant**. This grant provided the women support in setting up income generation activities and **establishing better market linkages. Additionally, trainings on self-defense were also imparted to the beneficiaries with the objective of empowering women.**

Key Outcomes

Through the interventions carried out, the following figure highlights the program outcomes within the beneficiary segment:

SHG Women Beneficiaries: Outcomes[7]

- **The average annual incomes of SHG beneficiaries increased by 46%** when compared to before the program started. From an initial average annual income of INR 11,801 (before the program) to INR 17,225 (average income of last 12 months, i.e. April 2019 to March 2020).
- **The average annual savings of SHG beneficiaries increased by 66%** when compared to before the program started. From an initial average annual income of INR 3,411 (before the program) to INR 5,664 (average income of last 12 months, i.e. April 2019 to March 2020).

[7] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

Key interventions and their coverage among the total SHG beneficiaries covered in the evaluation

SHG Beneficiaries (#)	Domain	Activity Type	Activity	Description	% of beneficiaries covered in the program
1,885	**Skill development and livelihood**	Trainings	Goat management	Rearing goats as livestock.	**40%**
			Pashu Sakhi	Trainings on the treatment of livestock	**3%**
			Honey-bee keeping	Rearing bees in man-made hives for extracting honey for profits	**4%**
			Stitching and sewing	Livelihood generation through stiching and sewing of cloth/ apparell	**18%**
			Beautician/ soft toy/ candles	Training on becoming a beautician, making soft toys and candles for earning livelihood.	**6%**
			Tent business	Provision of tent materials for arranging events in village like *Shadi*, *Birthday*, *Mundan* etc for earning livelihood.	**2%**
			Mushroom cultivation	Cultivation of mushrooms using compost	**6%**
			Self-defense	Women trained on self-defense to fulfil the primary obejctive of SHG; women empowerment	**11%**
		Others	Masala and wheat grinding	An unit for grinding spices and wheat set by the NGO; provided employment to SHG women	**7%**
			Start-up grant	Grant provided by the donor to start a micro-business for earning livelihood.	**14%**
			Community Seed bank	A bank where participating members store seeds (paddy, wheat, vegetable seeds etc.) of traditional varieties. It helps in maintaing crop genetic diversity and improves accessibility to seeds.	**10%**

- **Goat management was the largest segment of the intervention among SHG women beneficiaries**. All other areas were conducted with only a small segment of the total beneficiaries.
- **Stitching and sewing was the second largest category, but only managed to cover 18% of the beneficiaries in UP.**

Youth – Overall UP

In the overall assessment of UP, **656 youth beneficiaries** were covered under the evaluation. This beneficiary segment received various trainings with the **objective of skill development and the overall increase in income for the target segment.**

Additional support was provided in terms of linkages to training centers (has been primarily local HDFC training centers) and facilitation of placements. However, only 41 beneficiaries were facilitated placements by the centers. Only 25 of them attended the placements and of those only 17 were selected for jobs.

Key Outcomes

Through the interventions carried out, the following figure highlights the program outcomes within the beneficiary segment:

Youth Beneficiaries: Outcomes[8]

- **The average annual incomes of youth beneficiaries increased by 157%** when compared to before the program started. From an initial average annual income of INR 5,125 (before the program) to INR 13,152 (average income of last 12 months, i.e. April 2019 to March 2020).

(Continued on the next page)

[8] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

Key interventions and their coverage among the total youth beneficiaries covered in the evaluation

Youth Beneficiaries (#)	Domain	Activity Type	Activity	Description	% of beneficiaries covered in the program
656	Skill development and livelihood	Trainings	Computer application	Youth trained on computer applications for employment	28%
			Electrical and motor binding	Youth trained on electrical motor binding for employment	1%
			Mobile repairing	Youth trained on mobile repairing for for employment	2%
			Food processing	Youth trained on processing the locally available raw materials. Ex: making wafers and chips using potato and banana.	3%
			Carpentry and soft skills	Youth trained as carpenter for earning livelihood.	1%
			Tailoring and cutting	Youth trained as tailor for earning a livelihood.	25%
			Beautician	Youth trained as beautician for earning a livelihood.	4%
			Plumbing	Youth trained as plumber for earning a livelihood.	4%
			Financial literacy	Youth trained on basic accounitng to get employment in local shop etc.	1%
			Entrepreneurship skills	Youth trained to start a micro-enterprise.	1%

- **Trainings on Computer Applications and tailoring were the two areas that covered the largest segment of youth beneficiaries in UP; effectively been catered to 28% and 25% respectively.**

School Observations – Overall UP

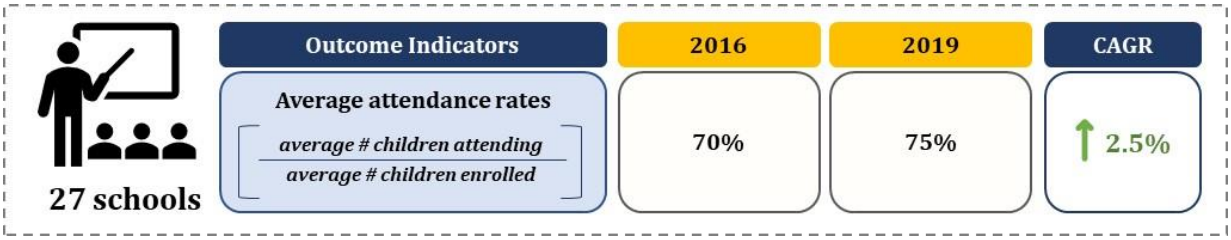
In the overall assessment of UP, **35 schools** were covered under the evaluation. As part of the program, infrastructural support was provided and trainings were conducted with the **overall objective of enhancing the quality of education, making the schools a conducive learning ecosystem with the outcome of increasing the attendance rates.**

The program activities improved enrolments, built better student engagement with the introduction of infrastructure and facilities as well as raised awareness within the overall community; with the importance of attending being recognized not only by students but by the parents as well. The intervention is categorized by two main segments:

1. **Infrastructure Development:** Under the intervention, schools were provided infrastructural support with the aim of building a better learning environment. This ranged from classroom furniture, libraries and computer labs to rainwater harvesting facilities, mid-day meal shades and wall paintings. This segment also included the construction/ repair of drinking water and toilet facilities at the schools to improve sanitation behaviors and outcomes.
2. **Other activities:** Under this segment, various support facilities such as the provision of school kits, provisions of additional teachers (Sahbhagi Sakhis) to supplement learning, training of teachers on Joyful learning for better educational outcomes etc. were provided.

Key Outcome

Through the interventions carried out, the following figure highlights the program outcomes within the beneficiary segment:



School Observation: Outcome[9]

- **The average attendance rates of the schools increased by 2.5%** when compared to before the program started. From an initial attendance rate of 70% (before the program) to 75% (as measured for the last 12 months, i.e. April 2019 to March 2020).

[9] 27 out of 35 schools provided enrolments and attendance data.

Key interventions and their coverage among the schools covered in the evaluation

Schools (#)	Domain	Activity Type	Activity	Description	% of beneficiaries covered in the program
35 schools	Education	Infrastructure development	Smart class/ LED screen and projector	Infrastructural upgradation of schools including provision of smart class, e-learning module, library, science laboratory, sport materials and other modern and basic amentities.	14%
			E-learning module		31%
			Library		74%
			Laboratory		23%
			Computer lab		6%
			Lights in library and classroom		51%
			Furniture in classroom		66%
			Providing sports materials		83%
			Construction of mid-day meal shade		20%
			Construction of rainwater harvesting		31%
			Wall painting		66%
			White wash school building		29%
			Construction/ repair of boundary wall		9%
			Water purifier		14%
			Drinking water station		69%
			Construction/repairing of toilet		60%
		Trainings	Joyful learning	Teacher trained to make learning interactive and play like; Making learning fun with a balance of study and play time.	49%
		Others	Additional teachers (Sahbhagi Sakhis)	A person identified from the village and trained on joyful learning and placed in village school from the NGO to promote joyful learning.	11%
			Student kits	Kit given to students with school bag, books, stationery, handwash, water bottle.	43%
			Scholarships	Scholarship provision for meritorious students based on their study performance in class.	9%

- **Under infrastructure development, sports equipment and libraries were the two key areas worked upon,** effectively been constructed/ provided in 83% and 74% of the schools respectively.
- **Health and sanitation was another focus area, with more than 60% of the schools covered in the evaluation** having constructions/ repairs conducted to ensure provision of drinking water and sanitation facilities for students.

Common Interventions – Overall UP

Under HRDP, some activities/ trainings were conducted across all the beneficiary groups, i.e. farmers, women and youth; **a total of 3,439 beneficiaries**. These common interventions be categorized into three domains:

1. **Natural Resource Management:** This involves the installment of solar powered streetlights. Solar powered streetlights were installed at the villages to promote the use of clean and renewable energy. **The provision of streetlights ensured a sense of security and offered various benefits.** The streetlights helped reduce animal attacks, reduced incidences of theft, enhanced the liveliness of the community as well as served as a source of light during power cuts. **This area of the intervention witnessed significant impact across the clusters.**

2. **Skills and livelihood generation:** This includes training and support on poultry farming. Poultry production is the fastest growing agricultural sub-sector. Beneficiaries who adopted this intervention typically had a small piece of land in their backyard that was used to rear chicks; provided by the NGOs. **These enabled the beneficiaries to get supplemental income in terms of meat and eggs.**

3. **Health and Sanitation:** This includes construction and repair of health and sanitation facilities (access to drinking water, toilets and bathrooms), Safe sanitation is one of the key determinants of many public health outcomes and ending open defecation is essential to achieving safe sanitation. To this end, HDFC supported the agenda of the Indian government as part of Swachh Bharat Abhiyan, to improve toilet access and usage. **By constructing drinking water sources, toilets and bathrooms for the community and at home, the program actively promoted better health and sanitation. Additionally,** provision of health and sanitation awareness trainings as well as health checkup camps were provided to the beneficiaries. **The awareness trainings on health and sanitation improved sanitation behavior in the community.** On the other hand, the health check-up camps focused on pregnant women and infants were also provided. Pregnant women and lactating mothers were given antenatal services, postnatal check-ups, blood test, weight monitoring, preparation for institution deliveries and infant health check-up, growth monitoring services, counselling on exclusive breastfeeding and complementary feeding. **These had various benefits such as improvement in health, access to free treatment near home and increased awareness on health issues.**

Key Outcomes

Through the interventions carried out, the following figure highlights the program outcomes within the beneficiary segment:

Solar Powered Streetlights

2519 beneficiaries

	Outcome Indicators	Before HRDP	After HRDP	% Change
Solar powered streetlights	Avg. beneficiary rating: Felt safe going out in the night	1.2	4.7	↑ 288%
	Avg. beneficiary rating : Ease in walking during the night	1.2	4.7	↑ 279%
	Avg. beneficiary rating : Reduced animal attacks	1.3	4.6	↓ 265%
	Avg. beneficiary rating : Sense of security for female and children	1.2	4.6	↑ 279%
	Avg. beneficiary rating : Reduced theft incidents	1.3	4.6	↓ 256%
	Avg. beneficiary rating : Enhanced liveliness	1.2	4.7	↑ 291%
	Avg. beneficiary rating : Source of light during power cuts	1.2	4.7	↑ 276%
	Avg. impact of solar light on beneficiaries' lives (overall)	1.2	4.6	↑ 283%

Solar Powered Streetlights: Outcome[10]

- Significant changes were assessed on various parameters by the installation of solar powered streetlights. Not only did they enable increased productivity and liveliness in the villages, but also offered a sense of security across beneficiaries.

Health and Sanitation facilities

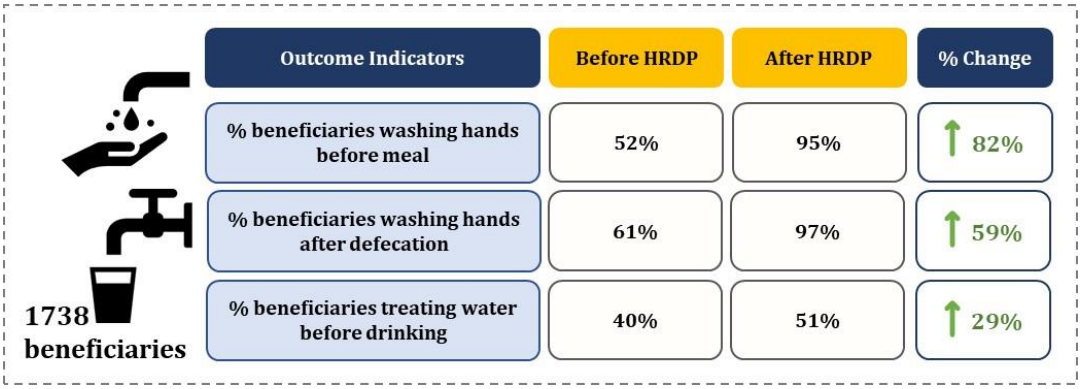
	Outcome Indicators	Before HRDP	After HRDP	% Change
1641 beneficiaries	% beneficiaries having access to potable drinking water	95%	98%	↑ 4%
722 beneficiaries	% beneficiaries using toilets	40%	88%	↑ 119%
1436 beneficiaries	% beneficiaries using bathrooms	41%	79%	↑ 92%

Access to potable drinking water and usage of toilets and bathrooms: Outcomes

- There was a **4% increase in beneficiaries that had access to potable drinking water.**
- There was a **119% increase in beneficiaries that used toilets.**
- There was a **92% increase in the beneficiaries that used bathrooms.**

[10] Beneficiaries were asked to rate their experience with 1-being poor and 5 being excellent.

Health and Sanitation Awareness



Health and Sanitation behavior change: Outcomes

- There was an **82% increase in the number of beneficiaries that washed hands with soap before meals.**
- There was a **59% increase in the number of beneficiaries that washed hands with soap after defecation.**
- There was a **29% increase in the number of beneficiaries that treated[11] water before drinking.**

(Continued on the next page)

[11] Treatment of water includes boiling, adding bleach/chlorine, straining through a cloth, using a water filter, solar disinfection and letting the water settle.

Key common interventions and their coverage among the beneficiaries covered in the evaluation

Beneficiaries (#)	Domain	Activity Type	Activity	Description	% of beneficiaries covered in the program
3,439	**Natural Resource Management**	Infrastructure Development	Solar powered streetlights	Provision of solar powered streetlights at the various intersection in the village to ensure saftey of villagers and promote use of renewable energy	**73%**
	Health and Sanitation	Infrastructure Development	Drinking water facilities	Water facilities like handpump, Jal Minar, tap fitted in the community to increase access to potable water.	**48%**
			Toilets	Toilets contructed/repaired in the community for increasing toilet use and make village open defecation free.	**21%**
			Bathrooms	Bathroom constructed in the community for providing privacy to women and for better and safe hygeine.	**42%**
		Trainings	Health and sanitation awareness	Community led total sanitation drive in the community including SHG women, students, community stakeholders to create awareness on health, sanitation and safe hygeine practices.	**51%**
		Others	Health checkup camp	Health checkup camps for the villagers for routine checkup and counselling on reproductive child health, menstrual hygeine, and vaccinations. Doctors and nurses were called for health checkups.	**26%**
	Skill development and livelihood	Trainings	Poultry farming	Poultry training for farmers and SHG women with a small piece of land in the backyard; for income generation.	**20%**

- **The benefits of solar-powered lights were perceived by the largest segment of beneficiaries, 73%.**
- Other key areas of focus were health and sanitation awareness as well as drinking water facilities, **effectively catering to 51% and 48% of the beneficiaries respectively.**

Relevance, Replicability and Sustainability of HRDP

While the section above presents the overall outcomes for Uttar Pradesh, this section reflects upon program implementation through the perspective of the beneficiary. To assess the amplified impact of the program, some key parameters were identified:

1. Relevance
2. Replicability
3. Sustainability

Findings were gathered through a qualitative inquiry across 5 stakeholder groups from 1 location in each cluster (7), where specific questions were asked to a range of stakeholders; beneficiary groups such as the SMC members, Farmers, Women or SHG members and the VDCs as well as program implementer such as the NGO Village Resource Persons.

Insights around these themes are provided below at two levels:

1. Common findings across beneficiaries and clusters
2. NGO or cluster specific findings to showcase variation from common findings.

I. Relevance

Relevance of the program focuses on whether the activities were need-specific and executed in a timely manner to the beneficiaries. Relevance of the program has been commented on by evaluating two areas: (a) Execution of needs assessment and (b) Timeliness of the program.

a. Execution of Needs Assessment

Certain key activities were conducted to ensure the needs of the target beneficiaries were adequately identified and factored into the program. An initial meeting was held by each NGO with their respective community/ villages with the objective of introducing the organization to the prospective beneficiaries. Subsequently, small meetings were held with the beneficiaries where program discussions took place; this not only aided in understanding stakeholder level needs, but also common needs at the community level. Moreover, the final selection of beneficiaries was also carried out during these meetings.

Furthermore, other beneficiary specific meetings were held (e.g. with farmers, SHG members etc.) to discuss and understand the requirements/ needs of the particular groups; discussions revolved around particular and relevant subjects such as what areas they wanted trainings on, which areas they wanted support in to generate incomes and enhance livelihoods etc. **These meetings helped ensure the particular needs of each beneficiary group were factored into the program design and helped align the programmatic activities appropriately.**

1. **Shramik Bharti/Bhadoi**: An 'Aam Sabha' was conducted with the community. While discussions were centered around community needs and requirements, they were also asked what contributions they can make towards that activity. Interventions were planned and designed based on inputs received; ensuring the needs of the beneficiaries were met.
2. **AROH Foundation/ Bulandshahr**: The initial meeting became an entry point of conversation for the community and the NGO- where community needs were mutually discussed and decided upon. However, according to the VDC, the community needs discussed at the time were only partially considered. (For example, the community communicated an interest in fishery as an income generation activity and highlighted stagnant water issues on the road. However, the program did not fulfill these two areas; no work was conducted).
3. **Aga Khan Foundation/Barabanki**: Resource mapping of villages was conducted along with a village-level survey to identify programmatic requirements.

4. **PANI Sansthan/Prayagraj:** Conducted community meetings and home visits based on the intervention type. According to responses by the SMC, the intervention increased encouragement and morale of the community, yet all the needs were not met.
5. **PACE/Sitapur and Pilibhit:** Community meetings and home visits were conducted. Additionally, a village mapping exercise was carried out to identify beneficiaries to be included in the program. These were selected by evaluating which activity they needed and would potentially benefit from. Subsequently, meetings at the household level were carried out to introduce community members to the program. Through discussions and dialogue, the needs of the community and potential beneficiaries were decided.

b. Timeliness

One of the most vital insights through this inquiry was that the delivery of activities under the HRDP program were done in a timely manner, adhering to the timelines. This was a point of concurrence at all clusters. To arrive at this level of planning and execution, emphasis was placed on the importance of frequent (in most cases, monthly) scheduled meetings with various stakeholders to discuss activities that have been conducted (and feedback), in addition to discussing activities to be conducted in the future. In addition to timeliness, the quality and way in which the activities were implemented were appreciated. This played a key role in building trust within the community towards the intervention and NGO team.

1. **PACE/Pilibhit:** Small delays were faced in terms of not receiving seeds on time, or slight delay in construction of infrastructure (like Jal Minar).
2. **AROH Foundation/Bulandshahr**: There was respect and value given to activities conducted on time, as well as activities that were done above what was initially discussed. However, according to SHG members, since they were formed only in 2019, they only received some trainings, and no other activities were conducted with them.

II. Replicability by non-beneficiaries

Replicability here refers to whether beneficiaries have been approached by non-beneficiaries or members of another village, or learnings have been shared beyond beneficiaries of the HRDP program.

Through the HRDP program, additional networks of learning and chain reactions of emulating key activities were seen through non-beneficiaries from within and from outside villages the program was being implemented in. This is a result of the visible benefits received by beneficiaries over the duration of the program -some non-beneficiaries even became part of the intervention over time or have started replicating certain activities like organic farming by asking for information from beneficiaries. Non-beneficiaries across all clusters also experienced the benefits of community level projects like solar streetlights or handpumps.

1. **Aga Khan Foundation/ Barabanki**: Compost pit activity was one of the most replicated programs in the area with community members from 10 other villages using learnings from HRDP in their own areas.
2. **PANI Sansthan/Prayagraj:** Farming techniques were the most replicated. While non-beneficiaries from other villages were keen on community infrastructure like toilets and solar lights, resources or funds restrict them from replicating these.
3. **Sahbhagi Shikshan Kendra/Varanasi:** Members of the NGO team have been approached by different *Gram Sabhas* for initiating activities in their villages. This has also been experienced by SMC members who often meet headmasters from other villages for support in their schools.

   Farmers have even approached non-beneficiaries on their own to inform them of techniques like vermi-composting that can allow them to achieve similar results. Some non-beneficiaries have even received some materials to get started.

4. **AROH Foundation/ Bulandshahr:** Community infrastructure and farmer groups have seen the most requirement for replication. Sharing success stories through calls and via photos on Whatsapp has increased the network of this conversation more.

III. Sustainability

Sustainability refers to mechanisms through which activities or learnings under HRDP will be taken forward. Two key areas are highlighted: a) Convergence with government programs and b) Existence, success, and functionality of the Village Development Committee.

a. Convergence with government programs

Convergence with government programs under the HRDP program has been primarily through sharing of information about incentives, government schemes, or on trainings. Information on government programs have been shared largely with SHG and farmer groups. However, across beneficiary groups, SHGs seem to have had the most links to government program benefits through the National or State Rural Health Mission initiative.

1. **Shramik Bharti/Bhadoi:** Links with the National Rural Livelihoods Mission (NRLM) has benefited SHG groups monetarily with some having access to a revolving fund (*a revolving fund is capital raised with a certain purpose which can be made available to the same users more than once. 'Revolving' represents that the fund's resources circulate between the Fund and the Members, meaning that each group member has the ability to borrow in turn, provided the others have repaid*)
2. **Sahbhagi Shikshan Kendra/ Varanasi**: Information on how to register farmer groups with the government departments has been provided. Additionally, through the VDC, farmer groups were linked to the agriculture department as well as with horticulture department. Through this effort, 16 pumps were received from the agriculture department, in addition to free bags of wheat seeds. No direct convergence with schemes were done with the SHG groups spoken to.
3. **AROH Foundation/Bulandshahr:** Experts from the Krishi Vigyan Kendra Knowledge Network, under the National Agricultural Research System (NARS) were brought in for trainings with the farmers in the area. Continuous interaction was done with these experts through the program period.
4. **Aga Khan Foundation/Barabanki:** SHG members mention information was provided about government schemes- no other linkages were highlighted.
5. **PACE/Sitapur and Pilibhit:** Some information provided on government schemes, but no convergence made.

b. Village Development Committee – Success and Functionality

All villages visited by the RTI team had a functioning Village Development Committee. However, only one had women members present. HRDP program activities have increased confidence among VDC members now due to clarity provided on roles and responsibility as well as a greater vested interest in the overall development of the community. VDCs have played an important role in providing financial loans in times of stress to community members, aided in distribution of seeds to farmers and actively monitor activities happening at the community level. There was concurrence that their activities will carry on and work will continue for the betterment of the community after the program ends.

In the next section, cluster-wise findings are presented.

Cluster 1: Fatehpur, Bhadohi, and Chandauli

HRDP in the Fatehpur, Bhadohi and Chandauli cluster was implemented by the NGO Shramik Bharti. The intervention coverage and the sample selection for the evaluation is provided below[12]

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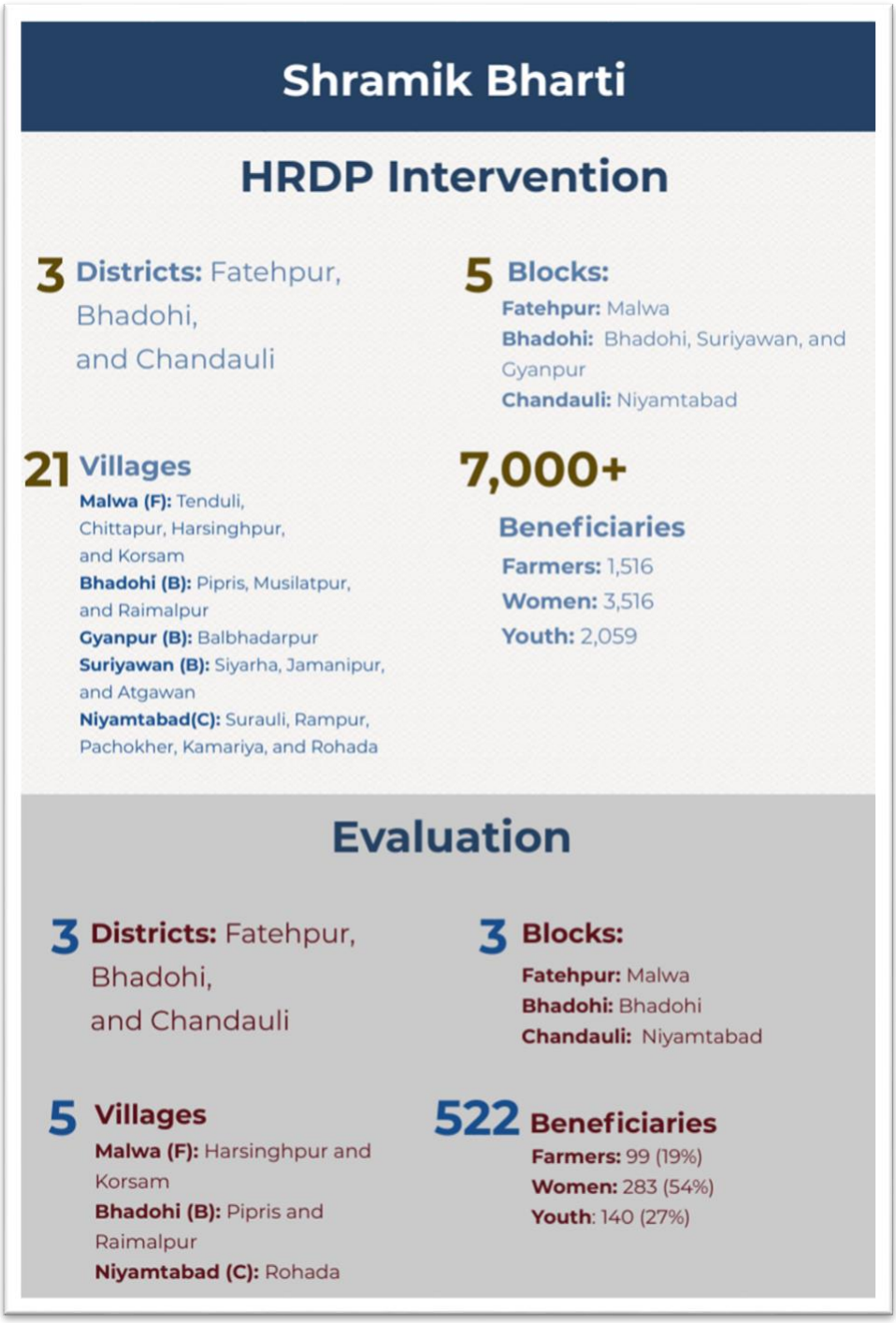
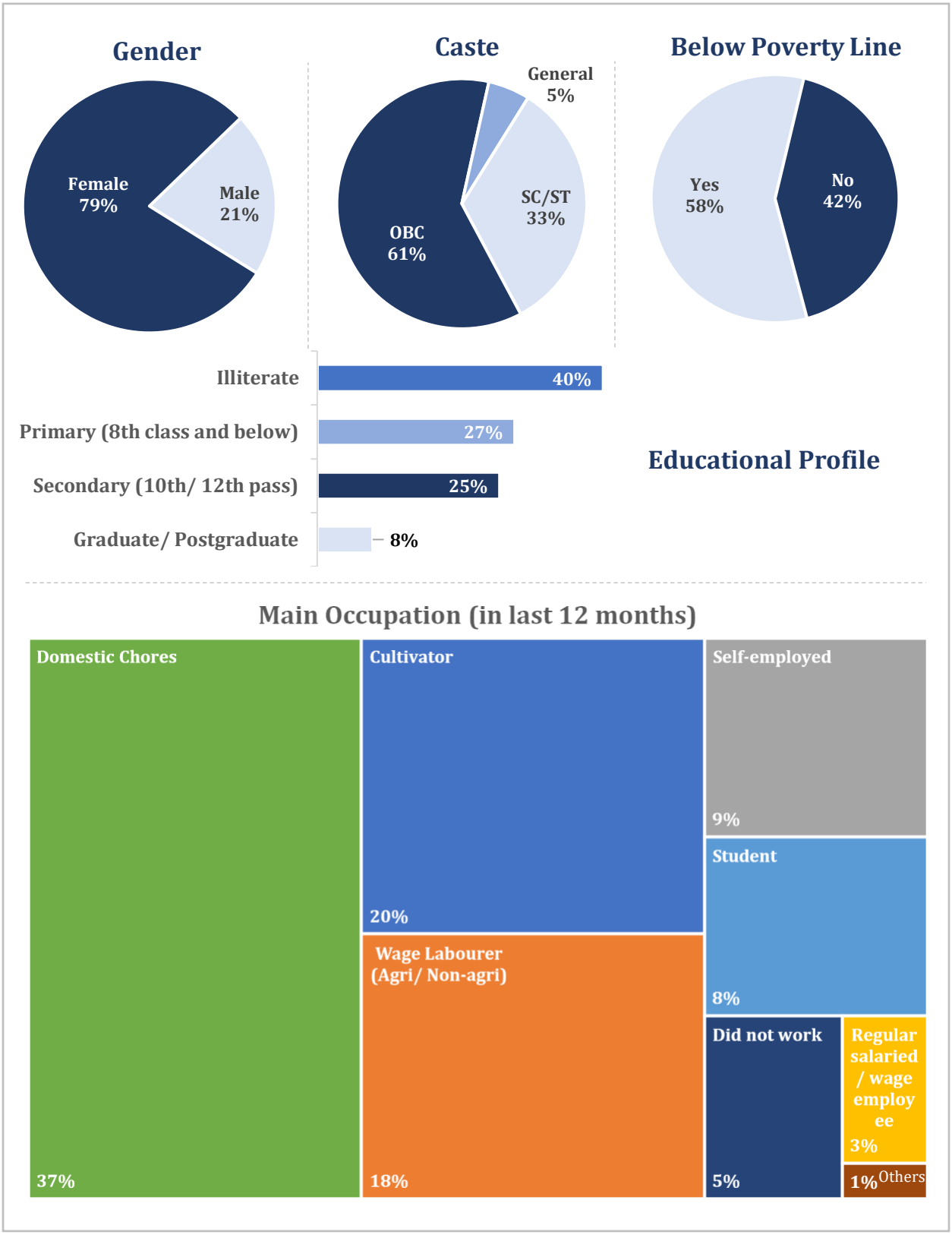


[12] As per the information shared by the NGO partner, total beneficiaries in this cluster were more than 12,000 and included farmers, women, youth, and students. However, in the above infographic, we have excluded student beneficiaries from the total beneficiaries as students were not part of our evaluation.

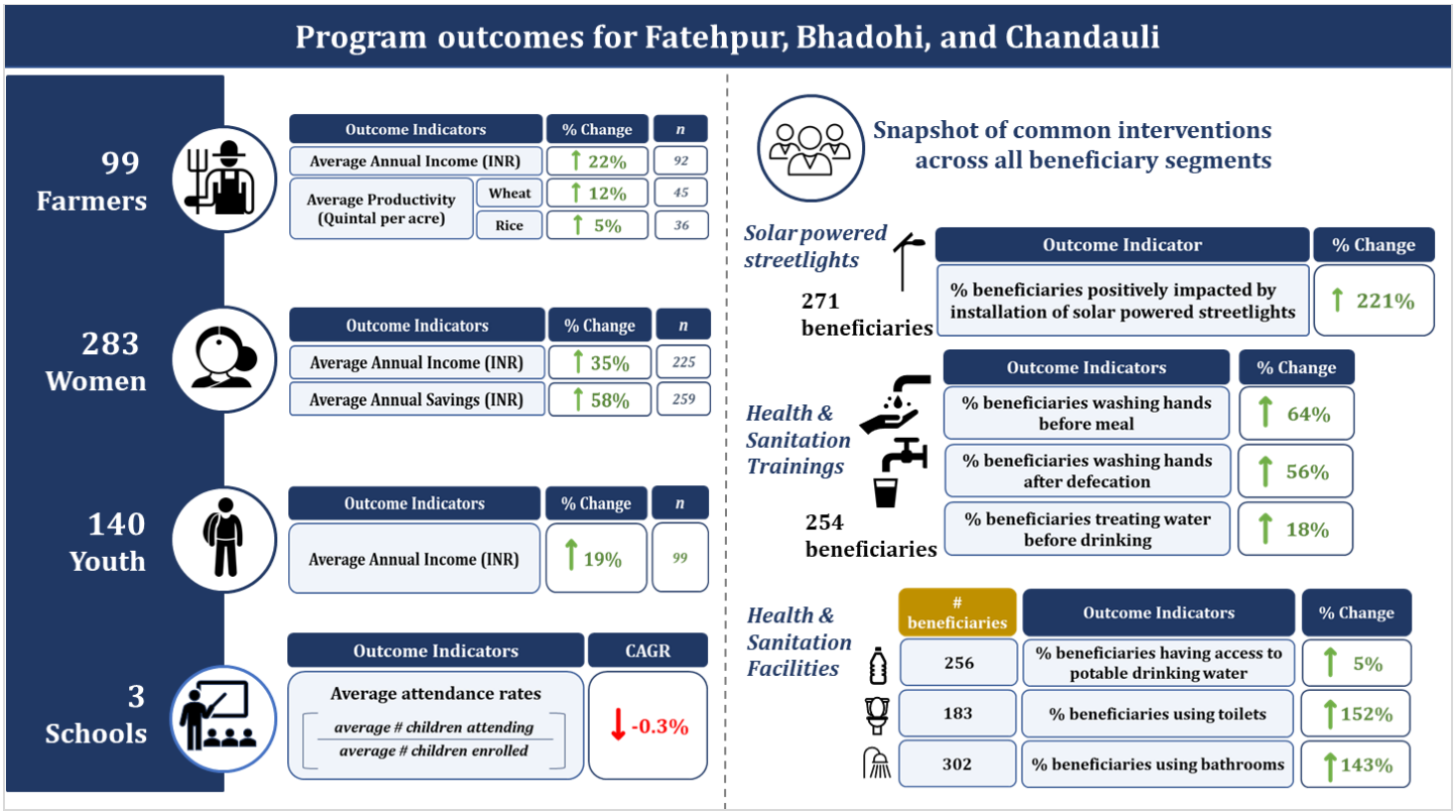
Socio-demographic Profile



Key Cluster Findings

Key Program Outcomes

The figure below provides an overview of the key outcomes of the intervention in the cluster across beneficiary segments.[13][14]



[13] The % change across all indicators/ beneficiary segments is calculated by comparing the % change of indicators before the program was implemented to the last 12 months (i.e. April 2019 to March 2020); except for the school attendance indicator – this was the 3-year CAGR from 2016 to 2019.

- While the schools evaluated in the cluster were 5, only 3 schools provided data on the attendance and enrolment.
- The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

[14] *n* represents the denominator for a particular indicator. *n* might not be equal to the total sampled beneficiaries in that cluster as some samples were dropped during data cleaning (outliers were dropped or data was not reported for pre and post intervention) and all sampled respondents didn't answer questions related to sub-interventions as a qualifier was added at the beginning of each sub-intervention section of the beneficiary survey tool.

Key Activities/ Interventions in the Cluster

The following tables summarize the domain-wise activities/ interventions undertaken with each beneficiary segment for this cluster.

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Farmers	**99**	**Natural Resource Management**	Trainings	Irrigation	
				Organic farming	
				Vermi compost	
		Skill development and livelihood	Trainings and support	Kitchen gardening	
				Dairy farming	
				SRI cultivation	
				Mushroom cultivation	
				Flower cultivation	
				Trellis method for vegetable	
			Others	Community seed bank	
				Grain storage	
				Cleaning and grading of farm produce	
				Cart	
				Start-up grant	
SHG members	**283**	**Skill development and livelihood**	Trainings and support	Goat management	
				Pashu Sakhi	
				Honey-bee keeping	
				Stitching and sewing	
				Beautician/ soft toy/ candles	
				Tent business	
				Mushroom cultivation	
				Self-defense	
			Others	Masala and wheat grinding	
				Start-up grant	
				Seed bank	

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Youth	**140**	**Skill development and livelihood**	Trainings and support	Computer application	
				Electrical and motor winding	
				Mobile repairing	
				Food processing	
				Training on carpentry and soft skills	
				Training on tailoring and cutting	
				Training on beautician	
				Training on plumbing	
				Training on financial literacy	
				Training on entrepreneurship skills	
Schools	**5 schools**	**Education**	Infrastructure development	Smart class with LED screen and projector	
				E-learning module	
				Library	
				Laboratory	
				Computer lab	
				Lights in library and classroom	
				Furniture in classroom	
				Providing sports materials	
				Construction of mid-day meal shade	
				Construction of rainwater harvesting	
				Wall painting	
				White was school building	
				Construction/ repair of school boundary wall	
				Water purifier	
				Drinking water station	
				Construction/repairing of toilet	
			Trainings and support	Joyful learning	
			Others	Additional teachers	
				Student kits	
				Scholarships	

Legend

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
All beneficiaries	**522**	**Natural Resource Management**	Infrastructure Development	Solar powered streetlights	
		Health and Sanitation	Infrastructure development	Drinking water facilities	
				Toilets	
				Bathrooms	
			Trainings and support	Health and sanitation awareness	
			Others	Health checkup camp	
		Skill development and livelihood	Trainings and support	Poultry farming	

Legend

Program Details

While a highlight of program outcomes and activities have been covered above, this section will provide details of the various sub-activities and interventions undertaken in the cluster that drive the programmatic outcomes. The details covered are arranged by beneficiary segments.

Section 1: Farmer Beneficiaries

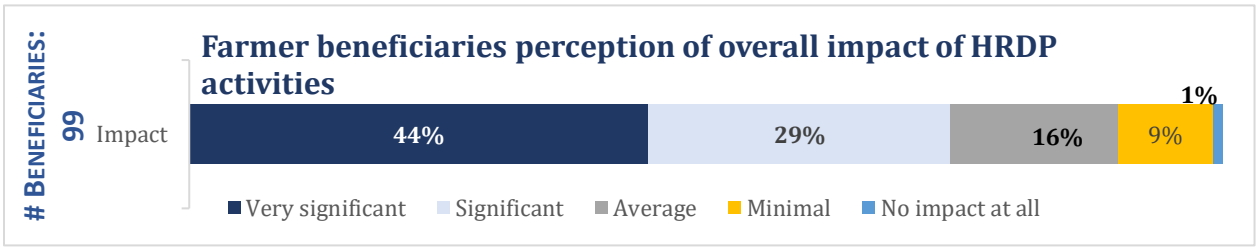
In this cluster, 99 farmer beneficiaries were covered under the evaluation. This beneficiary segment received various trainings on farming related areas that **aimed to increase the average annual incomes and enhance average productivity of land. The average land holding of the farmer beneficiaries evaluated was 1.8 acres.** Additionally, common facilities were provided at community level (such as a community seed bank, a cleaning and grading facility for produce and a grain storage facility). A few of the farmer beneficiaries also received a start-up grant. Activities like the trellis method and organic farming were prioritized as they provided better incomes. It emerged from the discussion with village resource persons that each farmer made a profit of INR 5,000- 6,000 per month by selling vegetables they grew using the trellis method.

Outcome Indicators		Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)		29,049	35,539	↑ 22%	92
Average Productivity (Quintal per acre)	Wheat	14.6	16.4	↑ 12%	45
	Rice	13.8	14.6	↑ 5%	36

***Farmer Outcomes*[15]**

Overall perception of the interventions with farmers

The program was well received by the beneficiaries, with a majority of the sampled beneficiaries (73%) agreeing that the impact of the activities under HRDP were significant. The activities had enabled an increase in their average annual income and productivity. An example of this is the reduced need for pesticides. The intervention on organic farming helped them **adopt '*Jivamitra*' to counter the pests as a substitute, thereby cutting down the need for pesticides** (a major cost component before HRDP). However, agriculture kits or irrigation facilities were not provided. Additionally, farmer groups highlighted the undealt threat of stray animals destroying their crops, fencing of their farms would have been very beneficial.



[15] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

"We are getting so many benefits and facilities. Whatever things we poor people cannot do by ourselves, that is done together by HDFC and Shramik Bharti." –

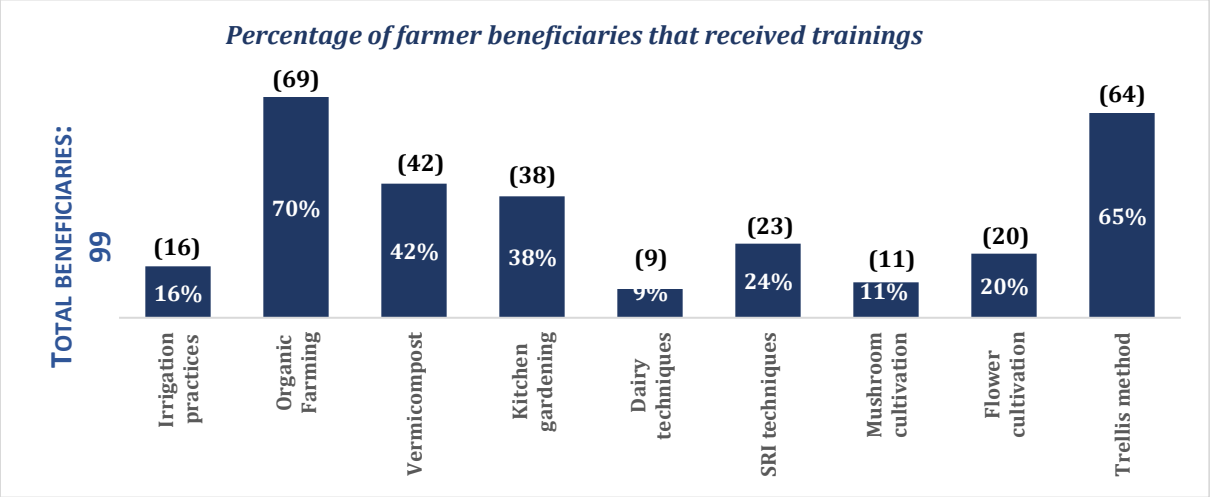
Farmer FGD, Pipris, Bhadohi

The following sections highlight the intervention details in order to provide an understanding of the perception and adoption of the activities among the farmer beneficiaries.

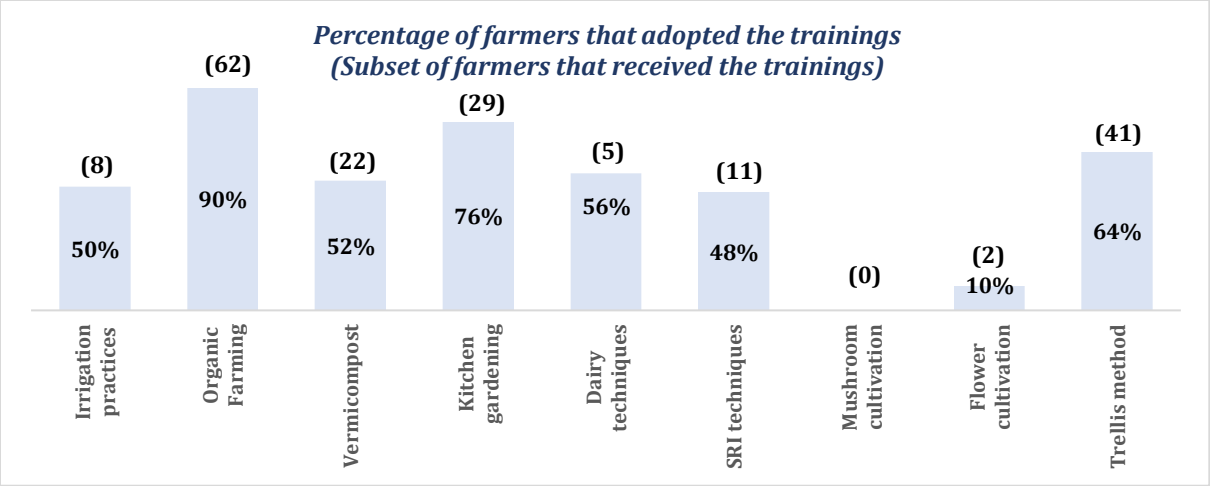
1.1 Trainings for Farmers

Various trainings and support facilities were provided to the farmers in key areas of farming. The NGO played a crucial role in imparting these trainings, introducing, and explaining new concepts and techniques that helped reduce costs and increase annual incomes. Additionally, exposure sessions were provided by the NGO to the farmers; this included visits to nearby districts to learn new methods such as organic fertilizers and vermicompost from peers. **However, 15% of the farmer beneficiaries were not given any trainings.**

The following chart highlights the various trainings/ activities conducted with farmers under HRDP. **Within this cluster, two training areas, organic farming and the trellis method, were imparted to the largest subsections of the farmer beneficiaries: 70% and 65% respectively.**



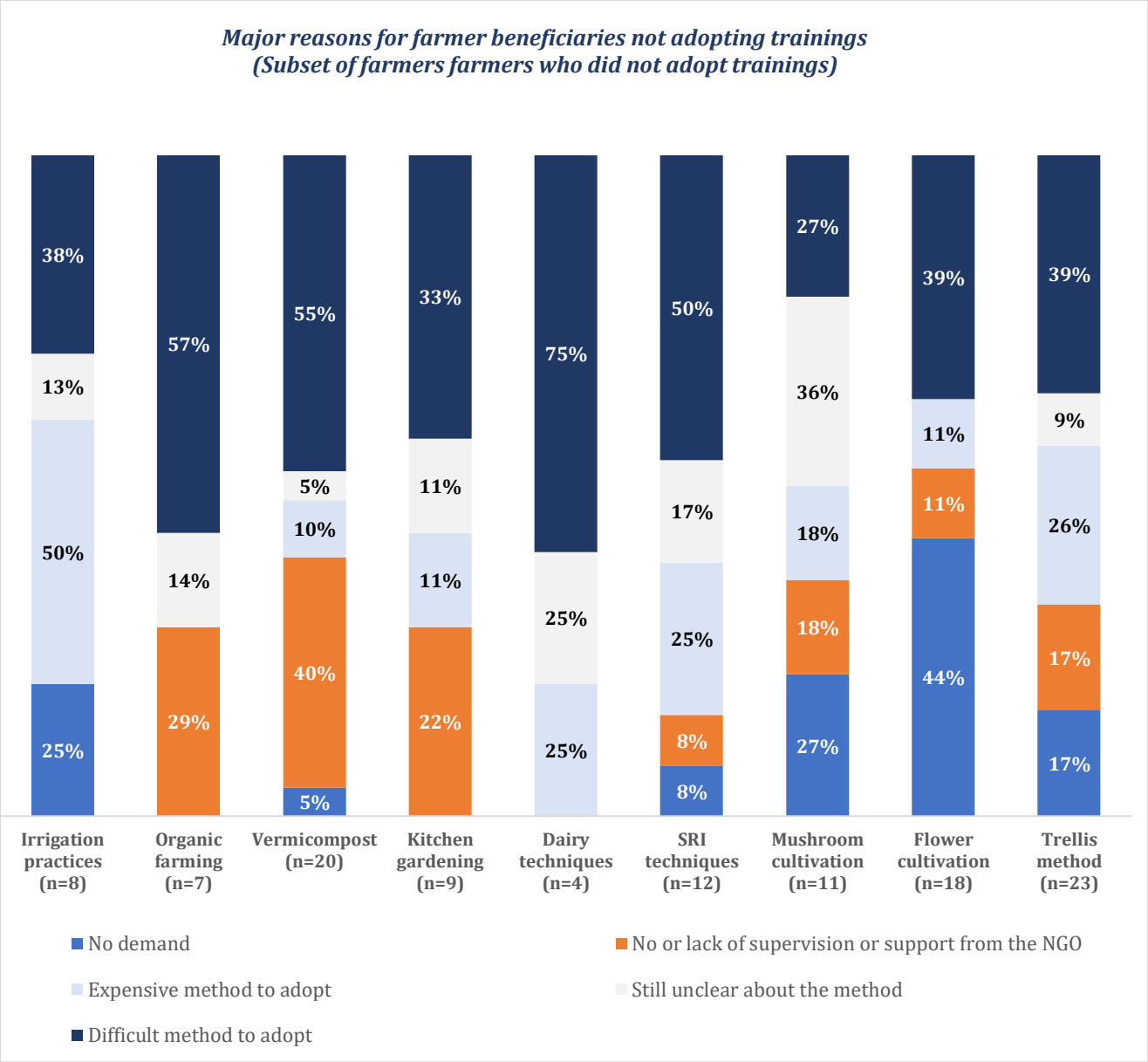
While the trainings imparted have varied by scale of coverage among the 99 beneficiaries, the adoption rates (usage of trainings for livelihood generation and better farm productivity) offer better insights on how well received the trainings were. The following chart highlights the percentage of farmers who adopted the trainings (as a subset of farmers that received the trainings).



While trainings on Organic Farming and Trellis Method were imparted to the largest subset of farmers and experienced high adoption rates, **the training on kitchen gardening was well received and experienced high adoption rates; signifying the need/ importance of this activity in context to this cluster.**

The major reasons for a subset of farmers 'not adopting' the trainings were that the trainings were: (**1) a difficult method to adopt, (2) expensive, (3) lacking supervision/ support from the NGO and/or (4) lack of understanding on the method.** The chart below highlights this.

(Continued on the next page)



1.1.1 Perceived scale of benefit to farmers that adopted trainings.

The chart below highlights how beneficial the farmer beneficiaries, who adopted the trainings, perceived them to be. **According to the respondents, all 'adopters' found the support very beneficial. Farmers highlighted that the biggest impact perceived is earning a good income by selling organic vegetables.**

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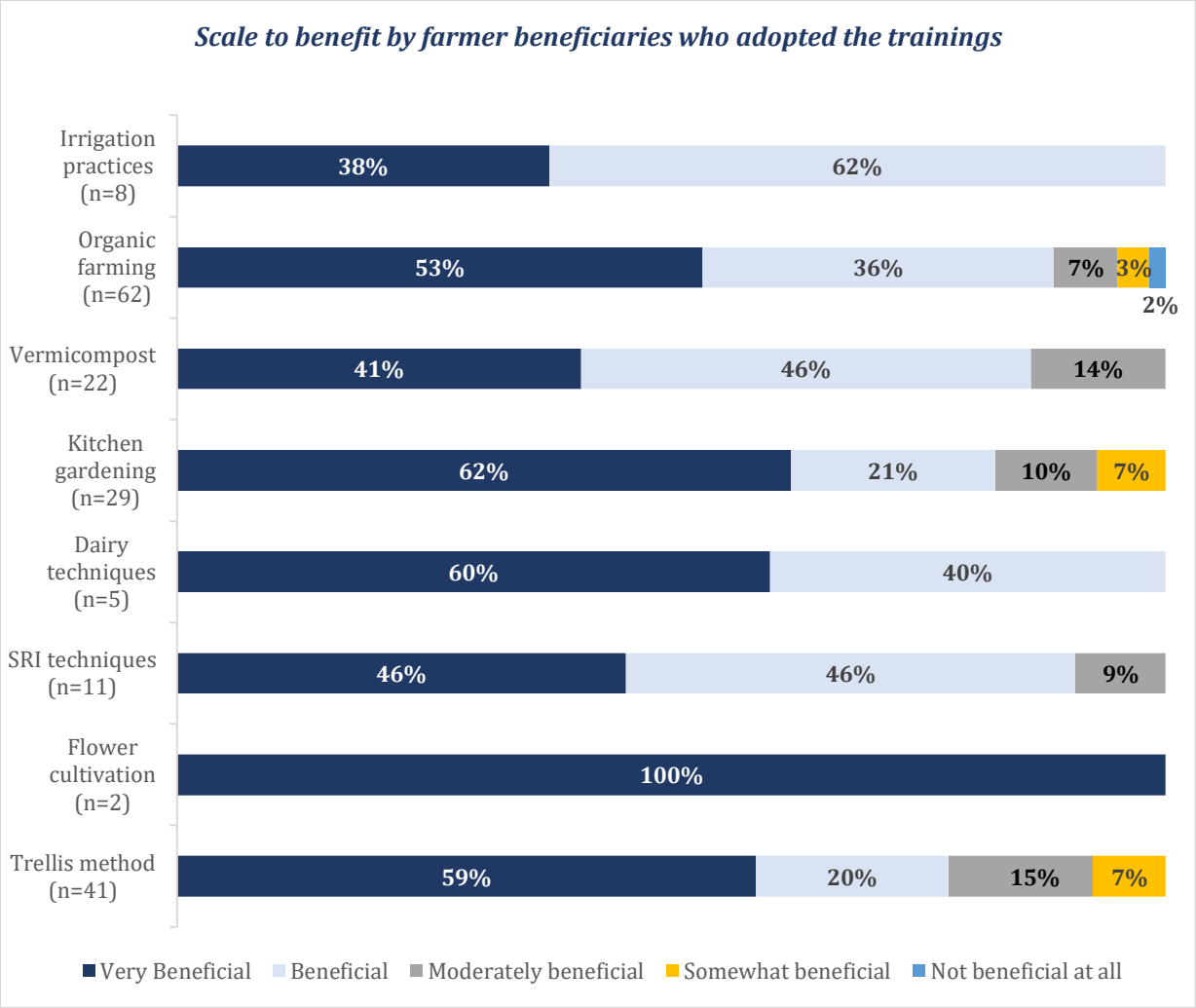


To summarize, **the trainings helped educate the farmer beneficiaries on various new technologies as well as techniques.** Farmers highlighted that earlier they would typically grow only one crop. Now they grow multiple crops simultaneously using the trellis method; an activity that was specifically covered under the program.

1.1.2 Summary of parameters improved due to the trainings

The benefits of the trainings have been quantified below[16]. The table summarizes parameters across the various training areas.

(Continued on the next page)

[16] It provides an indication of change (wherever applicable) on key areas from before HRDP was implemented to after implementation (specifically the last 12 months, i.e. April 2019 to March 2020).

Activity[17]	Parameter[18]	Before	After	Change	Change (%)
Organic farming	Average productivity of Wheat (quintal per acres) *(n=48)*	**16.6**	**16**	**-0.6**	**-3.6%**
	Average productivity of Rice (quintal per acres) *(n=47)*	**18**	**17.5**	**-0.5**	**-2.8%**
Vermicompost	Average annual cost of fertilizer per acre (INR) *(n=22)*	**4,689**	**2,491**	**-2,198**	**-47%**
Kitchen gardening	Average monthly amount spent on vegetables for self-consumption (INR) *(n=29)*	**1,390**	**595**	**-795**	**-57%**
	Average monthly income earned from selling vegetables (INR) *(n=7)*		**1,686**		
Dairy techniques	Average monthly income earned from selling dairy produce (in INR) *(n=4)*		**19,875**		
SRI techniques	Average rice productivity (quintal per acre) *(n=11)*	**15.3**	**18.1**	**2.8**	**18%**
	Average income earned from selling rice (INR per acre) *(n=9)*	**16,000**	**21,550**	**5,550**	**35%**
Flower cultivation	Average income earned from selling flowers (INR) *(n=2)*		**21,000**		
Trellis method	Average income earned from selling vegetables (INR) *(n=38)*		**5,345**		
	Average vegetable productivity using Trellis method (quintal per acre) *(n=20)*		**9.8**		

Farmers who adopted organic farming witnessed a marginal decline in the productivity of wheat and rice. From the discussions with farmers, it emerged that farmers were given seeds for multiple which gave them options to grow crops in addition to wheat and rice. From these beneficiaries who adopted SRI techniques for rice cultivation saw an average increase in productivity by 18%. Additionally, a 47% decline was observed in the average annual cost to farmers on fertilizers. Majority of farmers who used kitchen gardening techniques for self-consumption, saw a decline in their spending on vegetables by 57%.

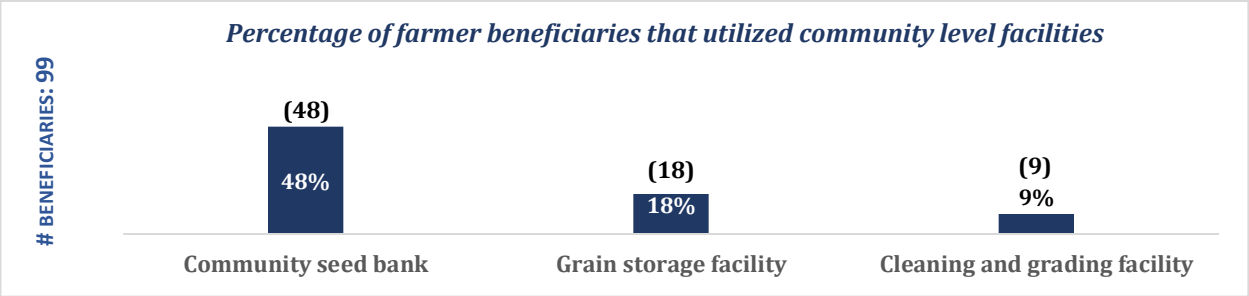
[17] Training on kitchen gardening, dairy technique, flower cultivation, mushroom cultivation, and trellis method were conducted were given to farmers under HRDP and it was assumed that no sampled farmers were doing these activities before the start of HRDP. Hence, no information was collected for these activities *before the start of the HRDP* (except for the amount spent on vegetables).

[18] *n* might not be equal to the total sampled beneficiaries as all beneficiaries were not trained on all the activities and all those who were trained did not adopt the method they were trained on. Further, some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

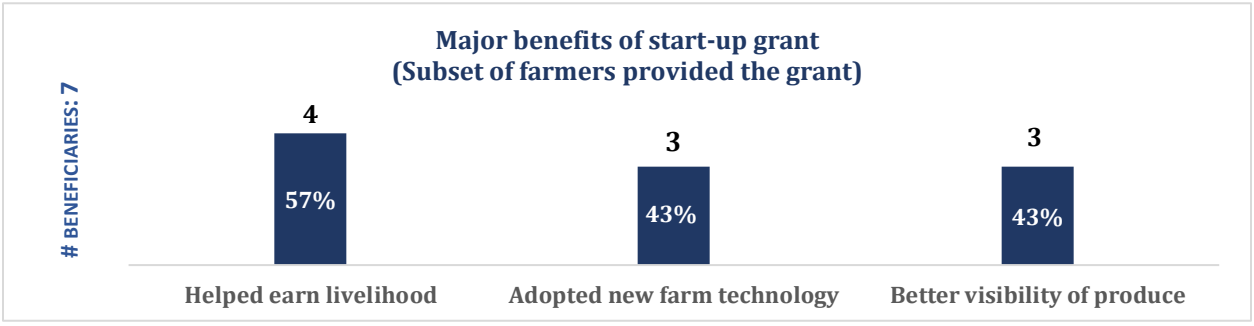
1.2 Facilities provided to farmer beneficiaries under HRDP

As part of the program, farmers were provided a community seed bank, a grain storage facility, and a facility for cleaning and grading of farm produce. However, these **were not widely used by the beneficiaries**. The table below highlights the percentage of farmers that utilized them. **While the community seed bank emerged as the most utilized facility with 48% of farmer beneficiaries availing its benefits, the grain storage and facilities for cleaning and grading were not widely used. Among the beneficiaries that utilized them, the facilities were perceived to be very beneficial.**

Start-up Grant



A start-up grant was provided to 7 farmers; these beneficiaries perceived it as very beneficial. The major benefits of the grant included its contribution to setting up small businesses for livelihood generation, providing beneficiaries the opportunity to adopt new farming technologies and enhancing productivity as well as increasing the visibility of produce. On an average INR 11,000 was provided to the beneficiary from the NGO. To build ownership among the beneficiaries, the beneficiary additionally the beneficiary contributed INR 3,500 as a matching fund to the grant.



Cart

Cart was provided to 9 farmers. Among the beneficiaries provided a cart, a majority considered them to be very beneficial. The cart enabled mobility (transportation of produce to the nearby market or colonies) and increased the visibility of the produce.

Section 2: SHG beneficiaries

In this cluster, 283 women SHG members were covered as part of the evaluation. This beneficiary segment received various trainings on income generation activities that **aimed to increase their average annual incomes and savings**. Additionally, SHG women were managing a community seed bank, were employed in masala and wheat grinding unit, and were trained on self-defense. Some of the women beneficiaries also received a start-up grant.

283 Women

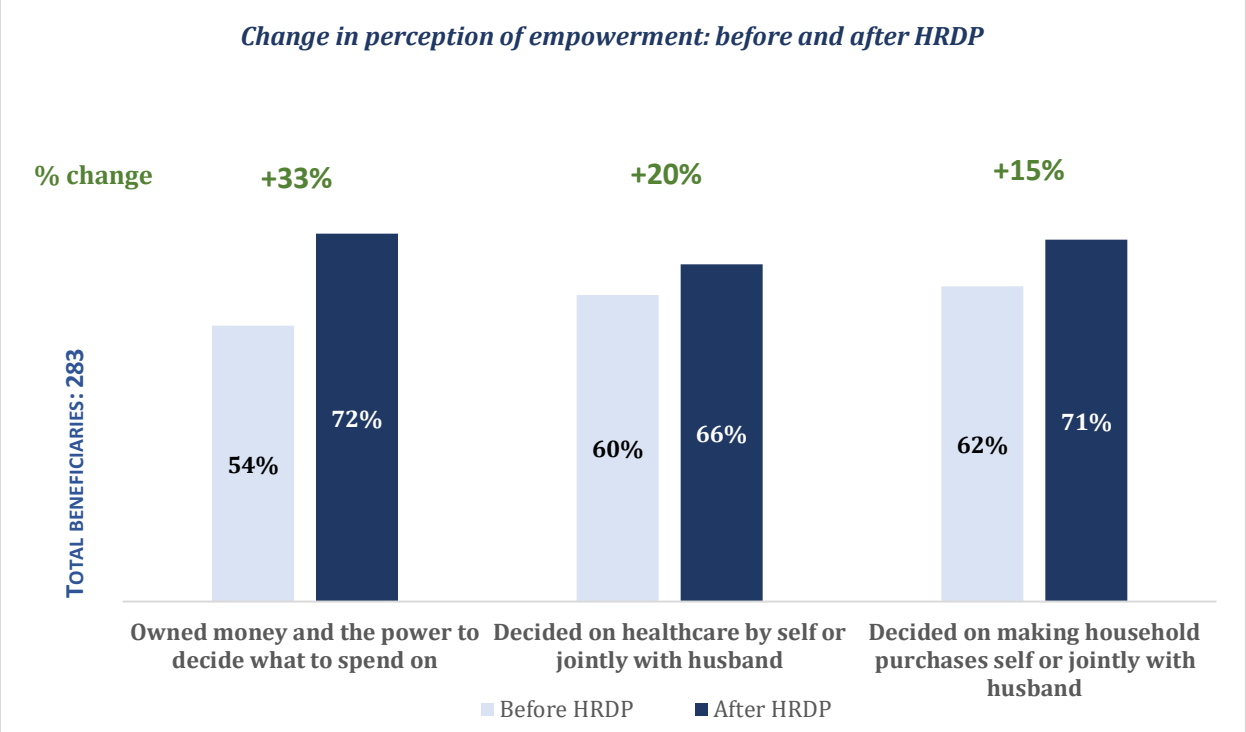
Outcome Indicators	Before HRDP	After HRDP	% Change	n
Average Annual Income (INR)	13,443	18,088	↑ 35%	225
Average Annual Savings (INR)	3,007	4,758	↑ 58%	259

Women Outcomes[19]

Overall perception of the interventions on SHG Women

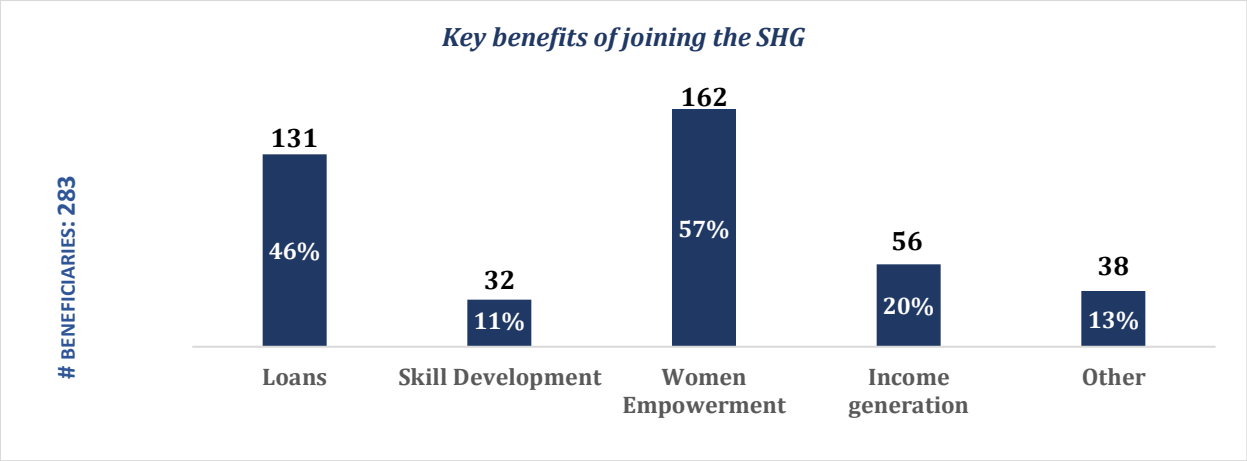
Women empowerment was one of the primary objectives of organizing women in self-help groups. Through discussions, it emerged that one of the key benefits perceived by SHG women was the freedom from local money lenders who charge higher interest on loans. They now seek loans from the group corpus and pay a minimal interest rate.

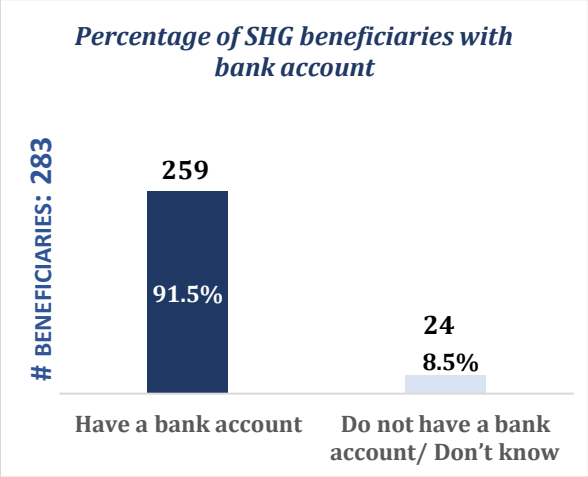
Through the figure provided below, the change in parameters (due to HRDP) that portray women empowerment, such as financial independence and enhanced decision-making, have been presented. **The most significant change was witnessed in terms of financial strength, with the practice of owning money and the ability to make purchasing decisions increasing among the women beneficiaries during the program.**

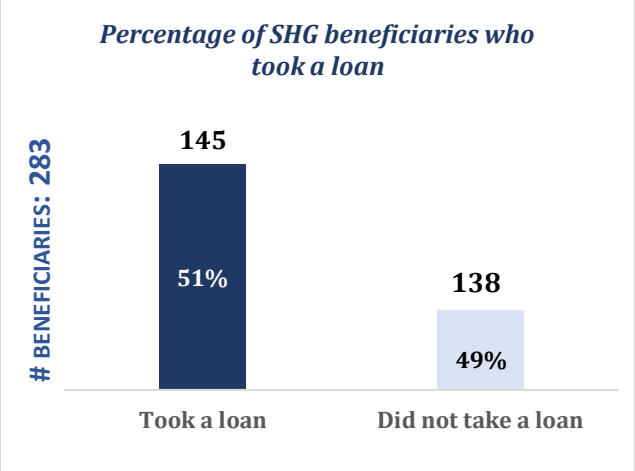


[19] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

The following charts highlight the key benefits of being a part of an SHG group as mentioned by the respondents.







Women empowerment was the most common benefit of joining the SHG, with 57% of the beneficiaries mentioning it as a primary outcome. The ability to get loans was the second largest benefit area.

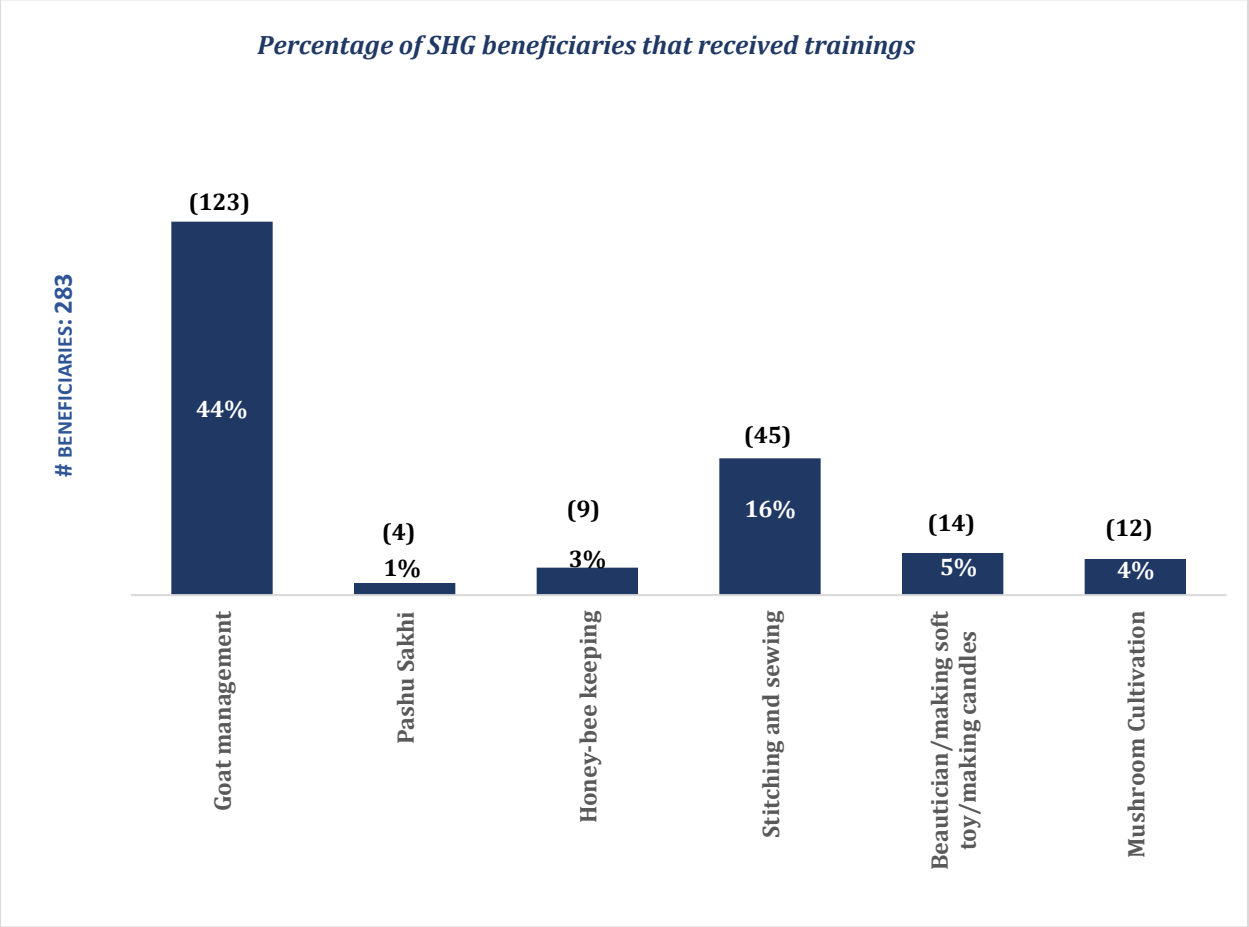
In this cluster, almost all SHG members had a bank account and more than half availed loans for income generation activities. Other than the financial benefits, SHG beneficiaries observed a change in community perception towards them as well as increased participation in family decision making. Another area the beneficiaries appreciated was the presence of toilets and water taps at home due to the program. This has improved safety for women overall. Additionally, cleanliness drives under the program helped the beneficiary group be better aware of sanitation and hygiene.

> ***"There was always a problem of drinking water earlier- the women had to go very far to get water but now, we have water at our homes itself."***
>
> SHG FGD, Pipris, Bhadohi

2.1 Trainings for Women

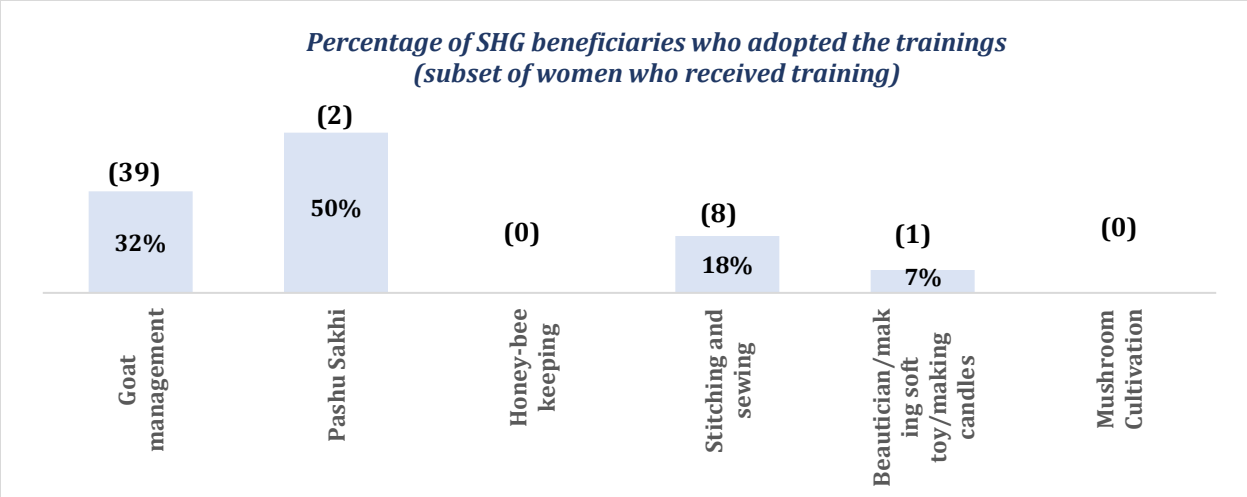
SHG members were trained on the formation of SHGs, various related processes such as maintaining an SHG account, holding group meetings and highlighting benefits to members of the community. **Under the program, various trainings and support were provided to women in key areas of livelihood generation.**

The following chart highlights the various trainings/ activities conducted with women under HRDP. Within this cluster, **goat management was imparted to the largest subset of women (44%).**



While the trainings imparted have varied by scale of coverage among the 283 beneficiaries, the adoption rates (usage of trainings for livelihood generation and better farm productivity) offer better insights on how well received the trainings were.

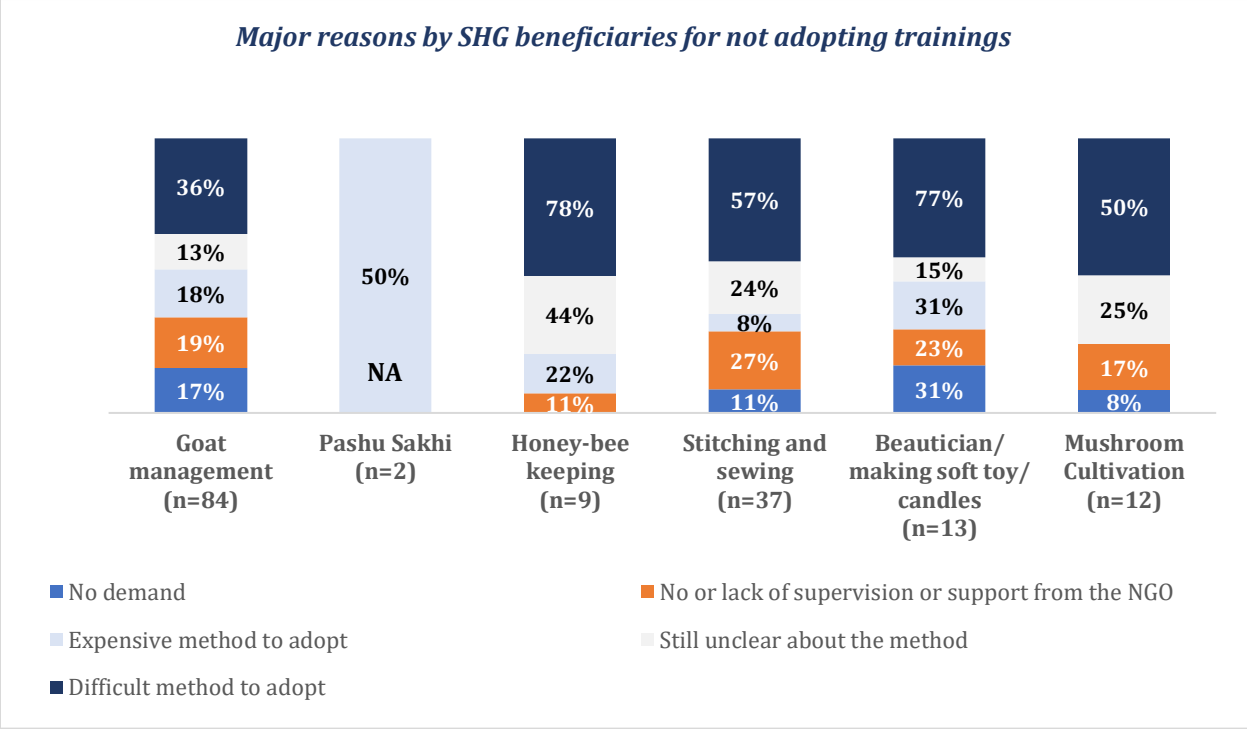
The following chart highlights the percentage of women who adopted the trainings (as a subset of women that received the trainings):



While training on goat management was imparted to the largest subset of women, **adoption rate of *pashu sakhi* was higher (50% compared to 32% for goat management). However, this is because only 4 beneficiaries were trained in this area. In terms of absolute numbers, goat management remained the largest category of adopted training (39 beneficiaries).**

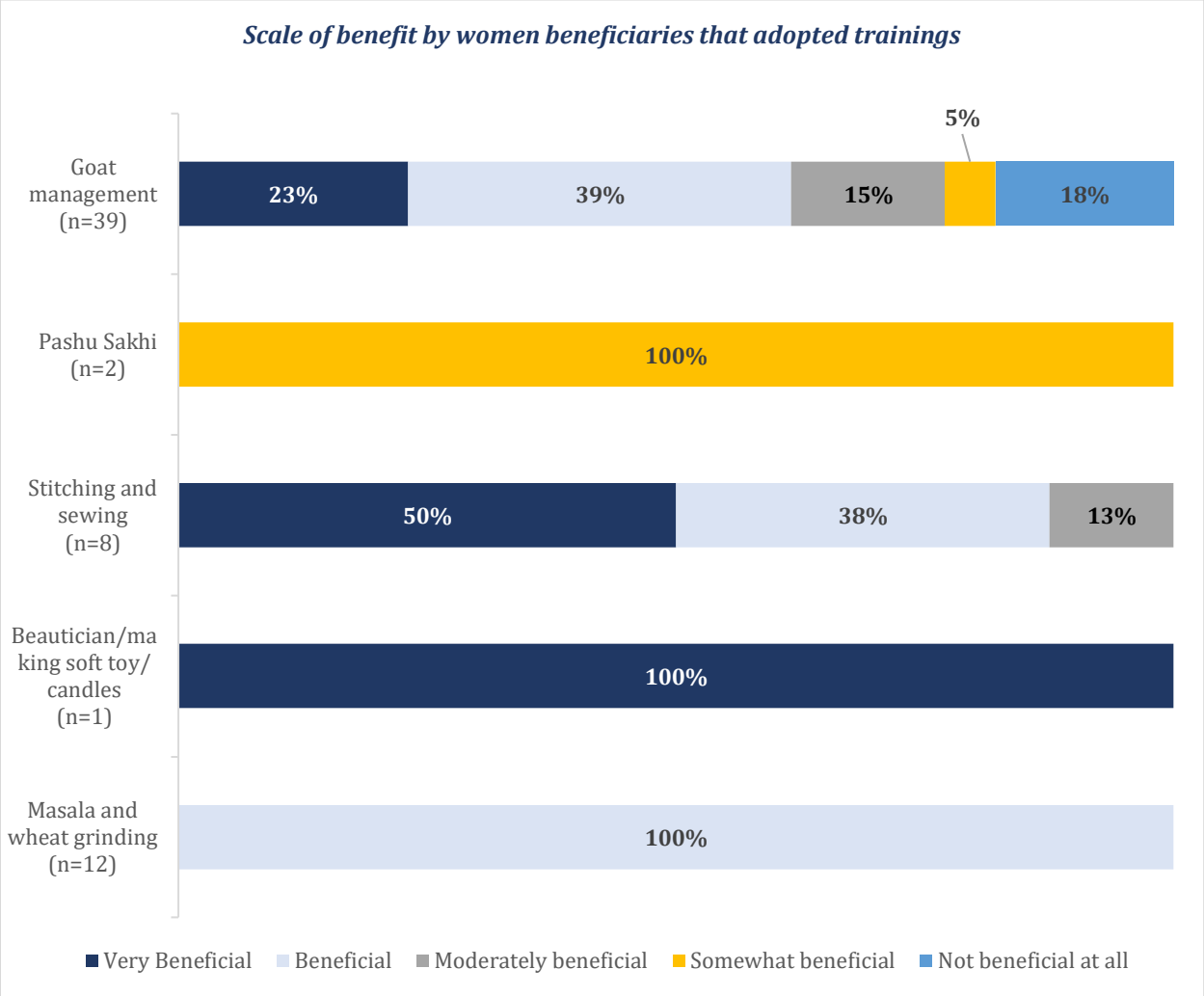
Adoption rates for this cluster were low across the activities, with adoption in activities such as honeybee keeping and mushroom cultivation seeing no adoption.

With regards to the key reasons for a subset of women 'not adopting' the trainings, major ones were that the training: **(1) was a difficult to adopt, (2) was expensive and/ or (3) was not followed up by adequate supervision or support from the NGO.** The chart below highlights this.



2.1.1 Perceived scale of benefit of women that adopted trainings

The chart below highlights how beneficial the women beneficiaries, who adopted the trainings, perceived them to be. According to the respondents, **majority of the 'adopters' found the support beneficial.**



However, the 2 beneficiaries that adopted mushroom cultivation only found it somewhat beneficial: indicating a need for improvement. Additionally, 18% of the adopters of goat management highlighted that the trainings were not at all beneficial to them. As goat management was the most widely covered training, a clear gap in terms of relevance and adoptability emerges that needs to be addressed.

It emerged from the discussion with SHG members in Pipris village, Bhadohi, that the SHG group has yet not started in income generation activities; the focus remains on monthly savings within the SHG.

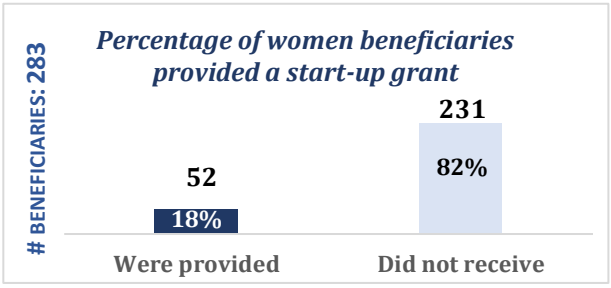
2.1.2 Summary of parameters related to the trainings

The table below summarizes the quantification of key outcomes due to the trainings. It provides the annual incomes (where applicable) as a result of adoption post trainings as well as any resources received under the program.[20]

Activity	Parameter[21]	Values in last 12 months
Goat Management	Average annual income (INR) *(n=39)*	3,350
	Average number of goats provided *(n=33)*	1
Pashu Sakhi	Average annual income (INR) *(n=1)*	500[22]
	Average number of animals treated *(n=1)*	2
Stitching and Sewing	Average annual income (INR) (n=8)	6,950
Masala and wheat grinding	Average annual income (INR) *(n=1)*	1,200

2.2 Facilities provided to SHG beneficiaries under HRDP

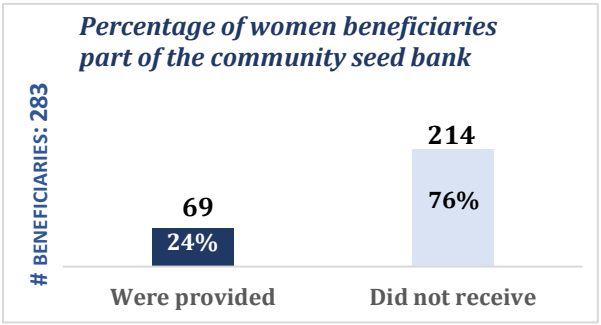
Under the program, SHG members were provided with a community seed bank, a start-up grant, few a wheat and masala grinding unit. Additionally, they were given trainings on self-defense. However, these facilities and trainings were availed by a minor segment of the total beneficiaries.



Start-up grant

A start-up grant was provided to only 18% of the 283 SHG beneficiaries.

However, those that did receive the grant stated that it was beneficial to them. It provided them an opportunity to start a small business, earn a livelihood and ensure regular incomes.

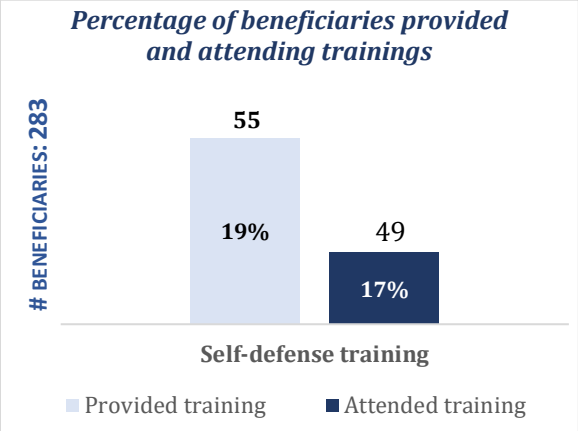


Seed Bank

Only 24% of the women beneficiaries were involved in the community seed bank activity.

However, those that were involved, found it to be beneficial. It provided them employment and the ability to earn some income. On an average they earned INR 1289 in the last 12 months.

[20] All figures are an average of the last 12 months, i.e. April 2019 to March 2020.
[21] *n* might not be equal to the no. of beneficiaries who adopted the training as some data points were dropped after data cleaning and were not considered for data analysis.
[22] Of 4 SHG women that were trained as Pashu Sakhis, only 2 used the training for earning livelihood. In the last 12 months (April 2019 to Mar 2020), only 1 Pashu Sakhi earned INR 500 and treated 2 goats.



Self-defense training

Self-defense was another area that was focused on under HRDP. As per the responses provided, **only 19% of the beneficiaries were part of an SHG group that received training[23].** However, barring 6, all attended the trainings that were provided.

Of those who attended, the trainings were perceived to be beneficial. The women associated better self-protection and improved self-confidence as the major benefit areas. **This high perceived benefit signifies the need for a more robust coverage of women beneficiaries.**

Section 3: Youth beneficiaries

In this cluster, 140 youth were covered under the evaluation. This beneficiary segment received various trainings with the **objective of skill development and the overall increase in income for the target segment.**

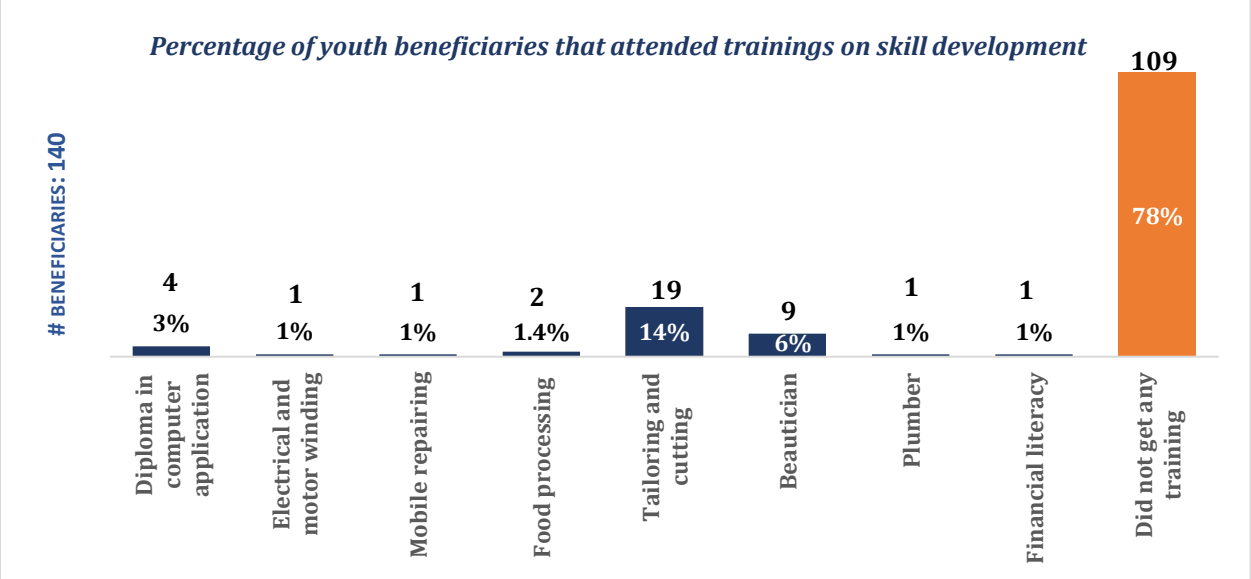
140 Youth

Outcome Indicators	Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)	1,912	2,267	↑ 19%	99

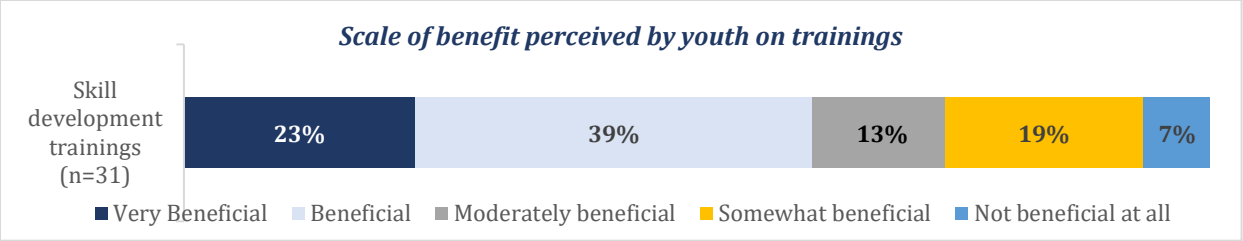
Youth Outcomes[24]

3.1 Trainings for youth

The following chart highlights the various trainings/ activities conducted with youth under HRDP.



[23] Training were *provided* at the SHG level, however, not all SHG women beneficiaries *attended the training*.
[24] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).



Within this cluster, only 22% (31) of the youth beneficiaries covered in the evaluation received trainings under the program. A large segment (78%) reported not having been trained on any of the areas. However, they still figured in the beneficiaries list given for the evaluation by the NGO partner. It is imperative that HDFC should monitor the intervention. Among those trained, tailoring and beautician trainings were attended by the largest segment of youth beneficiaries. Of those that received trainings, all beneficiaries perceived them to be beneficial. This highlights a clear mismatch in beneficiary needs and the intervention design.

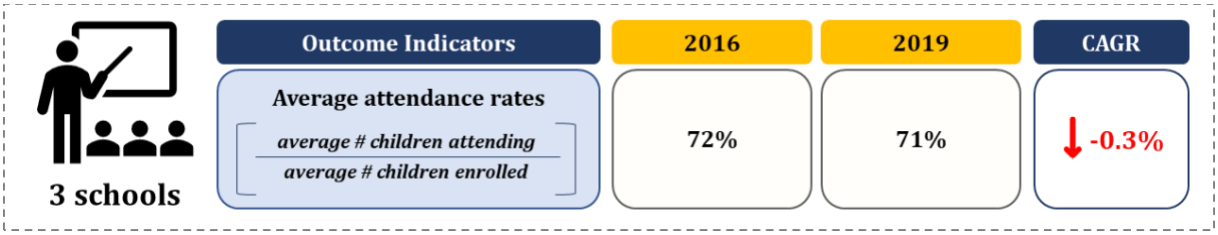
3.2 Placements

Of the 31 beneficiaries that attended trainings, the training center facilitated placements for only 6. 2 beneficiaries did not attend the placements as they were not aware of schedule. Of the remaining 4 youth beneficiaries who attended the placements, 3 were selected for the job.

Training Centers: Of the 31 beneficiaries trained, 36% were trained at the local HDFC training center. The remaining were trained at other/ private centers.

Section 4: School Observation

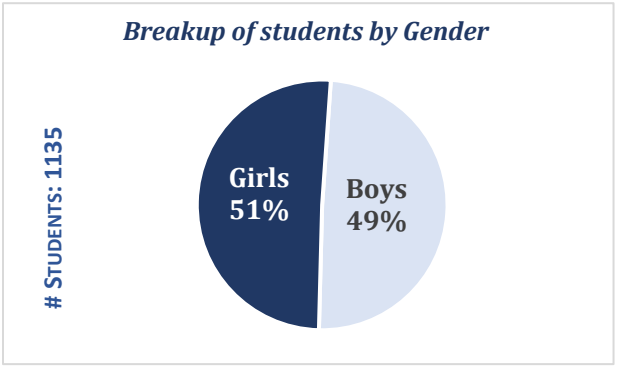
In this cluster, 5 schools were covered under the evaluation. As part of the program, infrastructural support was provided, and trainings were conducted, with the overall objective of creating a conducive learning ecosystem in the schools, with **the outcome of increasing the attendance rates.** SMC members highlighted that the attendance rates have improved over time; primarily due to infrastructure upgradation and the inclusion of joyful learning. However, this was not reflected in the average attendance rates of three schools. The data shows the enrolment of students increased between 2016 to 2019, while a slight decrease of 0.3% in attendance was observed in the same time period.

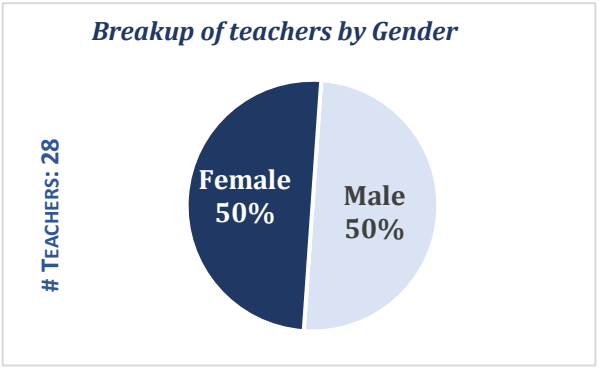


School outcomes[25]

The following charts provide an overview of students and teachers that were covered in the cluster.
Of the five schools evaluated, there was an almost equal gender split among students as well as teachers. **The overall student teacher ratio was 42:1 which does not conform to the 30:1 ratio laid down under Right to Education Act.**

[25] While 5 schools were covered in the cluster, only 3 schools shared the enrolments and attendance data.

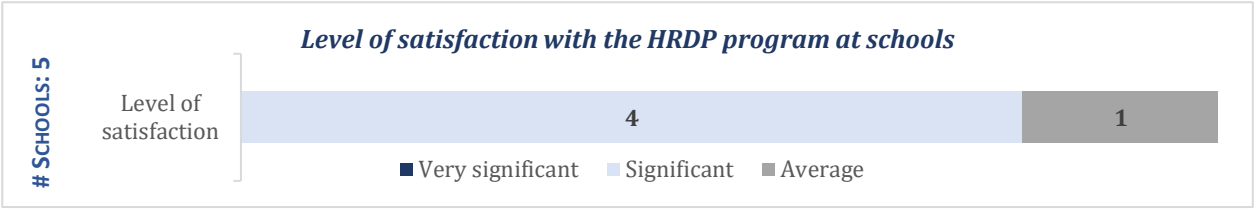




Student Teacher Ratio	Primary 42:1	Upper Primary 42:1	Overall 42:1

Overall perceptions on satisfaction on school interventions

All schools considered the impact of HRDP program to be significant. One of the primary reasons for this is that the NGO worked to improve the school infrastructure and created an enabling environment for joyful learning. With the SMC buy-in, the program was structured properly and was able to meet the needs



identified earlier.

4.1 Enrolment Rates

School enrolment and attendance rates were the key parameters considered to evaluate the impact of activities under HRDP at schools. Within this cluster, the data for enrolments and attendance was provided by 3 out of 5 schools[26]. (*For attendance rates please refer to the infographic provided at the beginning of School Observations section*)

Number of schools that provided attendance data	3 out of 5 schools

The chart below demonstrates that **average enrolments of both boys and girls have risen consistently over the duration of the program. However, the rise in attendance was not similar, resulting in an overall reduction with a CAGR of 0.3% from 2016 to 2019.**

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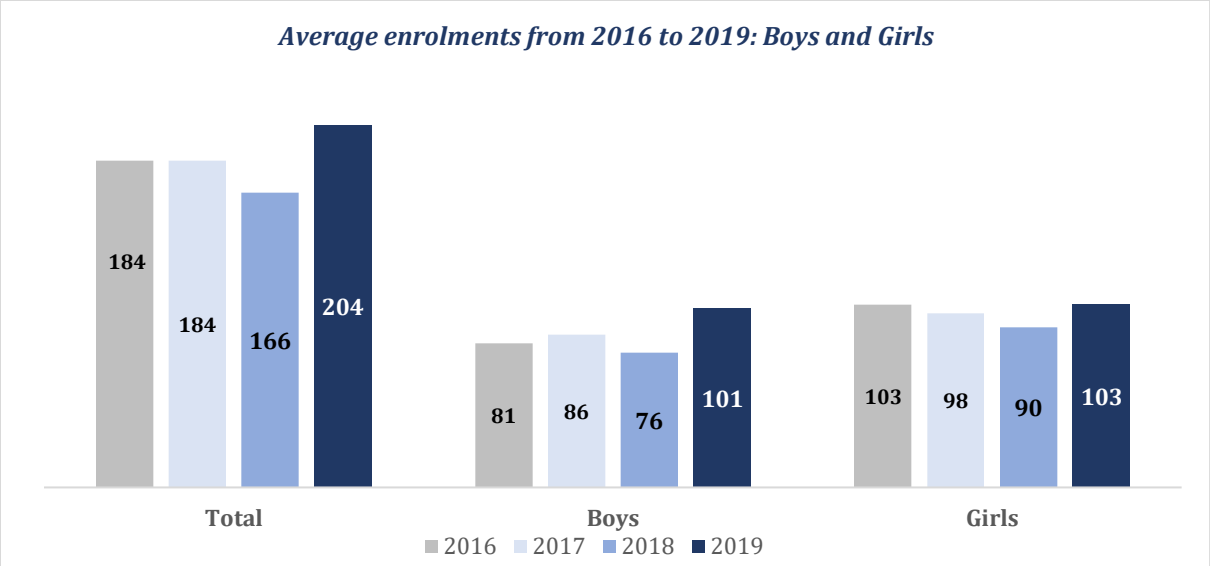
[26] In most cases, school officials have shown reluctance in verification of enrolment, attendance, and dropout data from the school registers. The information on enrolment, attendance, and dropout was verbally provided by the school officials.



In terms of enrolments, the rise is corroborated by the inputs from the SMCs. Activities that improved enrolments were highlighted; better student engagement was built over time by introducing a balanced combination of study and play time. SMC members mentioned that the provision of sports materials and a swing set attracted children to school. They also mentioned that the interaction with parents has increased over the time with the SMCs acting as a bridge between school and parents that allowed information sharing and dialogue.

The role of infrastructure has been an area that actively aided in increasing the enrolments. This has been covered in the next section.

4.2 Infrastructure

Under the intervention, schools were provided infrastructural support with the aim of building a better learning environment.

The chart below highlights the infrastructure provided under the program by the number of schools it was provided to. **While sports equipments were provided in all 5 schools, others were done with selected schools**. **No classroom infrastructure (benches, tables etc.) was provided in any of the schools.** Additionally, no support was provided on establishing smart classes with LED projectors, computer labs, mid-day meal shades, and no construction/ repair work was done on the boundary walls.

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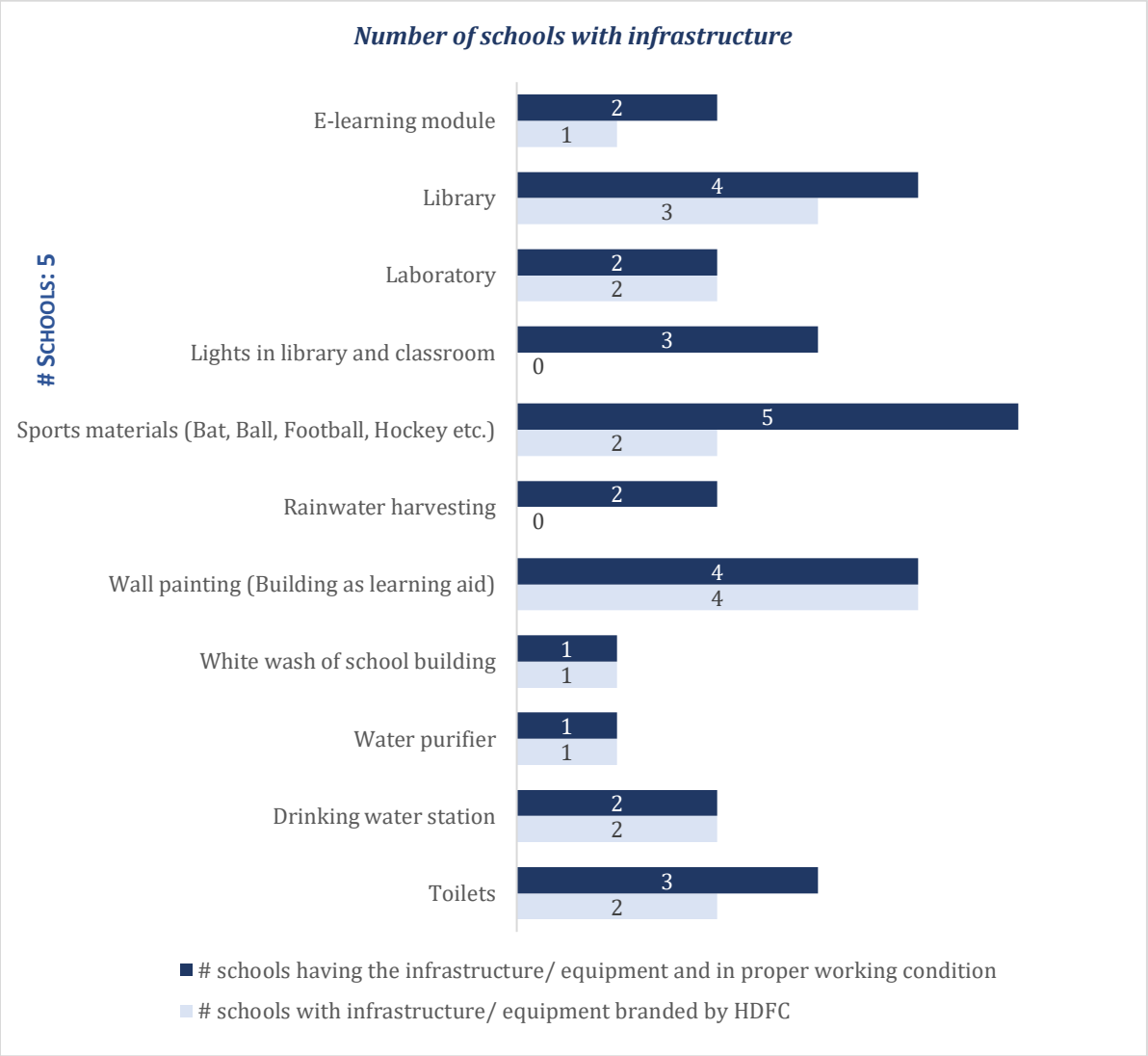


To improve health and sanitation practices at the school level, drinking water stations and toilets were constructed at the schools. Toilets were constructed at 3 schools, drinking water stations at 2 and only one school had a water purifier installed.

The table provided quantifies the number of toilets constructed/ repaired.

Number of toilets constructed or repaired under HRDP	
Average number of toilets per school: Girl	1
Average number of toilets per school: Boy	1
Total number of toilets	**6**
Total functional toilets during survey	**6**

The program was successful in providing drinking water and toilet facilities at select schools in the cluster. Before the program, generally, only 1 toilet was present, that too in a bad condition. This was a major source of concern for parents. **With the availability of functional and separate toilets for girls and boys, girls'**

attendance has increased. The SMC members shared that they felt the program has been successful in addressing the need for better sanitation and hygiene infrastructure. **SMC groups noted that the schools received limited funds from the government for maintenance of school infrastructure which was insufficient to meet the infrastructural needs. To this end support provided by, HRDP was extremely beneficial.**

Student Kits

Students were provided student kits under the HRDP program. In this cluster, only 1 school had distributed the student kits. The total number of kits distributed were 20.

Sahbhagi Sakhis

Under the program, **3 schools were provided *Sahbhagi Sakhis*** to augment and improve the learning experience for students. *Sahbhagi Sakhis* were trained to encourage learning through play and check on attendance and dropout of the students. From the discussion with VRP, the program led to re-admission of pupils who dropped out earlier and encouraged new enrolment in the community.
The total number of *Sahbhagi Sakhis* provided were 3.

Section 5: Common interventions

Under HRDP, some activities were conducted across all the beneficiary groups, i.e. farmers, women and youth; **a total of 522 beneficiaries**. These common interventions included the installation of streetlights, trainings on poultry and various initiatives under health, sanitation and hygiene.

5.1 Natural Resource Management

Solar powered Streetlights[27]
Solar powered streetlights were installed at the villages to promote the use of clean and renewable energy.
The provision of streetlights ensured a sense of security and offered various benefits[28]**.**

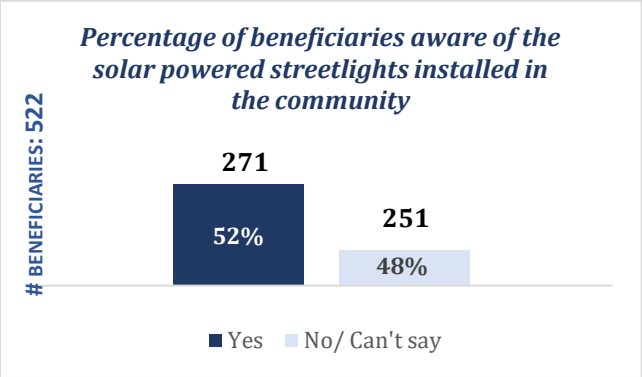
(Continued on the next page)

[27] The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.
[28] Beneficiaries were asked to rate their experience with 1-being the poor and 5 being the excellent.

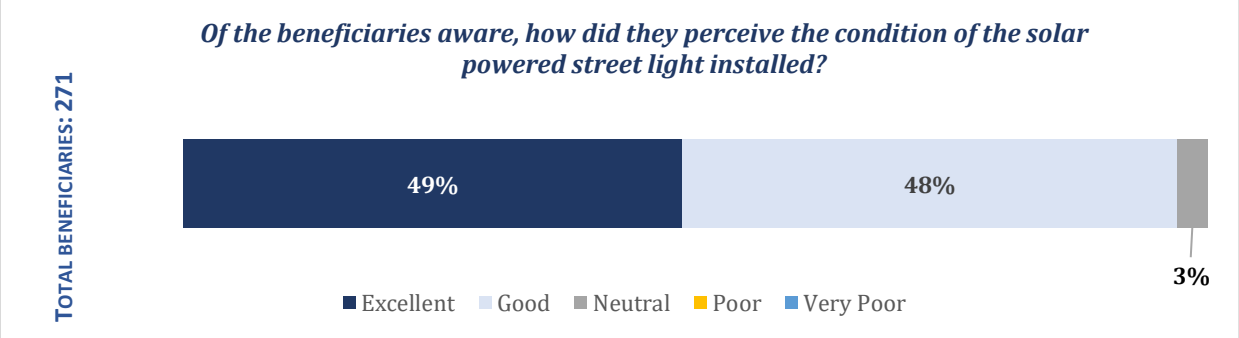
271 beneficiaries

	Outcome Indicators	Before HRDP	After HRDP	% Change
Solar powered streetlights	Avg. beneficiary rating: Felt safe going out in the night	1.4	4.4	↑ 216%
	Avg. beneficiary rating: Ease in walking during the night	1.4	4.5	↑ 212%
	Avg. beneficiary rating: Reduced animal attacks	1.4	4.3	↓ 200%
	Avg. beneficiary rating: Sense of security for female and children	1.5	4.3	↑ 203%
	Avg. beneficiary rating: Reduced theft incidents	1.5	4.3	↓ 190%
	Avg. beneficiary rating: Enhanced liveliness	1.3	4.6	↑ 245%
	Avg. beneficiary rating: Source of light during power cuts	1.4	4.7	↑ 239%
	Avg. impact of solar light on beneficiaries' lives (overall)	1.4	4.5	↑ 221%

The installed solar powered streetlights had a great impact on the sense of security felt by the community members, especially at night. The streetlights helped reduce animal attacks, reduced incidences of theft, enhanced the liveliness of the community as well as served as a source of light during power cuts. **Almost all respondents agreed wholeheartedly, clearly highlighting the benefits of this activity.**



Awareness: **Only 52%** of the beneficiaries were aware of the streetlights installed under the HRDP program, indicating that **the placement of these lights could have been done better, to be accessible to a larger segment of the targeted community members**. The condition of the installed streetlights was considered good to excellent by all the respondents aware of them.



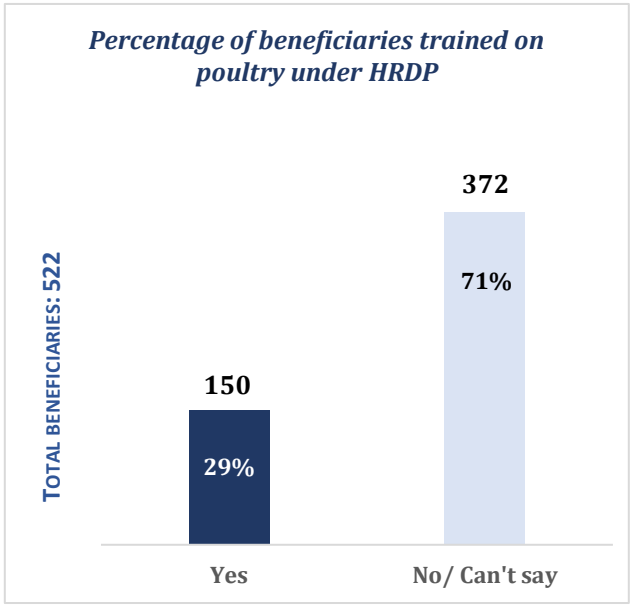
5.2 Skill development and livelihoods generation

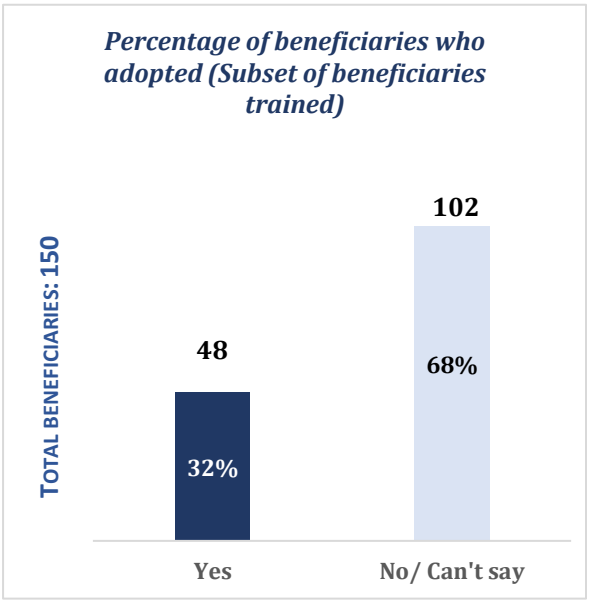
Under this domain, training on poultry was provided as a source of livelihood generation across beneficiary segments.

Beneficiaries who adopted this intervention typically had a small piece of land in their backyard that was used to rear chicks; provided by the NGO (of the *Kadaknaad* variety). **These enabled the beneficiaries to get supplemental income in terms of meat and eggs.**

However, in this cluster **only 29% of the beneficiaries received training on this activity, and of those only 32% adopted it**. Of the people who did not adopt, majority felt it **was a difficult method/ lack of clarity, there was no demand for poultry as well as it being an expensive proposition.**

The charts below corroborate these findings:

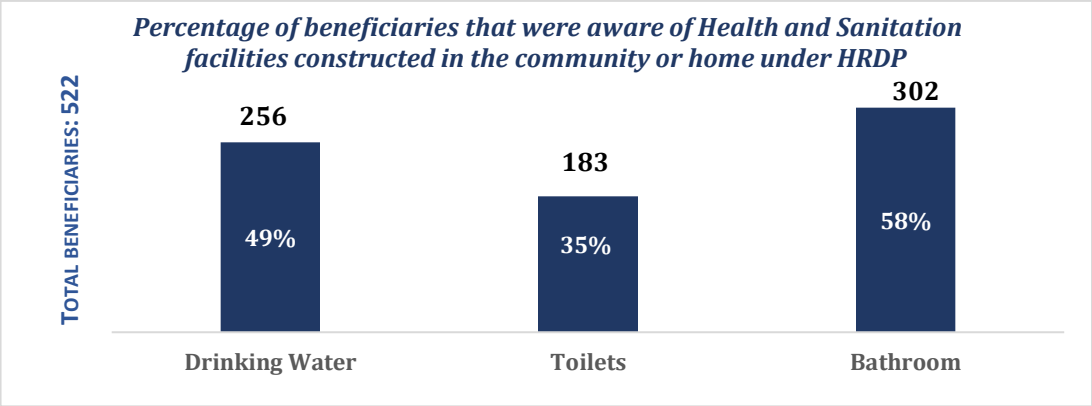




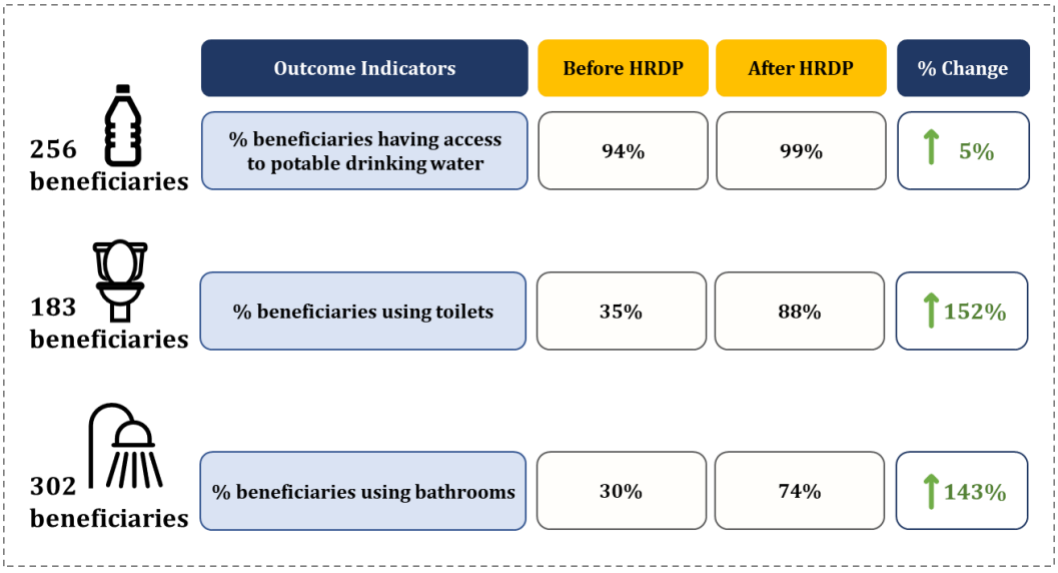
5.3 Health and Sanitation

Safe sanitation is one of the key determinants of many public health outcomes and ending open defecation is essential to achieving safe sanitation. **By constructing drinking water sources, toilets and bathrooms for the community and at home, the program actively promoted this area.** The NGO constructed community toilets after a needs assessment and campaigned for making the village open defecation free. According to the Village Development Committee in Pipris, *"Toilets had been constructed, in addition to bathrooms, in locations in the village which did not have toilets. It was only after this that women who would earlier bathe in the open, started using the new bathrooms. This has greatly impacted privacy and safety."*

Awareness: Of the 522 beneficiaries covered, only 256 (49%) were aware of the drinking water sources constructed under HRDP. The highest awareness was for bathrooms, with 302 (58%) beneficiaries aware of the constructed facilities. However, only 183 beneficiaries (35%) were aware of toilets constructed in the village. From the discussion with the SMC (Pipris, Bhadohi), it emerged that prior to the intervention, there was just one handpump from where the community used to fetch water and also bathe. With the installation of toilets and bathroom, in addition to a cleanliness drive, visible changes in the community in usage of sanitation infrastructure was observed.

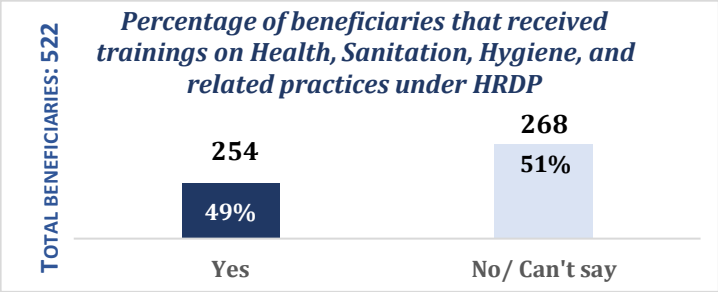


As part of the evaluation, access to potable water and the usage of toilets and bathrooms was measured by analyzing the responses by beneficiaries that were aware of the facilities provided. **The provision of sanitation facilities increased adoption and better sanitation behavior. There was a steep increase in usage patterns of toilets (152%) and bathrooms (143%) within the respondents aware of the constructed/ repaired facilities.**



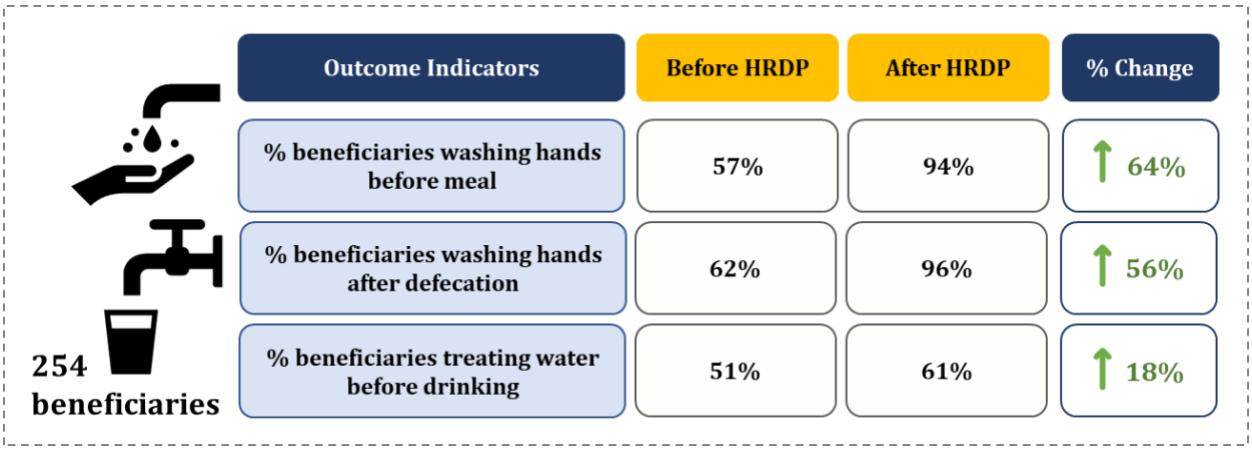
5.3.1 Trainings and awareness

As part of the program, various trainings were conducted to **promote health and sanitation behavior among the beneficiaries.**



Around 49% of the 522 beneficiaries received trainings on health, sanitation, and safe hygiene practices.

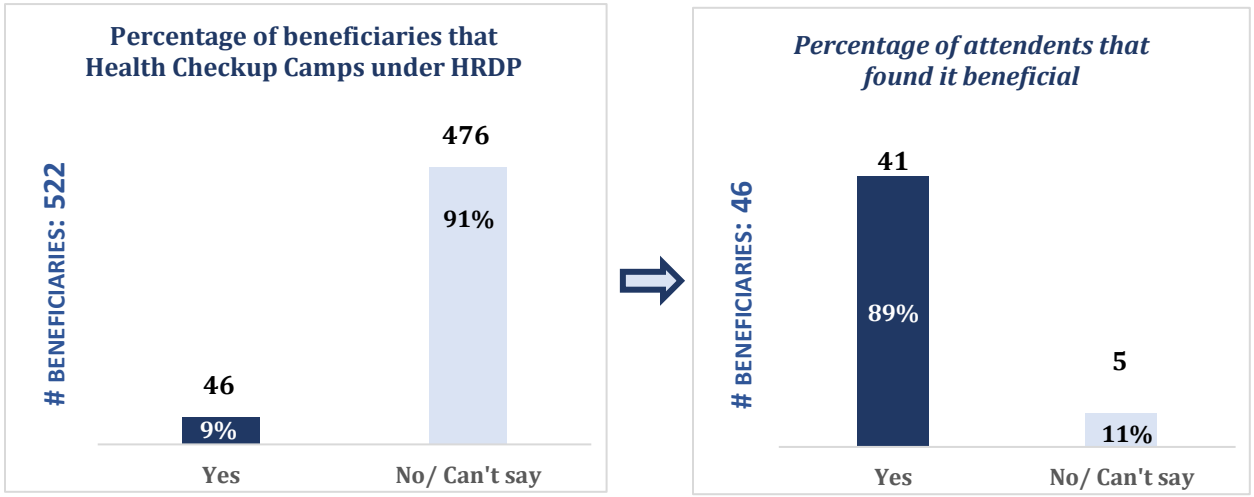
As a result of the awareness/ trainings, among the 254 beneficiaries that received trainings, **a 64% increase in washing of hands with soap/ mild detergent before meals, a 56% increase in washing of hands with soap/ mild detergent after defecation and a 18% increase in the treatment of water[29] before drinking was reported by the beneficiaries as compared to the practices followed before HRDP**.



Outcome Indicators	Before HRDP	After HRDP	% Change
% beneficiaries washing hands before meal	57%	94%	↑ 64%
% beneficiaries washing hands after defecation	62%	96%	↑ 56%
% beneficiaries treating water before drinking	51%	61%	↑ 18%

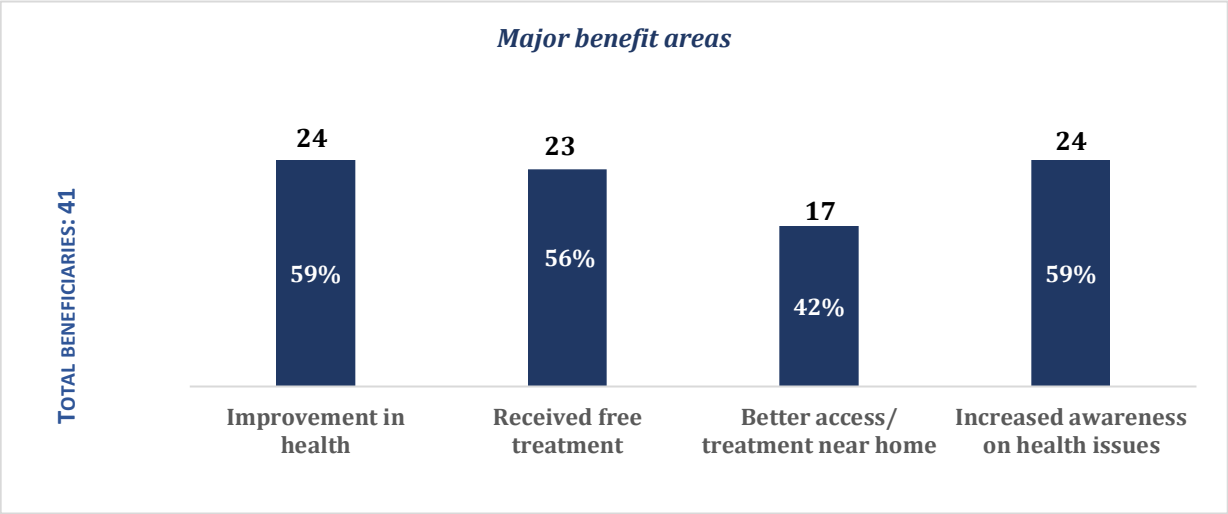
5.3.2 Health Checkup Camps

Another aspect in the health and sanitation domain was the provision of general health checkup camps. The camps focused on providing routine health check-ups to the community and the counselling of pregnant and lactating women. The charts below highlight how many beneficiaries got to attend these camps as well as how many of the attendees found it beneficial.



[29] Treatment of water includes boiling, adding bleach/chlorine, straining through a cloth, using a water filter, solar disinfection and letting the water settle.

Only 9% beneficiaries of the total 522 reported attending health check-up camps under the program and majority of these (89%) found them to be beneficial; indicating an unmet need that was not catered to. Regarding the benefits of these health camps, the most widely reported benefit was **an improvement in health and increased awareness on health issues (59% of the respondents), followed by the receipt of free treatment (56%). 42% of the respondents got better access to treatment closer to home.**



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Case Study

Nestled in what is known as 'Carpet city' of Uttar Pradesh or Bhadoi district is a large village called Pipris. The village has over 10 000 members (Census 2011) in the village, and lower literacy rates (64.8%) compared to the state literacy rates (67.6%). Knowing that education as well as livelihoods need to be focused on, **Shramik Bharti,** through **HDFC's HRDP 'Parivartan'** program, launched activities at government schools and at the community level in the village.

Play-Way as the new way of education

Through interactions with teachers at the school level, and with parents in the community, it became apparent that enrollment as well as attendance were dismal in schools. Between lack of school level infrastructure, learning materials, low number of teachers, and apathy from parents, many students were additionally burdened by coming from economically impoverished backgrounds. Findings from the School Observation study showed that while the NGO worked to improve the school infrastructure and create an enabling environment for joyful learning, there were challenges of skewed student teacher ratio (42:1) which does not conform to the 30:1 ratio laid down under Right to Education Act. With the setting up of the School Management Committee in the primary government school, Shramik Bharti started a journey of increased and continuous engagement with the parents and others in the school, turning into a bridge of communication. This engagement focused on building infrastructure within and outside the school, and on learning levels.

Two unique interventions were added to the already comprehensive project by Shramik Bharti. This includes the creation of a new volunteer role to help with the education activities, and a radical way of learning – the Play-Way.

The role of the *Shiksha sahyogi,* education volunteers trained by Shramik Bharti, have the onerous task of teaching basic skills in schools and engaging with the community- ensuring children are dressed in their uniforms, taking care of kitchen gardens set up in the school, counselling parents in the community to enroll their children in schools and to encourage children to attend. They are also given multiple trainings in the Innovative Teaching Learning Tools.

The Play-Way, a method of gamified or play learning, was aimed to encourage children's interest in learning new concepts and ideas. For example, if the student wishes to learn more about rotation and reflection, they can simply go into the science laboratory and see the visualized, light-based method of learning the concepts. This gamified way of learning is not only attractive to the student, but also encourages a more interactive way of teaching. Moreover, with the bringing in of Playground Ideas, an organization that teaches through its mission 'Learning with Fun' through using play items through locally sourced material, Shramik Bharti has not only increased attendance from children from Pipris, but from nearby villages as well. According to the SMC discussions in Bhadoi, "The learning outcome has increased. Here, the students get an environment for learning in a fun way with the materials provided. The student now feels they would only get that type of fun learning and access to materials only if they go to school."

From the School Observation study, findings show that 3 or 5 schools studied reported average enrolments of both boys and girls had risen consistently over the duration of the program.

Building security through community grain banks

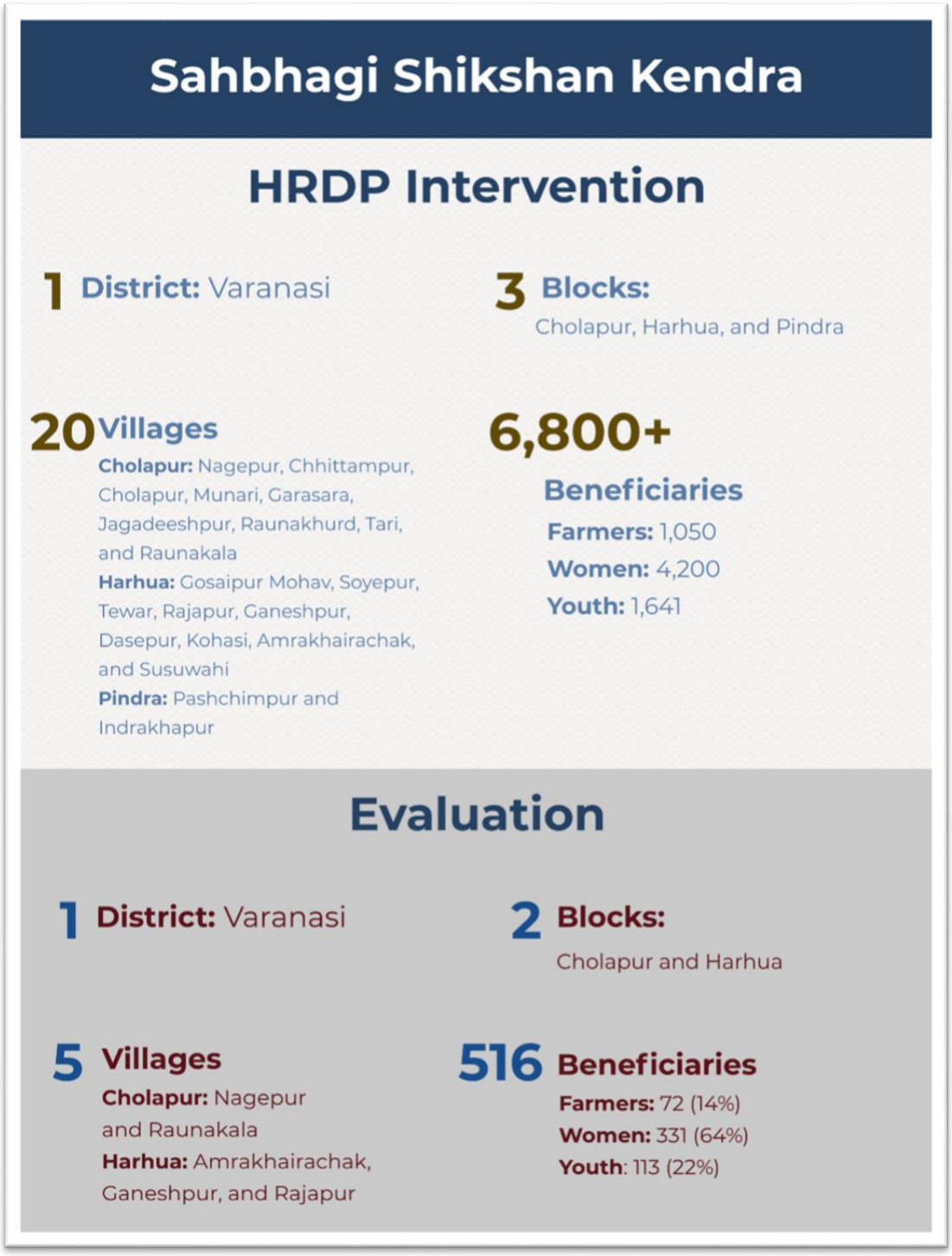
The role of Grain banks have played a pivotal role in the community. With majority of the community engaging in farming through the year, the grain banks provide a sense of security during lean periods of the year where yield is not high, and in protecting grains as a storage mechanism from rain, rodents etc. It is during these lean durations of the year, that families may not have enough financial resources to purchase rations or seeds for the next round of farming. Through the community grain bank initiative, such households in need would not have to spend additionally out-of-pocket in the market but could borrow grains when required and return when they have enough yield/ resources. The aim of this intervention was to increase resilience of the community during tough times, and for farmers – to ensure availability of seeds for local use. After it is taken from the Bank, a higher amount than what was borrowed is returned by the beneficiary to ensure sustainability of the intervention.

According to the organization, the Community Seed/ Grain Bank was opened with the intention of equitable distribution- for the community to come forward to cater to those families that were in dire need of grains. Here, households from the village would contribute 2 kgs of wheat or rice and deposit it in the Grain Bank- here, the organization themselves would contribute a certain amount along with a storage tank. Most importantly, anyone from the community could come forward and borrow from the Grain Bank.

****Case study created through conversations with stakeholders in Bhadoi and with the NGO partner***

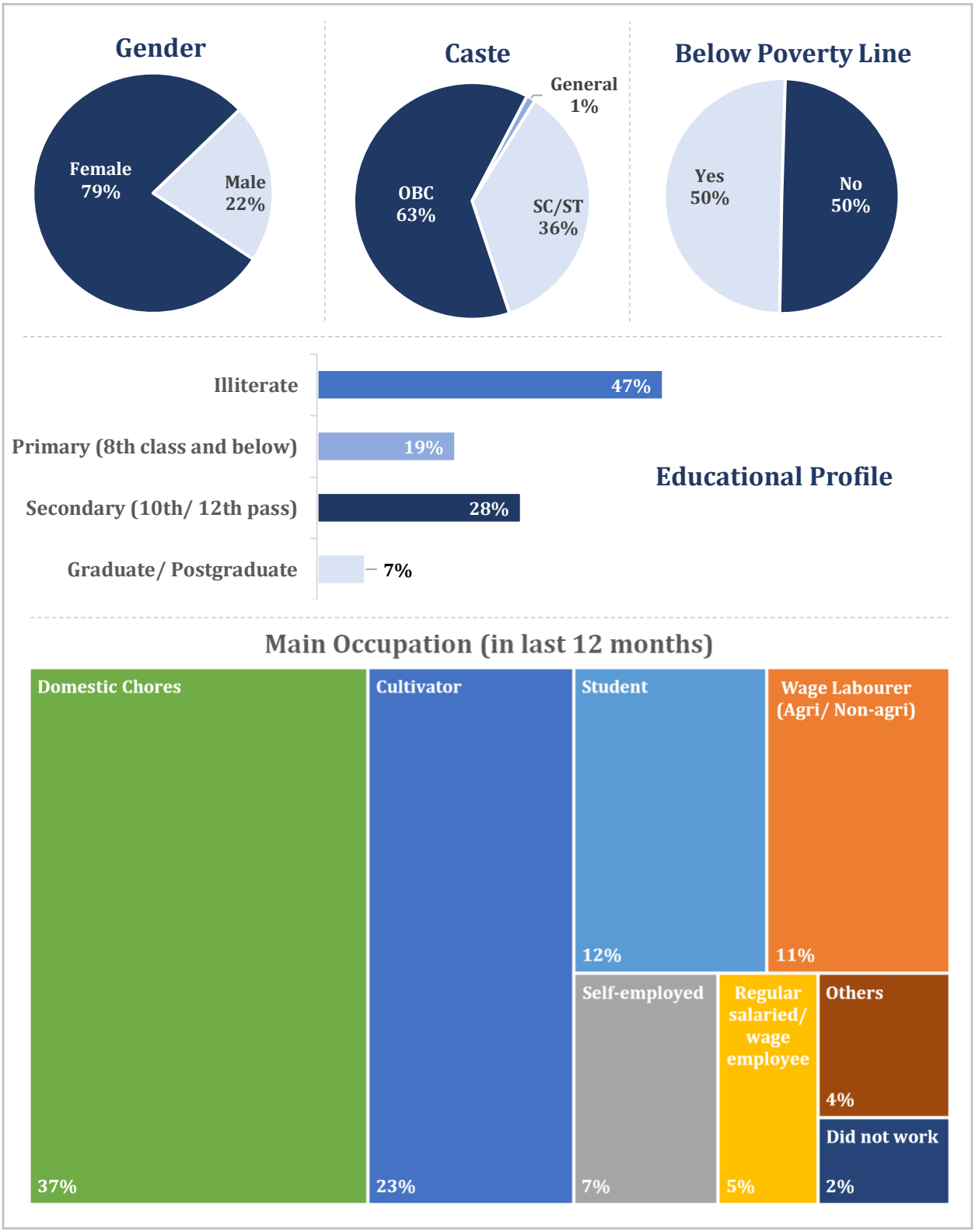
Cluster 2: Varanasi

HRDP in the Varanasi cluster was implemented by the NGO Sahbhagi Shikshan Kendra. The figure below highlights the intervention coverage and the sample selection for the evaluation[30].



[30] As per the information shared by the NGO partner, total beneficiaries in this cluster were more than 14,000 and included farmers, women, youth, and students. However, in the above infographic, we have excluded student beneficiaries from the total beneficiaries as students were not part of our evaluation.

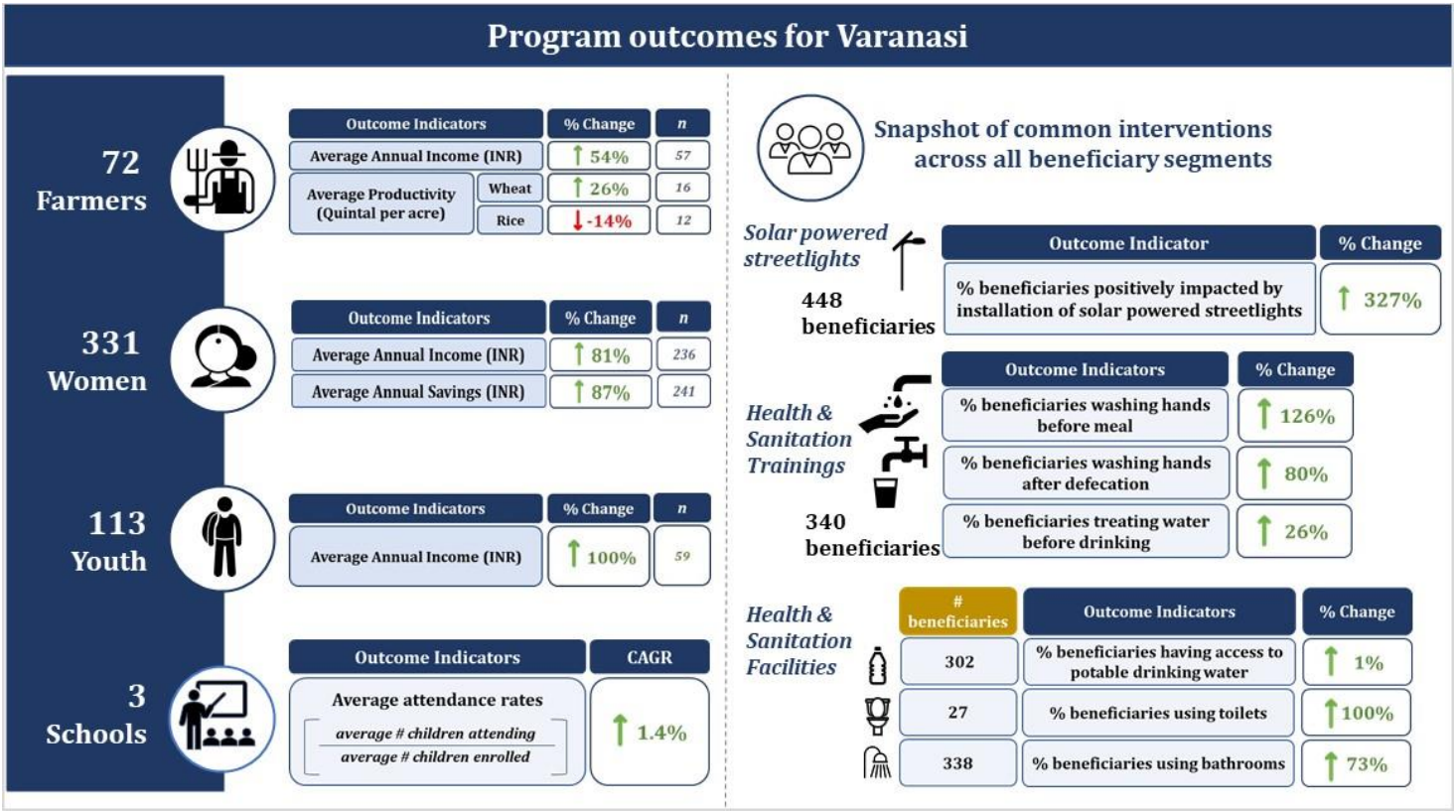
Socio-demographic Profile



Key Cluster Findings

Key Program Outcomes

The figure below provides an overview of the key outcomes of the intervention in the cluster across beneficiary segments.[31][32]



[31] The % change across all indicators/ beneficiary segments is calculated by comparing the % change of indicators before the program was implemented to the last 12 months (i.e. April 2019 to March 2020); except for the school attendance indicator – this was the 3-year CAGR from 2016 to 2019.

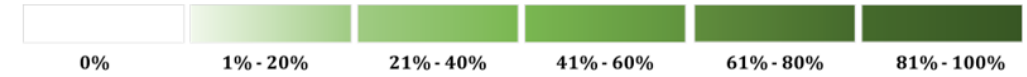
- While the schools evaluated in the cluster were 5, only 3 schools provided data on the attendance and enrolment.
- The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

[32] *n* represents the denominator for a particular indicator. *n* might not be equal to the total sampled beneficiaries in that cluster as some samples were dropped during data cleaning (outliers were dropped or data was not reported for pre and post intervention) and all sampled respondents didn't answer questions related to sub-interventions as a qualifier was added at the beginning of each sub-intervention section of the beneficiary survey tool.

Key Activities/ Interventions in the Cluster

The following tables summarize the domain-wise activities/ interventions undertaken with each beneficiary segment for this cluster.

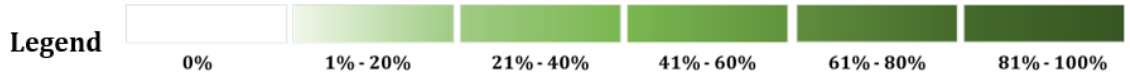
Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Farmers	**72**	**Natural Resource Management**	Trainings	Irrigation	
				Organic farming	
				Vermi compost	
		Skill development and livelihood	Trainings and support	Kitchen gardening	
				Dairy farming	
				SRI cultivation	
				Mushroom cultivation	
				Flower cultivation	
				Trellis method for vegetable	
			Others	Community seed bank	
				Grain storage	
				Cleaning and grading of farm produce	
				Cart	
				Start-up grant	
SHG members	**331**	**Skill development and livelihood**	Trainings and support	Goat management	
				Pashu Sakhi	
				Honey-bee keeping	
				Stitching and sewing	
				Beautician/ soft toy/ candles	
				Tent business	
				Mushroom cultivation	
				Self-defense	
			Others	Masala and wheat grinding	
				Start-up grant	
				Seed bank-women	



Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Youth	**113**	**Skill development and livelihood**	Trainings and support	Computer application	
				Electrical and motor winding	
				Mobile repairing	
				Food processing	
				Training on carpentry and soft skills	
				Training on tailoring and cutting	
				Training on beautician	
				Training on plumbing	
				Training on financial literacy	
				Training on entrepreneurship skills	
Schools	**5 schools**	**Education**	Infrastructure development	Smart class with LED screen and projector	
				E-learning module	
				Library	
				Laboratory	
				Computer lab	
				Lights in library and classroom	
				Furniture in classroom	
				Providing sports materials	
				Construction of mid-day meal shade	
				Construction of rainwater harvesting	
				Wall painting	
				White was school building	
				Construction/ repair of school boundary wall	
				Drinking water	
				Water purifier	
				Drinking water station	
				Construction/repairing of toilet	
			Trainings and support	Joyful learning	
			Others	Establishment of SMCs	
				Additional teachers	
				Student kits	
				Scholarships	

Legend

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
All beneficiaries	**516**	**Natural Resource Management**	Infrastructure Development	Solar powered streetlights	
		Health and Sanitation	Infrastructure development	Drinking water facilities	
				Toilets	
				Bathrooms	
			Trainings and support	Health and sanitation awareness	
			Others	Health checkup camp	
		Skill development and livelihood	Trainings and support	Poultry farming	



Program Details

While a highlight of program outcomes and activities have been covered above, this section will provide details of the various sub-activities and interventions undertaken in the cluster that drive the programmatic outcomes. The details covered are arranged by beneficiary segments.

Section 1: Farmer Beneficiaries

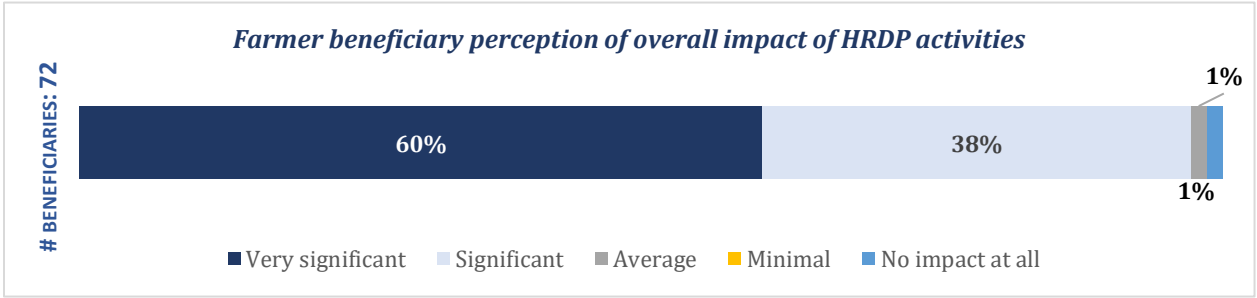
In this cluster, 72 farmer beneficiaries were covered under the evaluation. Owing to these interventions, average **annual income of farmers (n=54) increased by 54%. Average productivity of wheat (n=16) also increased by 26%.** However, productivity of rice (n= 12) during the same period decreased by 14%. The reduction in productivity, according to the farmers, could be due to the program benefits not proportionate to the land area owned by the farmers i.e., every beneficiary was given the same amount of materials irrespective of the size of land. Through discussions, farmers also highlighted initial problems with adoption of new technology that was introduced under the program.

Outcome Indicators		Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)		35,149	54,088	↑ 54%	*57*
Average Productivity (Quintal per acre)	Wheat	10.9	13.7	↑ 26%	*16*
	Rice	14.5	12.5	↓ -14%	*12*

Farmer Outcomes[33]

Overall perception of the interventions with farmers

The program was well received by the beneficiaries, with a majority of the 72 beneficiaries (98%) agreeing that the impact of the activities under HRDP were significant. The activities had enabled them to increase their average annual income and productivity (only rice saw a decline in productivity). **From the discussion with farmers, it emerged that the interventions assisted them in producing at par with farmers with larger plots of land.** This was perceived as one of the biggest benefits.



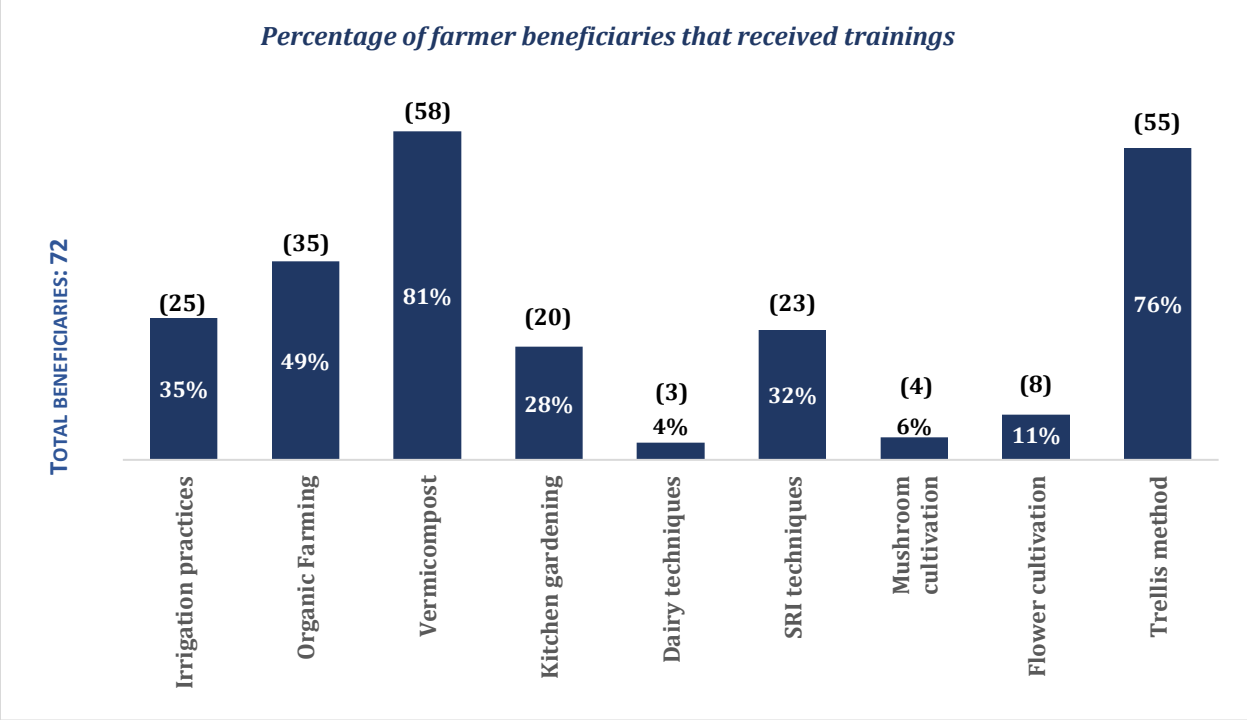
The following sections highlight the intervention details in order to provide an understanding of the perception and adoption of the activities among the farmer beneficiaries.

[33] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

1.1 Trainings for Farmers

Various trainings were provided to the farmers in key areas of farming. The focus areas were decided in consultation with the target beneficiaries through meetings held by the NGO. **Community buy-in was established by electing a *Kisan Mitra*** (from within the community) that was responsible for community engagement and resolving issues. Additionally, **a *Kisan Samuh* was held every month that served as a place for farmers to congregate and discuss updates**.

The following chart highlights the various trainings/ activities conducted with farmers under HRDP. **Within this cluster, two training areas, vermicompost and the trellis method, were imparted to the largest subsections of the farmer beneficiaries: 81% and 76% respectively.**



While the trainings imparted have varied by scale of coverage among the 72 beneficiaries, the adoption rates (usage of trainings for livelihood generation and better farm productivity) offer better insights on how well received the trainings were. According to farmers in Raunakala, Varanasi- *"When the production increases then the farmers quality of life increases as well. Because of HRDP, now there is more production and less investment."*

The following chart highlights the percentage of farmers who adopted the trainings (as a subset of farmers that received the trainings).

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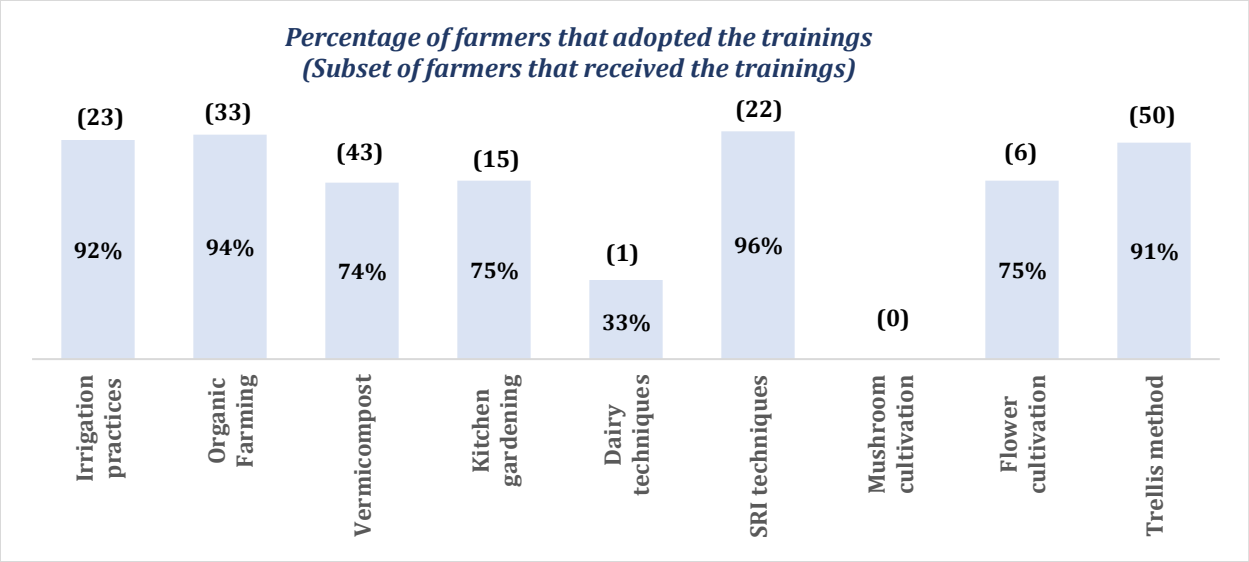
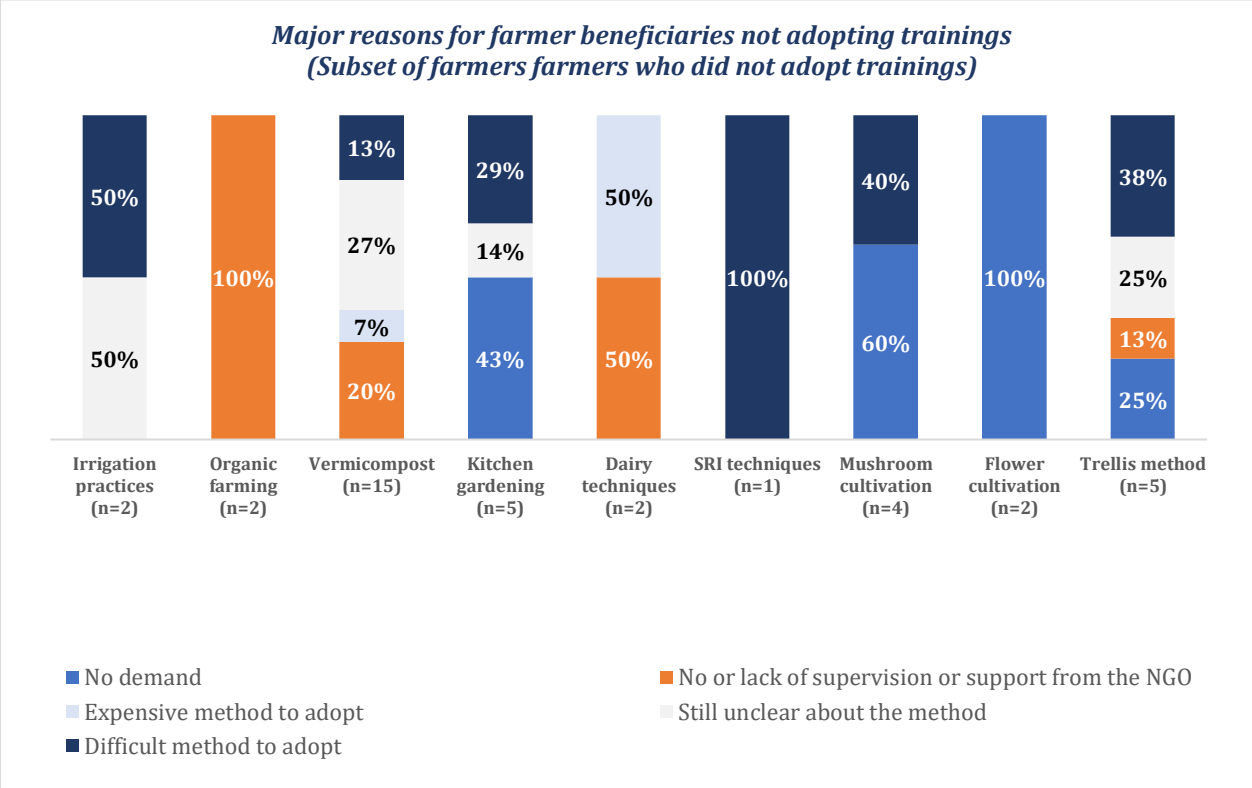


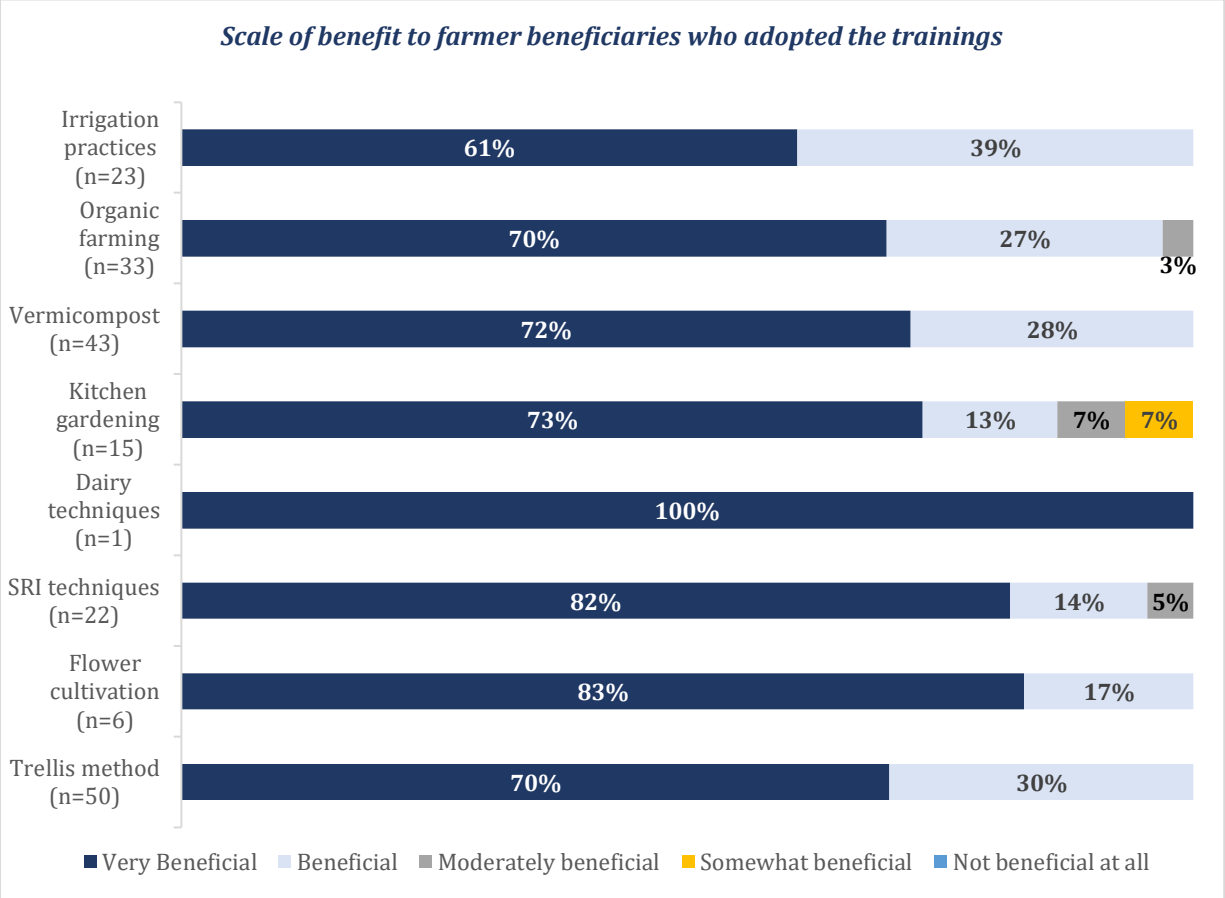
While trainings on vermicompost and the trellis method were imparted to the largest subset of farmers, **trainings on irrigation, organic farming, and rice cultivation using SRI technique were well received and experienced high adoption rates; signifying the need/ importance of these trainings in context to this cluster.**

The major reasons for a subset of farmers 'not adopting' the trainings were that the trainings were described as: **(1) a difficult method to adopt, (2) expensive, (3) no demand, and/ or lack of understanding even after training.** The chart below highlights this.



1.1.1 Perceived scale of benefit to farmers that adopted trainings

The chart below highlights how beneficial the farmer beneficiaries, who adopted the trainings, perceived them to be. **According to the respondents, all 'adopters' found the support very beneficial.** Farmers highlighted reduced water requirements due to the usage of compost (compost absorbs far less water as opposed to the chemical fertilizer they were earlier using). Additionally, the use of vermicompost was able to change the quality of the soil, making it more fertile. Another major area was irrigation; water usage became optimal for all adopters of the irrigation techniques.



To summarize, **the trainings helped educate the farmer beneficiaries on various new technologies as well as techniques.** Farmers group in village Raunakala, Varanasi stated that *'Other farmers in the village also want to be a part of HRDP initiative. This is because earlier, everyone followed a traditional way of farming whereas this intervention introduced new technology and techniques resulting in the increase in production.'* The NGO facilitated market linkages for the produce to some extent, which improved overall sales. Support was also provided to grade the organic harvest which doubled the selling price. The farmers highlighted that all beneficiaries were provided equal support from the program irrespective of their land ownership.

1.1.2 Summary of parameters improved due to the trainings

The benefits of the trainings have been quantified below[34].

Activity[35]	Parameter[36]	Before	After	Change	Change (%)
Organic farming	Average productivity of Wheat (quintal per acres) *(n=26)*	**14.8**	**17.1**	**2.3**	**16%**
	Average productivity of Rice (quintal per acres) *(n=17)*	**17.5**	**22.4**	**4.8**	**28%**
Vermicompost	Average annual cost of fertilizer per acre (INR) *(n=35)*	**6,303**	**3,032**	**-2,731**	**-43%**
Kitchen gardening	Average monthly amount spent on vegetables for self-consumption (INR) *(n=10)*	**2,200**	**1,114**	**-1,086**	**-49%**
	Average monthly income earned from selling vegetables (INR) *(n=4)*		**1,625**		
Dairy techniques	Average monthly income earned from selling dairy produce (in INR) *(n=1)*		**6,000**		
SRI techniques	Average rice productivity (quintal per acre) *(n=20)*	**16.9**	**23.4**	**6.5**	**38%**
	Average income earned from selling rice (INR per acre) *(n=13)*	**16,362**	**27,461**	**11,100**	**68%**
Flower cultivation	Average income earned from selling flowers (INR) *(n=5)*		**29,200**		
Trellis method	Average income earned from selling vegetables (INR) *(n=45)*		**18,244**		

[34] It provides an indication of change (wherever applicable) on key areas from before HRDP was implemented to after implementation (specifically the last 12 months, i.e. April 2019 to March 2020).

[35] Training on kitchen gardening, dairy technique, flower cultivation, mushroom cultivation, and trellis method were conducted were given to farmers under HRDP and it was assumed that no sampled farmers were doing these activities before the start of HRDP. Hence, no information was collected for these activities *before the start of the HRDP* (except for the amount spent on vegetables).

[36] *n* might not be equal to the total sampled beneficiaries as all beneficiaries were not trained on all the activities and all those who were trained did not adopt the method they were trained on. Further, some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

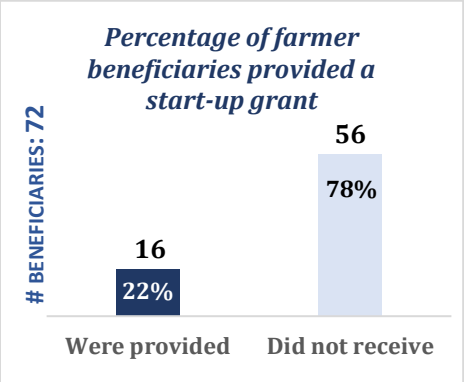
	Average vegetable productivity using Trellis method (quintal per acre) *(n=36)*	**NA**	**20.4**	**NA**	**NA**

Farmers who adopted organic farming witnessed a substantial increase in the productivity of wheat and rice. Similarly, the beneficiaries who adopted SRI techniques for rice cultivation saw an increase in productivity (quintal per acre) by 38% and increase in annual income (per acre) by 68%. Additionally, a 43% decline was observed in the average annual cost (per acre) to farmers on fertilizers. More than half of the farmers, who used kitchen gardening techniques for self-consumption, saw a decline in their spending on vegetables by nearly 50%.

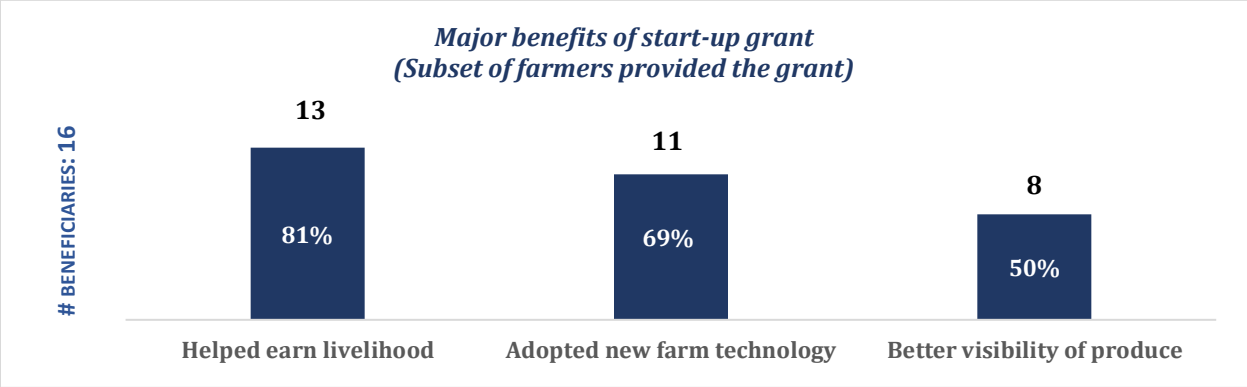
1.2 Facilities provided to farmer beneficiaries under HRDP

Very few sampled farmers in this cluster were part of the community seed bank initiative and the facility for cleaning and grading of farm produce provided under the program. Only beneficiaries used the community seed bank, while only 3 used the cleaning and grading facility. None used the grain storage facility. **However, of the small group that did avail them, the facilities were perceived to be very beneficial.**

Start-up Grant



A start-up grant was also provided to a small subset of farmer beneficiaries (22%). The farmers also contributed to the grant provided by the NGO. On an average INR 2500 was provided as start-up fund from the NGO and an average INR 700 was contributed by the farmer beneficiaries. **Those who received the grant perceived it as very beneficial**. The major benefits of the grant included its contribution to setting up small businesses for livelihood generation, providing beneficiaries the opportunity to adopt new farming technologies and enhancing productivity as well as creating better market linkages and increase in the visibility of their produce.



Section 2: SHG beneficiaries

In this cluster, 331 women SHG members were covered as part of the evaluation. This beneficiary segment received various trainings on income generation activities that **aimed to increase their average annual incomes and savings**. Additionally, women beneficiaries were trained on hygiene practices, health (reproductive child health and vaccinations), and on the documentation of vital events.

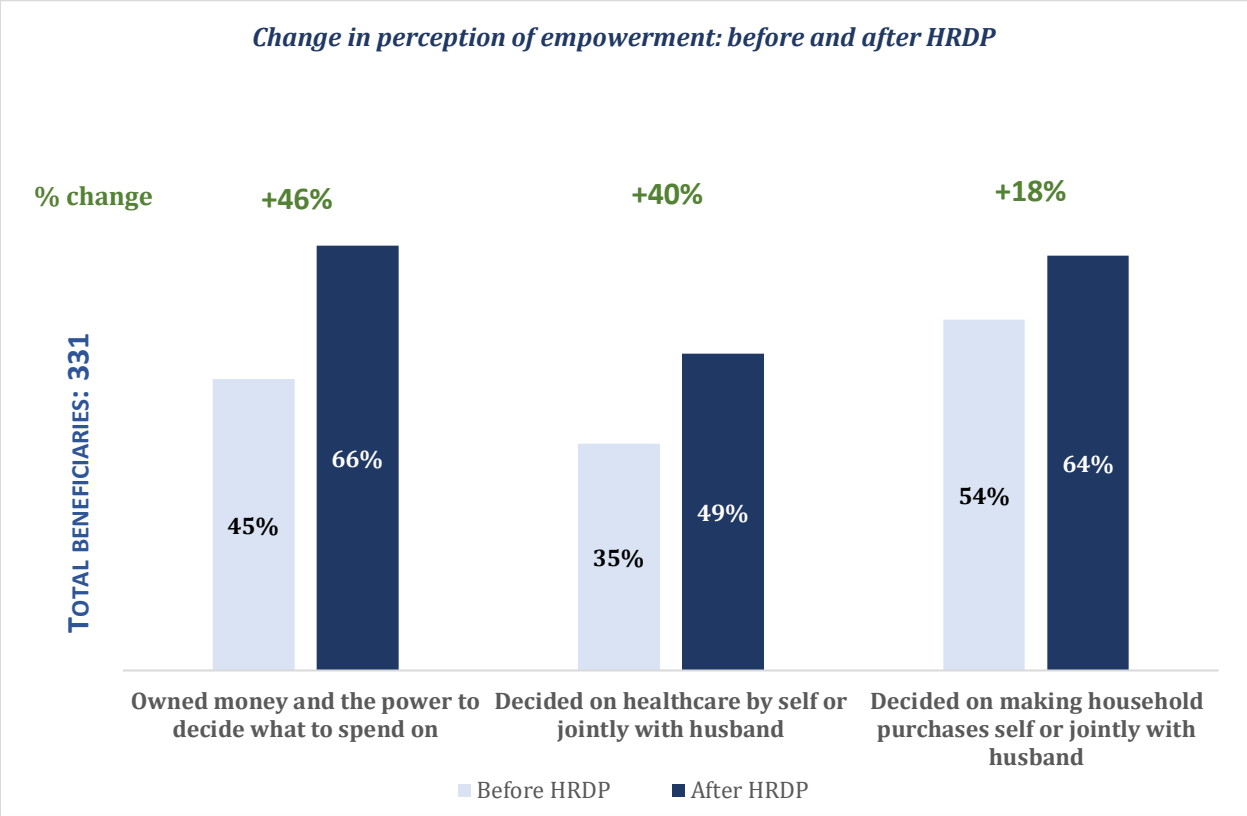
331 Women

Outcome Indicators	Before HRDP	After HRDP	% Change	n
Average Annual Income (INR)	7,339	13,292	↑ 81%	236
Average Annual Savings (INR)	2,789	5,218	↑ 87%	241

Women Outcomes[37]

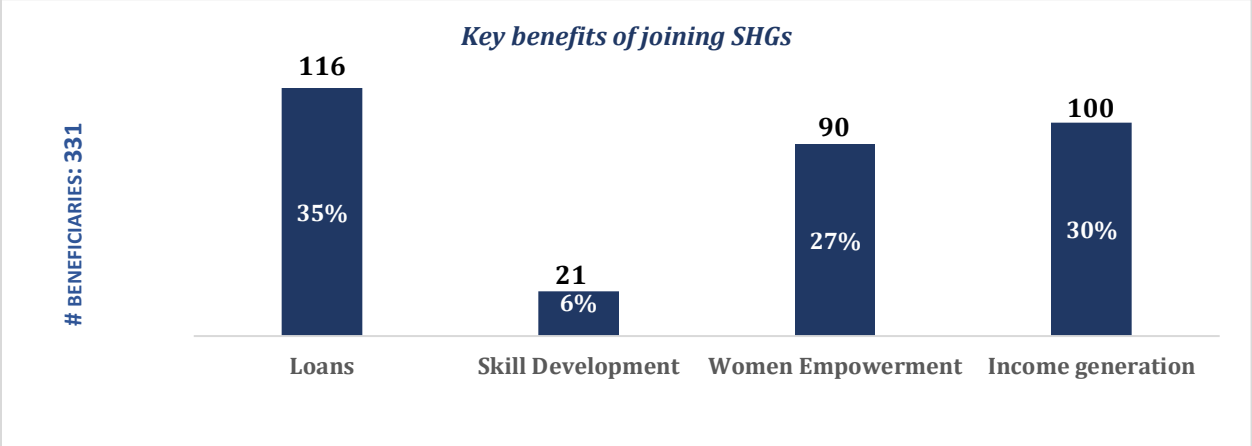
Overall perception of the interventions on SHG Women

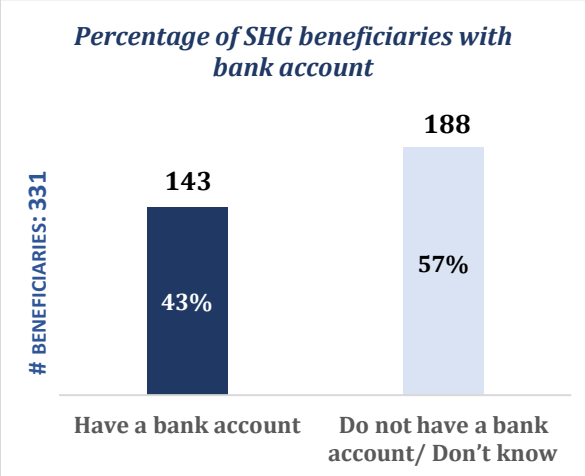
Women empowerment was one of the primary objectives of organizing women in self-help groups. The benefits are primarily driven coming together as a group/ strength in numbers, as well as growing respect from the community. Through the figure provided below, the change in parameters (due to HRDP) that portray women empowerment, such as financial independence and enhanced decision-making, have been presented.

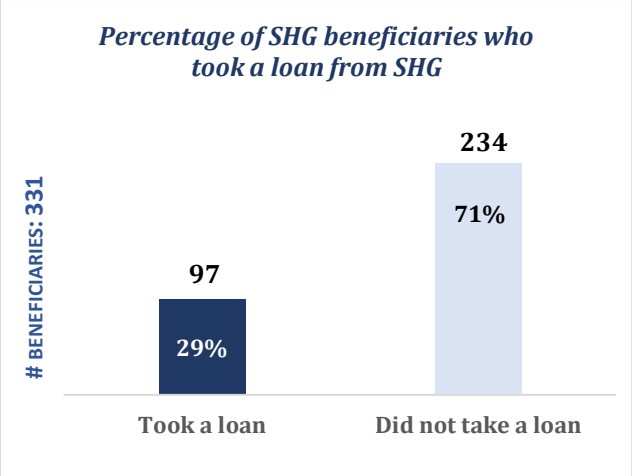


The following charts highlight the key benefits of being a part of an SHG group as mentioned by the respondents.

[37] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).







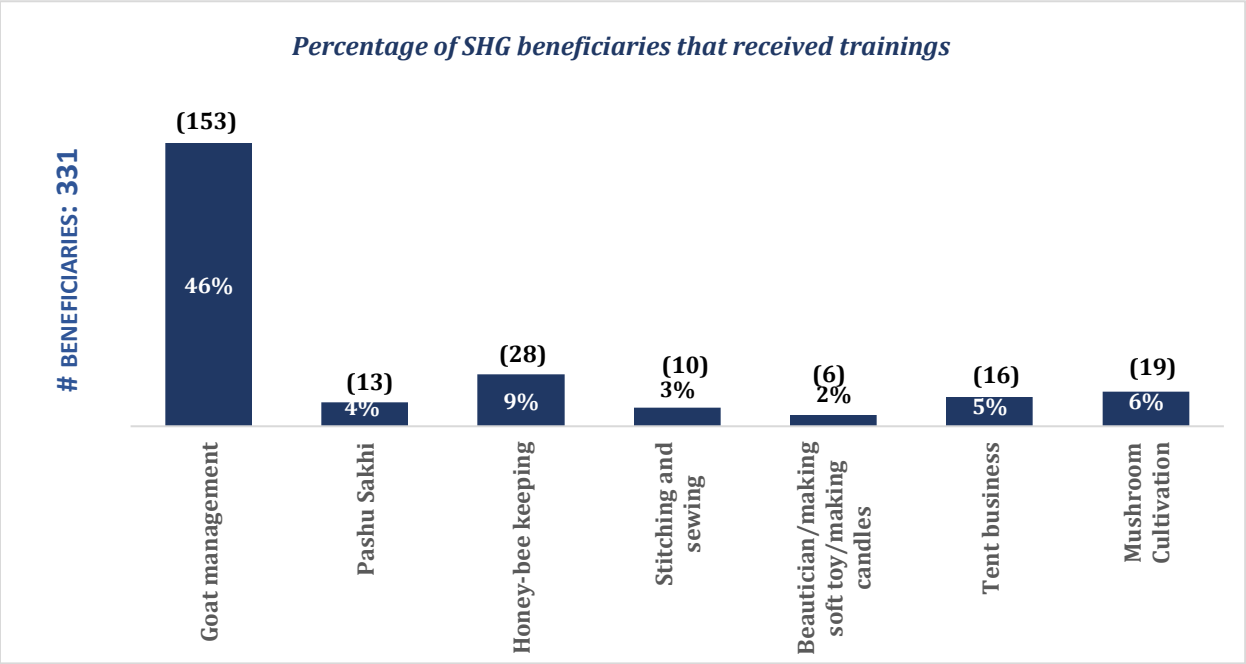
SHG members reported observing a change in community perception towards women, particularly within their own families. Among other factors, the presence of toilets at home improved safety for women and cleanliness drives helped increase awareness of sanitation and hygiene.

One of the major aspects touched upon by the women beneficiaries during discussions was a **growing acceptance of working women.** Women felt that their image in society had improved- they were able to discuss issues more openly at home and they are increasingly being consulted by family members and husbands before decisions are made regarding the household or health.
The program helped women become aware **of the rights and services provided by the government; thereby enhancing government convergence.**

2.1 Trainings for Women

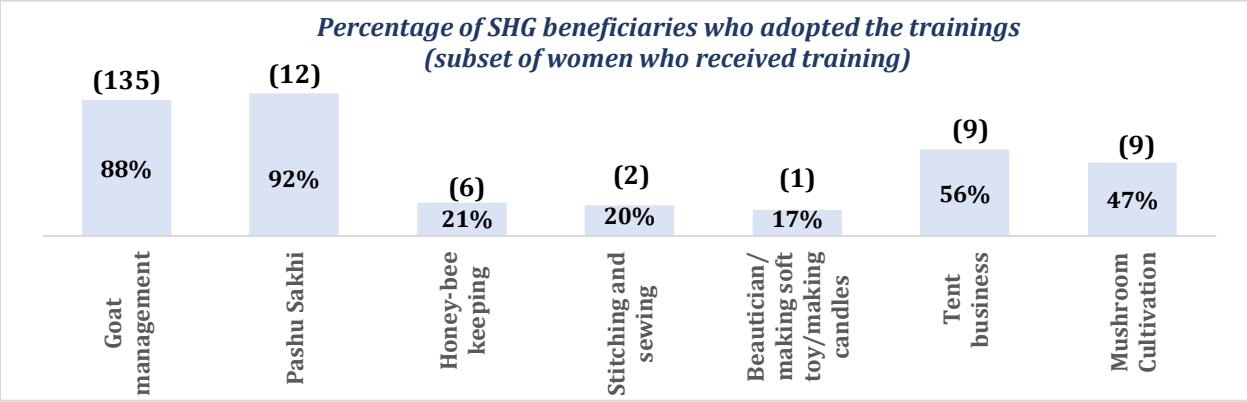
SHG women were given various trainings and support to enable them to earn a livelihood. The trainings focused on **developing useful skills and improving their income generation capacity**. The areas of trainings were decided based on a need assessment (conducted by the NGO) and based on the preferences of the beneficiaries. Moreover, SHG women were also trained on maintenance of community facilities constructed under HRDP and information on strengthening their roles as a member of village development committee.

The following chart highlights the various trainings/ activities conducted with women under HRDP. Within this cluster, **goat management training was imparted to the largest subset of women (46%). It emerged that initial discussions with NGOs allowed SHGs to prioritize trainings as per the needs of the members. Members were given information on types of trainings - goat management, bee keeping, and tent business. SHG members in Raunakala (Varanasi) felt the activities were relevant to their needs.**



While the trainings imparted have varied by scale of coverage among the 331 beneficiaries, the adoption rates (usage of trainings for livelihood generation) offer better insights on how well received the trainings were.

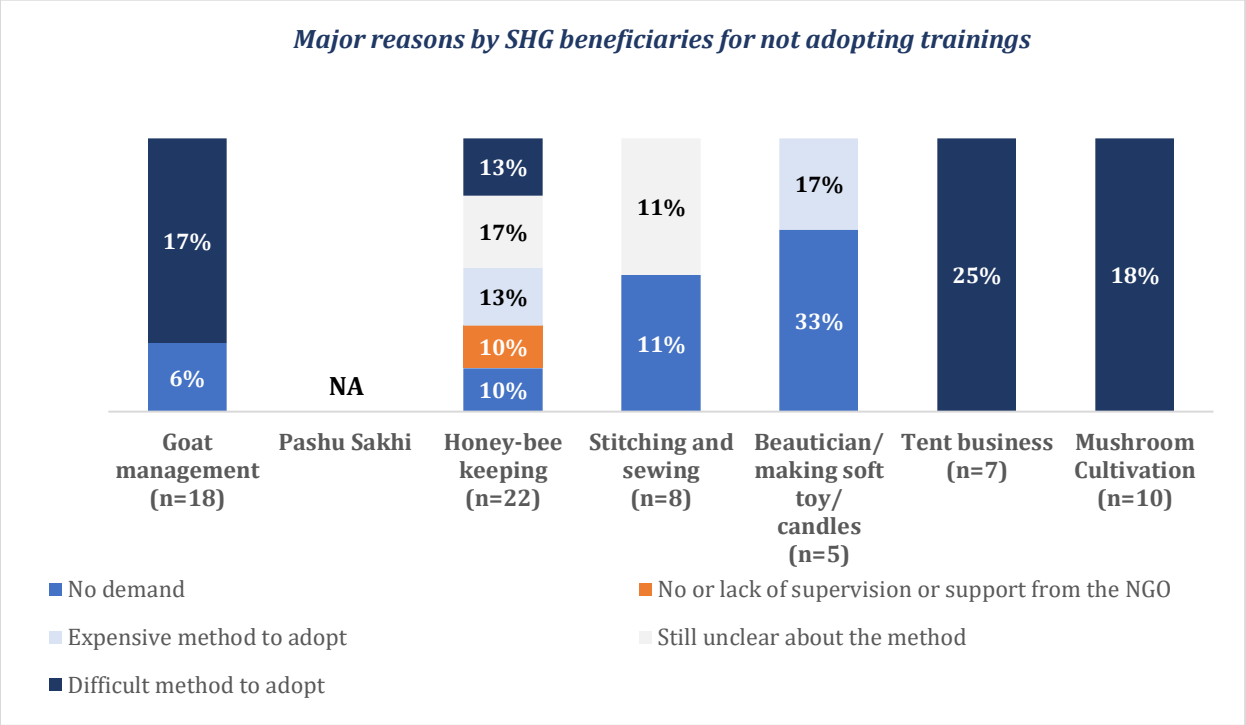
The following chart highlights the percentage of women who adopted the trainings (as a subset of women that received the trainings):



While training on goat management was imparted to the largest subset of women, **adoption rate of pashu sakhi was higher (92% compared to 88% for goat management). However, in terms of number of beneficiaries, goat management remained the largest category of adopted training (135 beneficiaries).** It emerged from discussions that one goat was provided to each member of the SHG.

Other than Pashu sakhi and goat management, tent business and mushroom cultivation had high adoption rates compared to other areas of trainings, signifying the need/ importance of these particular training areas in this cluster. **Very few SHG members adopted these as livelihood activities highlighting the need to strengthen support to scale up initiatives.**

The key reasons for a subset of women 'not adopting' the trainings were that the trainings: **(1) were a difficult method to adopt, (2) were expensive (3) had no demand, and/ or (4) they did not understand the methods even after training.** The chart below highlights this.



2.1.1 Perceived scale of benefit of women that adopted trainings

The chart below highlights how beneficial the women beneficiaries, who adopted the trainings, perceived them to be. According to the respondents, **majority of the women beneficiaries adopted these, found the support very beneficial.**

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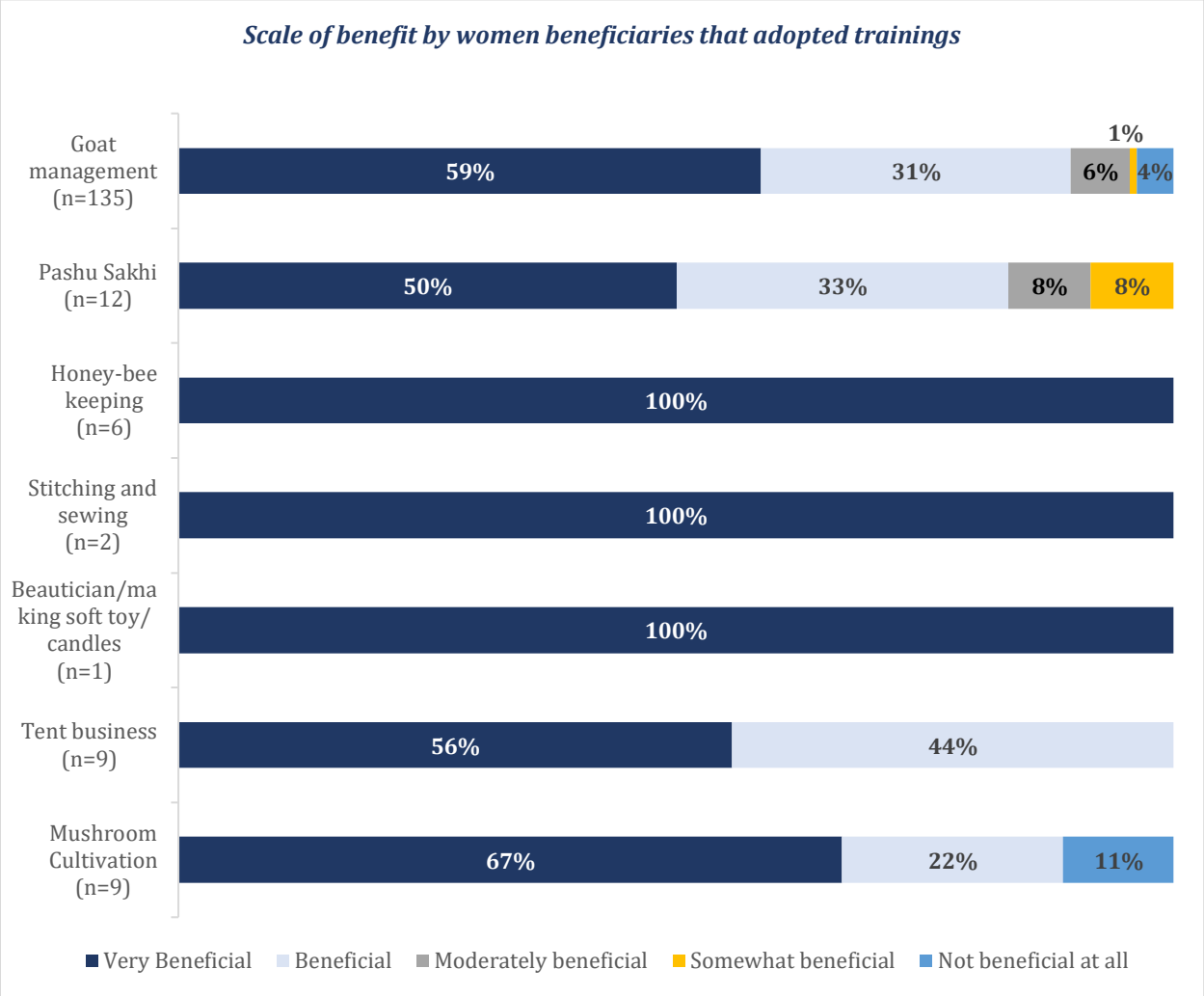


However, 11% of the adopters of mushroom cultivation and 4% of the adopters of goat management highlighted that the trainings were not at all beneficial to them. This highlights a clear gap that needs to be addressed in terms of relevance.

2.1.2 Summary of parameters related to the trainings

The table below summarizes the quantification of key outcomes due to the trainings. It provides the annual incomes (where applicable) as a result of adoption post trainings as well as any resources received under the program.[38]

Activity	Parameter	Values in last 12 months
Goat Management	*Average annual income (INR) (n=126)*	**5,039**

[38] All figures are an average of the last 12 months, i.e. April 2019 to March 2020.

	Average no. of goats provided to the beneficiary *(n=134)*	**1**
Pashu Sakhi	Average annual income (INR) *(n=9)*	**3,389**
	Average number of animals treated *(n=10)*	**29**
Honeybee Keeping	Average annual income (INR) *(n=6)*	**7,533**
	Average quantity of honey produced (in kgs) *(n=6)*	**20.3**
Stitching and Sewing	Average annual income (INR) *(n=2)*	**2,750**
Mushroom Cultivation	Average annual income (INR) *(n=6)*	**750**
	Average mushroom productivity (kg per sq. feet) *(n=8)*	**6**
Beautician/making soft toy/ candles	Average annual income (INR) *(n=1)*	**3,000**
Community Seed Bank Initiative	Average annual income (INR) *(n=3)*	**6,667**
Tent	Average annual income (INR) *(n=7)*	**4,286**

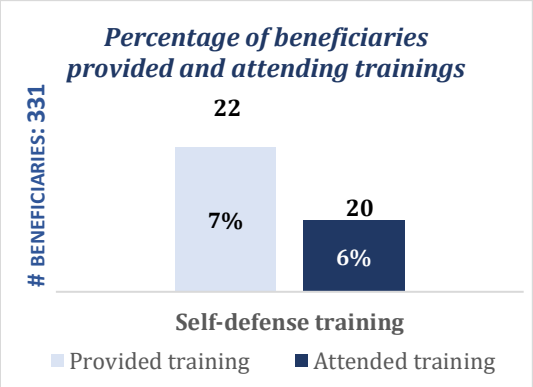
2.2 Facilities provided to women beneficiaries under HRDP

Under the program, few SHG members of this cluster were managing a community seed bank, some were provided a start-up grant, and few SHG women attended the training on self-defense.

Start-up grant: A start-up grant was provided to only 8 of the 331 SHG beneficiaries. However, those that did receive it stated that it was beneficial to them. It provided them an oportunity to earn a livelihood and ensure regular incomes.

Seed Bank: Only six of the women beneficiaries used the community seed bank provided. However, those that did, found it to be beneficial. **Women beneficiaries involved in this initiative earned an average annual income of INR 6,600.**

Self-defense training



Self-defense was another area that was focused on under HRDP. As per the responses provided, **only 7% of the beneficiaries were part of an SHG group that received training[39].** However, barring 2, all attended the trainings that were provided.

Of those who attended, the trainings were perceived to be beneficial. The women associated better self-protection and improved self-confidence as the major benefit areas. This high perceived benefit signifies the need for a more robust coverage of women beneficiaries.

[39] Training were *provided* at the SHG level, however, not all SHG women beneficiaries *attended the training*.

Section 3: Youth beneficiaries

In this cluster, 113 youth were covered under the evaluation. This beneficiary segment received various trainings with the **objective of skill development and the overall increase in income for the target segment. With the beneficiaries who received trainings, there was an increase in average annual income from nil to INR 16,169. From the success seen with youth beneficiaries who were part of the intervention, this could be expanded to other youth members to ensure that they are well-equipped to enter the workforce.**

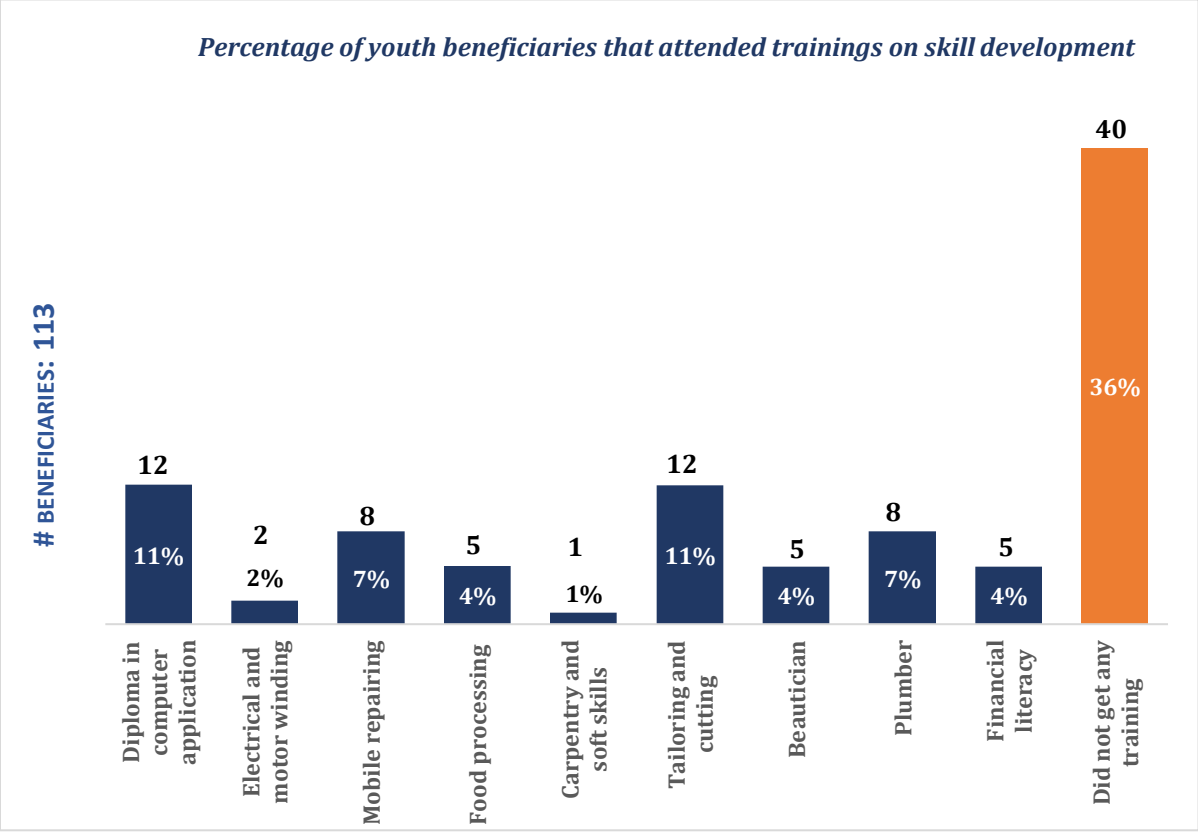
113 Youth

Outcome Indicators	Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)	0	16,169	↑ 100%	*59*

Youth Outcomes[40]

3.1 Trainings for youth

The following chart highlights the various trainings conducted with youth under HRDP.



Within this cluster, **computer applications and tailoring were the two key areas** where maximum number of beneficiaries received training. **However, a large segment (40 or 36%) of beneficiaries reported not having been trained on any of the areas.** The beneficiaries still figured in the list given for the evaluation by

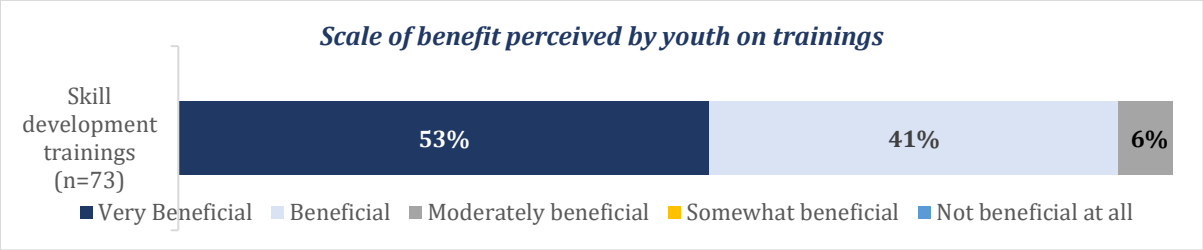
[40] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

the NGO partner. It is imperative that HDFC should monitor the intervention. **Of those that received trainings, all beneficiaries perceived them to be beneficial**. This highlights a clear gap in the understanding of needs or in the intervention design.

3.2 Placements

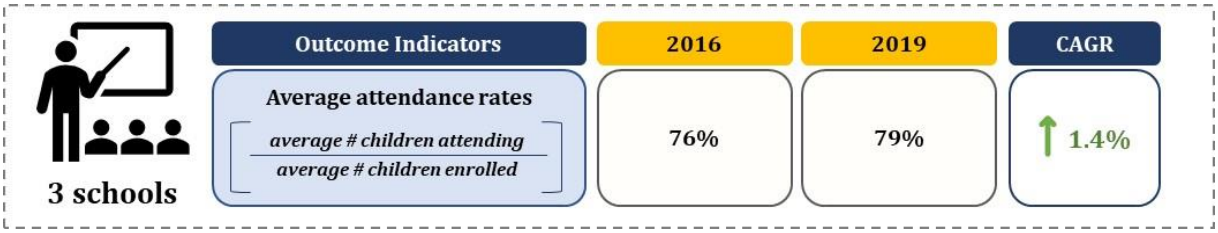
Of the 73 beneficiaries (out of 113) that attended trainings and only 9 (12%) were provided placement facility by the training center. Only six attended the training and half of them got selected for the job. Three did not attend the placements as the family did not allow and office was located far away.

Training Centers: Of the 73 beneficiaries trained, majority (88%) visited the local HDFC training center. Only nine were trained at other non-HDFC centers.



Section 4: School Observation

In this cluster 5 schools were covered for evaluation. Under HRDP, schools were provided infrastructural support and various other facilities to augment the learning process and make schools attractive to students. The overall objective was to improve attendance rates.



School outcomes[41]

The following charts provide an overview of students and teachers that were covered in the cluster. Of the five schools evaluated, there was an almost equal gender split among both students and teachers. **Overall student teacher ratio was 21:1 which conforms to the 30:1 ratio laid down under Right to Education Act.**

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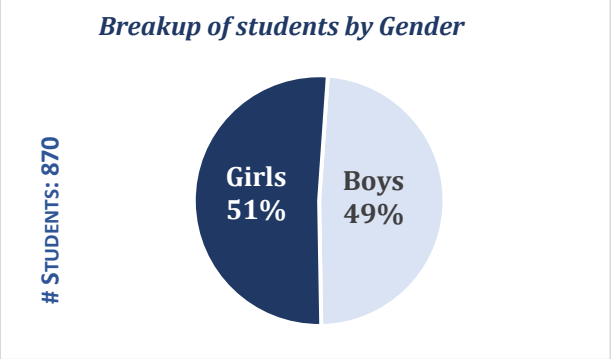
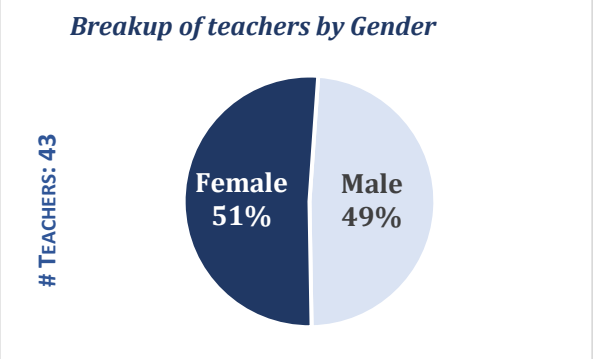
[41] While 5 schools were covered in the cluster, only 3 schools shared the enrolments and attendance data.

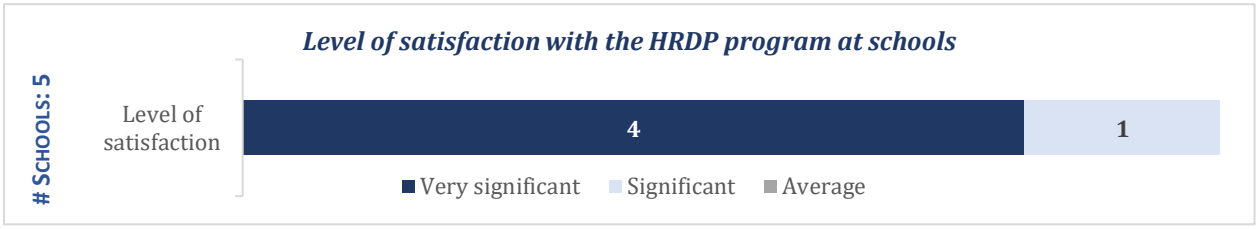




Student Teacher Ratio	Primary 22:1	Upper Primary 16:1	Overall 21:1

Overall perceptions on satisfaction on school interventions

All schools considered the impact of HRDP to be significant. One of the primary reasons for this is that **the School Management Committee (SMC) was involved from the inception stage**; the needs and requirements were adequately identified. **With the SMC buy-in, the program was structured properly and was able to meet the needs identified earlier.**



> ***"Because HDFC Bank has come here … a lot of development has also been done. They made everyone realize their rights and responsibilities. This is the biggest thing."***
> - FGD, SMC members, Raunakala, Varanasi

4.1 Enrolment Rates

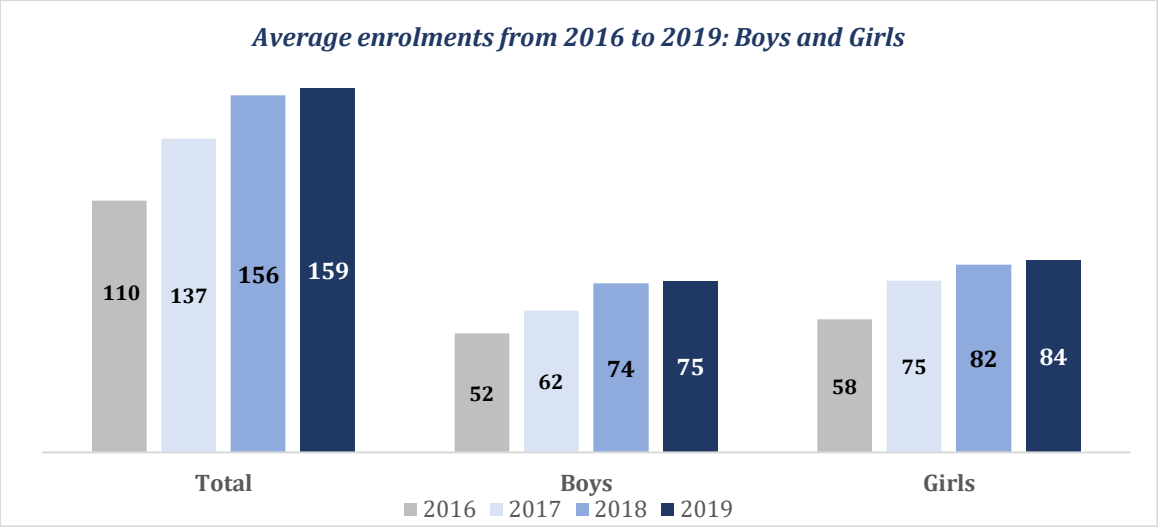
As a key parameter to evaluate the impact of activities under HRDP at schools, enrolment rates and attendance rates were captured. Within this cluster, the data for enrolments and attendance was provided by 3 out of 5 schools[42]. (*For attendance rates please refer to the figure given under school outcomes in the beginning of the school observation chapter*)

Number of schools that provided attendance data	3 out of 5 schools

[42] In most cases, school officials have shown reluctance in verification of enrolment, attendance, and dropout data from the school registers. The information on enrolment, attendance, and dropout was verbally provided by the school officials.

The chart below demonstrates that **average enrolments of both boys and girls has risen consistently over the duration of the program.**

The rise in enrolments is corroborated by the inputs from SMCs. They highlighted activities that improved enrolments and attendance (e.g., designating Saturdays as 'Sports Days' to solve the problem of low



attendance rates on that particular day of the week) and mentioned that better student engagement was built over time by introducing a balanced combination of study and play time. They also noted that community level awareness has increased, with the need of attending schools being recognized not only by students but the parents as well. The role of infrastructure has also been an area that actively aided in increasing the enrolments. This has been covered in the next section.

4.2 Infrastructure

Under the intervention, schools were provided infrastructural support with the aim of building a better learning environment.

The chart below highlights the infrastructure provided under the program by the number of schools it was provided to. **While furniture in classrooms and sports equipment were provided in all 5 schools, others were done with only a few**. In this cluster, no support was provided on establishing computer labs, creative wall paintings (as learning aids) as well as no construction/ repair of boundary wall was carried out.

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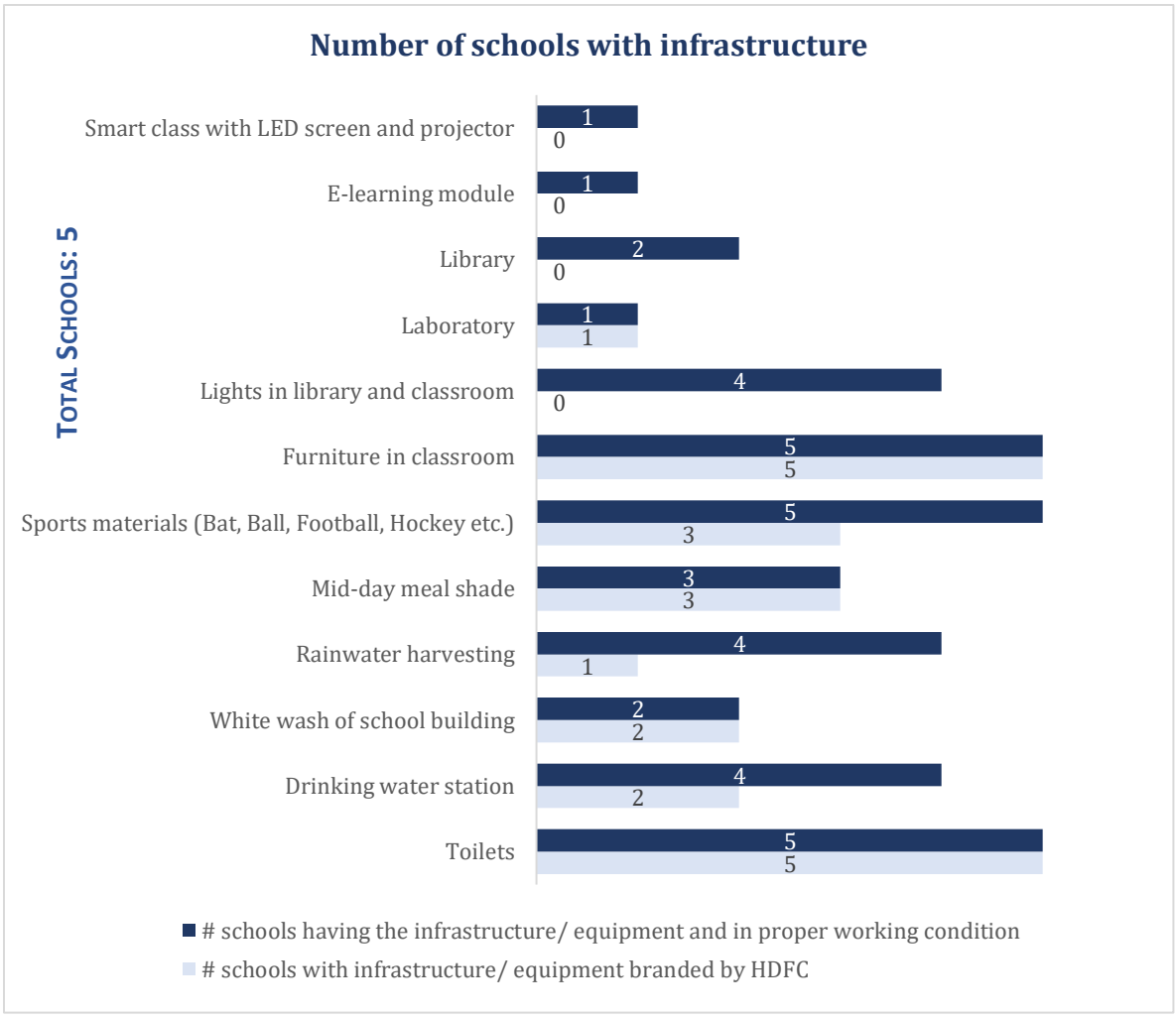


Classroom furniture has been an effective addition. Before the program was implemented, children used to bring sacks to sit in class. With benches and tables provided, the students feel more comfortable in coming to school and attending classes. Additionally, with the provision of sports equipment, the SMC members highlighted a measurable increase in student engagement and interest.

To improve health and sanitation practices at the school level, drinking water stations and toilets were constructed at the schools.

Toilets were constructed/ repaired in all 5 schools. The table provided quantifies the number of toilets constructed/ repaired.

Number of toilets constructed or repaired	
Average number of toilets per school: Girl	2
Average number of toilets per school: Boy	1
Total number of toilets	**18**
Total functional toilets during survey	**14**

The program was successful in providing a drinking water and toilet facilities at all schools in the evaluation. Overall, an impact on the hygiene practices of children, with multiple handwash stations installed, drinking water stations and separate toilets for boys and girls constructed/ repaired, was witnessed. Sanitation infrastructure has improved; repair of infrastructure like urinals have been carried out. Common toilets for boys and girls were one of the major concerns for parents. **With the availability of functional and separate toilets for girls and boys, this concern has been adequately addressed.** The SMC members agreed that the program has been successful in addressing the need for better sanitation and hygiene infrastructure. According to them, "*Because of HDFC Bank … a lot of development has also been done. They made everyone realize their rights and responsibilities and this been the biggest impact.*"

Student Kits

Students were also provided student kits under the HRDP program. **In this cluster only 2 out of 5 schools had distributed the student kits**. The total number of kits distributed were **217**.

Celebration of important days

Another area of work was to ensure the celebration of important days at the schools. Within this cluster, while all the schools were already celebrating a majority of the important days, there is a marked increase in the celebration of Girl Child Day (celebrated at 1 school earlier, now celebrated at 3) and Environment Day (newly introduced under the program at 1 school; was not celebrated before it).

Section 5: Common interventions

Under HRDP, some activities were conducted across all the beneficiary groups, i.e. farmers, women and youth; **a total of 516 beneficiaries**. These common interventions were in the domains of natural resource management, skill development and livelihood enhancement, and health and sanitation.

5.1 Natural Resource Management

Solar powered Streetlights[43]

448 beneficiaries

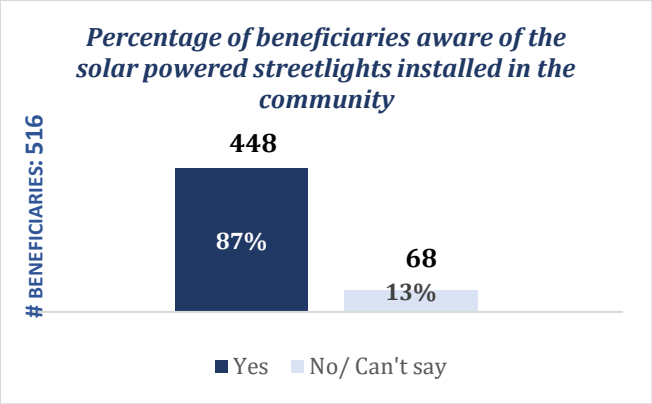
	Outcome Indicators	Before HRDP	After HRDP	% Change
Solar powered streetlights	Avg. beneficiary rating: Felt safe going out in the night	1.1	4.7	↑ 331%
	Avg. beneficiary rating: Ease in walking during the night	1.1	4.8	↑ 322%
	Avg. beneficiary rating: Reduced animal attacks	1.2	4.7	↓ 310%
	Avg. beneficiary rating: Sense of security for female and children	1.2	4.7	↑ 311%
	Avg. beneficiary rating: Reduced theft incidents	1.2	4.7	↓ 298%
	Avg. beneficiary rating: Enhanced liveliness	1.1	4.8	↑ 328%
	Avg. beneficiary rating: Source of light during power cuts	1.1	4.8	↑ 322%
	Avg. impact of solar light on beneficiaries' lives (overall)	1.1	4.7	↑ 327%

Solar powered streetlights were installed at the villages to promote the use of clean and renewable energy. **The provision of streetlights ensured a sense of security and offered various benefits**[44]**.**

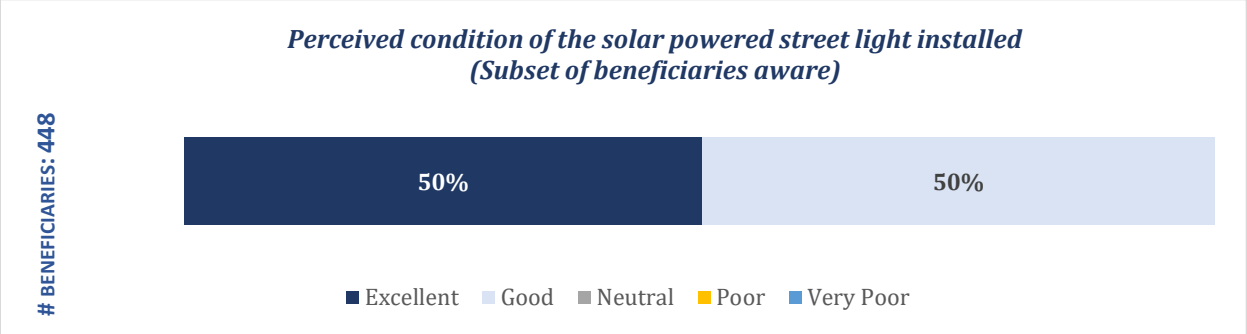
[43] The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

[44] Beneficiaries were asked to rate their experience with 1-being poor and 5 being excellent.

The installed solar powered streetlights had a great impact on the sense of security felt by the community members, especially at night. The streetlights helped reduce animal attacks, reduced incidences of theft, enhanced the liveliness of the community as well as served as a source of light during power cuts. **Nearly all respondents agreed completely, clearly highlighting the benefits of this activity. Apart from installation of solar streetlights, several households who did not have electricity, were also provided with home solar lights.**



Awareness
87% of the beneficiaries were aware of the streetlights installed under the HRDP program, indicating that **the placement of these lights was done appropriately, to be accessible to a majority of the targeted community members**. The condition of the installed streetlights was considered good to excellent by all the respondents aware of them.



5.2 Skill development and livelihoods generation

Poultry training was provided as a source of livelihood generation across beneficiary segments.

The beneficiaries who opted for this intervention had a small piece of land to utilize for rearing chicks. However, in this cluster, **only 4% of the beneficiaries received training for this activity, and of those only 33% adopted it**. Of the people who did not adopt, majority felt it **was a difficult method/ lacked clarity, there was a lack of adequate support from the NGO as well as it being an expensive proposition.**

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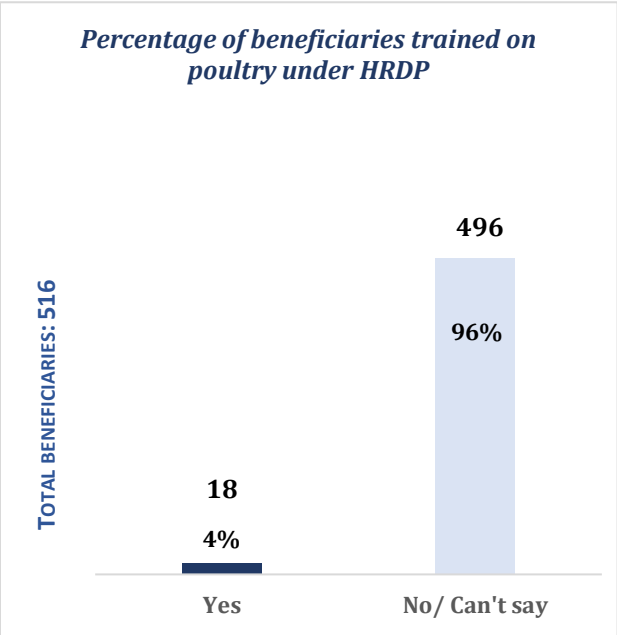
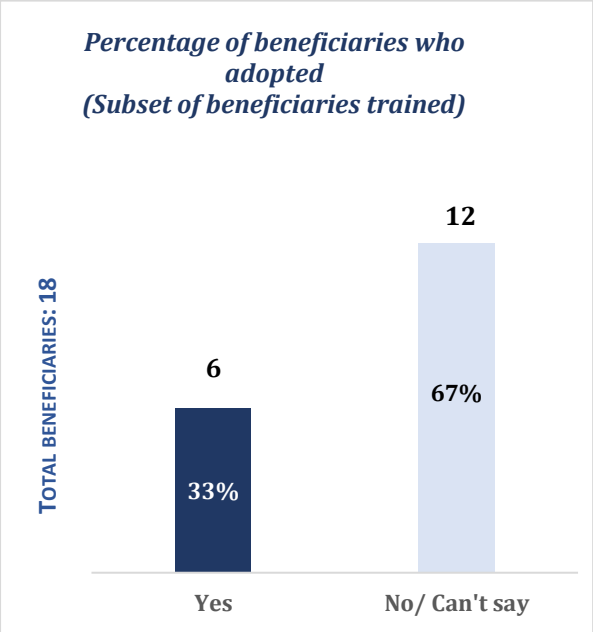
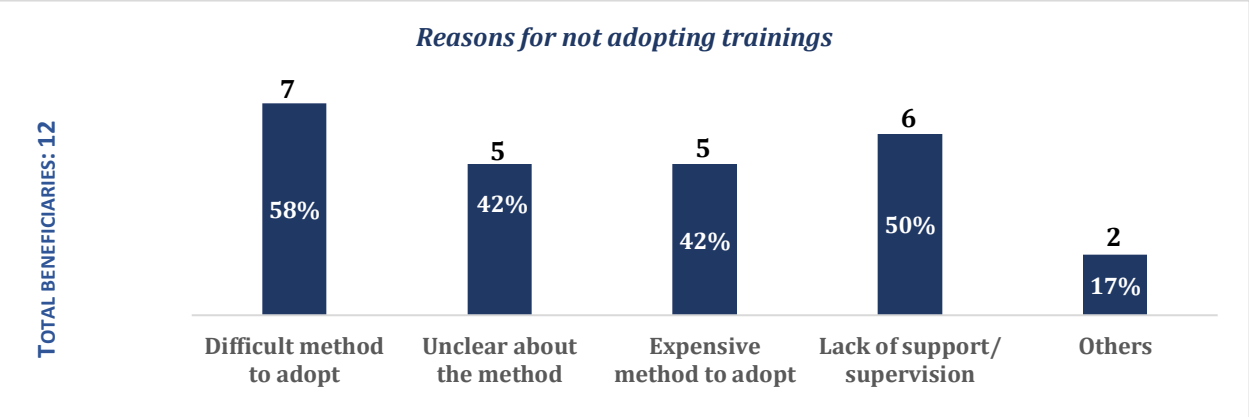
The charts below corroborate these findings:



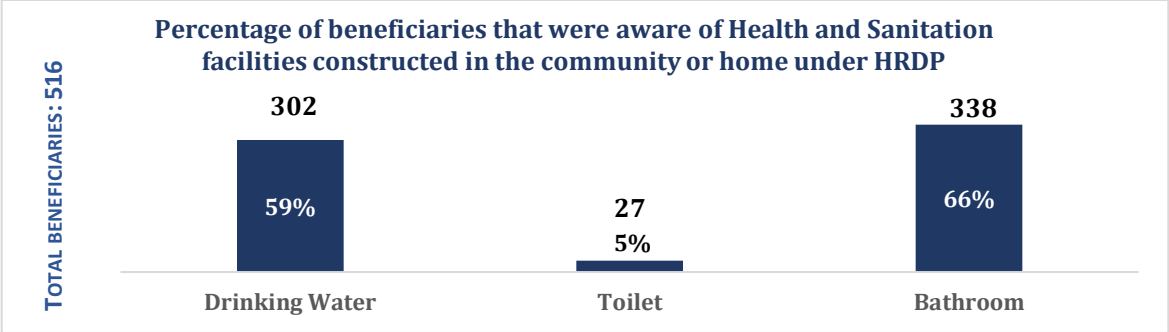




5.3 Health and Sanitation

HDFC supported the agenda of the Indian government as part of Swachh Bharat Abhiyan, to improve toilet access and usage in the community. **By constructing drinking water sources, toilets and bathrooms for the community and at home, the program actively promoted better health and sanitation.**

Awareness: **Of the 516 beneficiaries covered, only 302 (59%) were aware of the drinking water sources constructed under HRDP**. The highest awareness was for bathrooms, with 338 (66%) beneficiaries aware of the constructed facilities. **However, only 27 beneficiaries (5%) were aware of toilets constructed in the village. We could not substantiate reasons for low awareness through our evaluation.**



As part of the evaluation, the access to potable water and the usage of toilets and bathrooms was measured from the beneficiaries that were aware of the facilities provided under HRDP.

Of the respondents aware of the constructed/ repaired toilets an increase of 100% was seen in toilet use and increase of 73% was calculated in bathroom use clearly reflecting upon the increased adoption of better sanitation behavior. A slight increase of 1% in potable drinking water highlights that majority of the beneficiaries had access to drinking water before the program.

	Outcome Indicators	Before HRDP	After HRDP	% Change
302 beneficiaries	% beneficiaries having access to potable drinking water	98%	99%	↑ 1%
27 beneficiaries	% beneficiaries using toilets	48%	96%	↑ 100%
338 beneficiaries	% beneficiaries using bathrooms	50%	87%	↑ 73%

5.3.1 Trainings and awareness

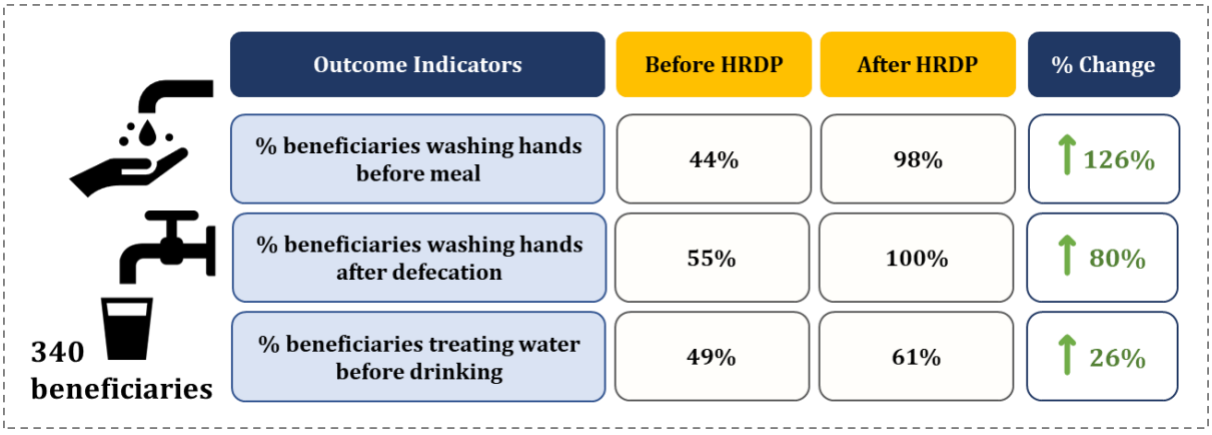
As part of the program, various trainings were conducted to **promote health and sanitation behavior among the beneficiaries.**

(Continued on the next page)

The chart below highlights the number of beneficiaries that received the training.

Around 66% of the 516 beneficiaries received trainings on health, sanitation, and safe hygiene practices.

As a result of the awareness/ trainings, among the 340 beneficiaries that received trainings, **a 126% jump in washing of hands with soap/ mild detergent before meals, an 80% increase in washing of hands with soap/ mild detergent after defecation and a 26% increase in the treatment of water[45] before drinking was reported by the beneficiaries as compared to the practices followed before HRDP**.



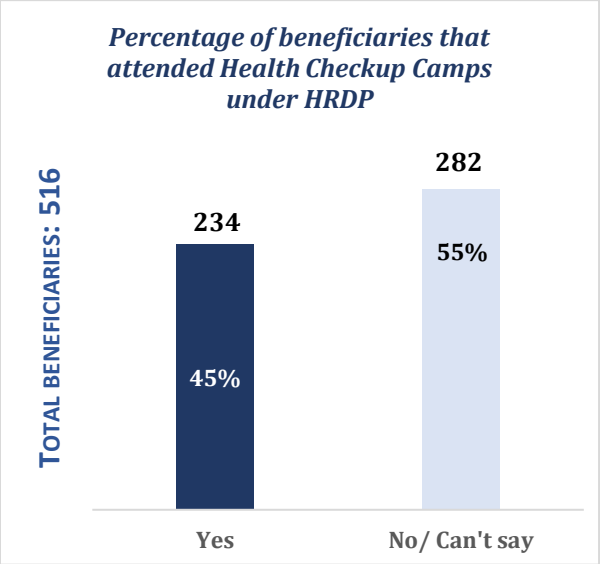
Outcome Indicators	Before HRDP	After HRDP	% Change
% beneficiaries washing hands before meal	44%	98%	↑ 126%
% beneficiaries washing hands after defecation	55%	100%	↑ 80%
% beneficiaries treating water before drinking	49%	61%	↑ 26%

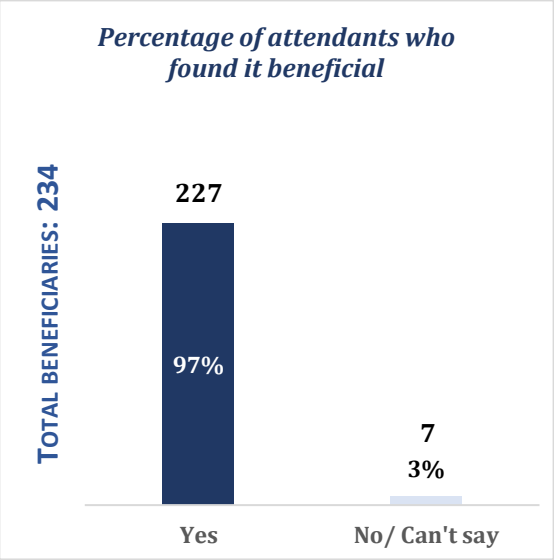
(Continued on the next page)

[45] Treatment of water includes boiling, adding bleach/chlorine, straining through a cloth, using a water filter, solar disinfection and letting the water settle.

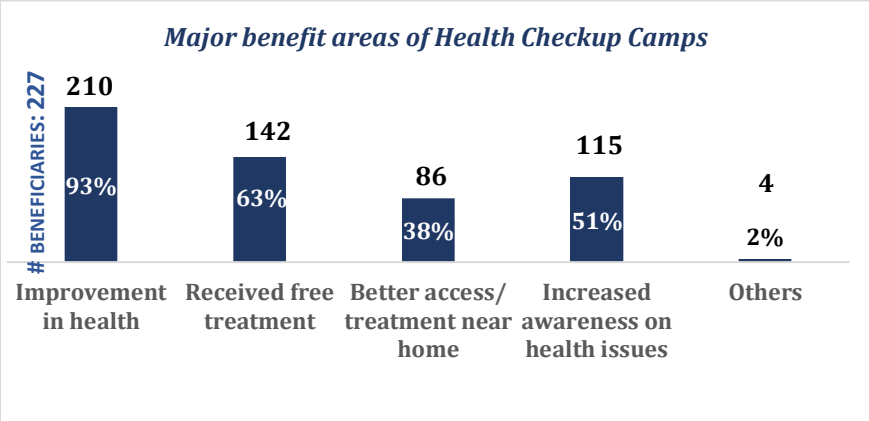
5.3.2 Health Checkup Camps

Another aspect in the health and sanitation domain was the provision of health checkup camps. The charts below highlight how many beneficiaries got to attend these camps as well as how many of the attendees found it beneficial.





Around 45% beneficiaries of the total 516 reported attending health check-up camps under the program and majority of these (97%) found them to be beneficial.



Regarding the benefits of these health camps, the most widely reported benefit was **an improvement in health (93% of the respondents), followed by the receipt of free treatment (63%) and increased awareness on health issues (51%). 38% of the respondents got better access to treatment closer to home.**

(Continued on the next page)

Case Study

Under the Holistic Rural Development Program (HRDP) by **HDFC Bank** and implemented by **Sahbhagi Shikshan Kendra**, one of the key interventions was a focus on livelihood generation and increasing household incomes. From the evaluation survey, findings show that farmers not only received various trainings in farming related areas that brought an increase in the average annual incomes before and after HRDP interventions (Rs 35,419 to 54,088), but also an increase in average productivity of some of their crops, like wheat, over time. However, a key stakeholder group that really benefited from the livelihood activities, were the Self-Help Groups. From the 331 women surveyed, the average incomes before and after HRDP activities went from Rs 7339 to Rs 13 292, an increase of 81%.

An SHG formed in 2017 in Raunakala village of Cholapur block (about 21 km away from the District headquarters, Varanasi), was breaking all odds in a town which is 47.9% female but with a literacy rate of 19.3% for women (Census 2011).

Growing a business, one tent at a time

The Village Development Committee members during the Focus Group Discussion were in agreement that there has been an overall improvement in their quality of life through the livelihood program conducted by Shramik Bharti. Through chicken or goat farming or tent enterprises, these activities have encouraged community members in increasing earnings and advancing their work. Parallel benefits of these interventions also impacted overall average savings for SHG members surveyed which went up from Rs 2789 to Rs 5218!

Speaking to the members of the Self-Help Group (SHG) in the village, it became apparent that women were involved in an enterprise that was predominantly a male dominant occupation- running a tent house business. With a group of 12-15 women from the area, the primary goal became to not only enhance confidence among the women, but also to encourage independent decision making, and increase savings.

Familiar pressure, domestic violence and lack of societal acceptance were only some of the key challenges these women faced while trying to gain strength in pursuing an offbeat occupation. Initial months were even spent facing anger from their family or restrictions in leaving the house from husbands for the SHG meetings. Through perseverance and support from the NGO they were able to convince their families over time, who now see benefit in their participation in the SHG. According to the survey, changes in perception were also witnessed – 66% (from 45%) of women surveyed agreed that they now have the power of deciding what to spend on, while 64% (from 54%) of women are now making household purchases by themselves or jointly with their husbands.

"Earlier we faced a lot of problems when it came to leaving our houses. Now we are very happy, and no one stops us." *FGD, SHG women, Raunakala, Varanasi*

Room with tent house materials

Now, the members who are involved in the tent business have experience in purchasing, stocking, transport, collaboration, service providers and linking to the market. They are able to manage and recover running costs. Their efforts were even appreciated by District Varanasi Commissioner. Most importantly, they have been able to increase their own savings as well as the group's savings (without borrowing money from their families or husbands) and are encouraging other women to join the group too.

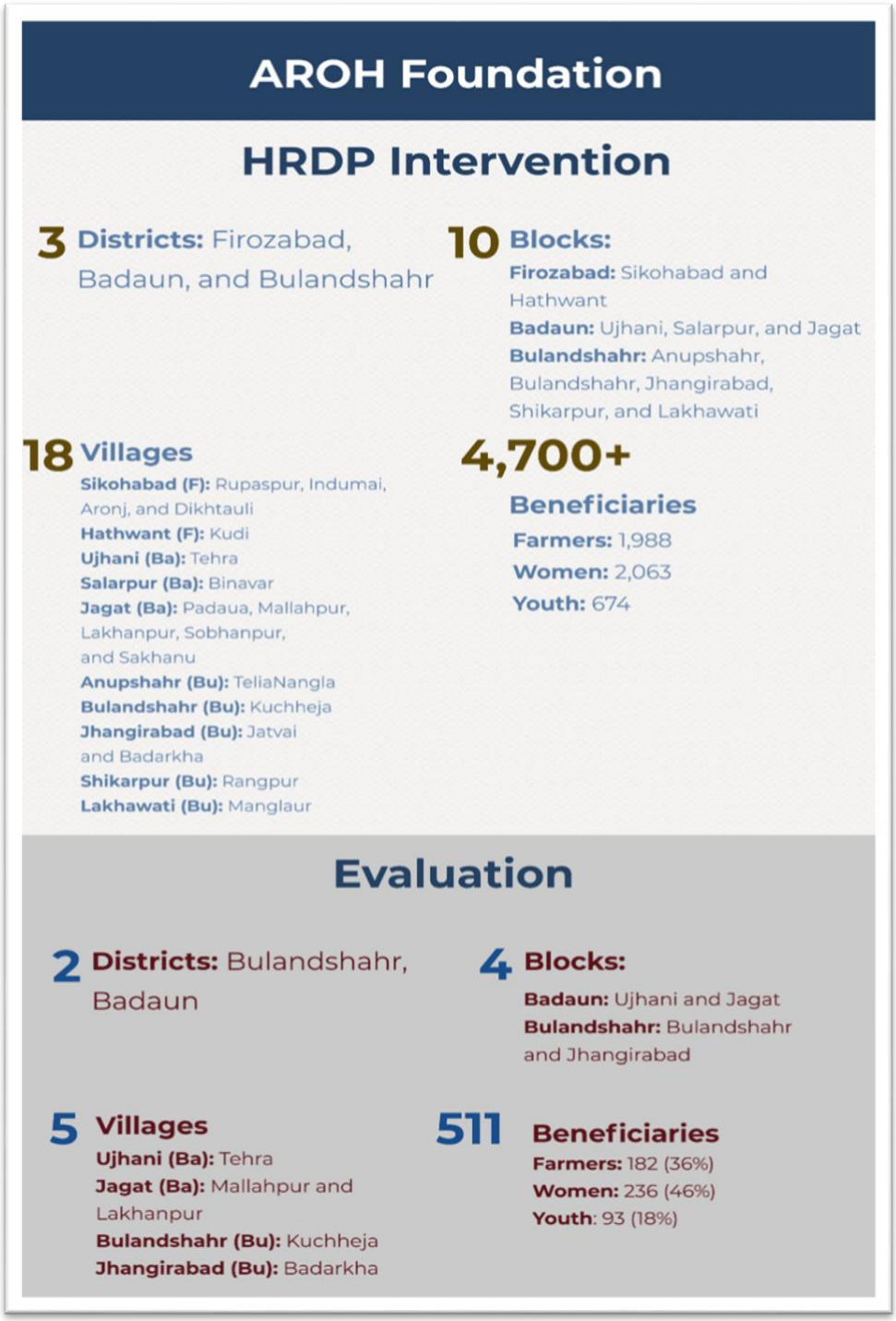
"The women in the group learnt how to save and we learnt how to use the money. We are moving forward, and others are also moving ahead with us. "

FGD, SHG women, Raunakala, Varanasi

****Case study created through conversations stakeholders in Varanasi and with the NGO partner.***

Cluster 3: Bulandshahr and Badaun

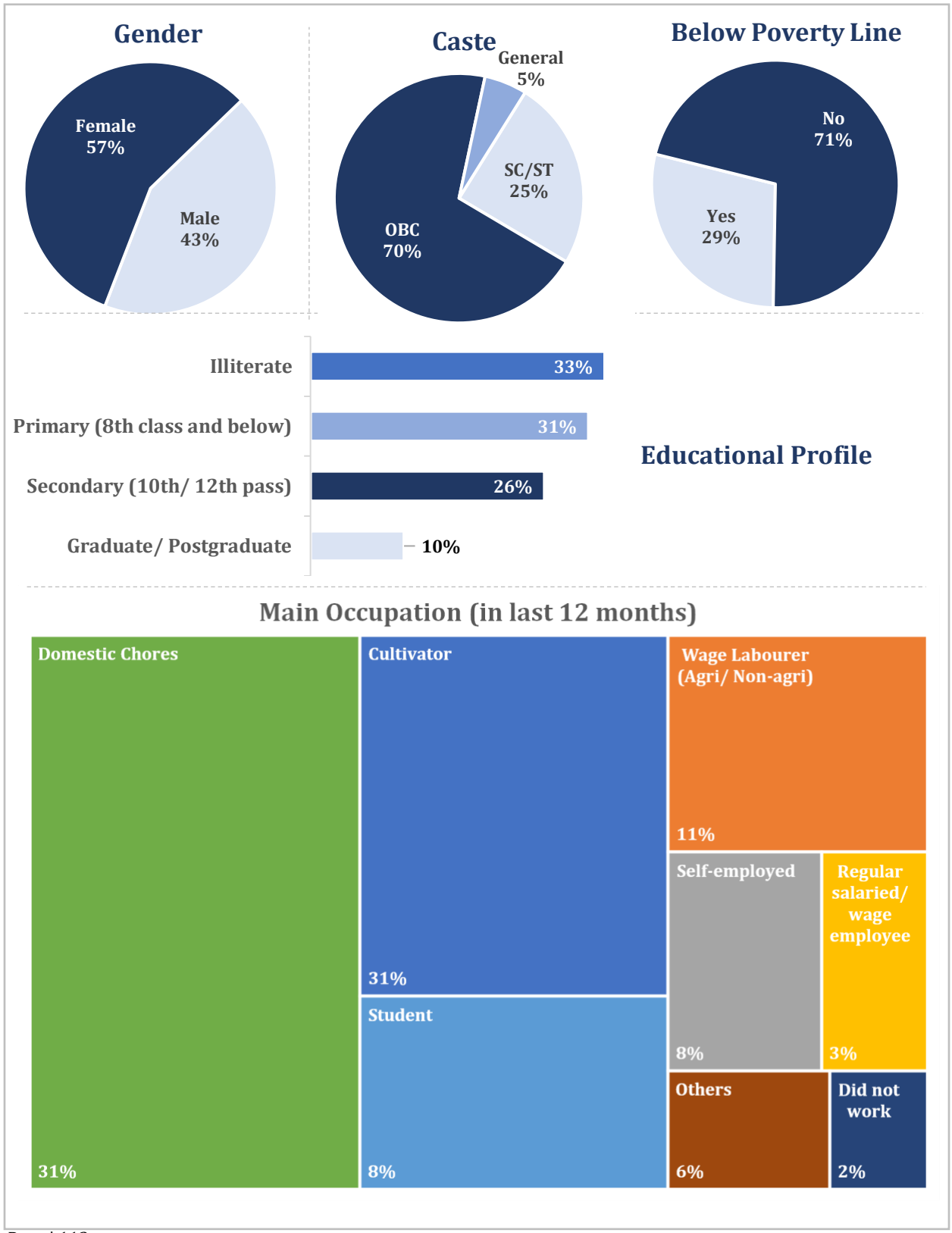
NGO Aroh Foundation implemented HRDP in the Bulandshahr and Badaun cluster. The figure below highlights the intervention coverage and the sample selection for the Evaluation[46].



[46] As per the information shared by the NGO partner, total beneficiaries in this cluster were more than 12,000 and included farmers, women, youth, and students. However, in the above infographic, we have excluded student beneficiaries from the total beneficiaries as students were not part of our evaluation.

Socio-demographic Profile

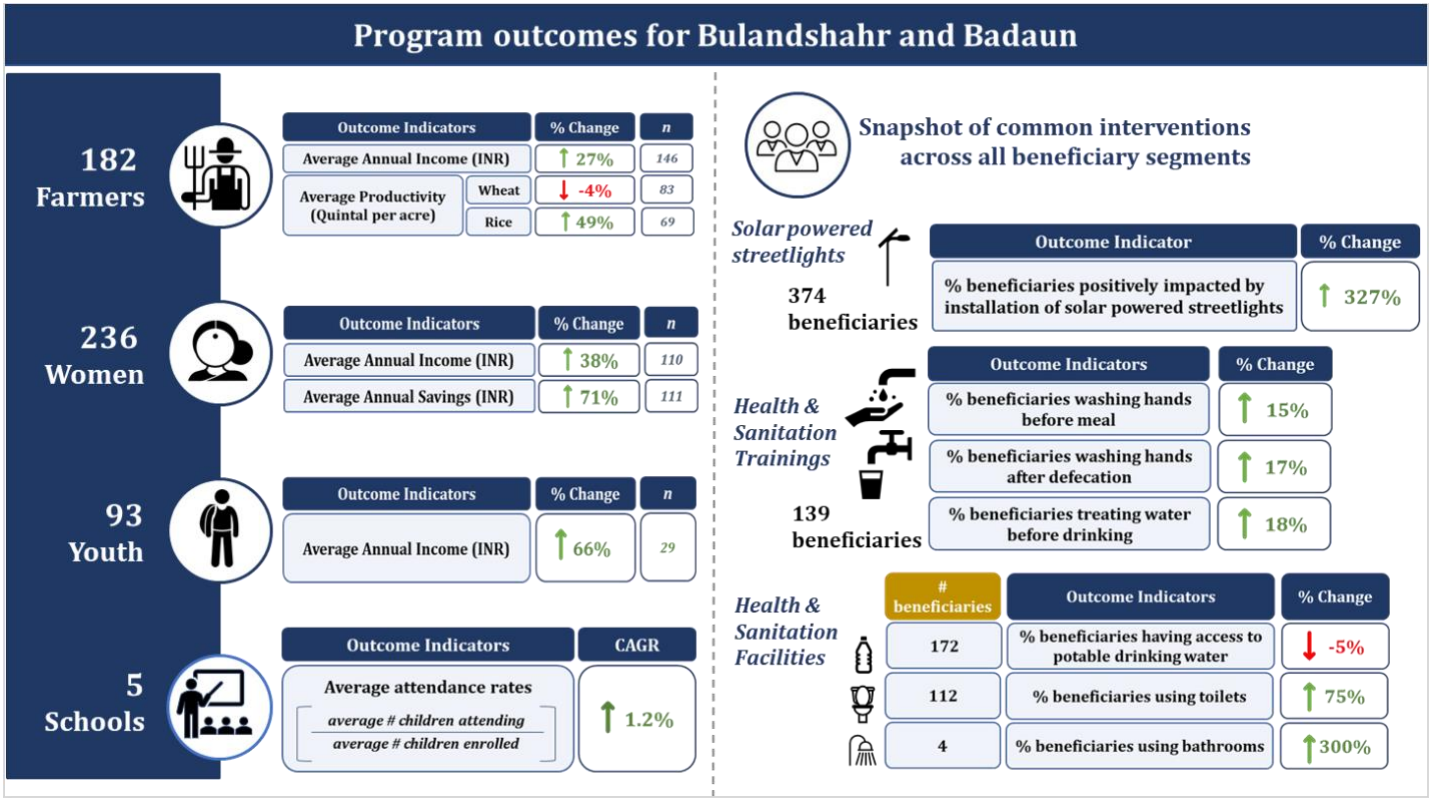
The following charts highlight the demographic characteristics of the sampled beneficiaries in this cluster.



Key Cluster Findings

Key Program Outcomes

The figure below provides an overview of the key outcomes of the intervention in the cluster across beneficiary segments.[47][48]



[47] The % change across all indicators/ beneficiary segments is calculated by comparing the % change of indicators before the program was implemented to the last 12 months (i.e. April 2019 to March 2020); except for the school attendance indicator – this was the 3-year CAGR from 2016 to 2019.
All 5 schools provided data on the attendance and enrolment.
The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

[48] *n* represents the denominator for a particular indicator. *n* might not be equal to the total sampled beneficiaries in that cluster as some samples were dropped during data cleaning (outliers were dropped or data was not reported for pre and post intervention) and all sampled respondents didn't answer questions related to sub-interventions as a qualifier was added at the beginning of each sub-intervention section of the beneficiary survey tool.

Key Activities/ Interventions in the Cluster

The following tables summarize the domain-wise activities/ interventions undertaken with each beneficiary segment for this cluster.

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Farmers	**182**	**Natural Resource Management**	Trainings	Irrigation	
				Organic farming	
				Vermi compost	
		Skill development and livelihood	Trainings and support	Kitchen gardening	
				Dairy farming	
				SRI cultivation	
				Mushroom cultivation	
				Flower cultivation	
				Trellis method for vegetable	
			Others	Community seed bank	
				Grain storage	
				Cleaning and grading of farm produce	
				Cart	
				Start-up grant	
SHG members	**236**	**Skill development and livelihood**	Trainings and support	Goat management	
				Pashu Sakhi	
				Honey-bee keeping	
				Stitching and sewing	
				Beautician/ soft toy/ candles	
				Tent business	
				Mushroom cultivation	
				Self-defense	
			Others	Masala and wheat grinding	
				Start-up grant	
				Seed bank	

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Youth	**93**	**Skill development and livelihood**	Trainings and support	Computer application	
				Electrical and motor winding	
				Mobile repairing	
				Food processing	
				Training on carpentry and soft skills	
				Training on tailoring and cutting	
				Training on beautician	
				Training on plumbing	
				Training on financial literacy	
				Training on entrepreneurship skills	
Schools	**5 schools**	**Education**	Infrastructure development	Smart class with LED screen and projector	
				E-learning module	
				Library	
				Laboratory	
				Computer lab	
				Lights in library and classroom	
				Furniture in classroom	
				Providing sports materials	
				Construction of mid-day meal shade	
				Construction of rainwater harvesting	
				Wall painting	
				White wash school building	
				Construction/ repair of school boundary wall	
				Water purifier	
				Drinking water station	
				Construction/repairing of toilet	
			Trainings and support	Joyful learning	
			Others	Additional teachers	
				Student kits	
				Scholarships	

Legend

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
All beneficiaries	511	**Natural Resource Management**	Infrastructure Development	Solar powered streetlights	
		Health and Sanitation	Infrastructure development	Drinking water facilities	
				Toilets	
				Bathrooms	
			Trainings and support	Health and sanitation awareness	
			Others	Health checkup camp	
		Skill development and livelihood	Trainings and support	Poultry farming	

Program Details

While a highlight of program outcomes and activities have been covered above, this section will provide details of the various sub-activities and interventions undertaken in the cluster that drive the programmatic outcomes. The details covered are arranged by beneficiary segments.

Section 1: Farmer Beneficiaries

In this cluster, 182 farmer beneficiaries were covered under the evaluation. Under HRDP, the average annual income of farmers (n=146) increased by 27%. Average productivity of rice (n=69) increased by 49% and the increase could be associated with the use of System of Rice Intensification (SRI) technique. **However, productivity of wheat (n= 83) during the same period decreased by 4%. It emerged from the discussions with farmers that due to trainings on organic farming and the Trellis method, farmers started growing different types of vegetables as return on investment was high. Hence, this change in crop-mix could have resulted in decrease in wheat yield.**

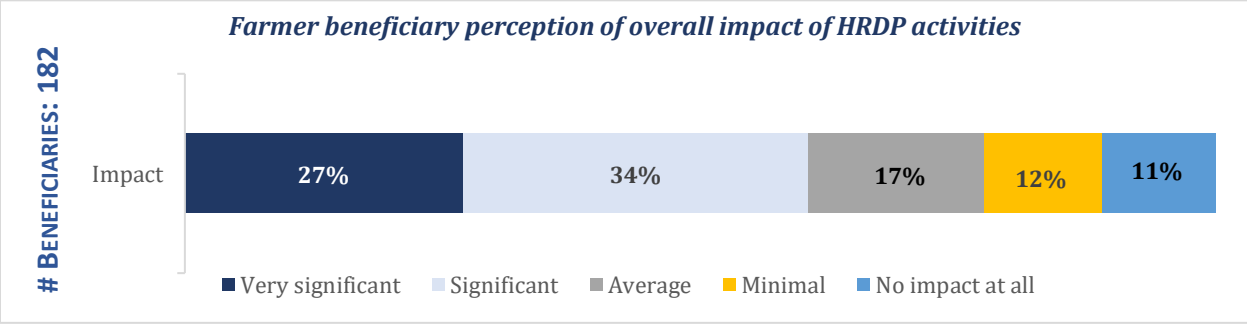
Outcome Indicators		Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)		45,147	57,297	↑ 27%	146
Average Productivity (Quintal per acre)	Wheat	20.0	19.1	↓ -4%	83
	Rice	16.1	24.0	↑ 49%	69

Farmer Outcomes[49]

Overall perception of the interventions with farmers

Farmers in this cluster had mixed perception about the overall impact of HRDP. Though, 61% agreed that the impact of the activities under HRDP were significant, around 39% considered the impact to be average, minimal, or having no impact.

Irrigation support (sprinklers and pipes) was provided under the HRDP which enabled farmers to lower the input costs and ensured better earnings. NGO also distributed seeds of bottle gourd, garlic, spinach, and other vegetables which saved on costly seeds expenses. **Farmers suggested a 'farmer club' would have provided a better platform to discuss the programmatic goals and progress**. In addition to agriculture support, farmers enumerated some community benefits from HRDP like construction of toilets, bio-gas system, cattle shades, RO water facility, and solar streetlights. Water test were done to assess if it is safe for drinking. It emerged from discussions that water purifier was installed in hamlets not having access to potable drinking



[49] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

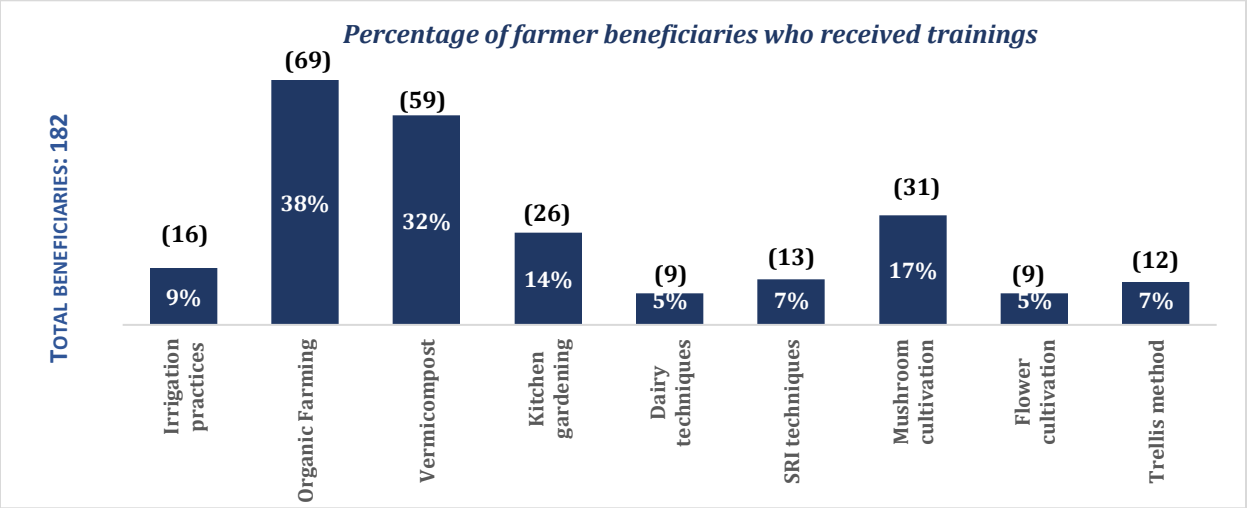
water and in areas with high phosphorus and arsenic content in water. The following sections highlight the intervention details in order to provide an understanding of the perception and adoption of the activities among the farmer beneficiaries.

> ***"We do not need to go to the market for vegetable anymore as we are growing them at home now."***
>
> Farmer FGD, Badarkha, Bulandshahr

1.1 Trainings for Farmers

At the start of HRDP, farmers were informed about poultry and turmeric farming. The NGO introduced and explained new concepts like creating organic compost (through cow dung and bio wastes) and introducing new techniques that reduced costs and increased yields. The NGO also arranged exposure visits for the farmers to nearby villages to examine and learn better farming practices.

The following chart highlights the various trainings conducted with farmers under HRDP. **The percentage of farmer beneficiaries trained on various activities remained low. More than 40% farmers were not trained on any activities.** Within this cluster, two training areas, organic farming and vermicompost, were imparted to the largest subsections of the farmer beneficiaries: 38% and 32% respectively.



The following chart highlights the percentage of farmers who adopted the trainings (as a subset of farmers that received the trainings).

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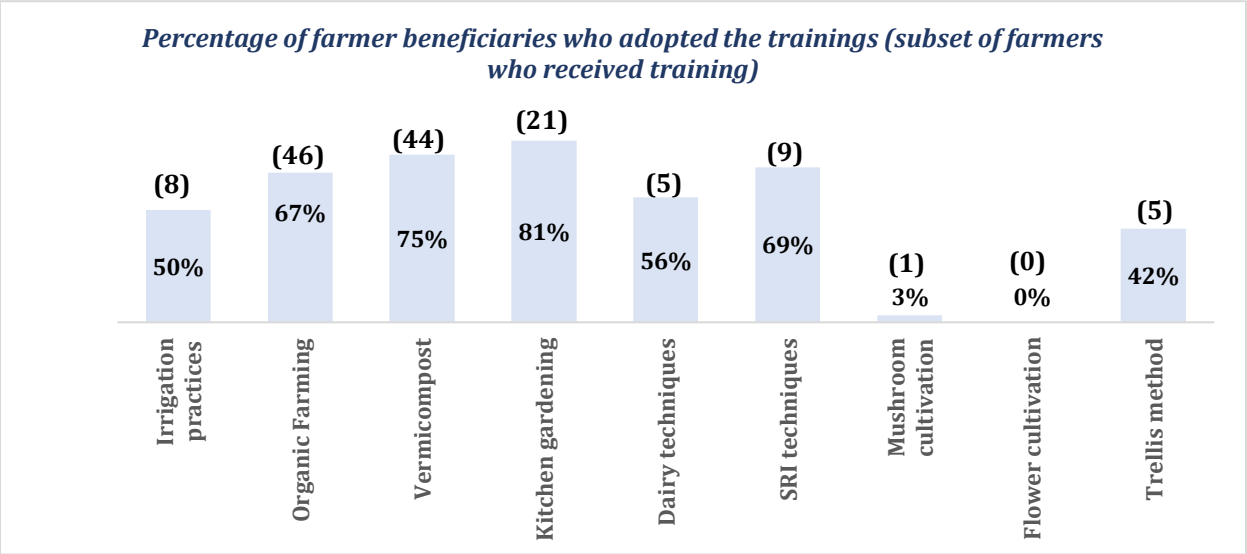

While trainings on organic farming and vermicompost were imparted to the largest subset of farmers, **trainings on kitchen gardening and SRI techniques were well received and experienced high adoption rates; signifying the need and importance of these trainings in context to this cluster.** According to the farmers in Badarkha, Bulandshahr, *"We do not need to go to the market for vegetable anymore as we are growing them at home now for our own consumption."*

It emerged from discussions with VRPs that farmers used organic compost because this is a zero-budget farming. Every village now has 6 vermicompost pits constructed.
Farmers group mentioned that kitchen gardens had a high adoption rate because it helped cater to household needs as well as provide the opportunity of earning an income by selling excess produce.

The major reasons for a subset of farmers 'not adopting' the trainings were that the trainings were : (**1) a difficult method to adopt, (2) expensive and/ or (3) lacked supervision by the NGO.**
The chart below highlights this.

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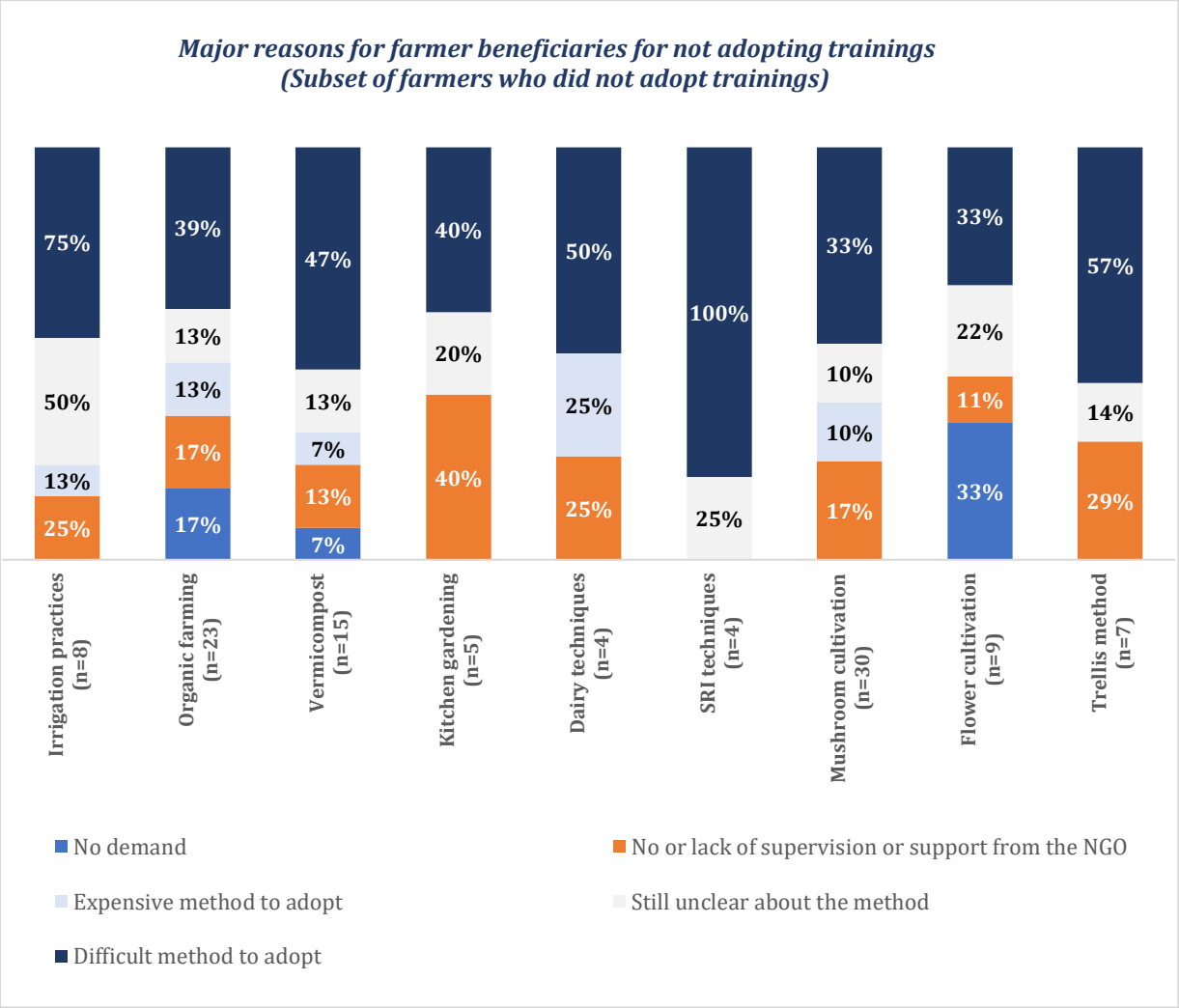

1.1.1 Perceived scale of benefit to farmers that adopted trainings

The chart below highlights how beneficial the farmer beneficiaries, who adopted the trainings, perceived them to be. **Majority of the farmers found the support very beneficial. Training was provided on preparing '*Jeevamrit*' and '*Neemastra*' as part of organic farming which proved to be very beneficial.** Farmers also highlighted the benefits of multi-layer farming and that this method of cultivation has increased the variability of produce and income as well.

Additionally, they managed to save costs on pesticides through natural farming methods learnt during the program.

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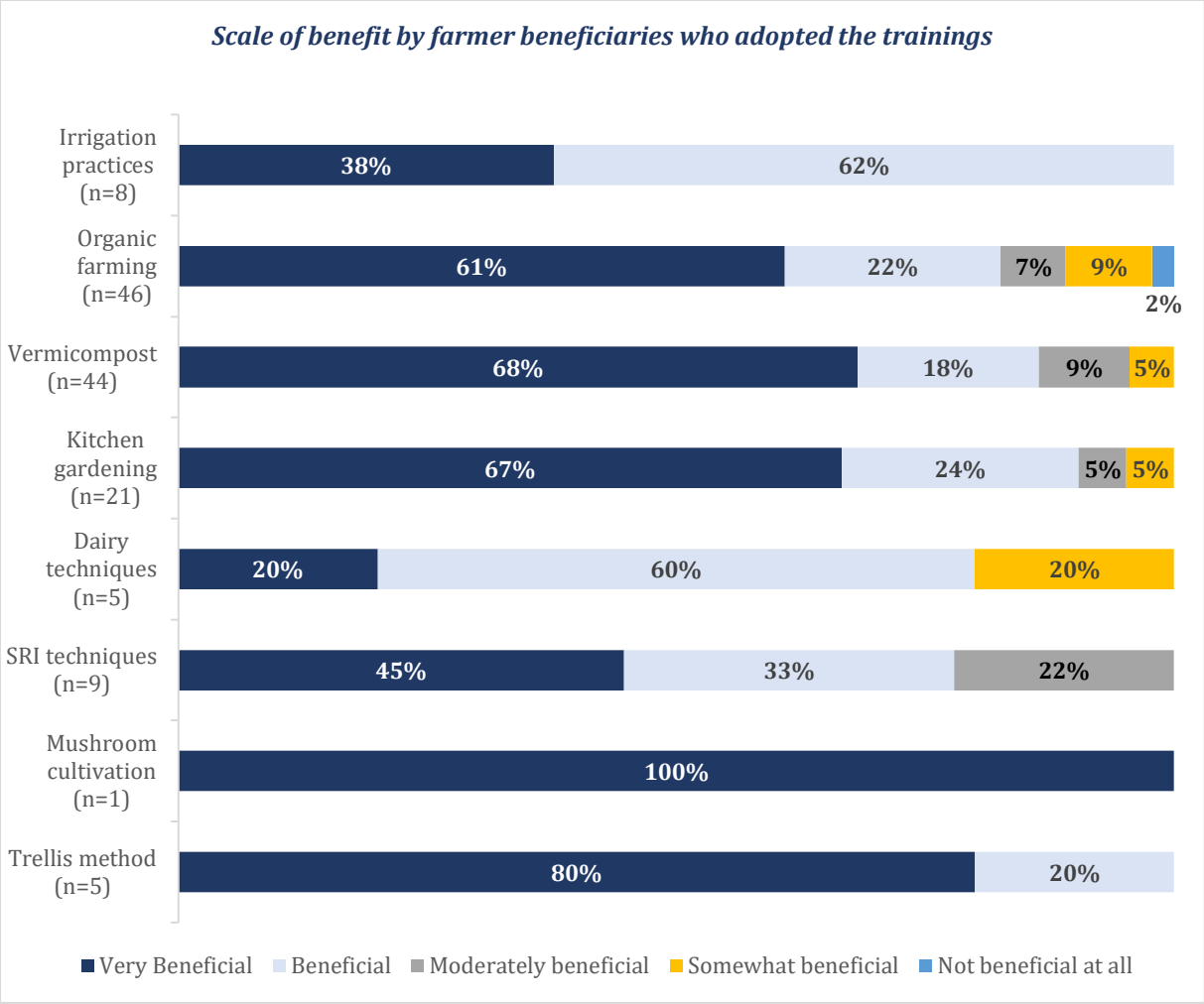


To summarize, **the trainings helped educate the farmer beneficiaries on various new techniques and supported them in utilizing these trainings for enhancing their livelihood.**

1.1.2 Summary of parameters improved due to the trainings

The benefits of the trainings have been quantified below. It provides an indication of change (wherever applicable) on key areas from before HRDP was implemented to after implementation (specifically the last 12 months, i.e. April 2019 to March 2020).

(Continued on the next page)

Activity[50]	Parameter[51]	Before	After	Change	Change (%)
Organic farming	Average productivity of Wheat (quintal per acres) *(n=36)*	**16.6**	**19.1**	**2.5**	**15%**
	Average productivity of Rice (quintal per acres) *(n=26)*	**16.6**	**19.5**	**2.9**	**17%**
Vermicompost	Average annual cost of fertilizer per acre (INR) *(n=41)*	**6,097**	**3,602**	**-2,495**	**-41%**
Kitchen gardening	Average monthly amount spent on vegetables for self-consumption (INR) *(n=21)*	**1,128**	**709**	**-419**	**-37%**
	Average monthly income earned from selling vegetables (INR) *(n=2)*		**2,500**		
Dairy techniques	Average monthly income earned from selling dairy produce (in INR) *(n=5)*		**7,500**		
SRI techniques	Average rice productivity (quintal per acre) *(n=8)*	**16.8**	**21.1**	**4.3**	**26%**
	Average income earned from selling rice (INR per acre) *(n=6)*	**21,167**	**26,375**	**5,208**	**25%**
Trellis method	Average income earned from selling vegetables (INR) *(n=4)*		**8,250**		
	Average vegetable productivity using Trellis method (quintal per acre) *(n=4)*		**21.2**		

Farmers who used vermicompost witnessed a decline of 41% in the average annual cost (per acre) of fertilizer. Farmers who used either organic farming or SRI technique saw substantial increase in wheat and rice productivity. Nearly all the farmers who adopted kitchen gardening, used the produce for self-consumption and reduced their monthly spend on vegetables by 37%.

[50] Training on kitchen gardening, dairy technique, flower cultivation, mushroom cultivation, and trellis method were conducted were given to farmers under HRDP and it was assumed that no sampled farmers were doing these activities before the start of HRDP. Hence, no information was collected for these activities *before the start of the HRDP* (except for the amount spent on vegetables).

[51] *n* might not be equal to the total sampled beneficiaries as all beneficiaries were not trained on all the activities and all those who were trained did not adopt the method they were trained on. Further, some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

1.2 Facilities provided to farmer beneficiaries under HRDP

Additional facilities **were not widely used by the beneficiaries**. Only the community seed bank was used by the farmer beneficiaries. **However, of the small group that did avail them, the facilities were perceived to be very beneficial.**

Community Seed Bank

Community seed bank was established in the cluster as part of HRDP. It stored seeds from a wide range of beneficiaries participating under the program. Community seed bank was known to 27% of the sampled farmers and 96% of those farmers have availed benefits of the seed bank. Of those who perceived benefits from the seed bank, majority felt it was a good source for quality seeds and a few felt that it provided easy access in times of need. ***Facilities for grain storage, cleaning and grading facility, cart, or start-up grant were not provided to farmer beneficiaries in this cluster.***

Section 2: SHG beneficiaries

In this cluster, 236 women SHG members were covered as part of the evaluation. Members of village development committee claimed that numbers of SHGs have increased under the HRDP intervention. The SHG members in the cluster were cooking mid-day meals for school children, were involved in turmeric farming, goat rearing, and stitching and sewing among other works.

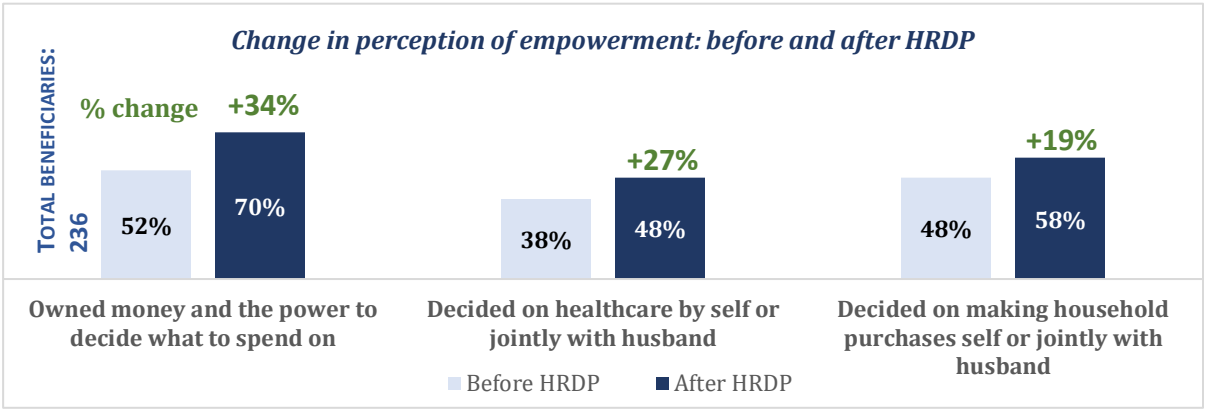
236 Women

Outcome Indicators	Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)	16,595	22,907	↑ 38%	*110*
Average Annual Savings (INR)	5,028	8,585	↑ 71%	*111*

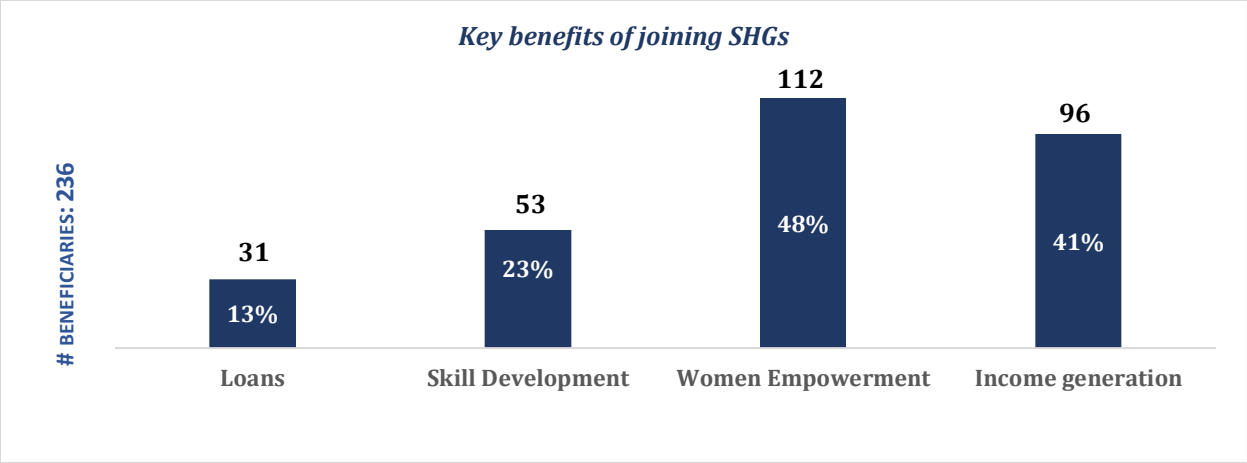
Women Outcomes[52]

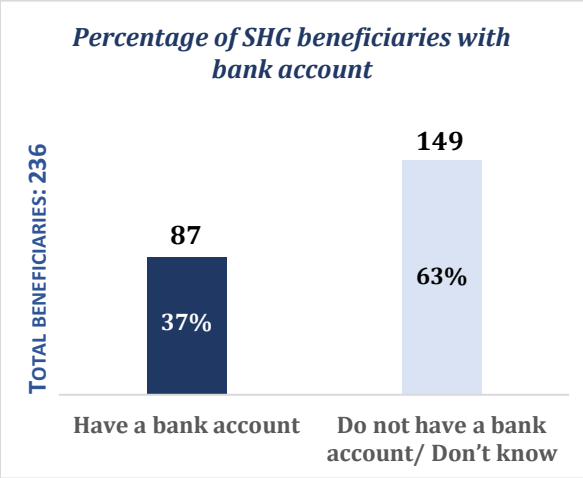
Overall perception of the interventions on SHG Women

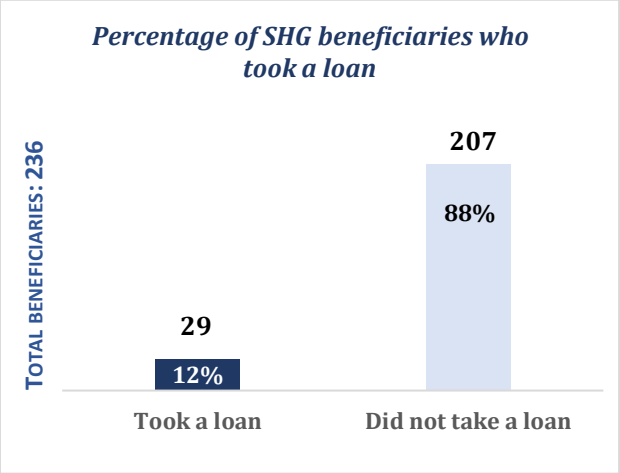
SHG members mentioned that one of the key goals of the group was to ensure monthly savings by each member. The group jointly decided to start a micro-enterprise once they were able to save substantially. The SHG money corpus was not only used for investments in business but was also vital in providing emergency funds for health, travel, and other financial crises at home. Amounts were given out as loans with minimal interest. The following charts highlight the key benefits of being a part of an SHG group as mentioned by the respondents. **The program was perceived to be beneficial in terms of empowerment and income generation - the key objectives of the interventions.**



[52] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).





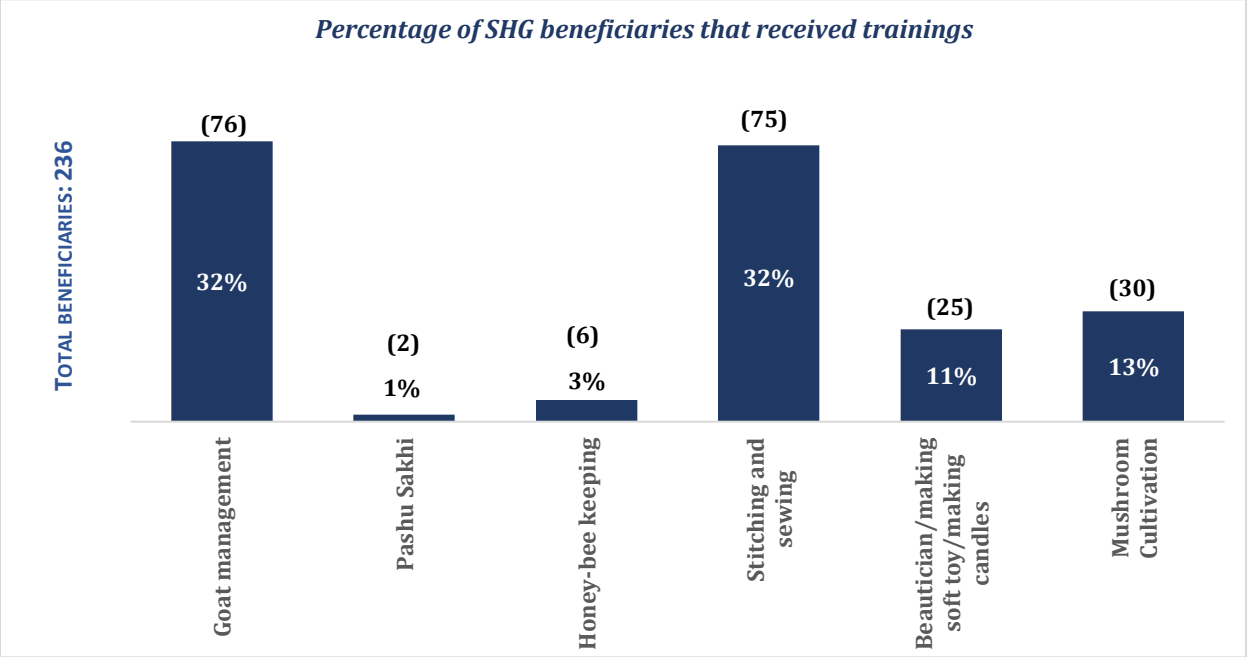


Around 37% SHG members reported to have a bank account and only 12% of them took loans, a very low number. One of the key objectives of arranging women in group is to help them earn livelihood. An operational SHG account is an indicator which reflects upon the maturity of SHGs.

2.1 Trainings for Women

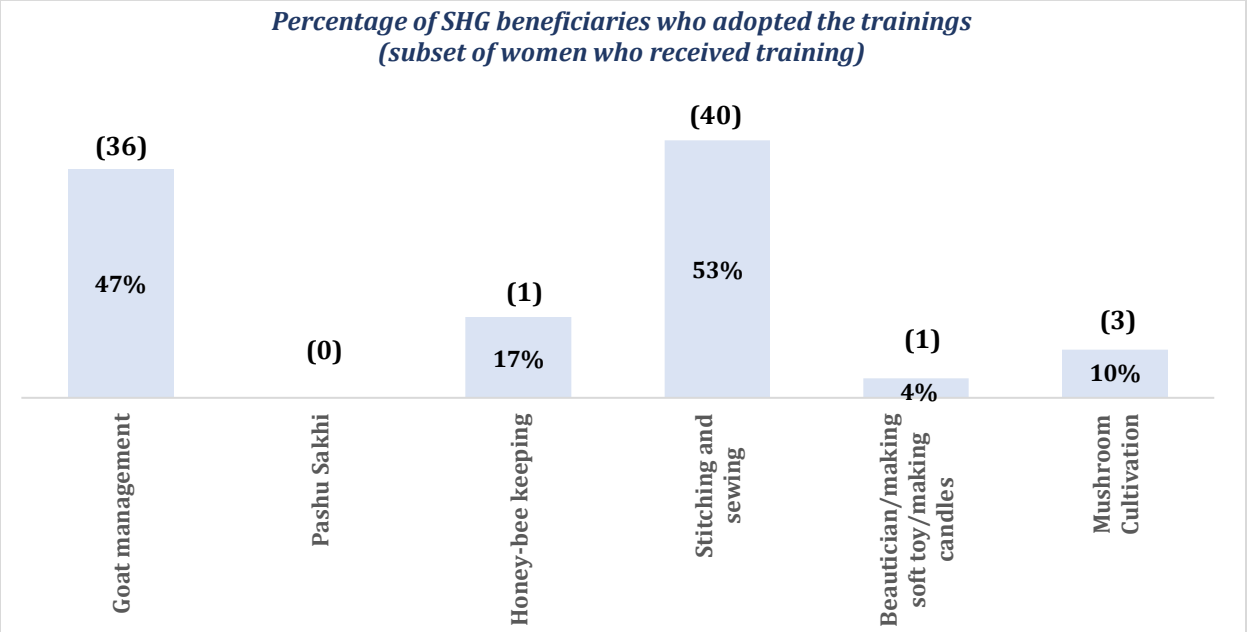
Various trainings and support were provided to women in key areas of livelihood generation. The trainings focused on **developing useful skills and improving their income generation capacity**. The areas of trainings were decided based on a need assessment (conducted by the NGO) and based on preferences of the beneficiaries.

The following chart highlights the various trainings/ activities conducted with women under HRDP. **More than 52% SHG members were not trained on any income generation activities.** Regardless, within this cluster, trainings on **goat management and stitching were imparted to the largest subset of women (32%).** Raising goats is an income-generating activity that has enormous potential to increase incomes and improve nutrition for resource poor households, especially in rural areas. After training on goat management, 34 beneficiaries were provided one goat each under the program. A key aspect unique to this cluster is the training of SHG women on running a turmeric business. SHG women were trained on turmeric processing, packaging styles, and selling the products in local markets.



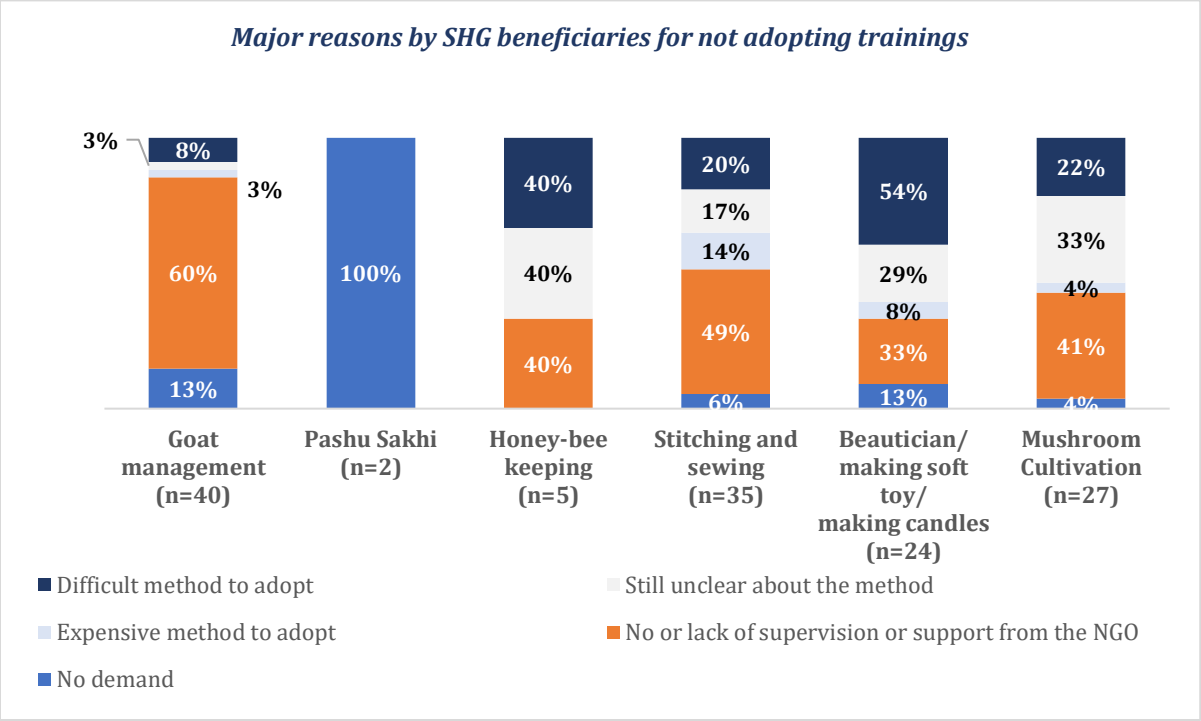
While the trainings imparted have varied by scale of coverage among the 236 beneficiaries, the adoption rates offer better insights on how well received the trainings were.

The following chart highlights the percentage of women who adopted the trainings (as a subset of women that received the trainings):



The adoption rates were high among the two top categories of trainings, signifying that the intervention primarily focused on these two areas: goat management and stitching.

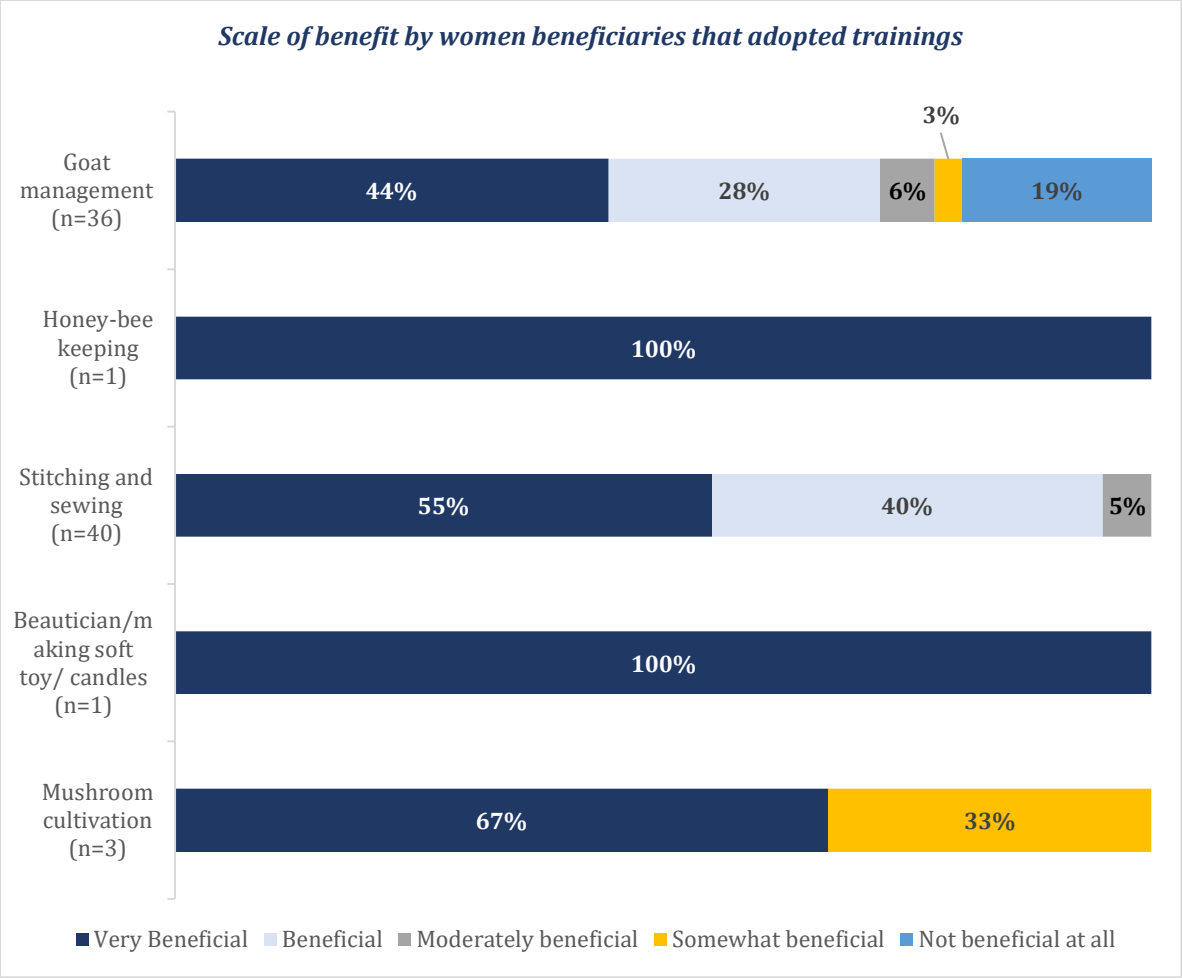
The key reasons for a subset of women 'not adopting' the trainings were that the trainings: **(1) lacked follow up support from the NGO, (2) were difficult to adopt and/ or (3) were not clear even after receiving them.** The chart below highlights this.



2.1.1 Perceived scale of benefit of women that adopted trainings

The chart below highlights how beneficial the women beneficiaries, who adopted the trainings, perceived them to be. According to the respondents, **majority of the women adopting the methods found the support very beneficial.**

(Continued on the next page)



However, 19% of beneficiaries trained on goat management found it not beneficial to them. This highlights a clear gap that needs to be addressed in terms of relevance.

2.1.2 Summary of parameters related to the trainings

The table below summarizes the quantification of key outcomes due to the trainings. It provides the annual incomes (where applicable) as a result of adoption post trainings as well as any resources received under the program.[53]

Activity	Parameter	Values in last 12 months
Goat Management	Average annual income (INR) *(n=32)*	**7,656**
	Average number of goats provided to beneficiaries *(n=34)*	**1**
Honeybee Keeping	Average annual income (INR) *(n=1)*	**20,000**
	Average quantity of honey produced (in kgs) *(n=1)*	**50**
Stitching and Sewing	Average annual income (INR) *(n=40)*	**6,958**
Mushroom Cultivation	Average annual income (INR) *(n=3)*	**4,500**

[53] All figures are an average of the last 12 months, i.e. April 2019 to March 2020.

	Average mushroom productivity (kg per sq. feet) *(n=3)*	**21.7**
Beautician/making soft toy/making candles	Average annual income (INR) *(n=1)*	**4,300**
Community Seed Bank Initiative	Average annual income (INR) *(n=13)*	**5,000**

2.2 Facilities provided to women beneficiaries under HRDP

Under the program, SHG members of the cluster were given start-up grants to facilitate income-generating small-scale activities, provided responsibility for managing the community seed bank and were provided trainings on self-defense.

Start-up grant

A start-up grant was provided to only 11 of the 236 SHG beneficiaries. However, those that did receive it stated that it was beneficial to them. It provided them an opportunity to start their own business, earn a livelihood and ensure regular incomes.

Seed Bank

Only 9% of the women beneficiaries were employed at the community seed bank provided. Yet, the members who availed the facility found it to be very beneficial as they earned an average annual income of INR 5,000.

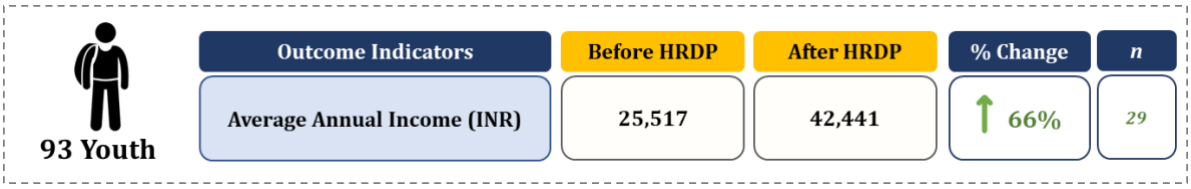
Self-defense training

Self-defense was another area that was focused on under HRDP. As per the responses provided, **only 8% of the beneficiaries were part of an SHG group that received training[54].** However, barring 1, all attended the trainings that were provided.

Of those who attended, the trainings were perceived to be beneficial. The women associated better self-protection and improved self-confidence as the major benefit areas. This high perceived benefit signifies the need for a more robust coverage of women beneficiaries.

Section 3: Youth beneficiaries

In this cluster, 93 youth were covered under the evaluation. This beneficiary segment received various trainings with the **objective of skill development and the overall increase in income for the target segment. There was a substantial increase in annual income for the beneficiaries after receiving training under HRDP with average annual income growing from INR 25,517 to INR 42,441.**



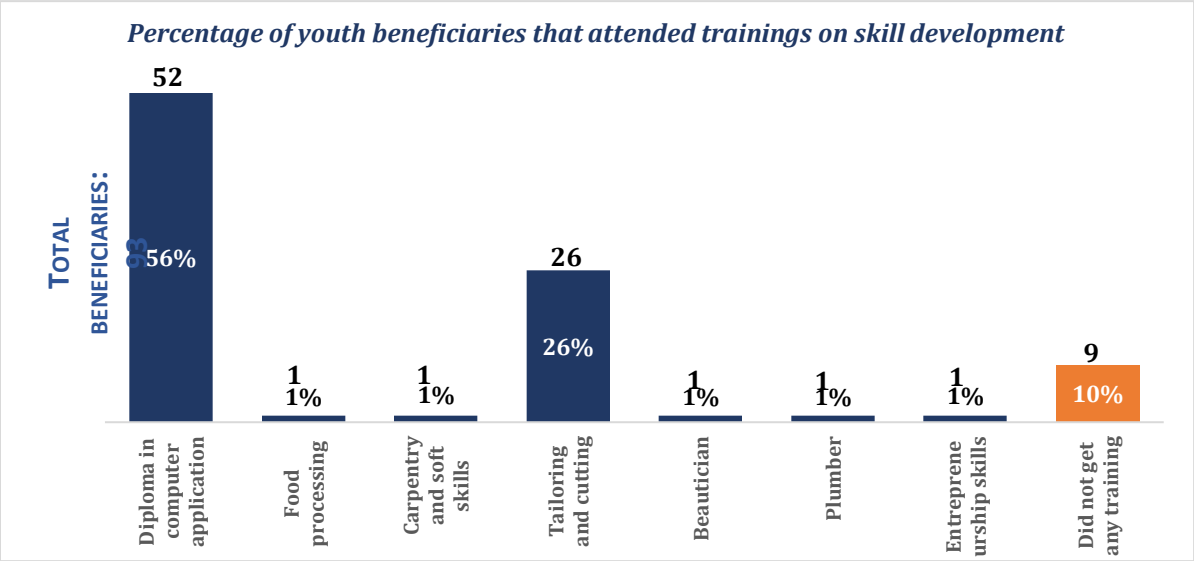
Youth Outcomes[55]

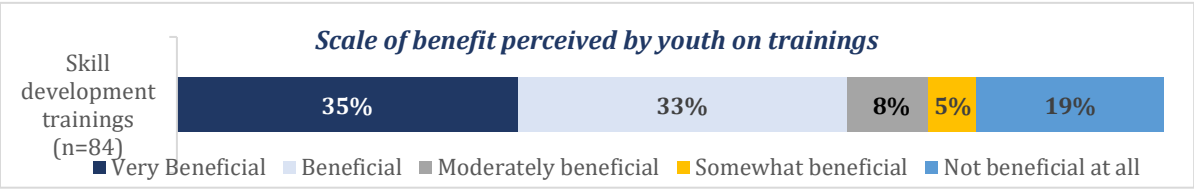
[54] Training were *provided* at the SHG level, however, not all SHG women beneficiaries *attended the training*.

[55] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

3.1 Trainings for youth

The following chart highlights the various trainings conducted with youth under HRDP. Within this cluster, **computer applications (56%) and tailoring (26%) were the two key areas** where the largest number of beneficiaries received training. **However, 10% of the beneficiaries reported not having been trained on any of the areas.** Of those that received trainings, all beneficiaries perceived them to be beneficial.





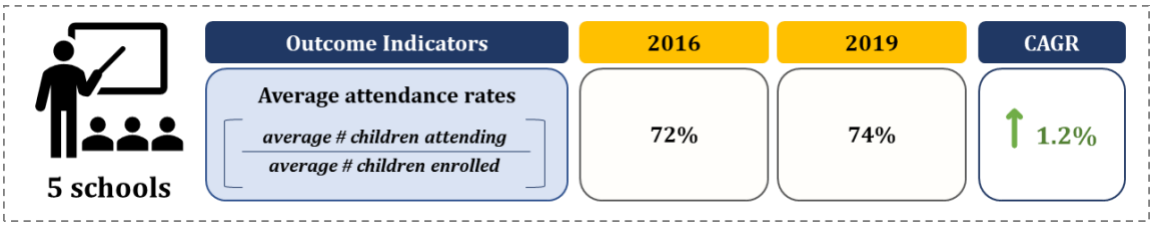
3.2 Placements

Of the 84 beneficiaries (out of 93) that attended trainings, only 7 (12%) were provided any placement opportunity by their training center. All attended and 6 were placed and provided employment.

Training Centers: Of the 84 beneficiaries trained, majority (95%) visited the local HDFC training center. Only 5% were trained at other non-HDFC centers/ private centers.

Section 4: School Observation

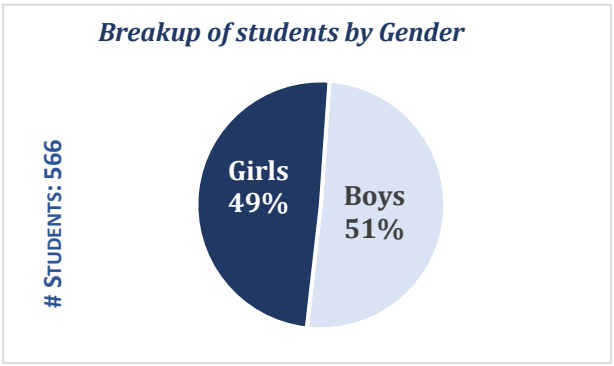
In this cluster 5 schools were covered for evaluation. As part of the program, infrastructural support was provided, and teacher trainings were conducted with the overall objective of enhancing the quality of education and improving **the attendance rates.**

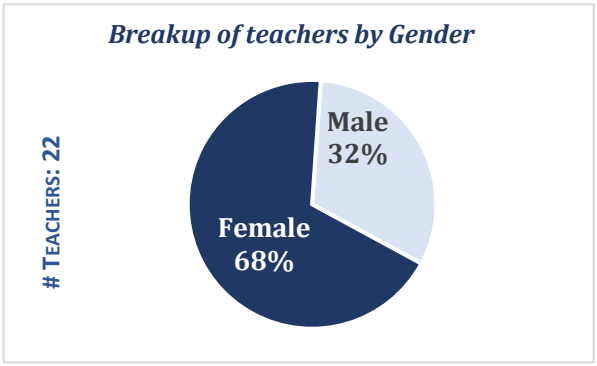


School outcomes[56]

[56] All 5 schools shared the enrolments and attendance data.

The following charts provide an overview of students and teachers that were covered in the cluster. Of the five schools evaluated, there was an almost equal gender split among students and teachers. **Overall student teacher ratio was 27:1 which conforms to the 30:1 ratio laid down under Right to Education Act.**

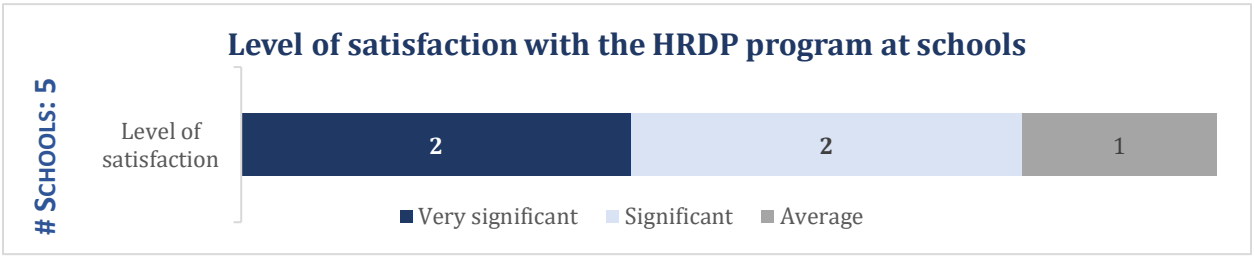




Student Teacher Ratio	Primary 49:1	Upper Primary 21:1	Overall 27:1

Overall perceptions on satisfaction on school interventions

4 of the 5 evaluated schools rated the impact of program as significant. One of the primary drivers was the infrastructure support provided under the program. Infrastructure improvements covered various areas such as smart classes, classroom furniture, library, science laboratory, installation of water purifier, drinking water station, toilet, and school painting etc.



4.1 Enrolment Rates

As a key parameter to evaluate the impact of activities under HRDP at schools, enrolment rates and attendance rates were captured. Within this cluster, the data for enrolments and attendance was provided by 5 out of 5 schools[57]. (For attendance rates refer to the School outcomes figure provided at the beginning of the School Observation Section)

Number of schools that provided attendance data	5 out of 5 schools

The chart below demonstrates that **average enrolments of both boys and girls has risen over the duration of the program.**

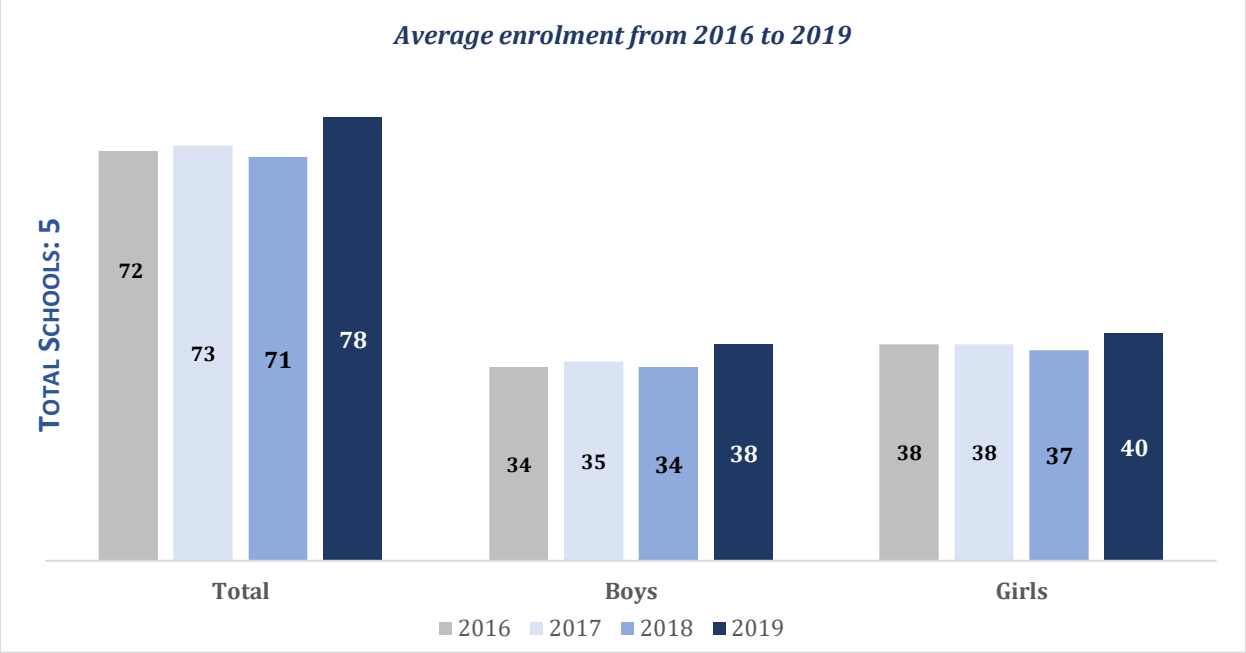
The rise in enrolments is corroborated by the inputs from SMCs. They highlighted activities that improved enrolments and attendance and mentioned that better student engagement was built over time. Sports

[57] In most cases, school officials have shown reluctance in verification of enrolment, attendance, and dropout data from the school registers. The information on enrolment, attendance, and dropout was verbally provided by the school officials.

equipment was provided under the HRDP which attracted students to the school. Another major factor that contributed was the upliftment of schools in terms of facilities and infrastructure; it aided in establishing a conducive learning environment.

Additionally, greater involvement of parents is noticed, with greater participation in school meetings. The introduction of rewards for children and scholarships for outstanding students or coaching for high school students was appreciated by the community.

The role of infrastructure has also been an area that actively aided in increasing the enrolments. This has been covered in the next section.

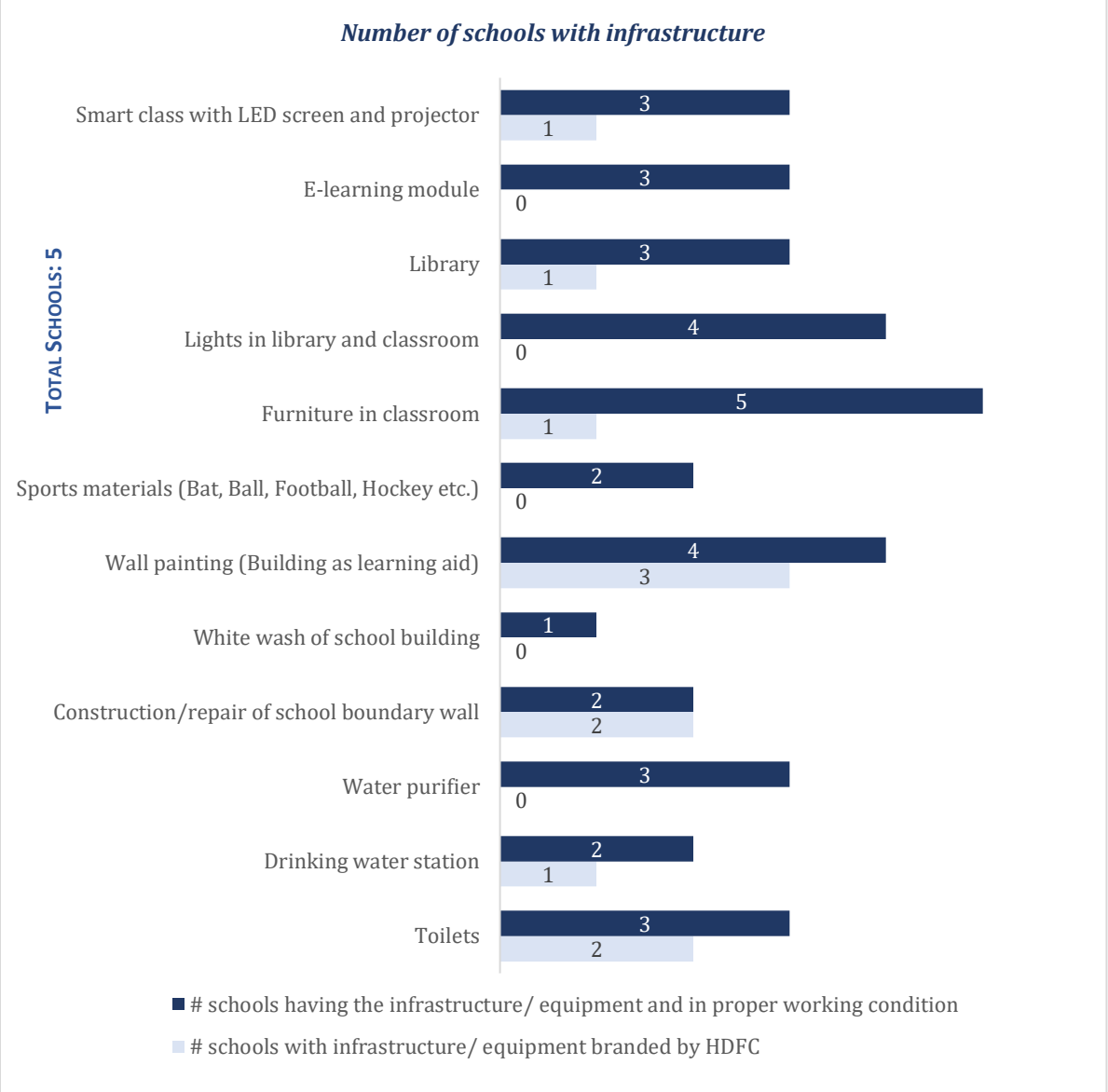


4.2 Infrastructure

Under the intervention, schools were provided infrastructural support with the aim of building a better learning environment.

The chart below highlights the infrastructure provided under the program by the number of schools it was provided to. **While furniture in classrooms was provided in all 5 schools, others were done with only a few**. In this cluster, no support was provided on establishing laboratories, computer labs or rainwater harvesting systems.

(Continued on the next page)



To improve health and sanitation practices at the school level, drinking water stations and toilets were constructed at the schools. Drinking water facilities and toilets were provided in 3 of the 5 schools covered in the evaluation **Toilets were constructed/ repaired in all 3 schools.** The table provided quantifies the number of toilets constructed/ repaired.

Number of toilets constructed or repaired	
Average number of toilets per school: Girl	2
Average number of toilets per school: Boy	1
Total number of toilets	11
Total functional toilets during survey	11

The program was successful in providing a drinking water source and facilities for toilets at 3 schools in the cluster. The SMC members felt the program has been successful in addressing the need for better sanitation and hygiene infrastructure.

Student Kits

Students were also provided with student kits under the HRDP program. **In this cluster only 3 out of 5 schools had distributed the student kits**. The total number of kits distributed were **92**.

Sahbhagi Sakhis

Sahbhagi Sakhis were provided at 1 school in the cluster to augment and improve the learning experience for students.

Scholarships

In this cluster, **scholarships were provided to students in 3 of the 5 schools.** Since 2017, these have been provided to **25 students.**

Section 5: Common interventions

Under HRDP, some activities were conducted across all the beneficiary groups, i.e. farmers, women and youth; **a total of 511 beneficiaries**. These common interventions were in the domains of natural resource management, skills and livelihood generation, and health and sanitation.

5.1 Natural Resource Management

Solar powered Streetlights[58]

374 beneficiaries

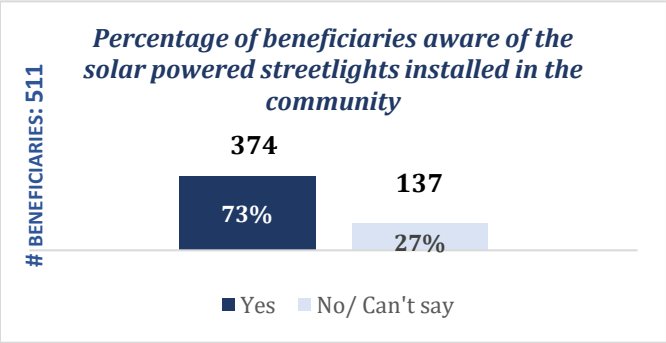
	Outcome Indicators	Before HRDP	After HRDP	% Change
Solar powered streetlights	Avg. beneficiary rating: Felt safe going out in the night	1.0	4.8	↑ 364%
	Avg. beneficiary rating: Ease in walking during the night	1.1	4.8	↑ 353%
	Avg. beneficiary rating: Reduced animal attacks	1.1	4.6	↓ -312%
	Avg. beneficiary rating: Sense of security for female and children	1.0	4.8	↑ 364%
	Avg. beneficiary rating: Reduced theft incidents	1.1	4.6	↓ -318%
	Avg. beneficiary rating: Enhanced liveliness	1.0	4.8	↑ 360%
	Avg. beneficiary rating: Source of light during power cuts	1.2	4.6	↑ 292%
	Avg. impact of solar light on beneficiaries' lives (overall)	1.1	4.7	↑ 327%

Solar powered streetlights were installed at the villages to promote the use of clean and renewable energy. **The provision of streetlights ensured a sense of security and offered various benefits[59].**

[58] The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

[59] Beneficiaries were asked to rate their experience with 1-being poor and 5 being excellent.

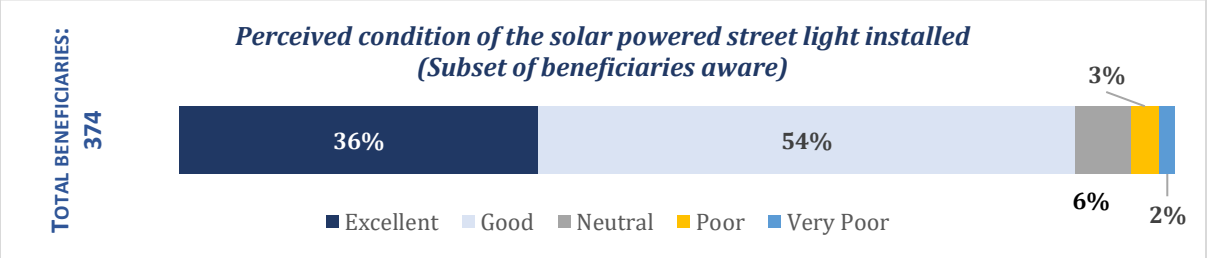
The installed solar powered streetlights had a great impact on the sense of security felt by the community members, especially at night. The streetlights helped reduce animal attacks, reduced incidences of theft, enhanced the liveliness of the community as well as served as a source of light during power cuts. **Almost all respondents highlighted the benefits of solar light and seemed satisfied.**



Awareness

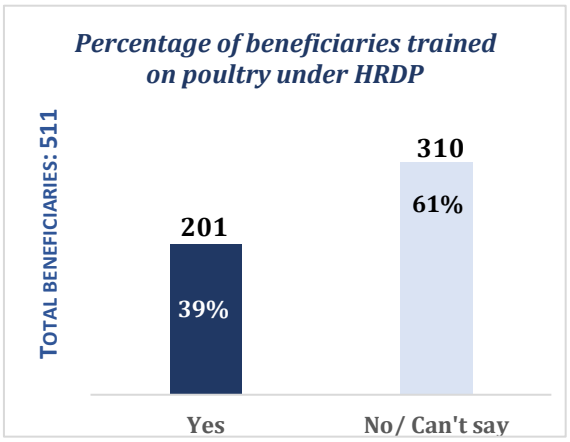
73% of the beneficiaries were aware of the streetlights installed under the HRDP program, indicating that **the placement of these lights was done appropriately, so as to be accessible to a majority of the targeted community members**. The NGO listed out potential beneficiaries depending on their location and vulnerability status within the community.

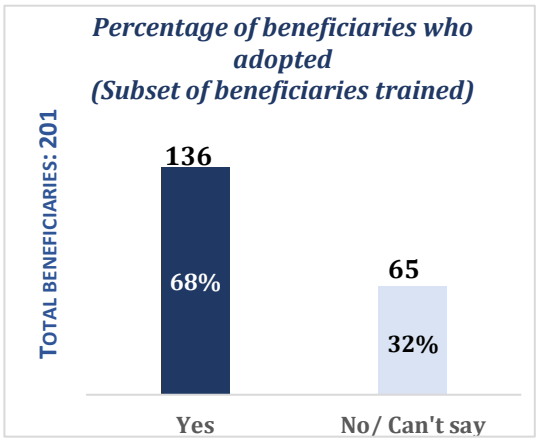
The condition of the installed streetlights was considered good to excellent by all the respondents aware of them.

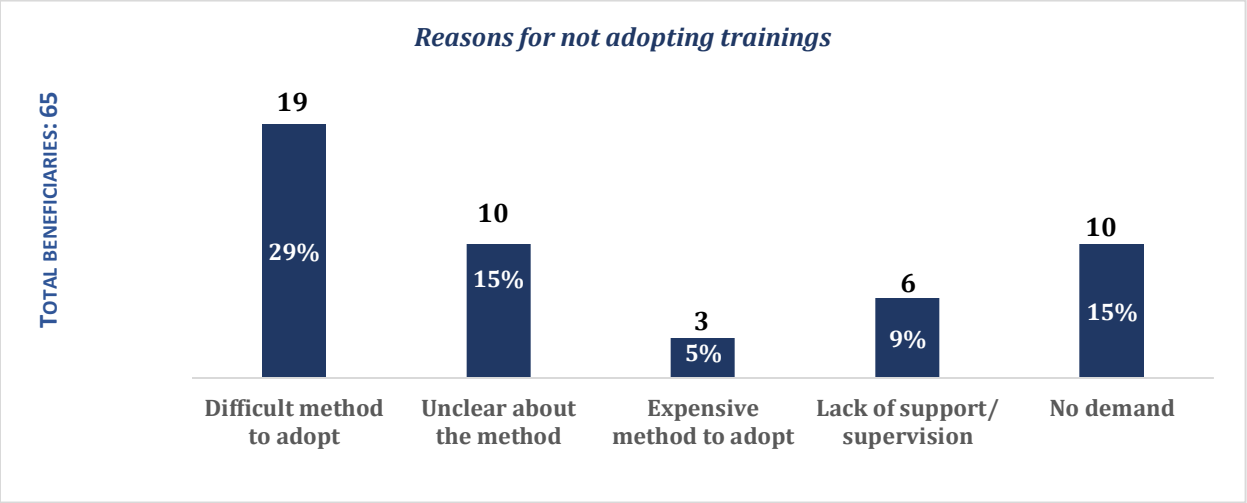


5.2 Skill development and livelihoods generation

In this cluster **39% of the beneficiaries received training on poultry, and of those a large portion, i.e. 68% adopted it**. Of the people who did not adopt, majority felt it **was a difficult method/ lack of clarity, and there was no demand.** The charts below corroborate these findings:





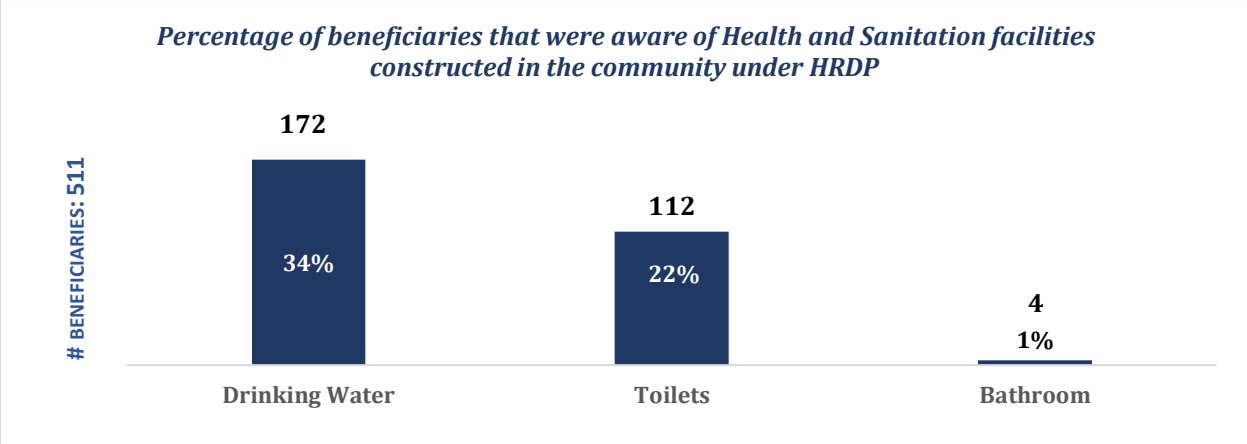


5.3 Health and Sanitation

Under HRDP, the NGO installed handpumps and constructed community toilets based on a needs assessment conducted initially. The NGO also carried out water testing in the village and installed water pumps in households where potable water was not available.

By constructing drinking water sources, toilets and bathrooms for the community and at home, the program actively promoted better health and sanitation.

Awareness: **Of the 511 beneficiaries covered, 172 (34%) were aware of the drinking water sources constructed under HRDP**. The awareness for toilets was among 112 (22%) beneficiaries. **However, only 4 beneficiaries (1%) were aware of toilets constructed in the village.**



As part of the evaluation, the access to potable water and the usage of toilets and bathrooms was measured from the beneficiaries that were aware of the facilities provided under HRDP. The provision of sanitation facilities had a positive effect and there was a perceived change in usage patterns within the respondents aware of the constructed or repaired facilities. **The toilet use showed an increase of 75% and bathroom**

use increased by 300% clearly showing an increased adoption and better sanitation behavior[60]. However, usage or access to potable drinking water reduced by 5%[61].

It was emerged from the discussion with SHG women that access to handpumps/RO water installed under HRDP has been difficult as they are located on the other side of the village in another hamlet. Social norms in the village dictate that members of one community are uncomfortable using infrastructure that is on another religious community's side of the village. Despite benefit that infrastructure might bring, this has prevented higher uptake of the infrastructure that has been put in place.

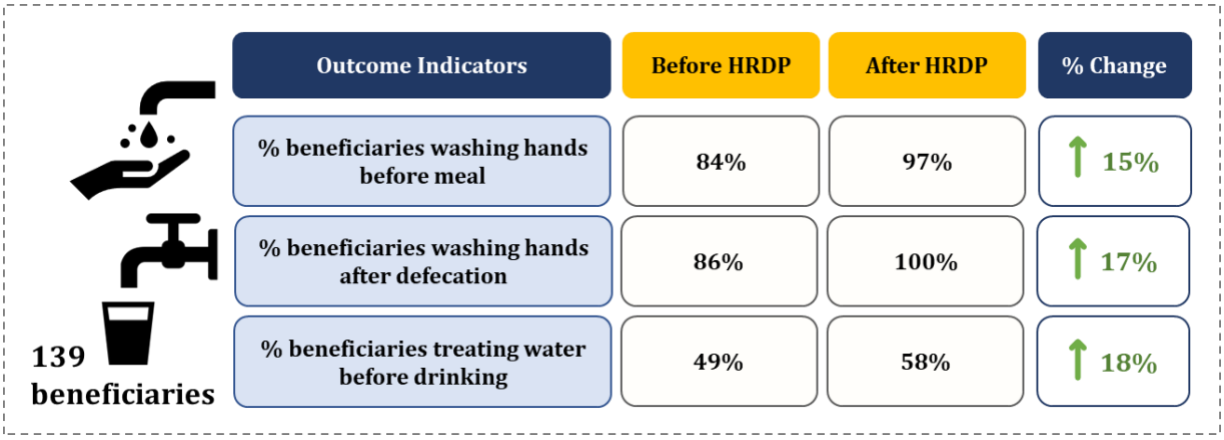
	Outcome Indicators	Before HRDP	After HRDP	% Change
172 beneficiaries	% beneficiaries having access to potable drinking water	98%	93%	↓ -5%
112 beneficiaries	% beneficiaries using toilets	54%	95%	↑ 75%
4 beneficiaries	% beneficiaries using bathrooms	25%	75%	↑ 300%

5.3.1 Trainings and awareness

As part of the program, various trainings were conducted to **promote health and sanitation behavior among the beneficiaries.** The chart below highlights the number of beneficiaries that received the training. **Only 27% of the 511 beneficiaries received trainings on health, sanitation, and safe hygiene practices**.

[60] The number of beneficiaries used to assess bathroom usage is very low. Therefore, this cannot be used to generalize for overall cluster.
[61] Facilities constructed under HRDP were not fully functional at the time of evaluation, beneficiaries were drinking water from unsafe sources of water.

As a result of the awareness/ trainings, among the 139 beneficiaries that received trainings, **a 15% jump in washing of hands with soap/ mild detergent before meals, a 17% jump in washing of hands with soap/ mild detergent after defecation and an 18% jump in the treatment of water[62] before drinking was reported by the beneficiaries as compared to the practices followed before HRDP**.

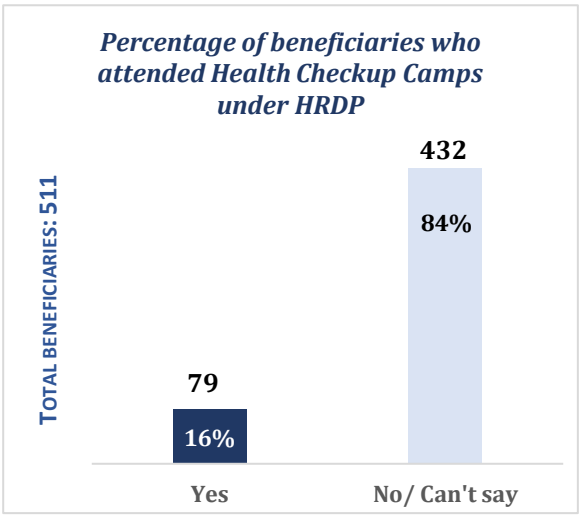


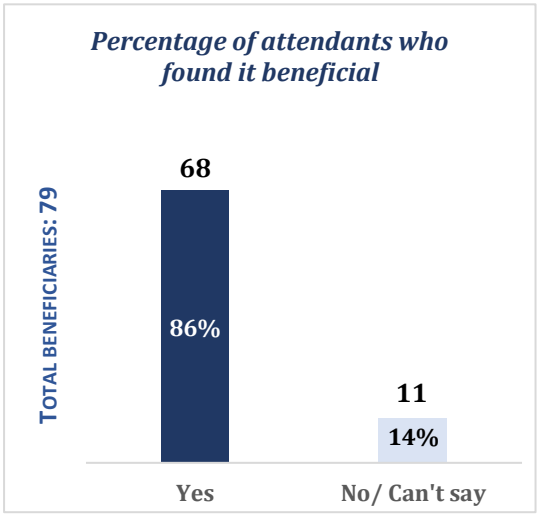
Outcome Indicators	Before HRDP	After HRDP	% Change
% beneficiaries washing hands before meal	84%	97%	↑ 15%
% beneficiaries washing hands after defecation	86%	100%	↑ 17%
% beneficiaries treating water before drinking	49%	58%	↑ 18%

5.3.2 Health Checkup Camps

Health checkup camps were organized under HRDP. The NGO provided doctors for checkups and to offer counselling on health issues.

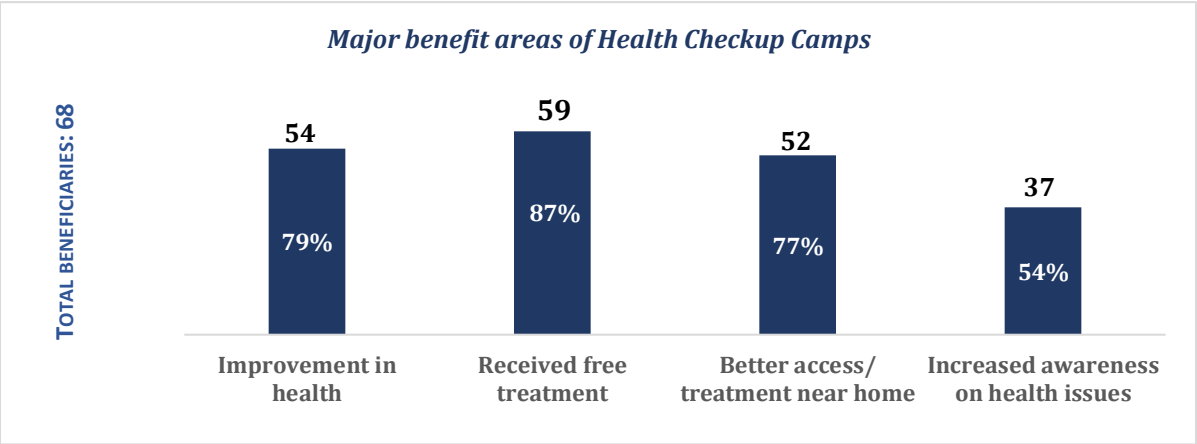
The charts below highlight how many beneficiaries got to attend these camps as well as how many of the attendees found it beneficial.





Around 16% beneficiaries of the total 511 reported attending health check-up camps under the program and majority of these (86%) found them to be beneficial.

[62] Treatment of water includes boiling, adding bleach/chlorine, straining through a cloth, using a water filter, solar disinfection and letting the water settle.



Regarding the benefits of these health camps, the most widely reported benefit was **receipt of free treatment (87%), followed by an improvement in health (79% of the respondents) and better access to treatment near home (77%). 54% of the respondents got better access to treatment closer to home.**

(Continued on the next page)

Case Study

Uttar Pradesh in 2019-20 saw unemployment numbers double, compared to 2018-19 (CMIE). Centered around the integrated development program, income generating activities have been one of AROH Foundation's prime focus. In the small village of Badarkha, about 20 kms away from the Bulandshahr district town, examples of innovative activities come to life.

Poultry farming

Poultry farming leading the way forward

As one of the fastest growing segments in Indian agriculture, poultry farming at a small scale has risen up to be an effective method to raise additional income with little to no capital investment. One of the key advantages of poultry farming has been access to market for selling purposes, as well as the nutritional value it holds by ensuring egg and meat for the family.

Armed with the weapons of information, a growing income and a supportive team, women in Badarkha are fighting social norms that earlier would keep them restricted to the home. Through poultry farming and access to chicks to rear, women were able to either hatch and sell eggs, or wait till the chickens grow to their full size for a better profit. Alternatively, they also became options for the family to eat.

A new type of dignity has emerged where women engaged in poultry farming have become a vital source of income to families. According to the evaluation survey, while only 39% of the 511 beneficiaries surveyed received training for this activity, majority (68%) adopted it as a supplemental income source going forward.

What were earlier challenges they faced, family and societal pressure, rigid mindsets as well as diminished avenues to gain additional income, these women overcame in just a few months. The advantages of poultry farming in improving nutritional as well as financial status of families has had a tremendous impact in the social standing of these women. While the mindsets of families have changed, women too want to participate in community meetings.

"Earlier people used to think we were worth nothing, we faced a lot of problems when it came to leaving our houses. Now we are very happy, and no one stops us from working. We are not alone anymore-we are together, so we have strength now."

SHG FGD, Badarkha

Kitchen gardens- A promising activity to lower undernutrition

Following the previous case study of parallel benefits to livelihood activities, another cost-effective and innovative activity implemented by AROH team was the 'Kitchen Garden'. From an initial survey conducted by AROH in the Bulandshahr district prior to implementing activities, they found that households had a restricted nutritional diet, a consequence of coming from low-income occupations in addition to low access to nutrient-heavy food. According to the team, daily food consisted of rice and potatoes largely. Over time, improving nutrition as well as socio-economic conditions at the household level have the potential of reducing health issues like anemia among children, adolescents and women- stakeholders affected most by anemia overall.

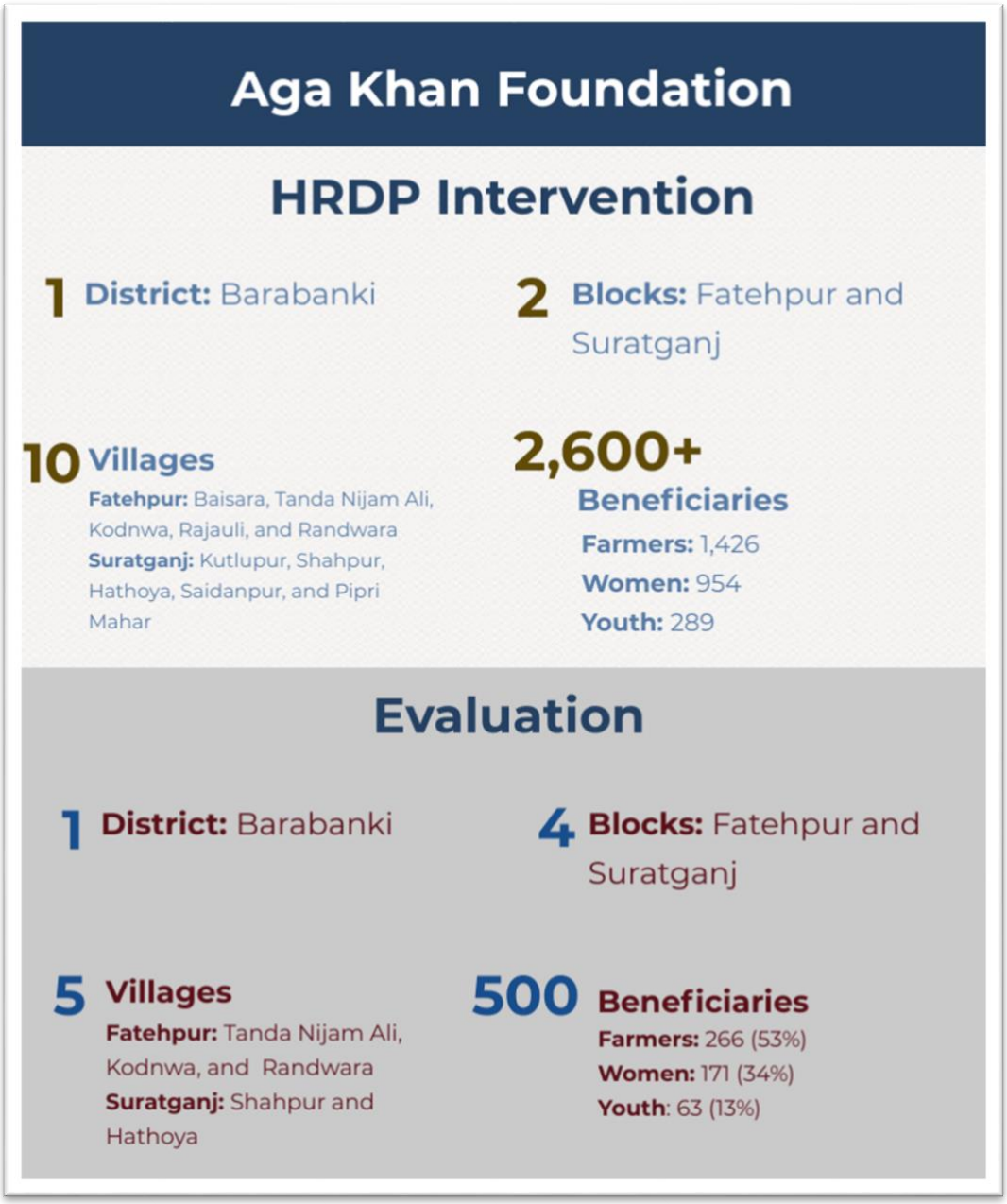
The need for creating a space at the household level that addressed this issue of providing nutritious food was high- and so, AROH Foundation helped set up trainings on how to set up and maintain a kitchen garden, and in identifying household with spaces for backyard/ kitchen gardens to distribute seeds. These vegetables could include turmeric, garlic, chilli peppers, peas, eggplant, green leafy vegetable or tomatoes. Through the evaluation survey, it was found that almost 14% of farmers (182) were part of trainings on kitchen gardening- and 81% of those who received it, were adopting it at home. The survey also found that average monthly expenditure after having adopted this activity went down from Rs. 1128 to Rs 709. According to farmers spoken to in Kuccheja, Bulandshahr, kitchen gardens has really increased interest in producing small amounts of food for self-consumption for the family, and the extra is often sold.

"We don't have to go to the market for vegetables- We are growing them here at home. We eat that only" Farmer FGD, Bulandshahr

Case study created through conversations stakeholders in Bulandshahr and with the NGO partner.

Cluster 4: Barabanki

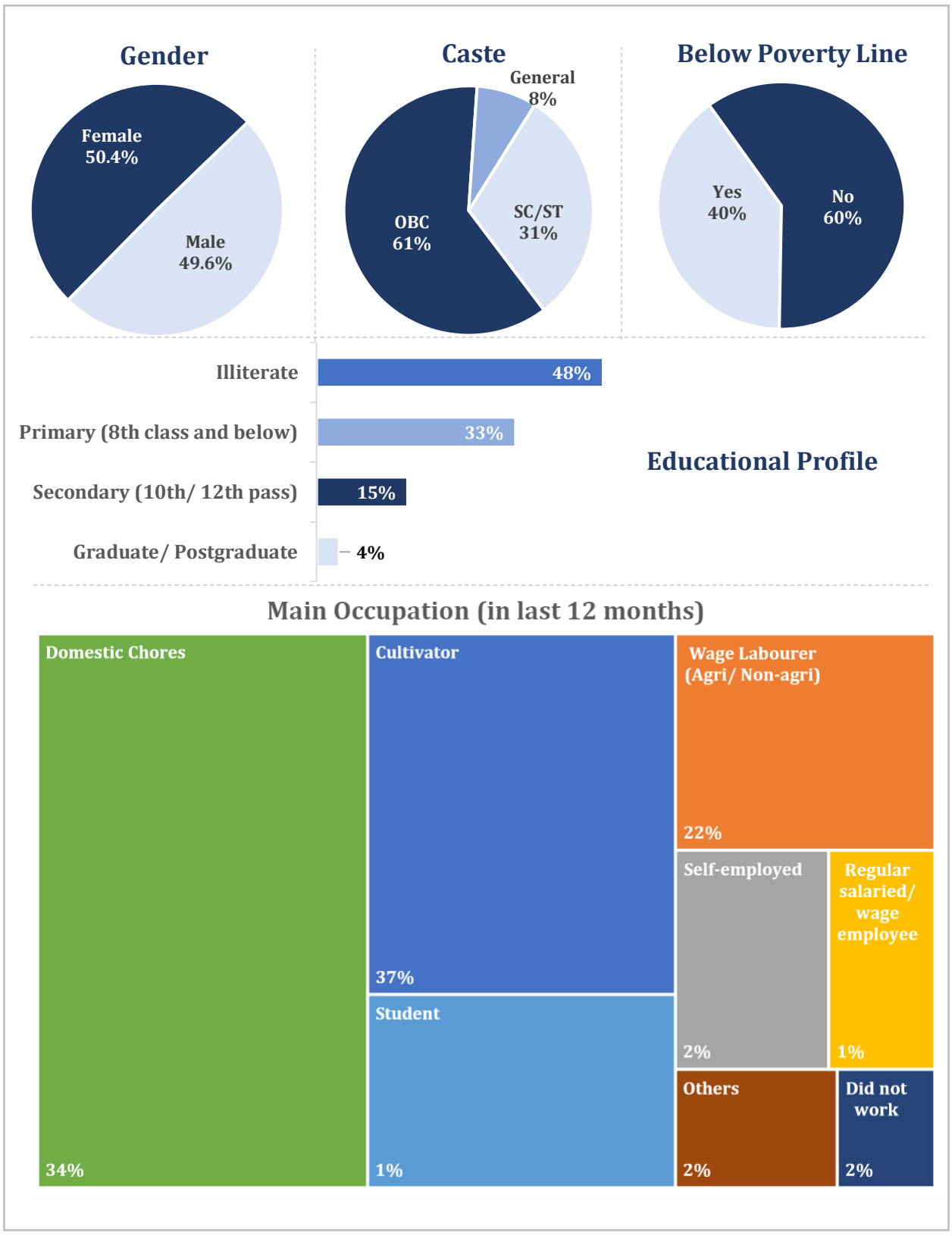
NGO Aga Khan Foundation implemented HRDP in the Barabanki cluster. The figure below highlights the intervention coverage and the sample selection for the Evaluation[63].



[63] As per the information shared by the NGO partner, total beneficiaries in this cluster were more than 4,500 and included farmers, women, youth, and students. However, in the above infographic, we have excluded student beneficiaries from the total beneficiaries as students were not part of our evaluation.

Socio-demographic Profile

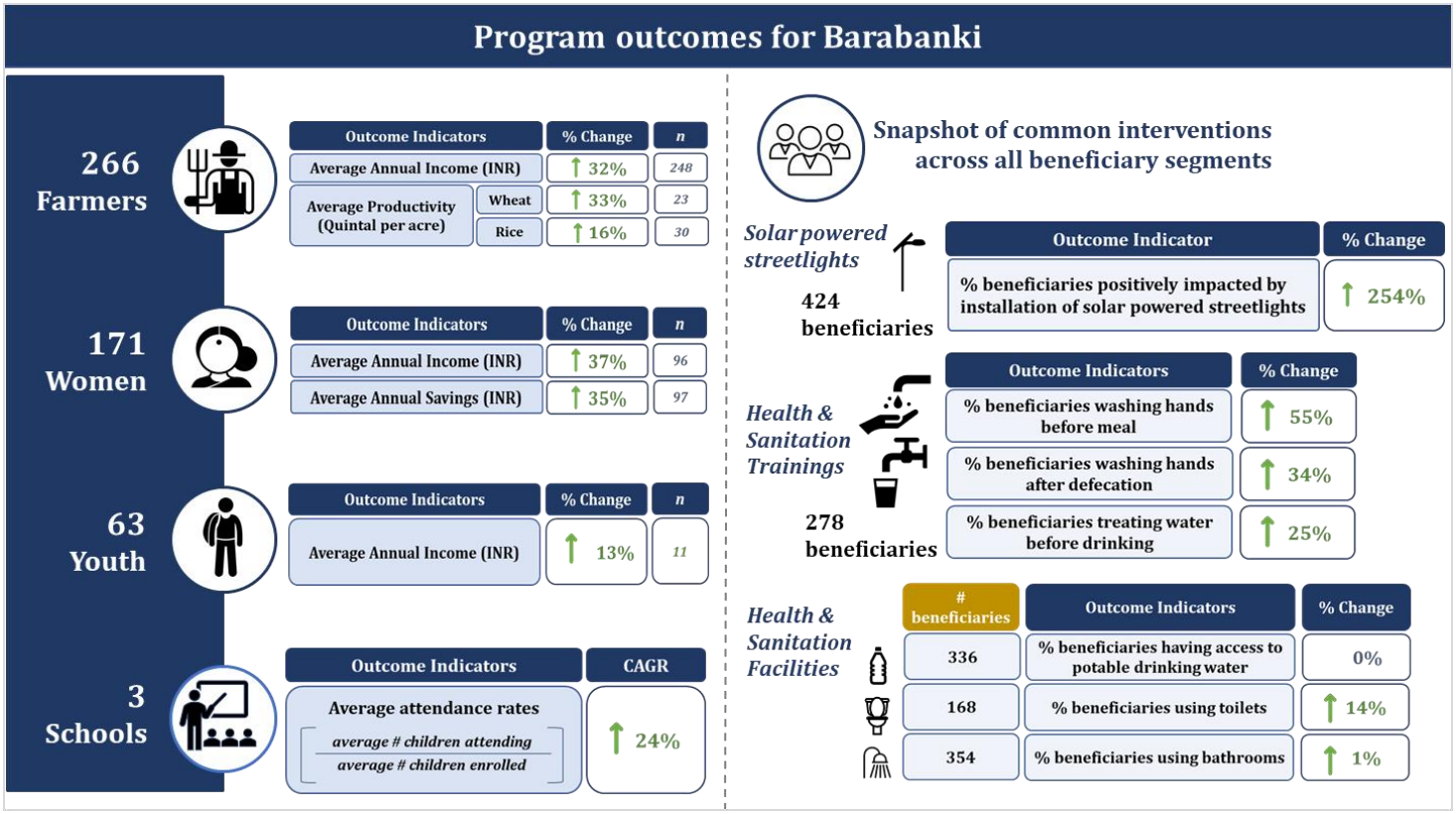
The following charts highlight the demographic characteristics of the sampled beneficiaries in the cluster.



Key Cluster Findings

Key Program Outcomes

The figure below provides an overview of the key outcomes of the intervention in the cluster across beneficiary segments.[64] [65]



[64] The % change across all indicators/ beneficiary segments is calculated by comparing the % change of indicators before the program was implemented to the last 12 months (i.e. April 2019 to March 2020); except for the school attendance indicator – this was the 3-year CAGR from 2016 to 2019.

- 3 out of 5 schools surveyed provided data on the attendance and enrolment.
- The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

[65] *n* represents the denominator for a particular indicator. *n* might not be equal to the total sampled beneficiaries in that cluster as some samples were dropped during data cleaning (outliers were dropped or data was not reported for pre and post intervention) and all sampled respondents didn't answer questions related to sub-interventions as a qualifier was added at the beginning of each sub-intervention section of the beneficiary survey tool.

Key Activities/ Interventions in the Cluster

The following tables summarize the domain-wise activities/ interventions undertaken with each beneficiary segment for this cluster.

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Farmers	**266**	**Natural Resource Management**	Trainings	Irrigation	
				Organic farming	
				Vermi compost	
		Skill development and livelihood	Trainings and support	Kitchen gardening	
				Dairy farming	
				SRI cultivation	
				Mushroom cultivation	
				Flower cultivation	
				Trellis method for vegetable	
			Others	Community seed bank	
				Grain storage	
				Cleaning and grading of farm produce	
				Cart	
				Start-up grant	
SHG members	**171**	**Skill development and livelihood**	Trainings and support	Goat management	
				Pashu Sakhi	
				Honey-bee keeping	
				Stitching and sewing	
				Beautician/ soft toy/ candles	
				Tent business	
				Mushroom cultivation	
				Self-defense	
			Others	Masala and wheat grinding	
				Start-up grant	
				Seed bank-women	

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Youth	**63**	**Skill development and livelihood**	Trainings and support	Computer application	
				Electrical and motor winding	
				Mobile repairing	
				Food processing	
				Training on carpentry and soft skills	
				Training on tailoring and cutting	
				Training on beautician	
				Training on plumbing	
				Training on financial literacy	
				Training on entrepreneurship skills	
Schools	**5 schools**	**Education**	Infrastructure development	Smart class with LED screen and projector	
				E-learning module	
				Library	
				Laboratory	
				Computer lab	
				Lights in library and classroom	
				Furniture in classroom	
				Providing sports materials	
				Construction of mid-day meal shade	
				Construction of rainwater harvesting	
				Wall painting	
				White was school building	
				Construction/ repair of school boundary wall	
				Drinking water	
				Water purifier	
				Drinking water station	
				Construction/repairing of toilet	
			Trainings and support	Joyful learning	
			Others	Establishment of SMCs	
				Additional teachers	
				Student kits	
				Scholarships	

Legend

0% | 1% - 20% | 21% - 40% | 41% - 60% | 61% - 80% | 81% - 100%

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
All beneficiaries	500	**Natural Resource Management**	Infrastructure Development	Solar powered streetlights	
		Health and Sanitation	Infrastructure development	Drinking water facilities	
				Toilets	
				Bathrooms	
			Trainings and support	Health and sanitation awareness	
			Others	Health checkup camp	
		Skill development and livelihood	Trainings and support	Poultry farming	

Legend

Program Details

While a highlight of program outcomes and activities have been covered above, this section will provide details of the various sub-activities and interventions undertaken in the cluster that drive the programmatic outcomes. The details covered are arranged by beneficiary segments.

Section 1: Farmer Beneficiaries

In this cluster, 266 farmer beneficiaries were covered under the evaluation. Around 59% farmer beneficiaries had their own land while 32% farmers reported working on their own land as well as also doing contract farming. Nine farmers worked in other's land as laborers. **The average land holding of the farmer beneficiaries was 1.8 acre.**

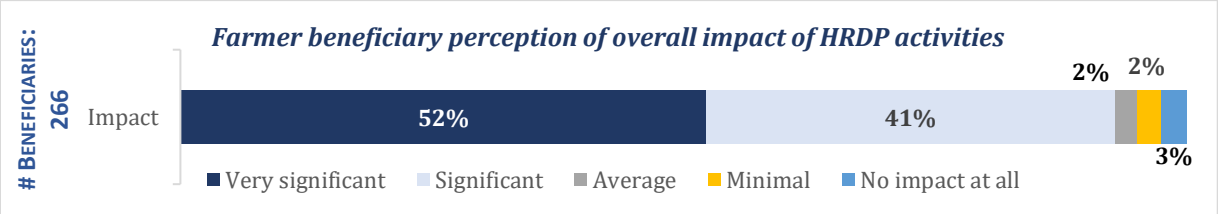
The benefits to farmers in this cluster included provision of seeds and information on crops to grow. Farmers were also informed about the factors to be considered before growing crops- timing to put compost, type and frequency of chemical fertilizer use, water requirements, and enhancing soil fertility. The chart below highlights the outcome indicators for farmers.

Outcome Indicators		Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)		37,823	49,971	↑ 32%	248
Average Productivity (Quintal per acre)	Wheat	13.7	18.3	↑ 33%	23
	Rice	19.4	22.6	↑ 16%	30

Farmer Outcomes[66]

Overall perception of the interventions with farmers

The program was well received by the beneficiaries, with a majority (93%) agreeing that the impact of the activities under HRDP were significant. The beneficiaries highlighted that there were regular discussions with the NGO/ HDFC Bank. This allowed better alignment of activities to the needs of the farmers. Also, adoption of organic farming improved the yield, demand of produce and the selling price. Additionally, irrigation support was provided by the NGO which further lowered the input costs and provided better earnings over time.



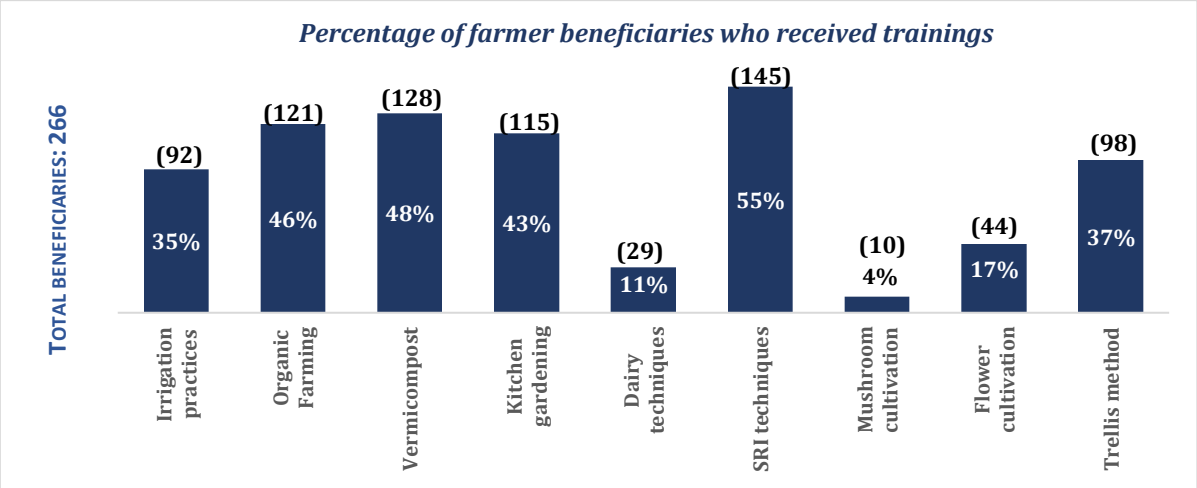
The following sections highlight the intervention details to provide an understanding of the perception and adoption of the activities among the farmer beneficiaries.

[66] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

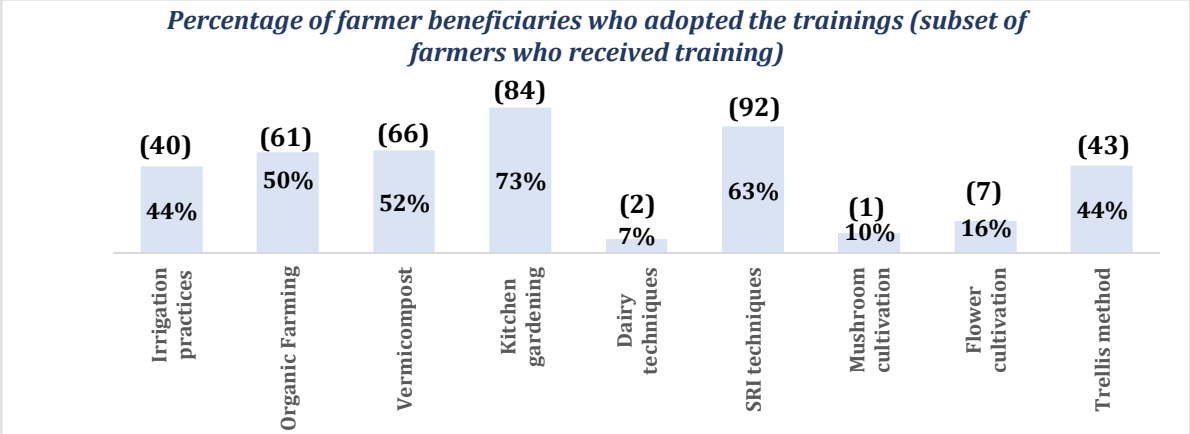
1.1 Trainings for Farmers

It was established from the discussions with farmers, that the interventions under HRDP were decided in consultation with farmers. The trainings were two-hour sessions on subjects like organic farming, compost making, kitchen gardening, etc. **No trainings were provided to 17% farmer beneficiaries.** Through discussions with farmers, it emerged that training and activity timings would often clash with the work hours of the farmers, making it difficult sometimes to participate. Additionally, they also mention the *method* through which trainings are conducted should include more visuals or videos to make understanding easier.

The following chart highlights the various trainings/ activities conducted with farmers under HRDP. **Within this cluster, trainings on SRI techniques were conducted with the largest subset of beneficiaries (55%).** Other key areas were vermicompost (48%), organic farming (46%) and kitchen gardening (43%). Regardless, within **this cluster, some trainings were limited in their coverage, such as mushroom cultivation (4%).**

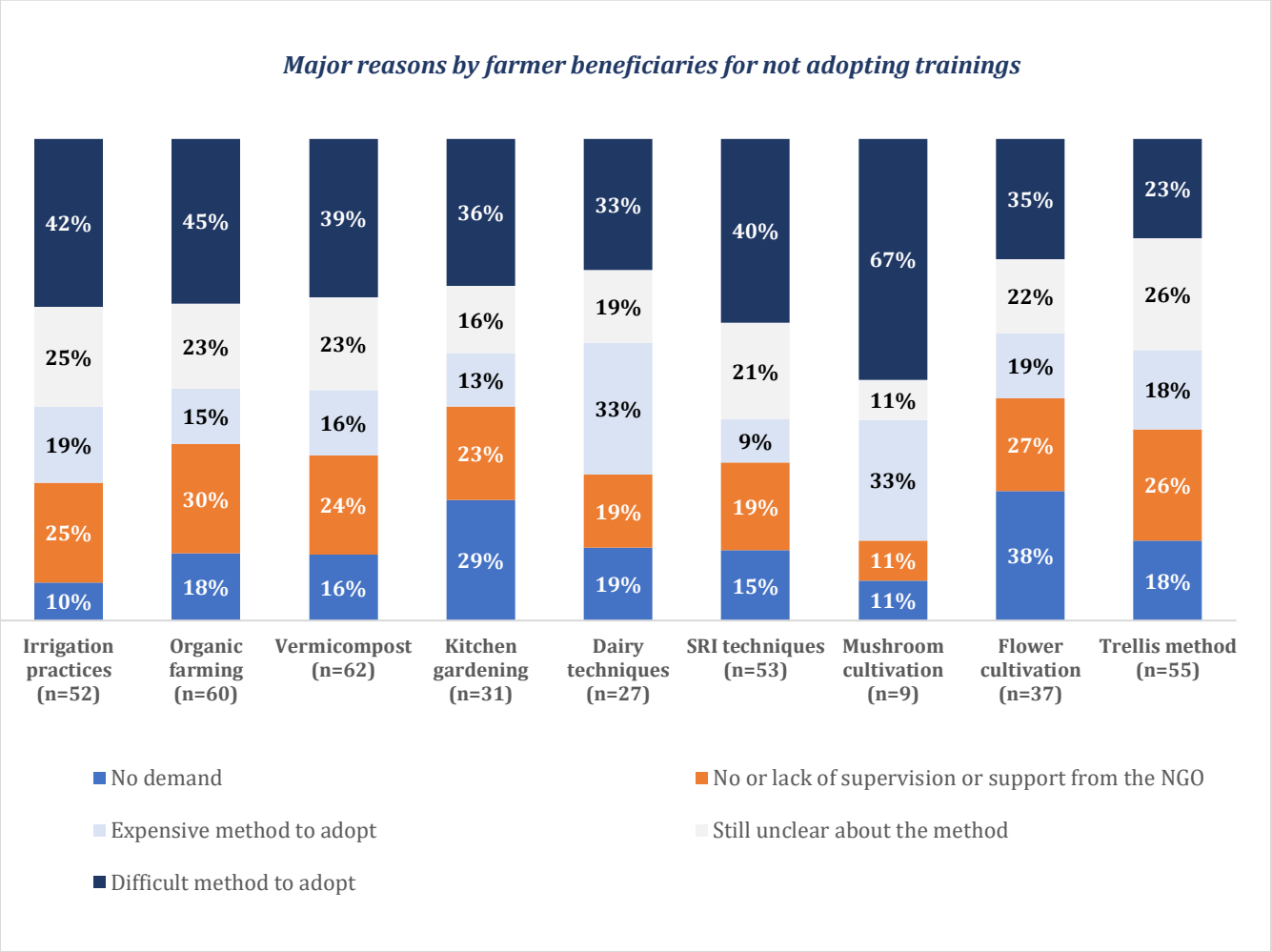


The following chart highlights the percentage of farmers who adopted the trainings (as a subset of farmers that received the trainings).



While trainings on SRI techniques were imparted to the largest subset of farmers, **trainings on kitchen gardening experienced highest adoption rates (73%); signifying the need/ importance of these trainings in context to this cluster.**

The major reasons for a subset of farmers 'not adopting' the trainings were that the trainings (**1) were difficult to adopt, (2) were expensive, (3) not clear (4) had no demand and/ or (5) lacked NGO supervision.** The chart below highlights this.



1.1.1 Perceived scale of benefit to farmers that adopted trainings

The chart below highlights how beneficial the farmer beneficiaries, who adopted the trainings, perceived them to be. Majority of the respondents who adopted the methods trained on felt that the trainings (in all areas) were beneficial. To complement this, the farmers claimed that the information and trainings they have received have been relevant as their knowledge of seeds and crop mix have increased. The farmers group also noted that usage of pesticides has decreased with the adoption of organic farming; saves on cost.

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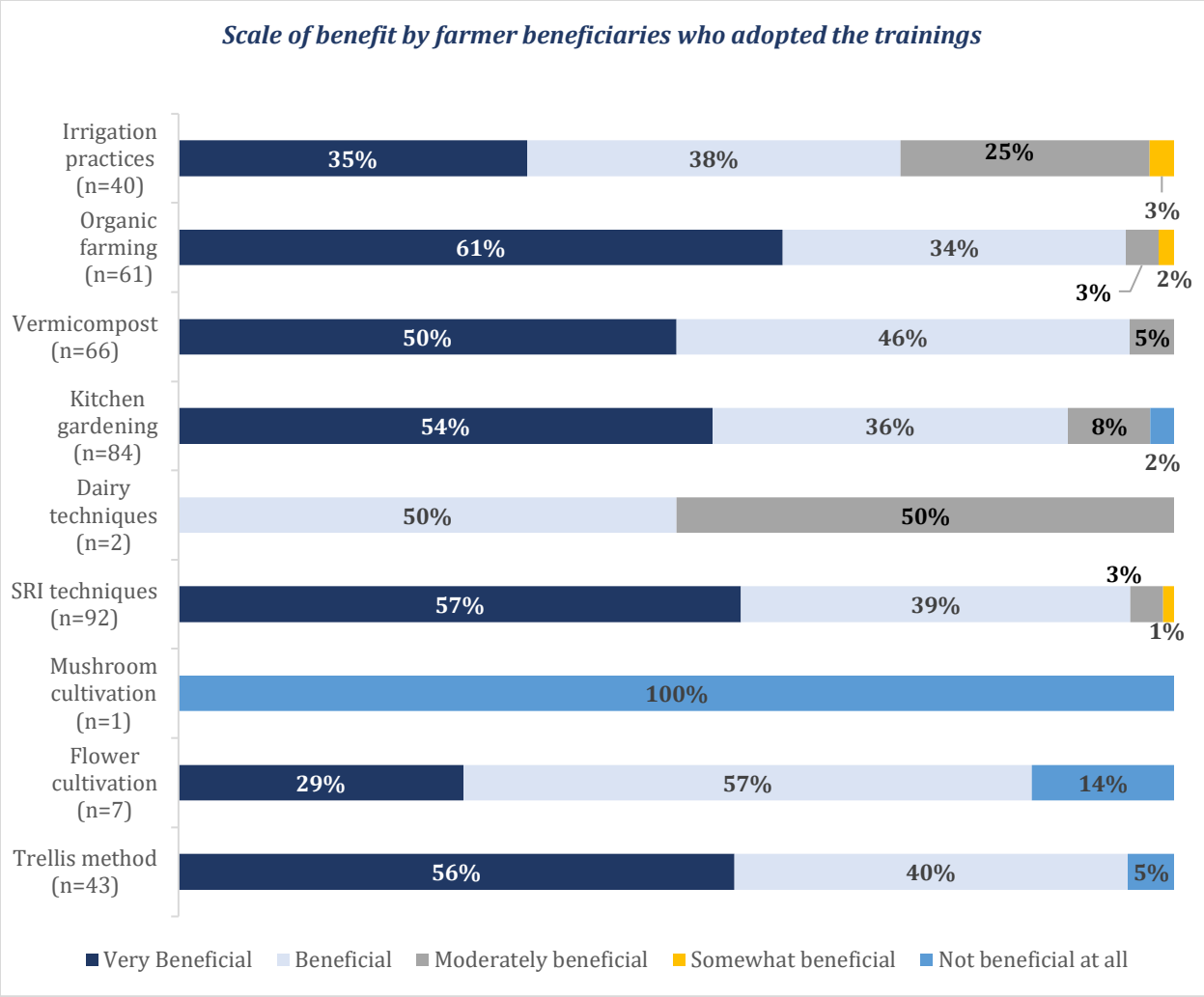


To summarize, **the trainings helped educate the farmer beneficiaries on various new technologies as well as techniques.** According to farmers in Mehdipur, Barabanki "*we are experimenting more with our crops, and through these new techniques learnt, our spending has come down and earnings have increased*".

1.1.2 Summary of parameters improved due to the trainings

The benefits of the trainings have been quantified below. It provides an indication of change (wherever applicable) on key areas from before HRDP was implemented to after implementation (specifically the last 12 months, i.e., April 2019 to March 2020).

(Continued on the next page)

Activity[67]	Parameter[68]	Before	After	Change	Change (%)
Organic farming	Average productivity of Wheat (quintal per acres) *(n=38)*	**22.4**	**25**	**2.5**	**11%**
	Average productivity of Rice (quintal per acres) *(n=39)*	**24.1**	**30.9**	**6.7**	**28%**
Vermicompost	Average annual cost of fertilizer per acre (INR) *(n=64)*	**13,995**	**9,495**	**-4,500**	**-32%**
Kitchen gardening	Average monthly amount spent on vegetables for self-consumption (INR) *(n=78)*	**1,331**	**660**	**-671**	**-50%**
	Average monthly income earned from selling vegetables (INR) *(n=8)*		**11,844**		
Dairy techniques	Average monthly income earned from selling dairy produce (in INR) *(n=1)*		**35,000**		
SRI techniques	Average rice productivity (quintal per acre) *(n=90)*	**18.9**	**24.3**	**5.4**	**29%**
	Average income earned from selling rice (INR per acre) *(n=77)*	**22,001**	**28,712**	**6,711**	**31%**
Flower cultivation	Average income earned from selling flowers (INR) *(n=1)*		**10,000**		
Trellis method	Average income earned from selling vegetables (INR) *(n=31)*		**17,423**		
	Average vegetable productivity using Trellis method (quintal per acre) *(n=39)*		**33.5**		

Nearly all the farmers who adopted kitchen gardening used the produce for self-consumption and reduced their expenditure by 50%. Farmers who used either organic farming or SRI technique saw nearly equal change in the productivity of the rice. Additionally, a 32% decline was observed in the average annual cost to farmers on fertilizers. One farmer beneficiary each earned INR 10,000 and INR 35,000 from selling flowers and dairy produce, respectively.

1.2 Facilities provided to farmer beneficiaries under HRDP

As a part of the program, farmers were having access to a seed bank, a grain storage facility, and a facility for cleaning and grading of farm produce. However, these **were not widely used by the beneficiaries**. **However, of the small group that did avail them, the facilities were perceived to be very beneficial.**

Community Seed Bank

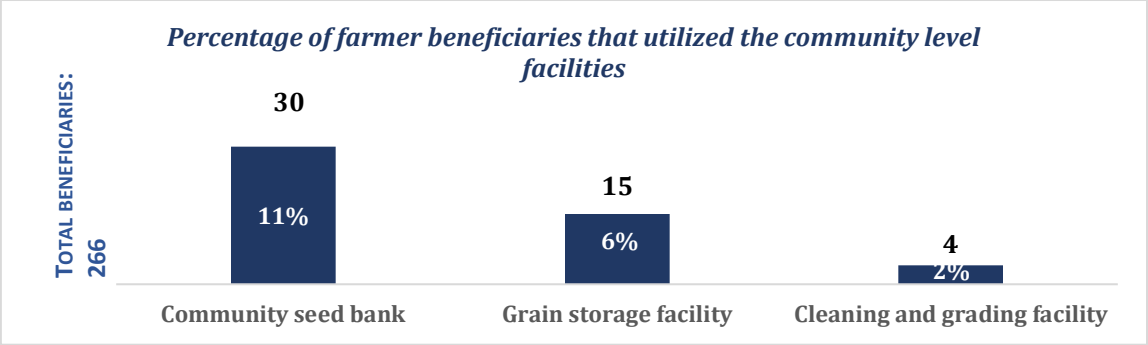
Community seed bank established in the cluster as part of HRDP. **It was utilized by 11% of the farmer beneficiaries**. Of those who perceived benefits from the seed bank, majority felt it was a good source for quality seeds and a few felt that it provided easy access in times of need.

[67] Training on kitchen gardening, dairy technique, flower cultivation, mushroom cultivation, and trellis method were conducted were given to farmers under HRDP and it was assumed that no sampled farmers were doing these activities before the start of HRDP. Hence, no information was collected for these activities *before the start of the HRDP* (except for the amount spent on vegetables).

[68] *n* might not be equal to the total sampled beneficiaries as all beneficiaries were not trained on all the activities and all those who were trained did not adopt the method they were trained on. Further, some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

Grain storage facility
Grain storage facility was utilized by only 6% of the beneficiaries. Those who did found it beneficial because cost of storage reduced to half of what it was before HRDP.

Cleaning and grading facility
Only 4 sampled beneficiaries availed benefits of the cleaning and grading facility. They all found it very beneficial as grading of produce fetched them more income.



Start-up Grant
A start-up grant was provided to only 3 farmers. However, those who received the grant perceived it as very beneficial. The farmers augmented the amount with self-owned funds to start micro-enterprises for better earnings. Farmers received INR 10,000 under the grant. The beneficiaries contributed INR 6,000 as a matching fund to the grant.

Cart
Cart was provided to only 2 beneficiaries. Both considered cart to be very beneficial. The cart enabled mobility (transportation of produce to the nearby market or colonies) and increased the visibility of the produce.

Section 2: SHG beneficiaries

SHG women were one of the main beneficiaries of HRDP. **In this cluster, 171 women SHG members were covered as part of the evaluation**. According to the group discussion, the NGO conducted trainings every month to create awareness on health issues. Also, Inputs on animal husbandry, mushroom and banana farming were received as part of livelihood training. **Using the skills developed from trainings, SHG women (n=96) were able to increase their average annual income by 37% and average annual savings by 35%.**

171 Women

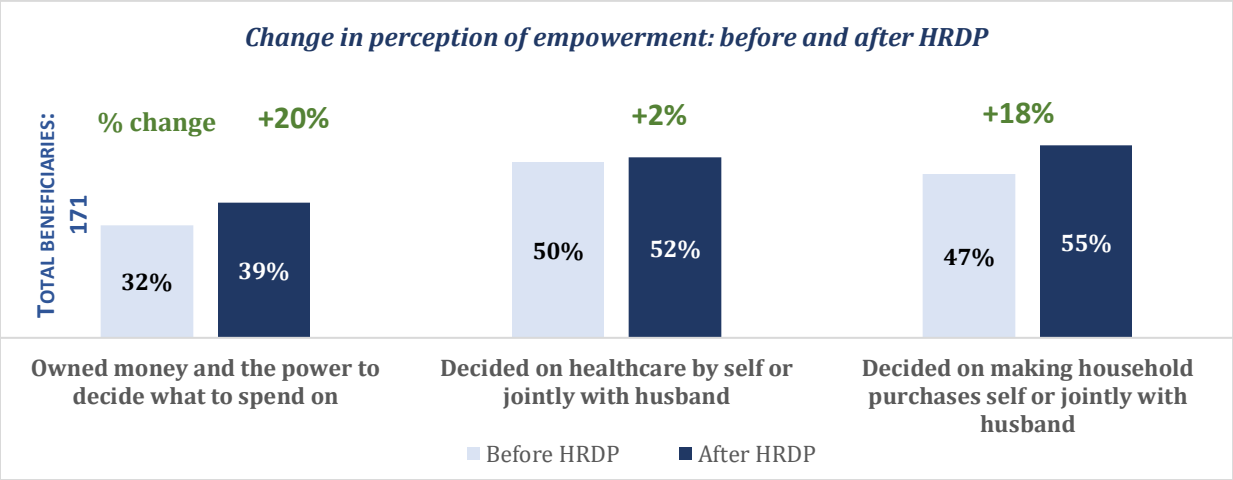
Outcome Indicators	Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)	11,878	16,278	↑ 37%	96
Average Annual Savings (INR)	4,805	6,484	↑ 35%	97

***Women Outcomes*[69]**

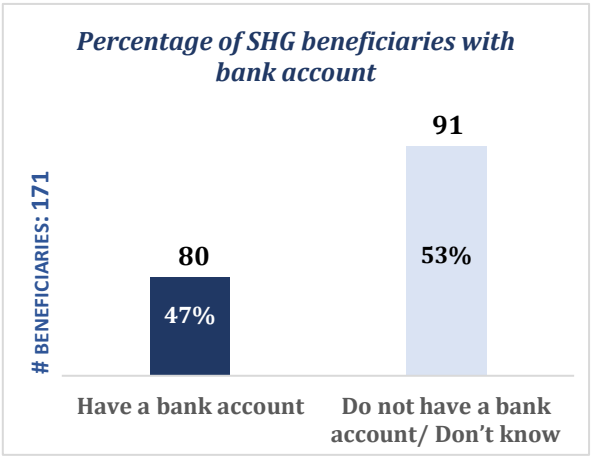
[69] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre- and post-intervention).

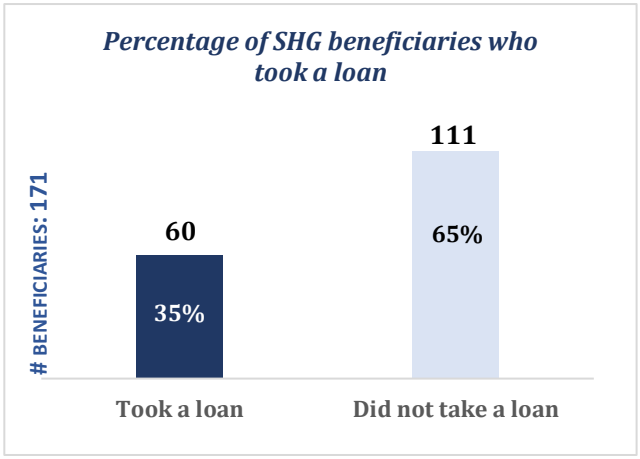
Overall perception of the interventions on SHG Women

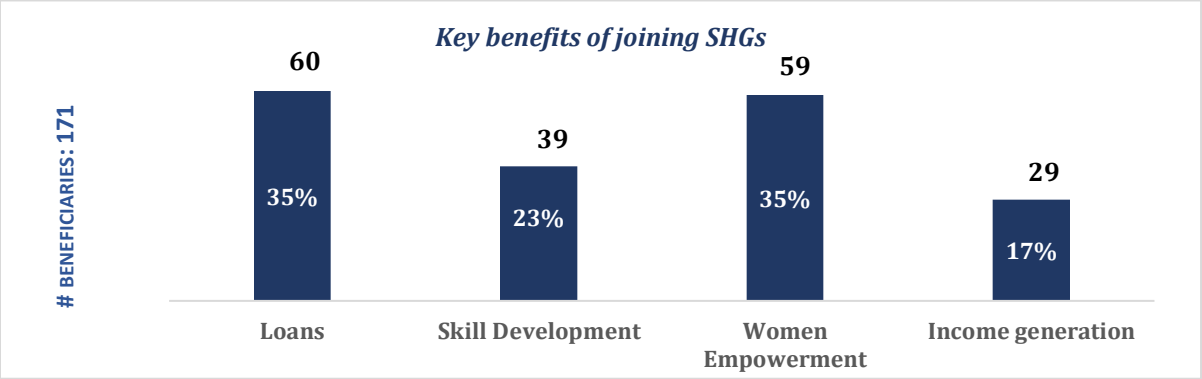
Women empowerment was one of the primary objectives of organizing women in self-help groups. **SHG women group noted that the improvement was not only in terms of financial capacities of women in the community but was also in self-esteem and independence.** The women group also consider it easier to move out of their homes and are more assertive in taking household decisions. Through the figure provided below, the change in parameters (due to HRDP) that portray women empowerment, such as financial independence and enhanced decision-making, have been presented. Through discussion, it emerged that SHG beneficiaries are proactively reaching out to the VRPs to discuss issues and solutions related to their community. **The most significant change was witnessed in terms of financial strength, with the practice of owning money and the ability to make purchasing decisions increasing among the women beneficiaries during the program.**



The following charts highlight the key benefits of being a part of an SHG group as mentioned by the respondents. **The program was perceived beneficial in terms of empowerment and income generation - the key objectives of the interventions.** From the discussion, it emerged that the SHG members have been given training on opening bank accounts, how to save, and on loans.





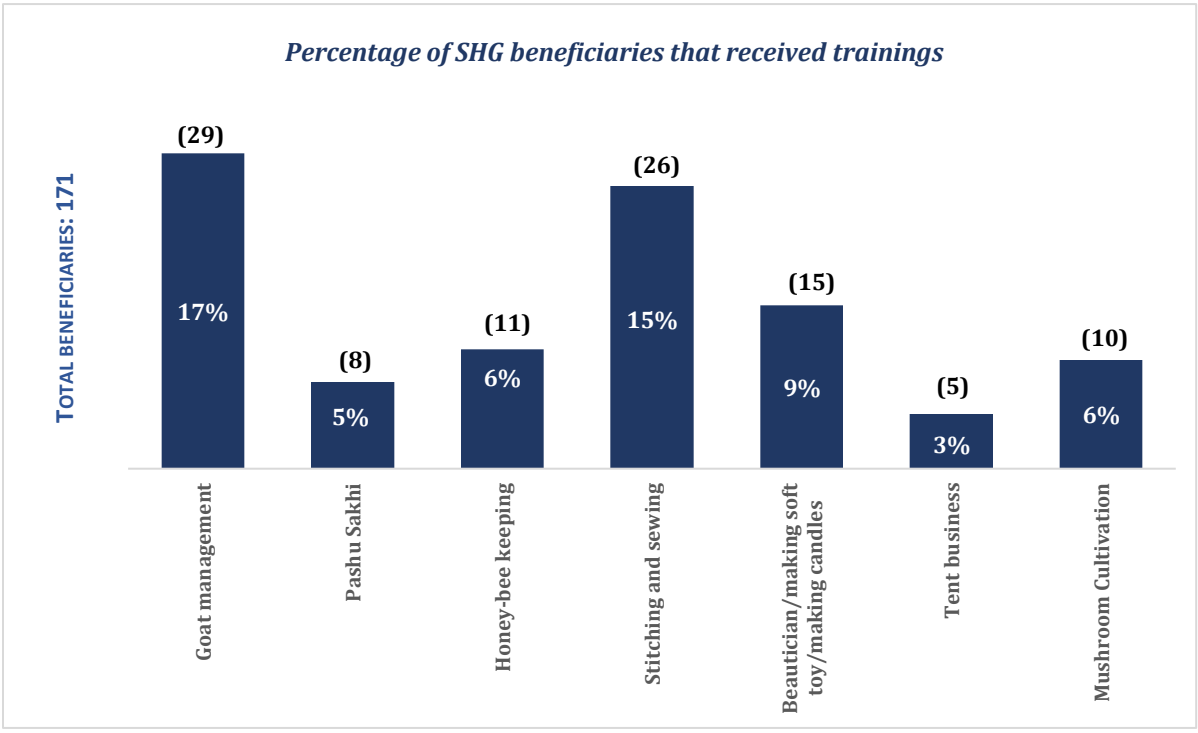


"We save money in a bank account so that when it is needed it can be used or either take a loan to start our work accordingly."
- SHG FGD, Barabanki

2.1 Trainings for Women

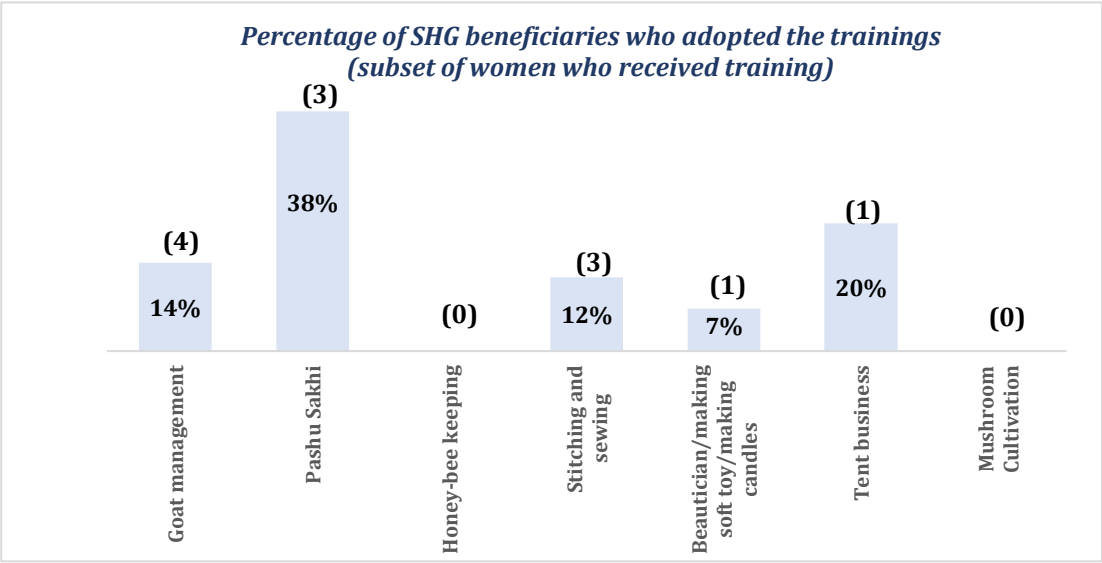
Majority (62%) of the respondent SHG women did not receive any trainings clearly highlighting the need for better coverage and improved engagement.

The following chart highlights the various trainings/ activities conducted with women under HRDP. Overall, the trainings were spread to a minor subset of SHG beneficiaries. However, within this cluster, trainings on **goat management and stitching were imparted to the largest subset of women (17% and 15% respectively).**



While the trainings imparted have varied by scale of coverage among the 171 beneficiaries, the adoption rates offer better insights on how well received the trainings were.

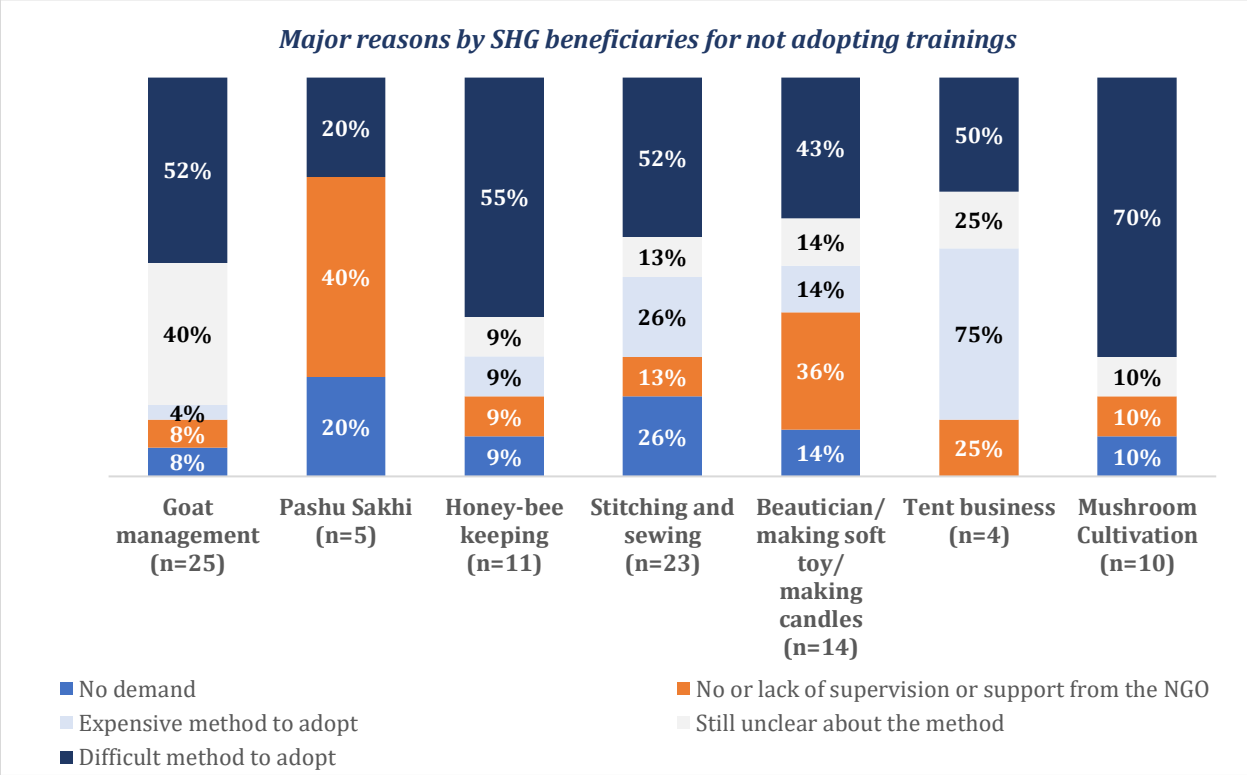
The following chart highlights the percentage of women who adopted the trainings (as a subset of women that received the trainings):



While goat management and stitching were the areas of training with the most coverage, the adoption rates were highest in *Pashu Sakhi*. The beneficiaries recognized the benefits and were able to utilize learnings appropriately for income generation. **The lower adoption rates among other areas highlight the mismatch of needs.**

(Continued on the next page)

With regards to the key reasons for a subset of women 'not adopting' the trainings, majority agreed it was a difficult method to adopt. Goat management, the largest area, was not adopted majorly due to lack of clarity provided on the method. *Pashu Sakhi*, on the other hand, did not receive the support needed from the NGO. The chart below highlights this.



2.1.1 Perceived scale of benefit of women that adopted trainings

The chart below highlights how beneficial the women beneficiaries, who adopted the trainings, perceived them to be. According to the respondents, **majority of the 'adopters' found the support very beneficial.**

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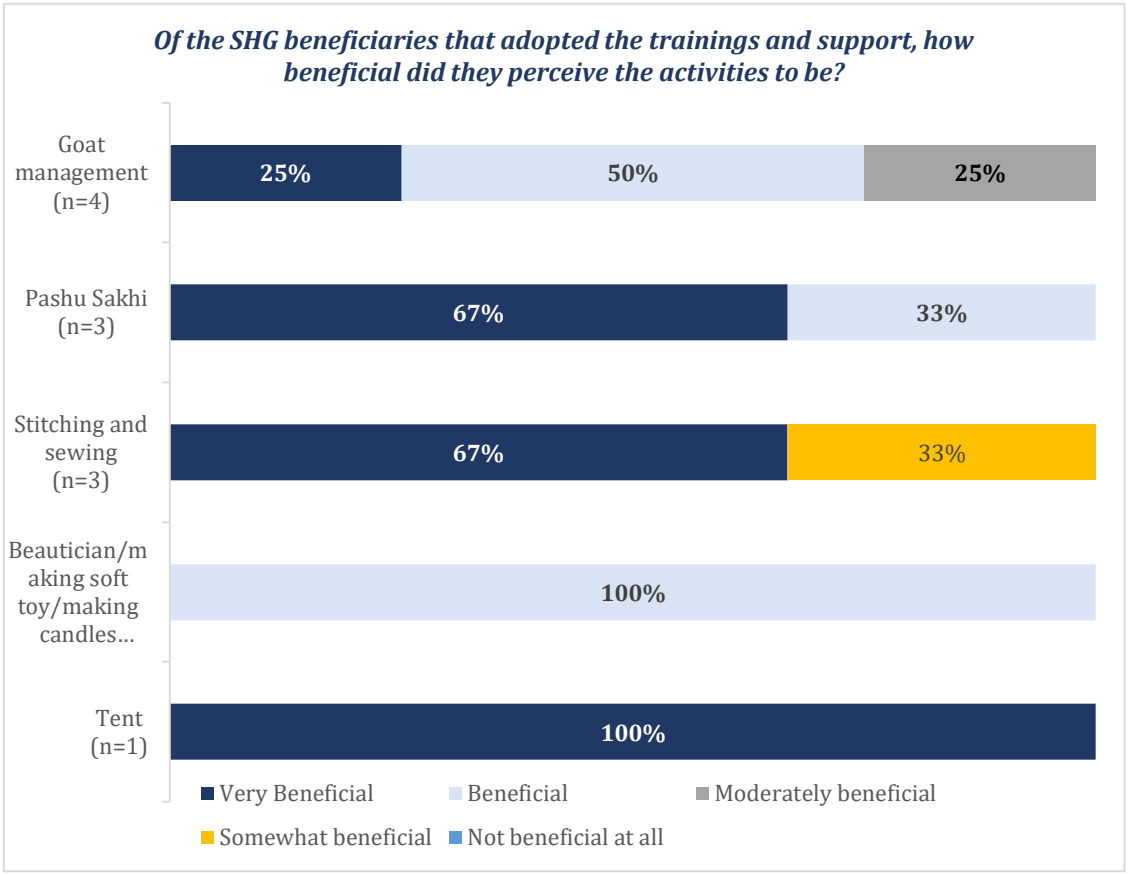


2.1.2 Summary of parameters related to the trainings

The table below summarizes the quantification of key outcomes due to the trainings. It provides the annual incomes (where applicable) as a result of adoption post trainings as well as any resources received under the program.[70]

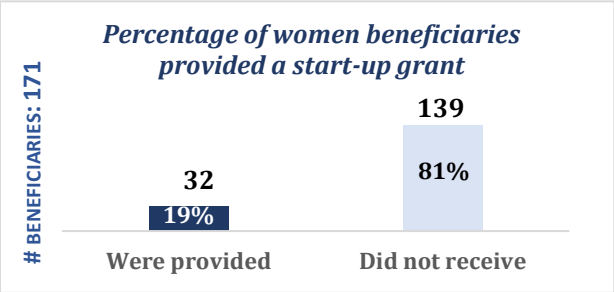
Activity	Parameter	Values in last 12 months
Goat management	Average income (INR) *(n=2)*	**8,500**
Pashu Sakhi	Average annual income (INR) *(n=3)*	**23,867**
	Average number of animals treated *(n=2)*	**27**
Stitching and Sewing	Average annual income (INR) *(n=3)*	**7,000**
Beautician/making soft toy/making candles	Average annual income (INR) *(n=1)*	**3,000**
Community Seed Bank Initiative	Average annual income (INR) *(n=5)*	**14,800**

[70] All figures are an average of the last 12 months, i.e. April 2019 to March 2020.

2.2 Facilities provided to SHG beneficiaries under HRDP

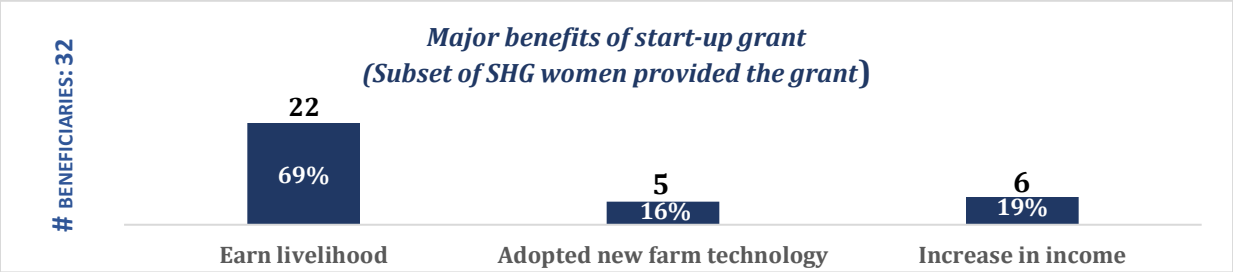
Under the program, SHG members of the cluster were given start-up grants to facilitate livelihoods through small-scale activities. They were also provided responsibility for managing the community seed bank as well as given trainings on self-defense.

Start-up grant



A start-up grant was provided to only 19% of the 171 SHG beneficiaries.

However, those that did receive it stated that it was beneficial to them. The average grant amount disbursed was INR 13,413.

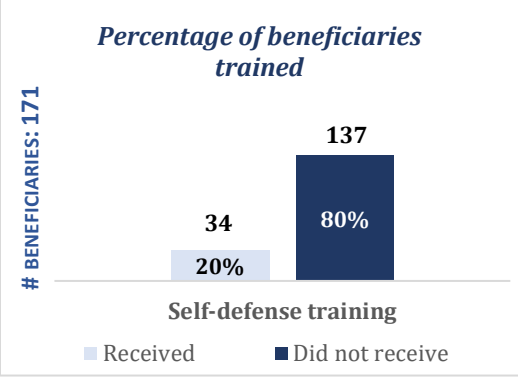


Seed Bank

Only 11 of the women beneficiaries were employed at the community seed bank.

However, those that did, found it to be beneficial. It provided them employment and the ability to earn some income. On an average they earned INR 14,800.

Self-defense training



Self-defense was another area that was focused on under HRDP. As per the responses provided, **only 20% of the beneficiaries received trainings on self-defense[71].**

Of those who attended, the trainings were perceived to be beneficial. **This high perceived benefit signifies the need for a more robust coverage of women beneficiaries.**

(Continued on the next page)

[71] Training were *provided* at the SHG level, however, not all SHG women beneficiaries *attended the training*.

Section 3: Youth beneficiaries

In this cluster, 63 youth were covered under the evaluation. Youths in the cluster received trainings on food processing and tailoring with the **objective of skill development and the overall increase in income.**

63 Youth

Outcome Indicators	Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)	1,955	2,218	↑ 13%	*11*

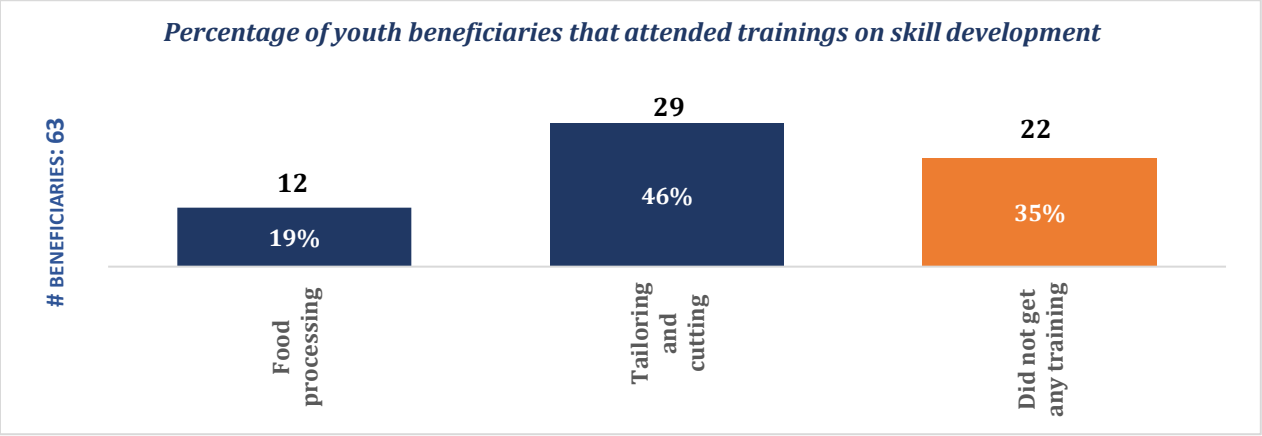
Youth Outcomes[72]

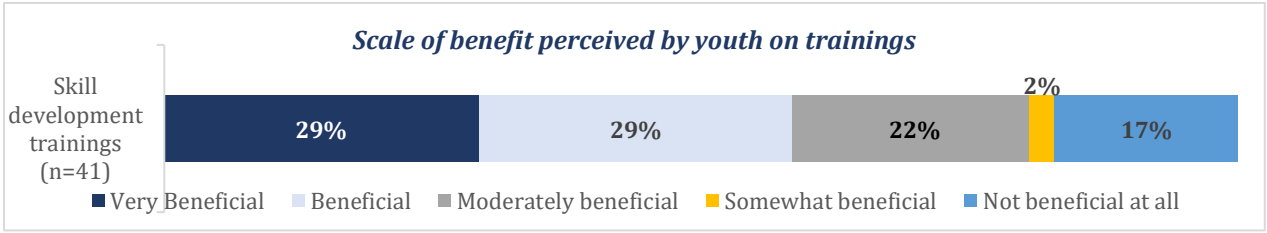
3.1 Trainings for youth

The following chart highlights the various trainings/ activities conducted with youth under HRDP.

Within this cluster, the trainings were limited in terms of the areas and beneficiaries covered. Tailoring emerged as the area having the largest subsection of beneficiaries trained (46%). **However, 35% of the beneficiaries reported not having been trained on any of the areas; highlighting a clear gap in this particular intervention.** A point of worthy of noting is that these youth still figured out as beneficiaries in the list provided for the evaluation by the NGO partner. It is imperative that HDFC should monitor the intervention. It also emerged from the discussion with SHG members that young women should be provided with more skill development trainings.

Of those that received trainings, all beneficiaries perceived them to be beneficial. This highlights a clear gap in the understanding of needs or in the intervention design.





[72] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

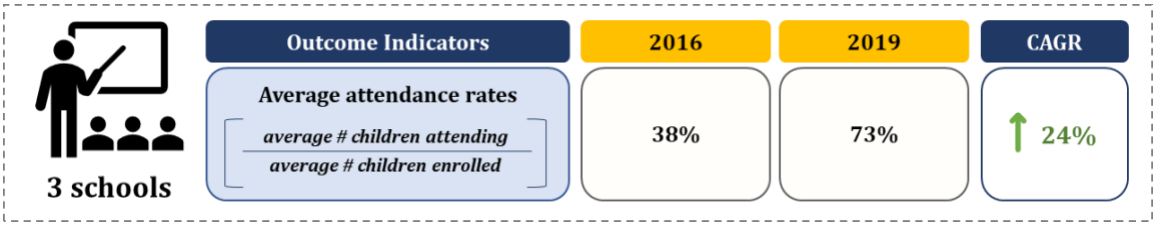
3.2 Placements

Of the 41 beneficiaries (out of 63) that attended trainings, only 3 (7%) were provided any placement opportunity by their training centers. None of them attended the placements as the salary offered was too low or the family was unwilling to allow to work.

Training Centers: Of the 41 beneficiaries trained, majority (98%) visited the local HDFC training center. Only 1 youth beneficiary was trained at a non-HDFC centers/ private centers.

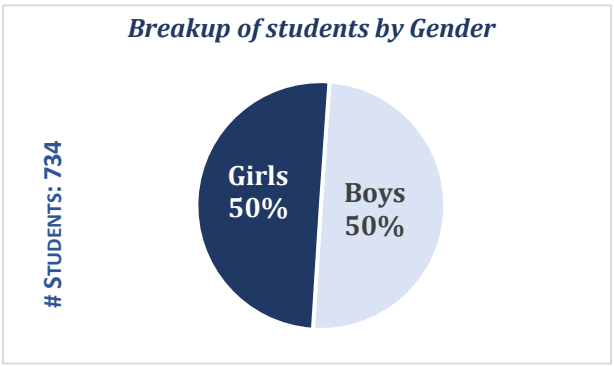
Section 4: School Observation

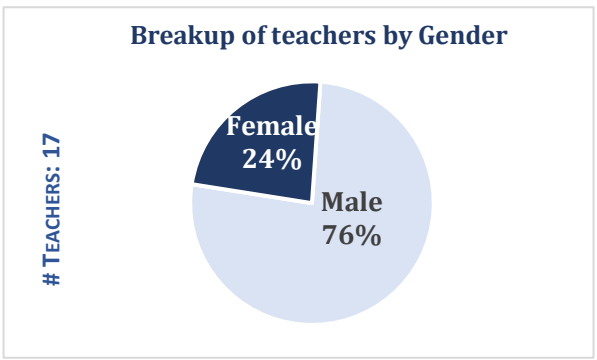
In this cluster, 5 schools were covered for evaluation. As part of the program, infrastructural support was provided, and trainings were conducted with the overall objective of creating a conducive learning ecosystem with **the outcome of increasing the attendance rates.**



School outcomes[73]

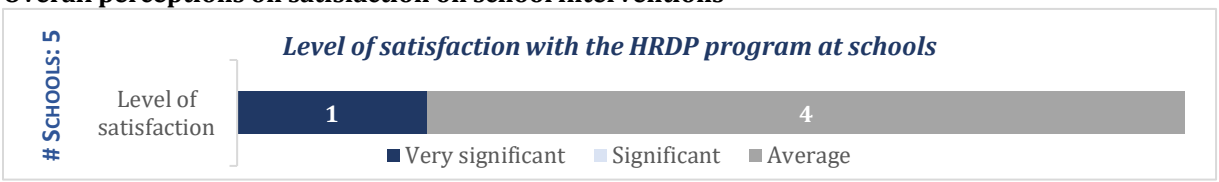
The following charts provide an overview of students and teachers that were covered in the cluster.
Of the five schools evaluated, there was an almost equal split by boys and girls and a positive skew towards males among the teachers. **Overall student teacher ratio was 50:1 which does not conform to the 30:1 ratio laid down under Right to Education Act.**





Student Teacher Ratio	Primary 50:1	Upper Primary 42:1	Overall 50:1

Overall perceptions on satisfaction on school interventions



[73] 3 out 5 schools surveyed shared the enrolments and attendance data.

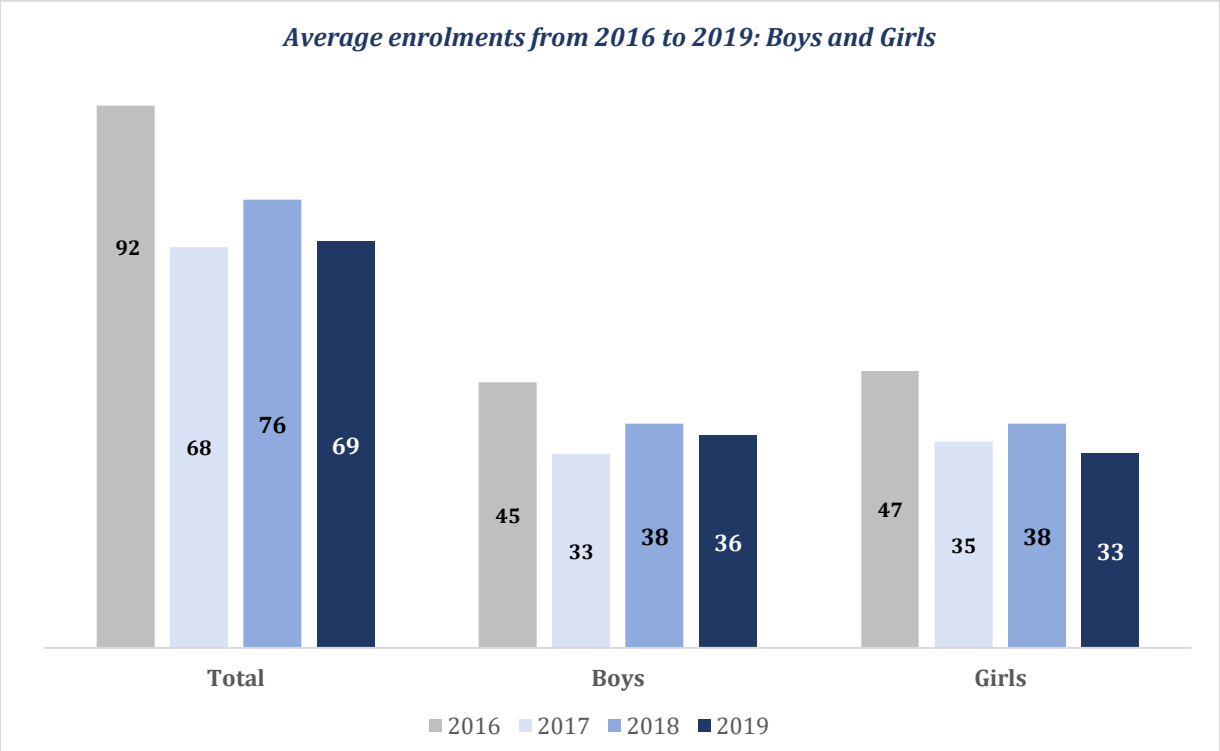
Only 1 school considered the program to be very significant in its impact, while the remaining 4 considered it average. All the five schools that were evaluated had an established School Management Committee before HRDP. The SMC group noted that the quality of parent teacher meetings improved due to the program. They also attributed increased communication between parents, teachers and students to the program. SMC meetings became effective, allowing issues to be heard and solutions formulated by active participation. Additionally, the NGO provided trainings and support for kitchen garden in schools, medicine distribution and better sanitation and personal hygiene. According to the SMC in Mehdipur, Barabanki, "*there has been an overall change in parents sending both boys and girls to school. Also, earlier people did not want to send their children to government school due to fear of insults, but this has now improved.".*

4.1 Enrolment Rates

As a key parameter to evaluate the impact of activities under HRDP at schools, enrolment rates and attendance rates were captured. Within this cluster, the data for enrolments and attendance was provided by 3 out of 5 schools[74]. (For attendance rates refer to the School outcomes figure provided at the beginning of the School Observation Section)

Number of schools that provided attendance data	**3 out of 5 schools**

The chart below demonstrates that **average enrolments of both boys and girls has declined over the duration of the program.**



However, SMCs **highlighted that activities under HRDP have improved enrolments and attendance. They also mentioned that better student engagement was built over time by introducing a balanced**

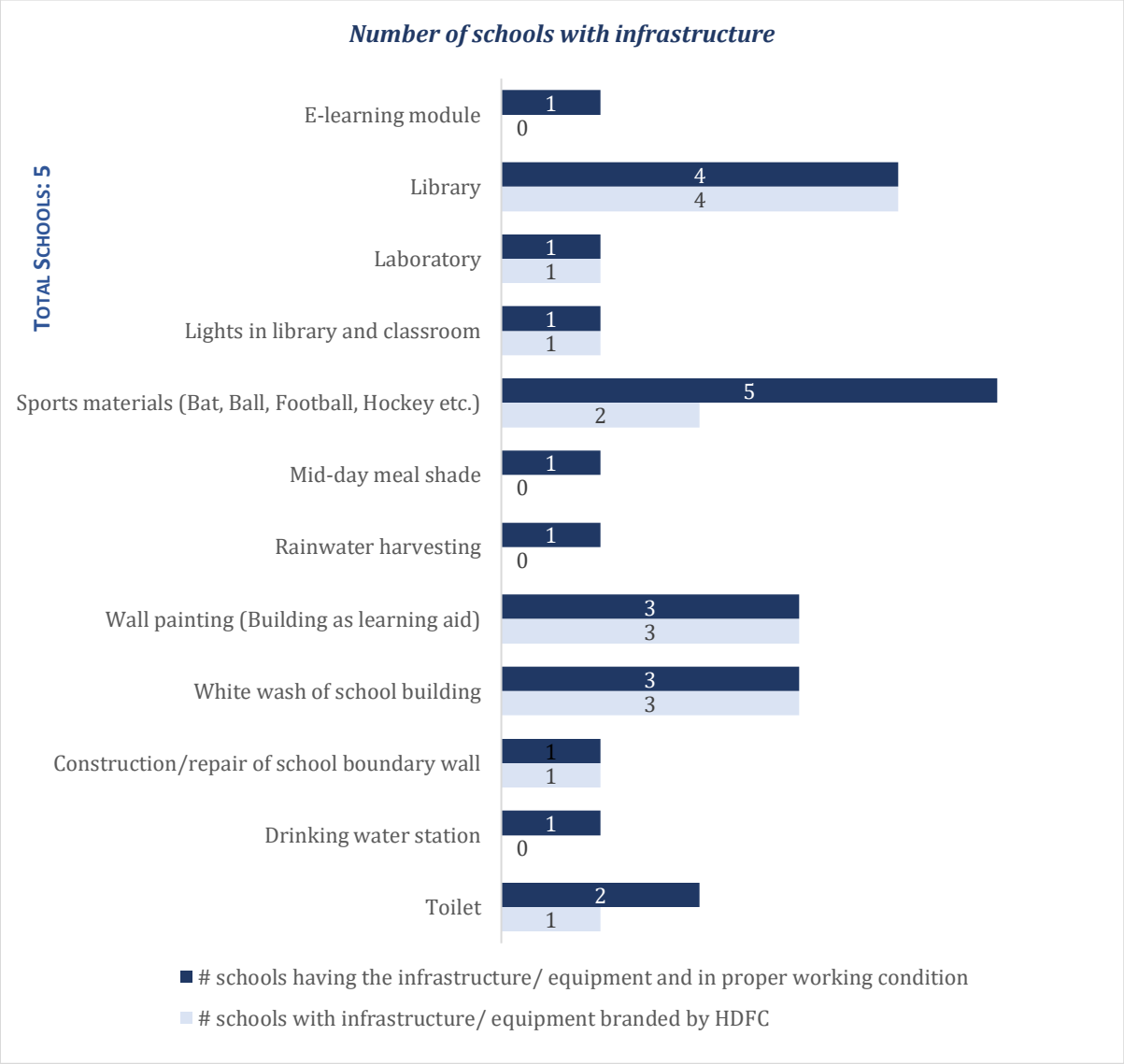
[74] In most cases, school officials have shown reluctance in verification of enrolment, attendance, and dropout data from the school registers. The information on enrolment, attendance, and dropout was verbally provided by the school officials.

combination of study and play time. Data suggests that teachers in all the five schools were trained on **joyful learning**. As a result, a translation to improved attendance was been observed. While there was a decline in total enrolments, attendance of students increased by 24% (CAGR). A decline in total enrolment could be due the limited number of teachers or high student to teacher ratio despite improvement in overall school infrastructure.

4.2 Infrastructure

The chart below highlights the infrastructure provided under the program by the number of schools it was provided to.

While sports equipment was provided in all 5 schools, others were done with only a few. In this cluster, no support was provided on providing classroom furniture, computer labs or smart classes.



To improve health and sanitation practices at the school level, drinking water stations and toilets were constructed at the schools. Drinking water facilities and toilets were constructed/ repaired in 2 of the

5 schools covered in the evaluation. **SMC members suggested that the infrastructure installed under the program needs better security as some schools have missing/ low boundary walls..**

Toilets were constructed/ repaired in 2 schools. The table provided quantifies the number of toilets constructed/ repaired.

Number of toilets constructed or repaired	
Average number of toilets per school: Girl	2
Average number of toilets per school: Boy	2
Total number of toilets	**8**
Total functional toilets during survey	**7**

All five schools had separate toilet facilities for both girls and boys. The condition of toilets was observed good in two schools. The program was successful in providing drinking water toilet facilities at the schools. The SMC members felt the program has been successful in addressing the need for better sanitation and hygiene infrastructure.

Student Kits

Students were also provided student kits under the HRDP program.
In this cluster only 3 out of 5 schools had distributed the student kits. The total number of kits distributed were **81**.

Joyful Learning

Teachers were trained on Joyful Learning at all 5 schools.

Celebration of important days

All schools reported that they were celebrating important days like Republic Day, Independence Day, Teacher's Day, Children's Day before the start of the HRDP. **Addition of one school was witnessed in the celebration of Girl Child Day (from 1 to now 2 schools) and Environment Day celebrations (from 4 to all 5 now).**

Section 5: Common interventions

Under HRDP, some activities/ trainings were conducted across all the beneficiary groups, i.e. farmers, women and youth; **a total of 500 beneficiaries**. These common interventions were in the domains of natural resource management, skill development and livelihood, and health and sanitation.

5.1 Natural Resource Management

Solar powered streetlights were installed at the villages to promote the use of clean and renewable energy. **The provision of streetlights ensured a sense of security and offered various benefits[75].**

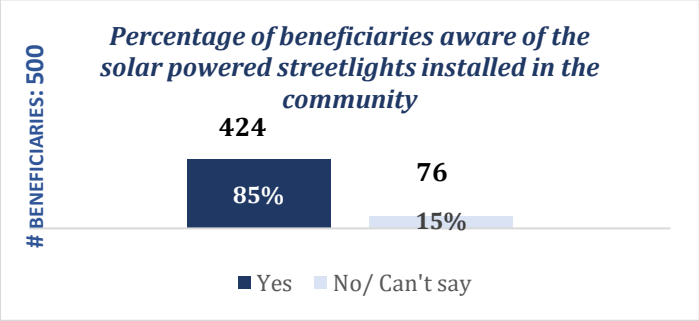
[75] Beneficiaries were asked to rate their experience with 1-being poor and 5 being excellent.

Solar powered Streetlights[76]

424 beneficiaries

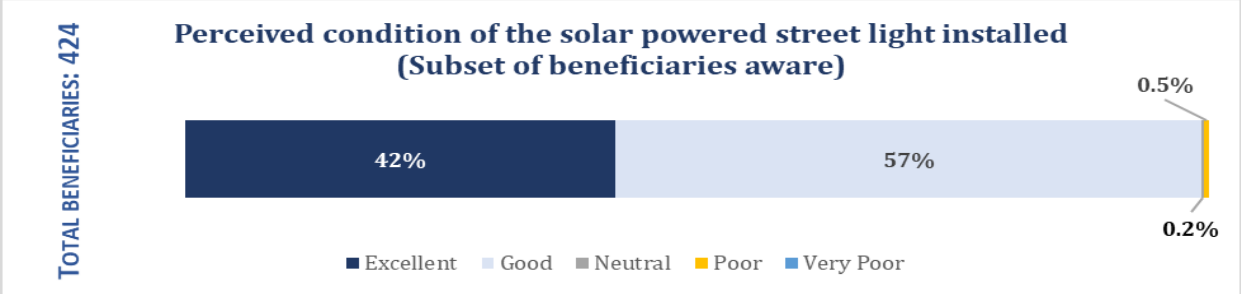
	Outcome Indicators	Before HRDP	After HRDP	% Change
Solar powered streetlights	Avg. beneficiary rating: Felt safe going out in the night	1.4	4.7	↑ 242%
	Avg. beneficiary rating : Ease in walking during the night	1.4	4.7	↑ 242%
	Avg. beneficiary rating : Reduced animal attacks	1.3	4.6	↓ 246%
	Avg. beneficiary rating : Sense of security for female and children	1.3	4.6	↑ 247%
	Avg. beneficiary rating : Reduced theft incidents	1.4	4.6	↓ 238%
	Avg. beneficiary rating : Enhanced liveliness	1.3	4.6	↑ 254%
	Avg. beneficiary rating : Source of light during power cuts	1.3	4.7	↑ 250%
	Avg. impact of solar light on beneficiaries' lives (overall)	1.3	4.6	↑ 254%

The installed solar powered streetlights had a great impact on the sense of security felt by the community members, especially at night. The streetlights helped reduce animal attacks, reduced incidences of theft, enhanced the liveliness of the community as well as served as a source of light during power cuts. **Almost all respondents agreed fully and highlighted the benefits of solar lights.**



Awareness

85% of the beneficiaries were aware of the streetlights installed under the HRDP program, indicating that **the placement of these lights was done appropriately, so as to be accessible to a majority of the targeted community members**. The condition of the installed streetlights was considered good to excellent by majority of the respondents aware of them.

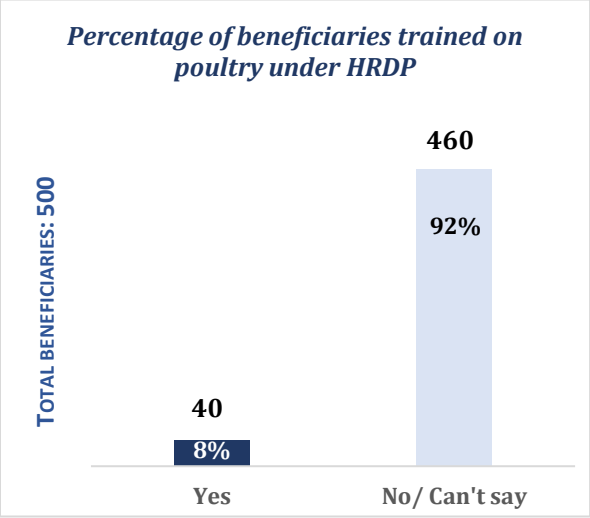


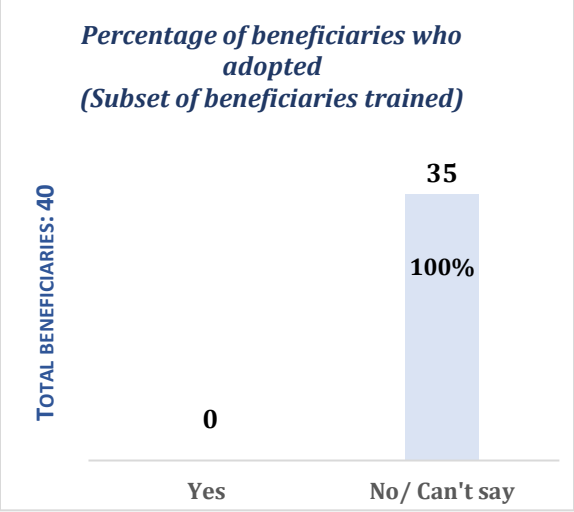
[76] The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

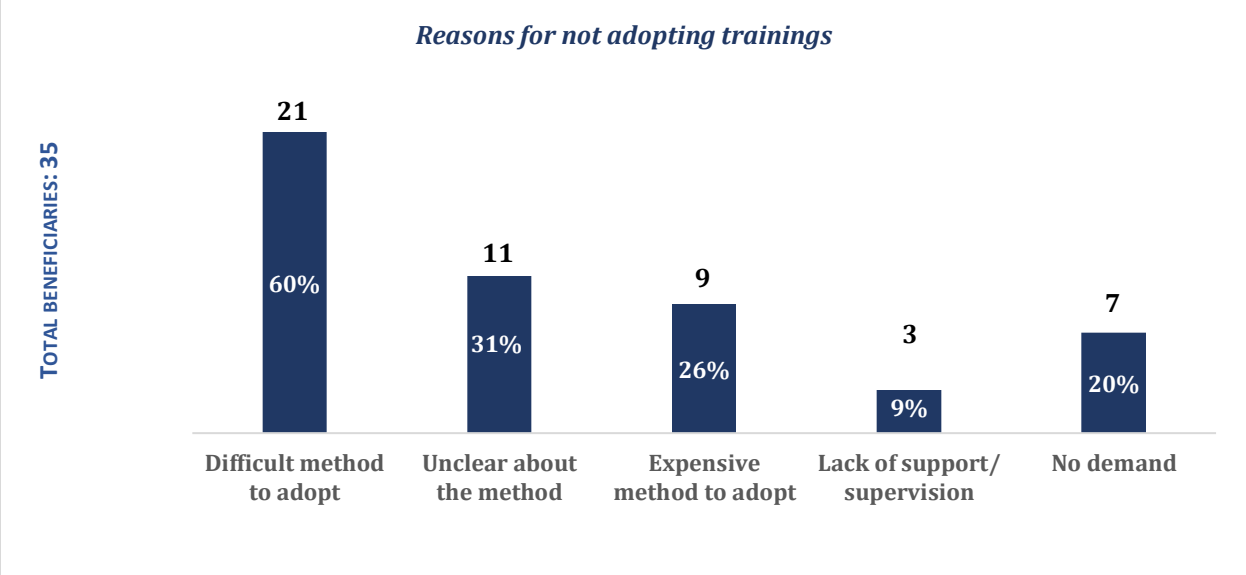
5.2 Skill development and livelihoods generation

In this cluster **only 8% of the beneficiaries received training on poultry, and of those none adopted it**. Lack of adoption was due to various reasons; **was a difficult method, there was a lack of clarity, and/or no demand for poultry in the village.**

The charts below corroborate these findings:

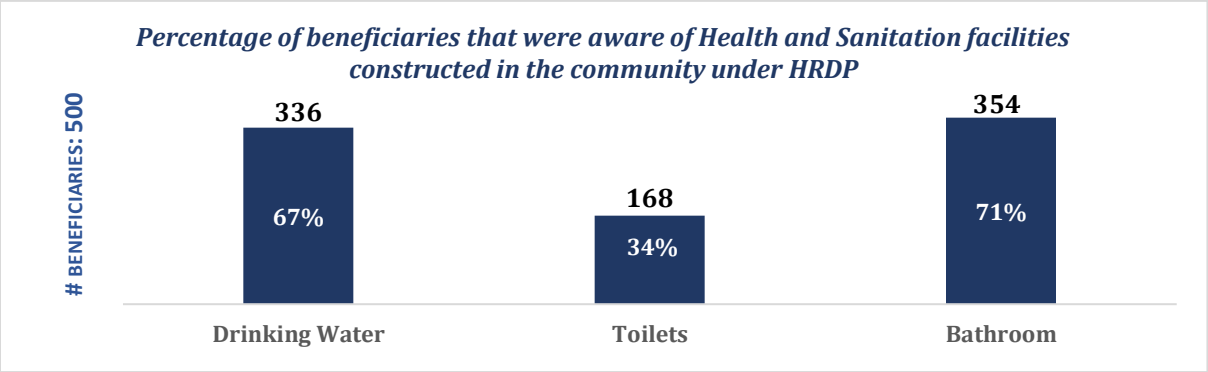






5.3 Health and Sanitation

The program actively promoted better health and sanitation by constructing drinking water sources, toilets and bathrooms for the community and at home**. Awareness**: **Of the 500 beneficiaries covered, 336 (67%) were aware of the drinking water sources constructed under HRDP**. The awareness for bathrooms was among 354 (71%) beneficiaries. **However, only 168 beneficiaries (34%) were aware of toilets constructed in the village.**



As part of the evaluation, the access to potable water and the usage of toilets and bathrooms was measured from the beneficiaries that were aware of the facilities.

The provision of sanitation facilities had a positive effect; there was a perceived change in usage patterns within the respondent**. There was an increase of 14% in beneficiaries using toilets. However, access to potable water did not see any change in this cluster inferring that majority of the beneficiaries had access to potable water before the program.** According to the VDC, "*We will share learnings on sanitation and hygiene with our children and others, particularly about maintaining cleanliness in the village. We will continue to check whether they are littering here and there and ensure that they throw garbage in the right manner".*

	Outcome Indicators	Before HRDP	After HRDP	% Change
336 beneficiaries	% beneficiaries having access to potable drinking water	98%	98%	0%
168 beneficiaries	% beneficiaries using toilets	73%	83%	↑ 14%
354 beneficiaries	% beneficiaries using bathrooms	73.7%	74.3%	↑ 1%

5.3.1 Trainings and awareness

As part of the program, various trainings were conducted to **promote health and sanitation behavior among the beneficiaries.**

The chart below highlights the number of beneficiaries that received the training. **56% of the 500 beneficiaries received trainings on health, sanitation, and safe hygiene practices**.

As a result of the awareness/ trainings, among the 278 beneficiaries that received trainings, **a 55% jump in washing of hands with soap/ mild detergent before meals, a 34% jump in washing of hands with soap/ mild detergent after defecation and a 25% jump in the treatment of water[77] before drinking was reported by the beneficiaries as compared to the practices followed before HRDP**.

278 beneficiaries

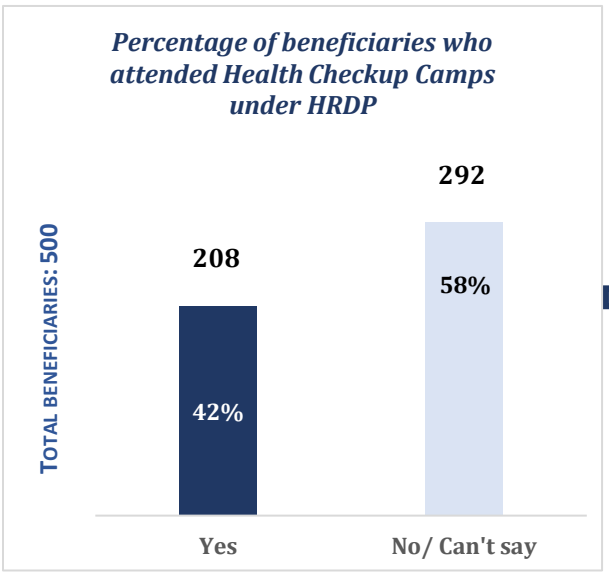
Outcome Indicators	Before HRDP	After HRDP	% Change
% beneficiaries washing hands before meal	55%	85%	↑ 55%
% beneficiaries washing hands after defecation	64%	86%	↑ 34%
% beneficiaries treating water before drinking	40%	49%	↑ 25%

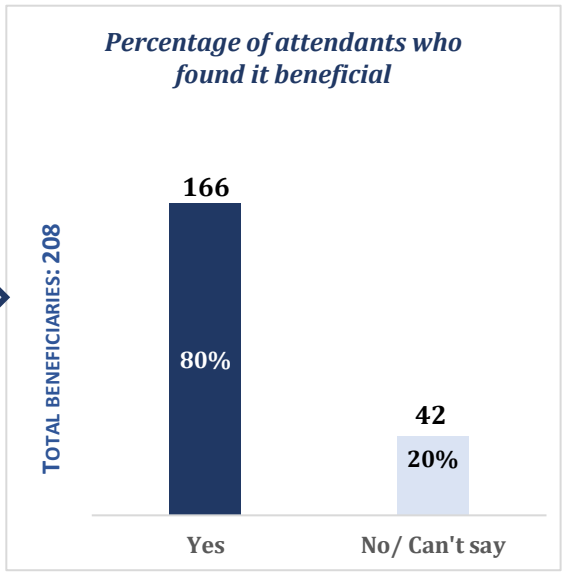
(Continued on the next page)

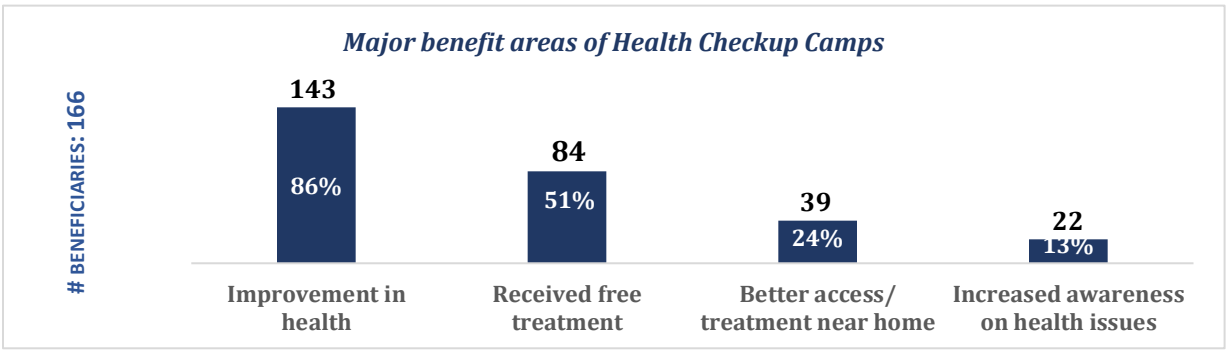
[77] Treatment of water includes boiling, adding bleach/chlorine, straining through a cloth, using a water filter, solar disinfection and letting the water settle.

5.3.2 Health Checkup Camps

The health check-up camps were mostly focused on counseling around reproductive child health, pregnancy related information, medicines, vaccinations, and menstrual hygiene. The charts below highlight how many beneficiaries got to attend these camps as well as how many of the attendees found it beneficial.







Around 42% beneficiaries of the total 500 reported attending health check-up camps under the program and majority of these (80%) found them to be beneficial. As part of the initiative, the NGO provided doctors for check-ups and to counsel beneficiaries on health issues.

Regarding the benefits of these health camps, the most widely reported benefit was **improvement in health (86%), receipt of free treatment (51%), followed by an of the respondents) and better access to treatment near home (24%). 13% of the respondents had increased awareness on health issues.**

Case Study

Since 2014, a vast policy change occurred in rural Uttar Pradesh, which finally heard promises of toilets in villages under the Swachh Bharat Mission (Rural). However, according to the National Family Health Survey-4 (2015-16), this was still a distant dream. At the time, in Barabanki (Rural), only 12.6% households had improved sanitation facilities (flush connected to a sewage system). Connecting hygiene and development became priority for **Aga Khan Foundation** – bringing focus to drinking water and sanitation for through the **HRDP** program at the school level as well as at the community level.

Transforming students into flag-bearers of hygiene awareness

A key outcome of improved access to drinking water, sanitation, and good hygiene practices, is overall improved health. The potential of teaching a child or a student proper hygiene can also have a larger, diffused impact on improved household hygiene practices as well as the broader community. School based Water, Sanitation and Hygiene (WASH) interventions have long been activities associated with learning levels as well as reduced illnesses.

The interventions under this program included, according to the SMC Focus Group Discussions in Mehdipur for example, installation of sanitation-based infrastructure like construction of multiple handwash areas, separate toilets for boys and girls, submersible hand pumps and steel water taps. According to the evaluation survey, 2 of the 5 schools surveyed had toilets constructed or repaired, in addition to drinking water facilities.

To build an environment with the students wherein awareness could be shared with their families, the intervention also focused on community rallies and spread of pamphlets with school children on sanitation, personal hygiene, focusing on open defecation habits as well as positive impact of drinking clean water. It became vital to involve teachers and parents in these activities, a strategy adopted for this intervention.

"Earlier there were no water or soap available in the school, students used to wash hands with soil/ mud- but now they follow all the steps of cleaning and washing hands."

FGD, SMC, Mehdipur

Improving quality of life through hygiene and sanitation

In order to improve hygiene and sanitation, Aga Khan Foundation invested in the construction of toilets and bathrooms, drinking water sources and holding awareness campaigns. Focus group discussions with SHG members gave insight into the monthly trainings on improving knowledge on cleanliness, sanitation, and menstrual hygiene.

Of the total beneficiaries surveyed (168), 83% (from 73%) have now starting using toilets, while 86% (from 64%) have started washing their hands after defecation.

"We were given information and awareness about cleanliness- this was good for us. We now wash our hands with soap so that we are safe from bacteria and germs. We also follow this properly with children, so they will not become ill."

FGD Women, Tanda Nizam, Barabanki

According to VDC, there was a holistic thought process involved towards hygiene in the community- and it did not end with construction of toilets and access to water. With the installation of dustbins at different points of the village, there was an increased awareness also on cleanliness of their immediate surroundings.

"***We now recheck whether people are littering here and there and share awareness on throwing garbage in a right manner"***

FGD VDC, Mehdipur, Barabanki

Additionally, there was emphasis on maintenance of cleanliness and hygiene, whether it was the hiring or a sweeper to clean the community roads, or the common maintenance of the toilets installed. They now claim they are empowered now to share this information with members of other villages on hygiene.

****Case study created through conversations stakeholders in Barabanki and with the NGO partner.***

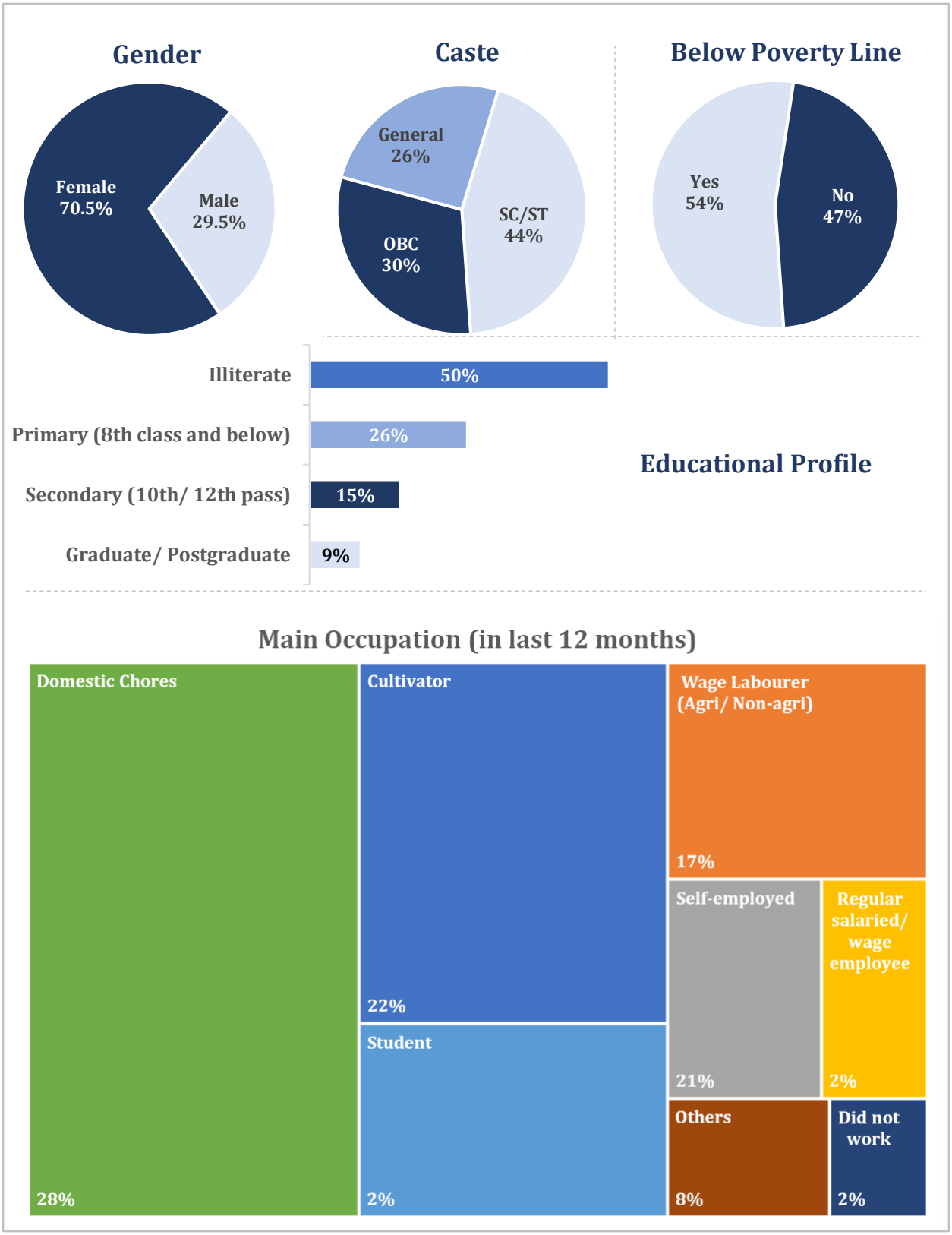
Cluster 5: Prayagraj and Pratapgarh

NGO Peoples Action for National Integration (PANI) implemented HRDP in this cluster. The figure below highlights the intervention coverage and the sample selection for the Evaluation[78].

[78] As per the information shared by the NGO partner, total beneficiaries in this cluster were more than 4,800 and included farmers, women, youth, and students. However, in the above infographic, we have excluded student beneficiaries from the total beneficiaries as students were not part of our evaluation.

Socio-demographic Profile

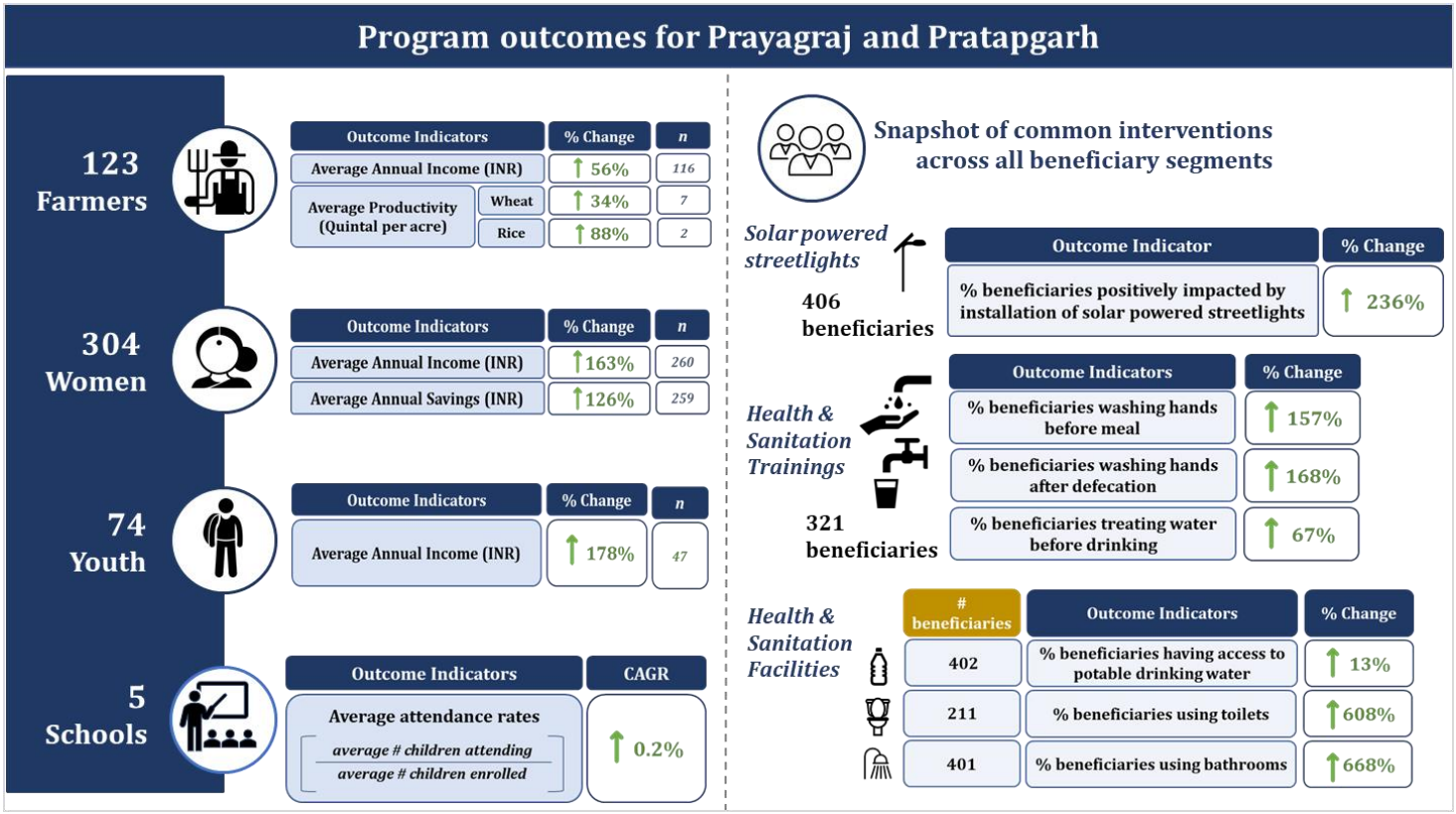
The following charts highlight the demographic characteristics of the sampled beneficiaries in the cluster.



Key Cluster Findings

Key Program Outcomes

The figure below provides an overview of the key outcomes of the intervention in the cluster across beneficiary segments.[79][80]



[79] The % change across all indicators/ beneficiary segments is calculated by comparing the % change of indicators before the program was implemented to the last 12 months (i.e. April 2019 to March 2020); except for the school attendance indicator – this was the 3-year CAGR from 2016 to 2019.

- All 5 schools provided data on the attendance and enrolment.
- The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

[80] *n* represents the denominator for a particular indicator. *n* might not be equal to the total sampled beneficiaries in that cluster as some samples were dropped during data cleaning (outliers were dropped or data was not reported for pre and post intervention) and all sampled respondents didn't answer questions related to sub-interventions as a qualifier was added at the beginning of each sub-intervention section of the beneficiary survey tool.

Key Activities/ Interventions in the Cluster

The following tables summarize the domain-wise activities/ interventions undertaken with each beneficiary segment for this cluster.

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Farmers	**123**	**Natural Resource Management**	Trainings	Irrigation	
				Organic farming	
				Vermi compost	
		Skill development and livelihood	Trainings and support	Kitchen gardening	
				Dairy farming	
				SRI cultivation	
				Mushroom cultivation	
				Flower cultivation	
				Trellis method for vegetable	
			Others	Community seed bank	
				Grain storage	
				Cleaning and grading of farm produce	
				Cart	
				Start-up grant	
SHG members	**304**	**Skill development and livelihood**	Trainings and support	Goat management	
				Pashu Sakhi	
				Honey-bee keeping	
				Stitching and sewing	
				Beautician/ soft toy/ candles	
				Tent business	
				Mushroom cultivation	
				Self-defense	
			Others	Masala and wheat grinding	
				Start-up grant	
				Seed bank-women	

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Youth	**74**	**Skill development and livelihood**	Trainings and support	Computer application	
				Electrical and motor winding	
				Mobile repairing	
				Food processing	
				Training on carpentry and soft skills	
				Training on tailoring and cutting	
				Training on beautician	
				Training on plumbing	
				Training on financial literacy	
				Training on entrepreneurship skills	
Schools	**5 schools**	**Education**	Infrastructure development	Smart class with LED screen and projector	
				E-learning module	
				Library	
				Laboratory	
				Computer lab	
				Lights in library and classroom	
				Furniture in classroom	
				Providing sports materials	
				Construction of mid-day meal shade	
				Construction of rainwater harvesting	
				Wall painting	
				White was school building	
				Construction/ repair of school boundary wall	
				Drinking water	
				Water purifier	
				Drinking water station	
				Construction/repairing of toilet	
			Trainings and support	Joyful learning	
			Others	Establishment of SMCs	
				Additional teachers	
				Student kits	
				Scholarships	

Legend

0% | 1% - 20% | 21% - 40% | 41% - 60% | 61% - 80% | 81% - 100%

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
All beneficiaries	501	**Natural Resource Management**	Infrastructure Development	Solar powered streetlights	
		Health and Sanitation	Infrastructure development	Drinking water facilities	
				Toilets	
				Bathrooms	
			Trainings and support	Health and sanitation awareness	
			Others	Health checkup camp	
		Skill development and livelihood	Trainings and support	Poultry farming	

Program Details

While a highlight of program outcomes and activities have been covered above, this section will provide details of the various sub-activities and interventions undertaken in the cluster that drive the programmatic outcomes. The details covered are arranged by beneficiary segments.

Section 1: Farmer Beneficiaries

In this cluster, 123 farmer beneficiaries were covered under the evaluation. Around 80% sampled farmers in this cluster had their own land while 11% farmers reported also doing contract farming. The remaining 7% farmers worked on land not owned by them. **The average land holding of the farmer beneficiaries was 1.1 acre.**

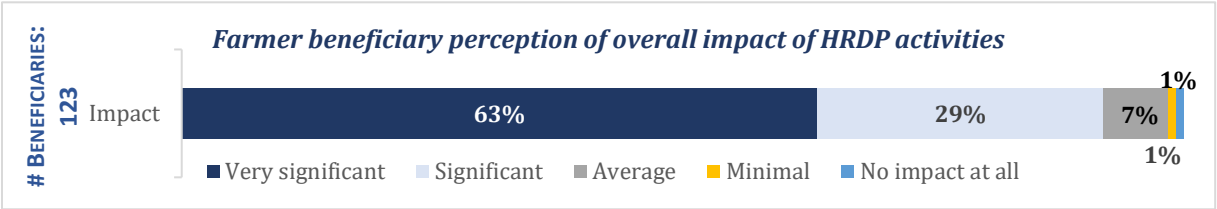
On an average annual income of farmers (n=116) increased by 56%. The average productivity of rice (n=2) increased by 88% and productivity of wheat (n= 7) increased by 34% during the same period. It should be noted that the beneficiary numbers were too less here to generalize the increase to all farmers in the cluster. According to the farmers, better productivity was due to better irrigation facilities and utilization of the SRI technique for rice cultivation.

Outcome Indicators		Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)		16,602	25,914	↑ 56%	116
Average Productivity (Quintal per acre)	Wheat	13.4	18	↑ 34%	7
	Rice	8	15	↑ 88%	2

***Farmer Outcomes*[81]**

Overall perception of the interventions with farmers

The program was well received by the beneficiaries, with 92% agreeing that the impact of the activities under HRDP were significant. Farmers were provided seeds, irrigation facility (pipe for irrigation at a rate of 25 paisa per meter land), spray machines, and tillers under HRDP. Farmers were also trained on organic farming, preparation and use of vermicompost.



These all have led to lower input cost and better earnings over the time. The NGO also facilitated market linkages for the produce, thereby improving overall sales. The following sections highlight the intervention details to provide an understanding of the perception and adoption of the activities among the farmer beneficiaries.

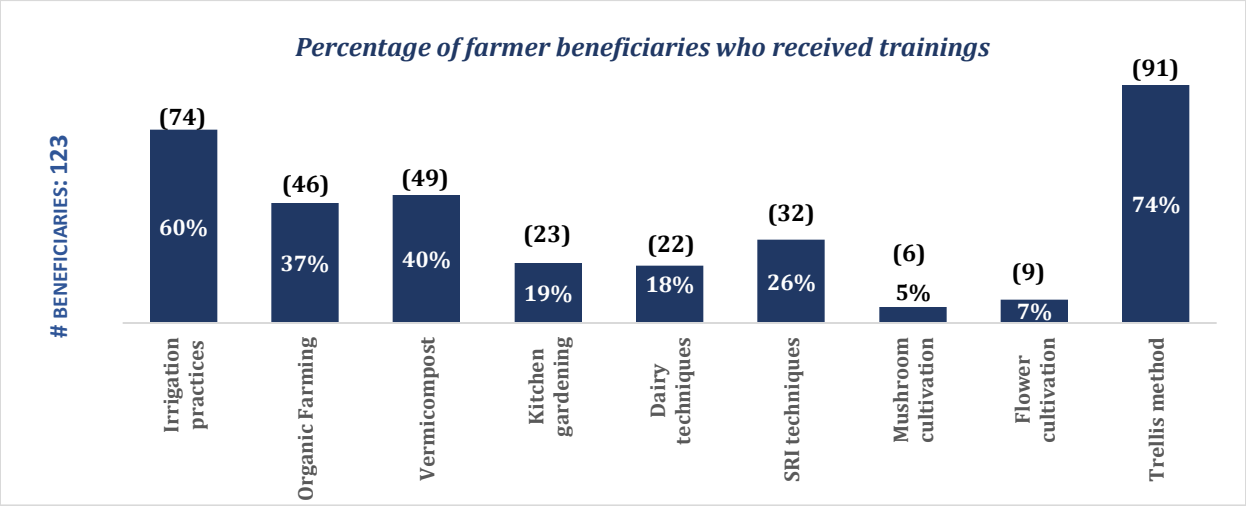
1.1 Trainings for Farmers

The NGO held meetings and formed farmers groups or **'*Kisan Samuh*'** in the villages. Farmers used this platform to discuss needs, challenges, and the use of new technology. This helped in cross-sharing of knowledge and

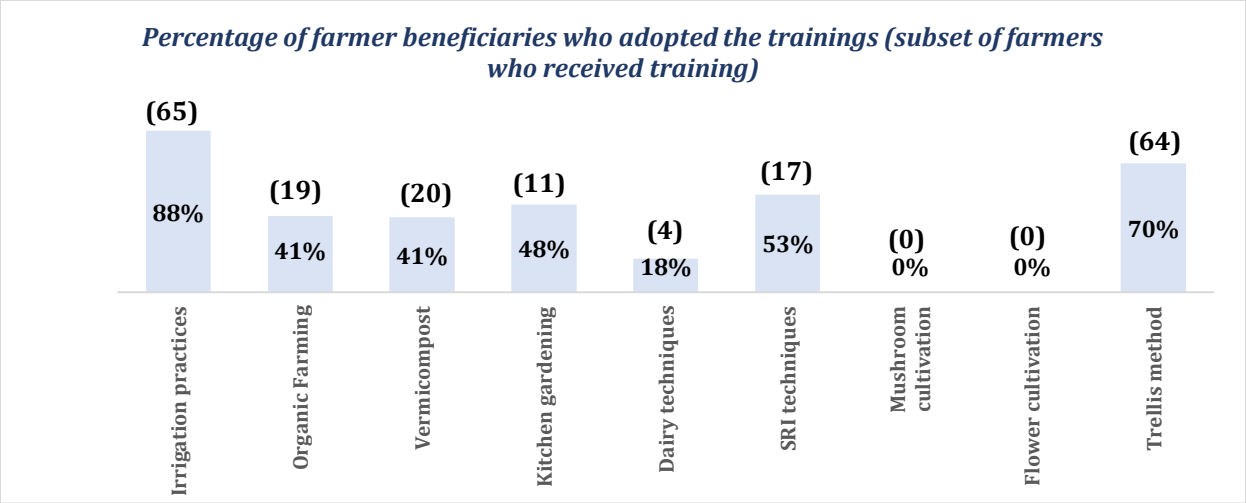
[81] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

assessing training needs. **Based on a need assessment, various trainings were provided to the farmers in key areas of farming. However, around 10% farmers were not trained on any activities.**

The following chart highlights the various trainings conducted with farmers under HRDP. **While the scale of trainings differed by each area, two training areas were imparted to the largest subsection of the farmer beneficiaries - irrigation practices (60%) and the trellis method (74%).** However, some farmers felt they still need training on growing seasonal vegetables.



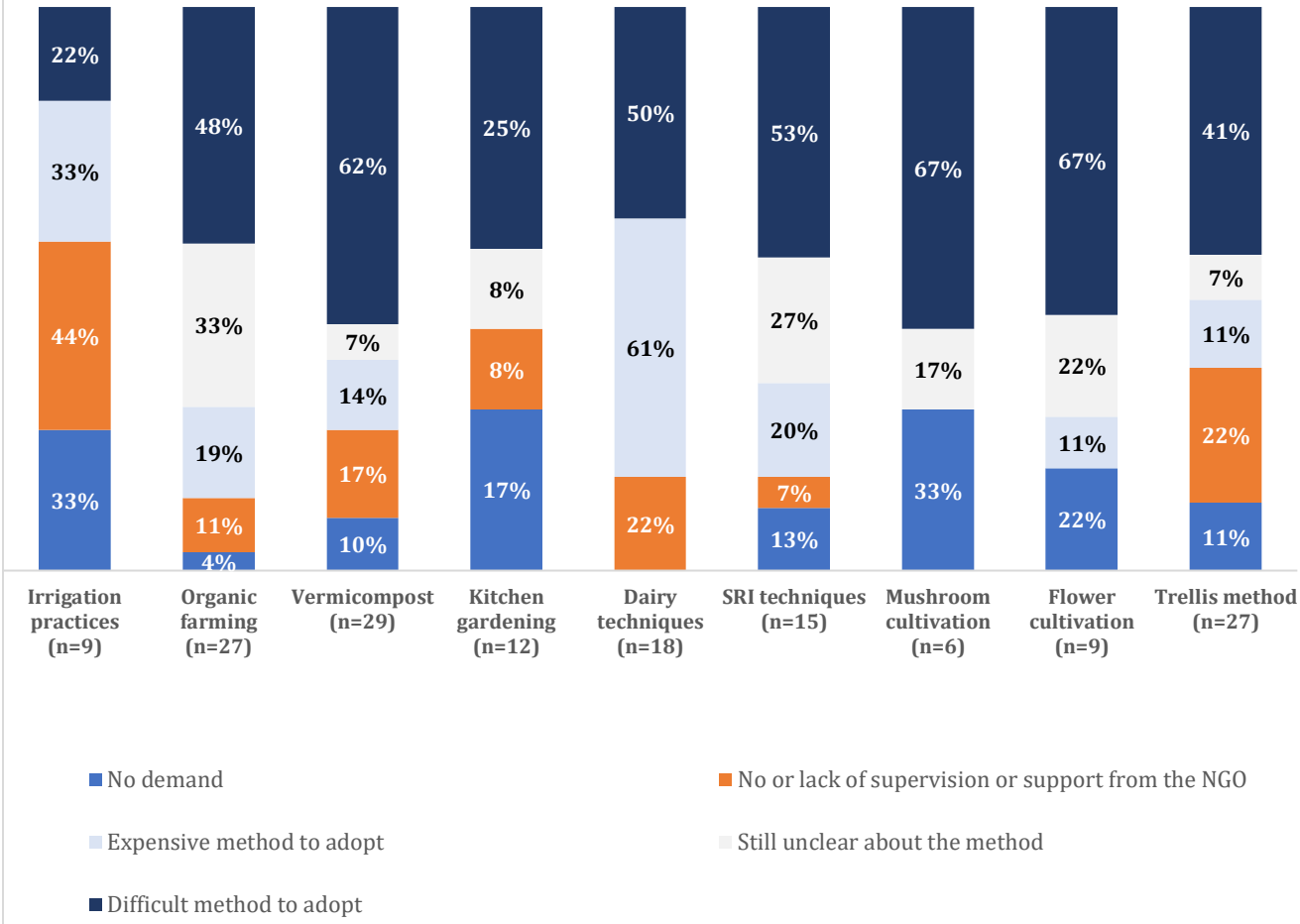
The following chart highlights the percentage of farmers who adopted the trainings (as a subset of farmers that received the trainings).



While trainings on irrigation practices and the trellis method were imparted to the largest subset of farmers, adoption of rates of these were relatively high as well; 88% and 70% respectively. This highlights that these areas of trainings were well received and signifies that a proper needs assessment was carried out. However, other trainings were not that well adopted; trainings on mushroom cultivation and flower cultivation witnessed zero adoption. It emerged out of discussion from the farmers, with the use of less chemicals and good quality produce, they are getting better rates in the market. They have also experienced less waiting time to sell their produce at the market.

The major reasons for a subset of farmers 'not adopting' the trainings were that the trainings were: (**1) difficult to adopt, (2) expensive and/ or (3) lacked supervision by the NGO.** Flower and mushroom cultivation were primarily difficult methods to adopt yet were also considered having no demand by a large group of farmers who received trainings in these areas. The chart below highlights this.

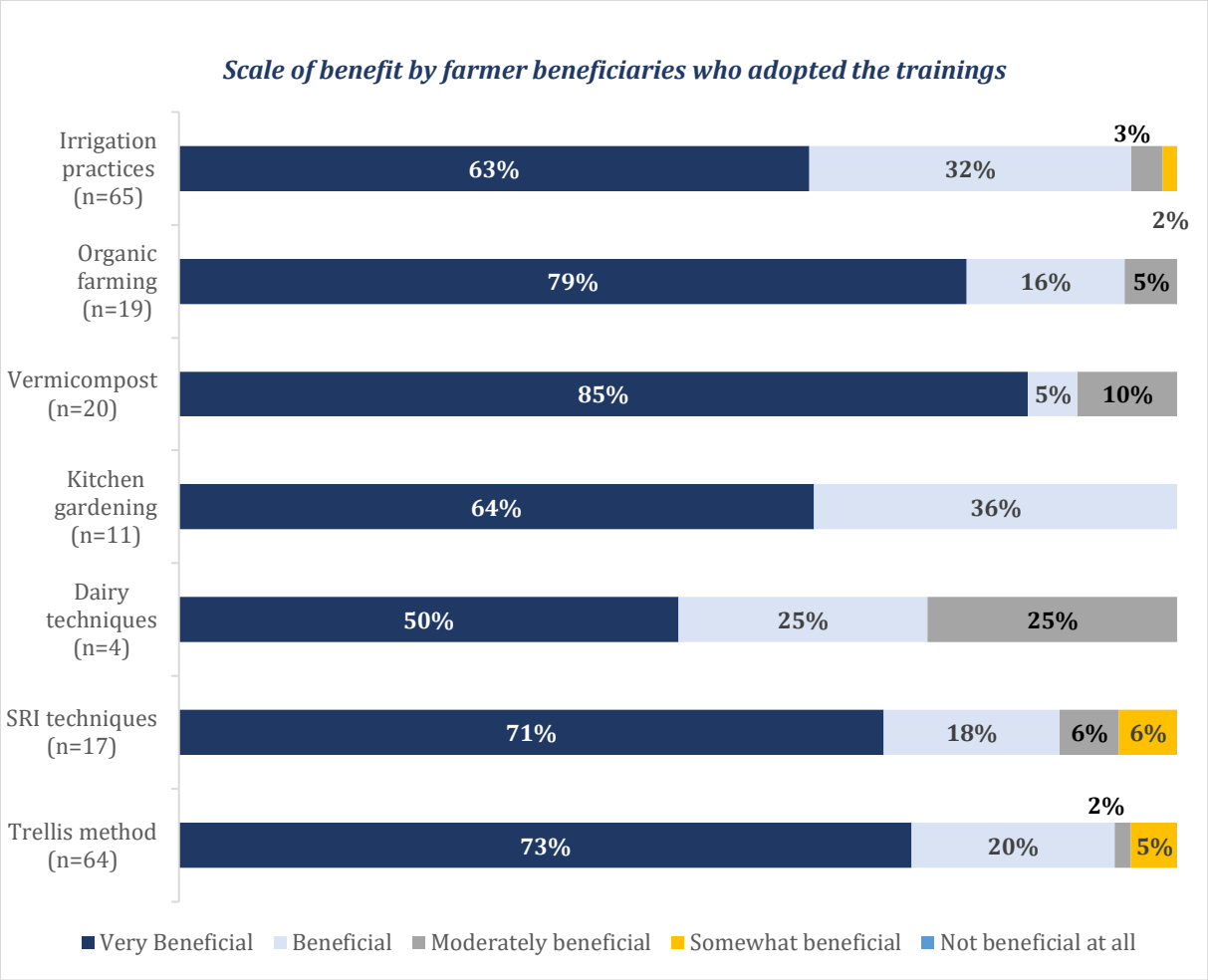
Major reasons by farmer beneficiaries for not adopting trainings



1.1.1 Perceived scale of benefit to farmers that adopted trainings

The chart below highlights how beneficial the farmer beneficiaries, who adopted the trainings, perceived them to be. Majority of the farmer beneficiaries who adopted the methods found the support very beneficial.

(Continued on the next page)



To summarize, **the trainings helped educate the farmer beneficiaries on various new technologies as well as techniques.** Farmers highlighted that they were also trained on scaffold farming method in addition to organic farming. Trainings on irrigation practices also led to more efficient usage of water, thereby reducing costs overall.

1.1.2 Summary of parameters improved due to the trainings

The benefits of the trainings have been quantified below. It provides an indication of change (wherever applicable) on key areas from before HRDP was implemented to after implementation (specifically the last 12 months, i.e., April 2019 to March 2020). The table summarizes across conducted training areas.

> ***"Earlier I did not use the scaffold farming method, however, once I tried it, I got better produce and more money – this was very useful."***
> - FGD Farmer, Prayagraj

(Continued on the next page)

Activity[82]	Parameter[83]	Before	After	Change	Change (%)
Organic farming	Average productivity of Wheat (quintal per acres) *(n=9)*	**11.7**	**12.8**	**1.1**	**9%**
	Average productivity of Rice (quintal per acres) *(n=10)*	**15.2**	**17.6**	**2.4**	**16%**
Vermicompost	Average annual cost of fertilizer per acre (INR) *(n=18)*	**7,753**	**5,679**	**-2,074**	**-27%**
Kitchen gardening	Average monthly amount spent on vegetables for self-consumption (INR) *(n=10)*	**2,030**	**880**	**-1,150**	**-57%**
	Average monthly income earned from selling vegetables (INR) *(n=3)*		**4,833**		
Dairy techniques	Average monthly income earned from selling dairy produce (in INR) *(n=4)*		**1,225**		
SRI techniques	Average rice productivity (quintal per acre) *(n=17)*	**16.5**	**22.2**	**5.7**	**35%**
	Average income earned from selling rice (INR per acre) *(n=4)*	**7,500**	**10,617**	**2,667**	**36%**
Trellis method	Average income earned from selling vegetables (INR) *(n=62)*		**18,484**		
	Average vegetable productivity using Trellis method (quintal per acre) *(n=57)*		**20.2**		

Farmers who adopted SRI technique saw a 35% increase in rice productivity and saw an average increase in income (per acre) from INR 7,500 to INR 10,617 after HRDP intervention. Kitchen gardening helped the farmers in reducing their monthly expenditure on vegetables by around 57%. Additionally, adoption of trellis method for growing their produce earned them INR 18,500 till now. Further, as a result of adopting vermicompost, farmers saved around 27% on their fertilizer cost.

1.2 Facilities provided to farmer beneficiaries under HRDP

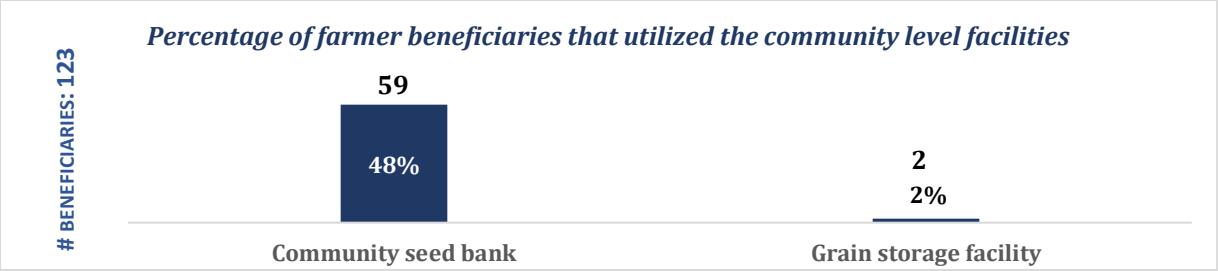
As a part of the program, select farmers were having access to a community seed bank, the grain storage facility, and a few were provided with start-up grant. However, these **were not widely used by the beneficiaries**. **However, of the small group that did avail them, the facilities were perceived to be very beneficial.**

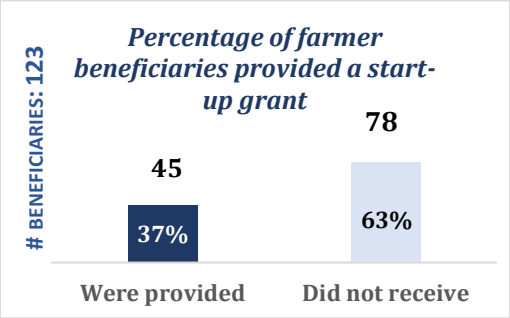
Community Seed Bank and Grain Storage Facility

Benefits of the community seed bank and grain storage facility were availed by 48% and 2% of the sampled farmers respectively. Of those who perceived benefits from the seed bank, majority felt it was a good source for quality seeds and a few felt that it provided easy access in times of need. The grain storage facility was availed by only 2 of the beneficiaries.

[82] Training on kitchen gardening, dairy technique, flower cultivation, mushroom cultivation, and trellis method were conducted were given to farmers under HRDP and it was assumed that no sampled farmers were doing these activities before the start of HRDP. Hence, no information was collected for these activities *before the start of the HRDP* (except for the amount spent on vegetables).

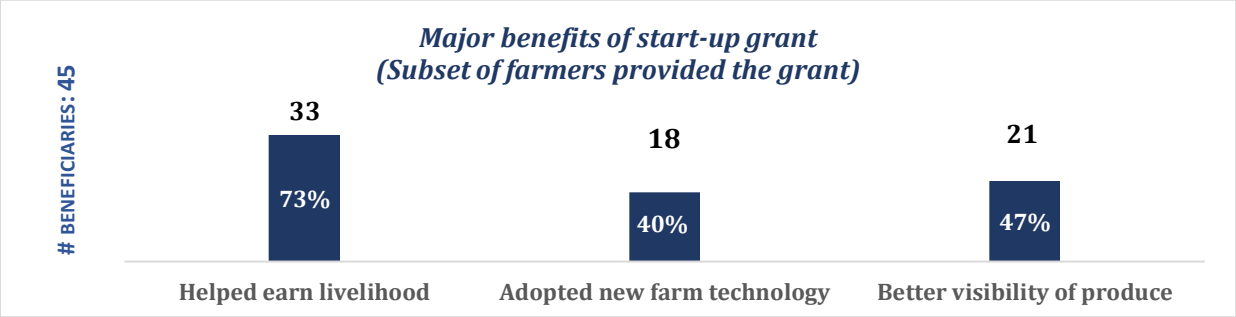
[83] *n* might not be equal to the total sampled beneficiaries as all beneficiaries were not trained on all the activities and all those who were trained did not adopt the method they were trained on. Further, some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).





Start-up Grant

A start-up grant was also provided to a subset of farmer beneficiaries (37%). **However, those who received the grant perceived it as very beneficial**. The major benefits of the grant included its contribution to setting up small businesses for livelihood generation, providing beneficiaries the opportunity to adopt new farming technologies and enhancing productivity as well as creating better market linkages and increase in the visibility of their produce.



Cart

Cart was provided to only 3 sampled farmers. Among the beneficiaries provided a cart, a majority considered them to be very beneficial.

Section 2: SHG beneficiaries

In this cluster, 304 women SHG members were covered as part of the evaluation. The table below reflects upon the impact of program on the livelihoods and income of SHG women.

304 Women

Outcome Indicators	Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)	5,354	14,100	↑163%	*260*
Average Annual Savings (INR)	2,997	6,762	↑126%	*259*

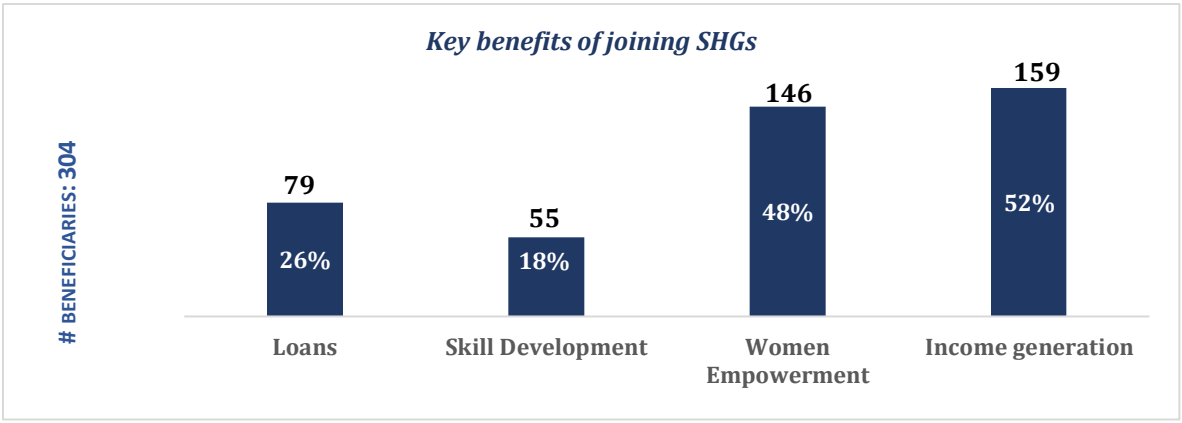
***Women Outcomes*[84]**

[84] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

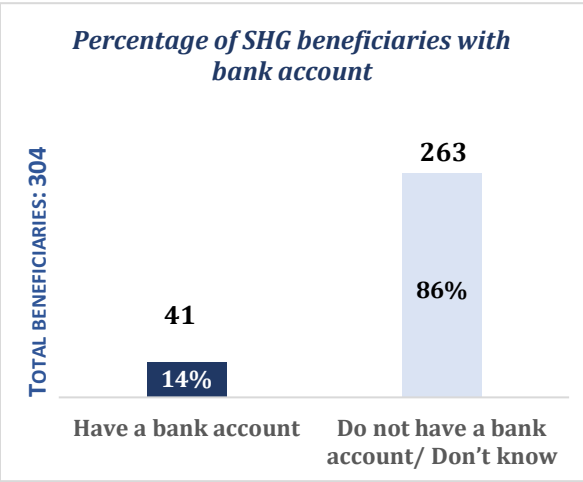
Overall perception of the interventions on SHG Women

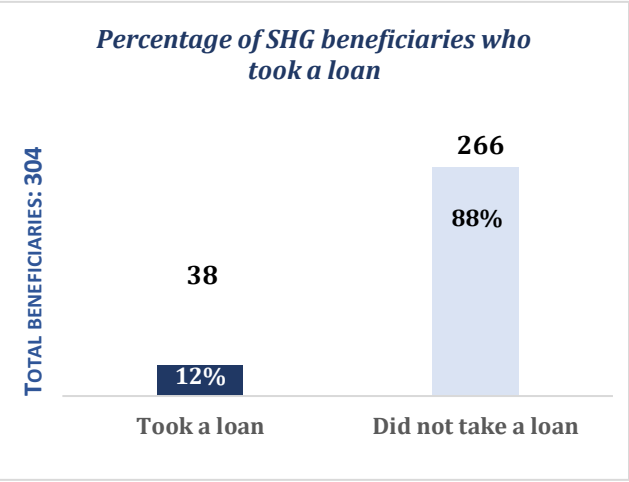
Income generation and women empowerment were the primary objectives of organizing women in self-help groups. Evaluating empowerment, during HRDP, a 78% increase was reported by the beneficiaries in terms of financial power and ownership of money, 46% increase in decision-making on healthcare, either jointly or with husband, and 48% increase in the ability to decide on household purchases.
A change in these parameters (due to HRDP) portray women empowerment through financial independence and enhanced decision-making.

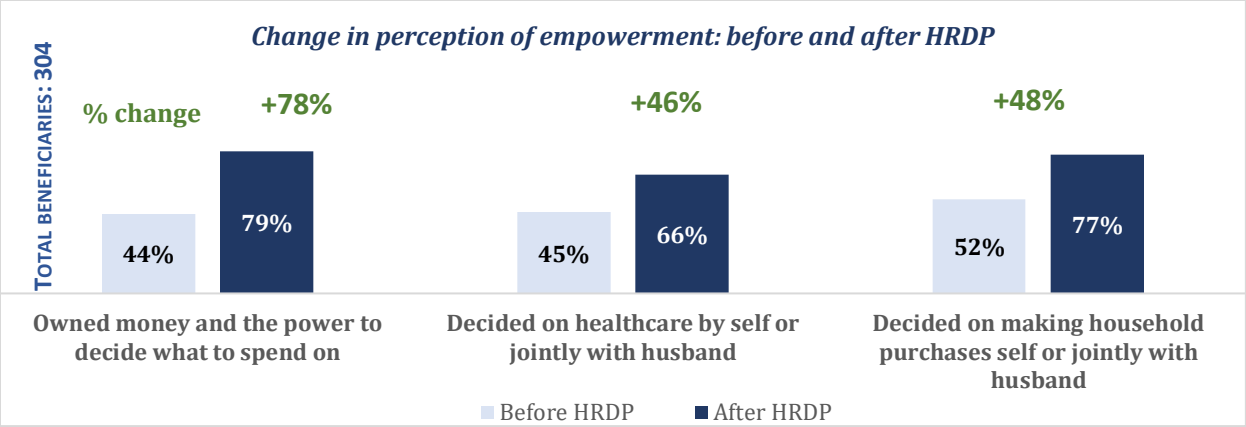
The following charts highlight the key benefits of being a part of an SHG group as mentioned by the respondents. **The program was perceived beneficial in terms of empowerment and income generation with almost 50% of the sampled SHG beneficiaries agreeing to these benefits.**



SHG women felt the greatest benefit was the improvement of their social image; they now step out of their homes which was initially not allowed. The SHG money corpus proved vital in providing emergency funds as loans to meet financial crises at home. The village resource person quoted that the women overcame the *Purdah system* and have started earning livelihoods on a small scale. According to SHG members in Prayagraj, however, *"We have made women around us believe that they can earn well, get good knowledge and keep them away from 'sahukars' / money lenders. We support them to grow financially and now we have the freedom to move out and earn by ourselves".*





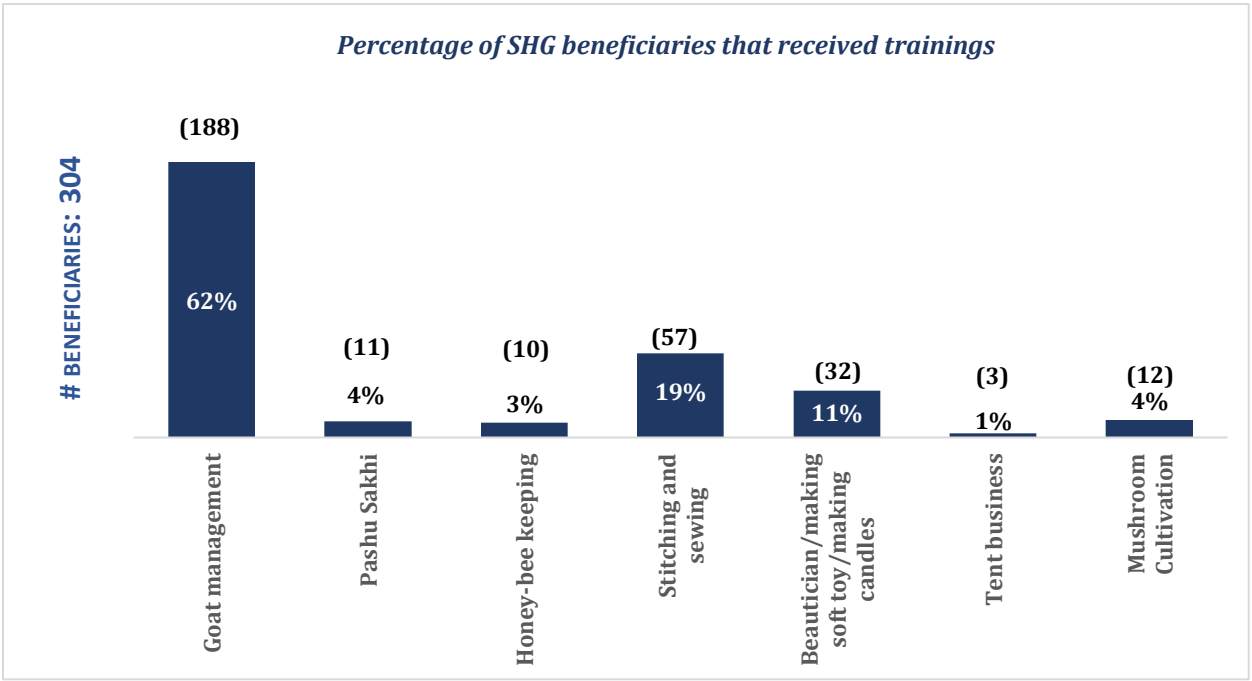


Only 14% (41) of the beneficiaries had a bank account under the SHG framework and only 12% (38) women took a loan for personal and family reasons. This reflects a lack of commitment of the SHG members; better utilization of resources should have been encouraged.

2.1 Trainings for Women

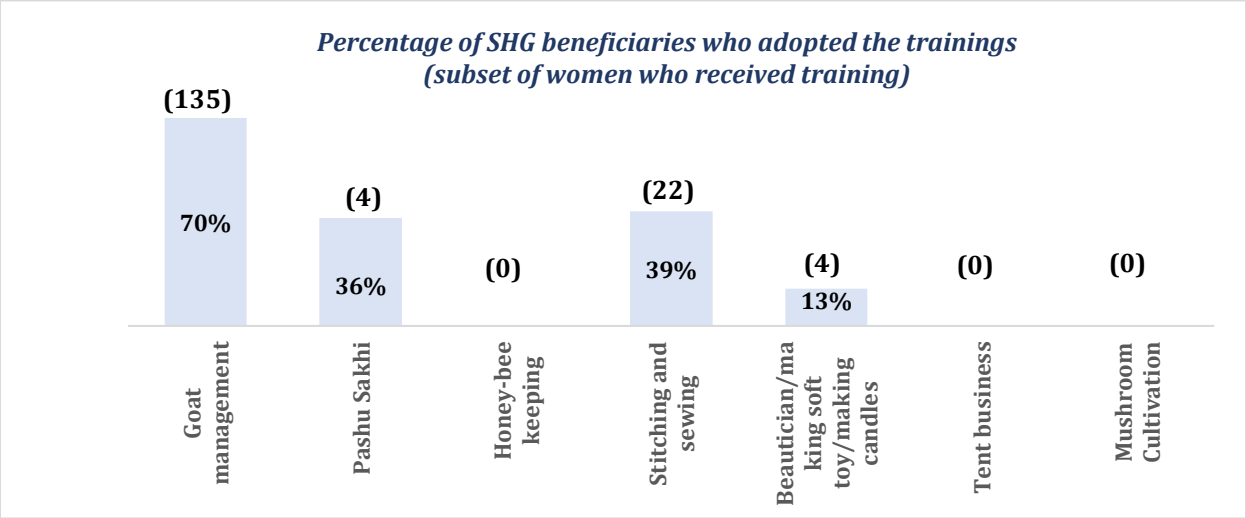
It emerged out from discussion with SHG women that a lot of emphasis was given **on developing useful skills and improving their income generation capacity**. The areas of trainings were decided through a need assessment conducted by the NGO during the monthly meetings. **However, majority (63%) SHG women were not trained on any income generation activities; clearly highlighting that the need assessment was not conducted appropriately.**

The following chart highlights the different trainings conducted with SHG women under HRDP. Within this cluster, training on **goat management was imparted to the largest subset of women (62%).** After training on goat management, **104 beneficiaries were provided goats under the program.**

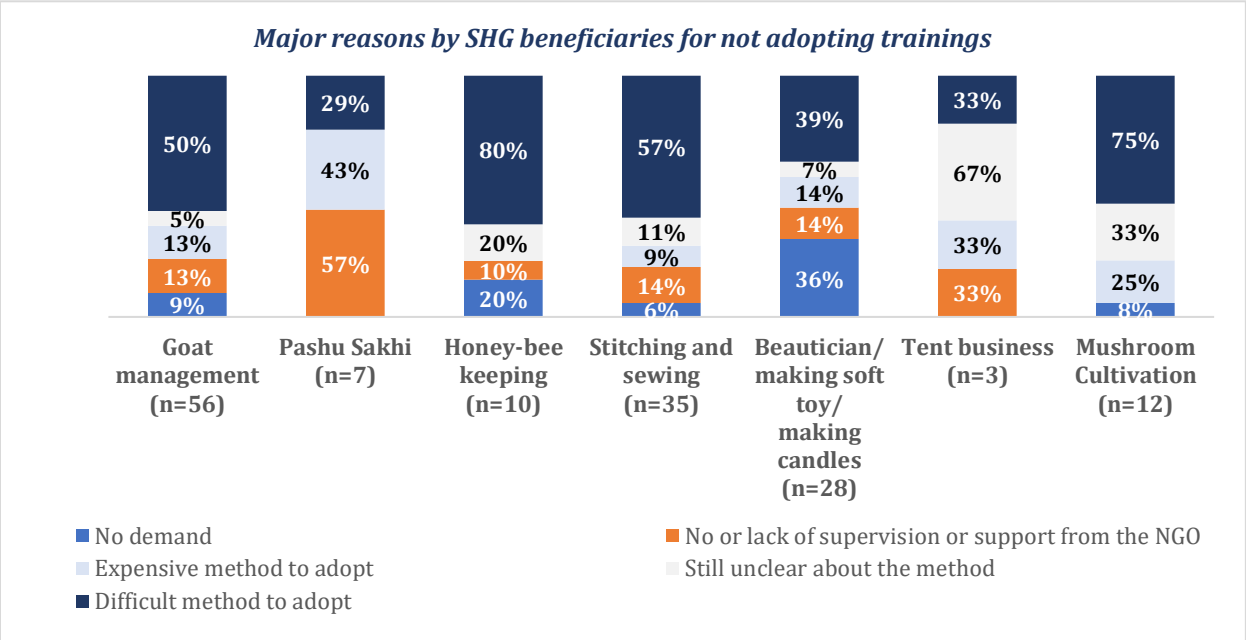


While the trainings imparted have varied by scale of coverage among the 304 beneficiaries, the adoption rates offer better insights on how well received the trainings were.

The following chart highlights the percentage of women who adopted the trainings (as a subset of women that received the trainings):



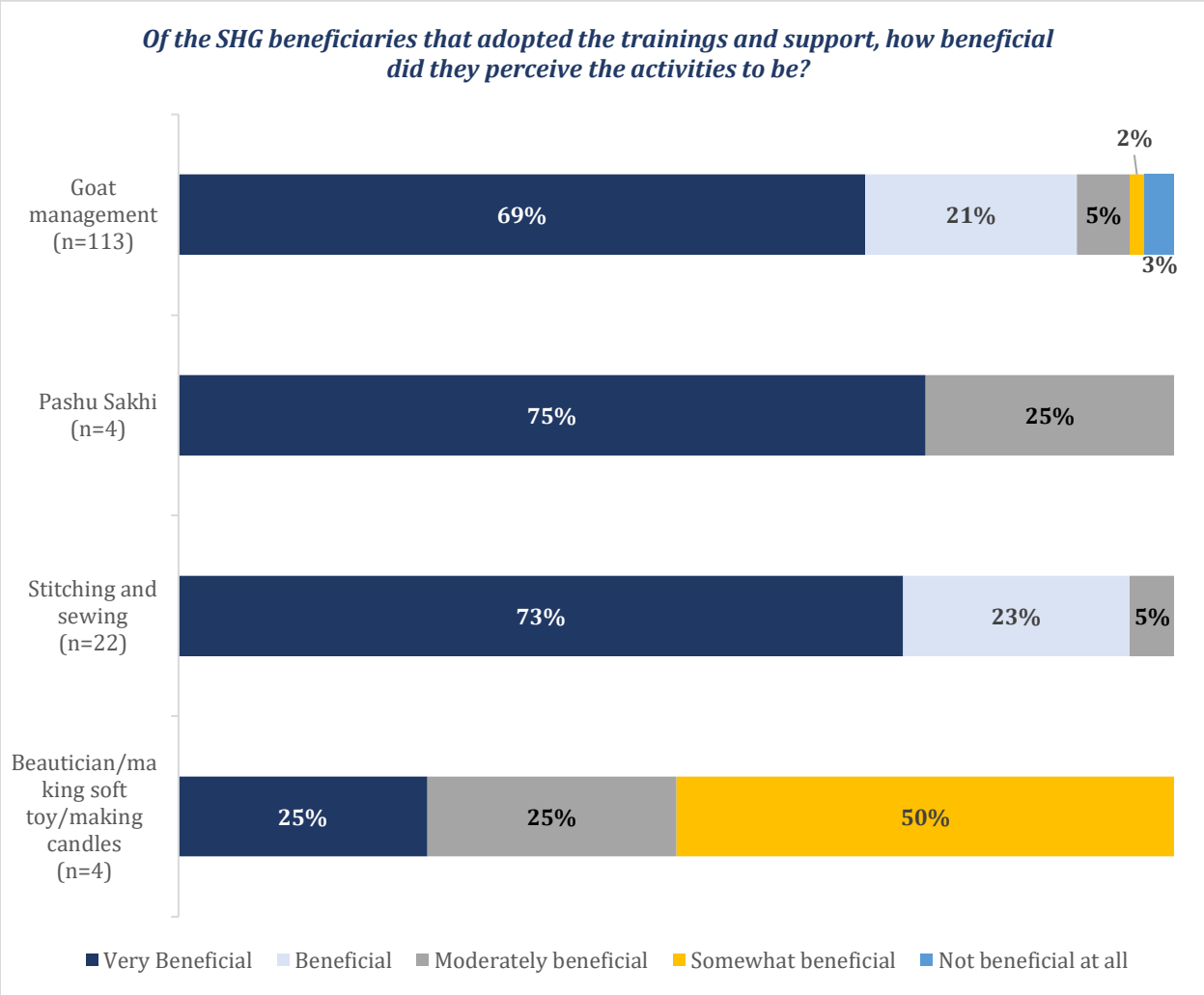
The adoption rates were high within goat management (the largest area of training in this cluster), signifying that the intervention primarily focused on goat training for livelihood generation. Other well received areas were stitching and tailoring as well as pashu sakhi. However, only 11 (4%) of the beneficiaries were trained on pashu sakhi and only 4 women adopted it as source of income; **highlighting a need for better coverage as it appears to be well received.** Other areas were either adopted by only a few respondents or not adopted at all. It emerged out of discussion that apart from trainings, links to employment opportunities should also be provided. With regards to the key reasons for a subset of women 'not adopting' the trainings were that the trainings: **(1) lacked follow up support from the NGO, (2) were difficult to adopt and/ or (3) not clear on the methods.** The chart below highlights this.



2.1.1 Perceived scale of benefit of women that adopted trainings

The chart below highlights how beneficial the women beneficiaries, who adopted the trainings, perceived them to be. According to the respondents, **majority of the 'adopters' found the support very beneficial.**

However, 3% of beneficiaries trained on goat management found it not beneficial to them. This highlights a clear gap that needs to be addressed in terms of relevance.



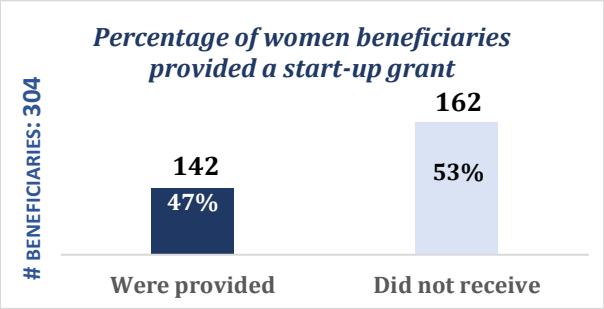
2.1.2 Summary of parameters related to the trainings

The table below summarizes the quantification of key outcomes due to the trainings. It provides the annual incomes (where applicable) as a result of adoption post trainings as well as any resources received under the program.[85]

Activity	Parameter	Values in last 12 months
Goat Management	Average annual income (INR) *(n=125)*	**9,949**
	Average number of goats provided to beneficiaries *(n=104)*	**2**
Pashu Sakhi	Average annual income (INR) *(n=3)*	**2,900**
	Average number of animals treated *(n=2)*	**7**
Stitching and Sewing	Average annual income (INR) *(n=22)*	**19,204**
Beautician/making soft toy/making candles	Average annual income (INR) *(n=4)*	**4,000**
Community Seed Bank Initiative	Average annual income (INR) *(n=21)*	**5,576**

2.2 Facilities provided to SHG women beneficiaries under HRDP

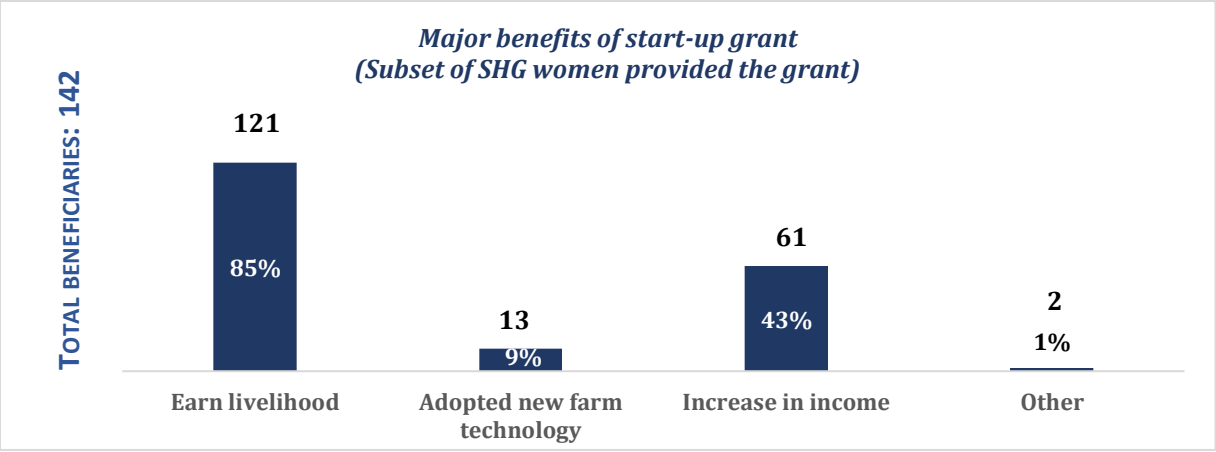
Under the program, SHG members of the cluster were given start-up grants to facilitate the establishment of small-scale activities to generate livelihoods, were provided responsibility for managing the community seed bank and were trained on self-defense.



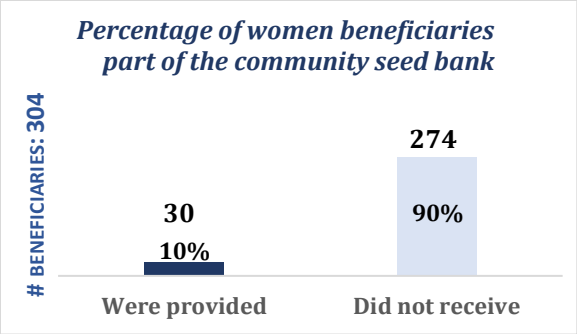
Start-up grant

A start-up grant was provided to 47% of the 304 SHG beneficiaries. The average amount disbursed was INR 11,613.

Those that did receive it stated that it was beneficial to them. It provided them an opportunity to start their micro-business, earn a livelihood, adopt new technologies and ensure regular incomes.



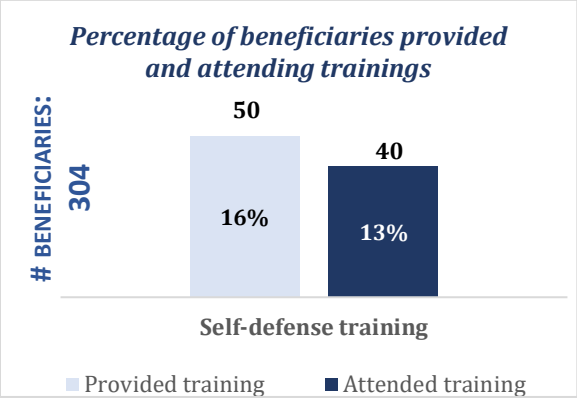
[85] All figures are an average of the last 12 months, i.e. April 2019 to March 2020.



Seed Bank

Only 10% of the sampled SHG women beneficiaries were involved in the community seed bank activity.

However, those that did, found it to be beneficial. It provided them employment and the ability to earn some income.



Self-defense training

Self-defense was another area that was focused on under HRDP. As per the responses provided, **only 16% of the beneficiaries were part of an SHG group that received training[86].** However, barring 10, all attended the trainings that were provided.

Of those who attended, the trainings were perceived to be beneficial. The women associated better self-protection and improved self-confidence as the major benefit areas. **This high perceived benefit signifies the need for a more robust coverage of women beneficiaries.**

Section 3: Youth beneficiaries

In this cluster, 74 youth were covered under the evaluation. Youth in this cluster received trainings on computer applications and food processing with the objective of skill development and the overall increase in income**. The skills learnt from these trainings helped the youth beneficiaries in increasing their average annual average income by 178%. Expanding the coverage to more youths in the community could have resulted in potential growth of livelihood opportunities and financial stability among youth.**

74 Youth

Outcome Indicators	Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)	11,809	32,851	↑ 178%	*47*

Youth Outcomes[87]

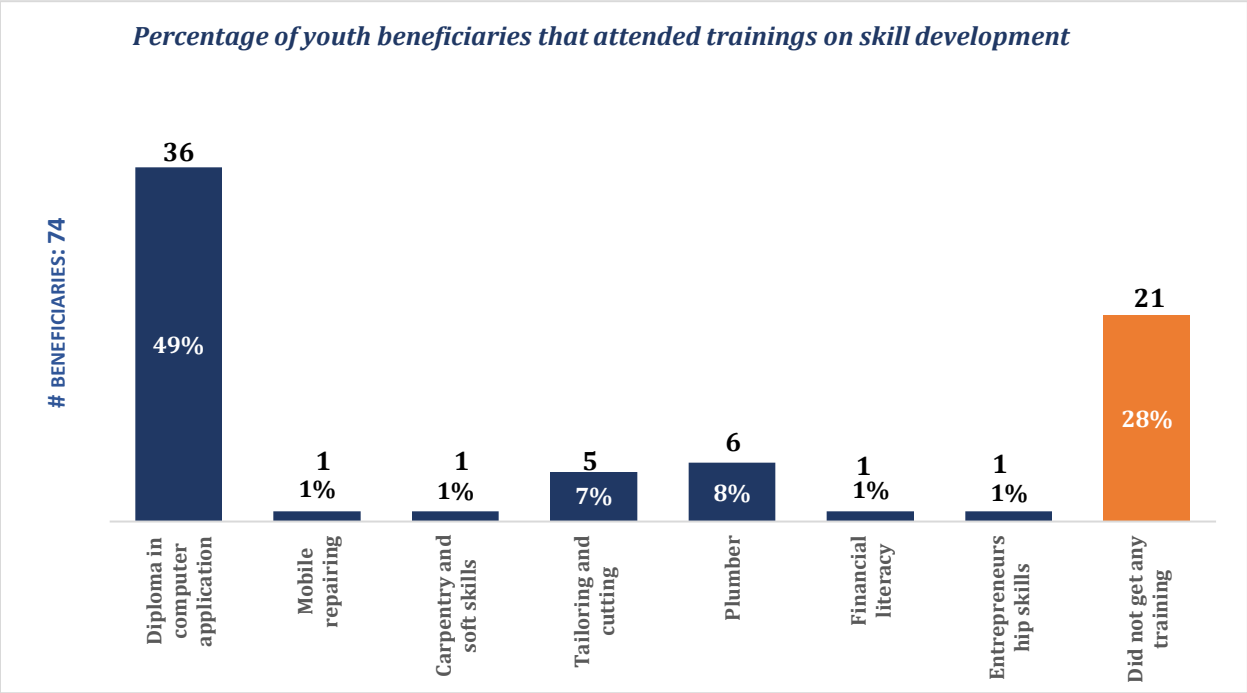
(Continued on the next page)

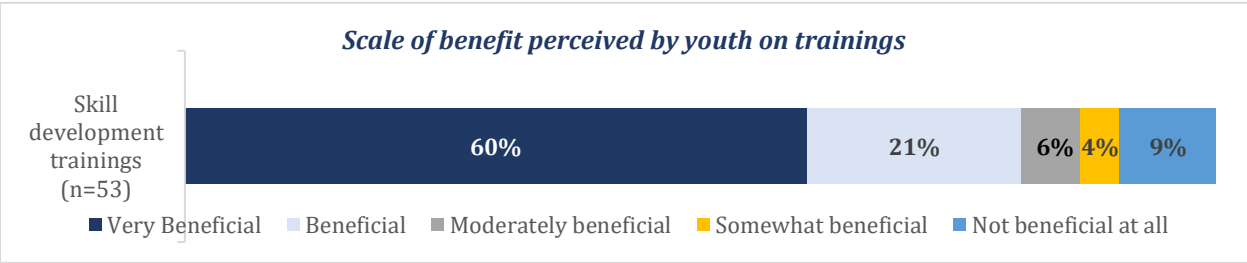
[86] Training were *provided* at the SHG level, however, not all SHG women beneficiaries *attended the training*.

[87] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

3.1 Trainings for youth

The following chart highlights the various trainings/ activities conducted with youth under HRDP. Within this cluster, **computer application was the key area** where maximum number of beneficiaries received training. **However, 28% of the beneficiaries reported not having been trained on any of the areas.** Of those that received trainings, all beneficiaries perceived them to be beneficial. **This highlights a clear gap in the understanding of needs or in the intervention design. Also, these youth were part of the beneficiaries list provided by the NGO for the evaluation.**





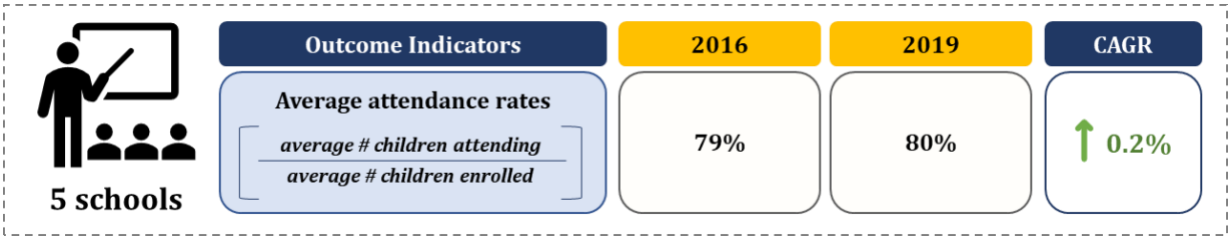
3.2 Placements

Of the 53 beneficiaries (out of 74) that attended trainings, **only 12 were provided with placement opportunity and only six attended the training. All except one got placement.** Key reasons for not attending the placements by the beneficiary were low salaries as well as unsuitable job locations.

Training Centers: Of the 53 beneficiaries trained, **35.8% (19) visited the local HDFC training center**. The remaining 64% were trained at non-HDFC centers/ private centers.

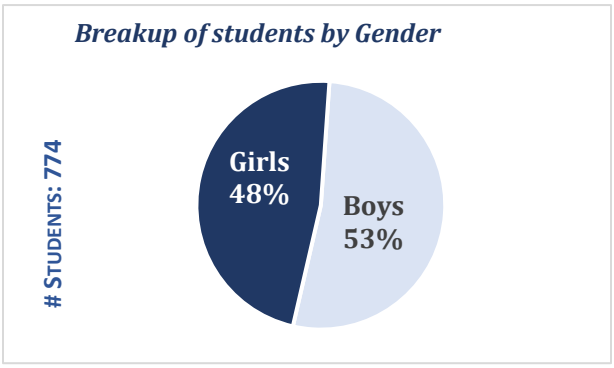
Section 4: School Observation

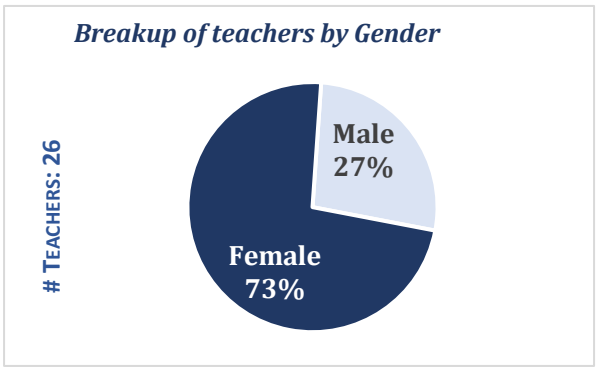
In this cluster 5 schools were covered for evaluation. As part of the program, infrastructural support was provided and trainings were conducted with the overall objective of enhancing the quality of education, making the schools a conducive learning ecosystem with **the outcome of increasing the attendance rates.**



School outcomes[88]

The following charts provide an overview of students and teachers that were covered in the cluster.
Of the five schools evaluated, there was an almost equal split of students by boys and girls and a positive skew of female teachers was witnessed when the gender ratio of teachers was inspected. **Overall student teacher ratio was 29:1 which conforms to the 30:1 ratio laid down under Right to Education Act.**

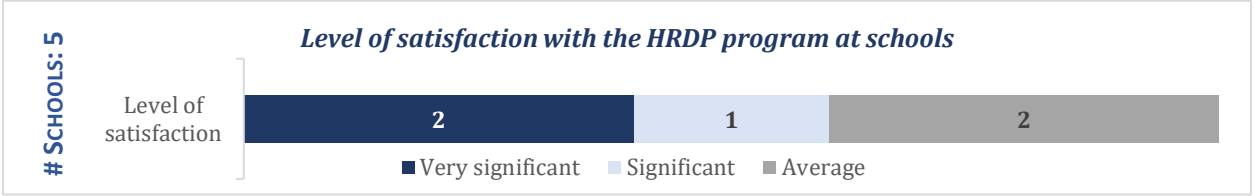




Student Teacher Ratio	Primary 31:1	Upper Primary 27:1	Overall 29:1

Overall perceptions on satisfaction on school interventions

All the five schools that were evaluated had an established School Management Committee (SMC) before the HRDP began. **SMC members noted that HRDP enabled a better understanding of their roles and responsibilities** for the development of school. They prioritized the monitoring of infrastructure work at schools and focused on improving attendance rates. 3 **schools were very satisfied with the HRDP program while the other 2 considered it average. SMC members mentioned communication with community members had become easier due to efforts by the NGO.** Now, village *Pradhan* and Gram panchayat members also contribute to the infrastructure development work at the schools.



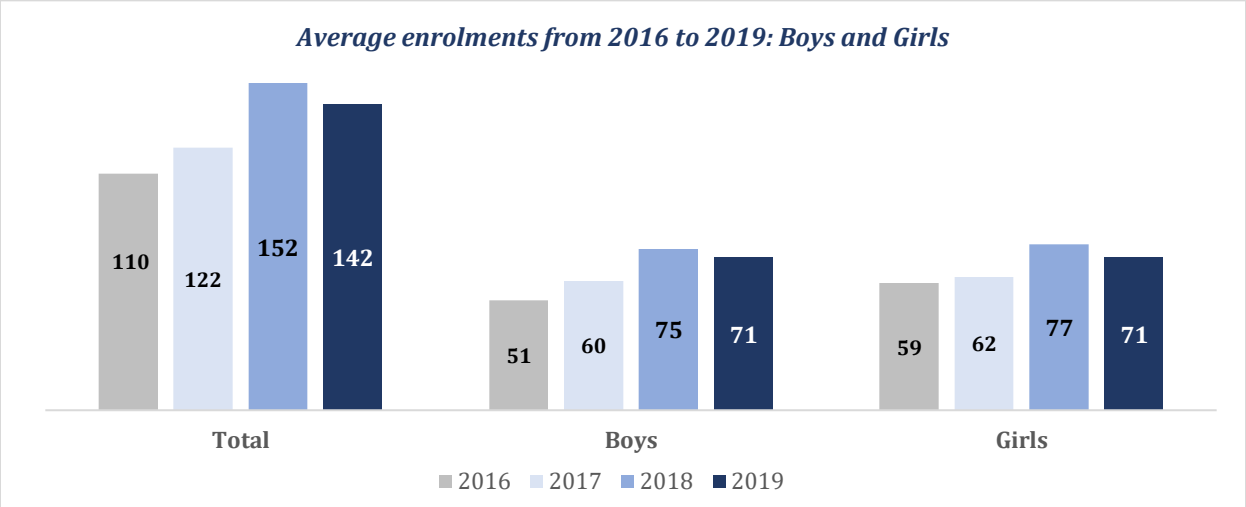
[88] All 5 schools shared the enrolments and attendance data.

4.1 Enrolment Rates

As a key parameter to evaluate the impact of activities under HRDP at schools, enrolment rates and attendance rates were captured. Within this cluster, the data for enrolments and attendance was provided by all 5 schools[89]. (For attendance rates refer to the School outcomes figure provided at the beginning of the School Observation Section).

Number of schools that provided attendance data	**5 out of 5 schools**

The chart below demonstrates that **average enrolments of both boys and girls has risen over the duration of the program.**



The rise in enrolments is corroborated by the inputs from SMCs. They highlighted that improvement in school infrastructure under the program have aided enrolments and attendance rates. The NGO provided sports equipment, stationery, library, dustbins for all classrooms and constructed separate toilets for boys and girls.

The infrastructure development work in schools has been covered in the next section.

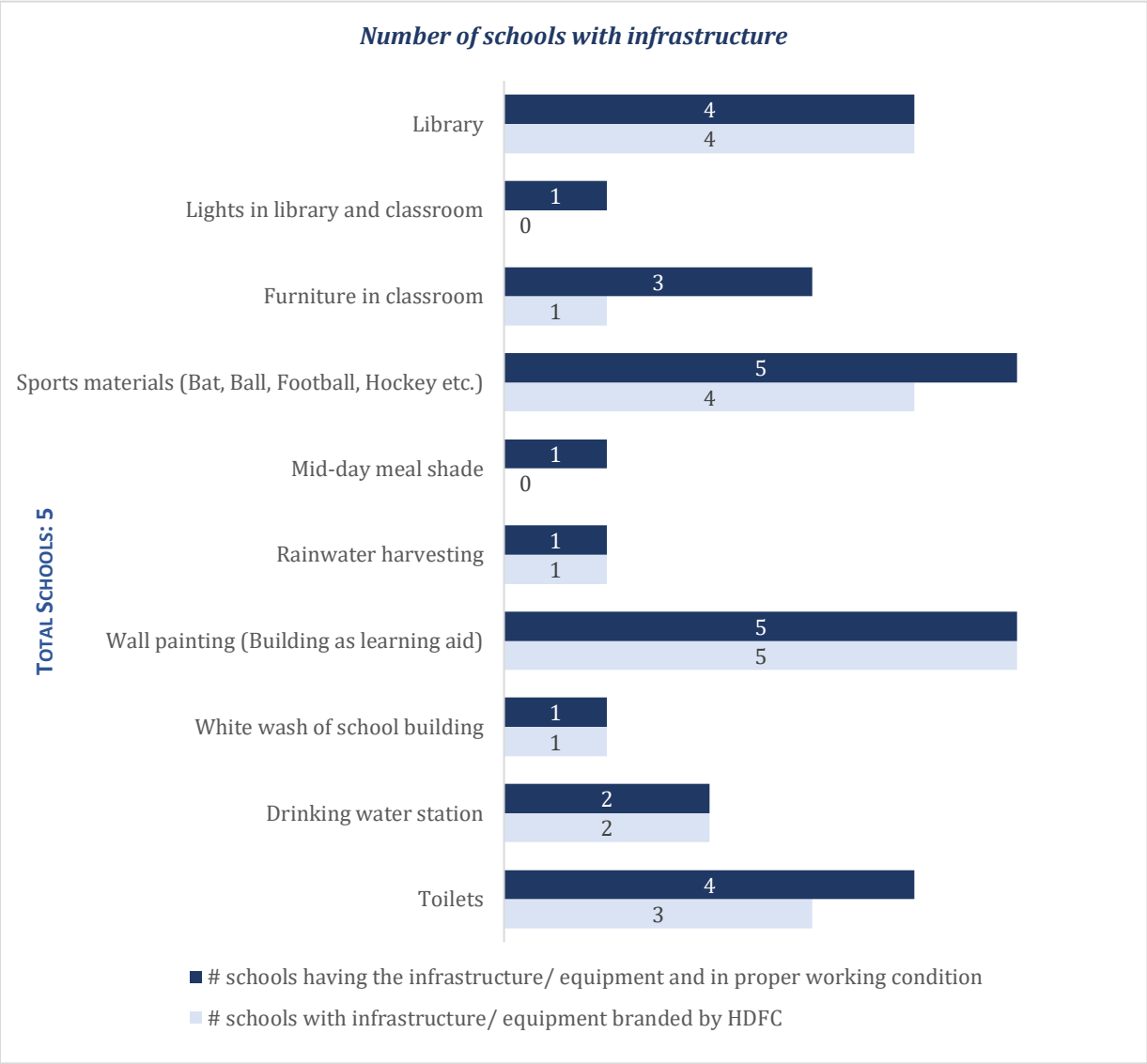
4.2 Infrastructure

The chart below highlights the infrastructure provided under the program by the number of schools it was provided to.

Furniture was provided to 3 schools under HRDP. With the provision of benches and tables, children feel more comfortable coming to school. This has also increased the perception and status of the government schools. **While sports equipment and wall paintings as learning aids were provided in all 5 schools, others were done with only a few**. In this cluster, no support was provided on establishing smart classes, laboratories, computer labs and the construction/ repair of boundary walls.

(Continued on the next page)

[89] In most cases, school officials have shown reluctance in verification of enrolment, attendance, and dropout data from the school registers. The information on enrolment, attendance, and dropout was verbally provided by the school officials.



To improve health and sanitation practices at the school level, drinking water stations and toilets were constructed at the schools. Drinking water facilities were provided at 2 schools while toilets were provided in 4 of the 5 schools covered in the evaluation. The SMC members shared that they felt the program has been successful in addressing the need for better sanitation and hygiene infrastructure. According to SMC in Holagarh, Prayagraj *"The NGO has focused on sanitation a lot- there is a dustbin in every class, latrines have been made and clean water is available for the children".*

The table provided quantifies the number of toilets constructed/ repaired.

Number of toilets constructed or repaired	
Average number of toilets per school: Girl	1
Average number of toilets per school: Boy	1
Total number of toilets	13
Total functional toilets during survey	13

Student Kits

Students were also provided student kits under the HRDP program.
In this cluster only 2 out of 5 schools had distributed the student kits. The total number of kits distributed were **271.**

Section 5: Common interventions

Under HRDP, some activities were conducted across all the beneficiary groups, i.e. farmers, women and youth; **a total of 501 beneficiaries**. It emerged from discussions with village development committee that handpumps and water tank were installed in the community to increase access to water. Additionally, there was focus on installing solar streetlights in the community.

5.1 Natural Resource Management

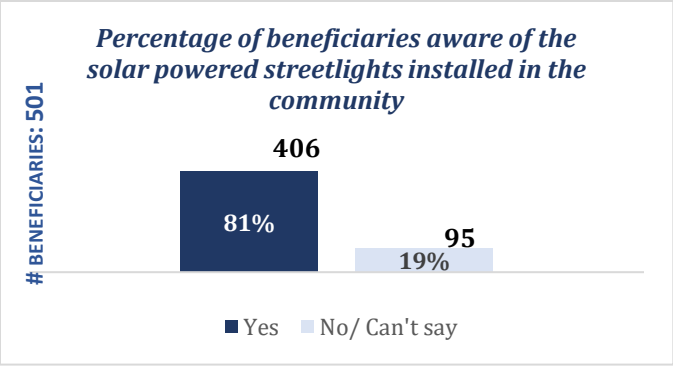
Solar powered Streetlights[90]

406 beneficiaries

	Outcome Indicators	Before HRDP	After HRDP	% Change
Solar powered streetlights	Avg. beneficiary rating: Felt safe going out in the night	1.4	4.8	↑ 253%
	Avg. beneficiary rating : Ease in walking during the night	1.4	4.8	↑ 236%
	Avg. beneficiary rating : Reduced animal attacks	1.5	4.7	↓ 221%
	Avg. beneficiary rating : Sense of security for female and children	1.4	4.7	↑ 241%
	Avg. beneficiary rating : Reduced theft incidents	1.5	4.7	↓ 209%
	Avg. beneficiary rating : Enhanced liveliness	1.4	4.8	↑ 249%
	Avg. beneficiary rating : Source of light during power cuts	1.4	4.8	↑ 242%
	Avg. impact of solar light on beneficiaries' lives (overall)	1.4	4.7	↑ 236%

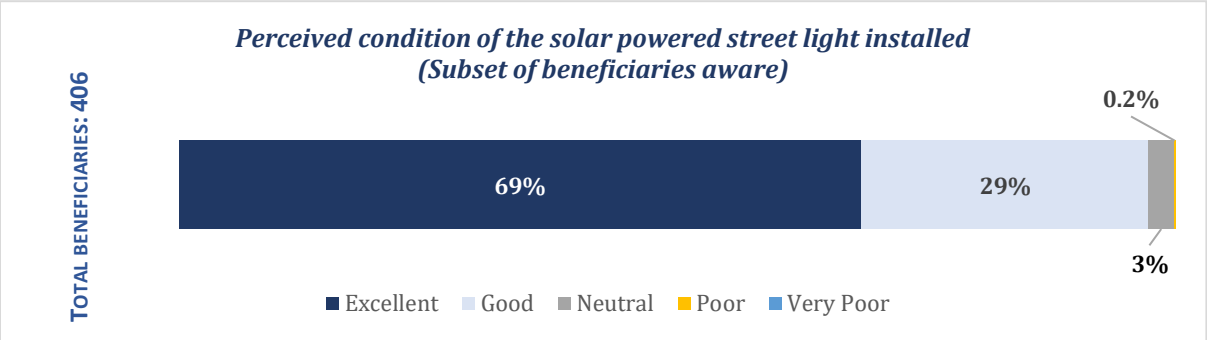
Solar powered streetlights were installed at the villages to promote the use of clean and renewable energy. The provision of streetlights ensured a sense of security and offered various benefits[91].

The installed solar powered streetlights had a great impact on the sense of security felt by the community members, especially at night. The streetlights helped reduce animal attacks, reduced incidences of theft, enhanced the liveliness of the community as well as served as a source of light during power cuts.



Awareness
Of the total 501 sampled beneficiaries, **81%** of the beneficiaries were aware of the streetlights installed under the HRDP program, indicating that **the placement of these lights was done appropriately, so as to be accessible to a majority of the targeted community members**. The condition of the installed streetlights was considered good to excellent by all the respondents aware of them.

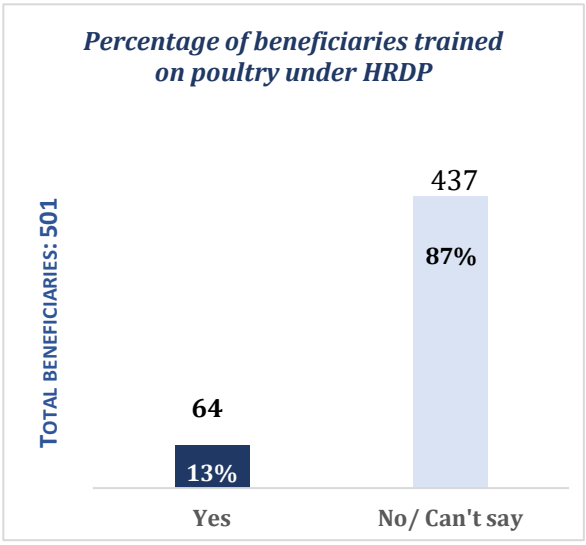
[90] The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.
[91] Beneficiaries were asked to rate their experience with 1-being poor and 5 being excellent.

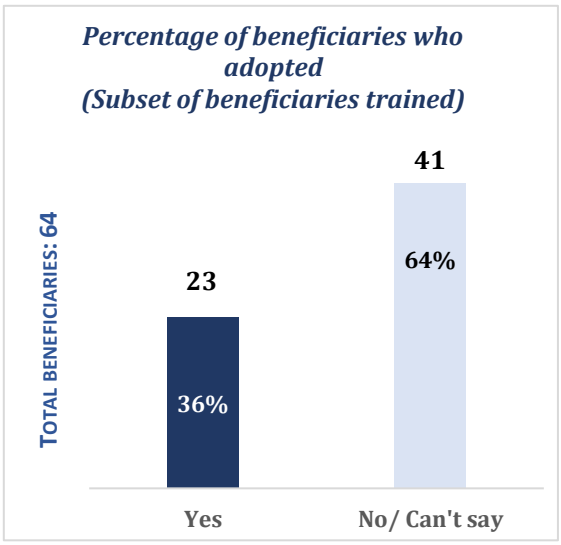


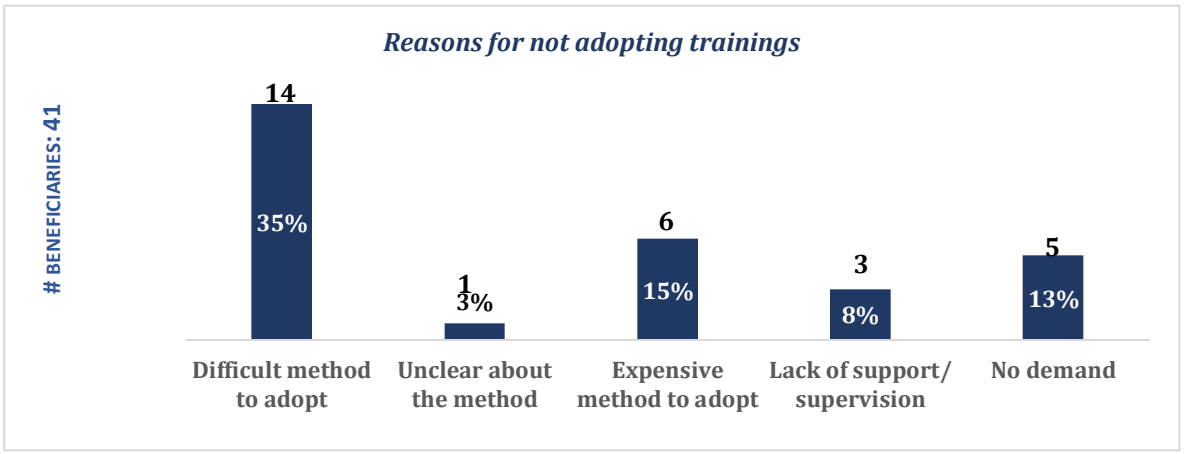
During the FGDs, VRPs highlighted that the solar streetlights, installed at various intersections in the community, attracted villagers to become part of this initiative.

5.2 Skill development and livelihoods generation

In this cluster **only 13% of the beneficiaries received training on poultry, and of those only 36% adopted it. These enabled the beneficiaries to get supplemental income in terms of meat and eggs.** On an average, a beneficiary was able to earn around INR 2,050 in the last 12 months by doing this work. Of the people who did not adopt, majority felt it **was a difficult method/ lack of clarity, and there was no demand.** The charts below corroborate these findings:





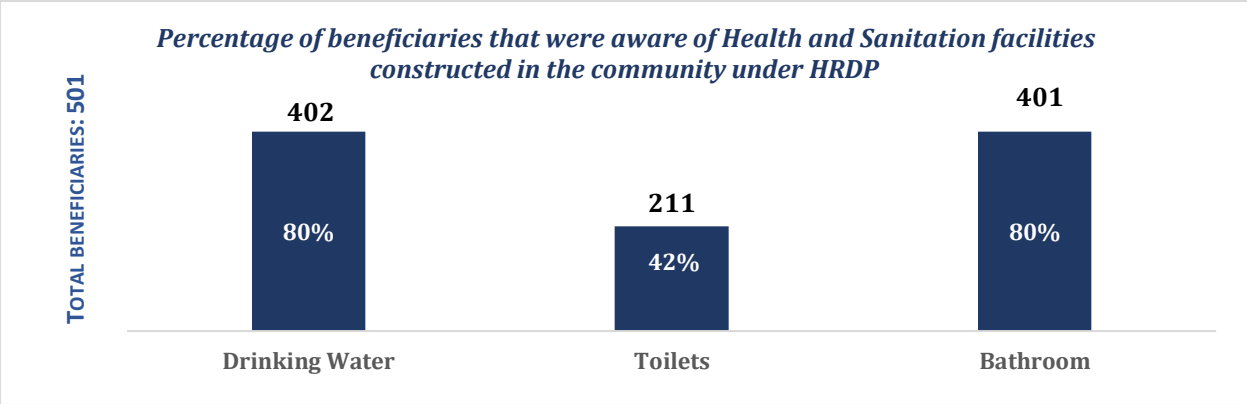


5.3 Health and Sanitation

Community toilets, drinking water facilities and bathrooms were constructed as part of the HRDP initiative. **By constructing drinking water sources, toilets and bathrooms for the community and at home, the program actively promoted better health and sanitation.**

Awareness: **Of the 501 beneficiaries covered, 402 (80%) were aware of the drinking water sources constructed under HRDP**. The awareness for bathrooms was among 401 (80%) beneficiaries. **However, only 211 beneficiaries (42%) were aware of toilets constructed in the village.**

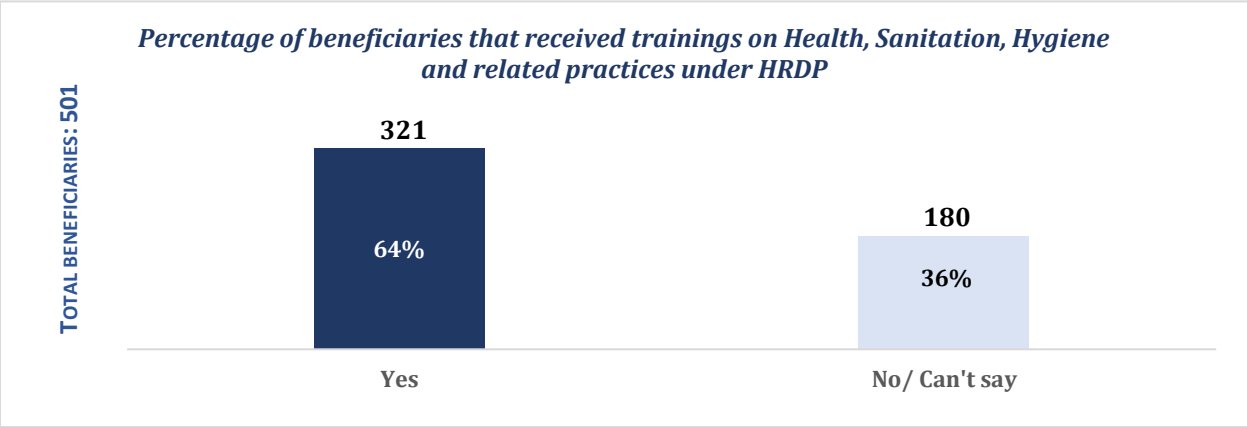
An increase in usage was witnessed across the interventions. A small 13% increase in usage of drinking water facilities highlighted that the majority of the beneficiaries already had access from before the program. The greatest impact was in use of toilets and it showed a significant increase of 608% in usage among the beneficiaries. Use of community bathrooms also witnessed a jump of 668%. It was known during the discussions that the beneficiaries earlier practiced open defecation and did not have access to toilets and bathrooms. The usage increased with the construction/ repair of toilets at homes and in the community.



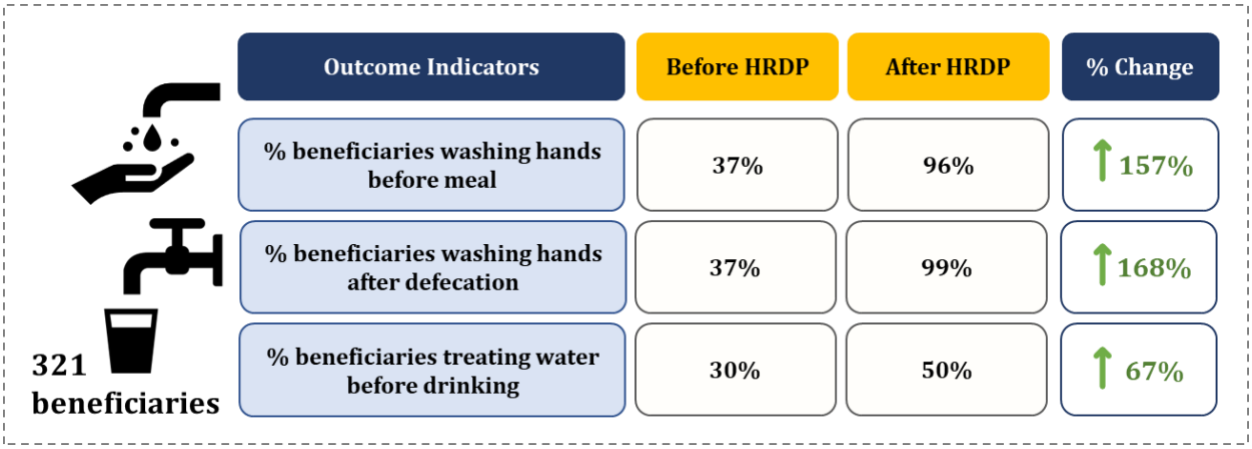
	Outcome Indicators	Before HRDP	After HRDP	% Change
402 beneficiaries	% beneficiaries having access to potable drinking water	88%	99%	↑ 13%
211 beneficiaries	% beneficiaries using toilets	12%	87%	↑ 608%
401 beneficiaries	% beneficiaries using bathrooms	10%	79%	↑ 668%

5.3.1 Trainings and awareness

Training on health, sanitation, and safe hygiene practices was received by 64% of the 501 beneficiaries. The chart below highlights the number of beneficiaries that received the training.



As a result of the awareness due to trainings, among the 321 beneficiaries that received trainings, **a 157% jump in washing of hands with soap/ mild detergent before meals, a 168% jump in washing of hands with soap/ mild detergent after defecation and a 67% jump in the treatment of water[92] before drinking was reported by the beneficiaries as compared to the practices followed before HRDP**.



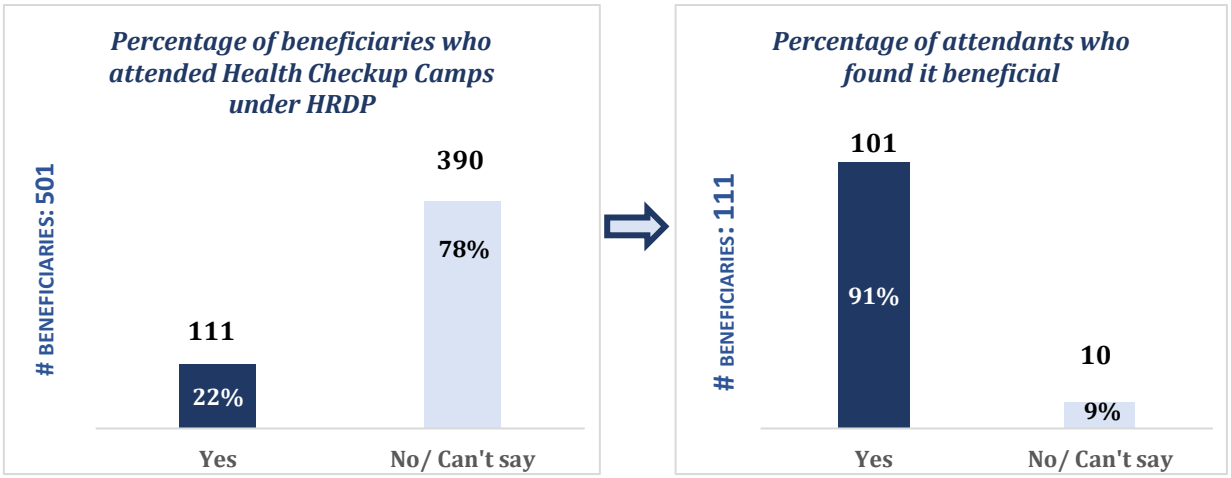
Outcome Indicators	Before HRDP	After HRDP	% Change
% beneficiaries washing hands before meal	37%	96%	↑ 157%
% beneficiaries washing hands after defecation	37%	99%	↑ 168%
% beneficiaries treating water before drinking	30%	50%	↑ 67%

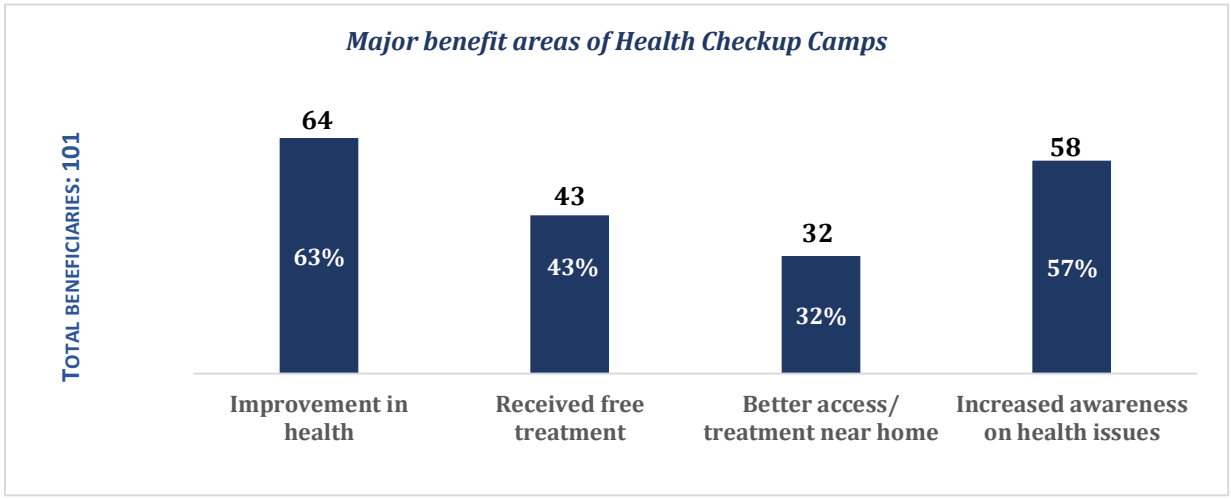
5.3.2 Health Checkup Camps

The program also provided the beneficiaries health checkup camps. **Only 22% sampled beneficiaries reported attending health check-up camps under the program and majority of those attended (91%) found them to be beneficial.** The health intervention was focused around developing health seeking behaviors in the community through health camps. **However, during the discussions, SHG members shared they felt unsatisfied with the support provided. More could have been done to improve health outcomes among the beneficiaries.**

The charts below highlight how many beneficiaries got to attend these camps as well as how many of the attendees found it beneficial.

92 Treatment of water includes boiling, adding bleach/chlorine, straining through a cloth, using a water filter, solar disinfection and letting the water settle.





Around 22% beneficiaries of the total 501 reported attending health check-up camps under the program and majority of these (91%) found them to be beneficial. Regarding the benefits of these health camps, the most widely reported benefit was **improvement in health (63%), followed by increased awareness of health issues (57% of the respondents) and receipt of free treatment (43%). 32% of the respondents got better access to treatment closer to home.**

Case Study

India's most populated state, Uttar Pradesh, is home to one of the highest populations India, over 20 million people to be precise, without access to affordable, safe water. According to the World Health Organization, the access to safe, potable water which is readily available, in addition to good management of water resources, can contribute to overall health and in poverty reduction.

Inadequate availability of drinking, cooking water from an improved water source or water which has a high risk of faecal and chemical contamination can increase risk of vulnerability to water-related diseases.

PANI Sansthan has worked, in addition to other programs under **HRDP**, on ensuring water availability for irrigation and drinking purposes in the areas of known water scarcity of Pratapgarh and Prayagraj (erstwhile Allahabad) districts.

Findings from the evaluation survey show that of the 501 beneficiaries covered in these districts, 402 (80%) were aware of the drinking water sources constructed under HRDP. Within the group that was aware, almost 99% now had access to potable drinking water through the program. According to Village Development Committee members in Mehdipur, Prayagraj, the ground water available to the community was alkaline in nature at a low height- reducing accessibility to community members.

To counter challenges brought on by lack of availability of water or access to potable water and reduce high installation cost incurred by community themselves, PANI Sansthan implemented components of setting up solar powered *Jal Minars*, or 5 litre water tanks, with a submersible motor pump.

This water supply is powered from solar pump which allows for uninterrupted water supply to the community. According to the community members spoken to, compared to 3-4 years ago, now hundreds of families have easy access to potable water. Additionally, in some locations, access to water in schools was made priority, while in others mini-*Jal Minars* and deep borewells were also created.

There was a strategy to provide comprehensive water solutions as well. By creating a platform for sewage drainage, PANI team were able to ensure that wastewater was not stagnant in the area, and that maintenance mechanisms were established within the community. Contributions were taken by the community to maintain infrastructure created, which aided in bringing ownership among the community. These ended up being termed as '**Community managed water tanks.'**

To build a sustainable model to take this initiative forward, the PANI team even created a 'Water User Committee' with members of the community to ensure proper usage and maintenance of the *Jal Minar*.

The evaluation survey found that 64% (321) of the 501 beneficiaries received trainings on health, sanitation, and safe hygiene practices. From this group, 50% were now utilizing their learnings from the sessions and treating their water before drinking or cooking, which includes boiling, adding bleach/chlorine, straining through a cloth, using a water filter, solar disinfection or letting the water settle. Access to water spearheaded improvements in not only utilization of safe water, but also in irrigation for farmers and decreased the need to go long distances to fetch water.

****Case study created through conversations stakeholders in Varanasi and with the NGO partner***.

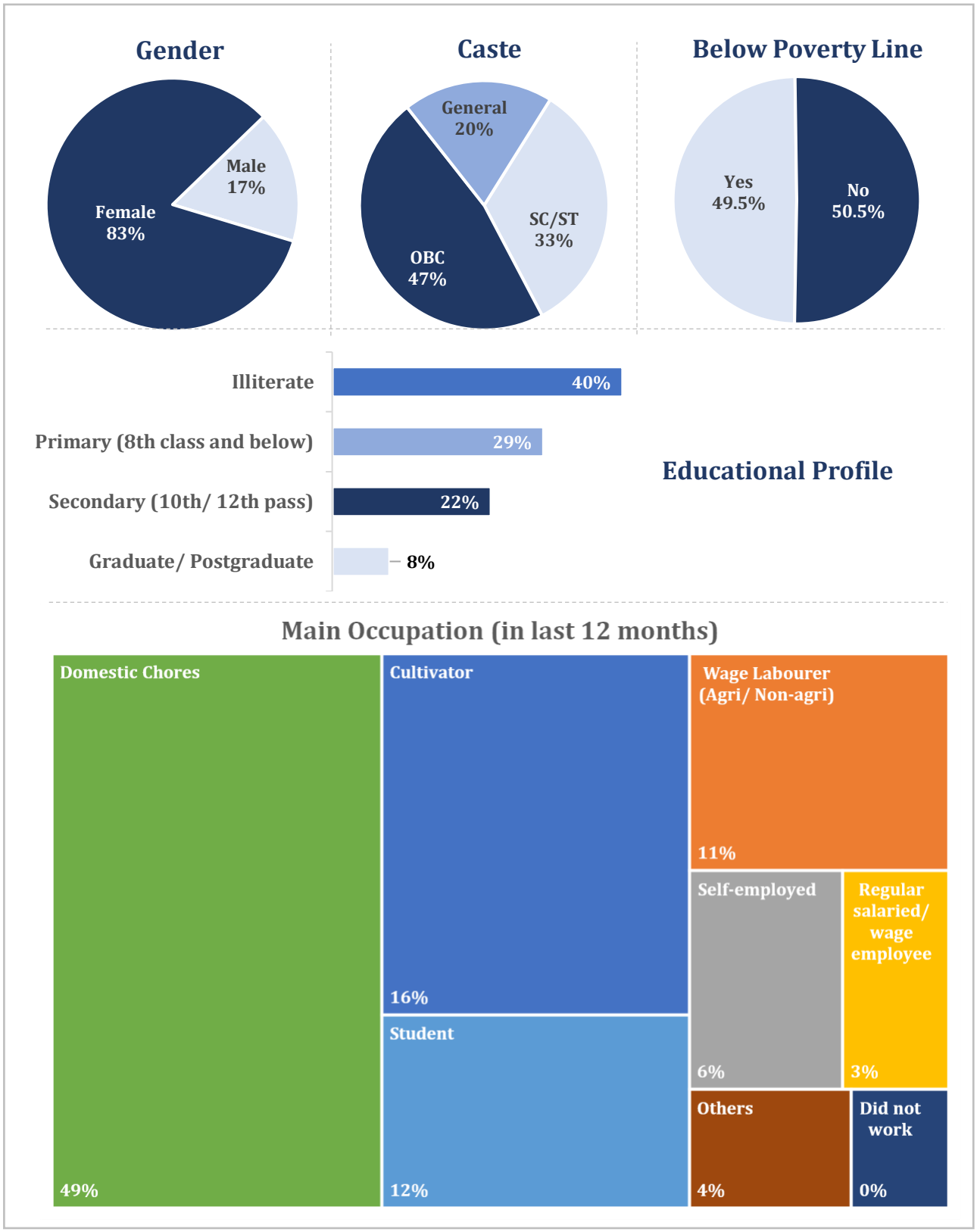
Cluster 6: Sitapur, Sultanpur and Gonda

Participatory Action for Community Empowerment (PACE) implemented HRDP in this cluster. The figure below highlights the intervention coverage and the sample selection for the Evaluation[93].

[93] As per the information shared by the NGO partner, total beneficiaries in this cluster were more than 5,700 and included farmers, women, youth, and students. However, in the above infographic, we have excluded student beneficiaries from the total beneficiaries as students were not part of our evaluation.

Socio-demographic Profile

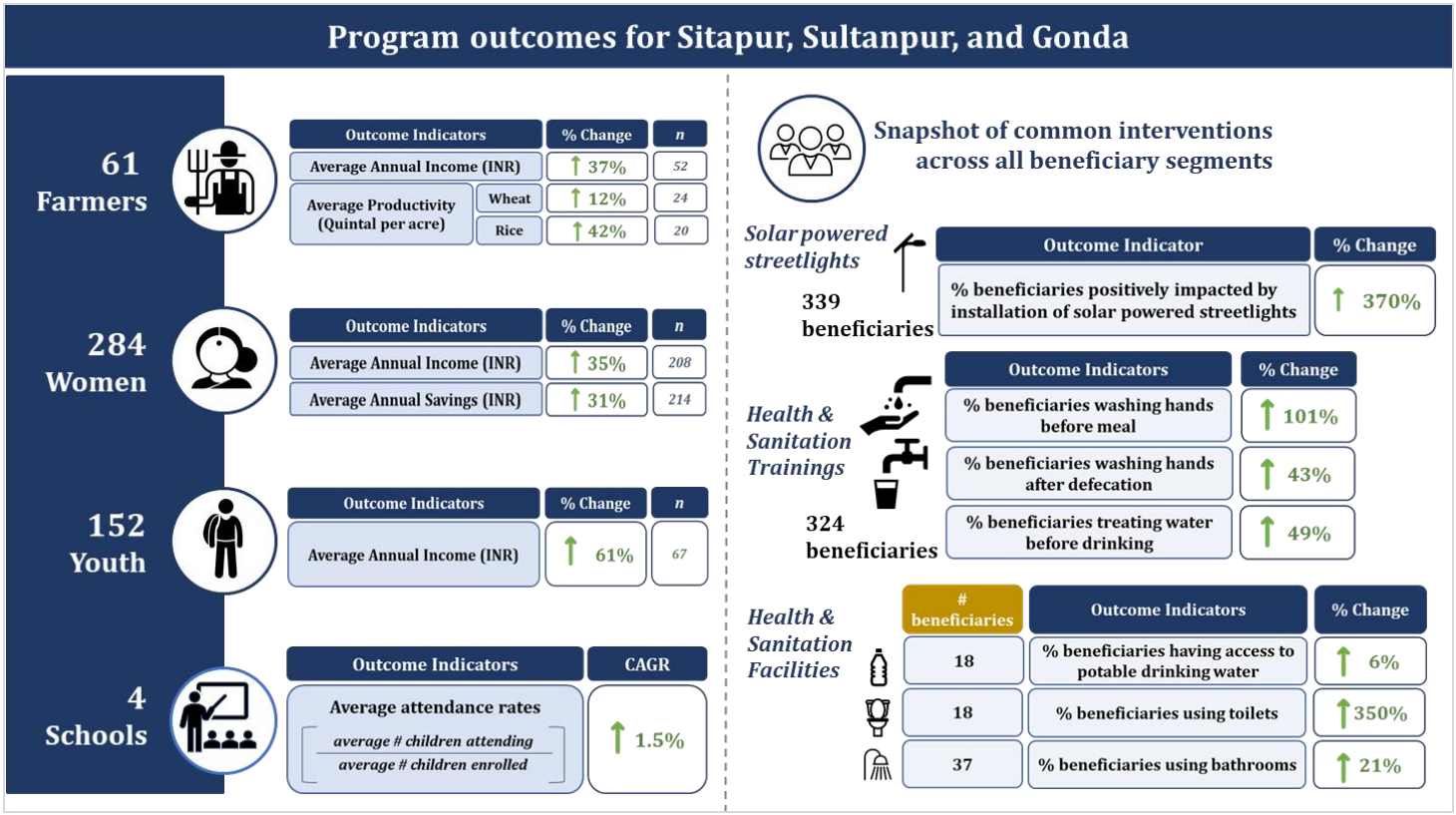
The following charts highlight the demographic characteristics of the sampled beneficiaries across the cluster.



Key Cluster Findings

Key Program Outcomes

The figure below provides an overview of the key outcomes of the intervention in the cluster across beneficiary segments.[94][95]



[94] The % change across all indicators/ beneficiary segments is calculated by comparing the % change of indicators before the program was implemented to the last 12 months (i.e. April 2019 to March 2020); except for the school attendance indicator – this was the 3-year CAGR from 2016 to 2019.

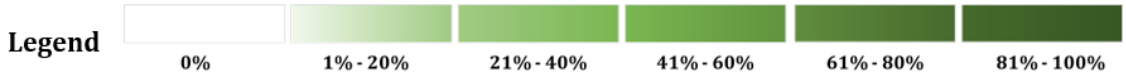
- 4 out of 5 schools surveyed provided data on the attendance and enrolment.
- The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high

[95] *n* represents the denominator for a particular indicator. *n* might not be equal to the total sampled beneficiaries in that cluster as some samples were dropped during data cleaning (outliers were dropped or data was not reported for pre and post intervention) and all sampled respondents didn't answer questions related to sub-interventions as a qualifier was added at the beginning of each sub-intervention section of the beneficiary survey tool.

Key Activities/ Interventions in the Cluster

The following tables summarize the domain-wise activities/ interventions undertaken with each beneficiary segment for this cluster.

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Farmers	**61**	**Natural Resource Management**	Trainings	Irrigation	
				Organic farming	
				Vermi compost	
		Skill development and livelihood	Trainings and support	Kitchen gardening	
				Dairy farming	
				SRI cultivation	
				Mushroom cultivation	
				Flower cultivation	
				Trellis method for vegetable	
			Others	Community seed bank	
				Grain storage	
				Cleaning and grading of farm produce	
				Cart	
				Start-up grant	
SHG members	**284**	**Skill development and livelihood**	Trainings and support	Goat management	
				Pashu Sakhi	
				Honey-bee keeping	
				Stitching and sewing	
				Beautician/ soft toy/ candles	
				Tent business	
				Mushroom cultivation	
				Self-defense	
			Others	Masala and wheat grinding	
				Start-up grant	
				Seed bank-women	



Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Youth	**152**	**Skill development and livelihood**	Trainings and support	Computer application	
				Electrical and motor winding	
				Mobile repairing	
				Food processing	
				Training on carpentry and soft skills	
				Training on tailoring and cutting	
				Training on beautician	
				Training on plumbing	
				Training on financial literacy	
				Training on entrepreneurship skills	
Schools	**5 schools**	**Education**	Infrastructure development	Smart class with LED screen and projector	
				E-learning module	
				Library	
				Laboratory	
				Computer lab	
				Lights in library and classroom	
				Furniture in classroom	
				Providing sports materials	
				Construction of mid-day meal shade	
				Construction of rainwater harvesting	
				Wall painting	
				White was school building	
				Construction/ repair of school boundary wall	
				Drinking water	
				Water purifier	
				Drinking water station	
				Construction/repairing of toilet	
			Trainings and support	Joyful learning	
			Others	Establishment of SMCs	
				Additional teachers	
				Student kits	
				Scholarships	

Legend

0% | 1% - 20% | 21% - 40% | 41% - 60% | 61% - 80% | 81% - 100%

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
All beneficiaries	**497**	**Natural Resource Management**	Infrastructure Development	Solar powered streetlights	
		Health and Sanitation	Infrastructure development	Drinking water facilities	
				Toilets	
				Bathrooms	
			Trainings and support	Health and sanitation awareness	
			Others	Health checkup camp	
		Skill development and livelihood	Trainings and support	Poultry farming	

Program Details

While a highlight of program outcomes and activities have been covered above, this section will provide details of the various sub-activities and interventions undertaken in the cluster that drive programmatic outcomes. The details covered are arranged by beneficiary segments.

Section 1: Farmer Beneficiaries

For this cluster, the evaluation covered a total of 61 farmer beneficiaries. Looking at the land ownership pattern, 93% farmer beneficiaries had their own land while 3% farmers practiced contract farming. **The average land holding of the farmer beneficiaries was 2.1 acre.**

The impact of the program on the farmer beneficiaries was measured using two metrics – (1) the increase in annual income and (2) increase in farmland productivity. The beneficiaries witnessed a **37% increase in annual income under HRDP, with an average annual income of Rs 50,067 after becoming beneficiaries of HRDP interventions**. In terms of productivity, **a 12% increase was witnessed in wheat yield (quintal per acre) and a substantial 42% increase in rice yield (quintal per acre).** While the sample size is not big enough to generalize these findings for the cluster an association of this increase can be drawn to training interventions such as SRI technique and organic farming.

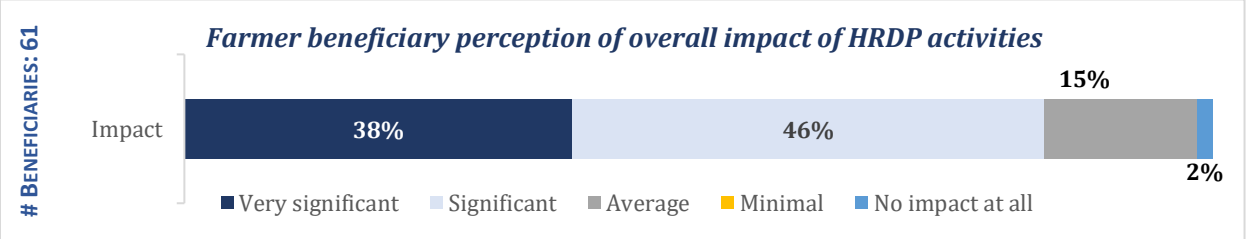
Outcome Indicators		Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)		36,677	50,067	↑ 37%	52
Average Productivity (Quintal per acre)	Wheat	13.7	15.3	↑ 12%	24
	Rice	14.4	20.5	↑ 42%	20

***Farmer Outcomes*[96]**

Overall perception of the interventions with farmers

The program was well received by the beneficiaries, with 84% agreeing that the impact of the activities under HRDP were significant. . Through discussion with farmers, it emerged that the interventions assisted them in utilizing new techniques for producing organic produce which gave them better yield and a higher selling price. According to the farmers in Sitapur, "*Earlier we used to only grow one crop- sugarcane, but now we also know techniques and have access to seeds to grow vegetables".*

The following sections highlight the intervention details to provide an understanding of the relative perception and adoption of various activities among the farmer beneficiaries.

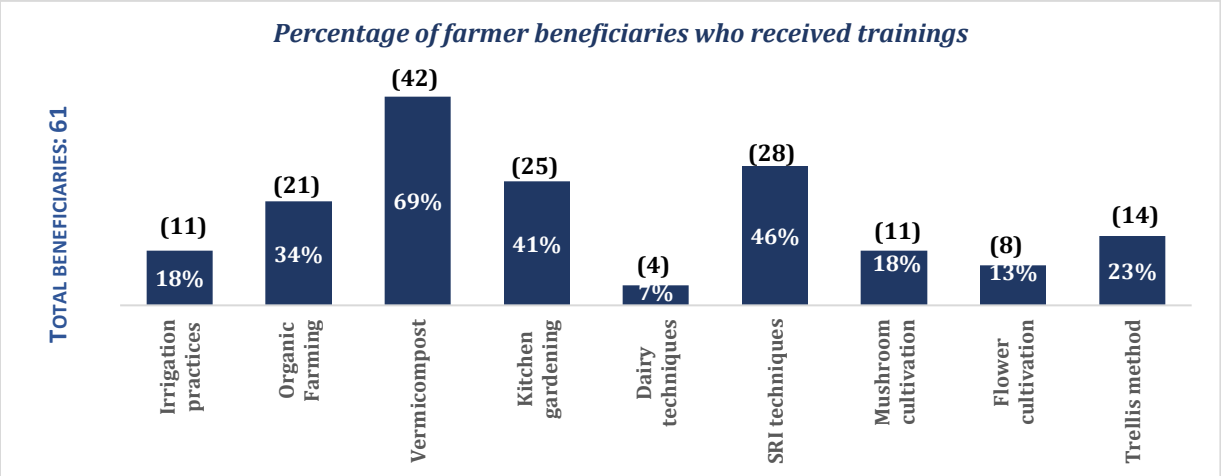


[96] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

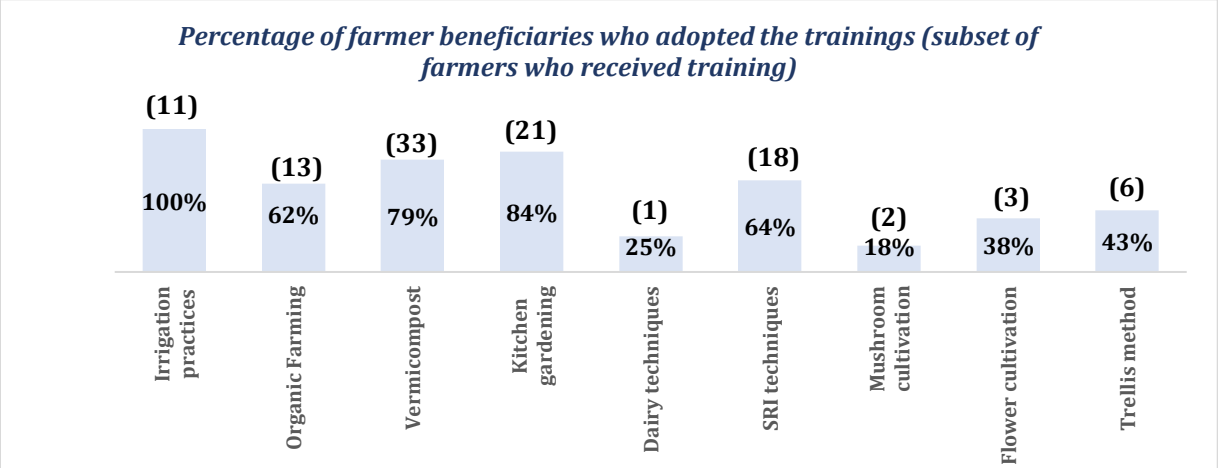
1.1 Trainings for Farmers

The NGO played a crucial role in imparting trainings and explaining new concepts as well as innovative techniques to farmers, which in turn helped reduce costs and increase annual incomes. It emerged from the discussion with farmers that the NGO provided trainings on setting up and maintaining vermicompost pits, kitchen gardens, in addition to organic farming. However, **the vermicompost pits established were inadequate in meeting the needs of farmers with land size greater than 2000 sq.ft.**

The following chart highlights the various trainings conducted with farmers under HRDP. Regardless, within **this cluster, trainings on Vermicompost were imparted to the largest subsections of the farmer beneficiaries: 69%.** Other key areas include kitchen gardening and SRI techniques; 41% and 46% respectively.

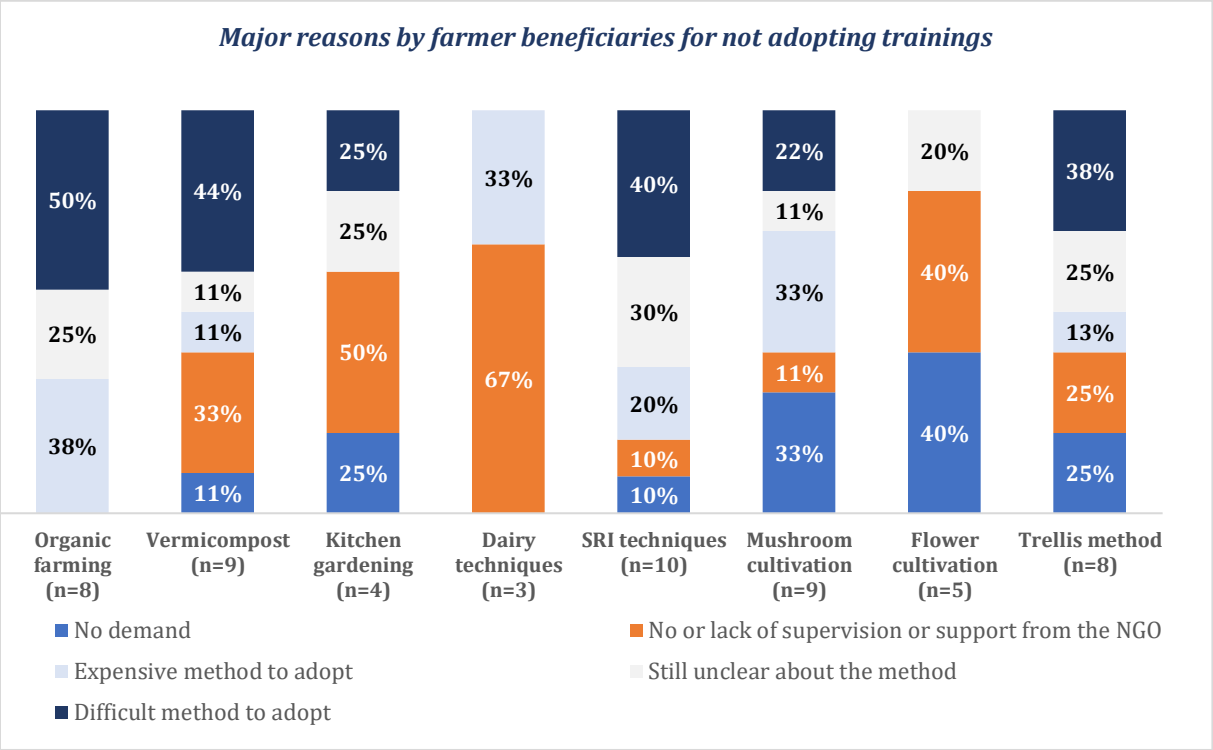


The following chart highlights the percentage of farmers who adopted the trainings (as a subset of farmers that received the trainings).



While trainings on vermicomposting were imparted to the largest subset of farmers, **trainings on irrigation practices and kitchen gardening were well received and experienced high adoption rates (at 100% and 84% adoption rates respectively); signifying the need/ importance of these trainings with regards to the villages in question.**

Some of the key reasons for a subset of farmers 'not adopting' the trainings, include descriptions of techniques as: **(1) a difficult method to adopt, (2) expensive and/ or (3) lack of supervision by the NGO.** As per discussions with the farmers, it was highlighted that **some farmers were not provided with any additional farming tools and facilities for irrigation, a cause for dissatisfaction among the farmers.** The chart below highlights the reasons for not adopting trainings:



1.1.1 Perceived scale of benefit to farmers that adopted trainings

The chart below highlights how beneficial the farmer beneficiaries, who adopted the trainings, perceived them to be. **According to the respondents, majority of the 'adopters' found the support very beneficial.** Through discussions, it emerged that farmers highlighted provision of agricultural tools under HRDP- such as the sprinkler, reaper, and land tiller were beneficial. In particular, the sowing machine was perceived to be highly beneficial. Earlier, farmers used to sow seeds with bare hands which was time and labor intensive. The NGO partner also provided seeds which helped farmers reduce input costs incurred.

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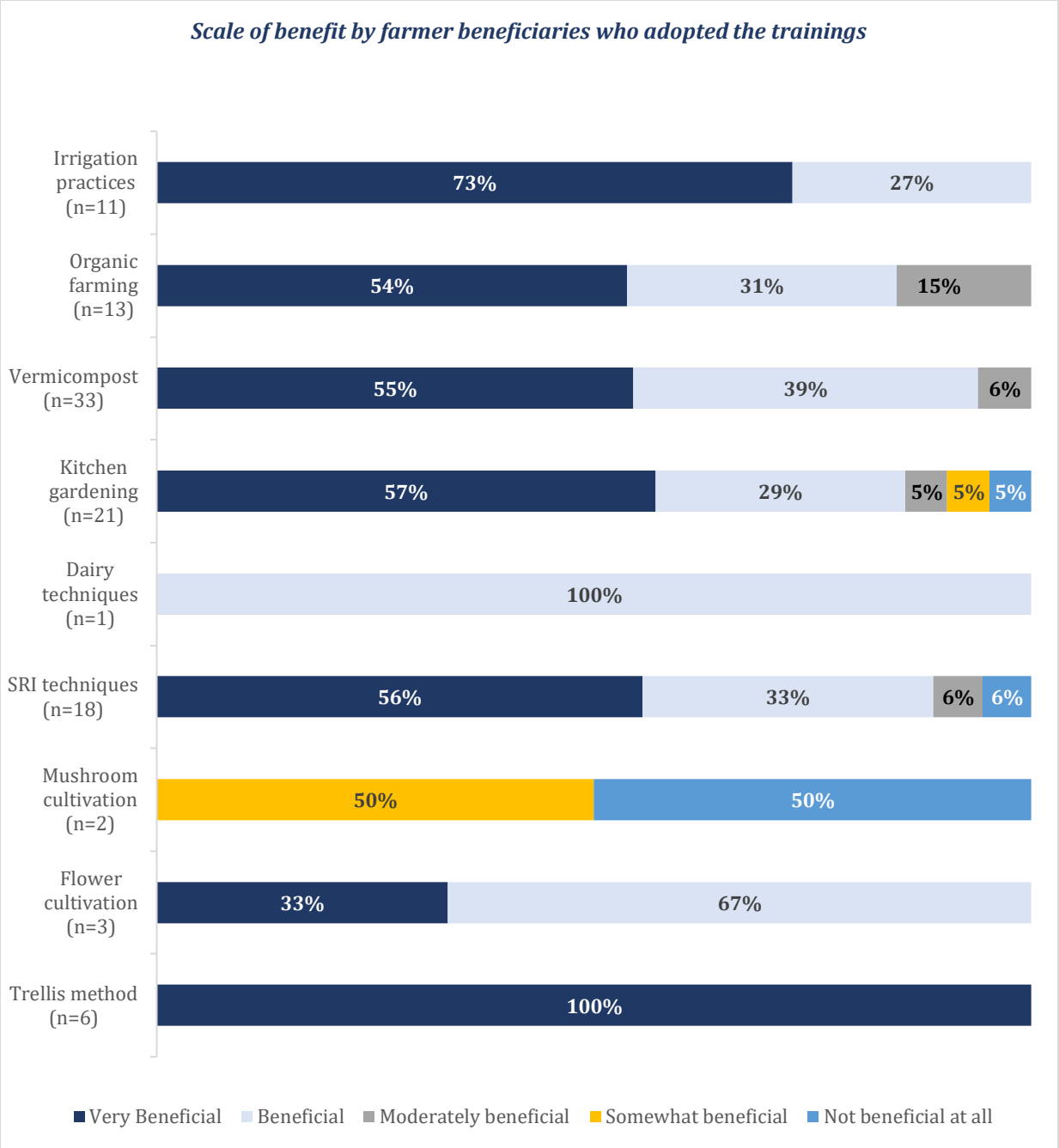


1.1.2 Summary of parameters improved due to the trainings

Benefits perceived by beneficiaries provides an indication of change (wherever applicable) on key areas from before HRDP was implemented to after implementation (specifically the last 12 months, i.e. April 2019 to March 2020). The table below summarizes benefits of the training, by activity and parameters within the activity.

Activity[97]	Parameter[98]	Before	After	Change	Change (%)
Organic farming	Average productivity of Wheat (quintal per acres) *(n=7)*	**14**	**16**	**2.0**	**14%**
	Average productivity of Rice (quintal per acres) *(n=7)*	**17.3**	**21.1**	**3.9**	**22%**
Vermicompost	Average annual cost of fertilizer per acre (INR) *(n=29)*	**6,282**	**4,773**	**-1,509**	**-24%**
Kitchen gardening	Average monthly amount spent on vegetables for self-consumption (INR) *(n=17)*	**1,471**	**853**	**-618**	**-42%**
	Average monthly income earned from selling vegetables (INR) *(n=5)*		**3,680**		
Dairy techniques	Average monthly income earned from selling dairy produce (in INR) *(n=1)*		**3,000**		
SRI techniques	Average rice productivity (quintal per acre) *(n=16)*	**17.2**	**23.7**	**6.5**	**38%**
	Average income earned from selling rice (INR per acre) *(n=14)*	**12,871**	**16,093**	**3,222**	**25%**
Mushroom cultivation	Average income earned from selling mushroom (INR) *(n=1)*		**70,000**		
Flower cultivation	Average income earned from selling flowers (INR) *(n=3)*		**9,333**		
Trellis method	Average income earned from selling vegetables (INR) *(n=4)*		**9,127**		
	Average vegetable productivity using Trellis method (quintal per acre) *(n=3)*		**12**		

Kitchen gardening helped the beneficiaries to reduce their monthly spent on vegetables by nearly 42%. Further, use of vermicompost as a fertilizer resulted in substantial decline in the amount spent by farmers on fertilizers. Only one farmer earned INR 70,000 from selling mushrooms. All the 3 beneficiaries who adopted flower cultivation earned an average of INR 9,333 by selling flowers.

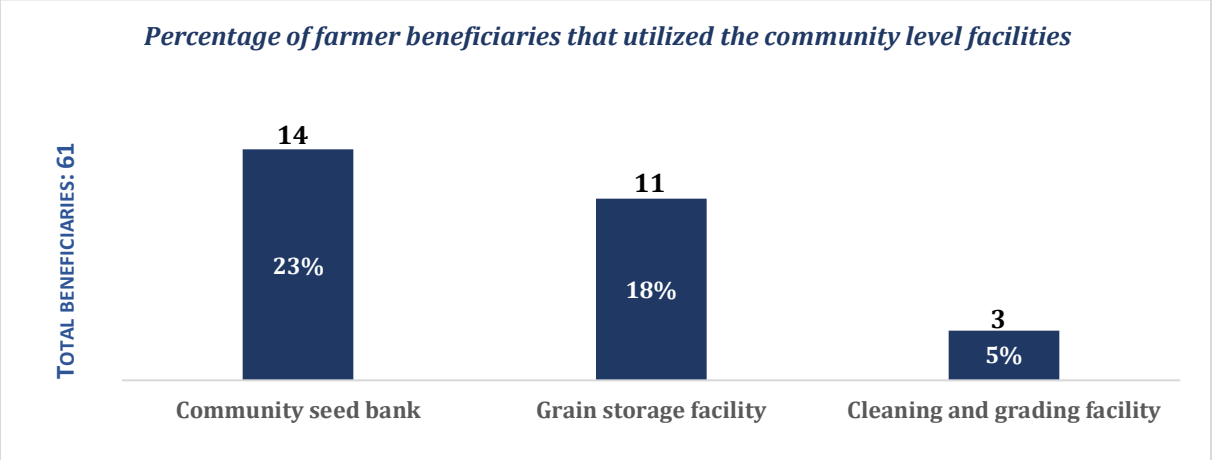
1.2 Facilities provided to farmer beneficiaries under HRDP

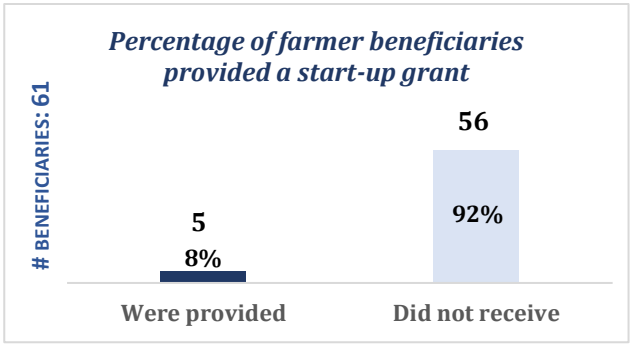
As a part of the program, farmers were given access to a community seed bank, a grain storage facility, and a facility for cleaning and grading of farm produce. However, these **were not widely used by the beneficiaries**. **Interestingly, of the small group that did avail them, the facilities were perceived to be very beneficial.** The chart below highlights these findings.

[97] Training on kitchen gardening, dairy technique, flower cultivation, mushroom cultivation, and trellis method were conducted were given to farmers under HRDP and it was assumed that no sampled farmers were doing these activities before the start of HRDP. Hence, no information was collected for these activities *before the start of the HRDP* (except for the amount spent on vegetables).

[98] *n* might not be equal to the total sampled beneficiaries as all beneficiaries were not trained on all the activities and all those who were trained did not adopt the method they were trained on. Further, some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

Community seed bank was utilized by only 23% of the beneficiaries. Of those who perceived benefits from the seed bank, majority felt it was a good source for quality seeds while others felt that it provided easy access in times of need. On the other hand, **only 18% farmers utilized the grain storage facility and just 3 farmers availed the cleaning and grading facility. This highlights that the common facilities were underutilized/ not optimally used.**





Start-up Grant

A start-up grant was provided to only 5 farmers. Those who received the grant perceived it as very beneficial. The major benefits of the grant included its contribution to setting up small scale businesses for livelihood generation, providing beneficiaries the opportunity to adopt new farming technologies and enhancing productivity as well as creating better market linkages and increase in the visibility of their produce.

Section 2: SHG beneficiaries

In this cluster, 284 women SHG members were covered as part of the evaluation. Owing to **various trainings provided to SHG women under HRDP, a 35% increase in average annual income (n=208) and 31% increase in the average annual savings (n=214) was observed**. The figure below shows the income and savings pre and post HRDP.

284 Women

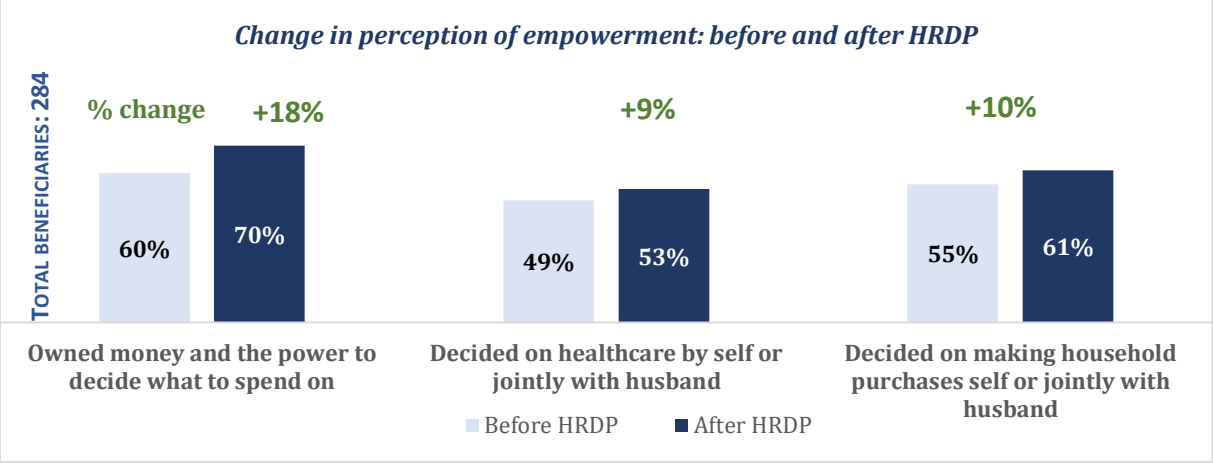
Outcome Indicators	Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)	10,380	14,012	↑ 35%	*208*
Average Annual Savings (INR)	4,423	5792	↑ 31%	*214*

Women Outcomes[99]

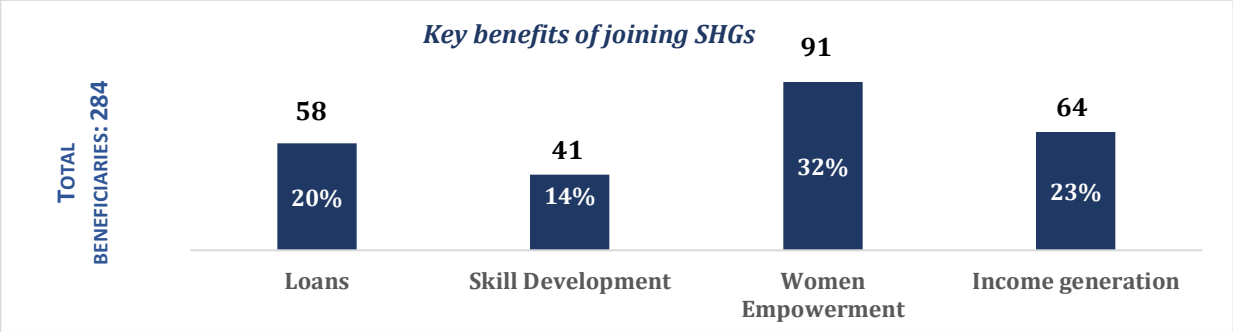
[99] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

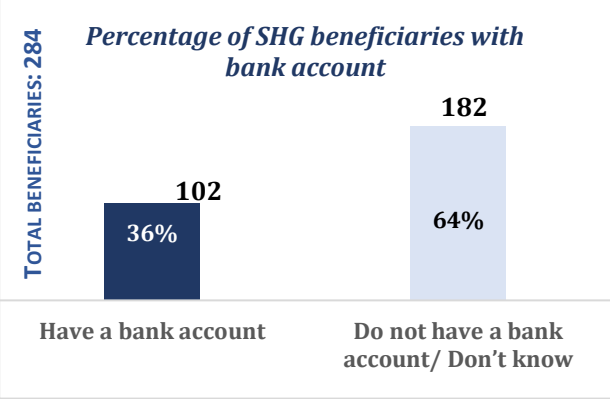
Overall perception of the interventions on SHG Women

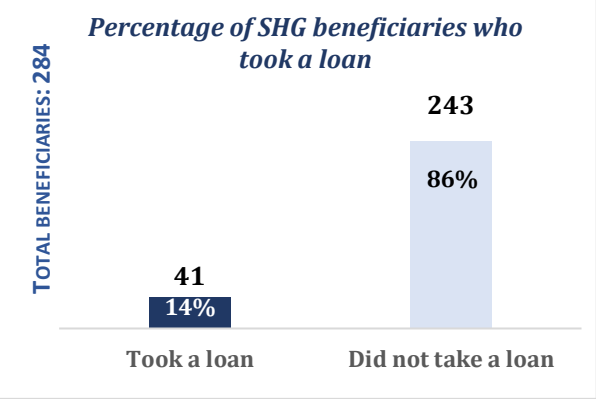
Evaluating women empowerment, the most significant change was witnessed in terms of financial strength, with an increase of 18% of women owning money and having the power of choice on how to spend it. An increase of 10% was seen in the ability to make purchasing decisions for the household and an increase of 9% was observed in deciding care-seeking among the women beneficiaries over the program period. In the figure provided below, the change in parameters (due to HRDP) that portray perception of women empowerment, such as financial independence and enhanced decision-making, has been presented.



The following charts highlight the key benefits of being a part of an SHG group as mentioned by the respondents.





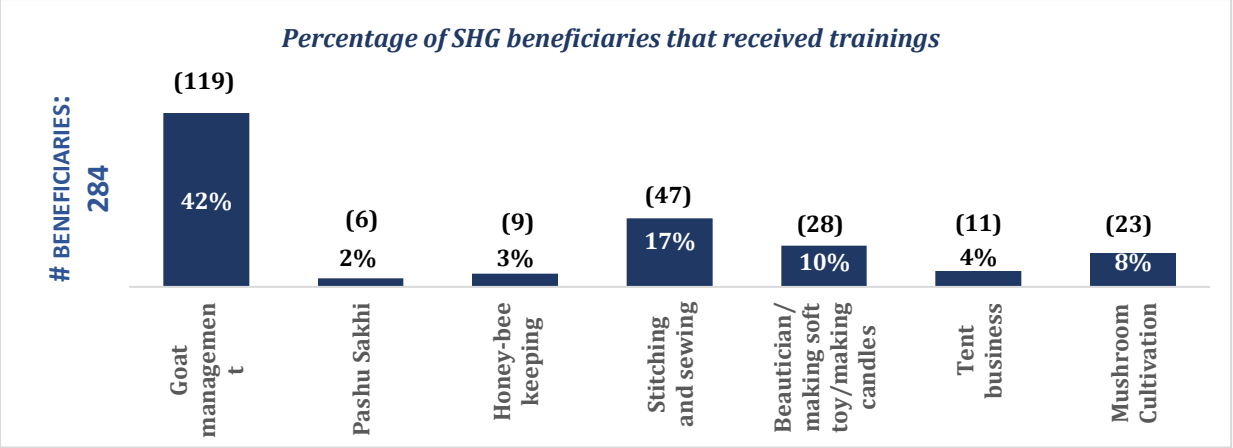


The program was perceived to be beneficial in terms of empowerment and income generation - the key objectives of the interventions. Seeking loans to meet a financial emergency and new skill development were some of the additional benefits. During discussions, several SHG members mentioned that they still not have operational bank accounts. **The same was corroborated from the beneficiary evaluation, where only 36% (102 beneficiaries) were recorded as having a bank account. Only 14% SHG members availed loans from the SHG money corpus.**

2.1 Trainings for Women

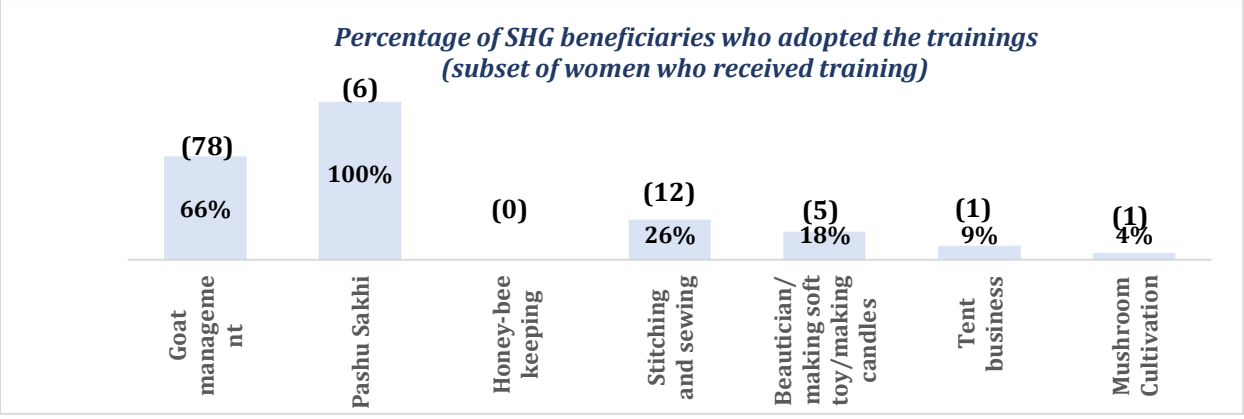
The trainings provided to SHG members focused on developing useful skills and improving their income generation capacity. **Majority (67%) of SHG women reported that no training was given on income generation activities highlighting the lack of an appropriate needs assessment and involvement of the NGO partner with SHG women. However, those who did receive training saw benefits of training through a rise in their income and savings.**

The following chart highlights the various trainings/ activities conducted with women under HRDP. Within this cluster, training on **goat management was imparted to the largest subset of women (42%).** The evaluation found that 96% of beneficiaries involved in goat management received one goat each under HRDP.



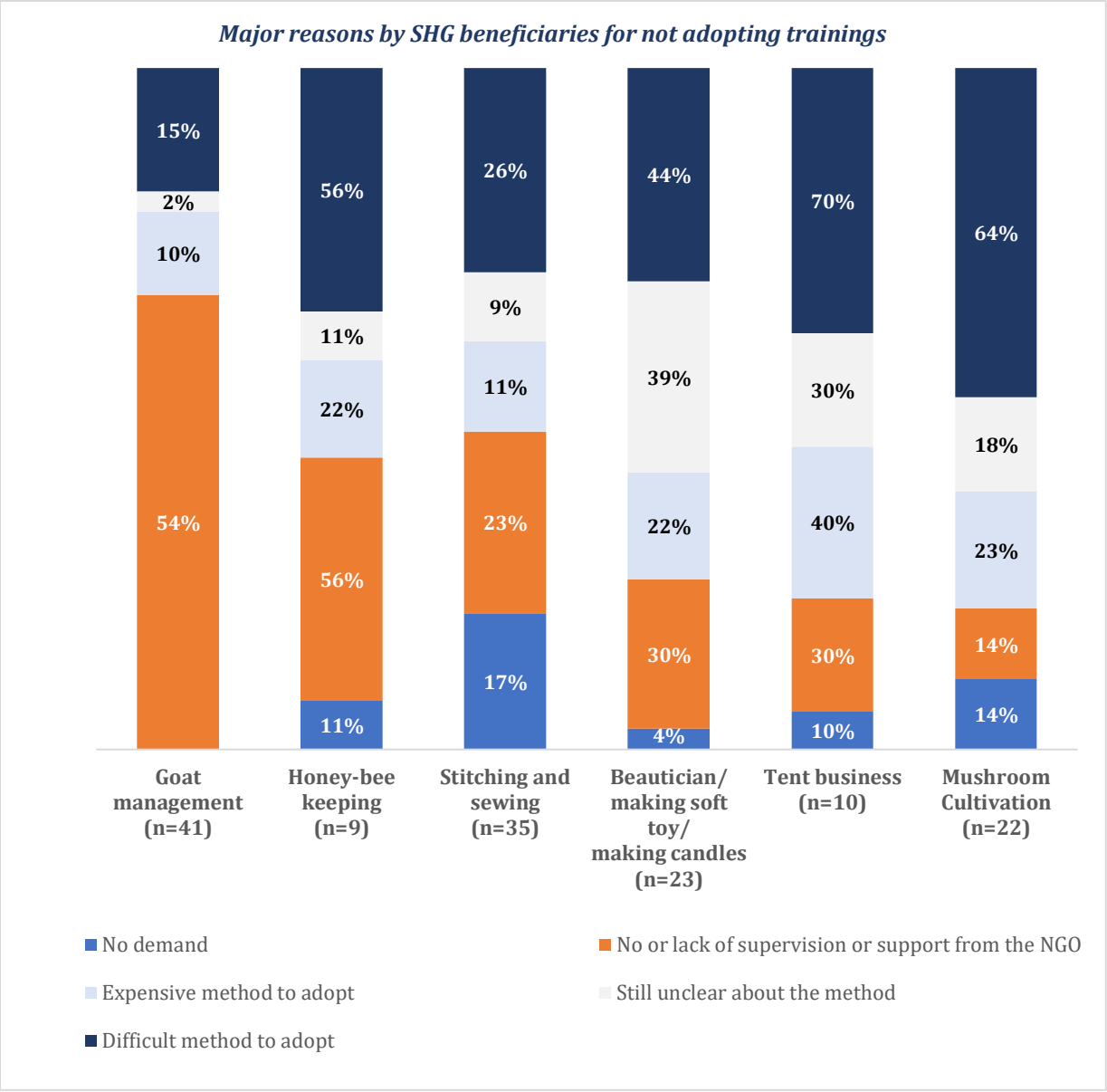
While the trainings imparted have varied by scale of coverage among the 284 beneficiaries, the adoption rates offer better insights on how well received they were.

The following chart highlights the percentage of women who adopted the trainings (as a subset of women that received the trainings):



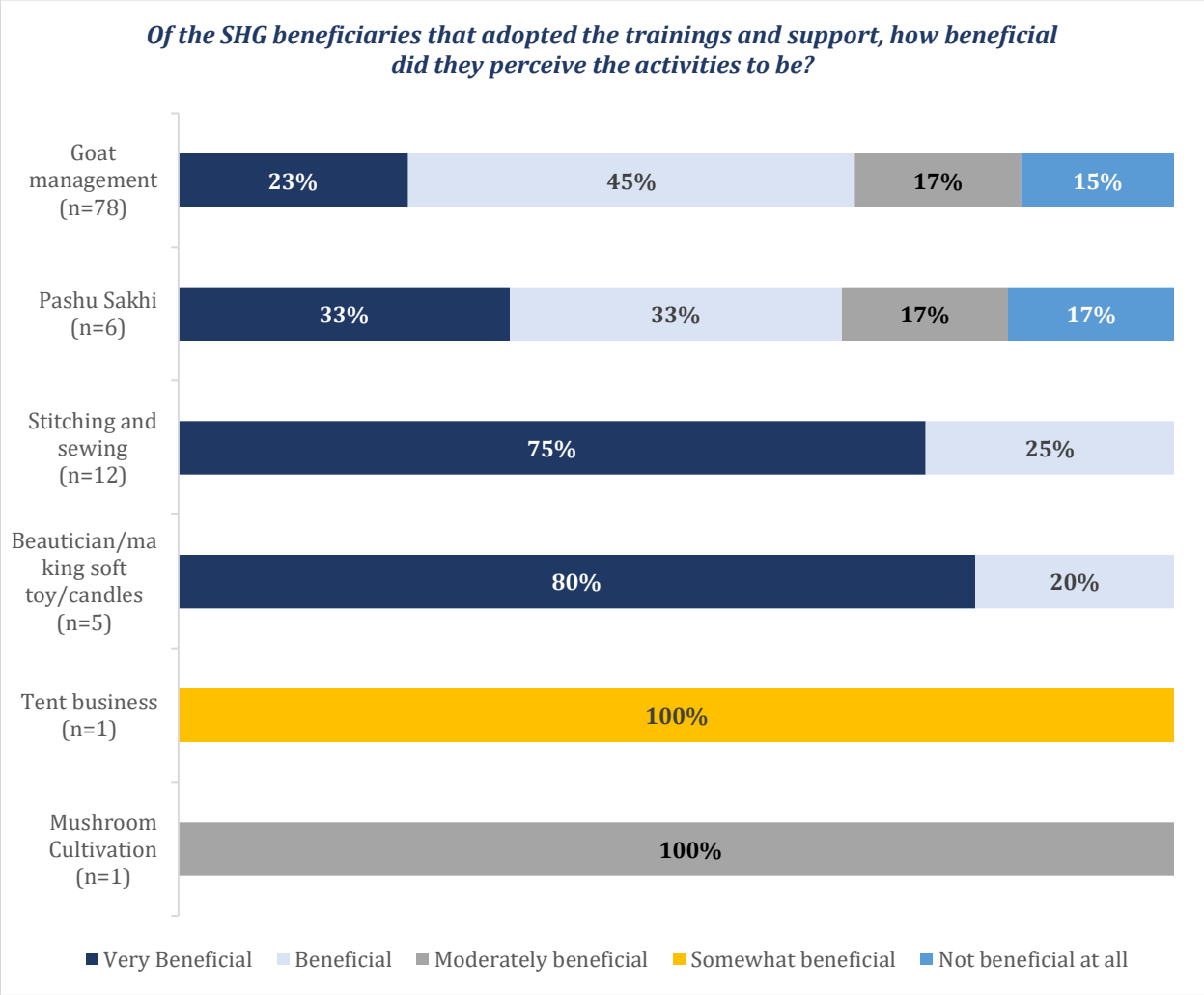
While goat management was imparted to the largest subset, **Pashu Sakhi was adopted by all 6 beneficiaries that received the trainings.** However, only 1 beneficiary received a kit to support income generation. Other than these two, **adoption rates have been minimal in all other areas, with no adopters for honeybee keeping.**

The key reasons for a subset of women 'not adopting' the trainings include: **(1) lack of follow up support from the NGO, (2) difficult to adopt and/ or (3) they did not understand the methods even after training.** The chart below highlights this.



2.1.1 Perceived scale of benefit of women that adopted trainings

The chart below highlights how beneficial the women beneficiaries, who adopted the trainings, perceived them to be. According to the respondents, **majority of the 'adopters' found the support very beneficial.**



However, a significant portion of beneficiaries trained on goat management and Pashu Sakhi (15% and 17% respectively) found it was not beneficial to them. Again, this highlights a clear gap in terms of the NGO partner's understanding of the relevance of the trainings to the intended beneficiaries. According to SHG members in Sitapur, *"We used to collect money and if someone needs it we used to distribute it, other than that, we are dependent on orders. We are not getting orders regularly, so we are not doing anything".*

2.1.2 Summary of parameters related to the trainings

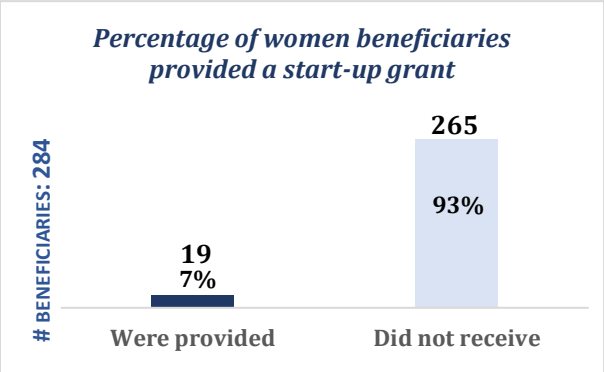
The table below summarizes the quantification of key outcomes due to the trainings. It provides the annual incomes (where applicable) as a result of adoption post trainings as well as any resources received under the program.[100]

[100] All figures are an average of the last 12 months, i.e. April 2019 to March 2020.

Activity	Parameter	Values in last 12 months
Goat Management	Average annual income (INR) *(n=71)*	**2,589**
	Average number of goats provided to beneficiaries *(n=75)*	**1**
Pashu Sakhi	Average annual income (INR) *(n=6)*	**6,833**
	Average number of animals treated *(n=6)*	**6**
Stitching and Sewing	Average annual income (INR) *(n=12)*	**5,950**
Mushroom Cultivation	Average annual income (INR) *(n=1)*	**0**
	Average mushroom productivity (kg per sq. feet) *(n=1)*	**2**
Beautician/making soft toy/making candles	Average annual income (INR) *(n=5)*	**1,780**
Community Seed Bank Initiative	Average annual income (INR) *(n=2)*	**6,500**

2.2 Facilities provided to SHG women beneficiaries under HRDP

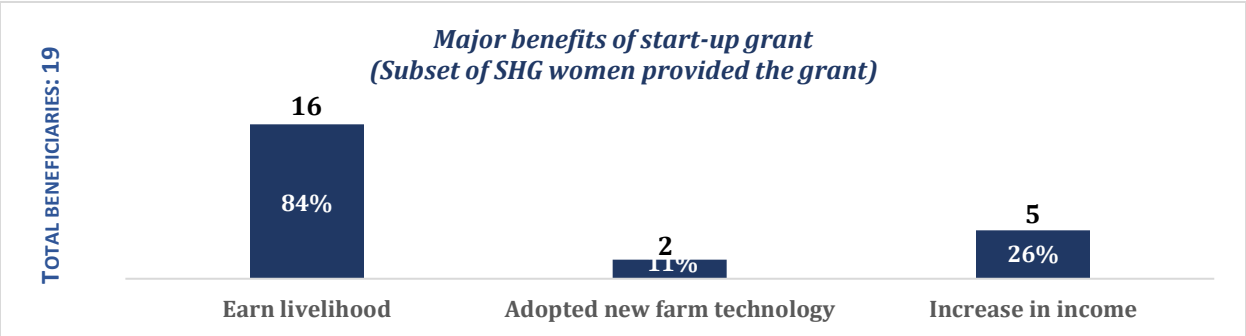
Under the program, SHG members of the cluster were also given start-up grants to facilitate income-generating small-scale activities, provided responsibility of managing the community seed bank in addition to trainings on self-defense.

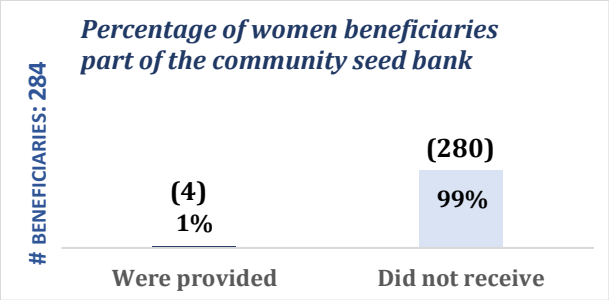


Start-up grant

A start-up grant was provided to only 7% of the 283 SHG beneficiaries.

Despite a small percentage of beneficiaires receiving this grant,those that did receive it stated that it was beneficial to them, those that did receive it stated that it was beneficial to them. It provided them an opportunity to start their own business, earn a livelihood and ensure regular incomes.

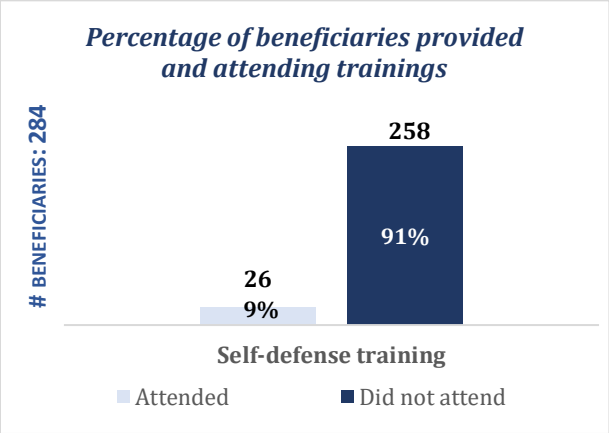




Seed Bank

Only 4 sampled women beneficiaries were involved in the community seed bank.

However, those that were involved, found it to be beneficial. It provided them employment and the ability to earn a basic income. On an average they earned INR 6,500.



Self-defense training

Self-defense was another area that was focused on under HRDP. As per the responses provided, **only 9% of the beneficiaries attended the trainings[101].**

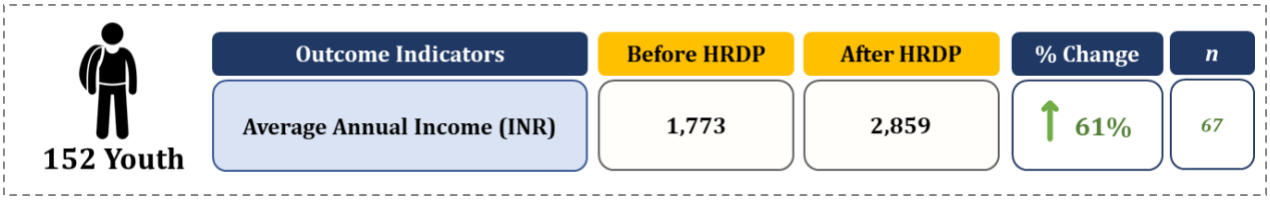
Of those who attended, the trainings were perceived to be beneficial. Women associated better self-protection and improved self-confidence as the major benefits of such training. **This high perceived benefit signifies that the NGO partner should have ensured a more robust coverage of women beneficiaries for this training.**

Masala and Wheat Grinding Unit

Under HRDP, masala and wheat grinding unit was also established in the community to provide employment opportunity to the locals. **15% of the SHG women were part of this initiative - out of those, only 4 women were employed in the unit.** All 4 beneficiaries earned around INR 2,350 each while working in this unit and found it to be beneficial.

Section 3: Youth beneficiaries

In this cluster, 152 youths were covered under the evaluation. Various trainings and support were provided to the youth with the objective of skill development and the overall increase in income for the target segment. While overall income earned was not sufficient, the change in average annual income was 61% growing from INR 1,773 to INR 2,859.

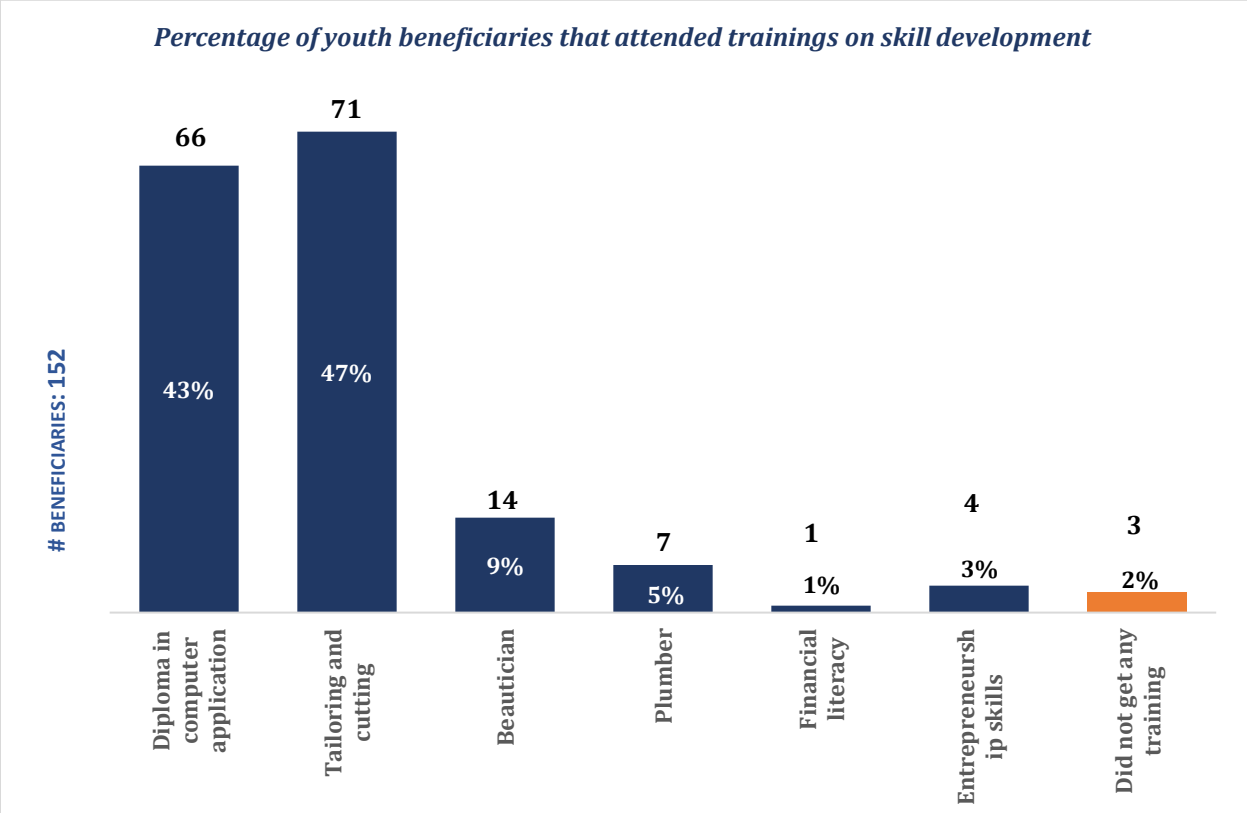


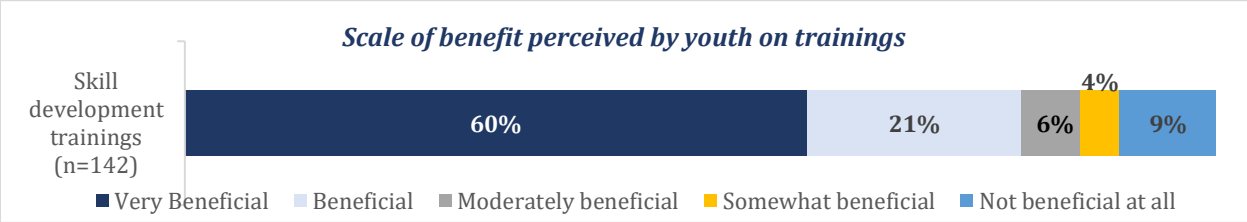
Youth Outcomes[102]

[101] Training were *provided* at the SHG level, however, not all SHG women beneficiaries *attended the training*.
[102] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

3.1 Trainings for youth

Within this cluster, **computer applications and tailoring were the two key areas** where the maximum number of beneficiaries received training. Of those that received trainings, all beneficiaries perceived them to be beneficial. The following chart highlights the various trainings conducted with youth under HRDP.



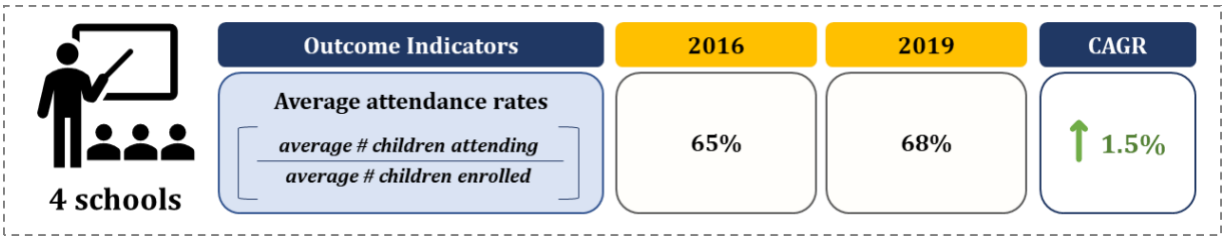


3.2 Placements

Majority (95%) of the trainings were provided at the HDFC training center. However, the training center facilitated placements for only 4 youth beneficiaries. 2 youth beneficiaries did not accept the placement due to the job location being far from their home and the remaining 2 were not selected. Of the remaining beneficiaries (143) who were not offered placements, around 75% did not do anything after the trainings and the remaining are continuing their studies or have started their own work or a part time job. A clearly defined follow up plan should have been devised by the NGO partner to ensure that the beneficiaries who did receive the training were linked to potential and proximate employers/ markets in a more systematic manner.

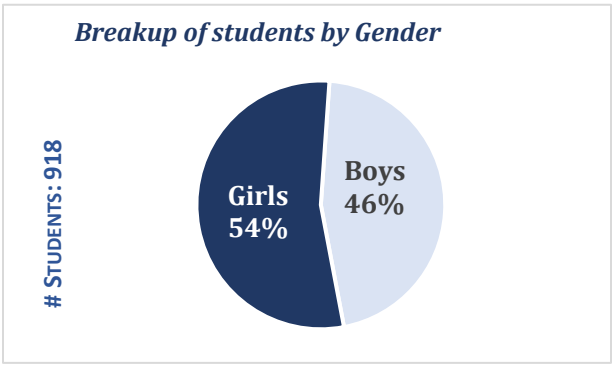
Section 4: School Observation

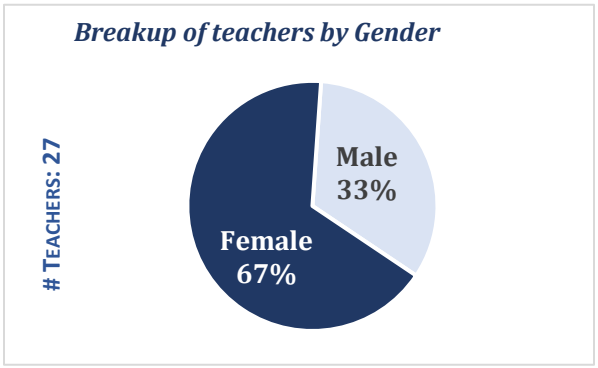
In this cluster, 5 schools were covered for evaluation. Under HRDP, infrastructural support was provided in addition to trainings with the overall objective of enhancing quality of education with **the intended outcome of increasing attendance rates.**



School outcomes[103]

The following charts provide an overview of students and teachers that were covered in the cluster.
Of the 5 schools evaluated, there was an almost equal split between boys and girls and a slightly skewed split towards females among teachers. **Overall, the student teacher ratio was 45:1 which does not conform to the 30:1 ratio laid down under Right to Education Act.**

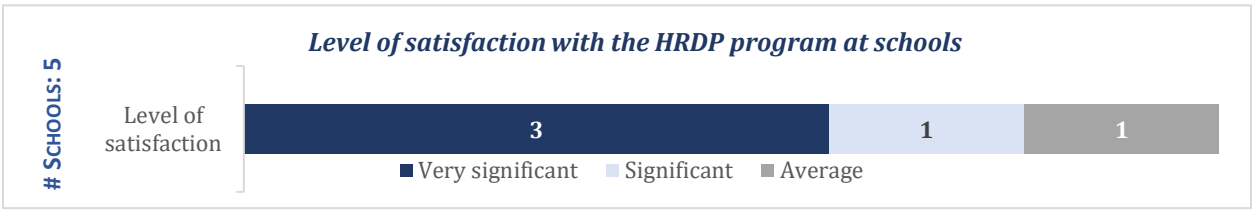




Student Teacher Ratio	Primary NA	Upper Primary 45:1	Overall 45:1

Overall perceptions on satisfaction on school interventions

All schools were very satisfied with the HRDP program. All the 5 schools that were evaluated had an established School Management Committee prior to the HRDP intervention. The number of annual SMC meetings increased in the final two years, i.e., 2018 and 2019 as well an increase in frequency of PTMs, signifying increasing engagement and community buy-in to the program.



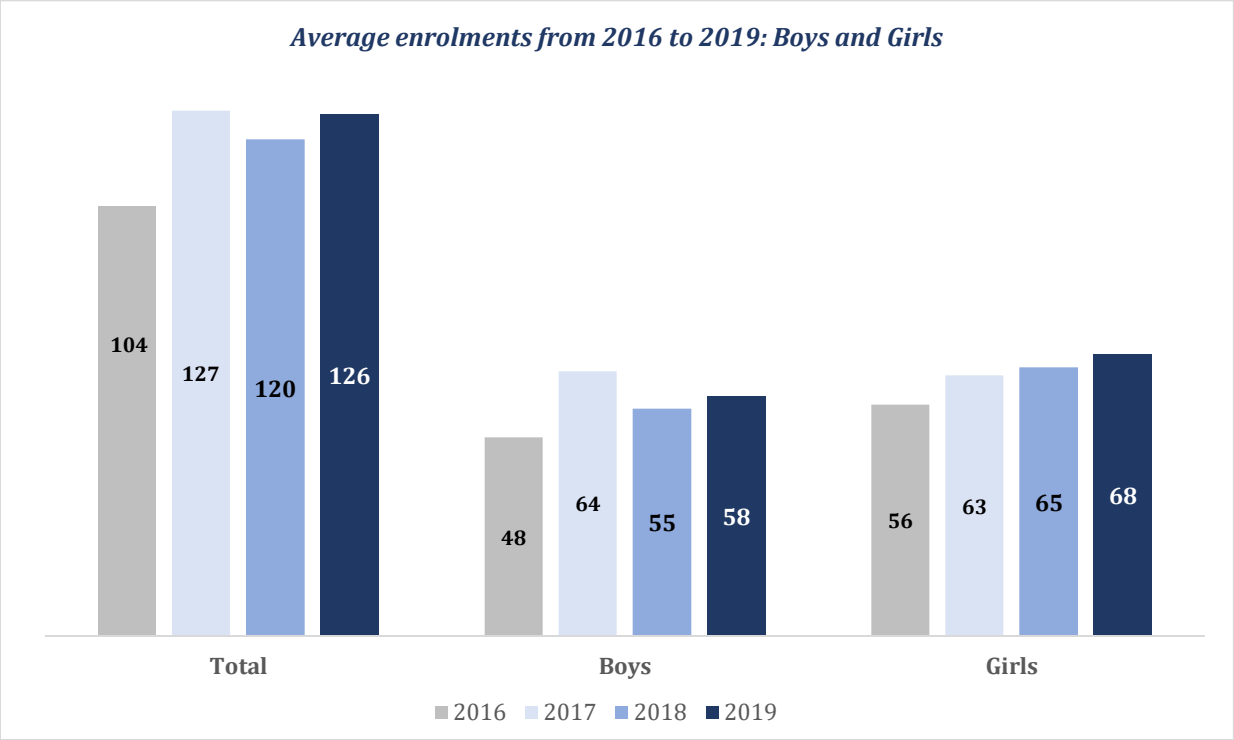
[103] 4 out 5 schools surveyed shared the enrolments and attendance data.

4.1 Enrolment Rates

As a key parameter to evaluate the impact of activities under HRDP at schools, enrolment rates and attendance rates were captured. Within this cluster, the data for enrolments and attendance was provided by 4 out of 5 schools[104]. (For attendance rates refer to the School outcomes figure provided at the beginning of the School Observation Section)

Number of schools that provided attendance data	**4 out of 5 schools**

The chart below demonstrates that **average enrolments of both boys and girls has risen over the duration of the program.**



The rise in enrolments is corroborated by inputs from SMCs. They highlighted the benefit of activities and materials provided under the intervention which improved enrolments, mentioning that better seating facilities in the classrooms, a science laboratory and sports equipment have all proved to be an attraction for the students. **However, they still felt that the attendance rates were not satisfactory and could be further improved upon.** Another major factor that contributed was the upliftment of schools in terms of facilities and infrastructure, which aided in establishing a conducive learning environment. According to SMC members *"Now girls are encouraged to come to school, and we see fewer dropouts. Also, due to the availability of labs and benches, students are motivated and have started being regular".*

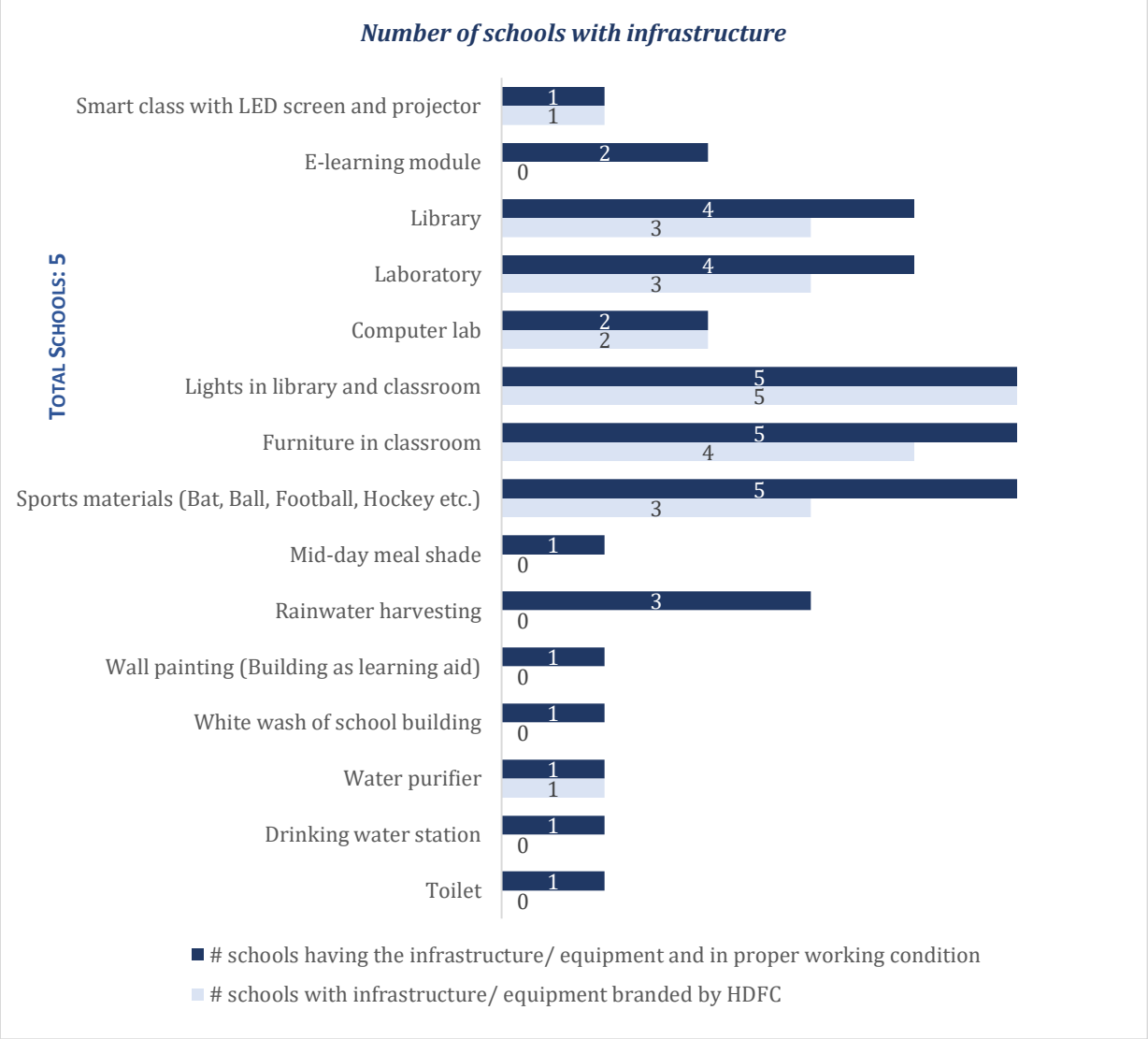
The role of infrastructure has also been an area that actively aided in increasing enrolments. Details on this is covered in the next section.

[104] In most cases, school officials have shown reluctance in verification of enrolment, attendance, and dropout data from the school registers. The information on enrolment, attendance, and dropout was verbally provided by the school officials.

4.2 Infrastructure

Under the intervention, schools were provided infrastructural support with the aim of building a better learning environment. The chart below highlights the infrastructure provided under the program by the number of schools it was provided to.

While furniture and lights in classrooms were provided in all 5 schools, other infrastructural improvements were done with only a few. According to the SMC members, sports equipment provided was not sufficient for the requirements of the school currently.



To improve health and sanitation practices at the school level, drinking water stations and toilets were constructed at only 1 of the schools in our evaluation.

Toilets were constructed/ repaired in 1 school. The table provided quantifies the number of toilets constructed/ repaired.

Number of toilets constructed or repaired	
Average number of toilets per school: Girl	1
Average number of toilets per school: Boy	1
Total number of toilets	2
Total functional toilets during survey	2

Joyful learning

Teachers in **3 of the 5 schools** were trained in joyful learning. A total of 14teachers were trained in joyful learning.

Celebration of important days

All schools reported that they were celebrating important days like Republic Day, Independence Day, Teacher's Day, and Children's Day before the start of HRDP. However, **Sports day and Environment day celebrations were adopted by 1 additional school each.** Only 4 schools reported celebrating Girl Child's Day.

Section 5: Common interventions

Under HRDP, some activities were conducted across all the beneficiary groups, i.e. farmers, women and youth; **a total of 497 beneficiaries**. It emerged from the discussions with Village Development Committee members that emphasis was put on the installation of water tanks near toilets and solar streetlights. These common interventions were in the domains of natural resource management, skills development and livelihood enhancement and health and sanitation.

5.1 Natural Resource Management

Solar powered Streetlights[105]

339 beneficiaries

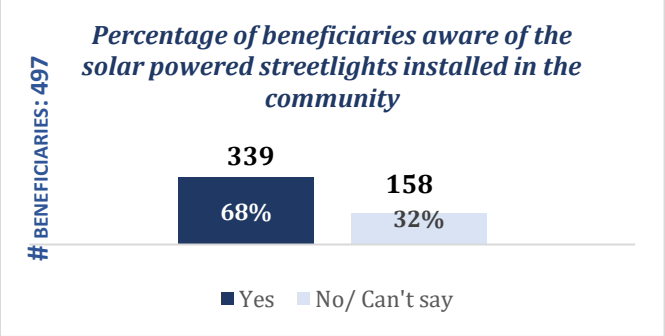
	Outcome Indicators	Before HRDP	After HRDP	% Change
Solar powered streetlights	Avg. beneficiary rating: Felt safe going out in the night	1.0	4.7	↑ 362%
	Avg. beneficiary rating : Ease in walking during the night	1.0	4.7	↑ 353%
	Avg. beneficiary rating : Reduced animal attacks	1.0	4.7	↓ 354%
	Avg. beneficiary rating : Sense of security for female and children	1.0	4.7	↑ 356%
	Avg. beneficiary rating : Reduced theft incidents	1.0	4.7	↓ 356%
	Avg. beneficiary rating : Enhanced liveliness	1.0	4.7	↑ 362%
	Avg. beneficiary rating : Source of light during power cuts	1.0	4.7	↑ 361%
	Avg. impact of solar light on beneficiaries' lives (overall)	1.0	4.7	↑ 370%

Solar powered streetlights were installed at the villages to promote the use of clean and renewable energy. **The provision of streetlights ensured a sense of security and offered various benefits[106].**

[105] The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

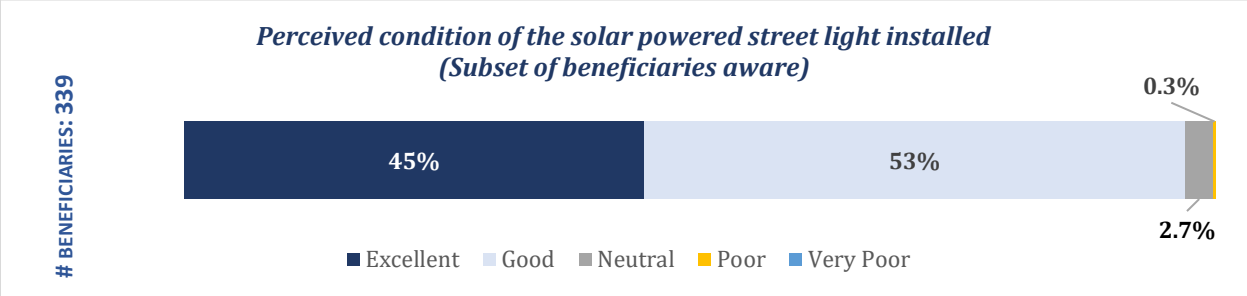
[106] Beneficiaries were asked to rate their experience with 1-being poor and 5 being excellent

The installed solar powered streetlights had a great impact on the sense of security felt by the community members, especially at night. The streetlights helped reduce animal attacks, reduced incidences of theft, enhanced the liveliness of the community as well as served as a source of light during power cuts. **Almost all respondents agreed and highlighted the benefits of solar streetlights.**



Awareness

68% of the beneficiaries were aware of the streetlights installed under the HRDP program, indicating that **the placement of these lights was done appropriately, so as to be accessible to a majority of the targeted community members**. The condition of the installed streetlights was considered good to excellent by majority of the respondents aware of them.



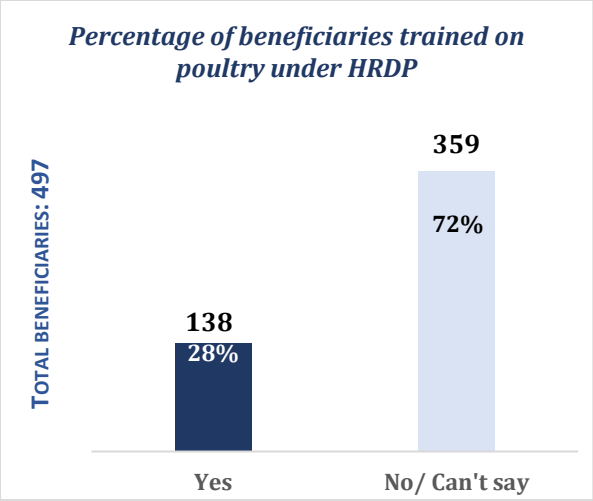
5.2 Skill development and livelihoods generation

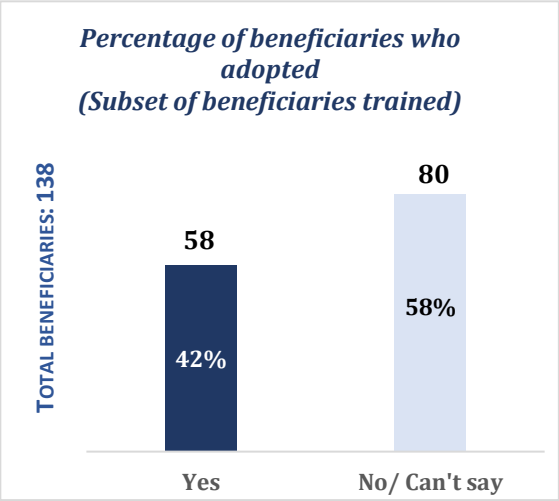
In this cluster **only 28% of the beneficiaries received training on poultry farming, and of those 42% adopted it**. These trainings enabled the beneficiaries to get supplemental income in terms of meat and eggs. **On an average, 33 chicks were provided to each beneficiary involved and an average income of INR 3,572 was earned.** According to farmers, "*There were some families who had many issues in generating income - they were provided with ways such as Poultry farming so that they can generate some money for their household.*"

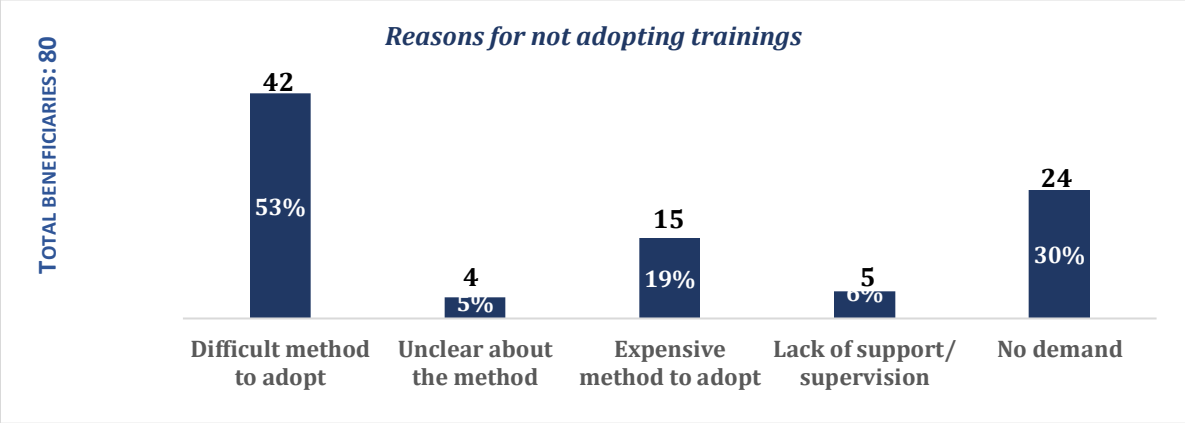
Of the people who did not adopt (58%), majority felt it **was a difficult method, there was no demand or was an expensive area.**

The charts below corroborate these findings:

(Continued on the next page)



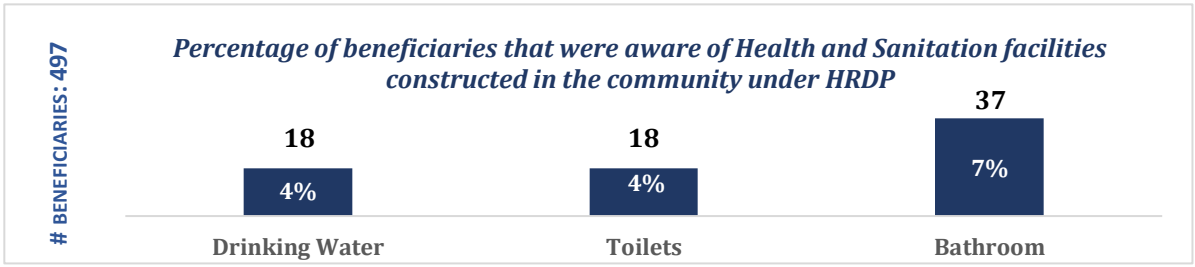




5.3 Health and Sanitation

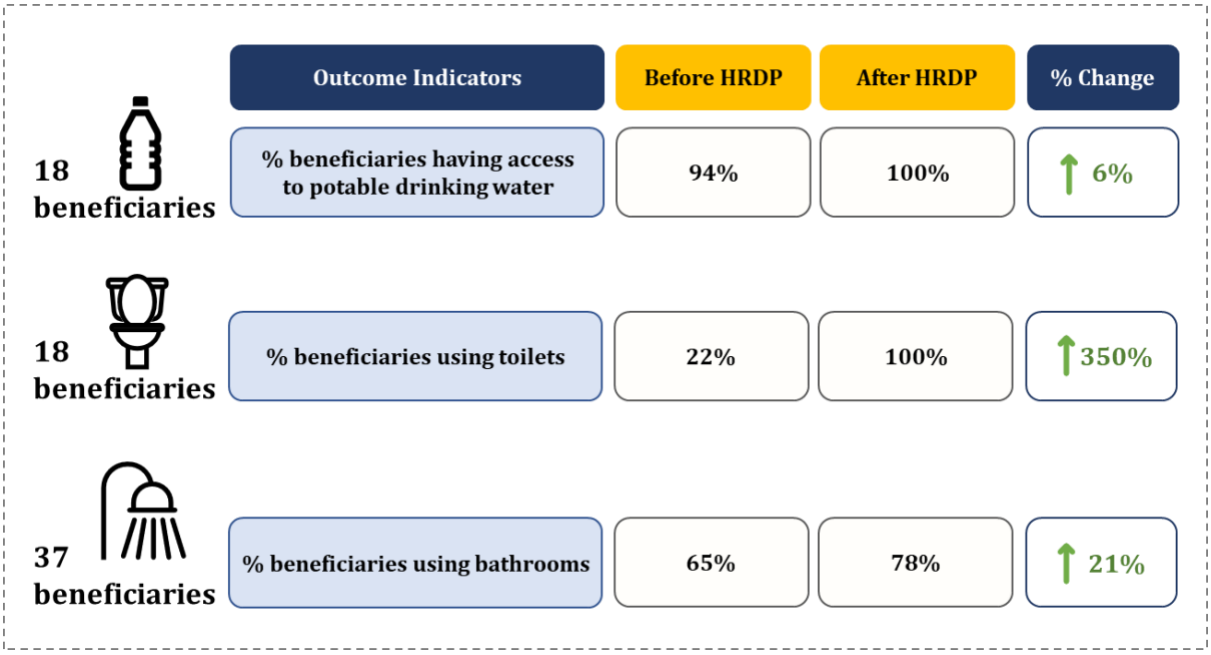
Safe sanitation is one of the key determinants of many public health outcomes and ending open defecation is essential to achieving safe sanitation. Improving toilet access and use was one of the mandates of HRDP. The NGO constructed few community toilets and conducted community led total sanitation drives to ensure the village becomes open defecation free.

Awareness: **Of the 497 beneficiaries covered, only 18 (4%) were aware of the drinking water sources constructed under HRDP**. The awareness of bathrooms installed under HRDP was among 37 (7%) beneficiaries. **Additionally, only 18 beneficiaries (4%) were aware of toilets constructed in the village. The low awareness about the construction of toilets, drinking facilities, and bathroom highlighted that this was a less prioritized intervention in the cluster and the same was corroborated through discussions with the community.**



As part of the evaluation, access to potable water and the usage of toilets and bathrooms was measured from the beneficiaries that were aware of the facilities provided under HRDP.

The provision of sanitation facilities had a positive effect; there was a perceived change in usage patterns within the respondents aware of the constructed/ repaired facilities; **overall, there was an increase in adoption and better sanitation practices. The increase was calculated for a small number of beneficiaries using community toilets constructed under HRDP and hence, cannot be generalized for the cluster.**



5.3.1 Trainings and awareness

As part of the program, various trainings were conducted to **promote health and sanitation behavior among the beneficiaries.** The chart below highlights the number of beneficiaries that received the training.

Findings show that 65% of the 497 beneficiaries received trainings on health, sanitation, and safe hygiene practices. As a result of the awareness due to trainings, among the 324 beneficiaries that received trainings, there was **a 101% jump in washing of hands with soap/ mild detergent before meals, a 43% jump in washing of hands with soap/ mild detergent after defecation and a 49% jump in the**

treatment of water[107] before drinking was reported by the beneficiaries as compared to the practices followed before HRDP.

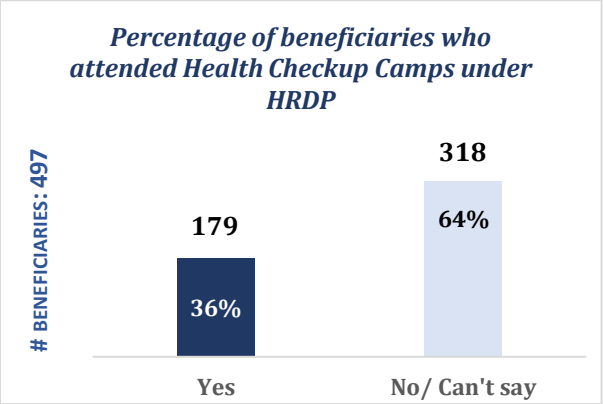
324 beneficiaries

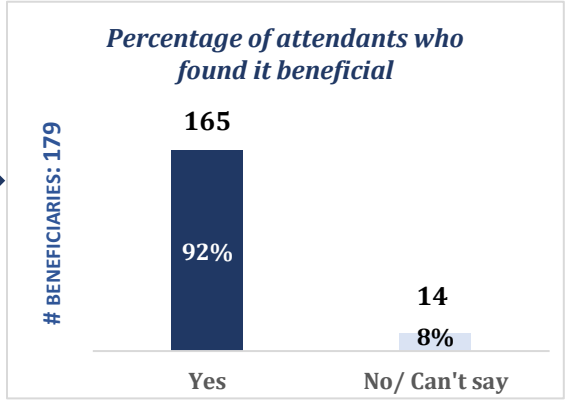
Outcome Indicators	Before HRDP	After HRDP	% Change
% beneficiaries washing hands before meal	49%	98%	↑101%
% beneficiaries washing hands after defecation	69%	99%	↑43%
% beneficiaries treating water before drinking	18%	26%	↑49%

5.3.2 Health Checkup Camps

Health checkup camps were organized under HRDP in which NGOs organized visits from doctors for free community health checkups. The health checkups were mostly counselling for reproductive child health issues and lifestyle diseases. During the interviews, the Village Resource Person mentioned that community members turned out in huge numbers as they did not have to pay out-of-pocket. Over time, this activity helped the NGO win community trust for the program.

The charts below highlight how many beneficiaries attended these camps as well as how many of the attendees found it beneficial.





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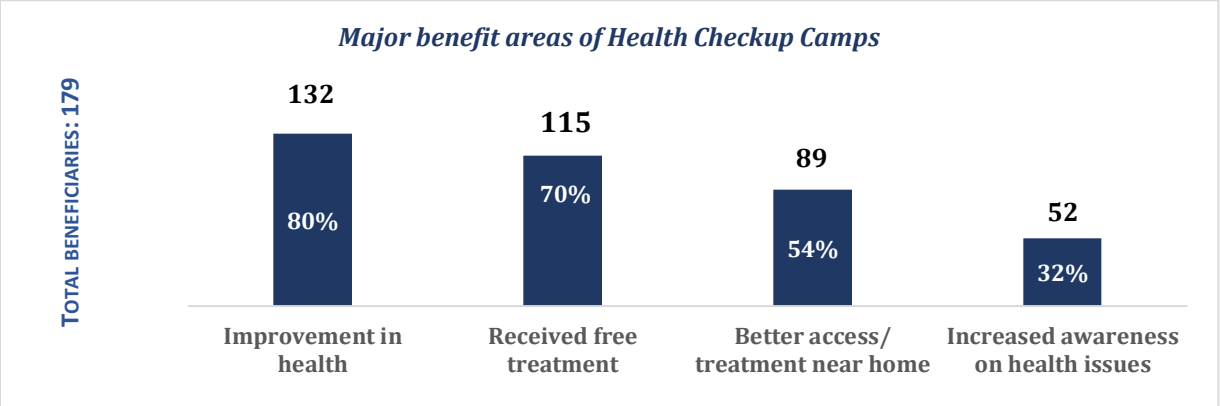
[107] Treatment of water includes boiling, adding bleach/chlorine, straining through a cloth, using a water filter, solar disinfection and letting the water settle.



Around 36% beneficiaries of the total 497 reported attending health check-up camps under the program and majority of these (92%) found them to be beneficial. As part of the initiative, the NGO provided doctors for check-ups and discussion of health issues with the beneficiaries.

Regarding the benefits of these health camps, the most widely reported benefit was **an improvement in health (80%), receipt of free treatment (70%), followed by better access to treatment near home (54%). 32% of the respondents were more aware of health issues due to the trainings.**

(Continued on the next page)

Case Study

Sitapur is a largely agricultural district, about 100kms from Uttar Pradesh's capital, Lucknow. This district is primarily known as a center for traditionally crafted cotton and woolen mats, rugs or 'Dhurries'. These handcrafted rugs are custom pieces, famous for their popularity within and outside India. Alarmingly, according to NFHS-4 (2015-16) data, this district has a sex ratio (female per 1000 males) of 894 as compared to the national 991 per 1000 during the same period, and literacy rate of 46.5 %. The imbalance in the number of men and women, as well as the low literacy rates among women is a cause for concern in generating equitable gender norms. As a step towards cultivating empowerment and agency among women in Sitapur, PACE introduced traditional craft trainings and awareness to women in the form of a livelihood and income generating opportunity.

Women in Rug-making: Pride of the community

Overall skill development trainings were a key component of the intervention where prioritization was given to the development of skills that were sustainable over time. Of the 284 women interviewed in Sitapur, Gonda and Sultanpur, 17% received trainings in stitching and sewing. Of these, those that adopted the training, 75% felt the activities have had a beneficial effect in their lives. Average incomes in the last 12 months were reported to be Rs.5950. An important activity decided upon by PACE, was to create groups of women who would focus on the handicraft or the traditional craft of *Dhurrie* or *Rug Making*.

Discussions with Village Development Committees and Village Resource Persons showed that in addition to enhancing incomes, this activity had encouraged women, who earlier would not be allowed to go out, are willing to step out of their households for work. Through these handicraft activities, they are now also putting up exhibitions to showcase their work- becoming the pride of the community. Links were also made with the Uttar Pradesh State Government's One District One Product (ODOP) program, which aims to create product specific traditional hubs across UP.

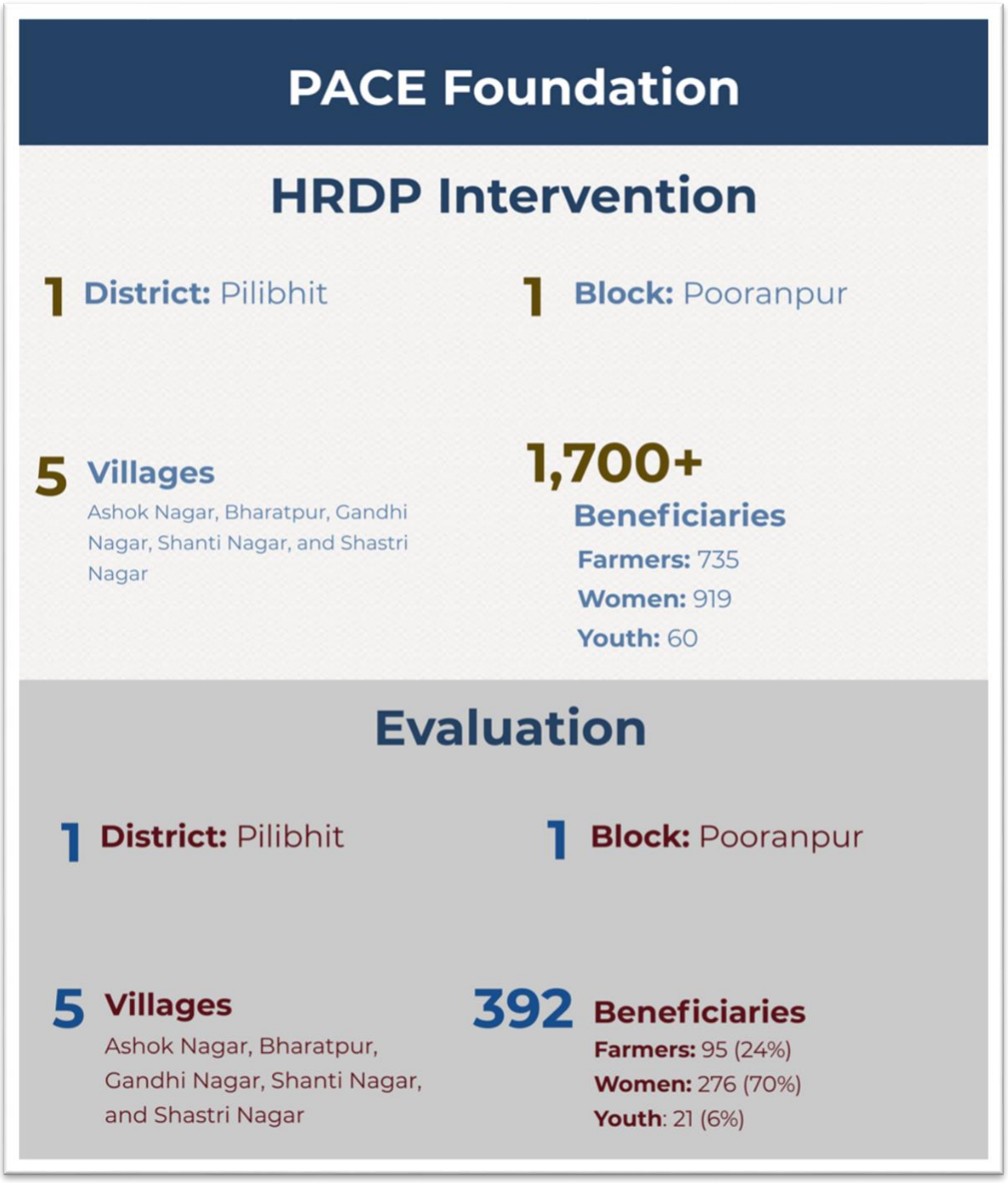
In order to keep familiar pressure at bay, women are increasingly keeping a structured and systematic day so that household chores as well as working on their rugs- according to the VRPs, they are actively saving and have a keen interest in earning profits that will eventually help in their decision-making abilities at home.

According to the PACE team, carpet or rug factory has been set up to encourage women to complete trainings and commence production. As an entrepreneurship opportunity, as well as enhancing the economic and employability status of women, this innovative activity is now becoming a means through which women are getting linked to markets beyond their community.

"Women are earning a good amount and are now working on their own. They have even put up their work on exhibitions also."
FGD VDC, Sitapur

Cluster 7: Pilibhit

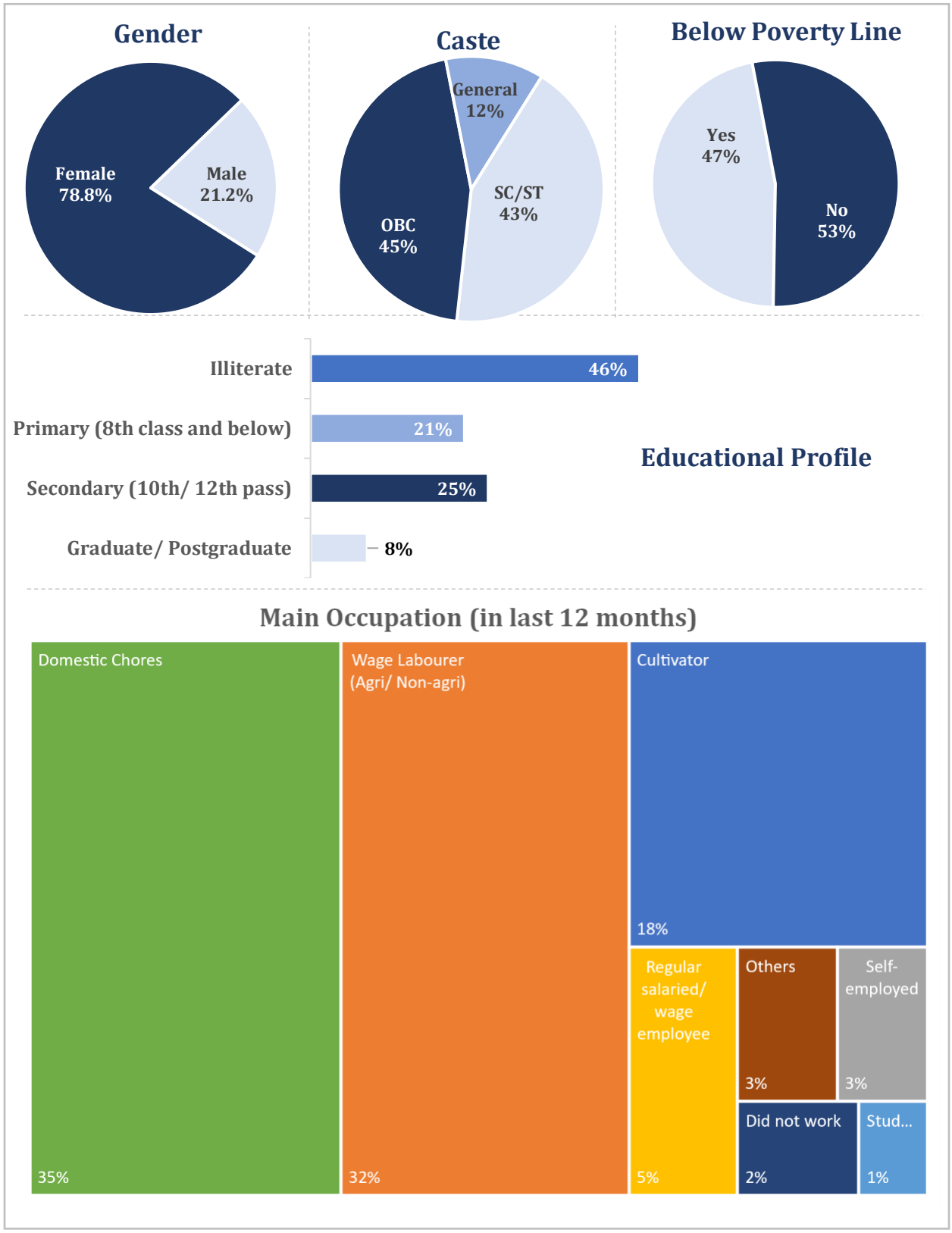
HRDP in this cluster was implemented by the NGO Participatory Action for Community Empowerment (PACE). The figure below highlights the intervention coverage and the sample selection for the Evaluation[108].



[108] As per the information shared by the NGO partner, total beneficiaries in this cluster were more than 2,500 and included farmers, women, youth, and students. However, in the above infographic, we have excluded student beneficiaries from the total beneficiaries as students were not part of our evaluation.

Socio-demographic Profile

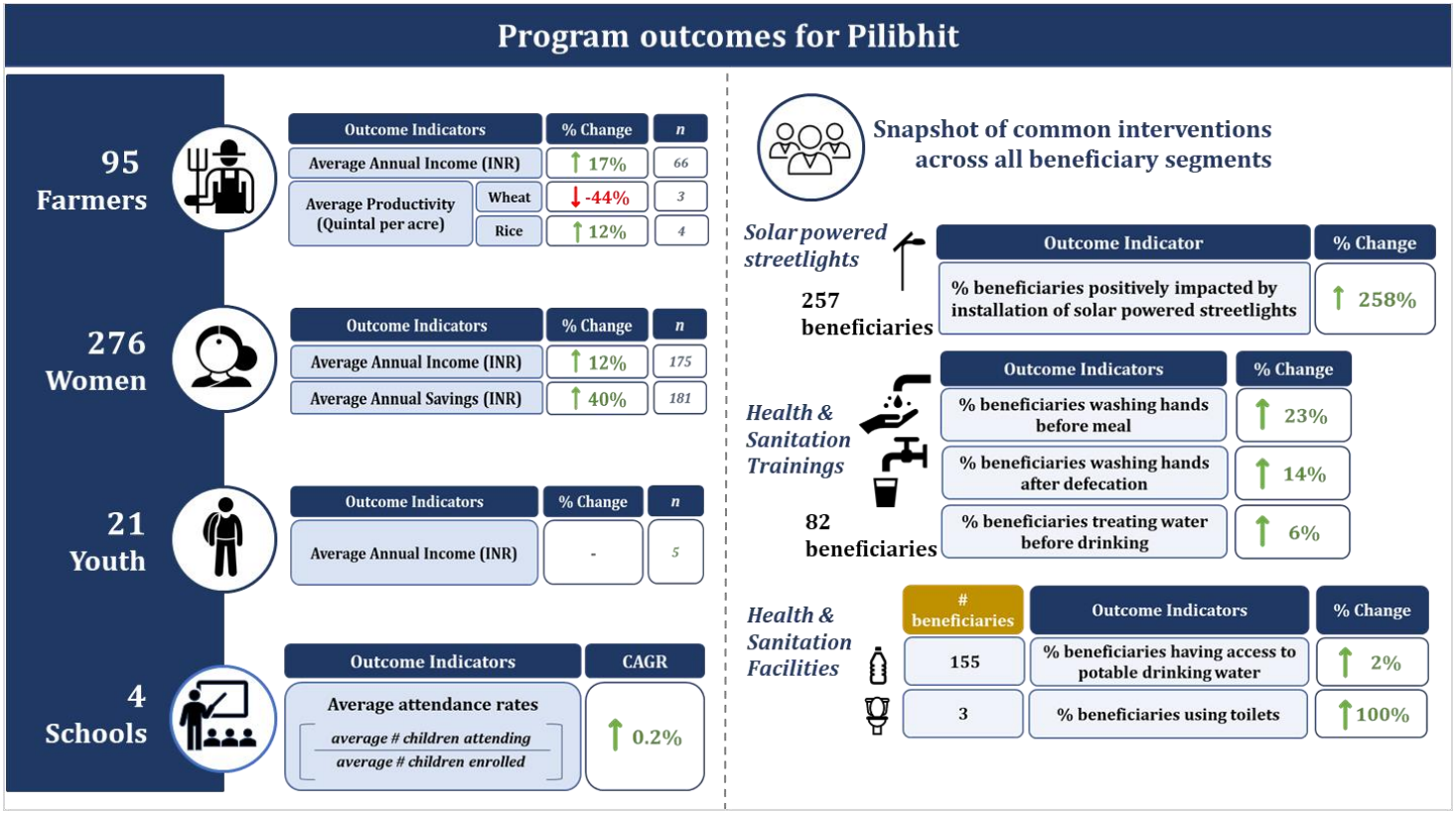
The following charts highlight the demographic characteristics of the sampled beneficiaries in this cluster.



Key Cluster Findings

Key Program Outcomes

The figure below provides an overview of the key outcomes of the intervention in the cluster across beneficiary segments.[109][110]



[109] The % change across all indicators/ beneficiary segments is calculated by comparing the % change of indicators before the program was implemented to the last 12 months (i.e. April 2019 to March 2020); except for the school attendance indicator – this was the 3-year CAGR from 2016 to 2019.

- 4 out of 5 schools surveyed provided data on the attendance and enrolment.
- The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.

[110] *n* represents the denominator for a particular indicator. *n* might not be equal to the total sampled beneficiaries in that cluster as some samples were dropped during data cleaning (outliers were dropped or data was not reported for pre and post intervention) and all sampled respondents didn't answer questions related to sub-interventions as a qualifier was added at the beginning of each sub-intervention section of the beneficiary survey tool.

Key Activities/ Interventions in the Cluster

The following tables summarize the domain-wise activities/ interventions undertaken with each beneficiary segment for this cluster.

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Farmers	**95**	**Natural Resource Management**	Trainings	Irrigation	
				Organic farming	
				Vermi compost	
		Skill development and livelihood	Trainings and support	Kitchen gardening	
				Dairy farming	
				SRI cultivation	
				Mushroom cultivation	
				Flower cultivation	
				Trellis method for vegetable	
			Others	Community seed bank	
				Grain storage	
				Cleaning and grading of farm produce	
				Cart	
				Start-up grant	
SHG members	**276**	**Skill development and livelihood**	Trainings and support	Goat management	
				Pashu Sakhi	
				Honey-bee keeping	
				Stitching and sewing	
				Beautician/ soft toy/ candles	
				Tent business	
				Mushroom cultivation	
				Self-defense	
			Others	Masala and wheat grinding	
				Start-up grant	
				Seed bank-women	

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
Youth	**21**	**Skill development and livelihood**	Trainings and support	Computer application	
				Electrical and motor winding	
				Mobile repairing	
				Food processing	
				Training on carpentry and soft skills	
				Training on tailoring and cutting	
				Training on beautician	
				Training on plumbing	
				Training on financial literacy	
				Training on entrepreneurship skills	
Schools	**5 schools**	**Education**	Infrastructure development	Smart class with LED screen and projector	
				E-learning module	
				Library	
				Laboratory	
				Computer lab	
				Lights in library and classroom	
				Furniture in classroom	
				Providing sports materials	
				Construction of mid-day meal shade	
				Construction of rainwater harvesting	
				Wall painting	
				White was school building	
				Construction/ repair of school boundary wall	
				Drinking water	
				Water purifier	
				Drinking water station	
				Construction/repairing of toilet	
			Trainings and support	Joyful learning	
			Others	Establishment of SMCs	
				Additional teachers	
				Student kits	
				Scholarships	

Legend

0%	1% - 20%	21% - 40%	41% - 60%	61% - 80%	81% - 100%

Beneficiary Category	# of respondents	Domain	Activity Type	Activities	% of beneficiaries covered in the cluster
All beneficiaries	392	**Natural Resource Management**	Infrastructure Development	Solar powered streetlights	
		Health and Sanitation	Infrastructure development	Drinking water facilities	
				Toilets	
				Bathrooms	
			Trainings and support	Health and sanitation awareness	
			Others	Health checkup camp	
		Skill development and livelihood	Trainings and support	Poultry farming	

Legend

Program Details

Section 1: Farmer Beneficiaries

The evaluation covered 95 farmer beneficiaries in this cluster. Of the sampled farmers in this cluster, 69% had their own land while 4% farmers reported working on their own land as well as doing contract farming. The remaining 9% worked on land not owned by them. **The average land holding of the farmer beneficiaries was 1.9 acre.**

Similar to other clusters, farmers received various trainings that **aimed to increase the average annual incomes and enhance average productivity of their land.** Owing to different interventions under HRDP, **average annual income of farmers (n=66) increased by 17%. Average productivity of rice (n=4) increased by 12% and the increase could be associated with the use of System of Rice Intensification (SRI) technique whereas productivity of wheat (n= 3) during the same period decreased by 44%. However, sample size is too small to generalize the findings.**

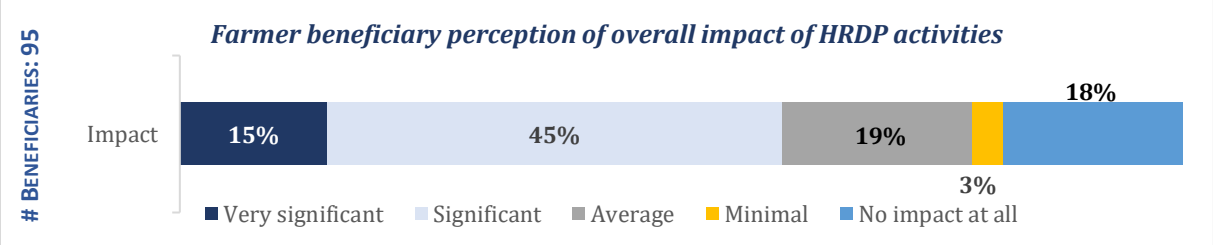
Additionally, from the discussions with farmers, some of the reasons highlighted for low wheat productivity were that the seeds were not provided in a timely manner and the resource person themselves needed additional guidance on farming techniques.

Outcome Indicators		Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)		42,798	49,998	↑ 17%	66
Average Productivity (Quintal per acre)	Wheat	21.0	11.7	↓ -44%	3
	Rice	12.3	13.8	↑ 12%	4

Farmer Outcomes[111]

Overall perception of the interventions with farmers

The program was well received by the beneficiaries, with 60% agreeing that the impact of the activities under HRDP were significant. It emerged from the discussion with farmers that a lot of emphasis was put on quality of seeds and on methods to increase yield. In addition to seeing benefits of being trained on modern methods of farming, farmers also see benefits in growing variety of cash crops like fruits and vegetable and not just sugarcane as they traditionally grew. **However, through discussions, farmers highlighted that though the yield increased overall, they are unable to recover costs incurred in adopting organic farming.**



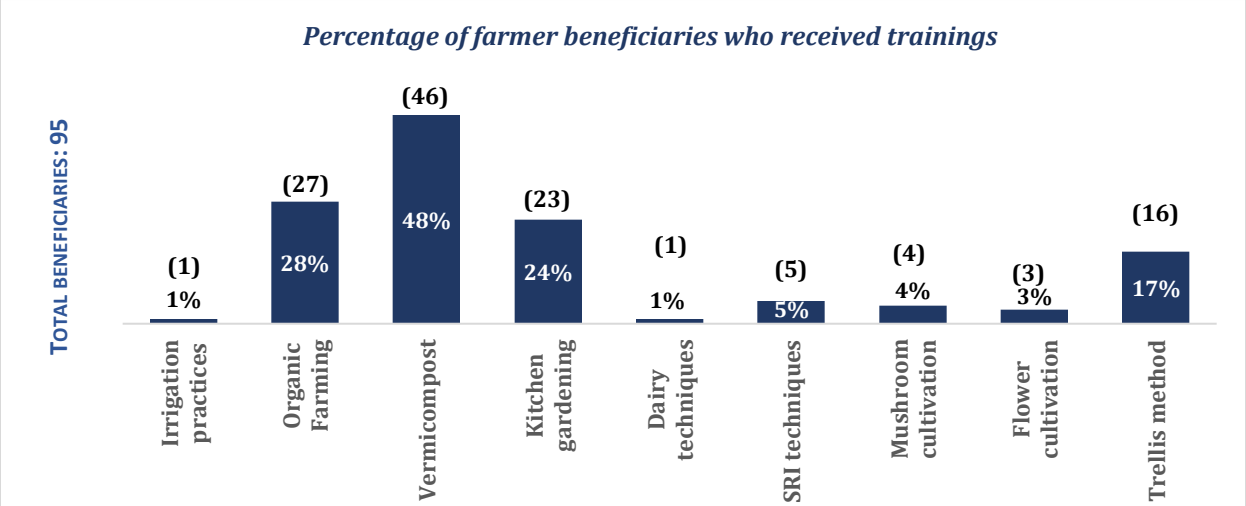
The following sections highlight the intervention details to provide an understanding of the perception and adoption of the activities among the farmer beneficiaries.

[111] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

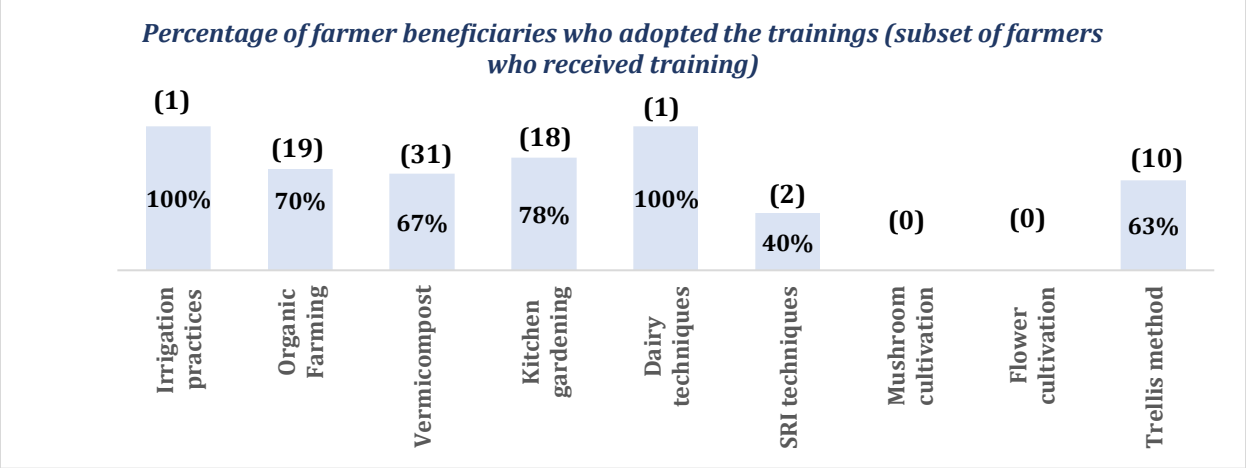
1.1 Trainings for Farmers

It emerged from discussions with farmer groups that the NGO conducted need assessment initially through various meetings and explained the activities and techniques that would help reduce costs and increase incomes. Efforts were made under the program for introducing organic farming methods and techniques to the farmers. Within this cluster, the NGO provided drums for preparing organic compost and agriculture kit that included items such as tiller, sprinkler, and reaper.

The following chart highlights the various trainings conducted with farmers under HRDP. **The percentage of farmer beneficiaries trained on various activities remained low. Around 36% sampled farmers were not given any training**. Regardless, within **this cluster, trainings on vermicompost were imparted to the largest subsections of the farmer beneficiaries: 48%.** Other key areas where trainings were provided in this cluster are organic farming, kitchen gardening and the Trellis method.



The following chart highlights the percentage of farmers who adopted the trainings (as a subset of farmers that received the trainings).

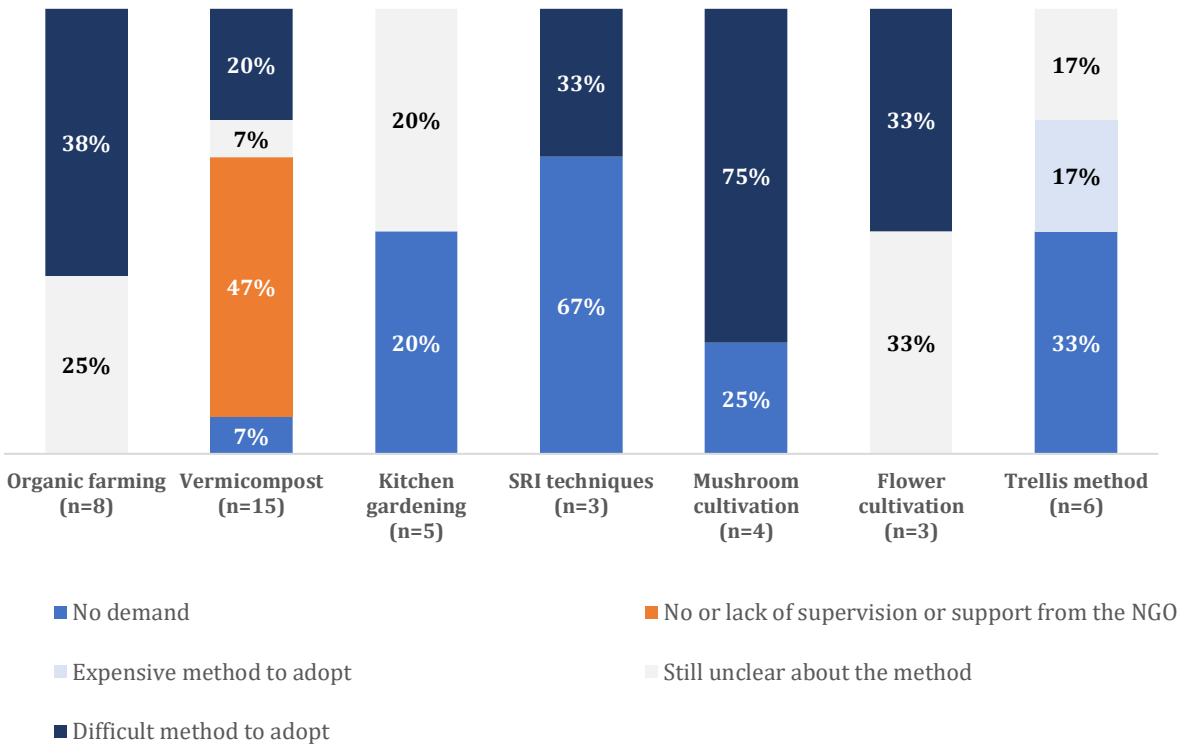


Training on vermicompost, organic farming, and kitchen garden were well received and experienced high adoption rates. However**,** while trainings on irrigation practices and dairy techniques shows high adoption, only 1 beneficiary adopted each training**. Other training areas were covered with only a small**

subset of farmers. This signifies the need/ importance of these trainings contextual to the villages in question.

The major reasons for a subset of farmers 'not adopting' the trainings, were described as: (**1) a difficult method to adopt, (2) no demand and (3) lack of clarity on the method.** Within vermicompost, the largest segment, lack of supervision by the NGO was a major reason for non-adoption. The chart below highlights this.

Major reasons by farmer beneficiaries for not adopting trainings



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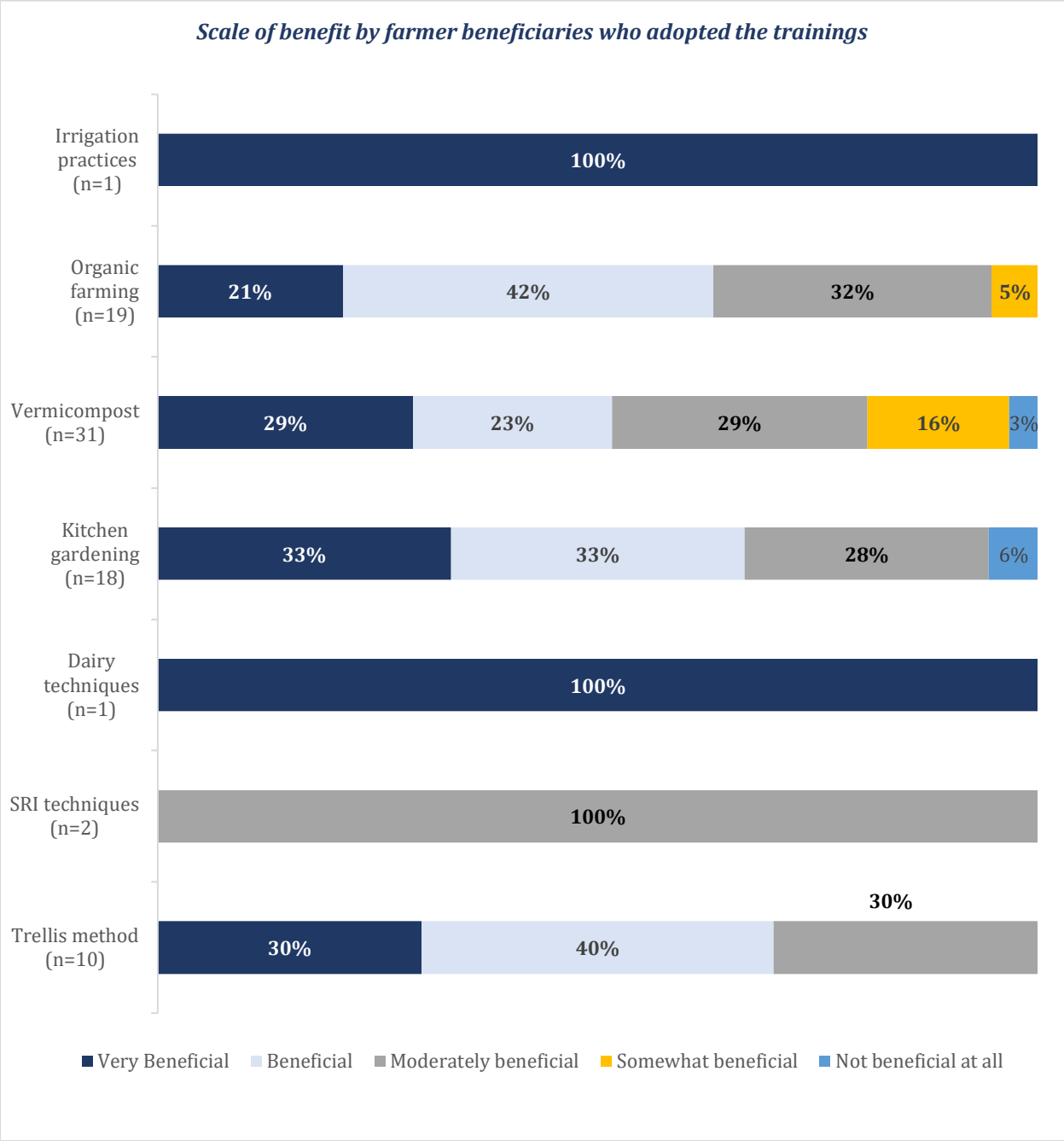
1.1.1 Perceived scale of benefit to farmers that adopted trainings

The chart below highlights how beneficial the farmer beneficiaries, who adopted the trainings, perceived them to be. **According to the respondents, majority of the 'adopters' found the support very beneficial.**



To summarize, the trainings helped educate the farmer beneficiaries on various new technologies as well as techniques.

1.1.2 Summary of parameters improved due to the trainings

The benefits of the trainings have been quantified below. It provides an indication of change (wherever applicable) on key areas from before HRDP was implemented to after implementation (specifically the last 12 months, i.e., April 2019 to March 2020). The table summarizes the activities and parameters under training areas.

Activity[112]	Parameter[113]	Before	After	Change	Change (%)
Organic farming	Average productivity of Wheat (quintal per acres) *(n=9)*	**13.9**	**15.3**	**1.4**	**10%**
	Average productivity of Rice (quintal per acres) *(n=8)*	**14.3**	**17.4**	**3.1**	**22%**
Vermicompost	Average annual cost of fertilizer per acre (INR) *(n=25)*	**9,520**	**10,585**	**-1,065**	**-11%**
Kitchen gardening	Average monthly amount spent on vegetables for self-consumption (INR) *(n=16)*	**1,094**	**689**	**-405**	**-37%**
	Average monthly income earned from selling vegetables (INR) *(n=1)*		**2,000**		
Dairy techniques	Average monthly income earned from selling dairy produce (in INR) *(n=1)*		**4,000**		
SRI techniques	Average rice productivity (quintal per acre) *(n=2)*	**17.5**	**21.0**	**3.5**	**20%**
	Average income earned from selling rice (INR per acre) *(n=2)*	**8,500**	**11,000**	**2,500**	**29%**
Trellis method	Average income earned from selling vegetables (INR) *(n=5)*		**13,400**		
	Average vegetable productivity using Trellis method (quintal per acre) *(n=5)*		**16.8**		

Farmers who adopted organic farming witnessed a marginal increase (10%) in the productivity of wheat. Rice productivity through organic farming and SRI technique were similar. Additionally, a 37% decline was observed in the average annual cost to farmers on fertilizers. Kitchen gardening helped the farmers reduce their expenditure on vegetables by 37% and became an additional source of income with average earnings of INR 2,000.

1.2 Facilities provided to farmer beneficiaries under HRDP

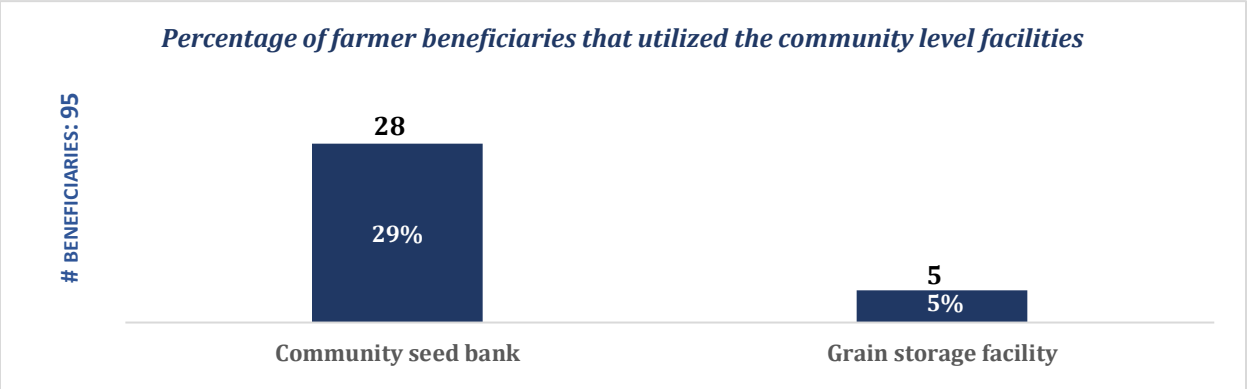
Under HRDP, while farmers had access to a community seed bank and a grain storage facility these **were not widely used by the beneficiaries**. **However, of the small group that did avail them, the facilities were perceived to be very beneficial.**

[112] Training on kitchen gardening, dairy technique, flower cultivation, mushroom cultivation, and trellis method were conducted were given to farmers under HRDP and it was assumed that no sampled farmers were doing these activities before the start of HRDP. Hence, no information was collected for these activities *before the start of the HRDP* (except for the amount spent on vegetables).

[113] *n* might not be equal to the total sampled beneficiaries as all beneficiaries were not trained on all the activities and all those who were trained did not adopt the method they were trained on. Further, some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

Community Seed Bank and Grain Storage Facility

Community seed bank was established in the cluster as part of HRDP and was **utilized by 29% of the farmer beneficiaries.** Of those who benefitted from the seed bank, majority felt it was a good source for quality seeds and a few felt that it provided easy access in times of need. **On** the other hand, the grain storage facility was utilized by only 5 beneficiaries.



Section 2: SHG beneficiaries

In this cluster, 276 women SHG members were covered as part of the evaluation. SHG women received various trainings on income generation activities that **aimed to increase their average annual incomes and savings**. **The different activities and trainings helped SHG women earn a livelihood. An increase of 12% was observed in their average annual income (*n=175*) and average annual savings (*n=181*) increased by 40%.** The chart below corroborates the same.

276 Women

Outcome Indicators	Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)	23,918	26,832	↑ 12%	*175*
Average Annual Savings (INR)	2,473	3,450	↑ 40%	*181*

***Women Outcomes*[114]**

Overall perception of the interventions on SHG Women

Women empowerment and livelihood generation were the primary objectives of organizing women in SHGs. The figures provided below, shows the change in parameters (due to HRDP) that portray women empowerment, such as financial independence and enhanced decision-making. The most significant change among women beneficiaries was witnessed in terms of financial strength, with the practice of owning money and the ability to make purchasing decisions increasing. However, there was no perceived change among beneficiaries in terms of decision-making on health care.

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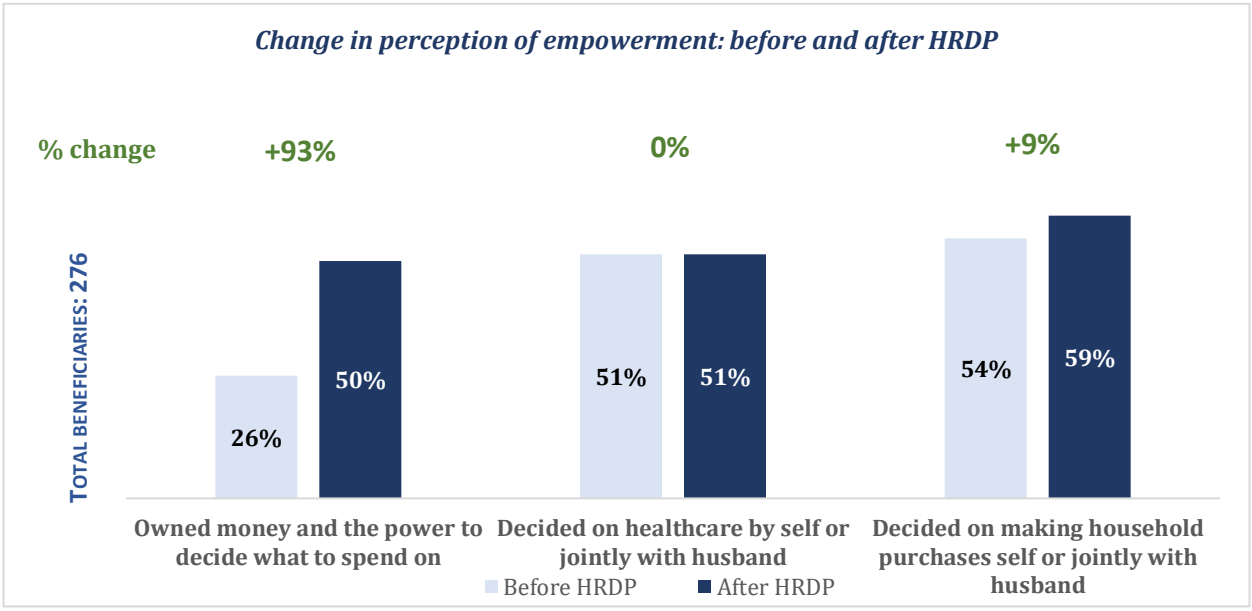
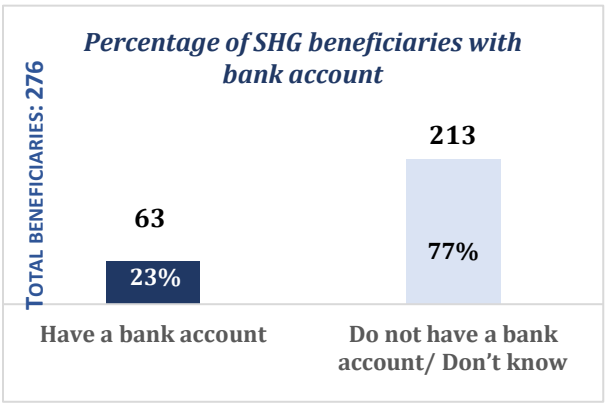
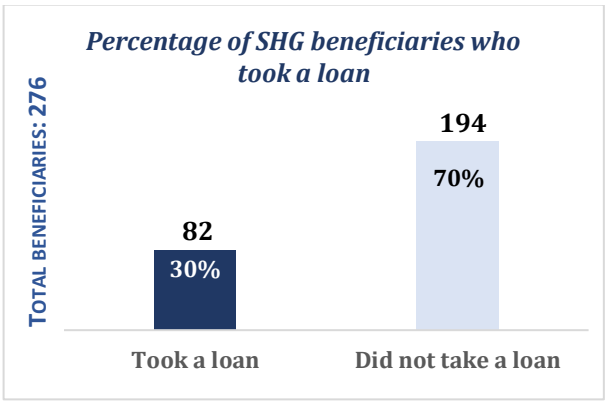
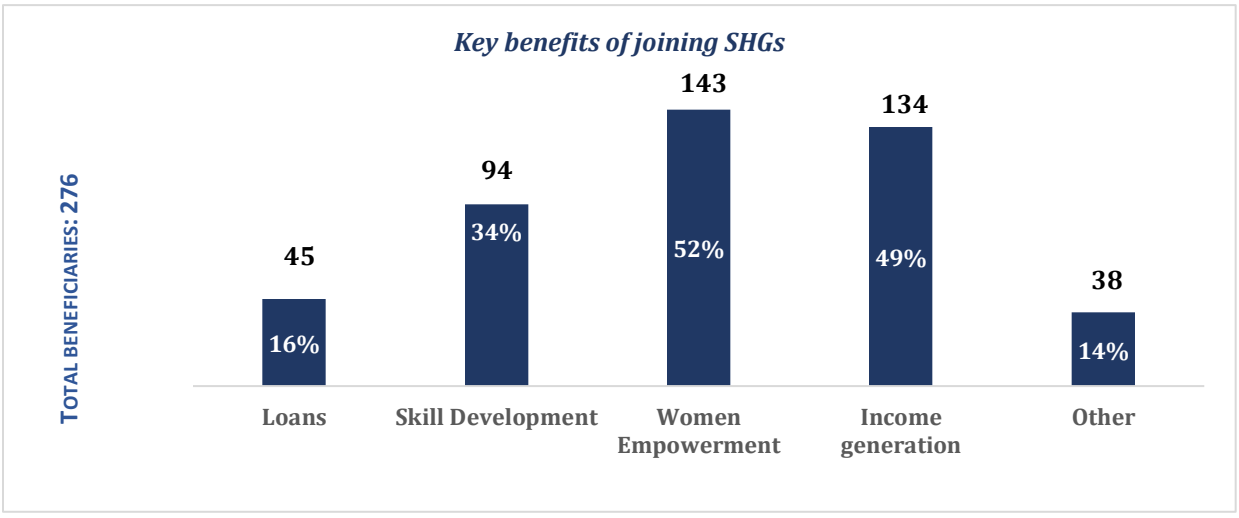
[114] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).



The following charts highlight the key benefits of being a part of an SHG group as mentioned by the respondents. The program was perceived to be beneficial in terms of empowerment and income generation - the key objectives of the interventions.





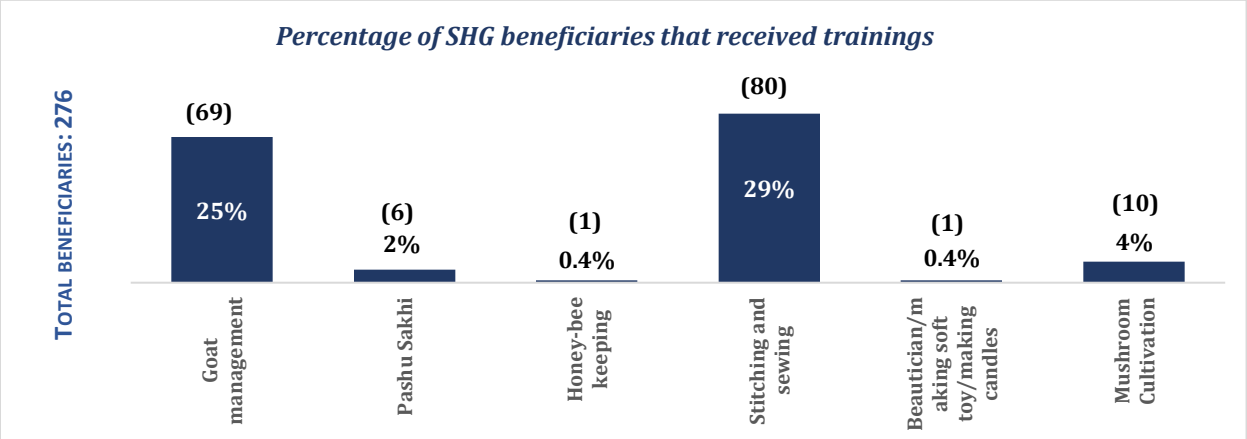


SHG members reported they felt confident in discussing issues more openly at home and now are increasingly being consulted by family members and husbands before decisions regarding the household are made. With greater interactions within the SHG, women felt more united, thereby feeling more empowered. Only 23% had a bank account and only 30% availed loans under the program which highlights that the functioning of SHGs lacks effectiveness in getting women connected to finances and financial institutions. However, the program helped women become aware of the rights and services provided by the government; thereby enhancing government convergence.

2.1 Trainings for Women

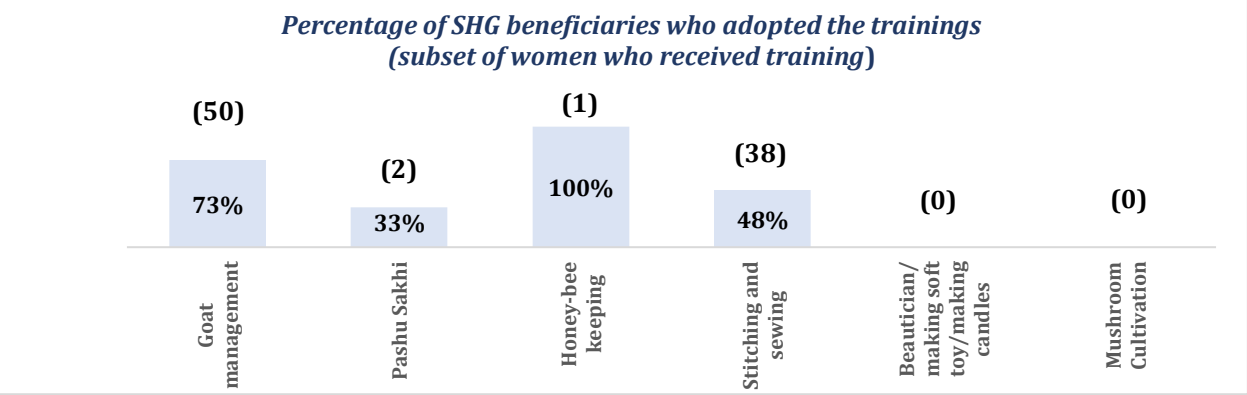
Various trainings and support were provided to women in key areas of livelihood generation. The trainings focused on developing useful skills and improving their income generation capacity. In this cluster, 66% of the sampled SHG women were not provided training, clearly highlighting the gap in need assessment and lack of supportive supervision by the NGO.

The following chart highlights the various trainings conducted with women under HRDP. Within this cluster, training on goat management and stitching was imparted to the largest subset of women (25% and 29% respectively). Raising goats is an income-generating activity that has enormous potential to increase incomes and improve nutrition for resource poor households, especially in rural areas. After training on goat management, 48 beneficiaries were provided goats under the program.



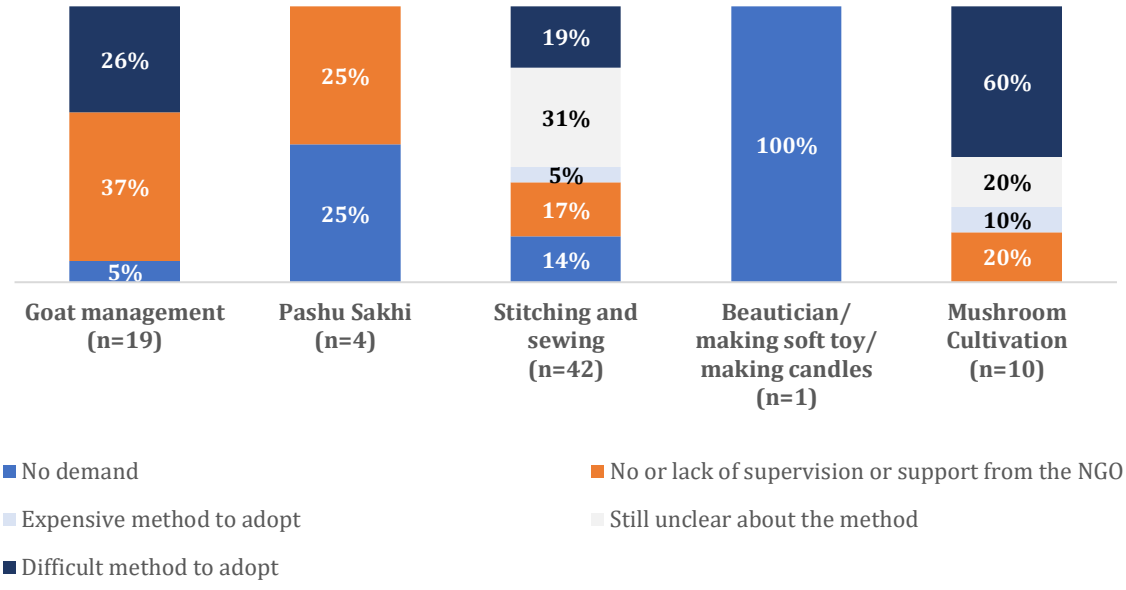
While the trainings imparted have varied by scale of coverage among the 276 beneficiaries, the usage of trainings for livelihood generation offer better insights on how well received the trainings were.

The following chart highlights the percentage of women who adopted the trainings (as a subset of women that received the trainings):



The adoption rates were high among goat keeping and stitching and sewing signifying that the intervention primarily focused on these skills. When we talk about the key reasons for a subset of women 'not adopting' the trainings, the chart below highlights the findings. Training on becoming a beautician was not adopted as there was no demand. Other areas suffered from lack of supervision from the NGO, was a difficult method to adopt or there was lack of clarity on the methods.

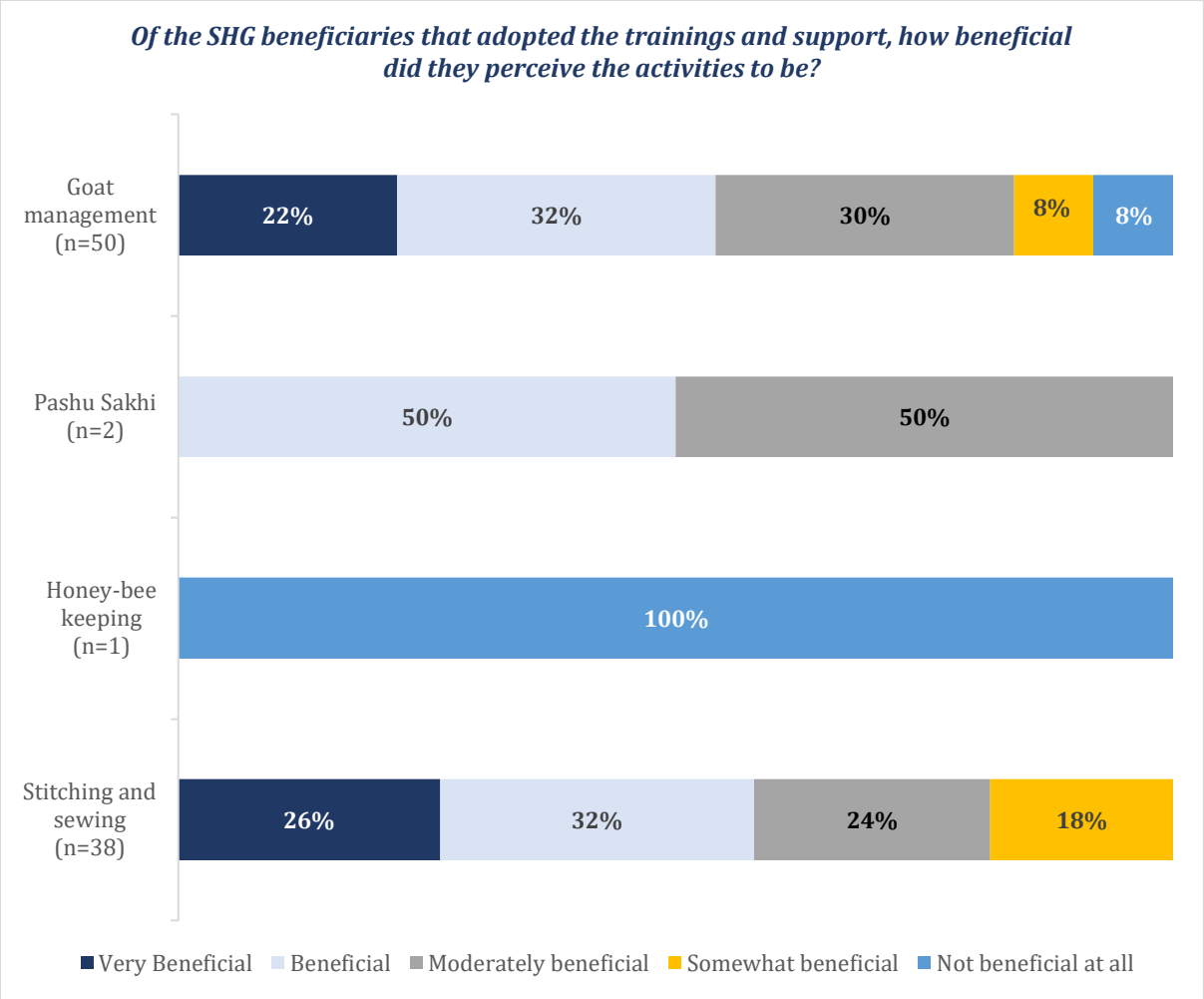
Major reasons by SHG beneficiaries for not adopting trainings



2.1.1 Perceived scale of benefit of women that adopted trainings

The chart below highlights how beneficial the women beneficiaries, who adopted the trainings, perceived them to be. According to the respondents, **majority of the 'adopters' found the support very beneficial.**

(Continued on the next page)



Honeybee keeping was not beneficial at all and 8% of those receiving goat management trainings did not find it beneficial either.

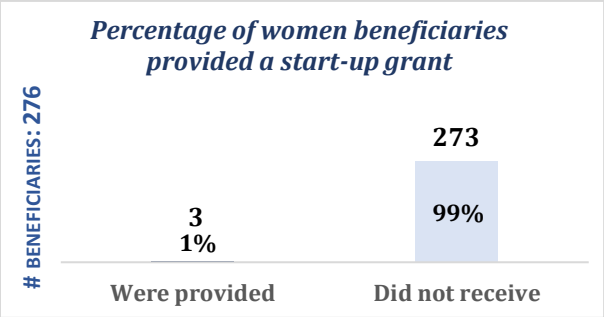
2.1.2 Summary of parameters related to the trainings

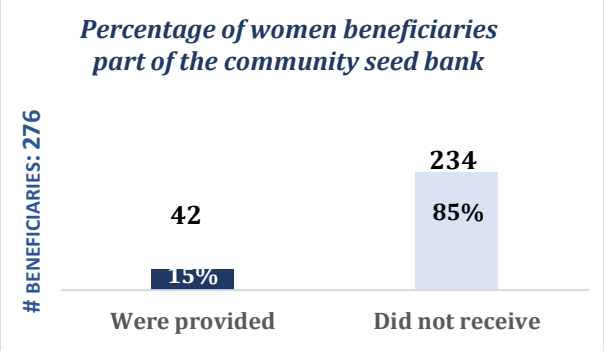
The table below summarizes the quantification of key outcomes due to the trainings. It provides the annual incomes (where applicable) as a result of adoption post trainings, and any resources received under the program.[115]

Activity	Parameter	Values in last 12 months
Goat Management	Average annual income (INR) *(n=42)*	**1,667**
	Average number of goats provided to beneficiaries *(n=48)*	**1**
Pashu Sakhi	Average annual income (INR) *(n=2)*	**500**
	Average number of animals treated *(n=2)*	**4**
Honeybee Keeping	Average annual income (INR) *(n=1)*	**0**
	Average quantity of honey produced (in kgs) *(n=1)*	**0**
Stitching and Sewing	Average annual income (INR) *(n=38)*	**5,086**
Community Seed Bank Initiative	Average annual income (INR) *(n=27)*	**593**

2.2 Facilities provided to SHG women under HRDP

Under the program, SHG members of the cluster were also given start-up grants to facilitate income-generating small-scale activities, provided responsibility for managing the community seed bank management and were provided trainings on self-defense.





Start-up grant

A start-up grant was provided to only 3 of the 276 SHG beneficiaries.

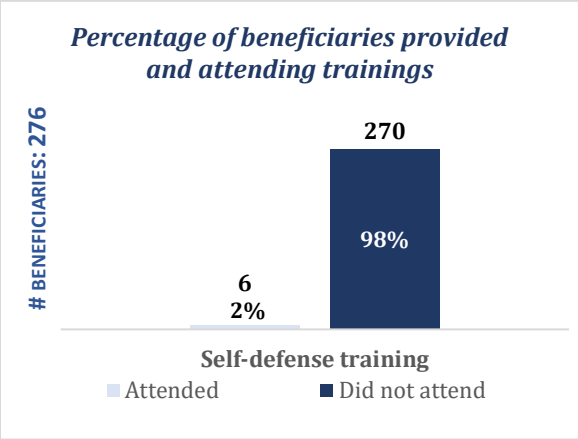
Only one women reported an amount of INR 1 lakh being provided as a start-up grant and reported increase in income due to it. The other two women reported getting INR 500 and INR 2500 as a start-up grant and did not find the grant to be beneficial.

Seed Bank

Only 15% of the women beneficiaries were employed at the community sed bank.

However, of those that did, less than half found it beneficial.

[115] All figures are an average of the last 12 months, i.e. April 2019 to March 2020.



Self-defense training

Self-defense was another area that was focused on under HRDP. As per the responses provided, **only 6 women** attended the trainings that were provided.

Of those who attended, the trainings were perceived to be beneficial. The women associated better self-protection and improved self-confidence as the major benefit areas. **This high perceived benefit signifies the need for a more robust coverage of women beneficiaries.**

Section 3: Youth beneficiaries

In this cluster, 21 youth were covered under the evaluation. Youth received training on computer applications with an objective to develop their skills and making youths job ready.

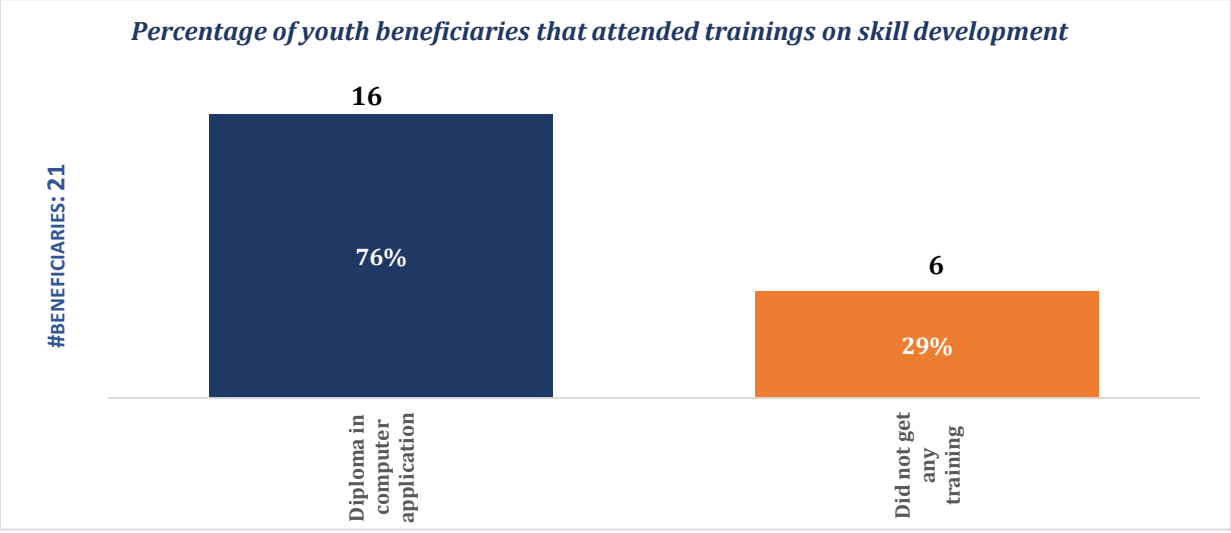
21 Youth

Outcome Indicators	Before HRDP	After HRDP	% Change	*n*
Average Annual Income (INR)	0	0	-	5

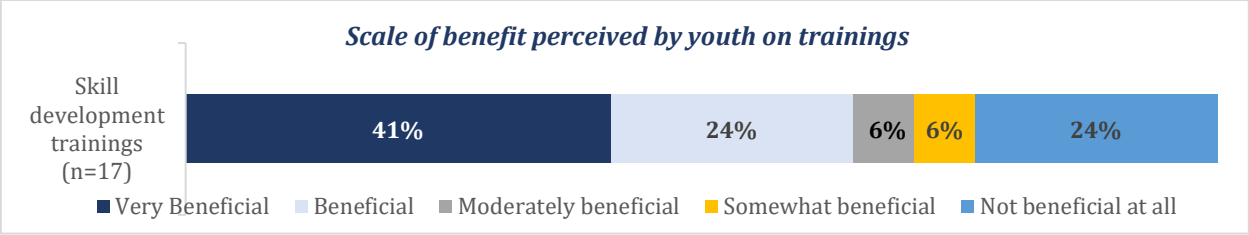
***Youth Outcomes*[116]**

3.1 Trainings for youth

The following chart highlights the training conducted with youth under HRDP.



[116] *n* might not be equal to the total sampled beneficiaries as some samples got dropped during data cleaning (outliers were dropped, or data was not reported for pre and post intervention).

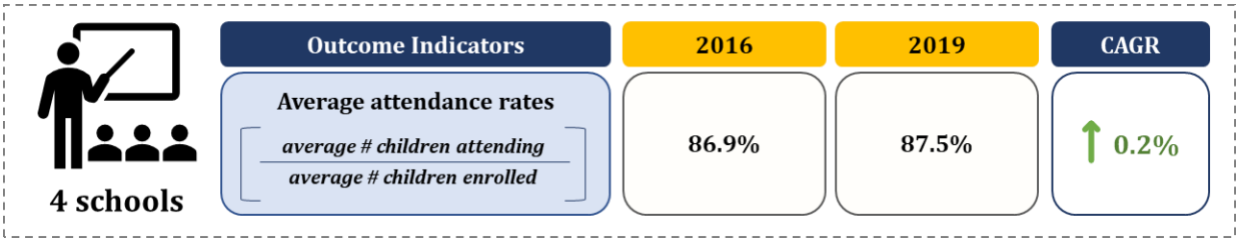


Placements

Within this cluster, **training was provided to 76% of the beneficiaries. The remaining 6 beneficiaries were not trained on any skill.** Of those that received trainings, all beneficiaries perceived them to be beneficial. The training center did not provide any placement facility to the beneficiaries.

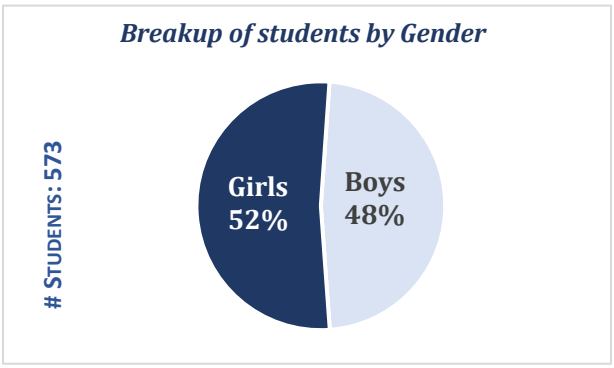
Section 4: School Observation

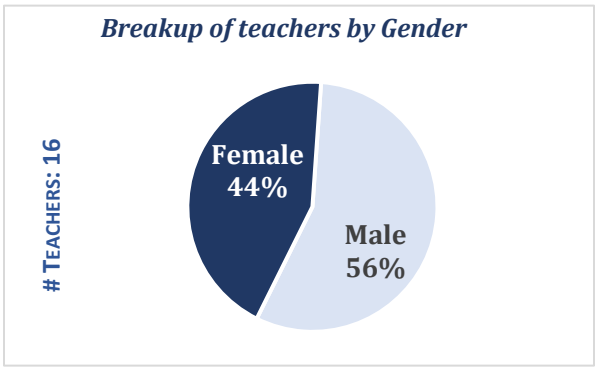
In this cluster, 5 schools were covered for evaluation. As part of HRDP, infrastructural support was provided, and trainings were conducted with the overall objective of enhancing the quality of education and **increasing the attendance rates.**



School outcomes[117]

The following charts provide an overview of students and teachers that were covered in the cluster. Of the 5 schools evaluated, there was an almost equal split by boys and girls and a similar split among teachers as well. **Overall student teacher ratio was 38:1 which does not conform to the 30:1 ratio laid down under Right to Education Act.**

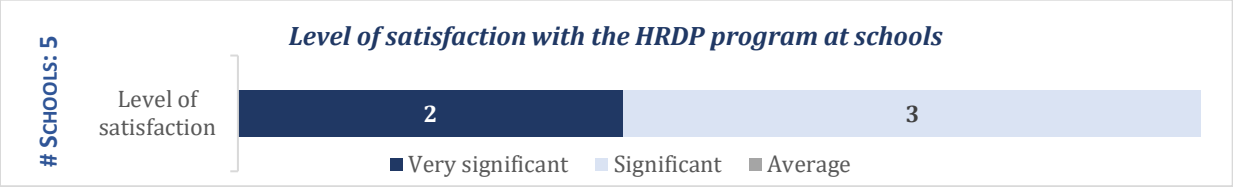




Student Teacher Ratio	Primary 39:1	Upper Primary 35:1	Overall 38:1

[117] 4 out 5 schools surveyed shared the enrolments and attendance data.

Overall perceptions on satisfaction on school interventions



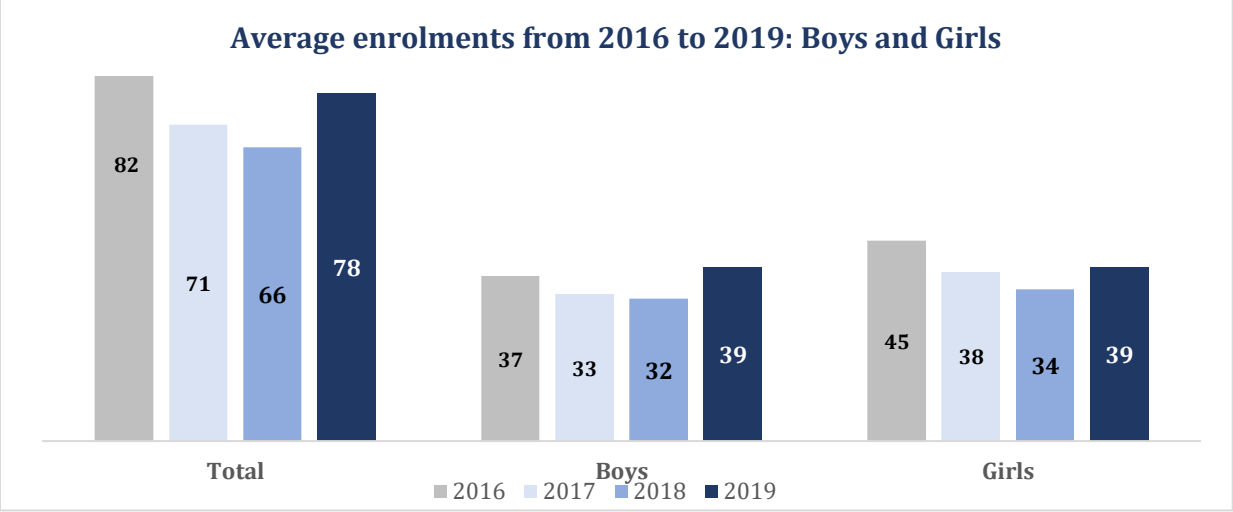
All 5 schools perceived the impact of HRDP to be significant. It emerged from the FGDs in the community that there has been an increase in discussions meant for the development and welfare of the school. **Within this cluster, the frequency of PTMs increased, signifying increase in buy-in from the community with regards to the welfare of the school and its students.** School Management Committee (SMC) in 4 of the 5 sampled schools were established and already functional before the start of HRDP. In 1 school, SMC was established under HRDP intervention. On an average, around 9 SMC meetings have happened annually in all schools since 2016. SMC members mentioned that owing to the NGO partner consistent efforts, communication with community members has become easier.

4.1 Enrolment Rates

As a key parameter to evaluate the impact of activities under HRDP at schools, enrolment rates and attendance rates were captured. Within this cluster, the data for enrolments and attendance was provided by 4 out of 5 schools[118]. (For attendance rates refer to the School outcomes figure provided at the beginning of the School Observation Section)

Number of schools that provided attendance data	**4 out of 5 schools**

The chart below demonstrates that **average enrolments of boys has risen over the duration of the program. However, for girls it has decreased over the same duration.**



The rise in enrolments is corroborated by inputs from SMCs. During the discussions, SMC members highlighted that the upliftment of schools in terms of facilities and infrastructure aided in establishing a

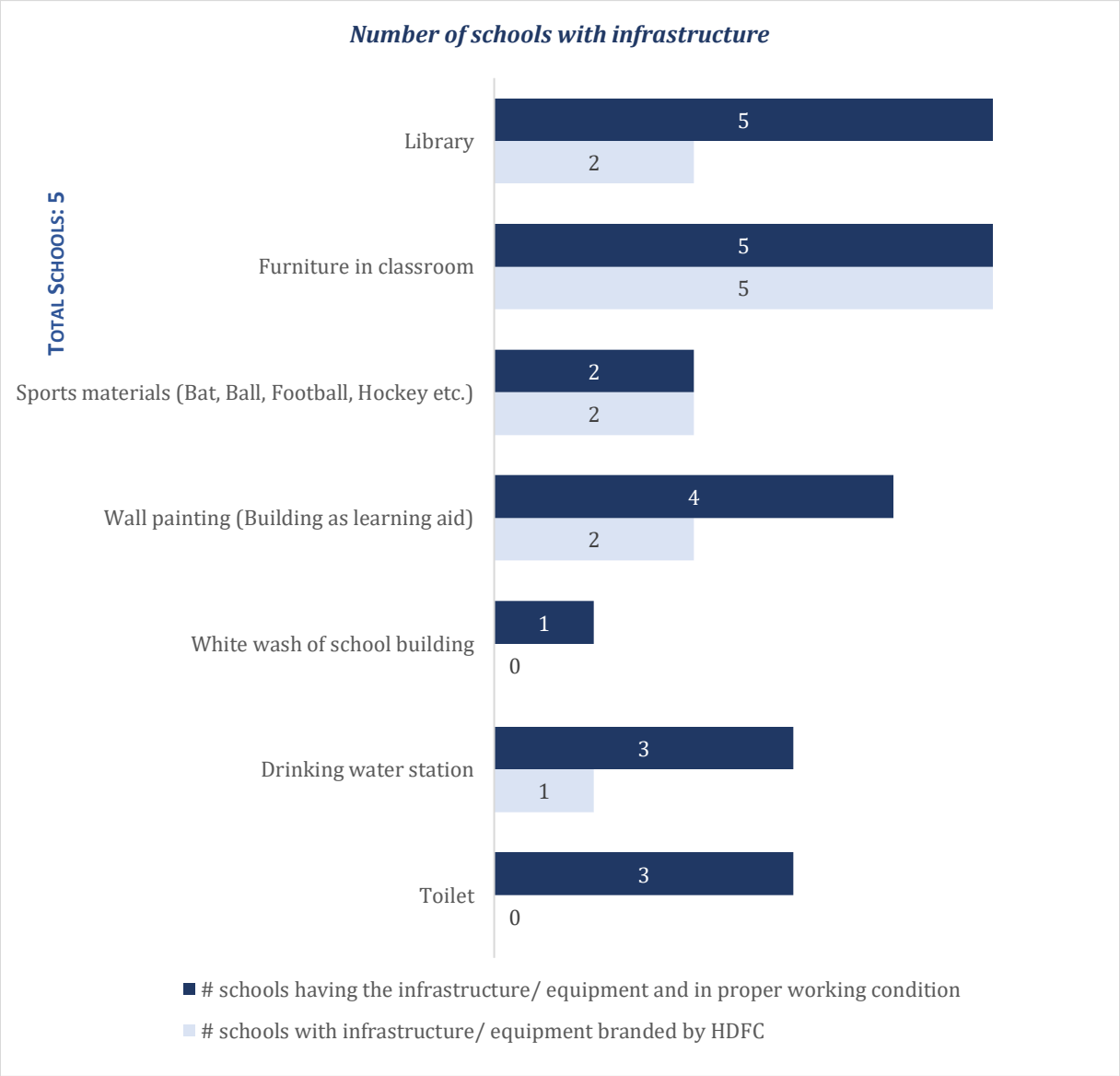
[118] In most cases, school officials have shown reluctance in verification of enrolment, attendance, and dropout data from the school registers. The information on enrolment, attendance, and dropout was verbally provided by the school officials.

conducive learning environment for the students. Also, community level awareness has increased, with the need of attending schools being recognized not only by students but the parents as well. SMC members claimed that with the improvement of infrastructure in schools, parents have started preferring government schools over private schools.

4.2 Infrastructure

Under the intervention, schools were provided infrastructural support with the aim of building a better learning environment.

The chart below highlights the infrastructure provided under the program by the number of schools it was provided to. While furniture in classrooms and libraries were provided in all 5 schools, other infrastructural work was done with only a few. In this cluster, no support was provided on smart classes, e-learning modules, establishing laboratories, computer labs, lights, mid-day meal shades or rainwater harvesting systems. This signifies that the infrastructure development was prioritized by the NGO only on a few key areas.



To improve health and sanitation practices at the school level, drinking water stations and toilets were constructed at the schools. Drinking water facilities were provided in 4 of the 5 schools covered in the evaluation and toilets in only 3.

Toilets were constructed/ repaired in 3 schools. The table provided quantifies the number of toilets constructed/ repaired.

Number of toilets constructed or repaired	
Average number of toilets per school: Girl	1
Average number of toilets per school: Boy	1
Total number of toilets	6
Total functional toilets during survey	6

The program was successful in providing a drinking water source and facilities for toilets at 3 schools in the cluster. The SMC members shared that they felt the program has been successful in addressing the need for better sanitation and hygiene infrastructure. According to the SMC, "*Now there is no difference between private and government school. All are made equal with facilities.*"

Student Kits

Students were also provided with student kits under the HRDP program. These kits included the following items: Book, Stationery, Nail cutter, Soap, and Water bottle. These kits were provided at 3 schools with a total of 329 kits distributed.

Joyful learning

Teachers at 3 of the 5 schools were trained on Joyful learning. The total number of teachers trained were 7.

Celebration of important days

Schools reported that they were celebrating important days like Republic Day, Independence Day, Children's Day, Girl child day, and Environment day before the start of HRDP. Only 1 of the schools started celebrating Girl child day and Teacher's day with the intervention under HRDP.

Section 5: Common interventions

Under HRDP, some activities were conducted across all the beneficiary groups, i.e., farmers, women and youth; **a total of 392 beneficiaries**. These common interventions were in the domains of natural resource management, skill development and livelihood enhancement and health and sanitation.

5.1 Natural Resource Management

Solar powered streetlights were installed at the villages to promote the use of clean and renewable energy. **The provision of streetlights ensured a sense of security and offered various benefits.**

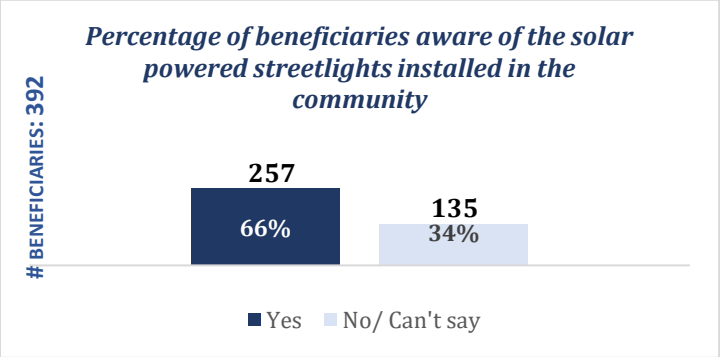
Solar powered Streetlights[119][120]

257 beneficiaries

	Outcome Indicators	Before HRDP	After HRDP	% Change
Solar powered streetlights	Avg. beneficiary rating: Felt safe going out in the night	1.2	4.4	↑ 275%
	Avg. beneficiary rating : Ease in walking during the night	1.2	4.4	↑ 269%
	Avg. beneficiary rating : Reduced animal attacks	1.3	4.2	↓ 236%
	Avg. beneficiary rating : Sense of security for female and children	1.2	4.2	↑ 244%
	Avg. beneficiary rating : Reduced theft incidents	1.3	4.1	↓ 218%
	Avg. beneficiary rating : Enhanced liveliness	1.2	4.4	↑ 269%
	Avg. beneficiary rating : Source of light during power cuts	1.3	4.3	↑ 228%
	Avg. impact of solar light on beneficiaries' lives (overall)	1.2	4.3	↑ 258%

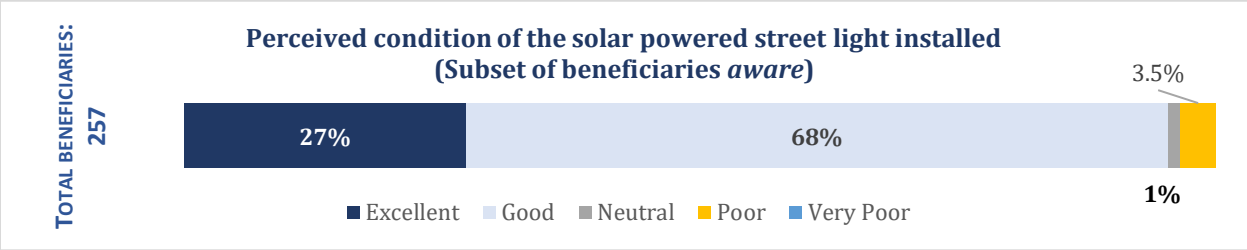
The installed solar powered streetlights had a great impact on the sense of security felt by the community members, especially at night. The streetlights helped reduce animal attacks, reduced incidences of theft, enhanced the liveliness of the community as well as served as a source of light during power cuts. Almost all respondents agreed and highlighted the benefits of solar powered streetlights.

During the discussions, the Village Resource Persons highlighted that the installation of solar streetlights at various intersections in the community has provided a sense of security to young girls in walking safely on the roads.



Awareness

66% of the beneficiaries were aware of the streetlights installed under the HRDP program, indicating that the placement of these lights was done appropriately, in a way that makes them accessible to majority of the targeted community members. The condition of the installed streetlights was considered good to excellent by majority of the respondents aware of them.



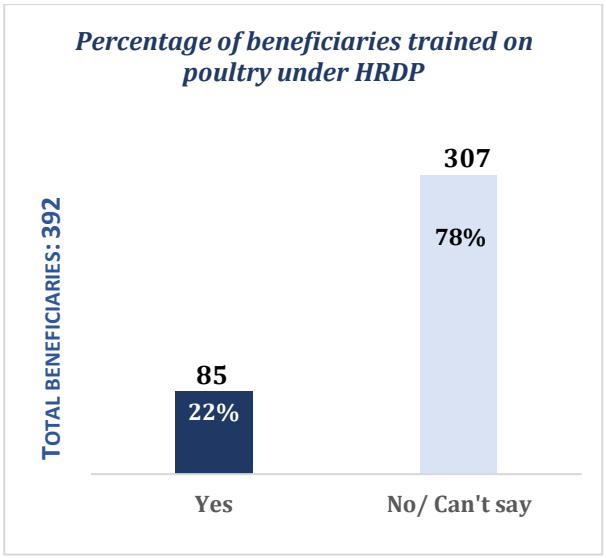
[119] The perception of beneficiaries around safety and security in their village was extremely low before the start of the HRDP. Hence, the percentage change in the proportion of beneficiaries that found solar streetlight beneficial was extremely high.
[120] Beneficiaries were asked to rate their experience with 1-being poor and 5 being excellent.

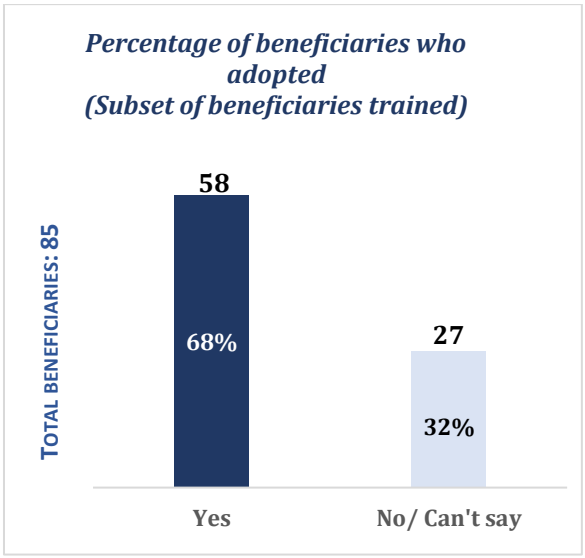
5.2 Skill development and livelihoods generation

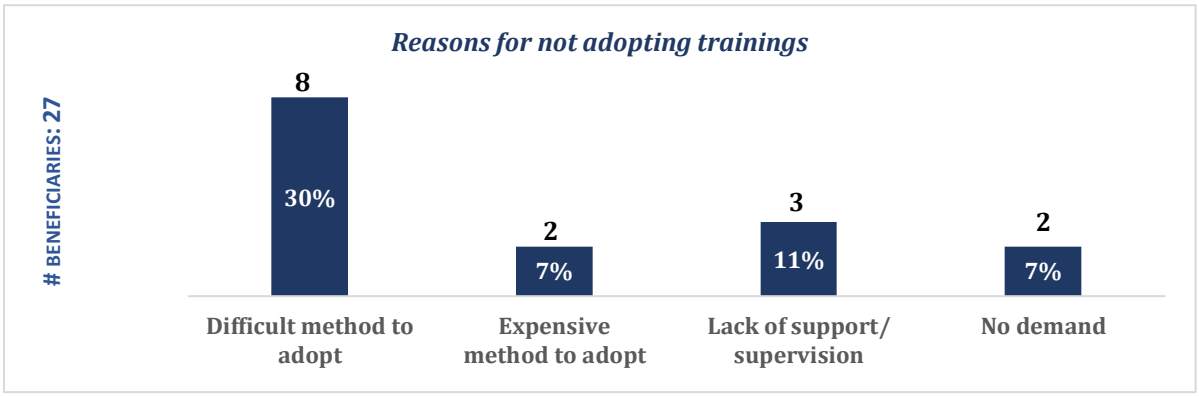
In this cluster only 22% of the beneficiaries received training on poultry, and of those who received the training, 68% adopted it. These enabled the beneficiaries to get supplemental income in terms of meat and eggs. On an average, 24 chicks were provided to each beneficiary involved in this activity: providing the beneficiaries an average annual income of INR 3,243.

Of the people who did not adopt, majority felt it was a difficult method to adopt.

The charts below corroborate these findings:



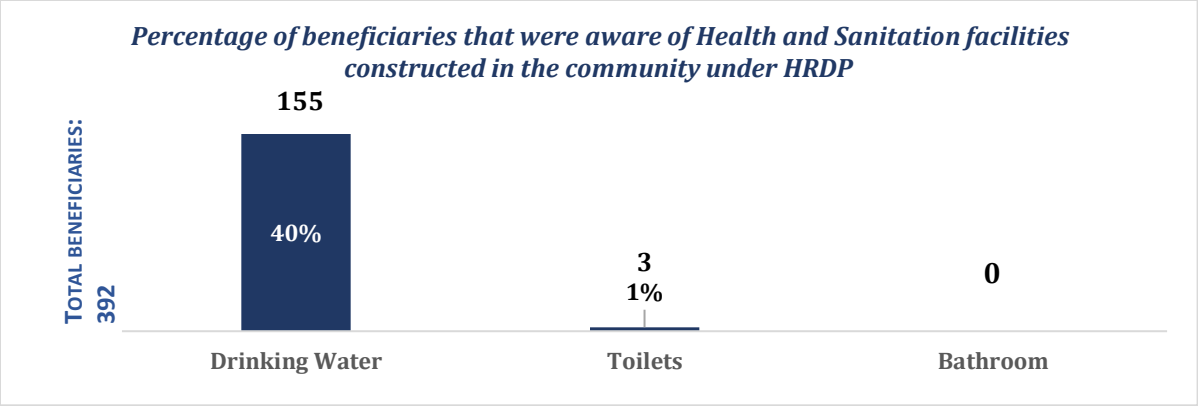




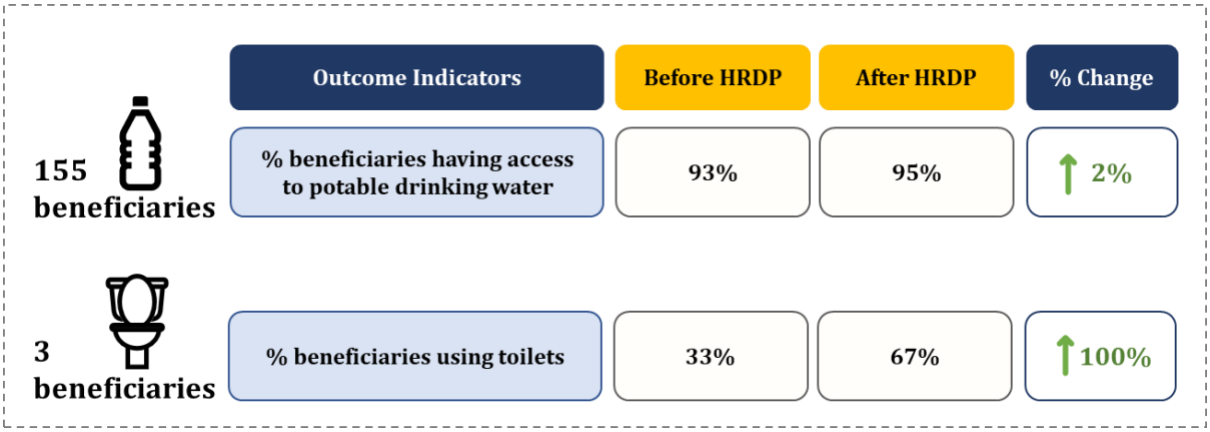
5.3 Health and Sanitation

Improving toilet access and usage was one of the key outcomes of HRDP However, findings from the evaluation indicate this was not a priority intervention in this cluster.

Awareness: Of the 392 beneficiaries covered, only 155 (40%) were aware of the drinking water sources constructed under HRDP. The awareness of toilets installed under HRDP was with only 3 (1%) beneficiaries. There was no response on bathrooms within this cluster.



As part of the evaluation, the access to potable water and the usage of toilets was measured from the beneficiaries that were aware of the facilities provided under HRDP. The provision of sanitation facilities had a positive effect; there was a perceived change in usage patterns within the respondents aware of the constructed/ repaired facilities; increased adoption and better sanitation practices. However, the number of beneficiaries were too few to generalize the improvement to the overall cluster. According to the VDC in Sitapur, *"If we had not been given this water tank, then we would have to go all the way with our bucket to the tap to wash our hands. Now we fill water easily."*

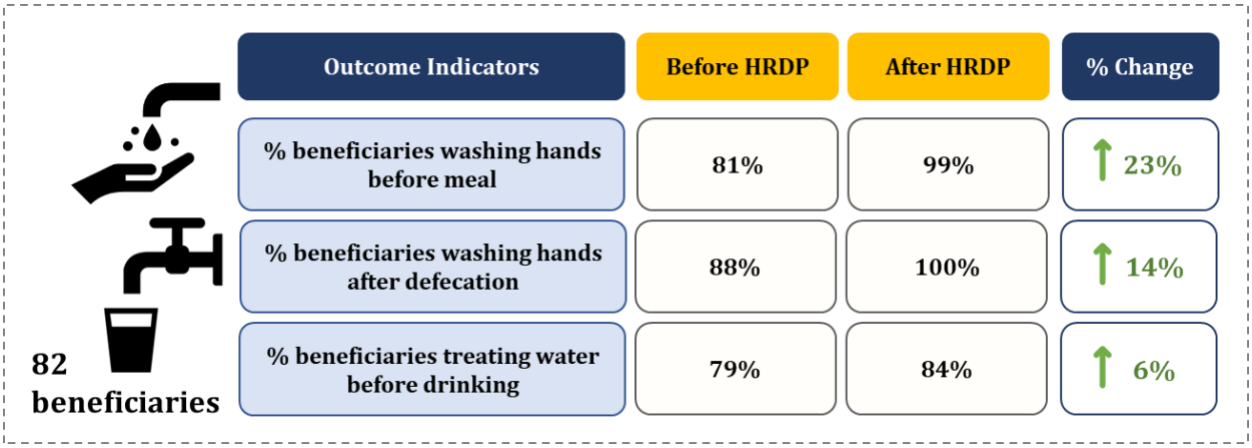


5.3.1 Trainings and awareness

As part of the program, various trainings were conducted to promote health and sanitation behavior among beneficiaries.

The chart below highlights the number of beneficiaries that received the training. Only 21% of the 392 beneficiaries received trainings on health, sanitation, and safe hygiene practices.

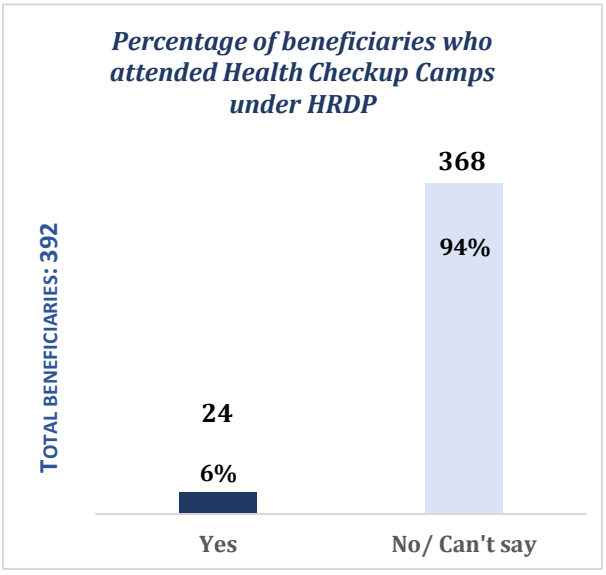
As a result of the awareness/ trainings, among the 82 beneficiaries that received trainings, reported change by beneficiaries included a 23% increase in washing of hands with soap/ mild detergent before meals, a 14% increase in washing of hands with soap/ mild detergent after defecation and a 6% increase in the treatment of water[121] before drinking reported as compared to the practices followed before HRDP.

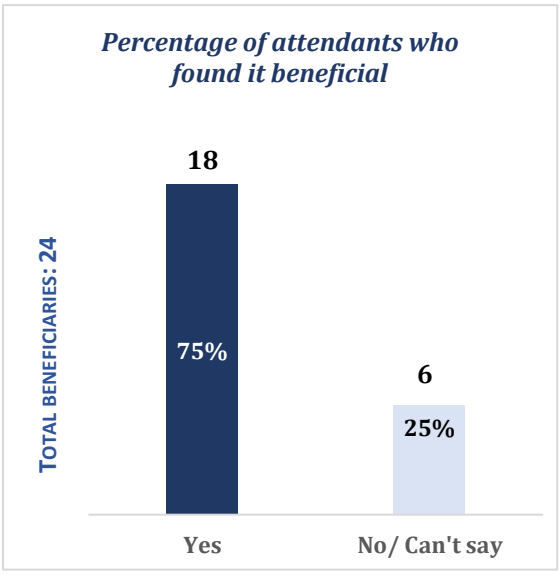


Outcome Indicators	Before HRDP	After HRDP	% Change
% beneficiaries washing hands before meal	81%	99%	↑ 23%
% beneficiaries washing hands after defecation	88%	100%	↑ 14%
% beneficiaries treating water before drinking	79%	84%	↑ 6%

5.3.2 Health Checkup Camps

The health intervention was focused around developing health seeking behaviors in the community- particularly focusing on women and children. This included providing information around reproductive health, child health, importance of vaccination, and menstrual hygiene.





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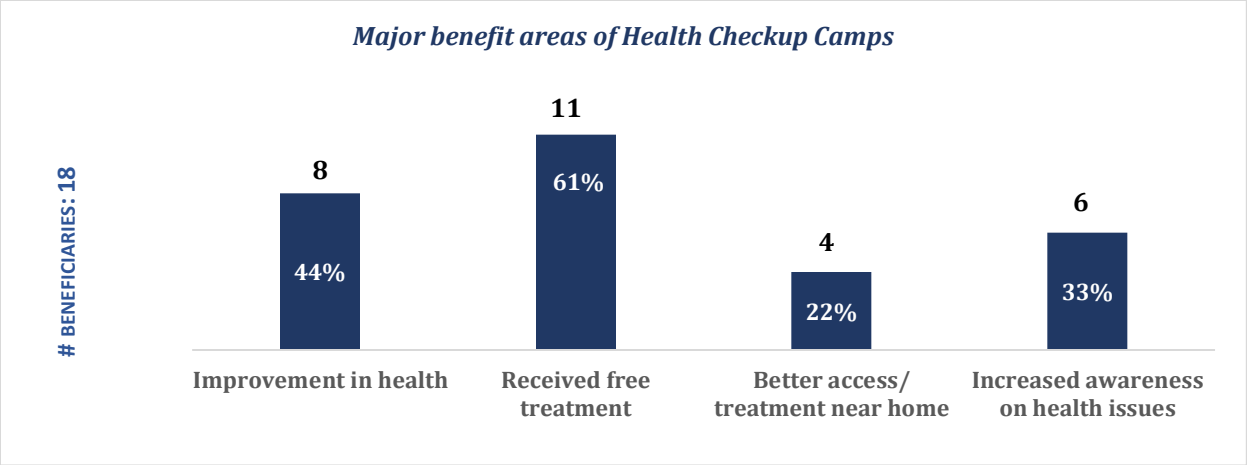
[121] Treatment of water includes boiling, adding bleach/chlorine, straining through a cloth, using a water filter, solar disinfection and letting the water settle.



Only 6% beneficiaries of the total 392 reported attending health check-up camps under the program and majority of these (75%) found them to be beneficial.

Regarding the benefits of these health camps, the most widely reported benefit was receipt of free treatment (61%), followed by an improvement in health (44%) and increased awareness on health (33%). 22% of the respondents received better access to treatment closer to home.

Case Study

Pilibhit is located at the furthest north-eastern point of Uttar Pradesh, with a boundary connecting to Nepal, and majority of the district covered in a dense forest. While concerted efforts have been made by the state and national governments in improving the electrification of towns and cities, gaps still exist in terms of reaching the last mile. Lack of access to electricity brings focus to poverty and inequality within an area, with households unable to pay for electricity or simply that the infrastructure does not exist due to lack of connection to the national grid. According to the NFHS-4 (2015-16) district factsheet, Pilibhit (Rural) recorded only 41.8% of households that had access to electricity.

As a prioritized intervention, **PACE** team, through the **HRDP** program, focused on the provision of uninterrupted supply of light through solar powered streetlights, with the aim of providing light using renewable energy. Access to light in remote areas can have compounded impact on education as well as livelihoods.

According to the evaluation survey in Pilibhit, 66% of total beneficiaries surveyed (392) were aware of streetlights being installed under the HRDP program. An overwhelming number of beneficiaries (88.3%) now felt safe to go out at night once this solar light was installed and 93% felt it was safe for women and children at night, in comparison with before the program (3.5% and 4.3% respectively).

Aligned with the findings, the streetlights allow for community members at large to feel a sense of safety, particularly women and young girls. Village Resource Persons during their Focus Group Discussion mention that *"the solar lights has given security to young girls to walk safely and confidently on the roads now".* In villages that are so close to the dense forest, this also gave confidence to community members to walk without fear of animal attacks.

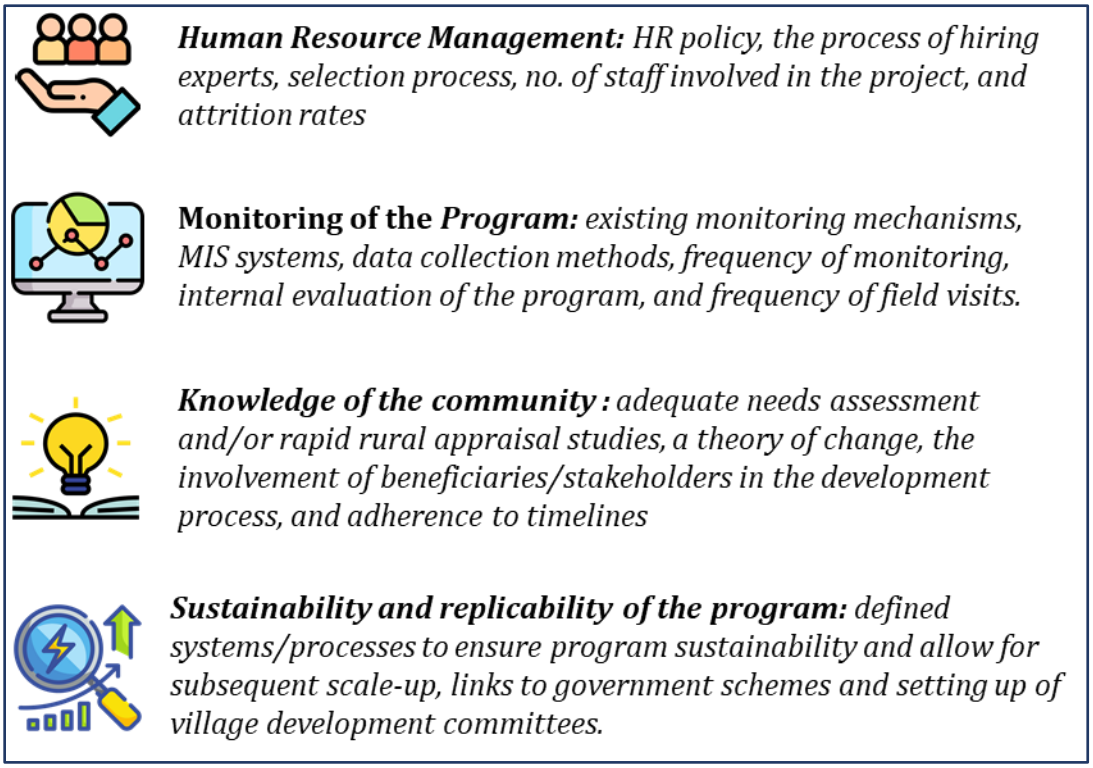
At the school level, School Management Committee members mention the benefits of these streetlights can be seen in learning levels as well. Students are now able to study under the streetlights. PACE, in addition to providing solar streetlights, has also additionally provided some students from vulnerable families who had limited electricity connectivity at home or from economically stressed families with solar lights for their households as well. The parents are aware of these benefits and are actively encouraging their children to study.

Chapter 4: Implementing Agencies – Organizational and Delivery Capacity

Alongside the impact evaluation of HRDP, an evaluation of the implementing agencies was also undertaken. Their organizational and delivery capacity was evaluated with a view to establishing the NGOs' ability to effectively implement the HRDP.

The objective of the evaluation is to provide HDFC with an overview of its NGO partners' efficacy with regards to on-ground implementation and contribution to impact. Furthermore, the evaluation provides commentary regarding the strengths of the NGO partner being evaluated along with potential areas of improvement, to allow HDFC to improve future programming.

RTI conducted qualitative inquiries with stakeholders from six NGO partners through a semi-structured tool. The overall structure of the questionnaire remained the same for all NGOs, however, there were some open-ended and closed-ended questions along with probes that provided participants an opportunity to contextualize their answers to their experience. Through the tool, an overall understanding of the NGOs' performance was garnered based on the parameters listed in the diagram:



Overview of NGO Performance

Criteria			Shramik Bharti	Sahbhagi Shiksha Kendra	Aroh Foundation	Aga Khan Foundation	Pani Sansthan	PACE
Human Resource	HR Policy	HR Policy	🟡	🟢	🟢	🟢	NA	🟢
		Hiring Process	🟢	🟢	🟢	🟢	NA	🟢
		Job Postings	🟢	🟢	🟢	🟢	NA	🟢
		Sector Experts	🟢	🔴	🟢	🟢	NA	🔴
	Attrition Rate	< 10 in year	🔴	🟡	🟢	🟢	🟢	🟢
Monitoring Mechanisms		Monitoring Team	🟢	🟢	🟢	🟢	🟢	🟢
		Monthly Report	🟡	🟡	🟢	🟢	🟡	🟡
		Dashboard	🔴	🔴	🟢	🔴	🟢	🔴
Relevance		Needs Assessment	🟡	🟢	🟡	🟢	🟢	🔴
		Theory of Change	🔴	🔴	🔴	🔴	🟢	🔴
		Community Engagement	🟢	🟡	🟢	🟢	🟢	🟡
		Timely Delivery	🟢	🟡	🟡	🟡	🟢	🟡
Sustainability		Handholding Assistance	🔴	🟢	🟢	🟡	🟢	🔴
		Government Support	🟢	🔴	🟢	🟢	🟢	🟢
		Village Development Committee	🟢	🟢	🟢	🟢	🟢	🟢

***NA:** Information not shared* 🟢 *Available* 🟡 *Available but not structured* 🔴 *Not available*

HDFC provided financial and technical support to the NGO partners as a part of the overall HRDP grant. The additional support enabled the partners to build technical and organizational capabilities through the following initiatives:

1. P3 Online Dashboard: HDFC provided a proprietary web portal for online data monitoring to track on-ground activities and progress. Trainings were conducted on the use of the P3 online dashboard. The NGO partners regularly updated project-related data on this platform.
2. NGO partners were provided training on the creation and implementation of a Theory of Change, and identification of key indicators and outcomes for the program.
3. Quarterly field visits and monthly meetings were conducted by HDFC staff with all NGO partners to ensure timely and smooth implementation.
4. Strategic and advisory support was provided for the development of annual project plans to the NGOs. All annual plans were approved by the HDFC team before the implementation.

Note: The rapid rural appraisal was not conducted in the villages where HDFC was already present through the Sustainable Livelihood Initiative, as the requisite information was already available.

Shramik Bharti

Organizational goal for the project: *To ensure that an integrated village development approach is applied in a phased manner. Components were developed with a focus on strengthening livelihoods, in addition to Water, Sanitation and Hygiene (WASH), renewable energy, agriculture, and panchayat awareness.* Some of the key areas the organization focused on were:

- Creating self-help groups - and generating bank and NRLM/ government linkages
- Livelihoods strengthening through chicken and goat rearing
- Activities on WASH and health services
- Trainings on innovative farming techniques such as machan based kitchen gardens and multi-level farming

NGO Overview

Date of establishment: ***1986***

Headquarters: ***Kanpur***

Primary areas of work: ***health, sanitation, livelihoods, microfinance, empowerment of women and agriculture***

No. of employees: ***60 full time, 60 community volunteers***

HRDP locations: ***Fatehpur (5), Barabanki (5), Chandauli (5), Bhadohi (5)***

Administrative and Technical Support Functions

a. *Hiring:* The organization had a structured internal process in place. The hiring process included perusal of not only online advertisement channels (e.g., Devnet) but also references to identify suitable candidates.
Steps were taken to create an 'expert' team which included hiring experienced personnel particularly from the agriculture sector with at least 3 years of field experience.

b. *Team:* Over the duration of the program, there was a 28-member team with 21 village coordinators, 4 district coordinators, 1 accountant, and 1 documentation personnel available for execution.

c. *Attrition:* Shramik Bharti faced one of the highest attrition rates of all NGO partners over the duration of the project, with 25 personnel leaving the organization – this was seen particularly in the case of the coordinator positions and field workers. The NGO was unwilling to delve deeper and disclose reasons for why this was the case.

Technical and Program Functions – Planning, Implementation, and Monitoring

a. Shramik Bharti had 3 distinct levels of planning and implementation teams. District teams led the on-ground implementation while a Program Manager from Shramik Bharti provided guidance and conducted routine monitoring of activities. The Project Director frequently visited the field, reviewed monitoring reports, and guided key communication with the team on activities for suggestions and feedback. To ensure capacity building, trainings at HQ and district level were conducted for monitoring and supporting supervision. Shramik Bharti noted that the team from HDFC conducted quarterly visits.

b. *Dashboards*: There were no internal dashboards that were created for the program. However, information was uploaded to HDFCs P3 format, which was then sent to HDFC's central teams. The information included:
   - Whatsapp photos for daily sharing of data
   - Scanned copies of accounts/ financials
   - Monitoring reports

c. *Frequency of monitoring:* The implementation staff conducted a meeting in the month of March / April each year at the central office with the HDFC team for project related quarterly planning. Field coordinators and district coordinators would plan for the next quarter and send the plan for approval to the Project Director.
Monthly monitoring was conducted across all districts, which included documentation of activities, accounts/ billing, daily updates etc.

While there were annual plans created, the NGO staff stated that perhaps planning should have been undertaken keeping in mind all 4 years of the program, and not solely on an annual basis. A long-term plan would have provided more clarity to the team on goals and objectives of the program. Further, it would have helped the organization to design sustainable project activities aligned to the long-term goals. Long-term activities, for example water resource activities, should typically be planned for four years for smoother implementation. Some activities were dropped due to budget constraints or prioritization of other activities, which led to lack of continuity and inability to generate greater impact.

d. *Internal evaluations:* An internal evaluation of the program was undertaken by HDFC. However, the study findings are yet to be shared with the NGO. The organization was eager to receive feedback from HDFC to understand the gaps and recommendations. Timely feedback may have helped the organization improve and address areas of concern that may have been noted as part of HDFC's evaluation.

e. *Timeline:* All project milestones and impact were satisfactorily achieved per schedule and as planned over the last four years. The project activities and deliverables were completed on time. The NGO believes that with longer on-ground implementation, impact will further be amplified.

f. *Theory of Change:* In 2020, a theory of change shared by HDFC in 2019 was adopted by the organization. Prior to this there was no theory of change being used for project planning and implementation.

Needs Assessment/ Rapid Rural Assessment

A needs assessment was conducted based on the list of villages provided by HDFC. Field visits and community meetings were conducted in the listed villages to assess the needs and requirements. However, the organization noted the need to conduct a fresh rapid assessment to understand the changes that may have occurred over the duration of the program. The stakeholders in the needs assessment included:

- HDFC
- Community leaders – Pradhan, Anganwadi workers, ASHA workers
- School representatives
- Farmers (once the program had begun)

Community engagement during the program

The community was engaged throughout the program. There was active participation from the community throughout the project cycle. Enthusiasm was observed towards activities related to infrastructure development. For instance, individuals showed keen interest in setting up of streetlights and construction of community toilet.

Community participation significantly increased in the second year of the project. The first annual plan evolved in the following year with feedback from HDFC, field teams, and other stakeholders.
Open forums were conducted by the Village Development Committee (VDC) that helped with the beneficiary selection process, based on which registers were created. The VDC documented all meetings and discussions related information for example, setting up of solar lighting, SHG formation, etc.

Sustainability

The core project focused on sustainability especially with respect to WASH and livelihood interventions. The program was implemented in a manner so as to inculcate community ownership through youth engagement in project activities. VDCs were formulated in all concerned villages to undertake quarterly meetings. The organization intended to use project insights to bolster existing support systems and community institutions before providing additional support.

- *Convergence with government schemes* – Farmer groups have been linked with NABARD, SHG with NRLM and have received financial assistance.
- *Creation of committees*-

- Women federations have been constituted through self-help groups. Regular trainings were conducted and carried out for these women. The federation earnings were divided into 4 categories- savings, group funds, village organization, the federation fund for common SHG services/audit, stationary, bank coordination.
- Groups had been registered under Farmer Producer Groups. A processing unit supported by the HRDP was also established. NABARD conducted livelihood training for farmer groups in Chandauli. A proposal has also been submitted to NABARD for goat rearing initiatives.

Impact Achieved

Education: Interventions at the Government school level with regards to learning atmosphere and infrastructure has improved. This has positively influenced the mindset of community members and their overall regard for the government schools

Community institutions have become stronger. Federations and groups were formed that help the community overall.

Sanitation: Innovative sanitation activities were incorporated to enhance hygiene practices at home and in the community. For example, to reduce household wastewater and stagnant water on roads, the wastewater soak pit initiative reduced stagnant and household wastewater. This also had a visible impact on the time spent by the women in the household, who would earlier spend a large part of their day in clearing the roads outside their house.

Agriculture: Interventions spanned kitchen gardens to larger plots tended to by farmers. Actively involving farmers and encouraging ownership and adoption of skills that will help them modernize their farms has been a significant contribution. Additionally, the creation of small village processing facilities could help them evolve into model farms.

Crop yield: From information gathered through trainings on novel farming techniques, farmers were able to share learnings with non-beneficiaries in the area. This helped farmers in the community purchase different varieties of seeds which promised more yield and earnings.

Sahbhagi Shiksha Kendra

Organizational goal for the project: *The organization is renowned for providing capacity building support to other local organizations and government departments. This was the first integrated project undertaken by them, with the theme of education, agriculture, livelihoods, and other components thereof. At the outset there were five villages under the ambit of the project, which later increased to 20 villages.* The key components of the project were:

- SHG formation
- Livelihood generation through trainings on farming methods
- Infrastructural development in schools

NGO Overview

Date of establishment: ***1990***

Headquarters: **Lucknow**

Primary areas of work: ***Local Self-Governance, Women Empowerment, Environment, Adolescent, and Youth Development***

No. of employees: ***80-90***

*HRDP locations***20**

Administrative and Technical Support Functions

a. *Hiring*: The organization had a well-defined structure for hiring. The hiring process entailed a psychological test followed by a personal interview. The Human Resource policy was robust and included specific policies for different staffing levels and hiring.

b. *Team*: Over the duration of the program, there were 10 employees who formed the core team and 20 facilitators (one for each village).

c. *Attrition:* Internal transfers and attrition resulted in 2-3 people exiting the project. Initially the project started with 20 facilitators. However, as per the request from HDFC, the number of facilitators was reduced to 10.

Technical and Program Functions – Planning, Implementation and Monitoring

The initial project planning across five villages took a year. Over the entire program period the project appeared to have evolved with the benefit of various learnings and experience. Presently, the project structure and procedures are well defined. However, it appears to have taken the NGO partner considerable time to achieve a steady-state implementation plan for execution of the project.

a. *Dashboards:* There were no internal dashboards within the organization. Initially quarterly and annual reports were created and sent to HDFC via email. Currently, the daily reporting of activities for beneficiaries and other data points are uploaded on to P3 online dashboard.

b. *Frequency of monitoring:* A periodic activity assessment was undertaken by the project team and district teams for field work. The Project Manager conducted monthly meetings and field visits. An annual governing board meeting took place for planning and monitoring of the project. The HDFC team also conducted visits for regular monitoring of project activities. The aforesaid meetings and visits helped in mid-course corrections, resolution of internal issues within the team, and other such matters. A quarterly internal financial audit was also conducted by HDFC

c. *Internal evaluations:* So far, a structured internal evaluation had not been conducted due to the lack of baseline data. The reason provided for this was that not all activities were operational at the same time i.e., since the beginning of the project. Baseline and midline evaluations were not conducted, as the indicators were not constant. However, short-term data collection was undertaken to check the productivity with respect to crops.

   Recently, the NGO developed a few key indicators with support from the HDFC team. Additionally, short case studies were also documented.

d. *Timeline*: In the last two years, an annual plan for the program was developed for timely implementation and streamlining of processes. However, a strategy and growth plan for a period longer than a year was not available. The organization was keen on developing a longer plan as this would help to define clear aims, objectives, and long-term targets.

e. *Theory of Change:* HDFC had hired an external partner to create a TOC to orient the organization's staff in 2019. Currently, proposed project indicators are being tested. The organization does not have a structured TOC due frequent changes in the scope of work and the reprioritization of some activities.

Needs Assessment/ Rapid Rural Assessment

Villages were selected by the NGO, from a list shared by HDFC. A rapid rural appraisal was conducted to assess the vulnerability of the identified villages. Villages were shortlisted based on the level of vulnerability established by the study. The program only became adequately structured and streamlined in the third year as the activities evolved through learnings. The community was involved and engaged in the program throughout. While initially the community participation was not very systematic, it was observed to have improved and increased over time.

The criteria for beneficiary selection was based on identification of vulnerable groups within the community. The project team identified the most marginalized SC/ST and financially backward segments within the villages to target as part of the program.

Sustainability

The organization undertook several steps to make the program sustainable:

1. A *Village Development Committee (VDC) was formed* in every village to oversee project implementation at the village level. The VDC members were chosen from the community, SHG members, representatives from the school, panchayat members, farmers, and other significant community members. A mandatory VDC meeting was conducted every month.

2. A *Contingency fund was created* to formalize a contribution mechanism within the community – groups were formed under HRDP to contribute a small amount towards the VDC account.

3. *Connected the community to the experts* to formalize direct communication between the two. This was done by providing the community with the contact details of the experts, so experts could be approached without Sahbhagi Shiksha Kendra mediating the conversations.

4. *Convergence with government schemes* – The organization undertook efforts to obtain government buy-in and support. The project team regularly attempted communication with government officials. However, the response was not positive. They also planned to link SHGs with NRLM, and farmers with the farmer Producer Organization to increase the convergence with the government schemes.

5. *Replicability* – The community made various efforts to replicate the interventions, for example, seeing the benefits of compost making non-beneficiaries tried to replicate the technique in their farms, training on trellis method and other SRI techniques for paddy were also adopted by other community members.

Communication with HDFC

1. Initially, the field team did not have access to the HDFC reporting format due to miscommunication with the program team. However, since then most issues and concerns have been resolved. Now, as the teams have grown, all the team members have access to structured formats.

2. HDFC's approach to program implementation was very comprehensive compared to other donor organizations. Their teams were very involved with the field team, closer in form to developmental organizations, and flexible. The NGO partner acknowledged that HDFC had been accommodating on all issues of concern. And that open communication and trust helped in better on-ground implementation.

3. A participatory approach throughout the project helped the community during the program. This approach created community ownership as community members were involved in the implementation process, audit, and monitoring of the program.
4. The NGO partner's staff had never worked on a multi-thematic project before HRDP. This program was therefore a learning experience for the project and field team – capacity building of sorts for the organization. Based on the learnings and experiences from this program, the NGO partner went on to form a new organization in another state with the intention of adopting a similar implementation model.

Key Challenges

1. Non-alignment between HDFC and the NGO's vision: Initially at various instances, the objectives of both organizations were not aligned. However, with continuous support, engagement, and communication those issues have been resolved.
2. Need for more robust needs assessment in the villages: Few initiatives were dropped within less than a year. To achieve greater on-ground impact there is a need to conduct intensive needs assessments across all the villages. For example, an initiative on financial literacy to teach illiterate women about financial literacy, social awareness, social security, operating ATM cards etc. had to be dropped due to low priority and budget constraints.
3. Lack of government buy-in as the scale of the project was not considered large enough by government officials. For example: working in 20 villages across 5 blocks did not align with government priority.

Impact Achieved

Community mobilization has been successful with the help of Kisan Mitras and community mobilisers within the community. Building the program through the community was effective due to increased trust and ownership engendered through a collaborative approach.

Extensive behavior change campaigns related to water and sanitation led to adoption of health and hygiene practices in the community.

Women Empowerment: Women have ventured into male-dominated businesses. With the program support, SHG women successfully ventured into the male-dominated tent business. This initiative was acknowledged and appreciated by the Varanasi Commissioner.

Aroh Foundation

Organizational goal of the project

AROH Foundation has had a long working relationship with HDFC, having worked on areas of skill development in the states of Chhattisgarh and Meghalaya. In UP, the aim was to have an integrated project which covered areas like sanitation, skill development and others through a multi sectoral approach. The goal was to generate holistic development under the project 'Parivartan'. The project is based on 5 pillars of development, or what the Foundation calls the guiding principles of the project:

- Skill development
- NRM
- Education
- Health and Sanitation
- Financial inclusion

NGO Overview

Headquarters: ***Noida***

Primary areas of work: ***Health, Sanitation, Livelihood, Women, Education***

No. of employees: ***150***

HRDP locations: ***3 Districts***

Administrative and Technical Support Functions

a. *Hiring*: The organization had an HR policy and a structured internal selection system that detailed out clear steps for recruitment, regular assessment, staff engagement, and an exit policy. Advertisements for vacancies were posted online on platforms like social media and job portals like Devnet. The final selection of candidates was based on interviews and technical rounds with project heads. Referral checks and due diligence was conducted after the final selection.

b. *Team*: The project team consisted of a Project Coordinator, District Coordinator, Facilitators in each location, Sector Expert, and a Project Manager. Additionally, a project monitoring team at the head office included the CEO, MIS team, accounts team, and a media team.

c. *Attrition:* 2-3 people have transitioned out of the team during the program.

Technical and Program Functions – Planning, Implementation and Monitoring

During the first year, the program went through an exploratory phase to understand the needs of the community and what interventions might be most relevant. Within the year a structured approach was adopted, and the team had a clear understanding of the mission, vision and objectives of the program. A comprehensive and integrated approach towards interventions like the construction of toilets, provision of water, school renovation, cattle shed building, and farm-based activities was adopted in the second year of the intervention.

a. *Dashboards:* The organization had a strong MIS system inbuilt within the project. Beneficiary details were uploaded and accessible in real time on the organization's database. The data was also uploaded on the HDFC P3 system.

b. The NGO partner preferred sending data from the field was via paper reports due to the unreliability of the internet in remote areas. Data was received daily from the field but not in real-time. The data was uploaded within 24-48 hours. All infrastructural assets were geotagged.

c. *Frequency of monitoring:* A strong and robust monitoring system was a necessary part of the organization's strategy. It is used not just for the HDFC project but for other projects as a strong database management system and there is a dedicated team to handle this data, which is vital to assessing progress. As quoted by organization's staff, "never compromise on the database - whether the funder wants it or not".

   The organization also had its own mobile application which acts as a monitoring tool to upload activities-travel, daily activities, etc. The data is then validated and uploaded. This process helped in mid-course

corrections - not just for project-level activities but also for logistics and other areas. This mobile app helped in the following areas:

- Tracked project progress related to agreed timelines
- Ensured document availability – stored in MIS systems
- Allowed for mid-course correction
- Allowed head office to review progress
- Readily available information for capturing success stories, visibility to projects via media.
- Any other projects requirements from HDFC

The mobile app used by the organization not only ensures monitoring for data on activities, but also allows for checklists to be made. For example, a checklist can be made for approvals or letters required, materials, MOU to activity milestones till completion photos, stakeholder feedback etc. This is available on the application for the teams to see and review.

d. *Internal evaluations:* An assessment was conducted by the HDFC team every quarter. The organization is currently still awaiting feedback and key takeaways from the assessment report. There were no other internal evaluations conducted by the organization itself.

e. *Timeline:* A month-wise yearly activity planner and schedule was developed and approved by the HDFC team. All project timelines were adhered to and maintained by the project staff. However, there were a few delays during the lockdown due to the COVID 19 pandemic. All the delays and changes due to the pandemic were undertaken keeping both project feasibility and safety in mind. These decisions were taken in consultation with the HDFC team.

f. *Theory of Change:* Initially, the program went through a process of evolution, and the project team was learning from experience in the field. However, the team ensured continuous documentation of all project activities and outputs. After a year of project implementation, the project team developed an in-depth understanding of the goals, monitoring tools, and indicators built into the project. In 2019, the organization received support from HDFC with regards to the definition and objectives of HRDP, and key pillars of implementation that provided a lot of clarity and direction to the team.

Needs Assessment/ Rapid Rural Assessment

The project team conducted community meetings in the villages to understand the needs and requirements. The list of villages shared by HDFC were part of the Jan Dhan Yojana Villages. Project planning was undertaken keeping the requirements of the village in consideration. Furthermore, budgets and activities were included in the annual plan, and approvals/ letters from Pradhans were taken for various project activities.

Engagement with community

The team engaged with the community through a participatory process. Annual plans were made based on the requirements of the community. Before commencing the project, formal letters were submitted to various government departments. Initially, all interventions were undertaken in pilot mode and scaled up after the successful implementation of the pilot projects. For instance, backyard farming was initially demonstrated for the community, and on seeing the benefits people began replicating the technique.

Feedback formed a key component of community engagement and was included in the MIS. Feedback was received through letters, acknowledgement, or comments from the beneficiaries. Stakeholders like the Pradhan, Block Development Officer, VDC, schools were involved in this process.

***Beneficiary selection*:**
This was based on the type of activity. At the community level, the most vulnerable people were selected. For example, if a toilet had to be constructed, individuals with no existing toilet or from a poorer background were selected. A list of final shortlisted beneficiaries list was sent to the management office for approval. The

list was checked for duplicity in the MIS and ID proofs were sought for authenticity, Additionally, telephonic verification of the beneficiaries was also conducted.

Sustainability

Project sustainability was important for the programs undertaken by the organization. Listed below were the key focused areas:

1. Community assets were developed along with full participation from the community. Before implementation, a comprehensive mechanism and process were developed to eventually handover the asset to the community.
2. A group was formed and held responsible for asset maintenance. The village Pradhan was responsible for proper functioning of this group. For example, for Solar light installation, assets were transferred after a few years to the community. Currently the community collectively looks after these assets.
3. VDCs had been formed to check on assets and community interventions like vermicomposting etc. Community awareness was generated with regards to various farming techniques. It had been observed that community started replicating those techniques on their own.
4. Convergence with Government scheme: SHGs were linked to NRLM (for enterprises on masala making unit, paper bag making) to make the program sustainable. and a revolving fund of INR 14,000 was provided per SHG by the government.
6. Tele calling numbers to provide guidance and support related to various initiatives have been shared with the community.

Communication with HDFC

The organization had a good relationship with the HDFC team. According to the team, the HDFC team remained open to feedback throughout. Annual plans were made taking the community needs into account and for long term impact. The evolution of the project was inevitable and HDFC was always welcoming of change. The team stated that it had been an enriching experience overall as each day had been a learning experience.

Key Challenges

1. HDFC had provided solar lights and hand pumps in the villages to uplift the community. However, there is an increased need for more solar lights and handpumps in a few more households.
2. UP is a socio-economically backward state. Hence, not an easy geography to bring on-ground change and impact. The community mindset was fairly rigid, however, a diverse set of activity implementation in the same villages helped to achieve aggregated impact.
3. During the project cycle, the organization tried to create sustainable interventions. However, they felt that the community was not ready to take complete ownership of these initiatives. The community was assessed as requiring continued handholding support. Due to COVID 19, people struggled to keep their vocation, occupation, etc. The community was not prepared to continue the program without organizational support.

Impact Achieved

Market linkages: The organization successfully formed market linkages between various clusters in the villages. This led to increased profit margins and self-reliance in the clusters. For instance: a cluster of rug makers in project locations where 140 girls were trained for rug making was linked to markets in Jaipur.

Sanitation: Construction of more than 20 toilets in the schools led to reduced dropout rate of girl students.

Increased income with consumption of high nutrition value food: Backyard farming was a successful intervention as it increased incomes along with increased nutritional value through the consumption of homegrown vegetables.

Increased enrollments in Anganwadis: The renovation of 20-30 Anganwadis led to an increased number of enrollments by creating a child-friendly environment focusing on gamified learning.

Aga Khan Foundation

Organizational goal of the project: *Aga Khan Foundation has been present in the district of Bahraich since 2010. The organization decided to expand to the Barabanki district as it was one of the crucial geographies for project expansion for HDFC.* They chose to work on the key developmental areas for Barabanki listed below:

1. *Education – includes refurbishment of school infrastructure and teacher training;*
2. *Health – includes behavior change interventions related to sanitation, health, and hygiene*
3. *Livelihood – includes set up of micro-enterprises and SHGs*
4. *Agriculture – focused on technology-related awareness*

NGO Overview

Date of establishment: ***2010***

Headquarters: ***New Delhi***

Primary areas of work: ***Health, Livelihood, Education, and Agriculture***

No. of employees: ***230 employees in Uttar Pradesh***

HRDP locations: ***Fatehpur and Surajganj***

Administrative and Technical Support Functions

a. *Hiring:* The organization followed a structured hiring process to set up their team. Project vacancies were posted on popular development sector job portals, shared with other organizations, and internally with the country office. The project team structure evolved with the learnings the organization gathered (listed below). A robust hiring process was followed for positions of strategic importance such as the team leaders and cluster coordinators.

b. *Team:* Over the duration of the program, there was 1 project coordinator, 2 cluster coordinators in 5 villages, 10 community mobilisers, and 1 finance personnel available for execution. The project started with 17 team members. Over the project's duration, the team was reduced to a 15-member team. This was done to reduce duplication of efforts because of the initial roles and responsibilities of team members were overlapping. Later, team reduction was undertaken for effective and efficient project implementation.

c. *Attrition:* During the program, total 3 out of 10 community mobilisers and 1 team leader, transitioned out of the project. Additionally, due to internal transfers, the team leader was changed twice.

Technical and Program Functions – Planning, Implementation, and Monitoring

a. Aga Khan Foundation had been operational in Bahraich since 2010. They decided to expand the organization's presence in the area by introducing this project in Barabanki. However, the project team faced multiple challenges in the first year of project implementation. Initially, there were issues with the team's rapport with the district administration, lack of a defined structure, and large size of the team and other administrative and field requirements. However, increased experience and learnings led to development of improved intervention designs and defined structures and processes for smooth on-ground implementation.

b. *Dashboards*: All project-related data and details were uploaded on an online MIS created by HDFC. The dashboard captured grant management process sheets and related details. This database tracked project progress, activities, outputs, and gaps. Additionally, monthly data was uploaded on the P3 online platform.

b. *Frequency of monitoring:* A monthly meeting of the project team was conducted for all project updates. The participants in the meeting included: staff from the three offices in New Delhi, Uttar Pradesh, and Bahraich, along with the on-ground project team. Project activities, progress, challenges, and other issues faced by the staff and the community were discussed in the monthly meeting. Additionally, a weekly call with the HRDP team was also conducted for weekly updates.

c. *Internal evaluations: A* monthly tracker of outputs and gaps in the project was prepared and shared with the team. The purpose of the tracker was to track progress and execute mid-course correction if required. Additionally, regular field visits were conducted by HDFC to evaluate on-ground activities. In 2019, a joint field visit along the AKF staff and HDFC staff was conducted in all the villages.

   The organization did not conduct an impact assessment; however, process monitoring was undertaken regularly. A booklet was created with details of project output, beneficiaries' responses, activities, outcomes, and changes observed over time.

   A third-party school assessment was conducted in February 2020 to evaluate the school's performance. The assessment included – education assessment, teacher training, and impact achieved.

d. *Timeline:* The project team consulted the community in setting up realistic timelines. All project activities were undertaken according to the work plan and on time. However, due to some ambitious timelines and COVID 19 lockdown, the project experienced a few delays. The delay happened due to events beyond the control of the project team. For instance, permission for school construction was received late, whichdelayed subsequent implementation.

e. *Theory of Change:* There was no theory of change adopted for the program. The team referred to the defined outputs mentioned in the activity plan and annual plan for clarity.

Needs Assessment/ Rapid Rural Assessment

A rapid rural assessment was conducted by community mobilizers along with the sector leads in U.P to understand the needs and requirements of the community. Based on the assessment findings, a final proposal, a budget, and a list of locations was prepared. An annual plan was developed in consultation with the community to identify the needs and priorities and submitted to HDFC. Listed below were the issue's highlighted in the assessment:

- Weak community infrastructure, for example, the need for renovation of the Anganwadi and a lack of community bathrooms
- Poor infrastructure in the school
- Lack of scientific technique and technology used in agriculture

Community engagement during the program

There was continuous engagement with the beneficiaries through constant communication via community mobilisers. The mobilisers regularly updated the project teams about the progress and issues within the community.
There were two models of delivery adopted by the team:

1. Delivery Model: The model provided for the basic needs and requirements of the community. This method ensured all beneficiaries received equal support and help. For instance: seeds were distributed to the farmers, construction of community bathrooms, school renovations, etc.

2. Enabling Model: The model focused on capacity building, training, and community awareness for behavior change communication in the villages. The community was not aware of many techniques and technologies, there was lack of information about health and hygiene practices, along with proper teaching technique and methodology amongst other things. For instance: awareness on menstrual hygiene, techniques of higher crop yield to the farmers, teacher training, training of Anganwadi workers, etc.

Sustainability

Each village created user groups and committees to monitor various community activities. For example, VDCs, farmers user groups, drinking water supply groups, operations and maintenance groups, solar irrigation groups, etc. have been formed. These groups drove the community towards active participation. The project objective inculcated community ownership and risk mitigation. This was done through

community involvement in the decision-making process for these interventions. Furthermore, to ensure project sustainability the organization undertook the following initiatives:

Scalability and replicability: The interventions in the villages were observed to have grown manifolds. The farmers were actively implementing the techniques learned through capacity building on their own. For instance: tomato cultivation had expanded to 15 farmers, 2 entire villages used solar irrigation, farmers replicated and promoted vermicompost technique, terrace farming, kitchen garden, etc. resulting in many farmers and nearby villages, reaching out to the project team and VDCs with requests for activity expansion.

Increased income: The interventions had led to increased income and skills of the beneficiaries. Overall, the income of individual beneficiaries in the community was noted to have increased. These increased earnings play an important part in supporting the community members achieve a better standard of living and access to better facilities.

Convergence with government schemes: The project interventions were aligned with government schemes. The project team remained in contact with government officials for various project activities. For instance: approvals (for government schoolteachers training) were undertaken from the district and block education officer. Additionally, two drinking water pipes were set up under the Jal Jeevan mission schemes - each line provides water to 76 households from one pipe, and 88 households from another.

SHGs were linked to SRLM scheme to become sustainable. The organization planned to construct an office dedicated SRLM work and link villages with mores SGHs to SRLM-3.

Communication with HDFC

There was an open and honest working relationship between the project team and HDFC staff. The project team maintained regular communication with HDFC through project updates and feedback. HDFC was always notified about the anticipated delays and requisite course corrections during the program implementation.

Key Challenges

- Project activities were delayed due to the COVID 19 lockdown.
- Gaps between needs assessment and project activities: There were instances where the project team changed or dropped project activities because the activities were not aligned to the needs.
- Need for more infrastructural development: the project provided for the basic infrastructure needs of the community. However, there was a need for enhanced infrastructure, for example, ramps for the disabled, child-friendly areas, a photo library, etc.
- The project required more buy-in support from the government authorities to become sustainable and self-sufficient.

Impact Achieved

***Infrastructure development: the intervention had led to access to better infrastructure for all beneficiaries. That further enhanced community participation in the project activities as it led to increased income and better living conditions*.**

Collaborative approach: the program had been designed collaboratively. Different teams came together for project implementation. This approach led to increased social bonding and cooperation within the community.

Increased livelihood: During the COVID-19 lockdown, the organization trained SHG women on how to make masks. This activity led to increased earnings of the households. Additionally, the community benefitted from the kitchen garden initiative, where vegetables from kitchen gardens were distributed in the villages because businesses were impacted by lockdowns.

Pani Sansthan

***Organizational goal of the project**: The organization has 19 active projects funded by 15 donors. HDFC is amongst the top five donors of Pani Sansthan. In 2016, the organization started the integrated village development initiative in 10 villages.*
Below are the key thematic areas of intervention under the integrated village development program:

1. Water and Sanitation includes access to drinking water and improvement of sewage system
2. Health: construction of community bathrooms and awareness health and hygiene practices
3. Livelihood Generation: includes upliftment of women entrepreneurs through micro-enterprise development
4. Community Empowerment: includes the development of village resource centers

NGO Overview

Date of establishment: ***1989***

Headquarters: ***Faizabad***

Primary areas of work: ***Child Development, Health, Nutrition & WASH, Sustainable Livelihoods, Gender and Governance, Natural Resource Management and Climate Change***

No. of employees: ***286***

Administrative and Technical Support Functions

a. *Hiring:* Hiring related information was not shared during the evaluation.

b. *Team*: Over the duration of the program, the project team included 15 employees with 10 Community Mobilizers, 1 Program Manager, 2 Cluster Coordinators, 1 Accountant, and 1 Project Director involved in execution.

c. *Attrition:* The organization had a minimal rate of attrition over the duration of the project with only two people transitioning out of the project.

Technical and Program Functions – Planning, Implementation and Monitoring

The organization adopted an incremental approach in the implementation of various community development initiatives that proved to be successful. The interventions were successful because a relationship of trust was formed with the community. In 2019, the integrated community development initiative was replicated in Himachal Pradesh.

a. *Dashboards:* Village-wise field data was regularly updated on an online MIS for comparison with the monitoring and budget plan. The Program Manager also conducted verification of randomly selected 10% beneficiaries for data and quality check. Thereafter, data from the MIS was uploaded on the HDFC P3 online platform along with project monitoring plan, budget, activity timeline, results framework, and indicators. This process helped the organization streamline their database management. However, the project team requested for additional capacity building support for database management along with regular feedback.

b. *Frequency of monitoring*: The project team and district teams undertook a periodic review at the below mentioned levels:

Project Level: A monthly review meeting was conducted by the project team for project planning and review. In the monthly meeting the following issues were covered:

- Process tracking
- MIS database decision making for desired outputs
- Team recommendation on project plans and desired outputs

Organization Level: The project team shared progress report and insights with the team at the headquarters. During this meeting issues related to capacity building, implementation support and database management were discussed in detail.

Village Level: A monthly meeting was conducted with VDC to evaluate the interventions and required course corrections, if any. VDC members were responsible for on-ground monitoring of field activities. All VDC members were given a tool with key indicators for evaluation of field activities. Additionally, community-based monitoring was done quarterly to increase representation of VDC members.

c. *Internal evaluations:* The organization did not conduct any internal evaluations. However, HDFC had conducted a 360-degree assessment of the organization. The findings of this assessment are yet to be shared. Additionally, HDFC had also conducted quarterly compliance reviews. The insights from these have been utilized to improve capacity building activities and timeliness related to administrative functioning.

d. *Timeline:* All project activities and processes were completed on time. The organization successfully received timely approvals and further developed action plans. The reason behind timely delivery was involvement of state heads and HDFC team throughout the program. This involvement led to flexibility in project execution and timely review throughout the project.

e. *Theory of Change:* An internal theory of change called HRDP PANI TOC was developed by the organization to align themselves with the overall goals of HRDP. The TOC was often used during the review meetings. In 2018, an impact workshop was conducted by Deloitte for state level manager and partners. The workshop provided clarity on aims, objectives and relevance of HRDP and clarity on TOC. Through the training they developed an understanding on key indicators, logic model, outputs and 16 CSR goals.

Needs Assessment/ Rapid Rural Assessment

A rapid rural assessment was conducted in the list of villages shared by HDFC. The report was prepared based on secondary research findings, mindset mapping, community diagnosis, transect walk and FGDs conducted in the villages. Beneficiaries were selected on need-based criteria. The team identified landless families and SC/ST and other backward castes as the most marginalized population in the community.

Community engagement during the program

The project team adopted a participatory approach for community engagement. Active participation from the community continued right from the design phase until the implementation phase of the program. Feedback from the Pradhan, Anganwadi Workers, ASHA workers, schoolteachers etc. was used for intervention design. Issues like migration, lack of livelihood, drinking water supply, school dropouts due lack of sanitation facilities, irrigation disputes were flagged in the community complaints. There was regular consultation between the VDC and several women's groups in the village. The community was informed about the program's limitations and constraints.

Sustainability

The organization proactively defined project sustainability in 2018. A draft sustainability plan was shared with all VDC members. The draft plan was further refined in FY 20-21. Additionally, village resource centers were formulated to ensure program sustainability after HDFC transitioned out of the village.
Listed below are the various other steps undertaken to ensure sustainability:

- Village resource persons were recruited as volunteers for guidance support to the community
- Community fund pool was considered for maintenance of community assets. A revolving fund was formed to provide financial support to the community.
- *Convergence with government schemes*: The organization undertook efforts to obtain government buy-in and project extension support. The project team had linked the project to government schemes such as NREGA and Panchayat Gram Development Program
- The project team developed a new project framework based on community ownership, resilience, and adaptability to enable sustainability.
- Village Development Committees along with women members and women led community-based organizations were formed to provide handholding support to the community during HDFC exit.

- The project empowered the community through initiatives such as solar lights and community toilets; provided land for fish farming, goat rearing, poultry farming etc. to landless families, established three micro enterprises; supplied safe drinking water etc.

Key Challenges

The project team faced the following challenges during the program:

1. Lack of cooperation from the village Pradhan: It was difficult to onboard the Pradhans of 3 villages due to their individual mindset and perception of the program. This led to difficulty in intervention planning with the village panchayat. However, this did not impact any activities with other beneficiaries.
2. The project team found the P3 online monitoring dashboard to be complex. The project team suggested development of a common platform to learn about other interventions undertaken by different partners and learn from shared experience to make the program better.
3. Lack of motivation: Over the project duration, community participation was impacted due to various reasons such as lack of time, other personal commitments, perception of invaluable participation, etc. The project team showcased success stories of various interventions to constantly motivate the community. Innovative methods such as the "passbook" were introduced to track the increased income of farmers.
4. Climate changes impacted agriculture related activities.
5. Caste based bias in the community.
6. The project team faced difficulty in individual beneficiary tracking due to the large number of beneficiaries.

Impact Achieved

Education: Infrastructural development in the school led to increased enrollment rate and reduced dropout rate in the middle and upper classes.

Women Empowerment: Micro enterprises and SHGs helped women in gaining confidence and financial independence. Everyday earnings led to empowerment of middle-aged women in the villages.

The integrated development initiative improved the standard of living of SC and ST population in the selected villages.

Participatory Action Community Empowerment (PACE)

Organizational goal of the project: *PACE was established in 2000 and became operational in 2002. The organization implemented the HDFC integrated community development program in 5 districts divided into two clusters:*

- Cluster 1: September 2016 to March 2021 – Includes Faizabad, Sultanpur, Gonda, and Sitapur
- Cluster 2: July 2018 to March 2020 - Includes Pilibhit

The key thematic areas of development in both clusters were:

- Education focused on quality improvement through infrastructure support and capacity building
- Skill development and capacity building
- Livelihood programs including poultry and goat farming
- Water and sanitation-related infrastructure development and awareness generation
- Natural Resource Management including vermicompost generation, seeds distribution, and related training

NGO Overview

Date of establishment: ***2000***

Headquarters: ***Lucknow***

Primary areas of work: ***Health, Livelihood, Women Empowerment, Education, Environment, Governance, Labour Rights***

No. of employees: ***70-75***

HRDP locations: ***10 districts in central and southern Uttar Pradesh***

The selected areas of development remained the same in both clusters. However, additional interventions were undertaken in cluster 2 as it is a flood-prone area. Listed below are the additional activities:

- *Development of overhead tanks for water supply*
- *Agriculture sustenance and training on scientific methods of farming*

Administrative and technical support functions:

a. *Hiring:* A structured process including initial screening, interview, and psychometric assessment was followed for project hiring. The final selection was based on an interview conducted by the organization's board. Job postings were advertised through different sources. Below mentioned was the required eligibility criteria for various job levels:
   - *Project Managers: Degree in MSW and 5+ years of work experience*
   - *District Manager: Relevant degree and experience in MIS*
   - *Field Staff: Degree in MSW and experience in community work*

b. *Team:* Over the duration of the program, a total of 33 personnel were employed for execution in both clusters. The project team of cluster 1 included 26 employees and cluster 2 included 5 full-time and 2 part-time employees.

c. *Attrition:* The organization faced a minimum attrition rate during the project cycle. However, a specific number was not shared by the NGO staff.

Technical and Program Functions – Planning, Implementation, and Monitoring

a. PACE developed an annual budget and activity plan that was adopted for project implementation. Community leaders were consulted to understand the community's needs and requirements. They adopted a project implementation strategy of active communication, awareness generation, and community mobilization. A needs-based beneficiary selection was undertaken for project design and execution. All project interventions were in alignment with the objectives of HRDP.

b. *Dashboards*: There were no internal dashboards available within the organization. However, a monitoring system was placed to track field-level activity and progress. The monitoring data was collected via pen-and-paper personal interviews. This monitoring mechanism helped the organization undertake corrective measures and ensure adherence to project timelines.

c. *Frequency of monitoring:* A monthly project review was conducted with all project team and staff at the Headquarters. All project-related updates were shared during the monthly meeting. The project coordinators were responsible for field monitoring and shared project updates with senior team members. Additionally, the staff from headquarters were extensively involved in the monitoring of on-ground activities. An annual project appraisal was also conducted by HDFC.

d. *Internal evaluations:* The organization did not conduct any internal evaluations. However, HDFC started an evaluation in March 2020 that was postponed due to the COVID lockdown. This evaluation was completed in September 2020.

e. *Timelines:* The project team ensured that the project was executed on time. The project timelines were also developed in consultation with the community. However, there were few delays in both the clusters due to unforeseen circumstances listed below:
   - Cluster 1 – The project activities were implemented on time until demonetization was announced by the government in late 2016. The project activities suffered delays for a few months due to demonetization. Later the activities were completed on time. Similarly, in early 2020 project implementation was delayed due to the pandemic.
   - Cluster 2 – All project timelines were met until the COVID 19 lockdown was imposed.

f. *Theory of Change:* Initially, the project team did not have any understanding of key indicators and related information. However, over the years HDFC supported the team in developing key performance indicators. Later, the same set of indicators were adopted for project monitoring. However, there was no theory of change defined for the program.

Needs Assessment/ Rapid Rural Assessment

A needs assessment of the villages was not conducted in both clusters. The study was not thought to be required as this intervention was conducted in the selected villages that underwent HDFC's Sustainable Livelihood Initiative. However, an initial participatory mapping was conducted to understand the key issues in the villages.

Community engagement during the program

The project team regularly engaged with community beneficiaries. In the first year, various rapport-building exercises were undertaken to develop a stronger relationship with the community as this was extremely crucial for successful implementation of on-ground interventions. In the second year, long term community development plans were formulated in consultation with the community.

There was no formal mechanism established for community feedback. During the quarterly reviews conducted by HDFC staff, in-depth interviews were conducted with the beneficiaries to understand their concerns and obtain feedback.

Sustainability

The organization focused on community ownership and developed interventions that were easy to hand over to the community. Listed below were the initiatives that ensured project sustainability:

- *Sustainable livelihood generation*: Long term income generation opportunities were created. Listed below were a few initiatives that were undertaken:
  - Providing chicks to the beneficiaries for chicken breeding. This initiative led to increased earnings and self-sufficiency.
  - The development of computer centers benefitted community youth through capacity building and training. The computer training helped them in getting jobs.
  - Community awareness related to sanitation led to the construction and refurbishment of individual household toilets.

- *Convergence with government schemes*: Various community interventions were linked to government schemes such as, SHGs to SRLM; farmers registration under the Department of Agriculture and Horticulture etc. These linkages with government schemes helped beneficiaries in receiving government support.
- *Market Linkages*: The organization created market linkages through various interventions. For instance: development of the village handicraft center, through which the beneficiaries exhibited and sold their products at the One District One Product initiative of the Government of India.
- *Continuity Planning*: A Village Development Committee was created in each village. These committees were formed to monitor various community activities and ensure community involvement. The beneficiaries were informed that after the organization's transition that the VDCs would overlook the program.

Communication with HDFC

The project team regularly engaged with the HDFC staff. Project staff such as Senior Managers, State Managers, and other senior staff from the NGO were the points of contact for HDFC. Activity plans and budget were discussed and decided with inputs from HDFC. Any project delays in project timelines and changes were timely communicated to HDFC.

Key Challenges

- *Bank defaulters*: The organization faced challenges as they realized that many of the beneficiaries were bank defaulters and had not repaid their loans. This created reluctance in the community to open new bank accounts because they were already in debt.
- *Attitude of Community Leaders:* The non-cooperative attitude of community leaders such as village Pradhans in two villages and government schoolteachers created problems for the team. However, they overcame these challenges through extensive trust-building exercises and undertaking interventions related to these target groups.
- *Funding:* The project faced challenges concerning annual project renewal and funding support from HDFC. Financial support was withdrawn due to issues related to the organization's financial compliance. This impacted the process of community development as planned activities were stopped without enough notice to the community. However, the team had many learnings from this project, for example, large-scale project management and time management.
- *Logistics:* There were logistical challenges as the cluster locations were far away from each other and the project office. This led to a delayed decision-making process.

Impact Achieved

The community had access to individual household toilets. However, those toilets were not functional. The initiative to provide water supply to the unused toilets was undertaken by the project team. Due to which the toilets became usable for the community.

In Sitapur district poultry farming, agriculture, and handicrafts center has become fully self-sustainable.

Many community members requested the project team to expand and involve them in community interventions. This was due to the successful implementation and upliftment of selected beneficiaries.

Chapter 5: Key Recommendations

This chapter summarizes the key insights gathered during the evaluation of HRDP in Uttar Pradesh and offers recommendations at an overall Program level as well as at the intervention level. It is a culmination of observations noted during the course of the evaluation, supplemented by inputs gathered from various stakeholders involved in the Program.

Section A: Program Recommendations

1. Ensure that Program interventions are aligned to a clear Theory-of-Change (ToC) that is guided by a robust baseline Needs Assessment

The evaluation was unable to ascertain the existence of a ToC for HRDP. The recommendation would be for HDFC to take stock, treat this evaluation as a proxy midline, and create a strong ToC to chart a course for the future.

A clearly laid out ToC not only ensures that project activities remain on track, but also optimizes resources and provides a framework for frequent and timely evaluation. It also provides a logical and much needed reference point for NGO partners to guide grassroots activities.

The evaluation found that while some NGO partners had managed to create their own ToC, others did not have one until a specific training was conducted by HDFC in year-3 of the intervention. Formulation of a ToC did not appear to have been considered essential at the start of the program.

2. Deploy a robust monitoring and evaluation system for HRDP

To ensure that the program can achieve its overarching goals and do so in a time-bound manner with sustainable outcomes, the need for a well thought out and robust monitoring and evaluation (M&E) plan cannot be overemphasized.

The M&E plan and processes must be formalized at the time of initiation, to support the HDFC team with timely data-driven decision making. This could take the form of routine process evaluations and periodic impact evaluations. For a program with the breadth and depth that HRDP represents, a compromise on M&E would lead to suboptimal deployment and utilization of monetary and manpower-based resources. Additionally, this compromise would hamper timely course correction and programming oversights. This could potentially lead to a trade-off between considerable fund deployment and attainment of lasting impact and sustainable outcomes.

The evaluation also noted the need to strengthen the program management information system (MIS). The recommendation is for a more streamlined information system to be built out with the inclusion of several critical fields e.g. details of program beneficiaries, activities undertaken, logistics support provided, benefits given, etc. *The lack of a robust MIS led to several issues that the evaluation team encountered on the field e.g. dated and poor data quality, absent beneficiaries etc. which impacted technical aspects of the evaluation.*

Moreover, the responsibility of regular reporting must be placed with NGO partners, who require more targeted training on monitoring and recordkeeping. Data from the field should feed into an MIS dashboard with Key Performance Indicators (KPIs) that should enable HDFC to assess programmatic needs and allow for decision-making in real time. Periodic data quality assurance (DQA) exercises should be undertaken to validate the NGO partners' data to ensure field data is corroborating implementation progress.

3. *Ensure formulation of overall program implementation plans supported by annual operational plans (with resource forecasting)*

Several NGO partners noted the lack of direction and uncertainties leading to potential deficiencies in program sustainability. This appeared to be mainly driven by the annual funding cycle and focus on 1-year plans alone, which did not allow them the benefit and guidance of a medium-term vision and ability to plan activities more systematically. Whilst follow-on or subsequent year funding can and should certainly be linked to certain performance benchmarks being met, *it does not eliminate the need for an underlying strategic vision and a medium-term plan – essential to ensuring the program does not fall prey to a limited short-term inputs and outputs cycle without moving towards sustained impact.*

4. *Ensure a blended approach towards program design and planning with an appropriate balance of top-down and bottom-up approaches*

The evaluation concluded that several activities under HRDP were finalized based on an initial consultation between the heads of NGO partner organizations and the HDFC team and subsequently rolled out to the community in a mostly top-down manner. A focus on village-level planning through a structured and thorough assessment of needs instead could perhaps have provided a strong value-add to the 'Integrated and Holistic Development' vision. Bottom-up approaches should also consider existing ground realities, social structures and norms while designing an intervention, which will build critical context into the intervention. This includes acknowledgement of and strategizing based on social interactions seen within the village/ communities. Additional focus should be given to different types of social stratifications (if any) inherent in different locations based on income, religion, caste, and gender which could impact the uptake of particular activities targeted at the wider community such as water tanks, community toilets, etc. Prevailing social dynamics typically influence access and usage of such facilities and should therefore be given due consideration to maximize uptake.

Village Resource Persons are an essential component of this type of planning, being closest in proximity to the beneficiaries and serving as the link between the community and the NGO/ HDFC. Their involvement should be considered during the design phase of the program.

5. *Share findings from internal evaluations with NGO partners*

Findings from the internal evaluations conducted by HDFC should be shared with NGO partners to provide positive reinforcement to the work being undertaken on the ground, in addition to informing them of what is working well and where mid-course corrections are required.

6. *Ensure careful planning of activities to maximum impact and return-on-investment*

While procurement of materials and constructing infrastructure are critical elements of any intervention, maintenance and subsequent hand-over to the community is essential in ensuring sustainability. For instance, areas which do not have adequate facilities or staff for waste management were found to have dustbins (installed under HRDP) overflowing and unusable.

7. *Undertake advocacy training*

Advocacy plays an important role in ensuring the development of a supportive ecosystem around initiatives and interventions and proves to be a helpful mechanism that can contribute to sustainability. The NGO partners need to be trained in undertaking regular advocacy efforts to build an enabling environment around the various program activities, and their benefits, to garner the required buy-in for the program from

government functionaries and community stakeholders. This will not only generate ownership for program activities over time but facilitate sustainability beyond HDFC CSR funding. There is also a need to identify complementarities with other like-minded funders and development partners to avoid duplication of efforts and magnify the program impact for the broader benefit of the community. *Focusing on convergence with other similar existing or ongoing programs could significantly improve the breadth and outreach of HRDP.*

Section B: Intervention Recommendations

1. Undertake need-based training of beneficiaries

While NGO partners played a critical role in deploying training to program beneficiaries on novel techniques, a large proportion of the sampled beneficiaries - 20% farmers, 66% SHG women, and 32% youth did not benefit from any trainings. *Moreover, a major portion of beneficiaries trained did not go on to adopt them*. This reflected a gap in their knowledge and practice behaviors. This also reflected gaps in the initial need assessment conducted by NGO partners which may have led to an investment in trainings that were not tailored to beneficiary needs. For instance, there were villages in Varanasi that had a tradition of undertaking floriculture. Farmers of these villages, however, were not provided any training on flower cultivation. Instead, they were given training on organic farming. It also emerged from discussions that farmers that did get trained on floriculture found it difficult to adopt the method as the method was new for them and adequate clarity and support was not provided. *Innovative platforms such as video vignettes, case-based studies, etc., can be used to train beneficiaries for greater engagement and uptake.*

2. Work towards making SHGs truly functional

Women's empowerment and income generation were the primary objectives of organizing women into SHGs. Most of the interventions with women were through the SHG platform. Even though the program provided various benefits and was able to meet the objectives of empowerment and income generation, more than half of the SHGs (53%) did not have a bank account. This was indicative of the relative nascency and inability of the NGO partners to nudge the SHGs towards a more seasoned and mature structure. It also suggested some deficiencies on the part of NGO partners with regards to the level of their involvement and monitoring of these SHGs. It was also observed that many older women who were part of SHGs lacked the motivation to participate and had no clarity on how to contribute towards the group. Studies have proven that age is one of the important factors with a significant impact on SHG participation.
Hence, during group formation, priority should have been given to motivated women and girls with the inspiration and commitment to earning a better livelihood and also empowering other group members.

3. Ensure trainings of VRPs on the intervention

A common theme emerged through conversations with women beneficiaries that highlighted challenges – cases of domestic violence, restrictions imposed by family members in going out of homes, and lack of mobility due to prevailing social norms. While VRPs stated that over time some of these women were able to nudge their families towards easing said restrictions, the stakes were high. Though the VRPs were able to handle most situations based on their own field experience, they did not receive any formal training from the NGO partners on how to deal with such highly sensitive issues.

It was also established through discussions with some beneficiaries and VRPs that VRPs themselves required more training on activities deployed under the intervention and must not function only as a link between beneficiaries and experts. The role of the VRP as the first point of contact for beneficiaries can be enhanced by imparting them with more technical know-how of activities e.g., novel farming techniques, how seeds are to be sown, which season, which pesticides are to be sprayed, goat rearing, *Pashu Sakhi* activities, etc. Structured orientation and regular trainings for VRPs will ensure that they are well informed regarding the interventions, in addition to learning on-the-job. *Systematic training of VRPs on intervention activities should be a crucial area of focus for the overall success of the program and must be made mandatory.*

4. Tailor the program support to the beneficiary needs

NGO partners appear to have broadly adopted a *'one size fits all'* approach to their clusters, which typically does not work for demographically and economically heterogeneous beneficiary pools with significantly varying needs typically found in rural settings. For instance, it emerged from discussions with farmers that the support provided under HRDP was not sufficient for their lands. A key example was the inadequacy of provided vermicompost pits among the farmer beneficiaries of Sitapur and Varanasi. The pits were designed to produce compost for land up to 2,000 sq. feet and were inadequate for a large portion of farmers having land more than that.

5. Increase the accessibility of program benefits

Accessibility was an issue in some of the interventions, particularly with regards to the community provisions under HRDP, for example the drinking water facilities and newly built toilets. Most were constructed either in the middle of or on the outskirts of the villages, with average distances ranging 2.5 to 3 kms. The evaluation found that beneficiaries typically do not prefer travelling this far from their homes to use these every-day facilities, hence many did not use them regularly. *Therefore, such facilities should ideally be installed proximate to habitation areas with relative ease of access. A clear mapping and planning of where to locate these facilities relative to population density could be conducted ahead of any buildouts in order to enhance usage.*

Evaluation Limitations

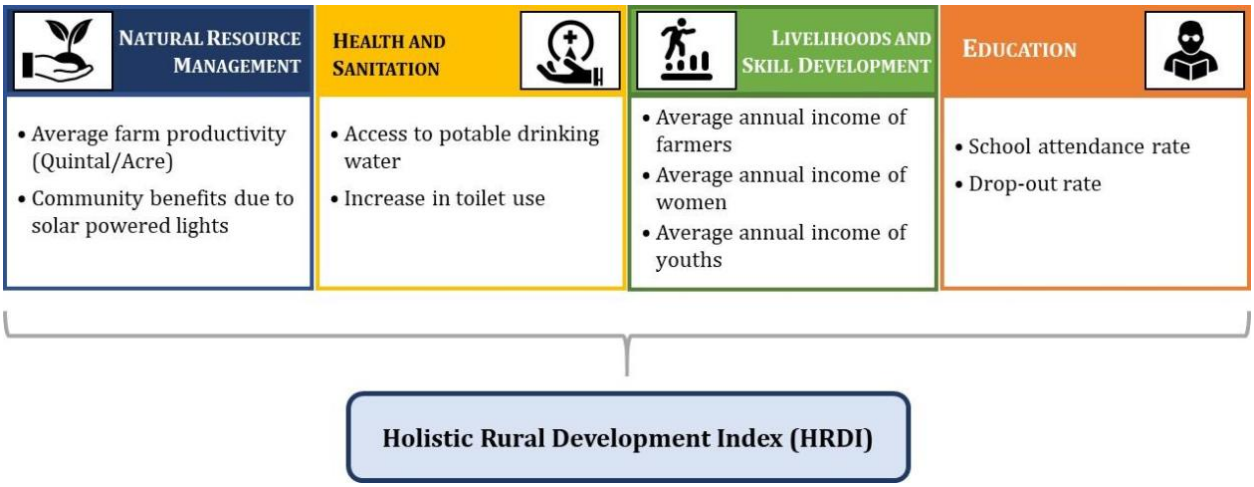
Some limitations should be noted for this evaluation.

1. Given the retrospective study design of the evaluation, there was reliance on the recollection of beneficiaries with regards to the variables of interest. During the interviews, some degree of recall bias was encountered where beneficiaries were not able to accurately recollect the information being sought and were not able to clarify the status quo before HRDP interventions were introduced. Therefore, cases where accurate responses for both time points, i.e., before and after HRDP were unable to be recorded, were excluded for the purpose of relevant calculations.
2. Removing outlier cases and cases for which pre-and post-HRDP information could not be accurately established, resulted in considerable lowering of overall sample sizes.
3. Interpretation of RTI India's findings were limited by the considerably smaller sample sizes and introduced complexities in generalizing the findings for the cluster at large. For instance, in the clusters managed by PANI, PACE-1, and PACE-2, pre-and-post HRDP data for the outcome indicator-'productivity due to organic farming' was available for less than 10 respondents. Instances such as this restricting RTI India's ability to extrapolate the findings to the cluster level in a logical manner.
4. Selection of participants for focus group discussions as part of the qualitative research was undertaken by the implementing NGO partners themselves, giving rise to the possibility of selection bias, which may have impacted the nature of responses by the beneficiaries.
5. While efforts were made to reduce participant bias for the qualitative research by keeping beneficiary/ respondent identities anonymous and ensuring NGO staff was not present in the immediate vicinity of where the discussions were taking place, the very presence of NGO staff in the villages could also have had some impact on the nature of responses.

Annexures

A: Sample size calculation

Sample size calculation: A powered sample will be drawn to provide estimates of the impact indicator i.e. Holistic Rural Development Index (HRDI) at the cluster level pre and post-intervention. HRDI is composed of the following indicators:



In the absence of any estimate, an HRDI value of 50% was taken to get the maximum sample size. By that calculation, a minimum sample of 488 beneficiaries needed in each cluster to provide a robust estimate of HRDI with a 95% significance level and 0.05 margin of error. A 5% non-response rate and a design effect of 1.2 to factor in the intra-cluster correlation arising due to the clustered design of our survey, described below was also considered while calculating the sample size. No attrition of beneficiaries was considered, as it was assumed that if a respondent consent to get interviewed, he will provide data for both the time points.

The following formula was used to calculate the sample size:

$$n = P.(1-P)\left(\frac{Z_{1-\frac{\alpha}{2}}}{E}\right)^2 . \frac{1}{(1-R)} . Deff$$

where,

n = sample size per cluster,
P = Value of HRDI, taken as 50%
Z1 – α/2 = Standard normal variate for type-1 error α, set at 1.96 for α=95%,
E = Desired margin of error, set at 0.05,
R = Non-response rate (taken as 5%)

HRDI Presentation.pptx

B: Training and Data Collection

Training: Three-day training of field investigators was conducted in Lucknow by the RTI team. During the training, interviewers were briefed about various aspects of the study including study overview, instruments,

sampling of beneficiaries, refusal conversion, ethical considerations, data security, procedures for handling instruments, and COVID protocols. A separate one-day training was conducted for the qualitative survey team.

Data collection: RTI partnered with Kantar Public for the data collection work. Computer-assisted personal interviewing (CAPI) devices were used for quantitative data collection. Beneficiaries details for the survey were provided by NGO partners and subsequently, target respondents were interviewed in villages located in different clusters. All enrolled beneficiaries were assigned a unique identification number. Personal identifiable information was kept in a separate password-protected file and is only accessible to the evaluation staff. Respondent names were never to be used in any of the study results. Survey tools were prepared in English and Hindi and the interviews were conducted in Hindi.

Qualitative research was audio-recorded after the verbal consent of respondents. Survey tools were created following an extensive review of relevant literature and documentation sent in about the intervention. The IDIs and FGDs tools consisted of open-ended questions with built-in probes pertinent to perceptions around the intervention. Informed consent was elicited and documented to conduct the interviews and discussion and to take audio recording.

Ethical Considerations in data collection: The field investigators read the consent form to the respondent before the survey. The consent form described the research and sets forth implications of participating in the study. It made it clear to the respondent that they can refuse to participate or cease participation at any time. We then obtained verbal consent from the respondents. The rationale for obtaining verbal rather than written consent was two-fold. First, there was no more than minimal risk to participants for participating in the study. Second, asking for verbal rather than written consent would help abide by COVID safety protocols. Asking respondents for a signature may have led to some concern about touching the pen and paper which would, in turn, jeopardized the safety of both respondent and interviewer. The investigators maintained a minimum distance of three feet, wore a nose mask, and sanitized their hands before entering the respondent courtyard or the interview place.

C: Guidelines for Focus group discussion (FGD) post COVID

Feasibility

- FGD with an offline (F2F) approach would be feasible at the base center as per MHA guidelines & Local bodies/ municipal corporation guidelines.

Briefing & Allocation

- Briefing to interviewers can be done in F2F following local bodies' guidelines.

For NGOs

Pre-briefing

The following approaches may be helpful to consider:

a. Contacting respondents by telephone or other means should be considered in order to ascertain agreement to be interviewed in order to avoid negative reactions and responses around the COVID situation.

b. The participants self-assessment questionnaire should consider the issues of COVID, for example, to eliminate any beneficiaries who are self-isolating, where anyone has suffered symptoms within the last 2 weeks (depending on local guidance), where any household member has a temperature or a cough, or any of the currently identified COVID symptom list.

c. We would recommend that the agreement to interview should be conditional on acceptance of all of the recommended practices and against a pre-agreed 'guideline' with the relevant participant. This would require clarity about the steps being taken to protect BOTH the interviewer and the interviewee.

d. We would recommend that interviews are not carried out in the following areas/groups-
Amongst groups of individuals who are likely to be immunocompromised. For example; elderly groups, pregnant women, individuals who have life-threatening conditions.

Preparing for the interview

- Venue must have
    - Enough number of disposable masks
    - Hand sanitisers
    - Paper Napkins
    - Disinfectant spray bottle
    - Waste disposal bin
- Recommend using larger space and AC to be operated on min. 24-degree Centigrade.
- Hall needs to be disinfected/wiped out before 60 mins. of schedule.
- All equipment (Camera-Video/Still, Audio recorder, TV, Headphones, Collar mikes, etc.) and stationary (Pen, Pencil, Sketch pen, Markers, Card sheets, etc.) must be disinfected before each activity.
- NGO team to wash their hands before and after every interview.
- Minimize cross-contamination by not providing or accepting any refreshments DURING the interview.

NGOs to ensure that respondents are aware of guidelines for them and interviewers.

For Respondents

1. While entering to venue respondents should first sanitize their hands, must wear a nose mask, in case they are not wearing it.
2. The person handling screening at the venue must be wearing gloves, a mask, and maintain a minimum distance of 3 Feet.
3. Respondent's bag/material must be disinfected before allowing for participation in the focus group discussion (FGDs).

For Interviewers

1. Interviewers must wash their hands before and after every interview.
2. Maintaining social distancing- Interviewers should be instructed not to shake hands or to have any physical contact with any respondent. Social distancing rules should follow local guidance, for example, 3 feet, and interviewers must ensure any venue meets these requirements.
3. If possible do not share keyboards or touchscreen surfaces with respondents, and if required ensure adequate protection (e.g. gloves, wipes, etc.) are available and utilized.
4. Ensuring interviewers must have installed the Aarogya Setu app on their phone before leaving for the field visit.
5. While entering the venue, the interviewee should first sanitize their hands, must wear a nose mask provided by us, in case they are not wearing it.
6. Use of a fresh pair of disposable gloves for each interview.
7. All equipment (Camera-Video/Still, Audio recorder, TV, Headphones, Collar mikes, etc.) and stationary (Pen, Pencil, Sketch pen, Markers, Card sheets, etc.) must be disinfected before each activity.
8. In the case of the client attending group, must be sitting in a different space and not with respondents.
9. Sanitizing interviewing equipment (pens, recorders) that may be used in the field.
10. All interviewers to keep a check on temperature any other symptoms on the days prior to and days they travel to the field.

D: Quality Control Measures

Quality assurance for each research component was integrated into the overall evaluation design, with specific methods that varied according to the mode of data collection, the number and type of personnel performing tasks, and the duration of data collection. Quality assurance began with the hiring and training of field staff and continued through effective feedback to address interviewers' concerns and enhance their performance, monitored through spot-checks and data reviews. The table below describes the elements of the quality assurance plan that was implemented across all the surveys.

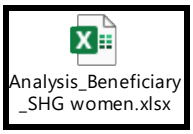
Component of Plan	Benefit
Training sessions for each data collection component	The training was comprehensive and enabled the investigators to be fully prepared for their assignments.
Field practice during training	During training for each component, staff practiced administering the survey with real respondents in the field. It was done in a location that was not part of the formal evaluation sample.
Certification	Only those investigators that demonstrated proficiency by passing the test administered during the training were permitted to participate in the fieldwork. Those who do not perform were offered remedial training. Investigators who did not perform despite remedial training were excluded from the assignment.
Training of supervisors and investigators by RTI staff	Comprehensive training of all supervisors and interviewers was conducted simultaneously to ensure each of them received the same information and instructions.
High level of supervision: Team structure: one supervisor and four field investigators per team	Allowed the field staff to obtain support quickly and efficiently. A critical component of data quality was the use of field coordinators to monitor the quality of surveys. They conducted spot-checks and reported directly to the Project Manager.
IT staff provided support to field teams with tablet computers, sample data management, and data transfer	Ensured smooth logistics during the data collection.
RTI staff conducted field observations during data collection	Deterred interview falsifications and also improved the field staff's performance
Continuous, ongoing data review during fieldwork	Continuous monitoring of data allowed the RTI team to check for any abnormalities in the data and report inconsistencies or patterns in the data to the Project Manager and provided feedback to field teams for corrective action.

E: Relevant Tables and Charts

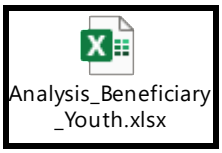
1. Data analysis tables: Beneficiary tool-Community module

2. Data analysis tables: Beneficiary tool- Farmer module

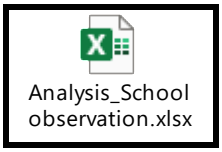
3. Data analysis tables: Beneficiary tool- SHG women module



4. Data analysis tables: Beneficiary tool- Youth module



5. Data analysis tables: School observation tool



6. Data analysis tables: HRDI calculation

Team Composition

Arpita Sinha, Head - Strategy, Growth & Alliances (CSR Lead)

Years of Experience: 15 years
Qualification: MBA, Said Business School, University of Oxford
Areas of expertise: Strategic advisory, International investment banking, Solutions architect; executing tailored solutions and complex proposals

Dr. Ashutosh Mishra, Principal - Health

Experience: 16 years
Qualification: MBBS, MPH – University of Sheffield, MS in Epidemiology – Columbia University
Areas of expertise: RMNCH+A, Program designing and management, Developing and implementing MERLA frameworks

Ambrish , Manager – Health

Experience: 13+ years
Qualification: MBA, MPS
Areas of expertise: Program management, MERLA, HSS

Prince Bhandari

Experience: 5 years
Qualification: BA MSc Economics
Areas of expertise: M&E, Economic evaluation, Quantitative research

Aishwarya Panicker

Experience: 7 years
Qualification: BA Sociology, MSc Global Politics
Areas of expertise: Qualitative research, Project Management, RMNCH+A

Shashank Kudtarkar

Experience: 4.5 years
Qualification: M.Sc. and M.Phil. in Population Studies
Areas of expertise: Monitoring and Evaluation, Quantitative Research

Mustafa Jamal

Experience: 7+ years
Qualification: B.com
Areas of expertise: Project Management, CSR, M&E, Technical Writing

Sumaiya Maaz

Experience: 5+ years
Qualification: BA Economics, MSW
Areas of expertise: Program Management, Social Impact Assessment, Technical Assistance

Acknowledgement

With gratitude, RTI India acknowledges the expertise and ideas that helped shape this report. The RTI team wishes to express their appreciation to the HDFC Bank for their continued involvement and feedback on the evaluation activities*. RTI India also acknowledges the implementing NGOs and community for sharing their participation and contribution that helped shape this report.

**Funding for the external evaluation and related activities was provided by the HDFC Bank through a contract to RTI International India.*

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