Project Code: PO362

IMPACT ASSESSMENT

Holistic Rural Development Program (HRDP) in

REWARI, HARYANA

Implementation Partner: End Poverty

HDFC BANK

CMSR Consultants
fostering sustainable partnerships

Acronyms

BALA	Building as a Learning Aid
BMC	Bulk Milk Cooler
CAPI	Computer-Assisted Personal Interviews
CDPO	Child Development Project Officer
CGI	Corrugated Galvanized Iron
FGD	Focus Group Discussion
FPC	Farmers Producer Company
Fig	Farmer Interest Group
H&H	Health and Hygiene
HRDP	Holistic Rural Development Program
IDI	In-depth Interview
KII	Key Informant Interviews
KVK	Krishi Vigyan Kendra
MIS	Management Information System
MPP	Milk Pooling Points
NGO	Non-Governmental Organization
NRM	Natural Resource Management
OECD	Organization for Economic Co-operation and Development
PoE	Promotion of Education
SC	Scheduled Caste
SDLE	Skill Development Livelihood Enhancement
SEO	School Education Officer
SHG	Self Help Group
SMC	School Management Committees
TDS	Total Dissolved Solids
VDC	Village Development Committee
WASH	Water, Sanitation, and Hygiene

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EXECUTIVE SUMMARY

A. Background of the Project

Rewari, a semi-arid district in southern Haryana, presents a mixed development scenario marked by growing urban influence and persistent rural challenges. While proximity to Delhi and Gurugram has bolstered industrial and infrastructural growth, rural areas continue to struggle with issues in education, healthcare, and livelihoods. Agriculture and livestock remain core to the rural economy, but water scarcity, declining productivity, and limited market access affect sustainability. Recognizing these deep-rooted challenges, the Holistic Rural Development Program (HRDP) implemented under HDFC Bank's CSR initiative, *Parivartan*, in partnership with the End Poverty adopted a multi-sectoral, community-driven approach across 15 villages in the Khaknar block.

The Holistic Rural Development Program (HRDP) is a flagship CSR initiative by HDFC Bank Parivarthan aimed at promoting sustainable and holistic development in rural areas across the country. This programme was implemented for a period of three years (2021-2023) in 15 villages in Khol block of Rewari district of Haryana, where interventions were introduced to tackle community-specific challenges.

The HRDP intervention was designed to holistically enhance farmers' income, improve access to water and sanitation, strengthen educational infrastructure, and diversify livelihood options through skill development. Its objectives included: promoting natural farming and livestock-based value chains; improving water supply and sanitation via behaviour change and infrastructure repair; enhancing school infrastructure and learning environments; and increasing financial inclusion and awareness through the empowerment of Village Development Committees (VDCs) and women leaders.

The HRDP project delivered multi-sectoral interventions across four key domains: Natural Resource Management (NRM), Promotion of Education (PoE), Skill Development & Livelihood Enhancement (SDLE), and Health & Hygiene (H&H).

Under the Natural Resource Management (NRM) component, an average of 10 farmers from each of the 15 villages received support for plantation activities, with a total of 90 beneficiaries being provided with 50 saplings each. In the area of clean energy, 150 solar-powered street lights were installed across the 15 villages, and 450 solar home lights were distributed to enhance household energy access. Additionally, three ponds were rejuvenated to meet the drinking water needs of livestock.

In the PoE domain, ten selected schools were supported with improvements such as basic seating arrangements, installation of smart boards, library setup, renovation of toilets, and provision of sports equipment. Additionally, five Anganwadi Centres from different villages underwent renovation and repair work and BALA paintings. These centres were also equipped with essential amenities such as lighting, fans, and toys to create a more engaging and child-friendly learning environment.

The interventions under SDLE included modern dairy training, distribution of EVM medicine handbooks, promotion of organic farming practices through farmer group trainings, support for land levelling, establishment of vermicomposting units, setup of an agriculture tool bank, development of azolla ponds, creation of milk pooling points (MPP) and bulk milk coolers (BMC), and the formation of a Farmer Producer Company (FPC). Moreover, defunct SHGs were also revived.

Under the Health and Hygiene domain, Water ATMs were installed in three villages. The installed Water ATMs help in regulating TDS levels and enriching the water with essential minerals, thereby

ensuring safe drinking water. Additionally, kitchen gardening was promoted across 15 villages, where 15 members per village were provided with kitchen garden kits, benefitting a total of 225 farmers.

B. Impact Assessment Overview

The Impact Assessment Study, commissioned by HDFC Bank and conducted by CMSR Consultants, evaluates the outcomes of the Holistic Rural Development Programme (HRDP) implemented by the End Poverty across 15 villages in Rewari district, Haryana. The study assessed the project's performance from 2021 to 2023 across four core thematic areas—NRM, SDLE, PoE, and H&H. The primary aim of the assessment was to evaluate how well the HRDP interventions achieved their intended outcomes, the degree of change experienced by beneficiaries, and to derive actionable insights for future improvements. The evaluation employed a mixed-methods approach, blending quantitative surveys with qualitative research (FGDs and IDIs), and was anchored in a contextualized application of the OECD evaluation framework, including parameters like relevance, coherence, efficiency, effectiveness, impact, sustainability, and branding.

Quantitative data were collected from 531 respondents using structured questionnaires via digital tools (Survey CTO). The sample was stratified to ensure proportional representation across interventions and villages, with a minimum threshold of 30 respondents per intervention. The qualitative component included 10 FGDs with community members and 12 IDIs with institutional stakeholders such as school principals, teachers, and Anganwadi workers. One FGD was also conducted with the NGO partner team to understand implementation dynamics.

The evaluation tools were aligned with OECD criteria and included both Likert-type and Likert-scale questions to generate numeric scores for analysis. Qualitative insights were converted into ratings on a standardized five-point scale, and triangulation was used to integrate and interpret findings from both data streams. The final assessment yielded composite scores across key indicators using a weighted aggregation method, ensuring both rigor and depth.

Fieldwork was preceded by a detailed desk review of project documents and a three-day training session for field investigators. Data collection took place over 10 days, using CAPI tools for real-time capture and quality checks. Informed consent was obtained from all respondents, and audio recordings were used for accurate transcription of qualitative data. Daily supervision and backend support ensured the integrity and consistency of the process throughout.

The data analysis plan provided a structured framework for collecting, processing, and synthesizing evidence to address research questions. A scoring matrix, incorporating weighted qualitative and quantitative variables, evaluated the project's performance across key components based on OECD-DAC parameters.

C. Demographic Profile

The demographic context of the project area provides essential background for interpreting intervention outcomes. The respondent base was predominantly women (81%), reflecting the agricultural focus of the interventions. The predominant age groups among the respondents were in the age groups of 30-59 years (74%).

Educational attainment was low, with 25% of respondents being illiterate and 32% educated below the 9th grade. About 44% of respondents were from the General category, 43% from OBC, and 13% from Scheduled Castes. The occupational profile of most respondents (33%) was farming followed by daily wage labourers (23%) and private sector jobs (21%).

D. Key Findings

The project demonstrates a good performance overall, with an aggregate score of 3.9, suggesting meaningful progress across thematic areas but with clear areas for improvement particularly in sustainability and adaptive capacity. Among the thematic sectors, PoE (3.6) and H&H (3.5) exhibit relatively robust outcomes, while SDLE (3.4) shows promising potential, while NRM (3.2) lags behind, reflecting a mixed implementation record that requires corrective attention. Across all sectors, the key cross-cutting weaknesses lie in adaptation over time (1.8 overall) and sustainability (2.4 overall), indicating an urgent need to develop long-term strategic planning, convergence mechanisms, and institutional capacities. While internal coherence, service quality, and relevance remain strengths, the project's continued success depends on embedding adaptability, improving design robustness, and fostering inter-agency linkages to translate promising interventions into sustainable, scalable models of rural development.

Within the NRM component, interventions demonstrated high alignment with both beneficiary needs (4.2) and the local context (4.3). However, the quality of design remained weak (2.7), impacting the overall relevance score (3.6). The strong internal coherence (5.0) reflects a well-integrated internal structure, but limited external alignment (3.0) and poor adaptation capacity (2.0) undermined effectiveness and scalability. While timeliness (4.9) and service quality (3.9) were commendable, operational efficiency (3.0) and project design (2.7) suggest design-level constraints and process inefficiencies. Despite achieving interim results (3.8) and satisfactory reach (3.7), the impact and sustainability scores (2.9 and 1.9 respectively) signal weak long-term prospects, especially due to minimal continuity planning and absence of sustainability-oriented strategies.

The SDLE initiative exhibited the highest relevance score (4.2), indicating strong community alignment and thoughtful design. This was supported by strong internal coherence (4.5) and a high-quality service provision score (4.2). However, external coherence (2.5) and adaptation over time (2.0) were areas of weakness, constraining its effectiveness (3.2) and impact (3.1) potential. While timeliness (4.9) was consistently strong, project design (2.5) and operational efficiency (3.0) require significant strengthening to build resilience and promote scale. Furthermore, sustainability remained low (2.2), with minimal post-intervention support and a lack of continuity mechanisms. Future scaling will depend on improving adaptive systems, ensuring convergence with external stakeholders, and enhancing institutional support.

H&H interventions stand out for delivering the highest impact scores (3.5), especially in sanitation, where visible changes in hygiene practices were achieved. Relevance (4.3) and internal coherence (5.0) further underscore the alignment with community needs and strong intra-project synergy. While efficiency (4.0) was notable, effectiveness (2.8) was hindered by weak adaptive planning (2.3), insufficient reach (3.5), and the lowest transformational change score (2.0). This suggests that while outputs were achieved, they did not lead to systemic change. The sustainability score (2.5) shows slightly better resilience compared to other sectors, but it remains insufficient for long-term outcomes. Interventions such as kitchen gardens and health camps need stronger strategic planning and monitoring frameworks to secure long-term improvements in public health outcomes.

The PoE initiative emerged as one of the most impactful and community-driven efforts, with high scores in interim results (4.9), relevance (3.8), and impact (3.9). Improvements in child attendance, classroom engagement, and hygiene behavior are noteworthy, backed by strong internal coherence (5.0). However, weak adaptation mechanisms (1.0) and project design (2.0) suggest limited scope for context-sensitive iteration. While visibility was the strongest among all sectors (4.0), suggesting a

positive public image and community engagement, external coherence (3.0) and sustainability (2.5) remain areas for investment. Infrastructural limitations and underdeveloped convergence with public education programs have constrained scalability and system-level transformation. Strengthening government partnerships, institutionalizing learning outcomes, and deploying rigorous M&E frameworks are critical next steps.

The table below presents a consolidated summary of the weighted scores across each thematic area, along with the overall project performance rating:

OECD Indicator	Sub-indicators	NRM	SDLE	H&H	PoE	Overall Project Score
Relevance	Beneficiary need alignment	4.2	4.5	4.4	4.4	4.4
	Local context alignment	4.3	4.0	4.3	4.0	4.2
	Quality of design	2.7	4.0	3.7	2.0	3.1
	Combine weightage score	3.6	4.2	**4.3**	3.8	**3.9**
Coherence	Internal	5.0	4.5	5.0	5.0	4.5
	External	3.0	2.5	3.3	3.0	2.7
	Combine weightage score	4.3	**3.5**	4.3	**4.0**	**3.6**
Efficiency	Timeliness	4.9	4.9	4.8	4.8	4.9
	Quality of Services Provided	3.9	4.2	4.5	4.1	4.2
	Operational Efficiency	3.0	3.0	3.7	**3.0**	2.9
	Project design	2.7	2.5	3.0	**2.0**	2.4
	Combine weightage score	3.5	3.8	4.0	**3.7**	**3.6**
Effectiveness	Interim Results (Output and short-term results)	3.8	4.0	4.0	4.9	4.1
	Reach (Target v/s Achievements)	3.7	3.5	3.5	3.0	3.4
	Influencing Factors (Enablers & Disablers)	2.7	3.0	2.3	**3.0**	2.8
	Differential Results (Need Assessment)	2.7	2.5	2.7	**3.0**	2.7
	Adaptation over time	2.0	2.0	2.3	**1.0**	1.8
	Combine weightage score	**2.9**	3.2	2.8	**3.3**	**3.0**
Impact	Significance (Outcome)	3.3	3.5	4.5	4.1	3.5
	Transformational change	3.0	3.0	**2.0**	**4.0**	3.3
	Unintended change	2.3	3.0	**3.0**	**3.0**	2.9
	Combine weightage score	2.9	3.1	**3.5**	**3.9**	**3.2**

Sustainability	Potential for Continuity	1.9	1.9	2.2	2.2	1.9
	Sustainability in project design and strategy	2.7	2.5	2.7	3.0	2.9
	Combine weightage score	1.9	2.2	2.5	**2.5**	**2.4**
Branding	Visibility (visible/word of mouth)	3.3	3.5	3.3	4.0	**4.0**
Overall score		**3.2**	**3.4**	**3.5**	**3.6**	**3.9**

E. Learnings and Recommendations

- **Effective Grassroots Intervention:** The kitchen gardening initiative proved to be highly successful, aligning well with the community's agrarian lifestyle. The initiative led to increased crop diversification and supplementary income for farmers. Notable success stories, like that of a Kolana farmer who expanded watermelon cultivation, show the initiative's lasting impact. Beneficiaries demonstrated sustainability by independently continuing the activity.
- **Water Management Interventions:** Water ATMs improved access to clean drinking water in Rewari, especially in Padala, where high TDS levels posed health risks. However, challenges arose in areas like Manethi and Mailawas, where private systems and accessibility issues limited their impact. Future projects should focus on localized needs assessments and user-friendly designs.
- **Sustainability Challenges:** VDCs lacked active participation and clear roles, impacting the sustainability of interventions like solar streetlights. Clear guidelines and regular monitoring are essential for enhancing long-term impact and community ownership.
- **Health Camps:** Health camps lacked continuity, which hindered long-term impact. Future initiatives should incorporate follow-up health services and collaboration with local healthcare providers to ensure sustainability.
- **Local Procurement:** Non-local procurement of materials, such as solar streetlights, resulted in quality issues and maintenance challenges. Future projects should prioritize local procurement for better support and sustainability.
- **Anganwadi Support:** While some Anganwadis received valuable interventions, issues like damaged roofs were overlooked. Prioritizing critical infrastructural needs through comprehensive needs assessments is essential for maximizing impact.
- **Tool Bank Efficiency:** The tool bank's impact was limited due to irregular returns. Implementing structured tracking systems and training farmers on tool maintenance would enhance its effectiveness.
- **Pond Rejuvenation:** Pond interventions faced design and sustainability issues, such as poor water retention and lack of maintenance. Future efforts should include proper design, community education, and robust M&E systems to track long-term impact.
- **Affordability in Costs:** Beneficiaries faced financial burdens, limiting accessibility and sustainability. Partnerships with local panchayats or government schemes should be explored to reduce costs and improve equity.
- **School Interventions:** While school-related interventions were successful, post-installation issues, such as non-functional systems, highlighted the need for better follow-up. A robust monitoring and verification system is essential for ensuring long-term operational efficiency.

CHAPTER I: BACKGROUND

1.1 Introduction

Rewari, located in the southern part of Haryana, is a semi-arid district with a predominantly agrarian economy and a growing urban influence due to its proximity to Delhi and Gurugram. Despite notable improvements in industrial development and connectivity, Rewari continues to grapple with challenges in education, healthcare, and rural infrastructure, particularly in its outlying villages. According to NITI Aayog's assessments, the district shows disparities in learning outcomes, access to quality health services, and water availability. While Scheduled Castes (SC) form a significant part of the population, much of the rural workforce remains dependent on agriculture, small-scale manufacturing, and informal labour (Census of India, 2011).

Agricultural and Livelihood Challenges

Agriculture and livestock rearing continue to be vital components of the rural economy in Rewari, Haryana. However, recurrent water scarcity, overexploitation of groundwater, and soil degradation due to intensive farming have adversely impacted agricultural productivity and sustainability (Haryana State Agriculture Policy, 2021). The predominantly semi-arid climate, combined with erratic rainfall and depleting water tables, poses significant challenges for irrigation-dependent crops. Small and marginal farmers in the region often grapple with shrinking landholdings, limited access to high-yielding seed varieties, and insufficient exposure to climate-resilient agricultural practices (ICAR Report, 2020). In addition, poor market infrastructure and frequent price fluctuations in agricultural produce restrict profitability, making it difficult for rural households to shift from low-return subsistence farming to more diversified and commercial agricultural ventures (NABARD, 2021).

Health and Hygiene Concerns

Rewari faces several public health challenges despite being relatively close to urban centers. Gaps in primary healthcare infrastructure, shortage of medical professionals in rural areas, and inadequate maternal and child health services have contributed to persistent health concerns (NFHS-5, 2021). Malnutrition remains a significant issue, with stunting and anaemia among children and women reported at concerning levels. Poor sanitation coverage and inconsistent hygiene practices in villages further exacerbate health vulnerabilities. According to the National Family Health Survey (NFHS-5), over 30% of children in Haryana are undernourished, with rural districts like Rewari facing higher risks. Additionally, dependence on unsafe drinking water sources and irregular waste disposal systems has led to recurring outbreaks of waterborne diseases, including diarrhoea and hepatitis (Jal Jeevan Mission, 2022).

Educational Gaps and Infrastructure Deficiencies

The education system in Rewari, Haryana, continues to face infrastructural and quality-related challenges, especially in its rural pockets. Many government schools struggle with inadequate classrooms, insufficient sanitation facilities—particularly for girls—and limited access to digital and modern teaching tools (Unified District Information System for Education Plus [UDISE+], 2021). While literacy rates in Haryana have improved over the years, disparities persist, with children from marginalized communities facing higher dropout rates and limited academic support. The Annual Status of Education Report (ASER) 2022 reveals that foundational learning in rural Haryana remains a concern, as a significant number of students in elementary grades continue to lag in basic reading and arithmetic skills, reflecting systemic gaps in early education delivery.

Financial Exclusion and Limited Livelihood Opportunities

In Rewari, financial exclusion remains a significant hurdle to achieving inclusive economic growth, particularly in rural and peri-urban areas. Despite the broader reach of banking infrastructure in Haryana, many low-income households still lack access to formal financial services, including credit, insurance, and savings schemes (Reserve Bank of India [RBI] Financial Inclusion Report, 2021). Dependence on informal lending sources persists, often resulting in high-interest debt and long-term financial insecurity. Moreover, the limited availability of skill development initiatives and alternative non-farm employment options has restricted income diversification. This leaves rural populations especially susceptible to agricultural uncertainties and seasonal unemployment, hindering their transition toward more resilient and sustainable livelihoods (Ministry of Rural Development, 2020).

1.2 The HRDP Intervention: A Multi-Sectoral Approach

Recognizing these pressing challenges, the Holistic Rural Development Program (HRDP) under HDFC Bank's CSR initiative, **Parivartan**, was launched across 15 villages in the Khol block of Rewari district, Haryana. Implemented in partnership with *End Poverty*, the program adopts an integrated approach to bridge critical gaps in **Natural Resource Management (NRM), Skill Development** and **Livelihood Enhancement, Education,** and **Health & Hygiene.** These villages were strategically selected due to their low performance across key development indicators. The initiative aims to improve core amenities such as education, healthcare, sanitation, and infrastructure, while also promoting sustainable agricultural practices, enhanced livelihood opportunities, and overall quality of life.

Project Objectives

Creating self-sustainable communities by empowering individuals and local systems to achieve following objectives:

- Promotion of agriculture as means of promoting livelihood in the area.
- Capacity building and handholding support to promote sound agricultural and dairy practices in the area.
- Natural resource management to ensure the wellbeing of local ecological systems.
- Awareness creation and improvement of health care and hygiene facilities for everyone.
- Ensuring quality education for the students by integrating technology and establishing better infrastructure at schools.

Key Activities

HRDP Rewari project activities started in March 2021, having coverage of 15 panchayats in Khol block of Rewari district, Haryana. The key activities undertaken during the reporting period (December 2021 to December 2022) are as follows:

- **Natural Resource management (NRM):** Pond rejuvenation, Solar home lighting system, Street Light system
- **Skill Training and livelihood enhancement (SDLE):** Agri tool bank, land levelling, construction of vermi pits, vegetable cultivation and promotion, formation of farmer group and nurturing,

Farmer Group Training, Exposure visits, Animal Diagnostics and Camp, SHG capacity building and training, formation of VDC.

- **Promotion of Education:** Setting up Library, Construction and renovation of sanitation facilities, Drinking water facility, Support for sports equipment, IEC and Branding material, Village level mobilizers (Gram Sakhis) Health and Hygiene; installation of water ATMs, Health Camp. Awareness creation (health training)
- **Health & Hygiene:** installation of water ATMs, Health Camp. Awareness creation (health training).

Following table summarises the key activities undertaken under each of the broad thematic areas in Rewari:

Activity Category	Activity Description	Targeted Tasks	Tasks Achieved	Outcome Achieved
Natural Resource Management	Badi plantation	90	90	Orchards developed with participation of 6 farmers in each village
Natural Resource Management	Solar street lights	150	150	10 solar street lights installed across 15 project villages
Natural Resource Management	Solar home lights	450	450	A total of 450 solar home lights distributed to needy people across the 15 project villages
Natural Resource Management	Pond Rejuvenation	3	3	3 Ponds were rejuvenated in 3 selected villages
Health & Hygiene	Vegetable cultivation & promotion	225	225	In 15 villages, kitchen garden kits were distributed to 15 members per village, benefiting a total of 225 farmers.
Health & Hygiene	Installation of Water ATMs	4	4	4 water ATMs were installed for better and more accessible potable water.
Health & Hygiene	Health Camps	1	1	Health camps included check-ups for blood pressure, blood sugar, and eye examinations.
Skill Training & Livelihood Enhancement	Farmers training & capacity building (Modern Dairy)	30	30	Training in all 15 villages, with 35-40 farmers from each, totalling 525.
Skill Training & Livelihood Enhancement	Farmers training & capacity building (Organic Farming)	30	30	Training sessions were conducted in all 15 villages, reaching 35–40 farmers per village and benefiting a total of 525 farmers.
Skill Training & Livelihood Enhancement	Promotion of green fodder (Azolla grass)	130	130	An average of 8 farmers per village were provided with support.
Skill Training & Livelihood Enhancement	Livestock health management (Vaccination, deworming and medicines)	450	450	Health Camps in all 15 villages with group interactions of 30 members each.
Skill Training & Livelihood Enhancement	BMC	2	2	2 BMCs has been setup in Chimnawas and Kolana village. All the required work has been completed.

Skill Training & Livelihood Enhancement	MPP	8	8	8 MPPs established in project villages.
Skill Training & Livelihood Enhancement	Community Mart	1	1	A community enterprise has been developed in the project area to cater the need of the community.
Skill Training & Livelihood Enhancement	Yellow Sticky Cards	300	300	15 farmers on an average were provided the support for this activity.
Skill Training & Livelihood Enhancement	Agriculture tool bank	15	15	15 tool kit bank was prepared and distributed as per the demand and requirement of the villagers.
Skill Training & Livelihood Enhancement	Land Levelling	15	15	4 farmers on an average were provided the support for this activity.
Skill Training & Livelihood Enhancement	Vermicomposting pits	75	75	5 pits were constructed in each of the 15 villages.
Promotion of Education	Anganwadi Support	5	5	5 Anganwadis supported with basic repairs and equipment.
Promotion of Education	IEC material & programme branding	15	15	Village entry boards established in 15 villages
Promotion of Education	School Infrastructure	10	10	10 schools supported with sitting arrangements, Bala painting
Promotion of Education	Library setup	1	1	84 books, furniture, and experiment kits provided for 253 students.
Promotion of Education	Support for sport equipment's and infrastructure	5	5	5 selected schools were provided a support of better and more diverse sports equipment

CHAPTER II: IMPACT ASSESSMENT STUDY

2.1 Study Objectives

The impact assessment covered the HRDP project implemented by End Poverty in Rewari (Haryana), focusing on their performance over 3 years (January 2021- September 2023). The assessment, led by CMSR Consultants, sought to provide an in-depth evaluation of the effectiveness of interventions supported by HDFC Bank CSR across targeted rural communities.

This study aimed to measure both short-term and long-term impacts across core thematic areas, including Natural Resource Management, Skill Development & Livelihood Enhancement, Promotion of Education, and Healthcare & Hygiene.

The specific objectives were as follows:

1. To evaluate the effectiveness of HRDP interventions in achieving their intended outcomes across all thematic areas.
2. To assess the extent of changes experienced by beneficiaries, including improved resource access, income enhancement, and skill development.
3. To conduct a theme-wise evaluation of the impacts and present an integrated perspective on the project's contribution to the overarching goals of Parivartan.
4. To identify critical insights and lessons learned to inform future project design and implementation, ensuring continuous improvement and alignment with community needs.

2.2 Methodology

Study design

The evaluation adopted a **mixed-methods approach**, combining both quantitative and qualitative data collection and analysis to holistically assess project outcomes across all thematic intervention areas. The study design was guided by the project's objective hierarchy, indicator framework, and evaluation framework.

The quantitative component consisted of a structured survey administered to 531 individual respondents of which 109 were covered under Natural Resource Management, 301 under Skill Development & Livelihood Enhancement, 92 under Health and Hygiene (and 29 under Promotion of Education proportionally distributed across intervention categories and villages. The sample was determined by 95% confidence level and 5% margin of error.

The qualitative component of the study encompassed Focus Group Discussions (FGDs) and In-Depth Interviews (IDIs). FGDs were conducted with beneficiary groups involved in specific interventions such as agriculture, clean energy, and enterprise development, to capture nuanced perspectives and experiential insights. IDIs were carried out with school principals, teachers, and Anganwadi workers under the PoE focus area. Interviews were also conducted with the implementing NGO team to understand the implementation processes, encountered challenges, and operational dynamics of the project. A total of 20 qualitative interviews were conducted including FGDs and 10 IDIs.

Quantitative data was collected using digital tools hosted on the Survey CTO platform and included a five-point Likert scale questions where respondents had to rate between 1 to 5. Qualitative data from interviews and discussions was synthesized and scored on a five-point scale for each variable as per

the Evaluation Matrix. The study used a triangulation approach to interpret findings from both data streams.

Evaluation Framework

The evaluation was guided by a set of project-defined outcome and impact-level indicators and employed a customized version of the OECD-DAC evaluation criteria. These included seven core dimensions: **relevance**, **coherence**, **efficiency**, **effectiveness**, **impact**, **sustainability**, and **branding**. Each criterion was further disaggregated into specific sub-indicators, which were assessed using either quantitative or qualitative methods, as appropriate to the indicator.

Under the **relevance** criterion, the evaluation examined the alignment with beneficiary needs (quantitative), responsiveness to the local context (qualitative), and the overall quality of project design (qualitative). **Coherence** was assessed through an analysis of internal alignment among project components and external coordination with broader sectoral or governmental efforts, both using qualitative methods. **Efficiency** was measured through a mix of quantitative and qualitative assessments, covering timeliness and quality of services (quantitative), as well as operational efficiency and design robustness (qualitative). The **effectiveness** of the project was evaluated using a combination of quantitative and qualitative methods to capture interim results, target achievement, the role of enabling and disabling factors, differential results across contexts, and the project's adaptability over time. **Impact** focused on the significance of the project outcomes (quantitative), as well as transformational and unintended changes (qualitative). **Sustainability** was explored through the potential for continuity of project benefits (quantitative) and the integration of sustainability considerations in design and strategy (qualitative). Finally, the **branding** dimension assessed the project's visibility and recognition within the community through qualitative inquiry.

Sampling Procedure

The sampling frame was derived from lists of project beneficiaries—households, groups, and institutions provided by the HDFC project team. The sample was proportionally distributed across each intervention category. These included plantations and clean energy under NRM; farm management and enterprise development under SDLE; kitchen gardens, health camps, and sanitation initiatives under H&H; and education-related interventions under PoE. A stratified sampling strategy was applied, further categorized by beneficiary types—household, group, community, and institutions (schools and Anganwadis).

To determine the sample size for each intervention type, the total number of beneficiaries was first calculated. Proportional allocation was then applied to distribute the sample across different activities within each focus area. Once the intervention- and focus area-wise sample sizes were established, further sampling was carried out to ensure adequate village-wise distribution of respondents for each activity. Within each village, respondents were randomly selected to minimize selection bias. In cases where the selected respondents were unavailable, random substitutes were drawn from the master beneficiary list.

For the **PoE component,** the intervention villages were divided into four clusters. In each cluster, 2–3 institutions (schools or Anganwadi Centres) were selected proportionately, based on the total number of such institutions covered under the project. A total of 10 institutions were sampled, with an aim to conduct one interview with a principal, two with teachers, and one with a School Management Committee (SMC) per school. From each Anganwadi Centre, interviews were conducted with one teacher and one helper. Two interactions with students were also planned in any one of the selected clusters or schools. The final sample size for this category was dependent on the availability of key

respondents such as principals and teachers, with a minimum threshold of 30 unique responses set for the PoE category.

The following table presents a detailed summary of the qualitative and quantitative samples achieved during the study:

Method	Respondent group	Focus area				Overall sample	Type of tool
		NRM	SDLE	H&H	PoE		
Quantitative	Individual beneficiaries (farmers and community members)	109	301	92	29	531	Structured survey
Qualitative	Community	2	6	2	-	10	FGD
	School Principals/ teachers/ Anganwadi workers				10	10	IDI
	NGO partner					1	FGD

2.3 Study Preparation and Fieldwork Execution

Rollout Meeting and Desk Review

The study commenced with initial discussions between the evaluation team and HDFC Bank to conceptualize the assessment and gain an in-depth understanding of the project's design and implementation. These discussions were followed by a rapid desk review, which examined key project documents such as the original project proposal, annual reports, evaluation parameters, intervention summaries, and other relevant materials. This review helped contextualize the study and inform the evaluation framework.

Development and finalisation of study tools

Based on the OECD evaluation criteria, HDFC Bank developed standardized survey questionnaires in both English and Hindi, customized for each focus area and intervention category. These tools were provided in both soft copy and digitized formats using the Survey CTO platform for efficient data collection. In parallel, the CMSR team designed additional qualitative tools including guides for Focus Group Discussions (FGDs) and In-Depth Interviews (IDIs) to capture contextual insights aligned with the OECD framework.

Field work procedure – training, data collection & quality assurance

A three-day training program was organized in Raipur, Chhattisgarh, to orient the field team on the study's objectives and familiarize them with the project's interventions and survey tools. The training, held jointly for projects in Chhattisgarh and Madhya Pradesh, included two days of classroom sessions and a third day dedicated to mock interviews and debriefing. The trained field team comprised five enumerators, one supervisor, and one locally recruited qualitative researcher. Meanwhile, a backend team managed sampling logistics.

Data collection was conducted over approximately 10 days. Quantitative data were gathered using Computer-Assisted Personal Interviewing (CAPI) on tablets and mobile devices, while qualitative interviews were audio-recorded for accurate transcription and analysis. Informed consent was obtained from all participants before conducting interviews or recordings. Daily coordination between

supervisors and field investigators ensured ongoing quality checks and provided real-time feedback to maintain data integrity throughout the process.

2.4 Data Analysis

The data analysis plan established a structured framework for collecting, processing, and synthesizing evidence to address the research questions effectively. A detailed scoring matrix accompanied the assessment, capturing project's performance across key components to ensure a systematic evaluation of the HRDP's impact. The matrix incorporated weighted qualitative and quantitative variables, evaluated against OECD-DAC parameters.

Quantitative data, collected using tools like Survey CTO, includes Likert-scale questions (typically ranging from 1 to 5) to assess variables such as alignment with beneficiary needs (relevance) timeliness (efficiency) and so on. The analysis employed univariate techniques, and aggregated scoring constructs derived from participant responses.

For qualitative data, stakeholder-specific insights from methods such as IDIs and FGDs were aligned with evaluation questions. These insights were converted into ratings on a standardized 5-point scale, guided by rubrics designed for indicators such as alignment with the local context (relevance), coherence (internal and external), operational efficiency, and project design (efficiency) and so on.

Qualitative and quantitative scores were integrated using predefined weights, resulting in combined scores for each parameter. A composite project score was then calculated as a weighted sum of parameter scores. This ensured a comprehensive evaluation framework that balances statistical rigor with contextual insights.

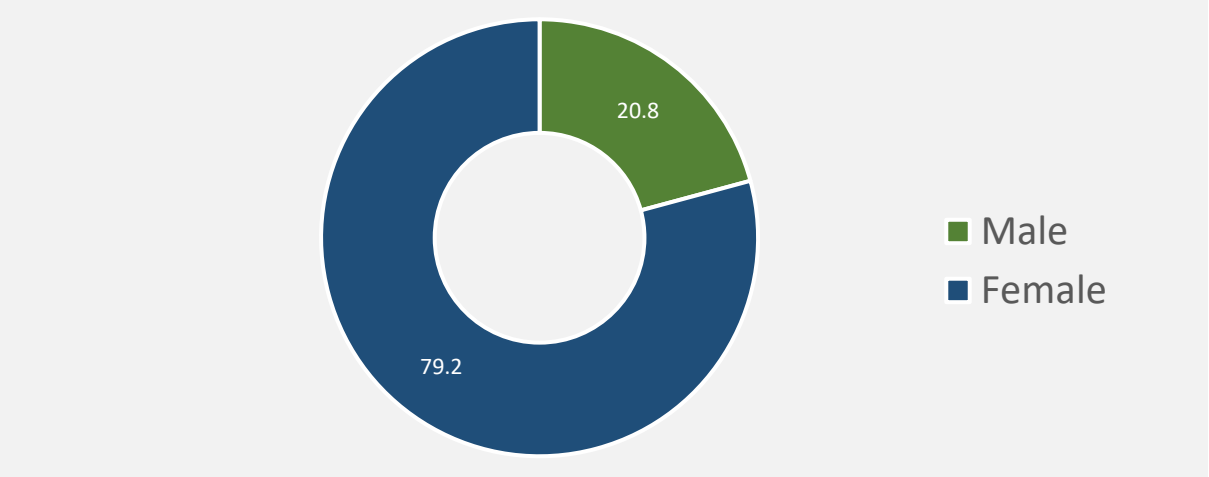
CHAPTER III: DEMOGRAPHICS

Understanding the demographic profile of the community is crucial for ensuring that interventions are relevant, impactful, and sustainable. This section provides an overview of key demographic characteristics, including disaggregation based on gender, age distribution, literacy levels, and occupational patterns, to offer a broader context for the interventions implemented.

3.1 Gender

The female population constituted a significantly larger portion (81%) compared to males (21%). This higher proportion of females was primarily due to the nature of the interventions, such as kitchen gardening and dairy-related activities, which were predominantly managed by women.

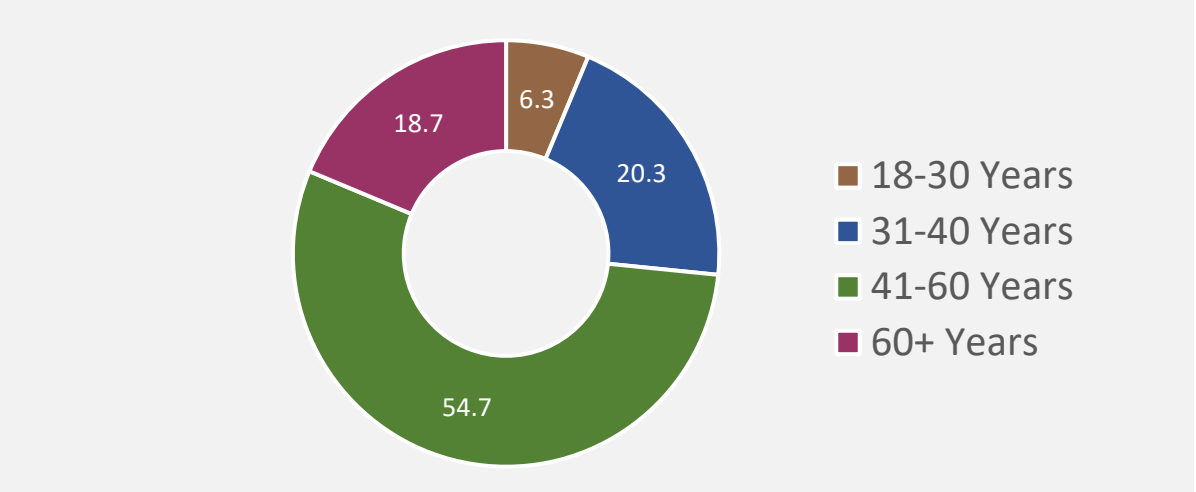
Fig 1: *Gender-wise Percentage Distribution of Respondents*



3.2 Age-group

The age distribution of the respondents showed that the largest group (29%) fell within the 40-49 years age range, followed by 25% in the 50-59 years group and 20% in the 30-39 years group. Nearly, 19% of the respondents were over the age of 60, while 6% were in the 20-29 years age group

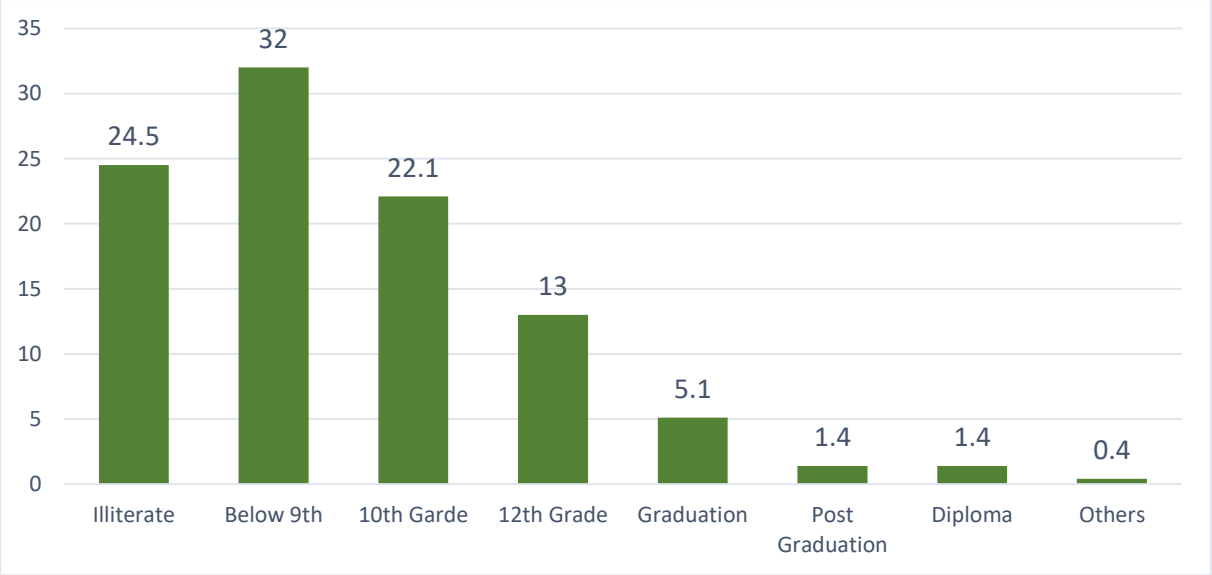
Fig 2: *Age-wise Percentage Distribution of Respondents*



3.3 Educational Status

The educational distribution of the sample population reveals a significant portion with limited formal education. Nearly 25% were illiterate, and 32% were educated below the 9th grade. Another 22% had completed education up to the 10th grade, while 13% reached the 12th grade. Higher education was less common, with only 5% having graduate degree.

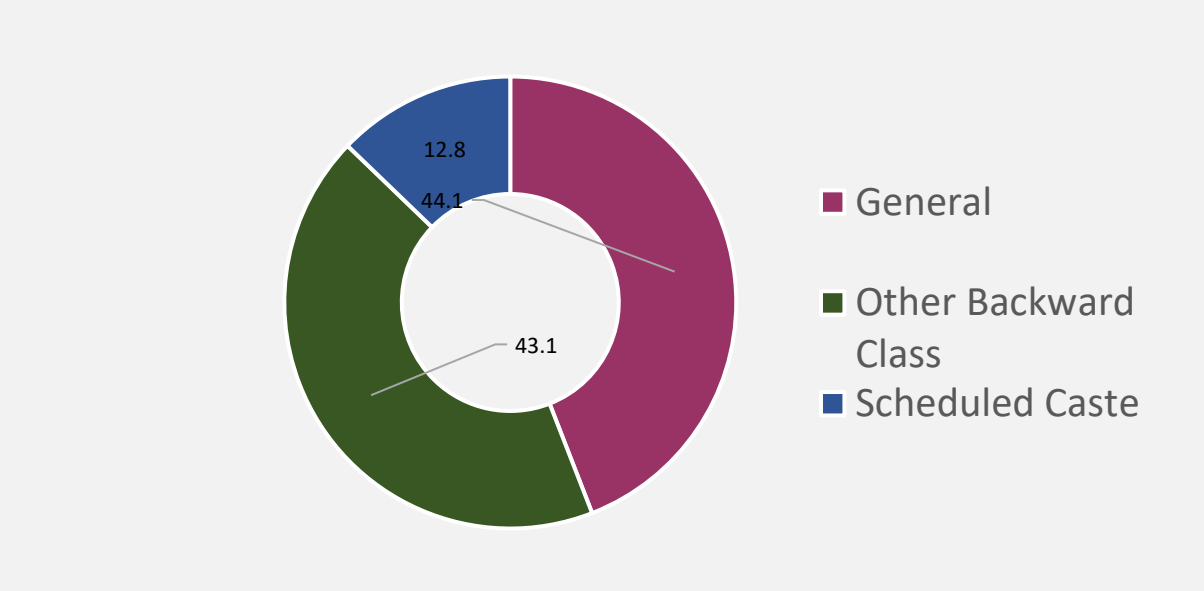
Fig 3: *Percentage Distribution of Respondents by Educational Status*



3.4 Social Category

Approximately 44% of the sampled population belonged to the General Caste, while 43% were from the OBC category. Scheduled Castes made up 13% of the sample.

Fig 4: *Percentage Distribution of Respondents by Caste Category*



3.5 Occupational Status

Distribution of the sample by occupation shows a diverse range of employment types, with the majority engaged in agriculture (33%), followed by daily wage labourers (23%) and private sector jobs or services (21%). A smaller percentage were involved in business (7%), livestock farming (7%), and government employment (2%). Self-employed individuals represented 2% of the sample.

Fig 5: *Percentage Distribution of Respondents by Primary Occupation*

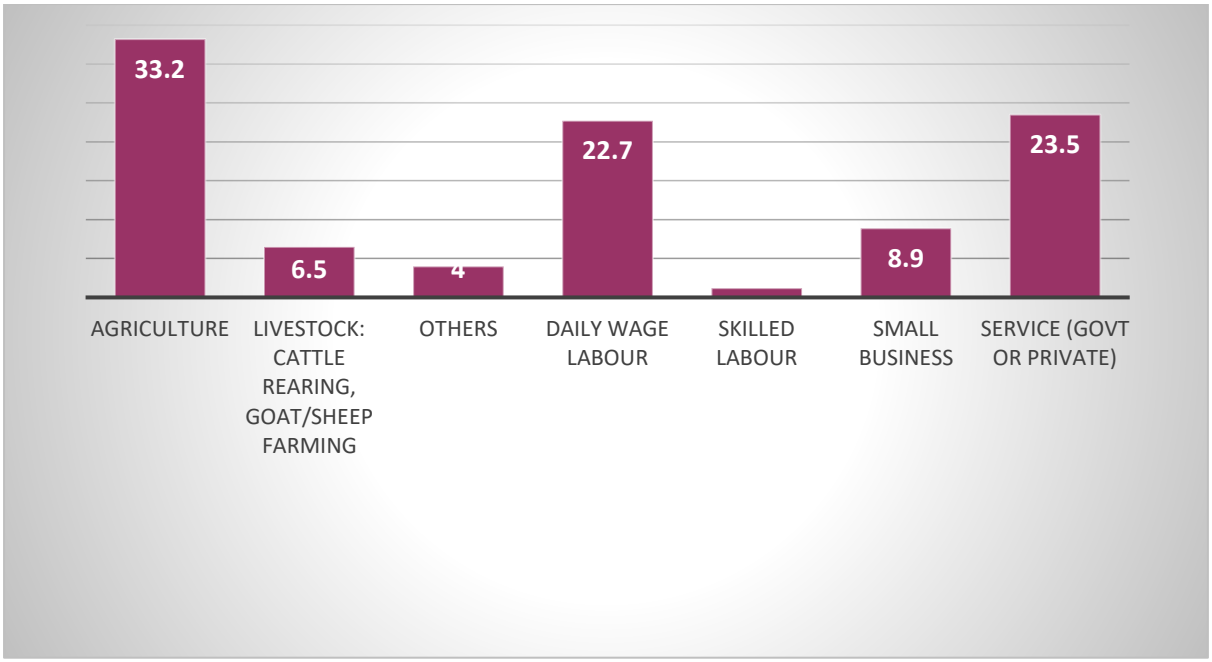


Figure 1 *Plantation work*

CHAPTER IV: KEY RESULTS AND INSIGHTS

4.1 Natural Resource Management

This chapter shares the insights and findings that emerged from the qualitative and quantitative research conducted on the interventions related to natural resource management. Based on the sampling, the focus areas within natural resource management were identified as water management (general), plantation and solar lighting. These three primary interventions were spread across the project villages, with varied results. The findings from the study are presented under the adapted OECD indicators, i.e., relevance, coherence, efficiency, effectiveness, impact, sustainability, and branding.

The analysis reveals a mixed performance across the OECD-DAC evaluation criteria. The overall weighted score for NRM initiatives stands at 3.2, indicating moderate success but also pointing toward areas that require further attention.

In terms of **relevance**, the interventions performed relatively well, with an overall score of **3.6**. The **plantation** intervention stood out with a high score of **4.5**, indicating strong alignment with the community's immediate needs, compared to **clean energy (3.6)** and **water management (2.8)**. **Coherence** scored the highest overall at **4.3**, reflecting good alignment with other ongoing development efforts. **Efficiency** was rated **3.7** overall, with plantations again scoring highest (**4.4**), suggesting timely and resource-efficient implementation across most interventions. However, **effectiveness and impact** lagged, both scoring **2.9**, indicating that intended outcomes were not fully achieved. Notably, the **impact** of plantations (**3.7**) was significantly higher than that of clean energy (**1.8**) and water management (**2.1**), pointing to more tangible results. A key concern is **sustainability**, which scored just **1.9**, underscoring the need for stronger community ownership, robust maintenance systems, and long-term planning to sustain benefits. On **branding**, NRM activities received a moderate score of **3.3**, with **solar lighting** rated highest (**4.0**) for its visibility and association with the project, compared to **plantations** and **water management** (both **3.0**).

Table 1: *'Weighted Scores' for the NRM Initiative on OECD Parameters*

OECD Indicators	Water management-general	Clean energy	Plantation	NRM (Overall)	Remarks
Relevance	3.5	3.7	4.5	3.6	Good
Coherence	4.0	4.5	3.5	4.3	Good
Efficiency	3.4	3.7	4.4	3.5	Needs improvement
Effectiveness	2.5	3.4	3.6	2.9	Needs improvement
Impact	2.1	3.7	1.8	2.9	Needs improvement
Sustainability	1.7	2.0	2.7	1.9	Poor
Branding	3.0	4.0	3.0	3.3	Needs improvement
Overall	**2.8**	**3.6**	**3.3**	**3.2**	Needs improvement

Discussions with beneficiaries indicated a clear understanding of local needs. Interventions were well-aligned with the local context. Pond rejuvenation addressed the water needs of livestock-reliant communities. Solar streetlights responded to lighting deficits in areas with unreliable electricity. In Mayan, residents confirmed that all lanes were covered, improving safety and mobility. Orchard plantations suited the local agro-economy, as most beneficiaries were already cultivating fruits on a small scale. The initiative helped expand this activity, suggesting responsiveness to existing livelihoods.

Despite alignment with community needs, serious issues in design and implementation surfaced. In Khol, only one of ten solar streetlights functioned. Mayan had five operational, while Mamariya Ahir and Tint reported complete failures, with the latter noting solar home lights worked for only three months. Repair efforts were minimal and unsuccessful. It also suffered from procurement issues, with non-local sourcing through lowest-bid tendering compromising quality.

"***Of the 10 solar streetlights installed, five functioned for over a year before stopping, while the remaining five are still operational".*** – FGD Participants, Mayan

While solar lighting was initially appreciated, especially by women and children, the absence of repair mechanisms meant that failures went unresolved. Communities were left without support once equipment broke down. A respondent from Tint said the home lights stopped working after three months and could not be repaired or replaced. In Mayan, complaints to the Sarpanch were deflected, with the NGO held responsible for repairs.

Pond design was also flawed. Insufficient depth and lack of cementing compromised water retention. In Khol and Manethi, residents expressed strong dissatisfaction. In Manethi, a group shared that the renovated pond dried up soon after monsoon, leaving it unusable. The work was deemed ineffective and of no benefit. Beneficiaries in Mayan recommended installing a borewell to ensure year-round usability, a suggestion that was ignored. Despite the physical completion of three ponds, none retained water year-round. Located far from villages, the ponds were inconvenient for daily use. Villagers, particularly dairy farmers, were unable to access them easily. The planning process lacked inclusivity. Although the implementing agency claimed consultation with the VDC, many stakeholders including a local headmaster and supposed VDC member reported no involvement and criticized the intervention. Ponds lacked boundary walls, leading to safety concerns. Stray animals had fallen in at night, and over time, some ponds were repurposed as dumping sites. No corrective actions were taken. Monitoring systems failed to track performance or ensure sustainability. There were no maintenance plans, warranty systems, or local repair mechanisms, leading to early failures and wasted investment.

Pond rejuvenation yielded no meaningful change. In Padala and Mayan, the ponds remained dry for most of the year. Complaints included poor water quality, lack of infrastructure, and unsuitable location. In Padala, the pond turned into a waste site. Community feedback emphasized that deeper construction and cemented walls could have made the pond functional.

According to FGD participants from Mayan, ***"A borewell system should have been installed to ensure year-round water accumulation in the pond. Without it, the pond only fills up during the monsoon season, limiting its usability for the rest of the year".***

As compared to the solar street lights and pond rejuvenation, the plantation component stood out for effective execution. Beneficiaries not only received saplings but were trained in maintenance. The NGO team monitored growth and provided follow-up advice. The plantation initiative achieved wide reach, with 50 saplings each distributed to 90 beneficiaries. Farmers began shifting from cash crops to orchard farming, with some reporting influence on neighbouring farmers. The provision of guava, mosambi, and lemon saplings introduced a viable long-term livelihood option.

According to a beneficiary, ***"earlier, I focused on cultivating cash crops like wheat. But when the NGO provided saplings of guava and lemon, I began to see that, in the long run, this could also become a good source of income".***

The plantation initiative holds long-term potential. Farmers transitioned from backyard lemon cultivation to larger orchards, increasing prospects for income diversification. However, as the trees are still growing, economic benefits are yet to materialize. Peer influence has driven adoption, suggesting cultural and behavioral shifts. In Pithrawas, beneficiaries noted that fruit cultivation could lead to future profits, in addition to household consumption.

4.2 Skill Development and Livelihood Enhancement

The SDLE initiative, when analysed through the OECD evaluation parameters, reflects an overall positive but mixed performance, with an aggregate score of 3.4 indicating a 'good' rating. The initiative demonstrates strong **relevance** (4.2), particularly within the farm management component (4.3), affirming that its design is well-aligned with community needs and development goals.

Branding (3.5) and **efficiency** (3.8) are also notable strengths, suggesting effective resource utilization and visibility, especially for farm-related activities. However, **coherence** (3.5) and **impact** (3.1) remain moderate, pointing to partial integration with broader policies and limited transformative change.

A significant concern is the **effectiveness** of the SHG development component, which scored only 2.8 compared to farm management's 3.5, indicating that the intended outcomes in this area are falling short. The most critical weakness lies in **sustainability**, which scores just 2.2 overall, with both components performing poorly highlighting challenges in ensuring long-term continuity of benefits without external support. Overall, while the SDLE initiative is strategically relevant and reasonably efficient, it must strengthen implementation, sustainability planning, and SHG capacity to enhance its long-term developmental impact.

Table 2: *'Weighted Scores' for the SDLE Initiative on OECD Parameters*

Indicators	Farm management	SHG development	SDLE (Overall)	Remarks
Relevance	4.3	4.2	4.2	Good
Coherence	3.5	3.5	3.5	Needs improvement
Efficiency	3.9	3.7	3.8	Good
Effectiveness	3.5	2.8	3.2	Needs improvement
Impact	3.3	3.0	3.1	Needs improvement
Sustainability	2.3	2.0	2.2	Poor
Branding	4.0	3.0	3.5	Needs improvement
Overall	**3.5**	**3.2**	**3.4**	Needs improvement

Qualitative interactions revealed that most beneficiaries were engaged in agriculture and dairy farming but lacked technical knowledge of improved practices. The project effectively addressed these gaps by introducing interventions like vermicomposting, azolla cultivation, land levelling, training programs, an

agricultural tool bank, and the formation of Farmer Producer Organisations (FPOs). These activities aligned with beneficiaries' existing livelihoods and aimed to enhance productivity and sustainability.

One key intervention was the establishment of milk pooling points across 13 locations, alongside bulk milk coolers in Chimnawas and Kolana. This streamlined milk collection and distribution, helping farmers who had previously relied on middlemen secure better and more consistent prices. The central milk pooling point ensured standardized and transparent operations through accurate measurement and rigorous quality testing. The issuance of purchase slips and direct bank transfers to the dairy streamlined the payment process, reducing delays and middlemen intervention. Furthermore, storing collected milk in chillers before vendor delivery preserved its freshness and quality, ensuring a more efficient and reliable supply chain from farmers to market. Interactions with dairy farmers revealed that the establishment of milk collection centers has significantly impacted their income. Prior to the introduction of these centers, farmers relied on middlemen, earning Rs. 50–60 per liter. However, with the new system that considers fat and SNF content, farmers are now earning Rs. 80–85 per liter. This shift not only ensures fair pricing but also encourages farmers to produce higher quality milk, while reducing their dependency on intermediaries. Despite these positive changes, the study team observed that the bulk milk cooler at Nangal Jamal was not functioning properly. Additionally, it was noted that during the summer season, due to lower milk production, milk is not collectively collected or sold.

The introduction of azolla cultivation alleviated the seasonal shortage of green fodder, improving livestock management. Focus group discussions revealed that azolla significantly benefited dairy farmers during challenging seasons. Unexpected benefits emerged, particularly from azolla, which not only addressed fodder shortages but also proved valuable as poultry feed, boosting egg production.

A farmer who received the azolla intervention from Kolana shared ***"I received the training for azolla cultivation and I was provided a kit. I simply added clay and water in the kit and then placed the azolla seeds. Within just 10 days, the azolla had spread over a large area. If we take proper care like during summer, if covered with a green net to protect it, keep the water level just right, and add cow dung every 2-3 months, it will grow very fast. We also need to be careful during the rainy season as worms can affect it, but the NGO staff told us that we can use boiled neem water or lime water to get rid of them".***

Vermicomposting, which used readily available cow dung, reduced the need for expensive chemical fertilizers, providing further cost savings. Women farmers, especially in FPOs, experienced increased confidence and participation in decision-making, significantly enhancing their roles within the community.

However, some challenges emerged with the agriculture tool bank and azolla cultivation. Some farmers struggled to access tools due to delays in returns, while others faced difficulties maintaining azolla due to infestations. Despite these challenges, the initiative led to significant improvements in milk production and quality, and azolla cultivation helped address fodder shortages. A beneficiary shared, ***"ever since I started growing azolla, I have been able to save around Rs. 25–30 a day, as I don't need to buy green fodder like before".*** At the same time, few FGD participants from Manethi expressed challenges in azolla cultivation. According to a participant, ***"I was charged Rs. 600 for azolla grass, but it did not last long. I ended up buying it twice, spending Rs. 1,200 in total. But it did not last and I am not satisfied with it".***

Interventions like land levelling, revealed structural limitations. In areas like Rewari, hilly terrain caused soil erosion, making land levelling ineffective as a one-time solution. The quality of design in most

farm-related interventions reflected effective planning and implementation. Farmers in the region, who were heavily reliant on chemical fertilizers and pesticides, benefitted from alternatives like vermicomposting, reducing the need for chemicals. Training programs equipped them with skills to prepare vermicompost and cultivate azolla, fostering greater sustainability.

SHG development was implemented efficiently at first, with 30 SHGs revived across 15 villages and training for around 300 members. However, without follow-up monitoring, the long-term effectiveness of these groups was limited, affecting their sustained impact. One transformational change noticed in women farmers due to FPO formation was a shift in their roles and confidence of women dairy farmers. Initially hesitant to engage in financial discussions or meetings, they have become more involved, gained greater knowledge of dairy management, and now confidently participate in decision-making. This transformation has empowered them and strengthened their involvement in the community. According to a FPO member, ***"Before the FPO was formed and I became a member, I never felt confident to speak up in meetings or handle any financial discussions. But now, I am able to participate in meetings and also take part in the discussions. I have also learned that we can get better rates for our milk if the quality is good".***

Sustainability varied across interventions. While natural pesticide production and vermicomposting showed strong potential for long-term adoption, challenges persisted with azolla cultivation, especially during the rainy season due to worm infestations and maintenance difficulties. Some farmers stopped cultivating azolla due to these issues, impacting the intervention's overall sustainability.

Animal health interventions, such as milk sample testing, were effective in the short term but lacked follow-up support, reducing their long-term impact. Similarly, the absence of veterinary support post-health camps limited the sustained benefits to livestock health.

Figure 3 *Azolla Pond*

Figure 2 *Organic Pesticide*

Case Study: A Farmer's Journey Towards Sustainable Agriculture

A farmer from Nangal Jamal in Rewari, who owns 7 acres of land primarily grows wheat, mustard, vegetables, and onions. Before the project intervention, he relied on chemical pesticides and fertilizers such as urea and DAP for crop growth. However, after receiving training in vermicomposting and participating in an exposure visit to the Hissar Agriculture University, he adopted vermicomposting three years ago. With the help of his four buffaloes, which provide a consistent supply of cow dung, he began producing his own vermicompost. Since transitioning to this organic method, he has noticed significant improvements in soil fertility, which has translated into higher yields, particularly for wheat - up to 40 kg more per acre compared to the yields from chemical fertilizers. Additionally, the farmer has observed a reduction in input costs, saving around Rs. 2000 per acre by replacing expensive chemical fertilizers. He found that urea, while effective, caused quicker damage to his vegetables, whereas using vermicompost not only resulted in healthier, better-tasting vegetables overall cost-effectiveness, but has also improved the soil fertility. With a consistent supply of cow dung on his farm, the farmer views vermicomposting as a sustainable, long-term solution, reducing his dependency on chemical fertilizers and improving both soil health and the profitability of his crops. He shared, ***Since I started using vermicompost three years ago, I've seen a noticeable difference in my crops. My wheat yield has increased by about 40 kg per acre after I started using vermicompost. Earlier I used Urea and DAP which were very expensive. The cost of one bag of urea for an acre of land is Rs. 270 and DAP costs between Rs. 1200 - 1300 per bag, which I have started saving by using the vermicompost that I prepare. From the time I started using vermicompost, not only did my vegetables taste better, but I have also been able to save around Rs. 2000 per acre. The best part is that I get all the cow dung I need right here from my own buffaloes.***

4.3 Health & Hygiene

The analysis of the OECD indicators across the various domains reveals a mixed performance. Kitchen Garden scores consistently well across most dimensions, with particularly strong ratings for relevance, coherence, and efficiency (4.4, 4.0, and 4.4, respectively), though its effectiveness and impact are somewhat lower (3.7 and 3.6, respectively).

Health Camps, on the other hand, demonstrate significant challenges, especially in terms of effectiveness (1.9) and sustainability (1.0), suggesting that despite initial relevance and coherence, the long-term results and efficiency are lacking. Water Management – Drinking shows a balanced performance with moderate scores for relevance, coherence, and impact, but its sustainability score (3.1) and overall effectiveness (3.2) indicate room for improvement. When looking at the overall H&H indicator, the figures suggest a fairly average outcome (3.5) with challenges in long-term sustainability and overall effectiveness. The overall lower scores in health camps and sustainability across all categories highlight critical areas for improvement, particularly in the maintenance of outcomes and the long-term impact of interventions.

Table 3: *'Weighted Scores' for the Health & Hygiene Initiative on OECD Parameters*

OECD Indicators	Kitchen Garden	Health Camps	Water Management – Drinking	H&H (Overall)	Remarks
Relevance	4.4	4.3	4.1	4.3	Good
Coherence	4.0	4.5	4.0	4.3	Good
Efficiency	4.4	3.6	4.0	4.0	Good
Effectiveness	3.7	1.9	3.2	2.8	Needs improvement

Impact	3.6	3.5	3.1	3.5	Needs improvement
Sustainability	4.0	1.0	3.1	2.5	**Poor**
Branding	4.0	2.0	4.0	3.3	Needs improvement
Overall	**4.0**	**3.1**	**3.5**	**3.5**	Needs improvement

The Water ATMs were effective in addressing water quality issues, particularly in areas like Rewari, where high Total Dissolved Solids (TDS) levels were contributing to health problems. While the installation of Water ATMs made clean water more accessible, their relevance varied by location. In Manethi, where many households had private RO systems, the community need for Water ATMs was less pressing, and some residents raised concerns over lingering high TDS levels and poor water taste. In contrast, areas like Padala found the Water ATMs to be highly beneficial, offering reliable and affordable access to clean water.

During the focus group discussions organised in Padala, participants shared, ***"Out of all the interventions provided by the NGO, we found the Water ATM to be the most useful. The water quality is very good and much more affordable compared to the RO water campers that come to our village. What makes it even better is that the ATM provides water throughout the day, unlike the water campers, which only deliver at fixed times. We are really happy with this initiative."***

The Water ATM was highly successful in Padala, where it was widely used not just by the locals but also by people from neighbouring villages. Villagers who were previously dependent on camper tanks or purchasing water, now depend almost entirely on the ATM. One participant noted that the water was clean and of high quality, unlike earlier sources that reportedly contained contaminants like urea.

During the focus groups, participants from Padala shared, ***"While tanker water was available, it was limited to 15 liters per delivery and cost Rs. 250 per camper. In contrast, the ATM provided cool, clean water without quantity restrictions at a much lower cost of Rs. 150 per camper. The Water ATM has therefore made clean water more accessible and economical for us".***

However, there were some issues that were reported by beneficiaries. For example, in Manethi, many relatively well-off households already had private RO systems, reducing the need for community ATMs. Moreover, beneficiaries from Manethi raised concerns over lingering high TDS levels and poor water taste. In Manethi, participants emphasized that despite repeated complaints about water quality, no action was taken. This lack of responsiveness to community feedback and evolving needs reflected a gap in the implementation strategy. The frustration among residents was evident during interviews, with one participant bluntly stating, "First go and check the TDS of the water at your ATM, then come and ask us." The unwillingness of residents to engage further underscored the intervention's limited success in that area.

The quality of design also received mixed responses. In Padala, beneficiaries appreciated the reliable, round-the-clock access to clean and affordable water. In contrast, residents in Mailawas found the ATMs less convenient due to the walking distance involved, especially since camper water was delivered to their doorsteps.

"RO water from campers is delivered right to our doorstep, which is convenient. "With the ATM, although the water quality is good, we have to go there ourselves and carry the water back, which makes it less convenient." – FGD Participants Mailawas

The study team found that some community members refused to provide land for installation of the ATM, which created hurdles for implementation. The lack of a thorough need assessment was evident in locations like Manethi and Mailawas. In Mailawas, many beneficiaries found the ATM's location too far from their homes and preferred using camper-delivered water, which was more convenient. In Manethi, most residents already had personal RO systems and did not see value in the Water ATM.

Figure 4 *Water ATM*

Figure 5 *Storage Tank for Water ATM*

The kitchen gardening initiative was highly relevant to the local agrarian context, with beneficiaries, many of whom were farmers, finding value in expanding their vegetable cultivation. Support through seed distribution, training in natural farming methods, and ongoing monitoring helped beneficiaries improve their crop yields and reduce dependency on chemicals. The effectiveness of these interventions was evident in the positive outcomes, such as increased vegetable production and improved water quality in certain areas. During discussions with farmers who had received the kitchen garden kits, some reported pest infestations in their onion crops. In response, the implementing NGO advised

Figure 6 *Kitchen Garden*

against the use of chemical pesticides and instead recommended yellow sticky traps as an eco-friendly solution.

A beneficiary from Kolana shared, ***"The NGO provided training and explained the entire process from sowing to harvesting. They monitored both the sowing process and the crop growth at frequent intervals and offered suggestions from time to time."***

The target of supporting 525 beneficiaries for kitchen gardening was fully achieved. Most beneficiaries expressed satisfaction with the vegetable seeds received, noting their good quality. In addition to meeting their household consumption needs, several beneficiaries have begun sharing surplus produce with friends and neighbours, and some have even started selling it. In Padala, participants shared that they had previously refrained from buying vegetables like tomato, radish, and carrot due to high market prices. After receiving seed kits through the project, they began cultivating these vegetables themselves, eliminating the need to purchase them and saving on household expenses. a farmer who started growing watermelons, reported plans to continue cultivating them.

A beneficiary shared, ***"The NGO gave us watermelon seeds at the rate of Rs. 180 per packet. But when I had to buy them from the market, they cost Rs. 1,500 per packet. Still, I think it is profitable, and I will continue to grow it."*** This reflects a strong sense of ownership and a commitment to continuing the practices introduced by the intervention.

The health camps were relevant as they provided accessible medical services within the community. Beneficiaries shared that the camps organized by the NGO included check-ups for blood pressure, blood sugar, and also featured an eye examination component. While a local doctor from Rewari does visit the village and offers free consultations, patients are typically required to travel to his hospital for further treatment if any health issues are identified. In contrast, the NGO-led camp was entirely free and comprehensive, covering both diagnosis and treatment. Beneficiaries appreciated that, along with the medical check-ups, they received free medicines, eye drops, and even spectacles, However, the effectiveness and long-term impact were limited by the fact that the health camps were a one-time activity, rather than an ongoing service.

Case Study: Transitioning from Traditional to Profitable Farming – A Farmer's Journey in Kolana

In the village of Kolana, one farmer's experience illustrates how targeted interventions can lead to significant changes in agricultural practices and livelihood enhancement. Prior to the NGO's intervention, the farmer cultivated only wheat on his 3-acre landholding, following the conventional pattern of farming in the region. However, through the kitchen gardening initiative, he was introduced to alternative cropping options that aligned better with market demands and local climatic conditions. During the first year of the intervention, the farmer received ten packets of watermelon seeds as part of the program. Although initially hesitant, he allocated a small portion of his land to try out watermelon cultivation. The results were both promising and profitable. Encouraged by the outcome, he gradually increased the area under watermelon cultivation each season. Over the course of three to four years, the farmer completely transformed his cropping pattern. He now divides his land equally, cultivating wheat on 1.5 acres and watermelons on the remaining 1.5 acres. According to him, the profits from watermelon farming significantly surpass those from wheat. He shared that within a 90-day growing season, he earned a profit of approximately Rs. 80,000 to 90,000 from selling watermelons, an amount substantially higher than what he would typically earn from wheat over a similar period. This shift not only improved his income but also demonstrated the potential of diversification in agriculture. The farmer credited the intervention not just for the seed distribution, but also for building his confidence to experiment with new crops. His success story has since inspired other in the village to cultivate watermelon and adopt crops with higher market value. The farmer stated, ***"The watermelon seeds were of very good quality. Most of the watermelons I harvested weighed over 5 kg, with one or two even reaching nearly 8 kg. They were also very sweet, and I was able to get a good price for them in the local market".***

4.4 Promotion of Education

The Educational Institutions Development initiative includes a range of interventions focused on improving school and Anganwadi infrastructure and the overall learning environment. Activities fall into three main categories: infrastructure development, sanitation, and educational material support. Infrastructure upgrades such as the establishment of science labs, library setups, smart classrooms, drinking water facilities, and general renovations formed a major part of the initiative. Sanitation improvements were also undertaken to ensure hygiene and dignity, especially for girl students. These interventions were largely successful, with the exception of the RO units. Specific insights from each of the indicators have been shared in this section.

The quantitative analysis indicates a broadly successful intervention with an overall weighted score of 3.6 out of 5, suggesting general effectiveness and alignment with intended objectives. Key OECD parameters such as coherence, and branding each received high scores of 4.0, reflecting the initiative's alignment with broader development goals, and positive community perception. Impact, relevance and efficiency were rated slightly lower (3.9, 3.8 and 3.7 respectively). Sustainability emerged as a significant area of concern, with a low score of 2.5, suggesting that many interventions may not endure without continued external support. The results suggest that while the project has succeeded in delivering immediate educational improvements and has been well-received, its long-term viability is uncertain without deeper integration into local systems and structures.

Table 4: *'Weighted Scores' for the PoE Initiative on OECD Parameters*

OECD Indicators	Weighted score	Remarks
Relevance	3.8	Good
Coherence	4.0	Good
Efficiency	3.7	Good
Effectiveness	3.3	Needs improvement
Impact	3.9	Good
Sustainability	2.5	Needs improvement
Branding	4.0	Good
Overall	**3.6**	**Good**

In-depth interviews with principals and focus groups with teachers revealed that the interventions introduced in schools and Anganwadis were largely aligned with local context and community needs. Smart classrooms, renovated toilets, new sports materials, furniture, and improved library and lab facilities in schools were viewed as timely and relevant. Similarly, in Aanganwadis, BALA paintings, furniture, toys, and the installation of fans and lights were found appropriate and impactful. However, the quality of implementation varied. In some villages, delivery and functionality of interventions were lacking. For instance, in the high school at Nagal Jamalpur, the RO system promised by the NGO was never delivered. In Aanganwadi centres at Khol, Kolana, Tint, Mamariya Ahir, and Padala, fans were non-functional from the outset. RO systems installed in schools at Padala, Mamariya Thethar, and Gothra Tappa Khori were also found to be not working.

Despite these gaps, components like smart classrooms, library resources, sports kits, and BALA paintings were well received. Students and teachers appreciated their relevance and utility. However, the condition of some facilities suggested inconsistencies in execution. In Mamariya Ahir, for example, the toilet that was marked as repaired was found in very poor condition. While the design and thematic priorities of the project, such as improving access to quality education, were well-aligned with End Poverty's vision and integrated with HDFC's rural development goals, coordination with government education schemes, local authorities, or other NGOs remained limited.

Key interventions like smart classrooms, library books, and sports materials added value to the learning environment and were functional. Yet, operational challenges persisted. The absence of follow-up mechanisms for repair and maintenance was a significant concern. Non-functional RO systems and fans across several centres highlighted this gap. The project's design also lacked depth in planning. In Nagal Jamalpur, the undelivered RO system was just one instance. In other areas, facilities became non-functional soon after installation, suggesting a lack of durability planning and post-installation support. Some components were implemented effectively. A teacher from Mayan shared that the new benches were more comfortable and spacious, making it easier for children to sit and place their bags. He stated, "***The benches we had earlier were not very comfortable for the children. The newly provided benches are much more comfortable, and are longer in size. Children can now sit comfortably and also place their bags on the benches.***"

Other interventions were less effective. In all schools visited by the study team, only the RO system at Mamariya Ahir was found to be functioning. An Aanganwadi worker from Khol reported that the fan had never worked since installation, despite being connected to a solar panel. The Aanganwadi worker from Mamariya Ahir noted, "***Both the fan and light are not working. Because of this, I keep the windows open during the day to allow sunlight in and reduce the darkness inside the room. The fan has never worked even once since it was installed.***" This situation highlights the absence of reliable basic infrastructure and highlights the gaps in maintenance and post-installation checks for electrical f fittings. The project's monitoring framework was focused more on tracking activities than outcomes. Problems like non-functional RO systems and fans remained unaddressed, reflecting the need for stronger follow-up and responsiveness. While initial outputs were largely achieved, broader impact was limited by infrastructural inconsistencies and the absence of adaptive mechanisms.

Most schools and Aanganwadi centres received planned provisions, including smart classrooms, sports materials, furniture, and educational resources. However, reach remained uneven. Some items were either not delivered or did not work, such as the RO systems in multiple schools. Where infrastructure functioned well, learning environments improved. But in areas with non-functional facilities, the benefits were reduced. The project also demonstrated minimal adaptability. There was little evidence of efforts to respond to emerging needs or change course. In Pitthrawas, for example, teachers reported that the school had paid 40% of the cost of the RO system, which never functioned. They said arranging this contribution was difficult given limited government funding. Despite raising complaints, no repairs were made.

Teachers and Aanganwadi workers described the smart boards and BALA paintings as transformative for the teaching-learning process. A teacher from Senior Secondary School, Mailawwas, shared, ***"Students who previously preferred private schools now see our government school as a competitive alternative, particularly due to the integration of smart boards."*** During FGDs in Nangal Jamalpur, teachers observed greater student engagement and independent participation due to smart boards. According to a teacher from Mayan, ***"since the installation of the smart boards, students have become more engaged in their studies and started participating in activities more independently,***

with teachers transitioning into facilitative roles". Similarly, most of the Anganwadi workers interviewed stated that the BALA paintings have eased their teaching, as the visual aids help children grasp concepts more quickly. They believed that the BALA paintings have been one of the most effective interventions.

The construction of a girls' toilet in Secondary School, Mayan, had a marked impact. Previously, toilets were located near the boundary wall, far from classrooms, lacked enclosures, and compromised the privacy of girl students. With the new toilets, located closer to the classrooms and offering privacy and convenience, attendance among girls improved. A teacher recalled, ***"Earlier, girl students would miss school during their periods because the existing toilet lacked proper doors and was located far from the main campus. However, since the construction of a new toilet by HDFC, the girls no longer face such difficulties."***

In Anganwadi centres, provision of chairs helped ensure all children had proper seating. Previously, the shortage led to children sitting on mats, sometimes resulting in conflicts. The Anganwadi worker in Kolana expressed gratitude for the support in kitchen gardening, which allowed for nutritious meals. She shared, ***"Earlier, we mostly used potatoes or other inexpensive vegetables to prepare meals. However, since starting kitchen gardening, we have been able to include organically grown spinach, fenugreek, and coriander in the meals. This has contributed to improved health among the children."***

Figure 7 *Bala Painting in AWC*

Despite these successes, sustainability remains moderate. Interventions like BALA paintings and smart classrooms became integral to daily practices, with teachers showing a willingness to continue using them. The smart TV, initially intended for student learning, was also adopted by teachers for presentations and lesson planning. Yet, sustainability could be strengthened further by addressing maintenance gaps and ensuring that infrastructure and services remain functional over time.

The study team observed that there were instances where a mismatch between needs and provisions was evident. For example, an Aanganwadi worker in Tint had requested repairs for a leaky roof,

especially important during the monsoon season, but was informed that the project budget did not include funds for such repairs. Instead, furniture was provided, which was less urgent given the structural issues of the center. This reflects the absence of a thorough needs assessment during planning, resulting in the misalignment of priorities in certain cases.

4.5 Overall Project Score

The analysis of the overall project performance across the four thematic areas based on the OECD-DAC criteria reveals a generally positive picture. The cumulative project score of **3.9** reflects a **good overall performance**, but highlights the need for targeted improvements, particularly in **sustainability** across all components and in **implementation effectiveness** for **NRM** and **H&H**. In terms of the overall score, **PoE (3.6)** and **H&H (3.5)** performed best among the thematic areas, indicating relative strengths in **relevance**, **coherence**, and **efficiency**. **NRM**, on the other hand, lagged behind with an overall score of **3.2**, highlighting significant challenges in **effectiveness**, **impact**, and particularly **sustainability**, which scored the lowest at **1.9**. **SDLE** also showed areas for improvement, especially in **coherence** and **sustainability**.

Table 5: *Overall Project Scores*

OECD-DAC Criteria	NRM	SDLE	H&H	PoE	Overall
Relevance	3.6 (Good)	4.2 (Good)	4.3 (Good)	3.8 (Good)	4.0 (Good)
Coherence	4.3 (Good)	3.5 (Needs Improvement)	4.3 (Good)	4.0 (Good)	4.3 (Good)
Efficiency	3.5 (Needs Improvement)	3.8 (Good)	4.0 (Good)	3.7 (Good)	4.1 (Good)
Effectiveness	2.9 (Needs Improvement)	3.2 (Needs Improvement)	2.8 (Needs Improvement)	3.3 (Needs Improvement)	4.0 (Good)
Impact	2.9 (Needs Improvement)	3.1 (Needs Improvement)	3.5 (Needs Improvement)	3.9 (Good)	3.8 (Good)
Sustainability	1.9	2.2 (Poor)	2.5 (Poor)	2.5 (Poor)	3.7 (Good)
Branding	3.3 (Needs Improvement)	3.5 (Needs Improvement)	3.3 (Needs Improvement)	4.0 (Good)	3.6 (Good)
Overall Score	**3.2** (Needs Improvement)	**3.4** (Needs Improvement)	**3.5** (Needs Improvement)	**3.6** (Good)	**3.9** (Good)

CHAPTER IX: LEARNINGS AND RECOMMENDATIONS

- **A Model of Effective Grassroots Intervention:** Among all the interventions reviewed, this kitchen gardening initiative emerged as one of the most successful and impactful. Its strong alignment with the agrarian lifestyle of the community ensured high relevance and acceptance. The thoughtful design from the distribution of high-quality seeds to sustained follow-ups, hands-on training in organic farming practices, and resource utilization led to lasting changes in beneficiary practices and mindsets. A notable example of this was in Kolana, where a farmer, after receiving watermelon seeds, began diversifying his crops. Initially cultivating only wheat, he allocated part of his land to watermelon cultivation. Encouraged by the success and higher profitability of watermelons, he expanded this practice over the years, eventually growing watermelons on half of his land and seeing profits of Rs. 80,000-90,000 per season. In several cases, the intervention went beyond household nutrition and evolved into a source of supplementary income, with farmers expanding their cultivation, earning substantial profits. The widespread continuation of the activity even after the initial support period with beneficiaries independently purchasing seeds and preparing organic inputs like vermicompost, Brahmastra and neeemastra reflects a high degree of sustainability and ownership. Taken together, this intervention exemplifies how simple, locally-tailored solutions can lead to meaningful and long-term change, making it a potential model for replication in other rural contexts.
- **Water Management Interventions:** The installation of Water ATMs under the health and hygiene initiative proved highly relevant in Rewari, where high TDS levels contribute to waterborne diseases. In Padala, the intervention was particularly successful—beneficiaries reported improved access to clean drinking water, reduced water scarcity, and enhanced quality of life, appreciating the round-the-clock availability. The Water ATM in Padala was widely used not just by the locals but also by people from neighbouring villages. However, in Manethi, where many households already had private RO systems, the ATMs were less impactful, with complaints about persistent high TDS levels and poor water taste. In Mailawas, the ATMs were underutilized due to the inconvenience of walking distances, especially when camper water was delivered to doorsteps. These findings suggest that future interventions should be guided by localized needs assessments, include robust water quality monitoring, and prioritize accessible, user-friendly designs. Sustained community engagement and avoiding uniform solutions will ensure more meaningful and context-specific outcomes.
- **Ensuring Sustainability:** Although VDCs were constituted at the beginning of the project, it was observed that they remained largely inactive throughout the implementation period. A key gap identified was that in instances where solar street lamps stopped functioning, villagers were unsure whom to approach, as the VDC members had no established contact with the vendors who had supplied the equipment. This disconnect highlighted a lack of clarity in roles and responsibilities, undermining the sustainability of interventions. To enhance long-term impact and ensure effective management of community assets, it is essential to establish clear, practical guidelines for VDCs that explicitly define their duties. These guidelines should include the names of specific VDC members assigned to oversee the upkeep of various project interventions, such as solar streetlights, rejuvenated ponds, water ATMs, and tool banks. Introducing regular monitoring mechanisms and structured community feedback systems can

help build accountability, strengthen community ownership, and ensure that VDCs function as intended.

- **Challenges in Health Camps:** The health camps, while effective in addressing maternal health and promoting trust in healthcare services, lacked sustainability. The camps were one-time events with no follow-up. This gap in continuity highlights the need for a more sustained health intervention model. Recommendations include integrating follow-up health initiatives, such as regular health camps or mobile clinics, to maintain engagement and ensure long-term health improvements. Additionally, health camps should be designed to promote greater community ownership and collaboration with local healthcare providers to enhance sustainability.
- **Local Procurement:** Procurement of products should be localized to facilitate easier operations and maintenance after project completion. In the case of the solar streetlights, procurement was done through a tendering process that prioritized the lowest bid rather than local availability. This led to compromised quality and frequent malfunctions, with no timely repairs. The lack of local procurement also meant spare parts and technical support were not easily accessible, further reducing the effectiveness and sustainability of the intervention.
- **Tailored Interventions for Anganwadi Support:** In one of the Anganwadis visited, activities such as furniture support and BALA paintings had been undertaken. However, it was observed that the roof of the Anganwadi was damaged and leaking, an issue that had already been communicated by the Anganwadi worker to the implementing NGO. This highlighted a mismatch between the interventions provided and the immediate infrastructural needs of the centre. It is important to prioritize and address the critical issues, such as fixing leaking roofs, before undertaking additional improvements like BALA paintings and the provision of toys. A thorough needs assessment should be conducted for each Anganwadi to identify and address the most pressing requirements. Additionally, engaging local stakeholders in the planning and decision-making process will help ensure that interventions are contextually appropriate, aligned with community needs, and contribute to more meaningful outcomes.
- **Enhancing Tool Bank Efficiency:** Field interactions indicated that while the establishment of the tool bank was a valuable initiative, its impact was limited due to irregular returns by some users, leading to tool unavailability for others in urgent need. To enhance effectiveness, it is recommended that a structured tracking and distribution mechanism be introduced. This could include defined borrowing timelines, a dedicated point of contact for managing requests, and possibly a simple digital or register-based log. Moreover, training farmers on proper usage and maintenance of tools would promote responsible use, reduce wear and tear, and extend the utility of the equipment.
- **Strengthening Pond Rejuvenation:** The pond rejuvenation intervention was well-aligned with the local context, especially in villages where most residents depend on livestock for their livelihoods. However, the implementation faced significant gaps across design, efficiency, and sustainability. The ponds lacked sufficient depth and were not cemented, leading to poor water retention, with many holding water only during the monsoon season. There was also a lack of ownership and follow-up maintenance, with some ponds becoming dumping grounds. Future pond rejuvenation efforts should combine strong technical design with deeper community participation. This includes proper site selection, adequate deepening, cemented walls, and integration with water retention systems like borewells. Community education around pond maintenance and waste management should be built into the project to strengthen local ownership. A robust M&E system should track not just implementation milestones but long-term utility and impact.

- **Ensuring Affordability in Intervention Costs:** Field findings revealed that the financial burden placed on beneficiaries limited the accessibility and long-term sustainability of several interventions. For instance, beneficiaries were required to pay Rs. 3,750 for setting up a vermipit and Rs. 600 for Azolla grass, which was not durable and had to be repurchased by some at an additional cost. Moreover, for tool banks and Water ATMs, beneficiaries were expected to contribute up to 40% of the total cost, which proved burdensome, particularly for economically vulnerable households. To ensure affordability and promote equitable access, it is recommended that future interventions explore partnerships with local panchayats or government schemes (e.g., MGNREGA, agricultural subsidy programs) to offset capital costs and make interventions more inclusive.
- **Enhancing Accountability for Effective Implementation of School Interventions:** The education-related interventions in the project were largely successful in aligning with local needs, with smart classrooms, library and sports facilities, and renovated toilets being well-received by both teachers and students. However, significant gaps in operational efficiency were observed, particularly with non-functional RO systems and fans in several schools and Aanganwadi centers, highlighting the need for stronger post-installation follow-up and maintenance. It is recommended that future projects incorporate a thorough needs assessment, prioritize urgent infrastructure repairs, and ensure better coordination with external programs and local stakeholders for long-term sustainability.

  A key recommendation for addressing the issue of the RO system not being provided in a school, despite it being listed in the intervention plan, is to establish a more robust monitoring and verification system during the implementation phase.

ANNEXURE: FOCUS AREA, INDICATOR AND SUB-INDICATOR WISE SCORES

OECD Indicator	Sub-indicators	Weighted Score (Out of 5)													Overall Project Score
			NRM			SDLE				H&H				PoE	
		Water management	*Clean Energy*	*Plantation*	*Overall (NRM)*	*Farm Management*	*SHG Development*	*Overall (SDLE)*		*Kitchen Garden*	*Health Camps*	*Water Management – Drinking*	*Overall (H&H)*		
Relevance	Beneficiary need alignment	3.8	4.3	4.4	4.2	4.5	4.3	4.5		4.3	4.5	4.5	4.4	4.4	4.4
	Local context alignment	4.0	4.0	5.0	4.3	4.0	4.0	4.0		5.0	4.0	4.0	4.3	4.0	4.2
	Quality of design	2.0	2.0	4.0	2.7	4.0	4.0	4.0		4.0	4.0	3.0	3.7	2.0	3.1
	Combine weightage score	**3.5**	**3.7**	**4.5**	**3.6**	**4.3**	**4.2**	**4.2**		**4.4**	**4.3**	**4.1**	**4.3**	**3.8**	**3.9**
Coherence	Internal	5.0	5.0	5.0	5.0	5.0	4.0	4.5		5.0	5.0	5.0	5.0	5.0	4.5
	External	3.0	4.0	2.0	3.0	2.0	3.0	2.5		3.0	4.0	3.0	3.3	3.0	2.7
	Combine weightage score	**4.0**	**4.5**	**3.5**	**4.3**	**3.5**	**3.5**	**3.5**		**4.0**	**4.5**	**4.0**	**4.3**	**4.0**	**3.6**
Efficiency	Timeliness	4.9	4.9	5.0	4.9	4.9	4.9	4.9		4.8	-	4.8	4.8	4.8	4.9
	Quality of Services Provided	3.6	4.0	4.4	3.9	4.2	4.2	4.2		4.5	4.5	4.4	4.5	4.1	4.2
	Operational Efficiency	2.0	3.0	4.0	3.0	3.0	3.0	3.0		4.0	4.0	3.0	3.7	3.0	2.9
	Project design	2.0	2.0	4.0	2.7	3.0	2.0	2.5		4.0	2.0	3.0	3.0	2.0	2.4
	Combine weightage score	**3.4**	**3.7**	**4.4**	**3.5**	**3.9**	**3.7**	**3.8**		**4.4**	**3.6**	**4.0**	**4.0**	**3.7**	**3.6**

Effectiveness	Interim Results (Output and short-term results)	3.3	3.9	4.4	3.8	4.0	3.9	4.0		3.5	-	4.8	4.0	4.9	4.1
	Reach (Target v/s Achievements)	3.0	4.0	4.0	3.7	4.0	3.0	3.5		5.0	2.0	3.0	3.5	3.0	3.4
	Influencing Factors (Enablers & Disablers)	2.0	3.0	3.0	2.7	3.0	3.0	3.0		3.0	2.0	2.0	2.3	3.0	2.8
	Differential Results (Need Assessment)	2.0	3.0	3.0	2.7	3.0	2.0	2.5		3.0	2.0	3.0	2.7	3.0	2.7
	Adaptation over time	1.0	2.0	3.0	2.0	3.0	1.0	2.0		4.0	1.0	2.0	2.3	1.0	1.8
	Combine weightage score	**2.5**	**3.4**	**3.6**	**2.9**	**3.5**	**2.8**	**3.2**		**3.7**	**1.9**	**3.2**	**2.8**	**3.3**	**3.0**
Impact	Significance (Outcome)	2.6	3.7	3.0	3.3	3.5	N/A	3.5		3.2	4.5	3.2	4.5	4.1	3.5
	Transformational change	2.0	4.0	3.0	3.0	3.0	3.0	3.0		4.0	2.0	3.0	2.0	4.0	3.3
	Unintended change	1.0	3.0	3.5	2.3	3.0	3.0	3.0		4.0	3.0	3.0	3.0	3.0	2.9
	Combine weightage score	**2.1**	**3.7**	**1.8**	**2.9**	**3.3**	**3.0**	**3.1**		**3.6**	**3.5**	**3.1**	**3.5**	**3.9**	**3.2**

Sustainability	Potential for Continuity	1.5	2.0	1.8	1.9	1.9	2.0	1.9		-	-	3.2	2.2	2.2	1.9
	Sustainability in project design and strategy	2.0	2.0	4.0	2.7	3.0	2.0	2.5		4.0	1.0	3.0	2.7	3.0	2.9
	Combine weightage score	**1.7**	**2.0**	**2.7**	**1.9**	**2.3**	**2.0**	**2.2**		**4.0**	**1.0**	**3.1**	**2.5**	**2.5**	**2.4**
Branding	Visibility (visible/word of mouth)	3.0	4.0	3.0	3.3	4.0	3.0	3.5		4.0	2.0	4.0	3.3	4.0	4.0
Overall Composite Score		**3.2**				**3.4**				**3.5**				***3.6***	***3.9***

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