

# Summarised Impact Assessment Reports

Marico Ltd

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Powering the world of good

 **Goodera**

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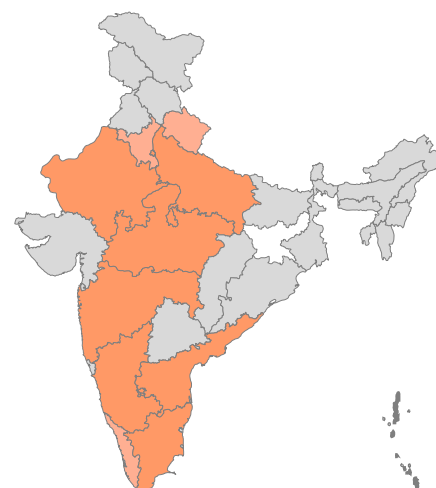
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## 1. Executive Summary

Each year, Marico supports non-profit and nongovernmental organizations working to advance education, sustainable agricultural practices, water stewardship and youth skilling as part of its key thematic areas. In FY 20-21, Marico donated around INR 10 Crores to Parachute Kalpavriksha Foundation and Nihar Shanti Pathshala Funwala towards water stewardship, sustainable agriculture and education initiatives. Whereas in FY 21-22, Marico embarked on women empowerment by skilling college girls in employable and soft skills.

This report presents a summary of impact assessment conducted for the **FY2020-21 projects implemented by 2 grantees** which were funded by Marico, in accordance with provisions of Section 135 of the Companies Act, 2013 & Rule 8 of Companies (Corporate Social Responsibility) Rules, 2014. All these projects had an outlay of more than INR 1Cr in the FY 20-21, making them eligible for impact assessment.

- Largely, these programs focused on enhancing **education and sustainable agriculture practices** to marginalised and small-scale farmers, and school children. This support was provided through multiple interventions such as construction of farm ponds, improving productivity of soil and providing agricultural inputs to farmers. The agricultural inputs to the farmers were further addressed through agribusiness centre and setting up of 'Kalpavriksha Knowledge Centre (KKC)'. The education program with the vernacular high school children focused on imparting and honing basic English learning capabilities.



*Marico - Impact Footprint*

- Marico, through these projects, created an **impact footprint in 10 states** across India.
- The projects align with **4 SDGs** namely: **SDG 2: Zero Hunger, SDG4: Quality Education, SDG 4: Quality Education, SDG 6: Clean Water and Sanitation and SDG 8: Decent Work and Economic Growth**. The intervention by PKF aligns with three SDGs. Out of these SDGs, the **maximum projects** addresses **SDG 8: Decent Work and Economic Growth**.

The **assessments for SROI** were conducted physically on the ground. All the partners supported the data collection process by sharing the stakeholder contact details and facilitating the interactions with the key informants of their respective programs.

Goodera has made high-level observations and recommendations based on its **three-point assessment framework** that was deployed for the impact assessment, as mentioned below:

- **Program design:**
- The findings from the study underlined the **need-based nature of the programs**. All the programs were designed to address the relevant needs of the target beneficiary cohort – providing agricultural inputs and constructing the

farm ponds for the farmers. Students liked the content modules for basic English learning capabilities. Even the beneficiaries appreciated the prompt nature of support provided through these programs.

**Program delivery:**

- All the programs were implemented as per the plan and were **completed within the given timelines** with **100% fund utilization**.
- **Beneficiaries receiving trainings** – such as scientific agricultural techniques for farmers lauded the quality of the trainers and the content of the trainings.
- **Assessment of fund utilization** can be considered to assess the performance of the program in a holistic manner – covering both: financial and socio-economic performance.

• **Impact sustainability:**

- Interventions focusing on youth skilling, enabling basic English capabilities and water stewardship initiatives have **potential of long-term and deeper impact** by creating community-based change makers for sustaining the outcomes of the intervention. Such programs received higher traction among the beneficiaries as well.
- Marico **need to make community empowered enough** to own and execute the interventions after its exit in the geographical area.
- In addition to the water stewardship initiatives, farmers should be trained in marketing their products/yields for improved profits.

## 2. RESEARCH METHODOLOGY

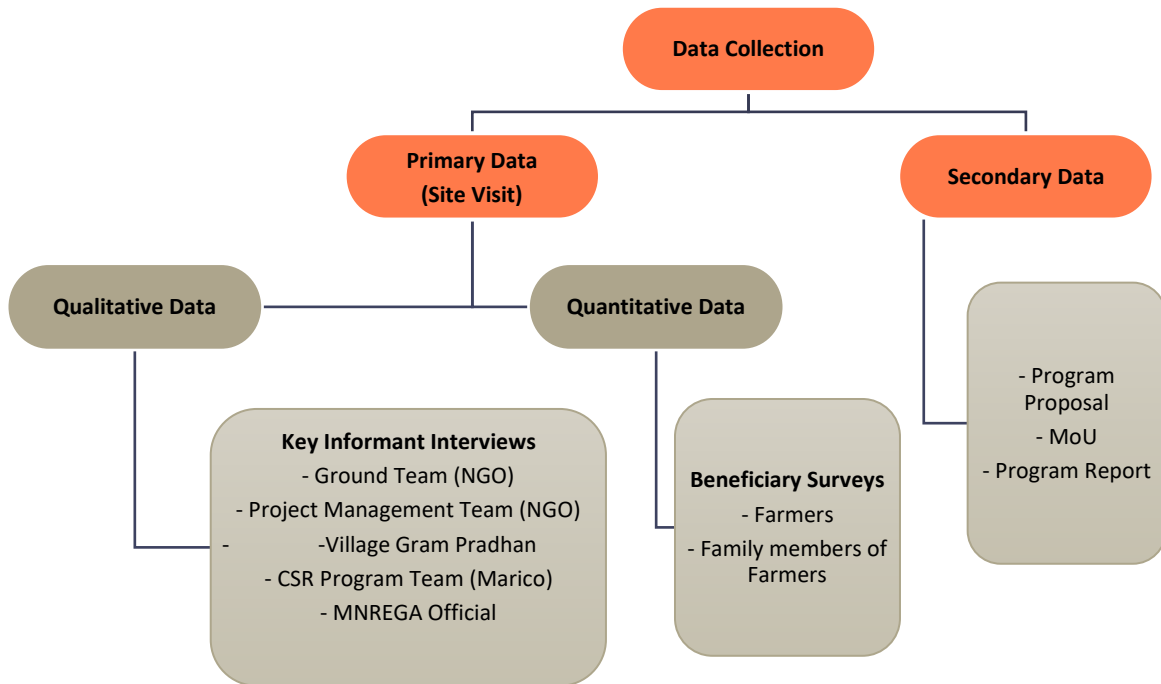
## 2. RESEARCH METHODOLOGY

### 2.1 Mixed-Method Approach

Goodera deploys a ‘Mixed – Method Approach’ to the impact assessment study, ensuring that factors such as processes, outputs, and outcomes are captured in the study along with the impact. The mixed-method approach will include both qualitative and quantitative data capture and analysis.

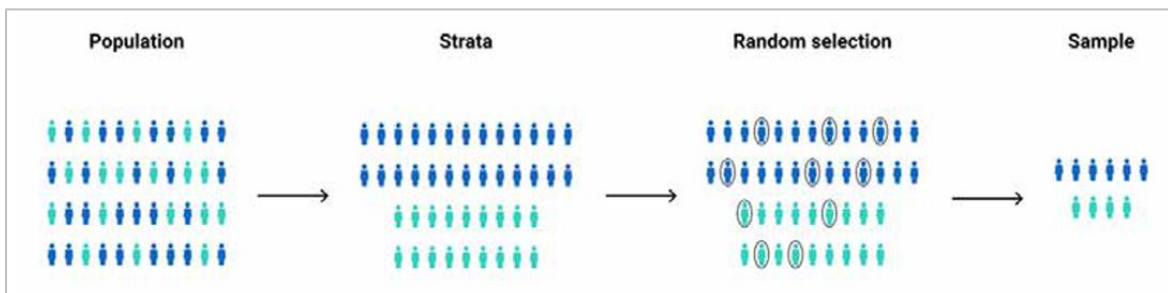
- **Quantitative tools** – They provide values to critical indicators related to access, awareness, perception, outputs vs targets, outcomes perceived by beneficiary stakeholders and the overall impact the intervention created.
- **Qualitative tools** – They are used to capture a better understanding and help build a storyline for the achievements and gaps in the program from the lens of immediate stakeholders involved in the program implementation. A qualitative study gives substantiated evidence for a better understanding of the processes involved in the program implementation.

The mixed approach thus helps in developing a framework for gap identification, enhancing inclusion, and providing recommendations instead of mere calculation of outcome and impact parameters.

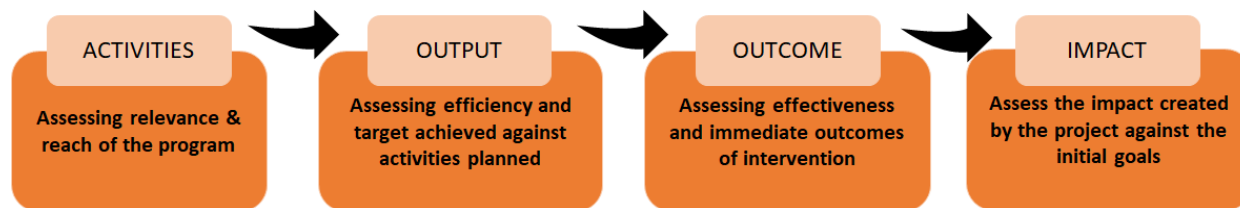


### 2.2 Sampling Technique

- Goodera determines a stratified sample through a Confidence level, Confidence Interval and population size broken down by relevant geographies.
- We determine sample size for sample population with a Confidence level of 95% and a margin of error of 5%.



### 2.3 Theory of Change (ToC) and Logical Framework Analysis Model (LFA)



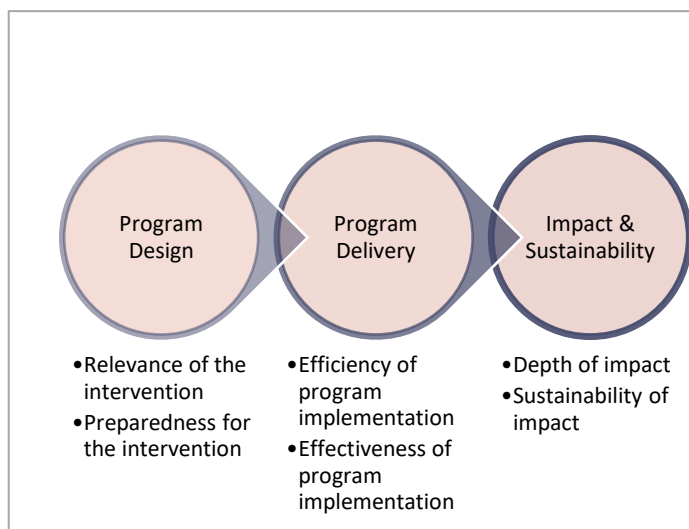
The Theory of Change (ToC) is a method<sup>1</sup> that explains how a given intervention, is expected to lead to a specific development change, drawing on a causal analysis based on available evidence.

A Logical Framework Analysis Model (LFA) is created against the identified ToC to reflect the identifiable indicators, means of verification and assumptions. It is a table that lists program activities, their outputs over a short term, outcomes over a medium term and impact over the long period of time, helping to achieve the original objectives and goals set in a logical flow.

### 2.4 Goodera’s Three-point Assessment Framework

Basis the ToC and the LFA created, Goodera examines the relevance of activities, the preparedness for program activities, efficiency, and effectiveness of delivery of services as well as any innovations that may have been implemented on the ground.

- **Program Design** - We study Program Design through program strategies, inputs and resources, assumptions, outreach mechanisms, and much more. We also consider if the program design attends to specific needs of the stakeholders, program locations, social categories, site and situation, among other development needs. Goodera’s Impact Assessment approach for program design is based on Assessment criteria like Relevance and Preparedness using methodologies such as assessment of baseline survey.



- **Program Delivery** - Goodera assesses the Program Delivery to understand the success of the program delivery mechanism in attaining the overall objectives such as cost effectiveness, resource efficiency, equity in service delivery, best practices and challenges, perception about the services among the relevant stakeholders, among other factors.
- **Impact** - We study a program’s impact potential to assess if the change or the desired outcome can be attributed to the program intervention. Goodera uses criteria such as scale of Impact and impact sustainability to understand the impact potential of the projects.

<sup>1</sup> <https://unsdg.un.org/sites/default/files/UNDG-UNDAF-Companion-Pieces-7-Theory-of-Change.pdf>

## 2.5 Research Design

#	Project Name	Implementing Partner	Locations	Stakeholders Covered	Beneficiaries covered	Sampling technique
1	Parachute Kalpavriksha Foundation (Jalaashay)	PKF	<ul style="list-style-type: none"> <li>Pollachi, T.N</li> </ul>	<ul style="list-style-type: none"> <li>Farmers &amp; their family members;</li> <li>Agronomist; KKC Personnel; PKF Program Team; Marico CSR Team</li> </ul>	<ul style="list-style-type: none"> <li>9 (KIIs)</li> <li>140 (FGDs)</li> <li><b>Total: 149</b></li> </ul>	Purposive Sampling
2	Parachute Kalpavriksha Foundation (Productivity Improvement)	PKF	<ul style="list-style-type: none"> <li>Pollachi, T.N</li> </ul>	<ul style="list-style-type: none"> <li>Farmers &amp; their family members;</li> <li>Agronomist; KKC Personnel; PKF Program Team; Marico CSR Team</li> </ul>	<ul style="list-style-type: none"> <li>9 (KIIs)</li> <li>140 (FGDs)</li> <li><b>Total: 149</b></li> </ul>	Purposive Sampling
3	Nihar Shanti Pathshala Funwala	Leap For Word	<ul style="list-style-type: none"> <li>Madhya Pradesh</li> </ul>	<ul style="list-style-type: none"> <li>Teachers, Students &amp; School Principal</li> <li>Block Education Officer</li> <li>Leap For Word Program Team</li> <li>Marico CSR Team</li> </ul>	<ul style="list-style-type: none"> <li>360 (KIIs)</li> <li>24 (FGDs)</li> <li><b>Total: 384</b></li> </ul>	Purposive Sampling



## 3. PROJECT WISE SUMMARIES

### 3.1. Parachute Kalpavriksha Foundation: Jalaashay



Sch. VII Sec. 135, Companies Act, 2013  
Item II, IV & IX

#### Key elements of the assessment

 <p><b>Year of Implementation</b></p> <p>FY 2020-21</p>	 <p><b>Project Location</b></p> <ul style="list-style-type: none"> <li>• Pollachi, Dist. Coimbatore, Tamil Nadu</li> </ul>	 <p><b>Total Beneficiaries</b></p> <p>400 farmers &amp; Coconut growers</p>	 <p><b>Beneficiaries Covered</b></p> <ul style="list-style-type: none"> <li>• 9 (KIIs)</li> <li>• 140 (FGDs)</li> </ul>	 <p><b>Stakeholders Covered</b></p> <ul style="list-style-type: none"> <li>• Beneficiaries: Farmers &amp; their family members</li> <li>• Agronomist</li> <li>• KKC Personnel</li> <li>• PKF Program Team</li> <li>• Marico CSR Team</li> </ul>
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#### Key Findings

##### Program Design

- Most of the farmers practice rainfed or flood irrigation techniques.
- The program was designed at 100% relevance for the targeted geography.

##### Program Delivery

- Farmers rated program delivery as 'Very Good'.
- 97% of farmers have witnessed increase in the ground water level.

##### Impact & Sustainability

- 100% of farmers have expressed increase in the groundwater levels as a result of the intervention.
- Average spike in the income of the farmers have been 15%. Around 92.3% have stated spike in their monthly income.
- The creation for the farm ponds has led to increase in the ground water availability.

#### Recommendations

- Farmers need to be demonstrated the benefits of the farm-pond to increase the uptake. Moreover, they can be trained on the stewardship for judicious management and conservation of water.
- Marico can help marginalised farmers in linking them with the government or NABARD schemes for irrigation.

## 3.2. Parachute Kalpavriksha Foundation: Productivity Improvement



Sch. VII Sec. 135, Companies Act, 2013  
Item II, IV & IX

### Key elements of the assessment

 <b>Year of Implementation</b>  FY 2020-21	 <b>Project Location</b> •Pollachi, Dist. Coimbatore, Tamil Nadu	 <b>Total Beneficiaries</b> 400 farmers & Coconut growers	 <b>Beneficiaries Covered</b> • 9 (KIIs) • 140 (FGDs)	 <b>Stakeholders Covered</b> • Beneficiaries: Farmers & their family members • Agronomist • KKC Personnel • PKF Program Team • Marico CSR Team
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### Key Findings

#### Program Design

- The program was designed at 100% relevance for the targeted geography.
- Soil and productivity improvement intervention has been designed considering pest attacks.

#### Program Delivery

- Farmers rated program delivery as ‘Very Good’.
- PKF has been able to drive the farmers and coconut growers towards scientific agricultural practices where in soil improvement and productivity techniques were primary focus areas.
- Soil and productivity improvement have been rated as one of the most useful interventions by the farmers and coconut growers.
- 100% farmers and coconut growers stated that PKF supported them in agricultural inputs.
- 80.5% of farmers have sought support from Agribusiness centres for Sustainable Sugarcane Initiatives (SSI).

#### Impact & Sustainability

- Average spike in the income of the farmers have been 15%. Around 92.3% have stated spike in their monthly income.
- 46.2% of farmers believe that their they will not be able to retain the monthly income whenever Marico decides to wrap the project
- Farmers have expressed their keenness to continue adapt the scientific agricultural practices for now and going forward

### Recommendations

- Setting up of community-owned and community driven enterprise that decides sales price of the yield. The benefits of whom can be distributed equally among the enterprise members. Alternatively, it can also help ideating additional sources of livelihood through their interventions.
- The initiative sees farmers as a producer. With right skills for marketing and promoting agri-based products can help in sustaining the impact at a longer run.

### 3.3. Nihar Shanti Pathshala Funwala

Implementing Partner: Leap For Word



Sch. VII Sec. 135, Companies Act, 2013  
Item II, IV & IX

#### Key elements of the assessment

Year of Implementation	Project Location	Total Beneficiaries	Beneficiaries Covered	Stakeholders Covered
FY 2020-21	•Madhya Pradesh	130,000 Teachers 700,000 Students	•360 (Kills) •24 (FGDs)	•Beneficiaries: Teachers, Students & School Principal •Block Education Officer •Leap For Word Program Team •Marico CSR Team

#### Key Findings

##### Program Design

- The program was designed at 100% relevance for the targeted geography and the targeted stakeholder group.

##### Program Delivery

- 85% of the teachers agreed benefiting from teacher training techniques. These techniques are proving useful for classroom engagement.
- 95% teachers rated the quality of training material to be 'good'.
- 44.6% students have rated teachers 'High' for the quality of classroom teaching. Whereas, for 31.5% this is 'Very High'.
- 98% of students have reported to gain learning capabilities i.e., reading and speaking.

##### Impact & Sustainability

- Teachers have expressed interest for teacher training techniques.
- The intervention was top-down hence benefitted in penetration and adoption of some of these techniques developed by Leap For Word
- The technological platform is robust and proved extremely beneficial in taking classroom session virtually during lockdown.

#### Recommendations

- Increase in the duration of the training program to allow teachers with more time to practise and reflect before moving to the next module training sessions.
- Contextualise the teaching technique's content and engaging activity materials further based on the grade appropriate learning outcomes i.e., enabling the students capabilities in reading, speaking & writing skills
- Increase in frequency of content dissemination to teachers for continuous classroom engagement
- Students can be enabled with offline materials aligning with the online learning materials.
- Collaborate with telecom companies that can provide subsidised learning data plans and also to adapt blended learning approaches for those areas where connectivity issues remain the same.
- To train the other subject teachers in the region by enabling them English Language pedagogy and providing access to digital resources for self-improvement.