GODFREY PHILLIPS
INDIA LIMITED

IMPACT ASSESSMENT REPORT

2022-23

Project:
Biodiversity Conservation & Community Development Initiatives | EFFORT

give | grants

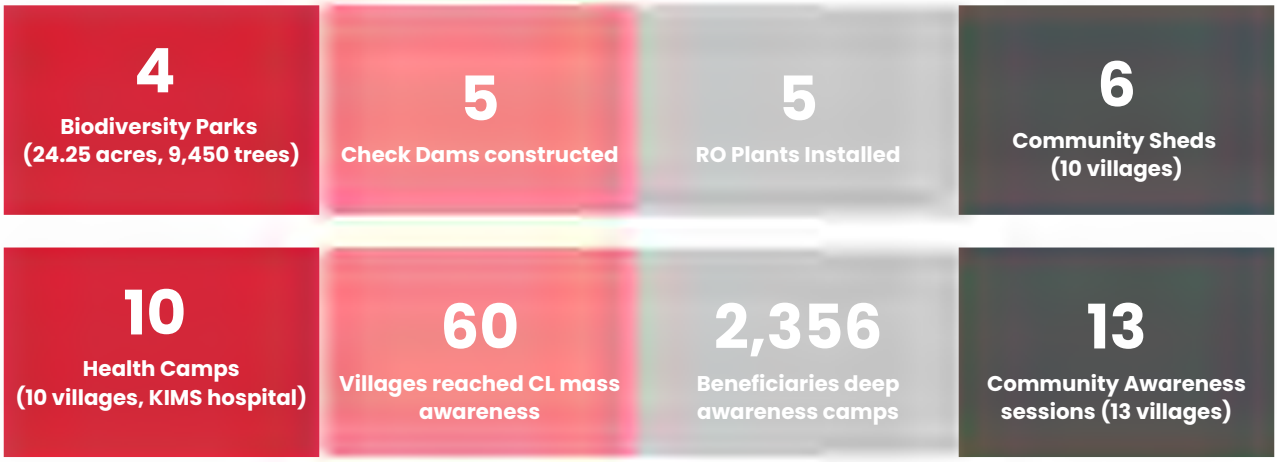
Table of Contents

Executive Summary

Category	Project Details
Project title:	Burley Tobacco Farmers Community Program - Biodiversity Conservation & Community Development Initiatives
GrantAmount:	Rs. 3,06,91,550
FY covered:	FY 2022-23
Methodology	Mixed methods: Quantitative surveys (N=253) + Qualitative KIIs across 8 activity streams. OECD DAC framework.
Location:	Prakasam, Bapatla, Palnadu, YSR Kadapa districts, Andhra Pradesh - 30+ villages
Implementation Agency:	EFFORT
Assessment Agency:	Give Grants

EFFORT's FY 2022-23 programme addressed compounding vulnerabilities across tobacco farming communities in Prakasam and neighbouring districts: no safe drinking water, no crop storage infrastructure, no healthcare access, and normalised child labour. This assessment evaluates eight activity streams against the OECD DAC criteria approximately 2-3 years after implementation, examining both immediate outcomes and durability of impact. All reach and beneficiary data below reflects EFFORT-implemented activities only.

Programme reach



Key findings

The programme has delivered strong and measurable outcomes across all three activity streams.

- **Tank desiltation:** 100% of farmers now have 9-11 months of water; 90.5% have an additional crop cycle; 85.7% report 5-20% income increase; 76.2% report formal hand over to the community.
- **Community agri shed:** 90.3% use agri shed regularly; 87.1% reported receiving better prices for the crop due to the shed; 100% reported income increased; 74.2% report that the agri sheds managed by the elected farmer committee. Average 18-day holding period before selling.
- **RO plants:** 90% reported fewer waterborne illnesses; 98.4% reported improved water access; 88.3% confirm all households have access; 86.7% stated to have active maintenance fund.
- **Child labour awareness:** 92% of parents report noticeably improved school attendance; 96% have not allowed farm-work absence in past 3 months; all 15 students interviewed plan to stay in school until Class 10.
- **Biodiversity parks:** 93.3% report fresher air due to the parks; 90% more green cover; 86.7% report more birds; 80% report natural regeneration observed. Parchur is newly established in FY 2022-23. Governance transition is the critical pending action.
- **Check dams:** Water stored 4-9 months post-rains; additional crop cycles enabled; 5-20% income gains reported.
- **Health camps:** 71% had new condition identified; 87.1% followed up at government hospital; 93.5% now eating healthier; durable behaviour change confirmed.
- Government scheme convergence (MGNREGS, PMKSY, Jal Jeevan Mission) can be an opportunity to explore in the future.

Introduction

EFFORT (Educational and Voluntary Field Force of Organized Relief Team) is a Prakasam District-based NGO with extensive experience in community development, environmental conservation, water management, and rural livelihoods across Andhra Pradesh. The programme was implemented under GPI's community development mandate for FY 2022-23.

Anchored in a dual-pathway approach, the programme integrates:

- Infrastructure investments (water systems, biodiversity parks, agri sheds) to improve access and productivity, and
- Social interventions (health camps, awareness, education support) to drive sustained behavioural change and community ownership.

The impact assessment, conducted using the OECD-DAC framework, evaluates programme performance across relevance, coherence, effectiveness, efficiency, impact, and sustainability. With a focus on outcomes emerging 2–3 years post-implementation, the assessment provides evidence of deepening impact, improved community ownership, and increasing resilience of rural systems, while identifying opportunities to further strengthen long-term sustainability.

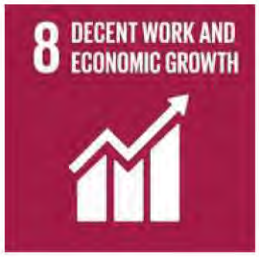
The programme is in alignment with the following Sustainable Development Goals (SDGs) outlined in the United Nations Agenda 2030.

Target 1.4
Ensure equal rights to economic resources, basic services, and access to natural resources.

Target 1.5
Ensure equal rights to economic resources, basic services, and access to natural resources.

Target 6.4
Substantially increase water-use efficiency and ensure sustainable withdrawals.

Target 6.6
Protect and restore water-related ecosystems.



Target 8.3
Promote development-oriented policies supporting productive activities and decent job creation.

Target 8.6
By 2020, substantially reduce the proportion of youth not in employment, education or training.

Target 13.1
Strengthen resilience and adaptive capacity to climate-related hazards

Target 13.3
mprove education, awareness, and capacity on climate change mitigation and adaptation.

Scope of Study

Objectives

01 To assess the relevance, coherence, effectiveness, impact, and sustainability of the Godfrey Phillips India Ltd. CSR programs

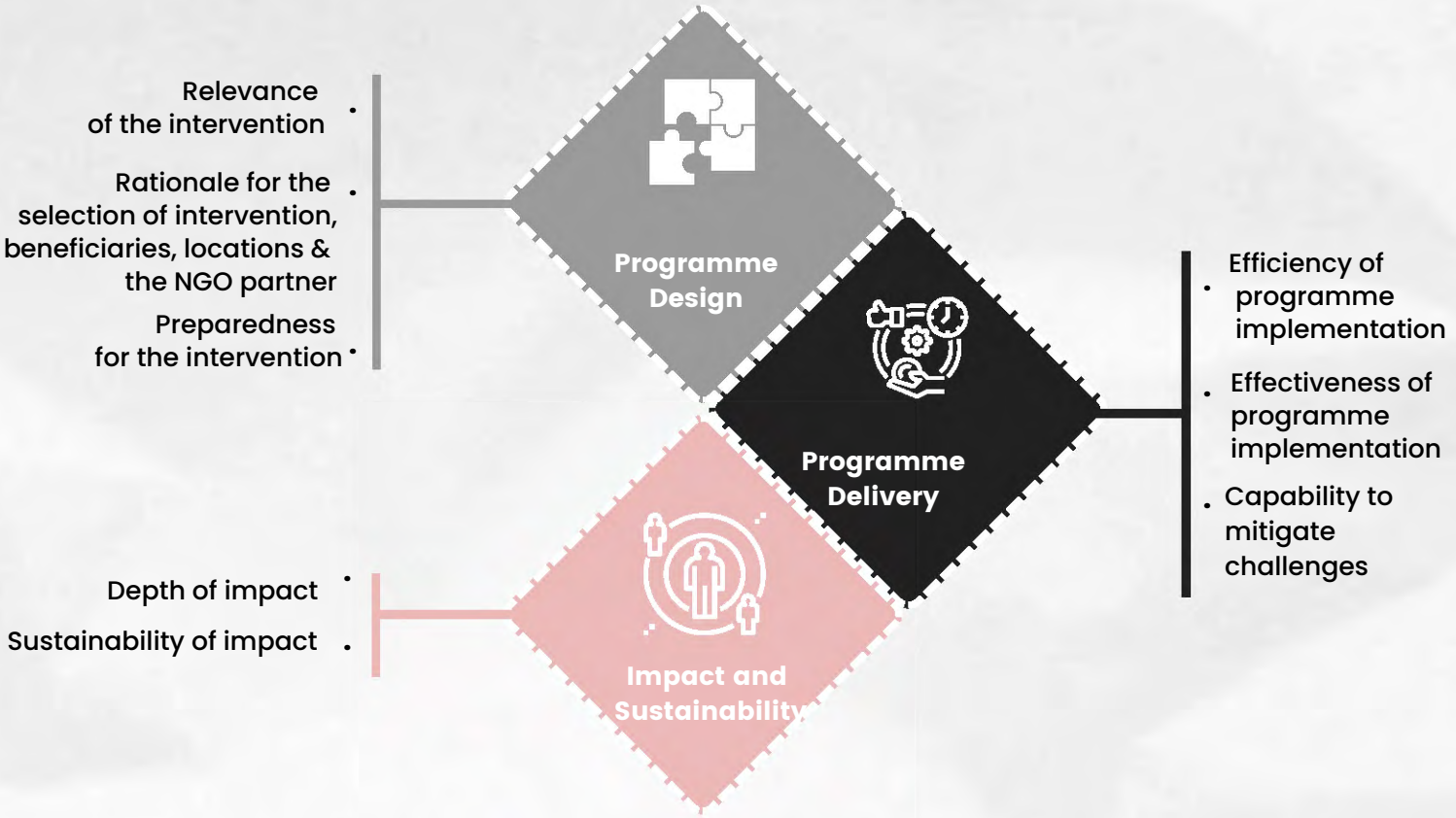
02 To document lessons learned, support evidence-based decision-making, and enhance learning and capacity-building

03 Assess the project on the goals, activities, outputs, and outcomes for achieving the overall impact.

04 Suggest effective measures for improving the program outcomes

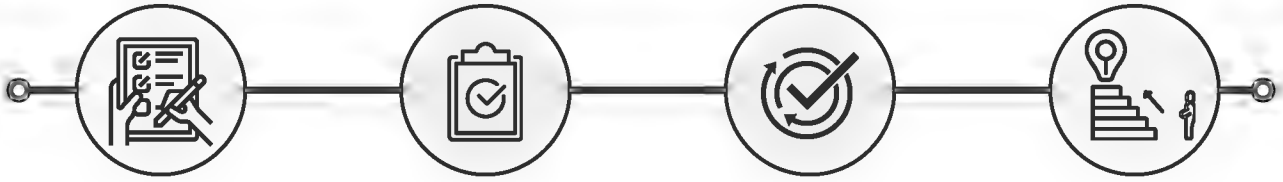
Methodology

The three point assessment framework is used in the assessment is developed by Give Grants based on the OECD-DAC framework for impact assessment. It broadly investigates the following aspects:



Theory of Change

The Theory of Change Framework (ToC) for the given programme is illustrated below:



Input	Output	Outcome	Impact
The specific actions or processes that a programme undertakes to achieve its goals and objectives	The direct and immediate results or products of the activities undertaken	The changes or effects that occur as a result of the outputs and activities	The ultimate and long-term effect or result that a programme or intervention aims to achieve
• Development of biodiversity parks on degraded land • Tank desiltation and restoration • Construction of check dams for water retention • Installation of RO plants and borewell recharge systems • Construction of community agri storage sheds • Organisation of health camps with multi-specialty screening • Child labour awareness sessions and scholarship support • Community awareness sessions on water, health, agriculture, and rights	• Biodiversity parks established with plantation and irrigation systems • Restored water bodies and constructed check dams • Functional RO plants providing safe drinking water • Operational agri storage sheds for farmers • Households screened through health camps and referred for treatment • Parents and children reached through awareness and scholarship programmes • Community members trained on asset use, maintenance, and entitlements	• Increased agricultural productivity and reduced post-harvest losses • Enhanced access to safe drinking water and reduced waterborne diseases • Early detection and improved management of health conditions • Increased school attendance and reduction in child labour • Strengthened community awareness, ownership, and participation in local development • Behavioural shifts towards better health, education, and resource management	• Improved and more stable rural livelihoods with higher incomes • Enhanced community health and reduced vulnerability to diseases • Increased educational continuity for children • Restoration of local ecosystems and biodiversity • Strengthened resilience of farming communities to environmental and economic shocks • More empowered and self-reliant rural communities

Sampling Strategy

253
Survey participants

10
villages

10+
infrastructure observed

30
Key informant interviews

Key Informant Interviews

Shed community leaders: 15

Child awareness respondents: 15

Sample Size Rationale and Limitations

- Purposive sampling. The sampling was done on the overall reach versus specific populations.
- All data is self-reported. Findings represent informed beneficiary perceptions.
- Attribution is not claimed - findings represent contribution to outcomes within a context that includes rainfall variability, market conditions, and other factors

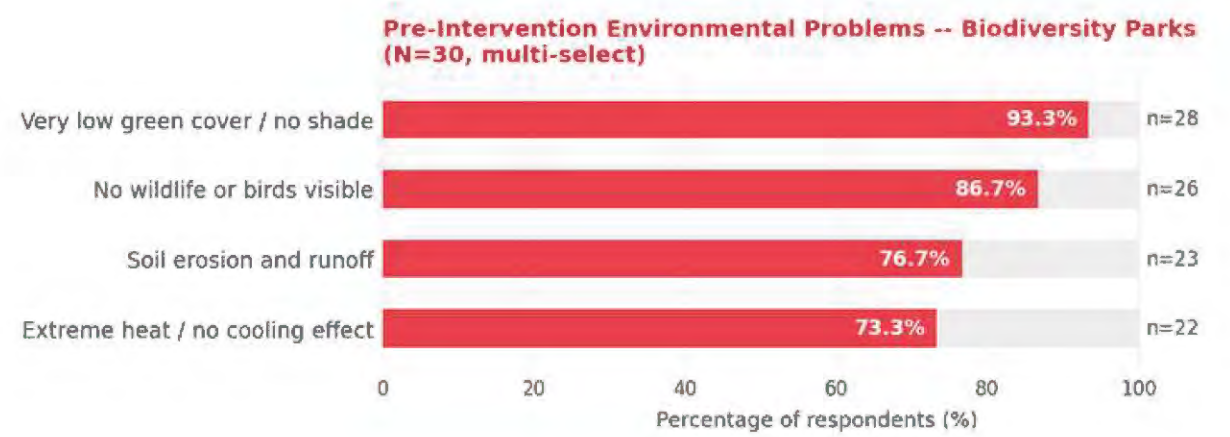
Findings & Analysis

PROGRAM DESIGN — Relevance & Coherence

Relevance

Biodiversity Parks

All four parks were established on land respondents consistently describe as degraded, barren, or abandoned. 70% confirm the land was barren wasteland; 80% report degraded sparse shrubs. The choice of land is therefore well-justified - the intervention restores value to land that had none. Community consultation was strong: 66.7% were genuinely consulted with views considered; 63.3% rate the location as very appropriate.



Tank Desiltation

All 21 respondents in Gangadevipalli reported three simultaneous water crises. The tank had been in degraded or silted condition for 2-5 years (81% of respondents); 57.1% stating it was in urgent need. The intervention addressed not just irrigation deficit but groundwater depletion, livestock water stress, and seasonal landlessness.

Issues prior to Tank Desiltation

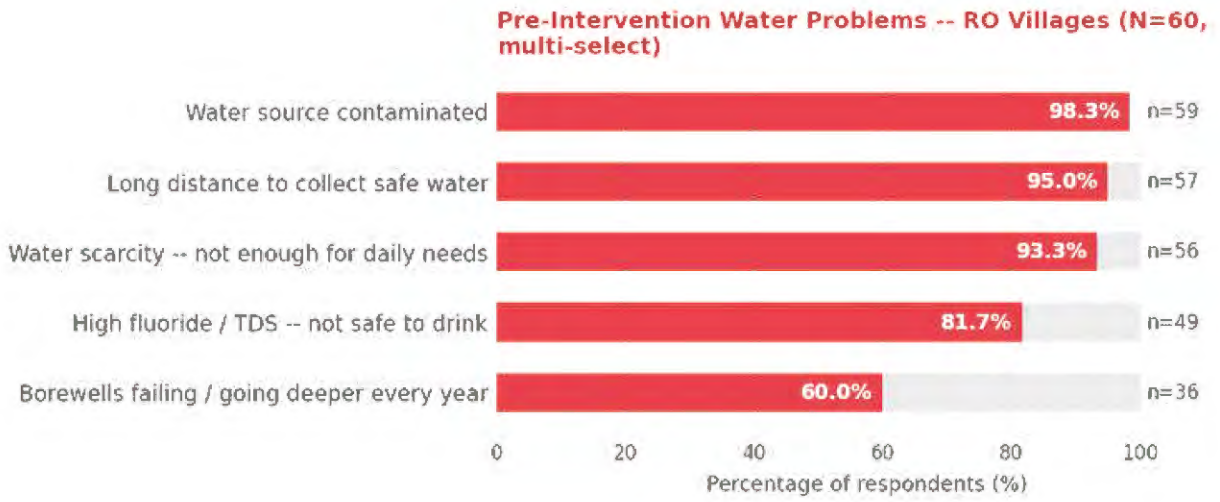
100% Insufficient irrigation water	**100%** Tank dried too early in season	**100%** Borewells going deeper	**95.2%** Left land fallow - no water

Check Dams

In both Pulimvaripalli and Vagemadugu, farmers described severe compound water stress: inadequate rainwater harvesting, declining groundwater, and inability to sustain crops beyond a single season. Community members and NGO staff jointly selected locations based on site surveys with community input.

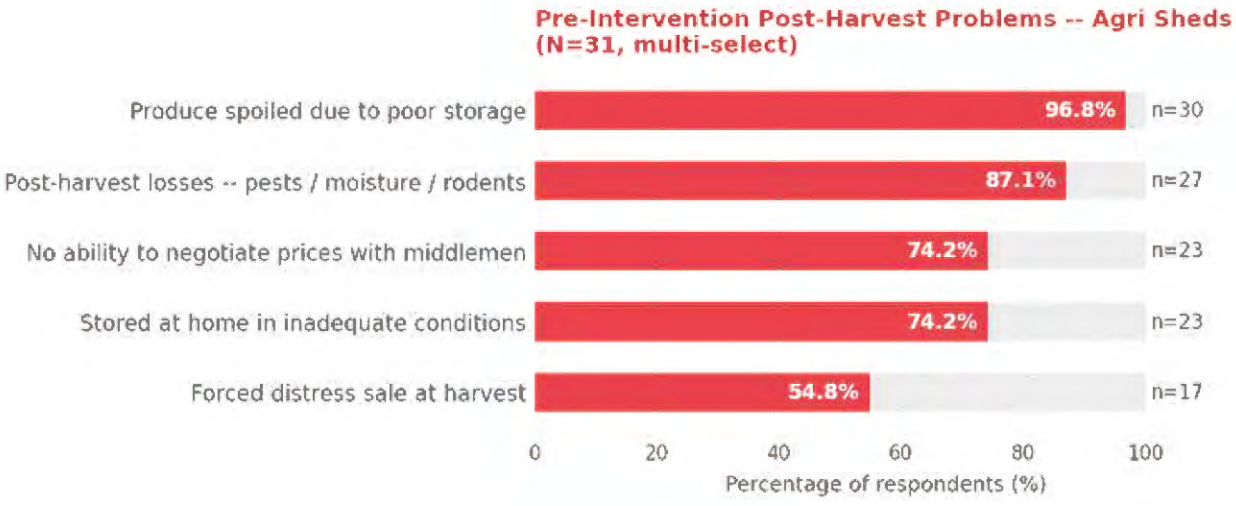
RO Plants & Borewell Recharge

Before installation in Peddavaram and Marlapalem, the water crisis was near-total. Many households were already purchasing RO water from neighbouring villages at their own cost. The intervention replaced a paid, inconvenient, and insufficient arrangement with affordable local access. 91.7% were genuinely consulted; 85% confirm the RO plant was exactly the right solution.



Community Agri Storage Sheds

In Vagemadugu, the post-harvest loss problem was near-universal. 96.8% faced spoilage; 87.1% suffered pest and moisture losses; 74.2% had no ability to negotiate with middlemen; 74.2% stored produce at home in inadequate conditions. The farming demands weather-protected drying of the crops - without it, a single unseasonal rain can destroy an entire season's crop.



Health Camps

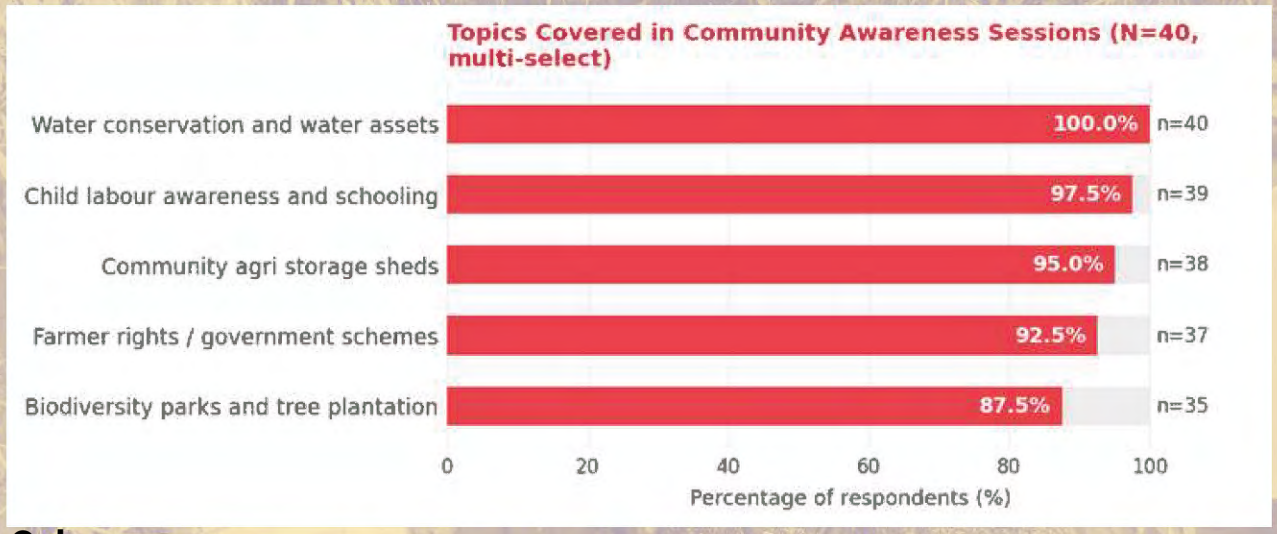
77.4% of Vagemadugu respondents strongly affirm health camps were genuinely needed. 87.1% cited high cost of consultation/treatment as the primary barrier; 71% had no doctor in the village; 58.1% faced long travel distances. Many had never had a formal health check-up. The camp addressed a structural healthcare access gap.

Child Labour Awareness & Scholarships

In Bodhanampadu, children were routinely missing school during tobacco, chilli, and crop harvesting seasons. This was normalised - families did not perceive it as child labour but as necessary household support. Student KIIs confirm irregular and regular farm work during school hours was common. 92% of parents attended the awareness session fully, indicating strong community receptiveness alongside genuine need.

Community Awareness Sessions

Before sessions, community members in Marlapalem and Vagemadugu knew development works were happening but did not understand community ownership, maintenance responsibilities, or long-term benefits. Knowledge gaps spanned fluoride water risks, child labour laws, pesticide safety, and healthcare entitlements. 100% affirm sessions were needed.



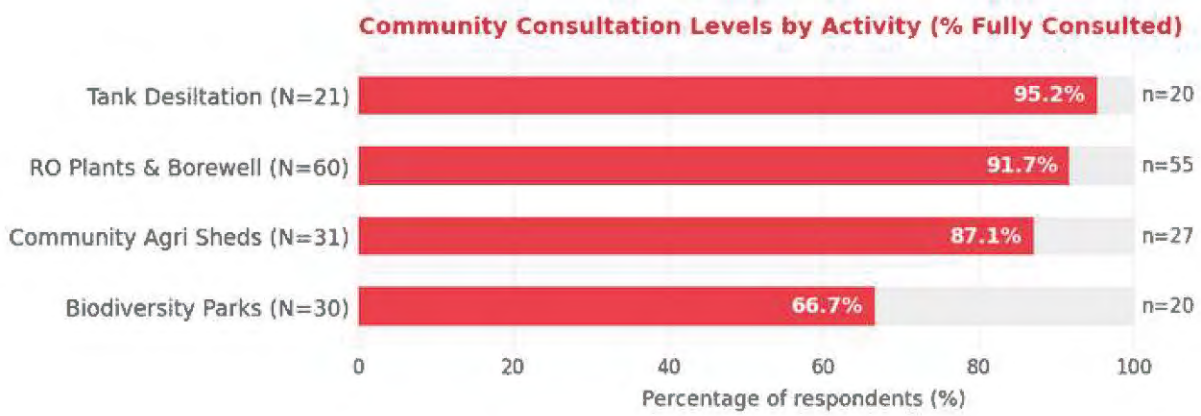
Coherence

Programme Attribution - Communities Awareness

Attribution awareness is strong across the EFFORT programme. 100% of community awareness respondents knew both EFFORT and GPI as responsible organisations - consistently high even before formal sessions, suggesting EFFORT's field presence had established strong recognition. Communities that are aware of the development initiatives for them are more likely to feel committed to them.

Community Consultation - Consistently Applied

Consultation was a deliberate and visible feature across all activity streams. 95.2% of tank desiltation farmers were genuinely consulted; 91.7% of RO beneficiaries confirmed consultation on location and user-fee model; 87.1% of agri shed using farmers had suggestions incorporated; 66.7% of biodiversity park respondents reported that they were meaningfully consulted.



Community Awareness as a Coherence Bridge

The awareness sessions explicitly connected physical assets in each village to community ownership, maintenance duty, and GPI's role - creating institutional accountability that physical interventions alone could not generate. 97.5% of respondents feel much more engaged in village development after the sessions.

Government Scheme Convergence - An Opportunity

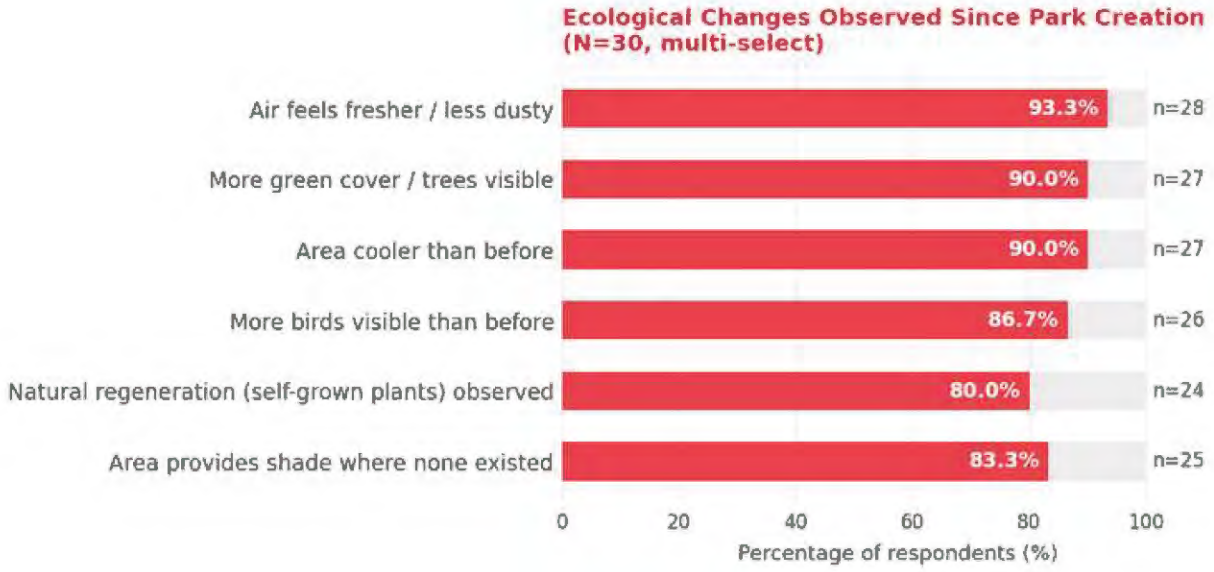
There is an opportunity for convergence with local government schemes, such as MGNREGS for bund maintenance and desiltation, Jal Jeevan Mission for RO plant integration, and PMKSY for watershed work represent untapped opportunities. Future programme cycles could map relevant government schemes at the design stage for each activity.

PROGRAM DELIVERY — Effectiveness & Efficiency

Effectiveness

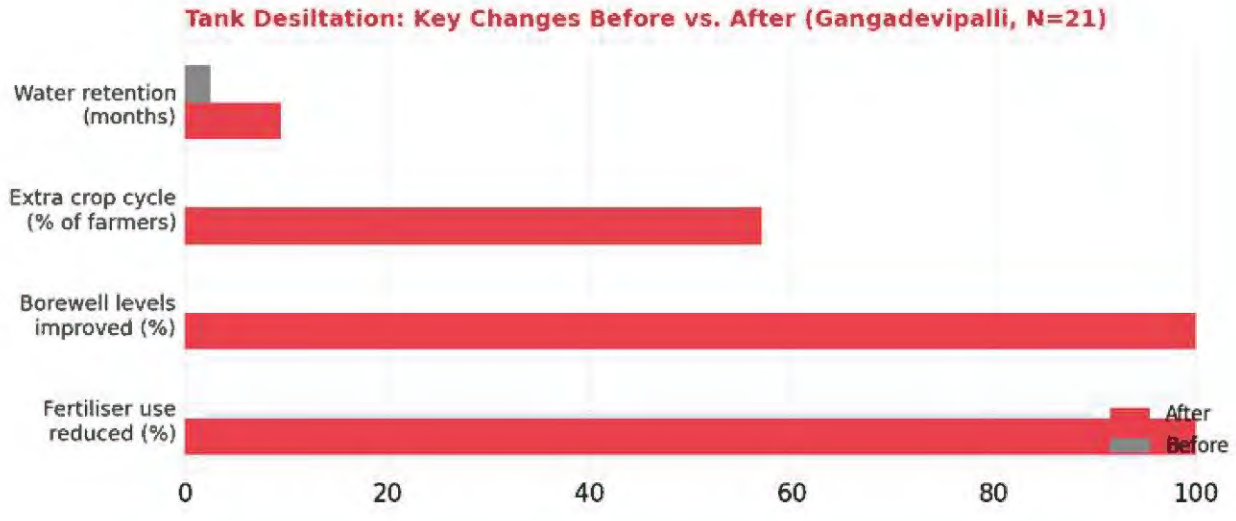
Biodiversity Parks- Ecological Transformation Underway

The four parks are at early-to-mid establishment stage in FY 2022-23. Sapling survival is positive: 56.7% estimate 50-74% survival, 36.7% estimate 75-90%, 6.7% above 90% - within expected ranges for a 1-2 year plantation in a semi-arid climate. Maintenance quality is consistently high: 80% rate it Good and 16.7% Excellent. Watering (96.7%), weeding (93.3%), mulching (93.3%), pest control (86.7%), and sapling replacement (80%) are all active practices.



Tank Desiltation - Water Availability Dramatically Extended

81% confirm the work was fully completed; 71.4% rate quality as Good and 28.6% as Excellent. The defining effectiveness indicator is water retention duration: 90.5% of respondents now report water remaining in the tank for 9-11 months in a typical year, compared to seasonal availability of 2-5 months before the work. All 21 respondents confirm access to more irrigation water, more land under irrigation, and improved groundwater.



Check Dams - Improved Water Storage, Emerging Crop Expansion

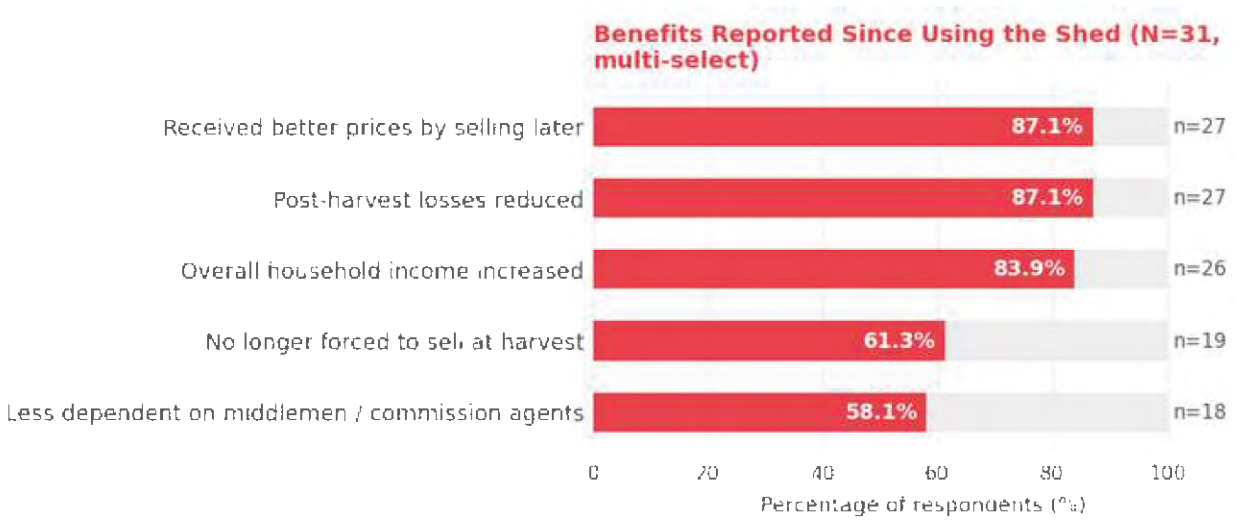
Both check dams in Pulimvaripalli and Vagemadugu are functioning well with no structural damage reported. Water retention of 4-6 months in Vagemadugu and 7-9 months in Pulimvaripalli represents a fundamental change from previous rapid drainage. Farmers in both villages report additional land under irrigation and at least one additional crop cycle becoming viable. KII respondents estimate income gains of 5-20% directly attributable to improved water access.

RO Plants & Borewell Recharge - Near-Universal Functional Access

88.3% report RO plants are fully operational (11.7% mostly), with 81.7% rating water quality as excellent and 76.6% using them frequently; average cost is Rs.236/month, lower than external sources. 86.7% report improved borewell levels, though 63.3% still experience seasonal drying, indicating partial but meaningful improvement in groundwater availability.

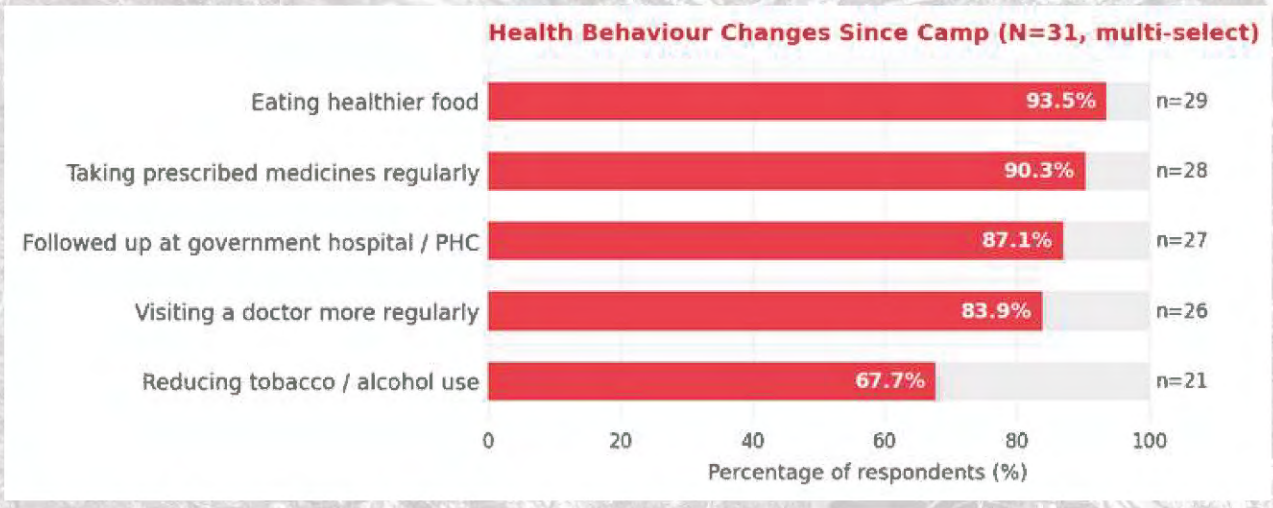
Community Agri Storage Sheds - High Adoption, Quality-Driven Impact

90.3% use the shed regularly every harvest season; 9.7% occasionally - effectively universal. Protected drying and storage improves tobacco and pulses grade and therefore market price at auction. Farmers hold produce for an average of 18 days before selling - enough time to monitor prices and avoid distress sales.



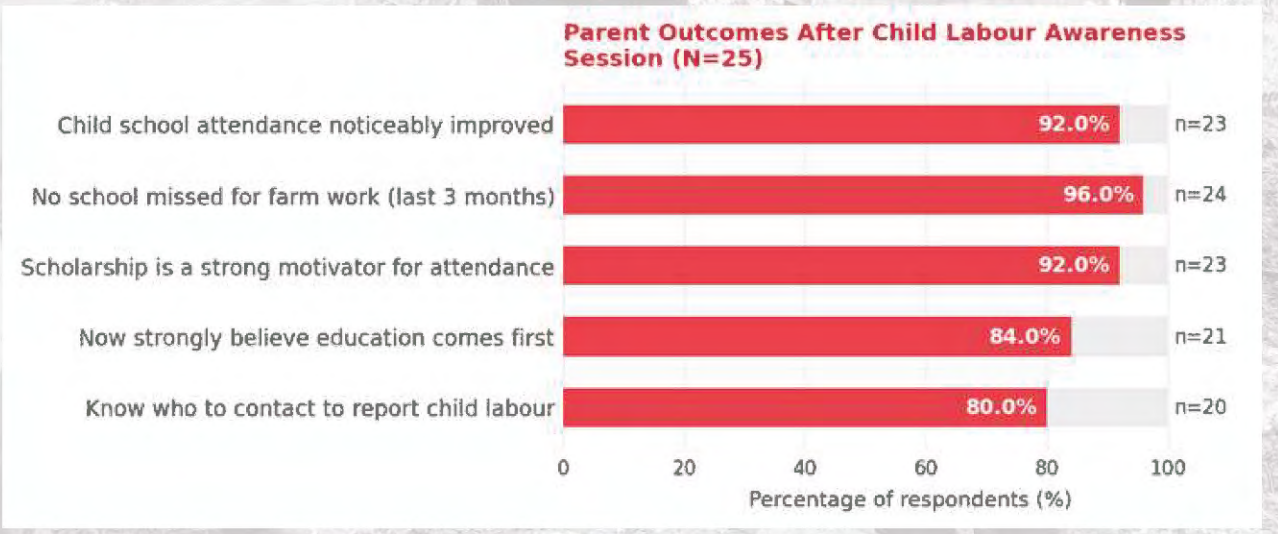
Health Camps - Detection and Durable Behaviour Change

71% had a new health condition identified - primarily high BP, diabetes, and eye problems. 19.4% had a suspected condition confirmed. Services provided included BP (93.5%), blood sugar (96.8%), eye check-up (93.5%), weight/BMI (96.8%), dental (64.5%), and doctor consultation (58.1%). Follow-through was strong: 87.1% followed up at a government hospital; 80.6% started prescribed medicines. These response rates are unusually high for a rural community health intervention.



Child Labour Awareness & Scholarships - Demonstrated Behaviour Change

Among the parents (N=25): 92% attended fully; 92% report child attendance noticeably improved; 96% have not allowed their child to miss school for farm work in the past 3 months; 84% now strongly believe education comes first. Among the students (N=15, Bodhanampadu): all 15 are enrolled and plan to stay until at least Class 10. Multi-format delivery - songs, drama, street plays, village-wide mike announcements - produced unusually high session recall.



I remember songs, dances, street play, and messages given through the mike in the village. They showed examples of children who left school and suffered later. That made a strong impact on us."

— Class 9 student, Bodhanampadu

Community Awareness - Knowledge Uptake Confirmed

100% of the 40 community awareness respondents rated sessions as Very Useful or Extremely Useful. Coverage was broad: water conservation and water assets (100%), community agri sheds (95%), child labour awareness and schooling (97.5%), farmer rights/government schemes (92.5%). Sessions were fully in Telugu and rated easy to understand by 92.5%.

100%

Rated the awareness sessions useful to very useful, showcasing easy understanding

Efficiency

Biodiversity Parks

At Parchur, the programme installed drip irrigation systems and developed two rainwater harvesting ponds - a capital investment that protects saplings through harsh summers at lower operating cost than manual transport. Local worker maintenance keeps overheads low while generating community employment. Converting wasteland into a public biodiversity asset represents significant community value creation relative to CSR investment.

Tank Desiltation

Community-contributed tractor transport for silt distribution at zero programme cost converted a disposal problem into a productive agricultural input. The tank now serves 21 farming households for an estimated 5-7 years before next desiltation is needed.

Check Dams

Both check dams have required no major repairs since construction and have functioned across multiple monsoon seasons. Water stored for 4-9 months per season supports multiple crop cycles - sustained value from a one-time capital investment. No waterlogging, flooding, or community disputes have been reported.

RO Plants & Borewell Recharge

The user-fee model is the key efficiency design feature. At Rs.5-10 per 20-litre can, pricing covers operator salary, electricity, servicing, and filter replacement while remaining affordable for all households including the poorest. 86.7% confirm an active maintenance fund; 65% can organise repairs independently - the most durable operational efficiency outcome in the portfolio.

Community Agri Storage Sheds

The shed model delivers collective infrastructure with individual income benefits at minimal governance overhead. Farmer committee management requires no programme-side administration post-handover. Space shortage during peak tobacco season is the key efficiency constraint - a second unit would multiply impact without proportionally increasing programme costs.

Health Camps

Free multi-service screening (BP, diabetes, eye, dental, consultation, medicines) to 31 households in a single-day format at the Panchayat venue eliminated all transport barriers. Multiple doctors supported the camps. Early detection of BP and diabetes avoids substantially larger emergency healthcare expenditure down the line. 93.5% of respondents report reduced household health expenditure.

Snippets from health camp - taken from NGO

Child Labour Awareness

Multi-format delivery (songs, drama, street plays, mike announcements) combined parent and student sessions in the same village, maximising coverage per field visit. This format produced unusually high session recall - students independently describe specific stories years after the event. The scholarship mechanism adds a continuous financial incentive reinforcing the awareness message at no incremental delivery cost.

interaction with children

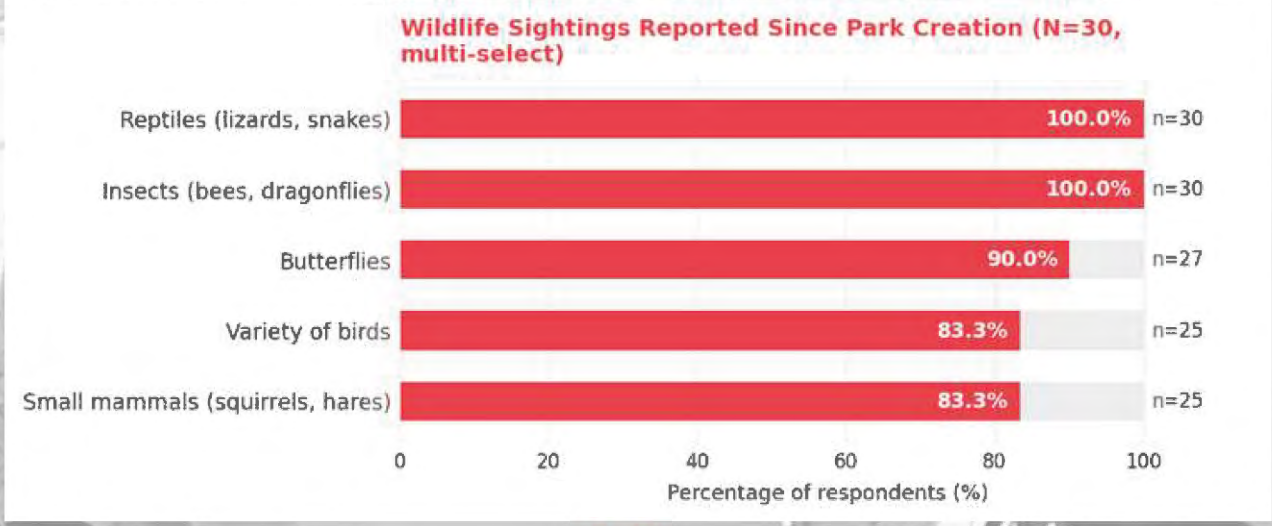
Community Awareness

Sessions covered multiple themes in a single sitting. Evening scheduling accommodated farmers' agricultural schedules. Loudspeaker pre-announcements and Panchayat venue support kept logistics costs minimal. The knowledge-sharing cascade - 55% of respondents shared information widely - demonstrates an organic multiplier effect beyond direct session attendance.

IMPACT

Biodiversity Parks - Ecological Recovery and Community Wellbeing

The most vivid FY 2022-23 impact is the visible transformation of degraded wasteland into a living ecosystem. 90% of respondents notice more green cover and a cooler microclimate; 93.3% report fresher air; 86.7% see more birds; 80% have observed natural regeneration - plants growing without human planting - an early signal that ecological self-sustaining processes are beginning. 43.3% report recreational walking space created where none existed before. Parks have become community gathering spaces - an organic social impact from ecological investment that strengthens community attachment to the parks.

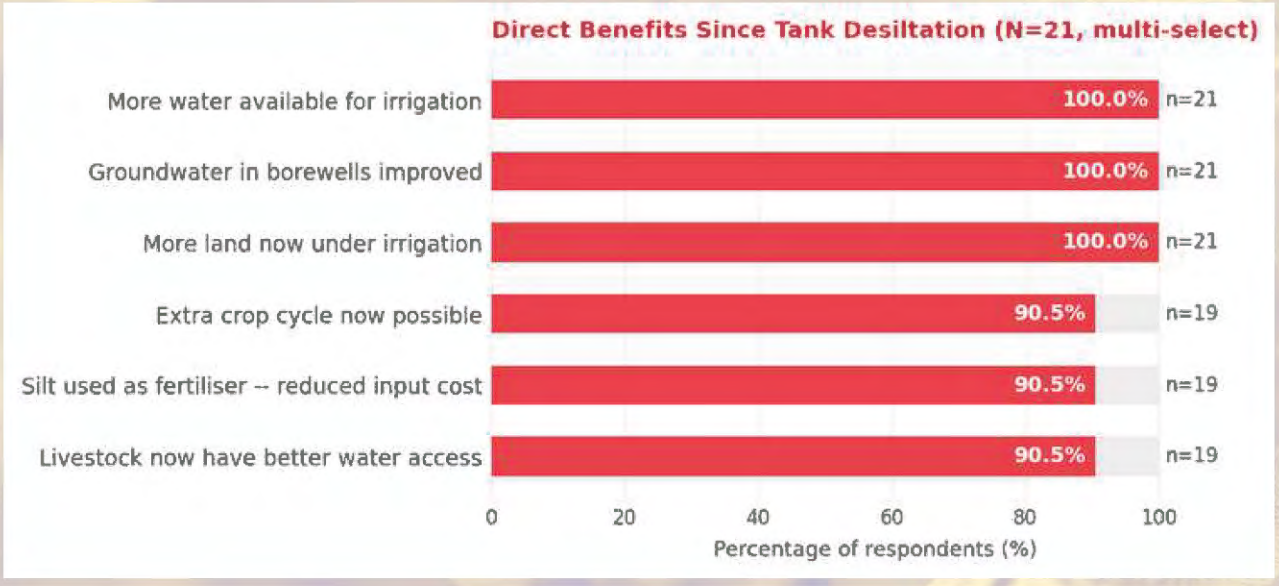


Now families come for short visits. Morning walkers use the park daily. During Karthika Masam people come for vanabhojanalu. School and college students visit for picnic, photography, and recreation.

— Community Leader, Kurichedu Biodiversity Park

Tank Desiltation - Livelihood Transformation

Tank desiltation in Gangadevipalli generated multi-dimensional livelihood impact cascading across water access, agricultural productivity, soil fertility, livestock welfare, and household income. All 21 respondents report: more water for irrigation, more land under irrigation, and improved groundwater in borewells. 90.5% can now farm an additional crop cycle - a structural shift from single-season to double-season farming.

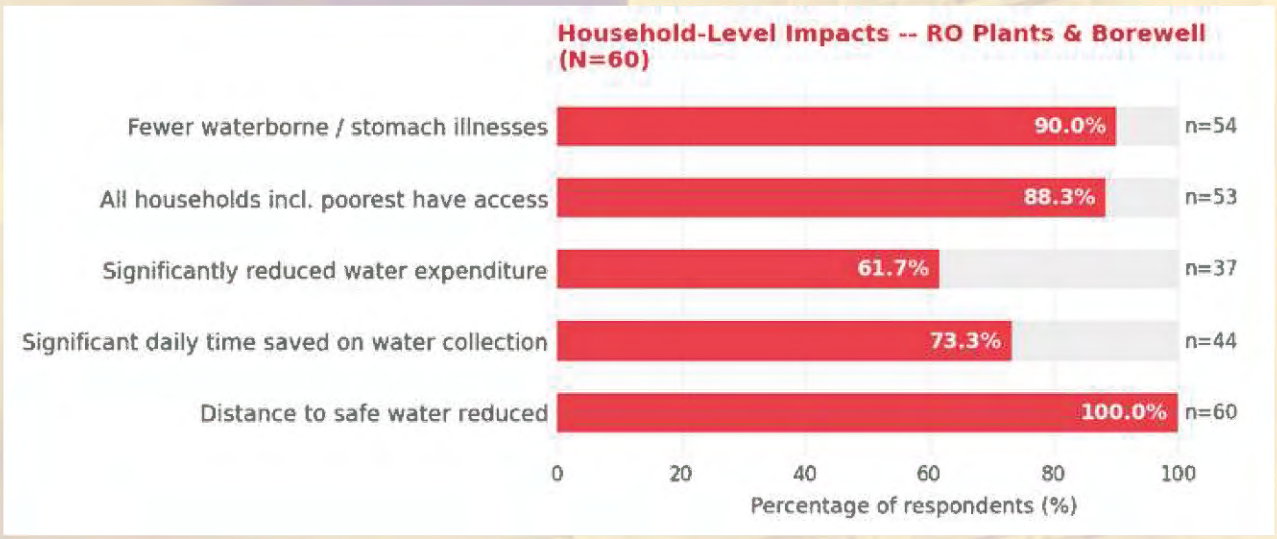


Check Dams - Irrigation Expansion and Income Gains

Community KII respondents consistently report income improvements of 5-20% attributable to check dam construction. Primary impact pathways are additional crop cultivation (farmers now planning second cycles), improved groundwater enabling cost-effective irrigation, and reduced livestock water stress.

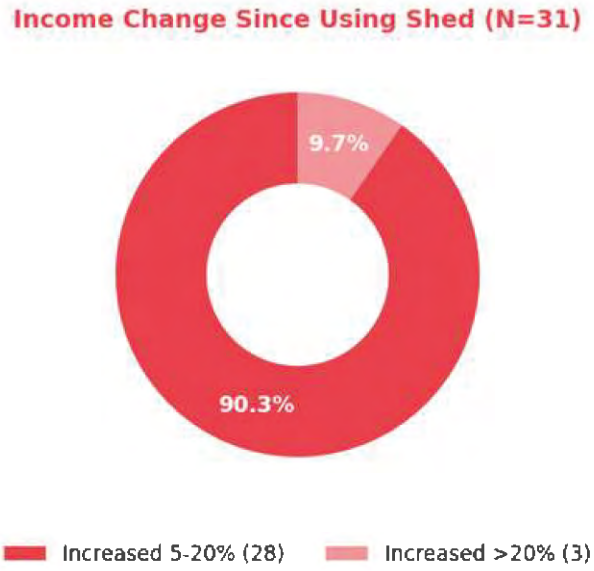
RO Plants & Borewell Recharge - Health and Economic Relief

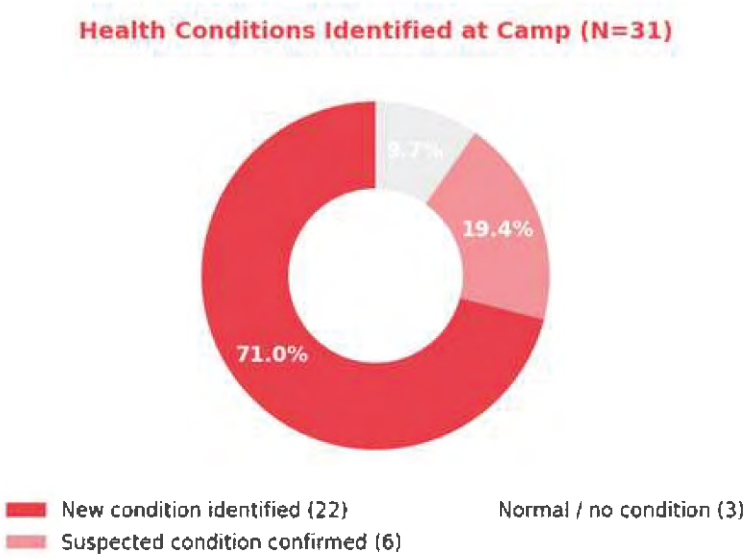
90% of respondents report fewer waterborne and stomach-related illnesses since the RO plant became available. 98.4% report improved access to safe water. 88.3% confirm all households including the poorest now have access - a meaningful equity outcome in villages where water access had been unequalised by purchasing power. The economic saving of Rs.150-200 per month is meaningful for households earning Rs.1-2 lakh annually - representing 1-2% of annual household income freed for other purposes. Time savings are substantial: 73.3% report significant daily time saved, with benefits accruing particularly to women and elderly household members.



Community Agri Storage Sheds - Price Realisation

The shed's impact operates through quality and timing: protected drying improves grade, and holding produce until prices improve avoids distress sales. 87.1% report better prices; 83.9% report overall household income increase; 80.6% report significantly less spoilage. All 31 respondents report income increased.





Health Camps - Detection, Action, and Behaviour Change

Of those with identified conditions, 87.1% followed up at a government hospital; 80.6% started prescribed medicines; 80.6% changed diet or lifestyle; 64.5% who were referred to hospital actually attended. 93.5% are now eating healthier food; 83.9% visit doctors more regularly; 90.3% take prescribed medicines regularly; 67.7% have reduced tobacco or alcohol use. 93.5% report reduced household health expenditure.

Child Labour Awareness - Dual Impact on Children and Parents

For parents: 84% now strongly believe education comes first; 96% have actively not allowed children to miss school for farm work; 92% describe the scholarship as a strong motivator; 64% are fully committed to keeping all school-age children in school until Class 10. For students: all 15 are enrolled and plan to stay. Students are sharing learnings with younger siblings and neighbours, creating informal peer advocates for education within the village.

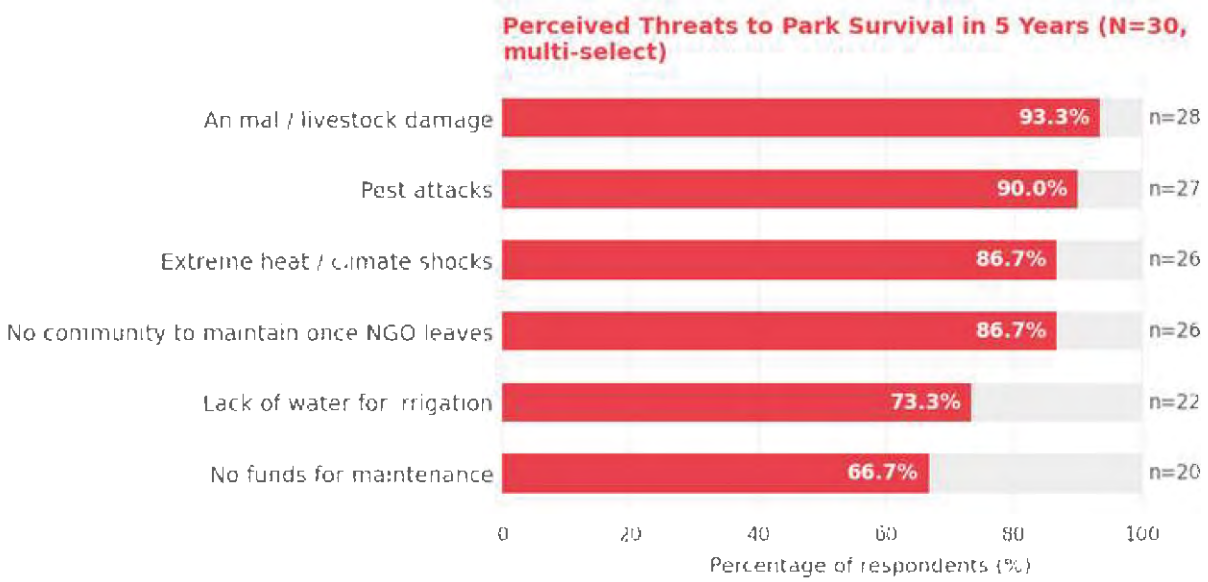
Community Awareness - Strengthened Agency

97.5% feel much more engaged in village development after sessions. 100% know how to maintain water assets and who to contact if something breaks. 95% know the importance of children staying in school. 77.5% have increased awareness of farmer rights and government schemes. The sessions created a more informed and engaged citizenry around the assets that EFFORT and GPI have built - translating physical investment into social capital.

SUSTAINABILITY

Biodiversity Parks - Active Maintenance Phase

In FY 2022-23, EFFORT is appropriately the primary responsible party - 40% confirm EFFORT/NGO manages fully. Only 23.3% report a formal documented handover. The key factor for sustainability is that the parks are actively maintained and performing well, but community ownership needs to be further enhanced to ensure continuity.



Tank Desiltation - Strong Formal Handover

Tank desiltation has achieved the clearest formal sustainability structure in the portfolio. 76.2% confirm formal handover. A dual governance model has emerged: 47.6% report an active water committee and 47.6% report Panchayat responsibility. 61.9% feel strongly personally responsible. 100% say the community would organise future desiltation. The primary long-term risk (42.9%): tank will re-silt in 5-7 years.

Check Dams - Strong ownership

Both check dams show strong community ownership attitude with farmer committees overseeing coordination and maintenance. No structural damage has occurred. The primary sustainability risk identified in KIIs is extreme weather - sudden heavy rainfall could damage structures whose repair would require funds, which need to be managed through a formal community corpus.

RO Plants & Borewell - Financial Sustainability Model Working

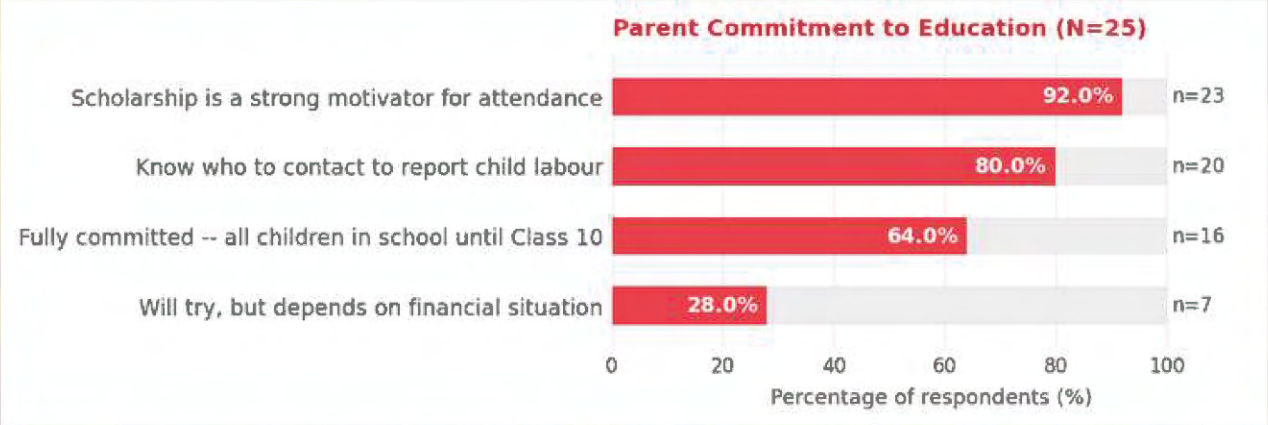
86.7% have an active user-fee maintenance fund. 65% can organise repairs without EFFORT. 73.3% rate 5-year functional sustainability as Likely and 26.7% as Very Likely. The primary sustainability risk (63.3%) is major breakdown, for which efforts towards maintaining a fund should be done.

Community Agri Sheds - Committee-Managed

74.2% confirm the shed is managed by an elected farmer committee. 64.5% feel strongly personally responsible. 71% confirm the community would manage and fund future repairs. However, 29% still believe EFFORT/NGO must return for major repairs - a residual dependency for high-cost maintenance. Physical condition is good: 77.4% rate it Good and 16.1% Excellent.

Child Labour Awareness - Sustained Intent, Conditional Commitment

64% of parents are fully committed to school until Class 10; 28% mentioned it would depend on financial circumstances. 80% of parents know whom to contact to report child labour. Students show strong intent, with peer-sharing creating a within-community sustainability mechanism.



Community Awareness - Peer Sharing as Sustainability

55% have shared information with many others; 45% with a few - total sharing is 100%. 65% believe community leaders can continue sessions independently with basic materials and guidance. The cascade is already happening organically. With modest support, this can become a self-sustaining community practice.

OECD-DAC Assessment Ratings

This study applies the OECD-DAC framework, assessing the project across six criteria: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.

For each criterion, the share of positive responses was calculated and converted to a 1–5 score (5 = highest) using:

Score = 1 + (Average % of positive responses ÷ 100) × 4.

Qualitative insights from KIIs and institutional data were used to triangulate and contextualize the findings.

Criterion	BioParks	Tank desiltation + Check dams	RO + Borewell	AgriSheds	Health Camps	CL Awareness + community awareness	Evidence Summary
Relevance	**5**	**5**	**5**	**5**	**5**	**5**	All 8 streams address severe documented needs confirmed by 66-100% of respondents per stream
Coherence	**3**	**3.5**	**4**	**3**	**3**	**4**	Strong consultation (66-95%) but GP involvement limited to logistics. Government scheme convergence is a missed opportunity.
Effectiveness	**4**	**4**	**5**	**5**	**4**	**5**	Parks early-stage but strong maintenance. Tank and sheds near-complete. Borewell recharge partial. Health and CL awareness high.
Efficiency	**4**	**4.5**	**4**	**4**	**4**	**4**	User-fee (RO), silt co-benefit (tank), committee model (sheds), multi-format delivery (CL) are standout efficiency features.
Impact	**4**	**4.5**	**4**	**4**	**4**	**4.5**	Measurable income gains, ecological recovery, health behaviour change, and child enrolment improvement across all streams.
Sustainability	**4**	**3.5**	**4**	**3**	**4**	**4**	RO user-fee and tank formal handover strongest. Parks in EFFORT maintenance phase. CL conditional on scholarships.
COMPOSITE SCORE	**4**	**4.25**	**4.3**	**4**	**4**	**4.4**	**Portfolio average 4.2/5.** Tank desiltation and CL awareness are highest-performing. Parks and check dams show growth potential as implementation matures.

SWOT Analysis

STRENGTHS

- High performance: 4.2/5 portfolio score
- Strong impact: better water access, incomes (+5–20%), health outcomes
- High utilisation: ~90%+ usage across key assets
- Integrated model: infrastructure + behaviour change
- Efficient design: user-fee (RO), silt reuse, community committees

WEAKNESSES

- Government convergence can be stronger
- Dependence on only CSR (health camps, scholarships)

OPPORTUNITIES

- Convergence with schemes (MGNREGS, Jal Jeevan Mission, PMKSY)
- Scale high-performing models (tank, sheds, awareness)
- Formalise governance (committees, maintenance funds)
- Introduce monitoring systems (health, education, assets)

THREATS

- Sustainability risk due to lack of institutional funding
- Climate risks affecting water and ecology assets

Recommendations

The recommendations are targeted towards future projects of similar nature and some enhancements in the current project - in case required.

Formalise Community Committees and Handover Before EFFORT Reduces Presence
Form community committees and complete formal handover of assets (especially parks) to ensure local ownership

Install Water Points at Each Park for Summer Independence
73.3% of community members cite water scarcity as the top park survival threat. A borewell or overhead tank at each site protects the planting investment. Explore MGNREGS or community corpus contribution.

Map MGNREGS and PMKSY Entitlements for All Water Infrastructure Sites
Link all water and infrastructure assets to government schemes (MGNREGS, PMKSY, Jal Jeevan Mission)

Create Community Maintenance Corpus for all infrastructure
Facilitate Rs.50-100 annual contribution per beneficiary household for each of the 5 EFFORT sites, with the gram panchayat as custodian. Provides a buffer for minor repairs without requiring future CSR investment.

Annual CL Awareness - Expand to Neighbouring Villages
Reinforce sessions annually in Bodhanampadu and the neighbouring villages. Maintain the dual parent + student format that demonstrated strong session recall and behaviour change. Ensure that the program scales by itself.

Equip Community Leaders to Run Awareness Sessions Independently
65% of respondents believe they can continue sessions without EFFORT. Provide a simple Telugu facilitator guide and awareness posters per village, and hold a half-day training for 2-3 community volunteers.


give | grants

GODFREY PHILLIPS
INDIA LIMITED

IMPACT ASSESSMENT REPORT

2022-23

Project:
Farmers Welfare and Community Development Initiatives | Bala Vikasa Society

give | grants

Table of Contents

Executive Summary

Category	Project Details
Project title:	Farmers Welfare & Community Development Initiatives — GPI CSR Programme
FY covered:	FY 2022-23 (1 April 2022 – 31 March 2023)
CSR grant :	Rs. 159.95 Lakhs
Methodology	Mixed-methods: quantitative surveys with 233 farmers (183 Agri Shed, 50 Check Dam) and qualitative key informant interviews with 19 community leaders and farmer respondents, applying the OECD DAC evaluation framework
Location:	Prakasam District, Andhra Pradesh — 5 Mandals, 15 villages
Implementation Agency:	Bala Vikasa Social Service Society,
Assessment Agency:	Give Grants

This report presents the findings of a third-party impact assessment of GPI's Farmers Welfare and Community Development Initiatives, implemented by Bala Vikasa Social Service Society across Prakasam District, Andhra Pradesh in FY 2022-23. Bala Vikasa has since fully exited the programme, and all community assets have been handed over to the beneficiary communities. The assessment provides an independent evaluation of what was built, what impact was achieved, and critically, how well communities are sustaining those assets without continued NGO support.

Desilted tank

Programme reach

15	1204	4
villages impacted	farmers benefitted through sheds,check dams, tanks and awareness sessions	Biodiversity Parks developed in Darsi, Kurichedu, Vitramrajupalli and Parchuhr

Key findings

The programme has delivered strong and measurable outcomes across all activity streams. The following outcomes are reported as per surveyed farmers and community members in the sampled villages.

Community Agri Sheds

- 99.5% of farmers report a reduction in post-harvest losses
- 98.4% report increased household income from farming
- 88% report reduced dependence on loans and debt
- 87.4% of sheds are well maintained and actively used more than two years after construction

Check Dams

- 100% of farmers report groundwater improvement since dam construction
- 42% have achieved at least one second crop — up from zero pre-intervention
- 98% of livestock-owning farmers report improved livestock conditions
- Maintenance responsibility needs to be formally defined and assigned to protect these gains

Desiltation, Bund Strengthening, and Training

- Post-monsoon water availability extended from 2–3 months to 4–6 months
- All 10 respondents applied excavated silt to fields; self-reported yield gains of 15–30%
- Two farmers who previously migrated seasonally now remain in the village year-round

Activity	OECD-DAC Score (out of 5)
Community Agri Sheds	4.2
Check Dams	3.8
Desiltation, Bund Strengthening and Training	4.2
Average portfolio score	**4.1**

Introduction

Bala Vikasa Social Service Society (Societies Act registration no. 569/1991, CSR registration no. CSR00000313) is a Telangana-based NGO with over three decades of experience in community development, water conservation, and rural livelihoods across Andhra Pradesh, Telangana, and several other states. The CSR agreement with GPI was executed on 2nd May 2022 (effective 1st April 2022) for a 12-month programme period for farmers welfare and community development initiatives . Bala Vikasa has since completed its engagement and fully exited all programme villages.

The programme evolved substantially from its initial design across four quarterly work plans. Key adaptive changes- all made in coordination with GPI's local team are documented below:

Activity	Planned	Delivered	Reason for Change
Tank Desiltation	6 villages, 5,000 loads each	Poluru - 1,869 loads, 4,200 cu.m	Monsoon onset (16 June) halted remaining 5 villages; unspent funds reallocated to check dams with GPI approval
Community Agri Sheds	450 units at ₹15,000 per unit (small tarpaulin sheds)	~51 units @ ₹1,50,000 (RCC pole barns) across 13 villages	Unit cost increased to accomodate farmers' needs for larger space and durability. Per farmer unit cost remained the same but with superior durability.
Check Dams	1 check dam (originally proposed at Poluru / Yeddanapudi)	2 check dams: West Venkatapuram (16 metres) and Peda Gudipadu (42 metres)	Location changed due to frequent flooding and feasibility.
Bund Strengthening	Multiple villages across project area	575 RMT at Poluru	Implemented post-desiltation as designed; delayed from Q1 to Q2 (Jan 2023) due to monsoons.

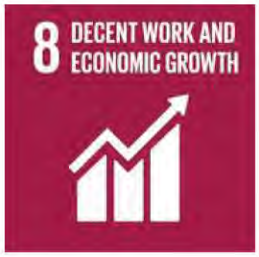
The programme is in alignment with the following Sustainable Development Goals (SDGs) outlined in the United Nations Agenda 2030.

Target 1.4
Ensure equal rights to economic resources, basic services, and access to natural resources.

Target 1.5
Ensure equal rights to economic resources, basic services, and access to natural resources.

Target 6.4
Substantially increase water-use efficiency and ensure sustainable withdrawals.

Target 6.6
Protect and restore water-related ecosystems.



Target 8.3
Promote development-oriented policies supporting productive activities and decent job creation.

Target 8.6
By 2020, substantially reduce the proportion of youth not in employment, education or training.

Target 13.1
Strengthen resilience and adaptive capacity to climate-related hazards

Target 13.3
Improve education, awareness, and capacity on climate change mitigation and adaptation.

Scope of Study

Objectives

01 To assess the relevance, coherence, effectiveness, impact, and sustainability of the Godfrey Phillips India Ltd. CSR programs

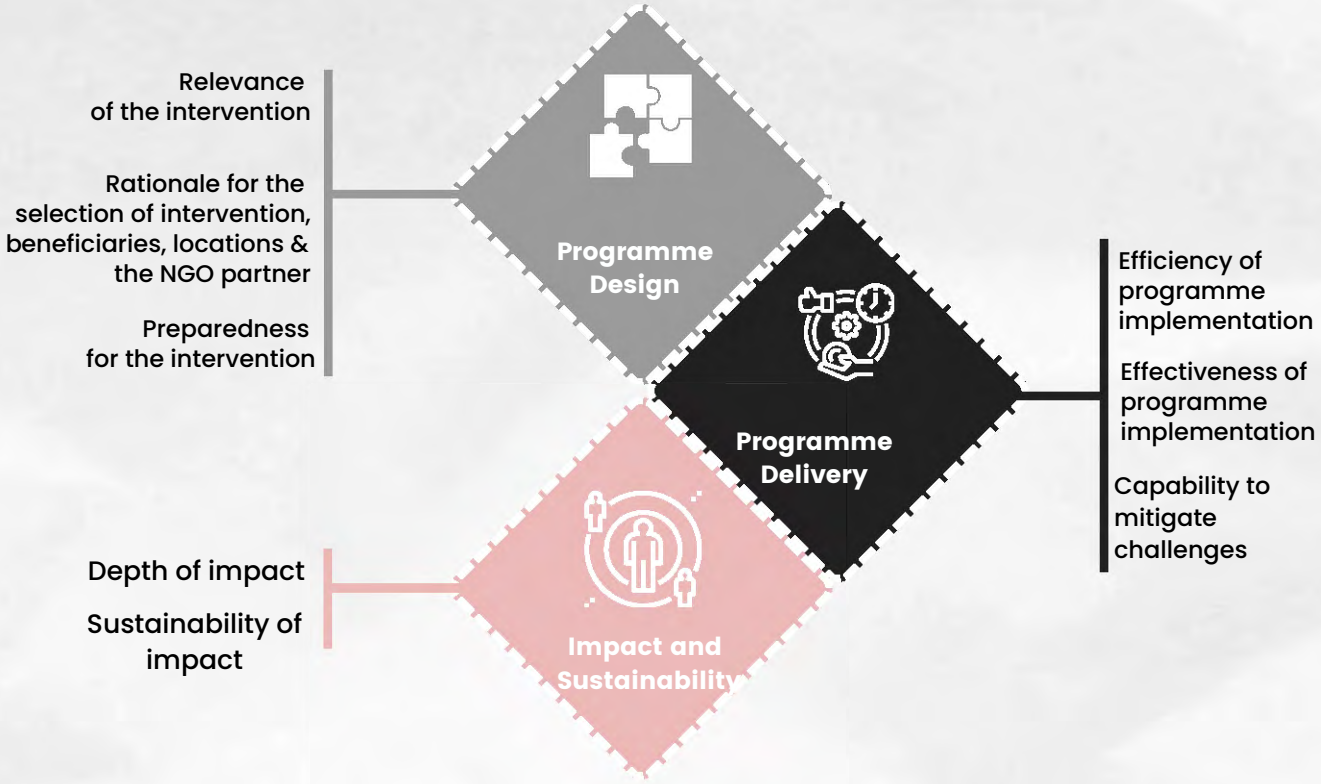
02 To document lessons learned, support evidence-based decision-making, and enhance learning and capacity-building

03 Assess the project on the goals, activities, outputs, and outcomes for achieving the overall impact.

04 Suggest effective measures for improving the program outcomes

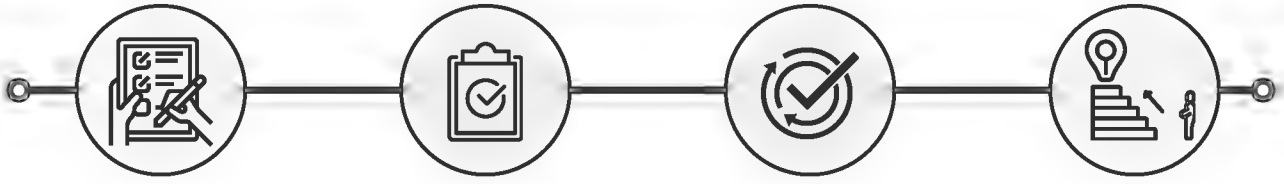
Methodology

The three point assessment framework is used in the assessment is developed by Give Grants based on the OECD-DAC framework for impact assessment. It broadly investigates the following aspects:



Theory of Change

The Theory of Change Framework (ToC) for the given programme is illustrated below:



Input	Output	Outcome	Impact
The specific actions or processes that a programme undertakes to achieve its goals and objectives	The direct and immediate results or products of the activities undertaken	The changes or effects that occur as a result of the outputs and activities	The ultimate and long-term effect or result that a programme or intervention aims to achieve
• CSR grant from GPI (₹536.79 Lakhs) channelled through Bala Vikasa Social Service Society • Bala Vikasa's field presence ~51 shared RCC-pole barns constructed across 13 villages under a farmer-led, reimbursement-based model • 2 check dams built in Donakonda Mandal , harvesting monsoon runoff to recharge groundwater • Poluru irrigation tank desilted (1,869 loads, 4,200 cu.m restored); bund strengthened (575 RMT) • Awareness sessions for farmer communities	• 1204 farmers reached directly for all the activities • ~51 shared storage barns operational across 13 villages; 2 functioning check dams; 1 restored irrigation tank and reinforced bund • 5 watershed committees formed, trained, and operational • Excavated silt from Poluru tank applied by all beneficiary farmers to their own fields — a zero-cost soil amendment co-benefit • Farmer awareness sessions conducted in the 15 villages where program was implemented	• Post-harvest losses eliminated or sharply reduced for 99.5% of shed beneficiary farmers • Farm income increased for 98.4% of shed farmers; price improvement of 10–35% achieved by the majority through market timing • Debt dependence reduced for 88% of shed farmers — fewer emergency loans, reduced moneylender dependence • Water availability in Poluru extended from 2–3 months to 4–6 months post-monsoon; yield gains of 15–30% self-reported across respondents	• Stabilised household incomes across 544 farming families — reducing vulnerability to seasonal crop failure, price volatility, and weather events • Livelihood diversification beyond single-crop tobacco dependence — second crop income and improved soil productivity create a more resilient economic base • Reduced distress migration — families remain in the village, strengthening local economic and social fabric

Sampling Strategy

183
Farmer Survey
Storage Shed

50
Farmer Survey
Check Dams

10
Qualitative Survey
Desiltation, Bund Strengthening, Training & Capacity Building

09
Key informant interviews
Across all initiatives

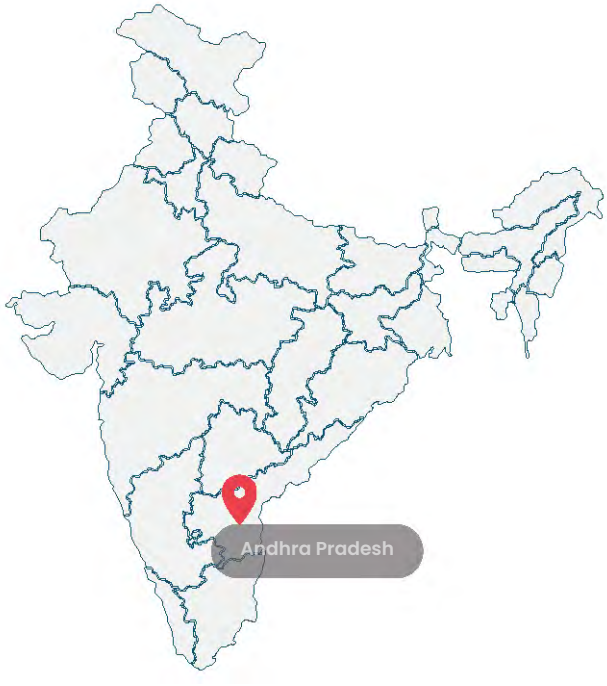
Key Informant Interviews

Shed community leaders: 6

Check Dam Community Leaders: 3

Sample Size Rationale and Limitations

- The sampling was done on the overall reach versus specific populations.
- All income and debt data is self-reported without pre-intervention baselines or verified records. Findings represent informed beneficiary perception, not externally audited financial change.
- The Poluru qualitative sample (n=10, all male) covers three separate activities. Activity-level analysis is based on the structured thematic modules within the guide.
- Check dam quantitative data covers only Peddagudipadu. The second dam at West Venkatapuram was not included due to field logistics.



Findings & Analysis

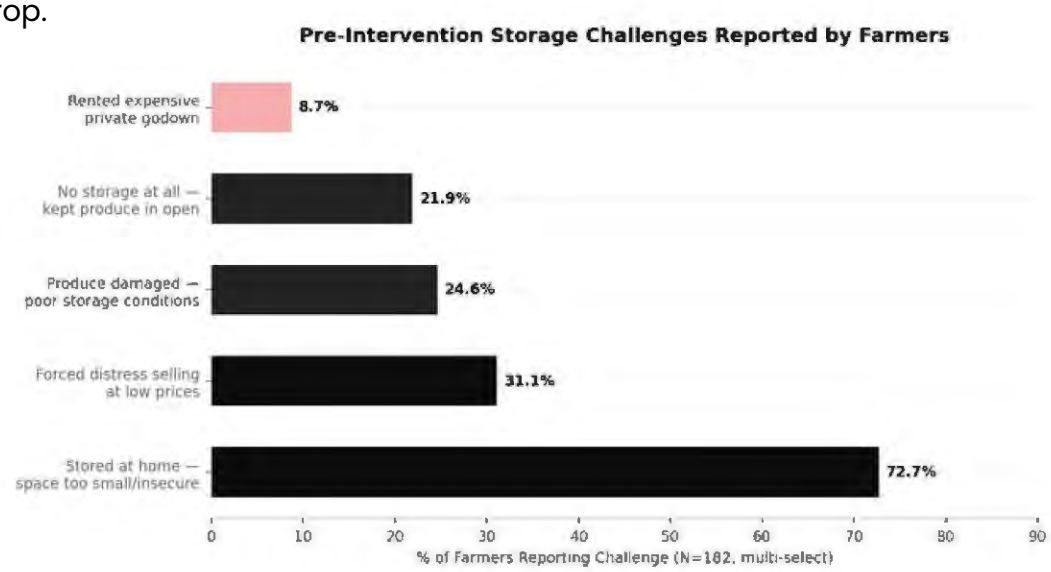
PROGRAM DESIGN — Relevance & Coherence

RELEVANCE

This section assesses genuine, documented need for each interventionand if the design was appropriate to address that need.

Community Agri Sheds — A Real Opportunity

Before the shed was built, almost every farmer surveyed mentioned (182 out of 183 -99.5%) that they faced problems storing their harvested produce. This wasn't just about a lack of space. Farmers had no covered area to dry and protect tobacco leaves. As a result, even one night of heavy rain could damage or completely ruin their entire crop.



In West Gangavaram, a very interesting safety dimension emerged during the survey. Farmers often had to go out into open fields at night during the rains to check on their tobacco crops. This exposed them to risks like snake encounters, as confirmed by community leaders from three different households. With the shed now in place, farmers no longer need to take these night trips, effectively removing this risk.

Check Dams — Systematic Water Scarcity, Confirmed

46 out of 50 farmers (92%) surveyed reported facing moderate to severe water shortages before the dam was built, . The biggest issue, reported by 37 farmers (74%), was that there was no water available for a second crop after the tobacco harvest. This meant that, for most farmers, the period after tobacco season could not be used for any additional farming or income.

> *"Before the check dam, water was a big problem in our village, especially in dry months. We depended only on rains and small streams, and there were no borewells in many places. We struggled a lot and had to carry water from far."*
>
> **— Community member**

Tank Desiltation , Bund Strengthening & Training

All 10 qualitative respondents describe a tank that had become almost unusable, silted over, overgrown with weeds, incapable of retaining water beyond 2–3 months after the monsoon. This was not a recent problem; the tank had been deteriorating for years. One respondent recalls a flood event from approximately a decade prior caused by bund overflow, establishing that the bund had been structurally at risk for a long time. Every respondent confirmed water shortage and low yield as their primary farming challenges before the programme - these challenges were also addressed in the training programs

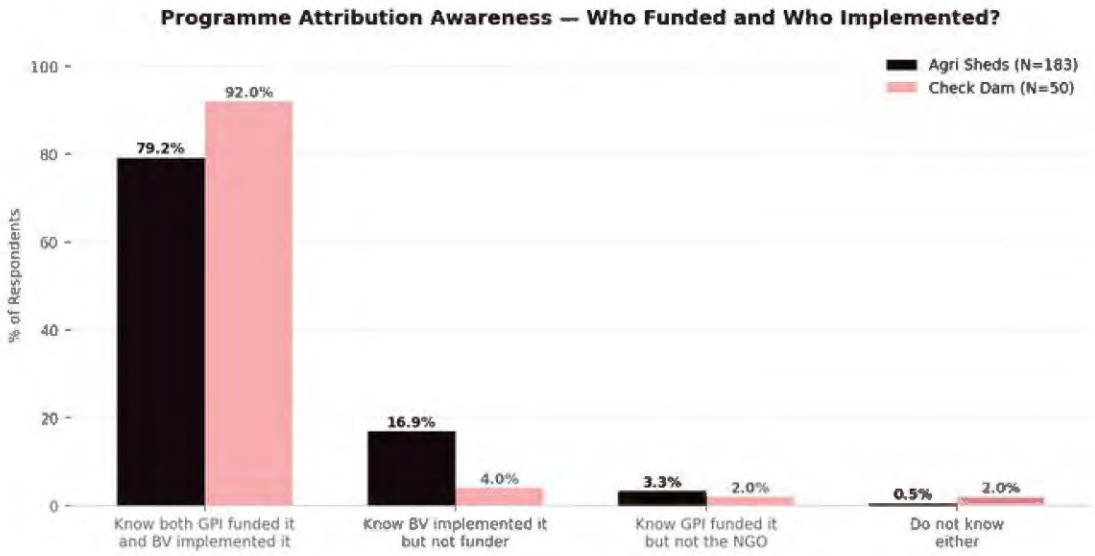
Desilted tank

COHERENCE

This section assesses if the interventions are integrated with community governance structures & local planning processes in a way that would sustain outcomes beyond Bala Vikasa's involvement

Programme Attribution- Communities Know Who Did What.

Attribution awareness is strong across both activity streams — 92% of check dam farmers and 79.2% of shed farmers correctly identified both GPI and Bala Vikasa. The higher rate for the check dam likely reflects its visibility as a single large structure in one village, compared to sheds distributed across 13 villages through a farmer-led process. Communities that know who built their infrastructure are more likely to feel accountability towards maintaining it.



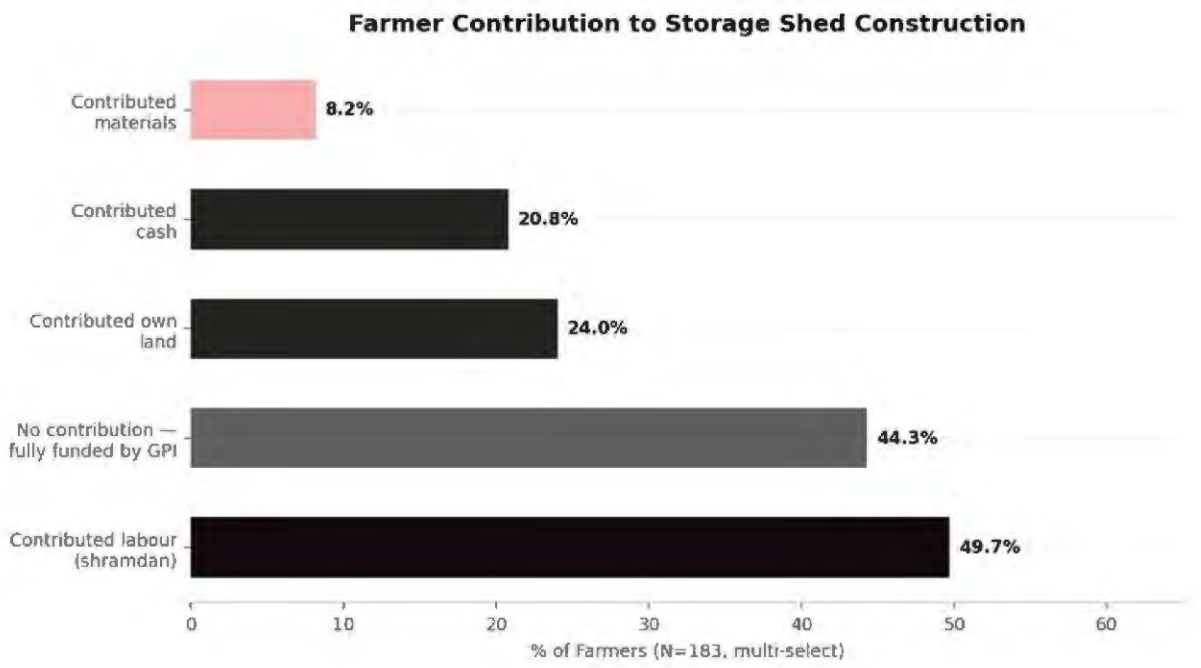
Community Consultation — Strong, Particularly for Check Dam

Most farmers in shed villages were involved through village meetings (65%, 119 out of 183 farmers), while over half (57%, 105 farmers) also participated in planning through selected representatives. Beyond consultation, the cost-sharing model deepened engagement, as farmers were not just asked for input but also contributed directly by constructing the sheds themselves. The following table gives a breakup of farmers responses when asked what was the level of consultation done before implementation:

Level of Consultation Before Implementation	Agri Shed farmer response (N=183)	Check Dam farmer response (N=50)
Fully consulted — farmers' inputs taken into design	87 farmers (47.5%)	27 farmers (54.0%)
Partially consulted — some meetings held	95 farmers (51.9%)	22 farmers (44.0%)
Informed only / no consultation at all	1 farmer (0.5%)	1 farmer (2.0%)

Farmer Contribution to Shed Construction

Farmers were asked what they personally contributed to the storage shed project. A farmer could have contributed only land, or both labour and land or not contributed anything. The full distribution is shown below:



The majority of farmers have a tangible personal stake in their shed. 49.7% contributed labour (shramdan), 24% land, 20.8% cash, and 8.2% materials. The 44.3% reporting no personal contribution reflects genuine variation in cost-sharing arrangements between and within villages. The co-investment model is visible in the data: the majority of farmers have a tangible personal stake in the shed through their own time, land, or money. This model brings a lot of accountability to the equation.

Government Scheme Convergence — An Opportunity to be explored

Prakasam District has active watershed development programming under PMKSY, and MGNREGA provides a natural and existing funding mechanism for cyclical bund maintenance and tank desiltation; the very activities this programme demonstrates high community demand for. Future programming has a clear opportunity to link these community assets to government scheme pipelines, embedding long-term maintenance within funding streams that already exist for this purpose.

Check dam observation

Coherence Strength — Poluru's 3-Tier Monitoring Model

The Poluru desiltation was the programme's strongest coherence example. Bala Vikasa deployed a genuine 3-tier monitoring structure: temporary youth supervisors stationed at the tank daily to record tractor loads, community committees cross-checking records and triangulating with silt-applying farmers, and project staff conducting periodic measurements. Farmers also attended training at Bala Vikasa's centre in Warangal, not just a village-level orientation, receiving both technical and institutional learning. This level of process integration created shared accountability during implementation.

PROGRAM DELIVERY — Effectiveness & Efficiency

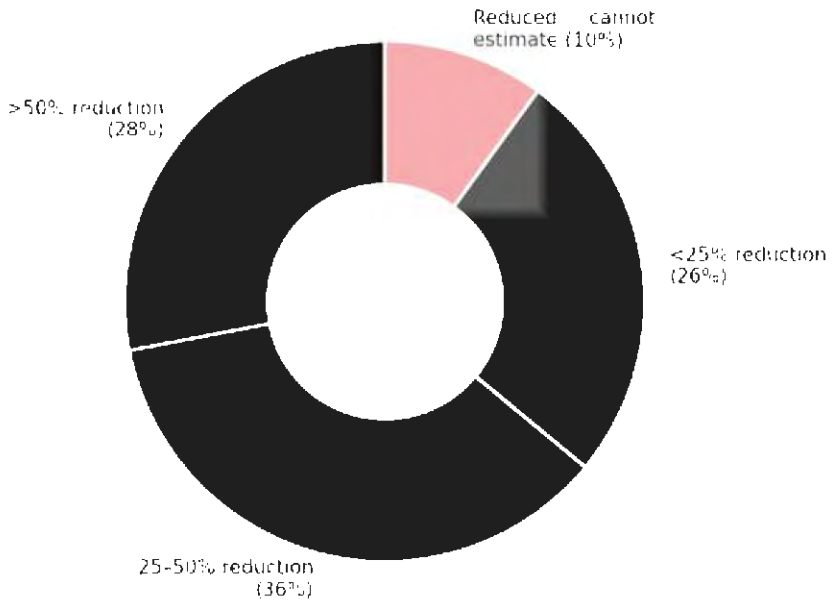
EFFECTIVENESS

This section assesses whether each intervention achieved its intended outputs and whether it generated the expected changes in beneficiary access, behaviour, and conditions

Storage Sheds — Near Complete Adoption and Loss Reduction

Shed usage is near-universal: 85.2% use it every harvest season and a further 14.2% have used it at least once; an effective usage rate of 99.5% within 2–3 years of construction. 99.5% report reduced post-harvest losses, with 63.4% reporting a reduction of more than 25%. Protected drying leads to cleaner, more uniform tobacco leaf that grades better at auction. This pathway has led to substantial quality improvement of the produce. The shed usage rate is also considerably high signaling a strong adoption of the sheds.

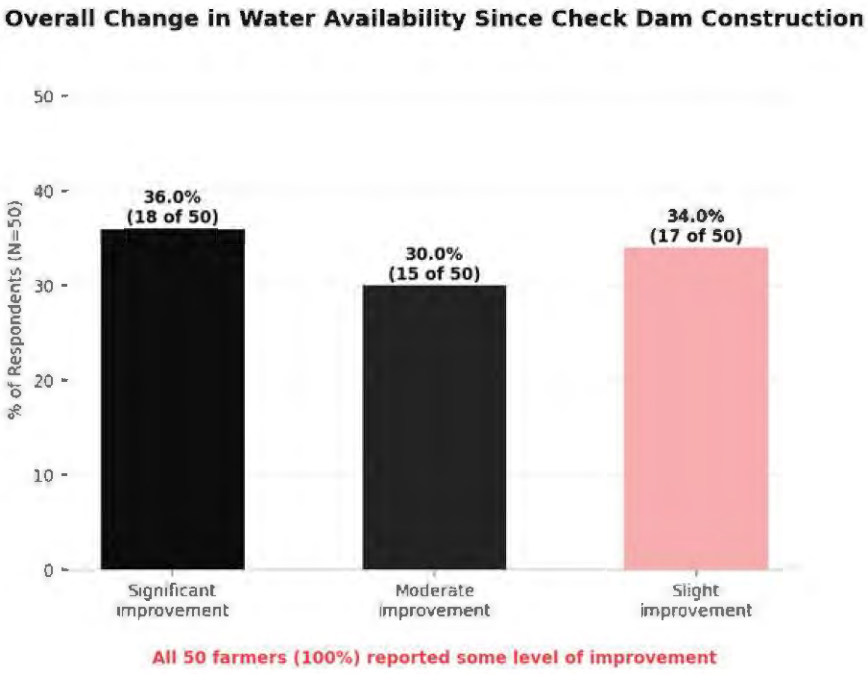
Extent of Post-Harvest Loss Reduction (Storage Shed Beneficiaries, N=183)



98.9% report reduced costs from produce handling, spoilage, or private storage. The primary savings are reduced spoilage (43.7%), reduced distress selling (33.9%), reduced private storage rental (12.0%), and lower transportation costs from better planning (9.3%).

Check Dams — Rapid Groundwater Recovery and Second Crop Adoption

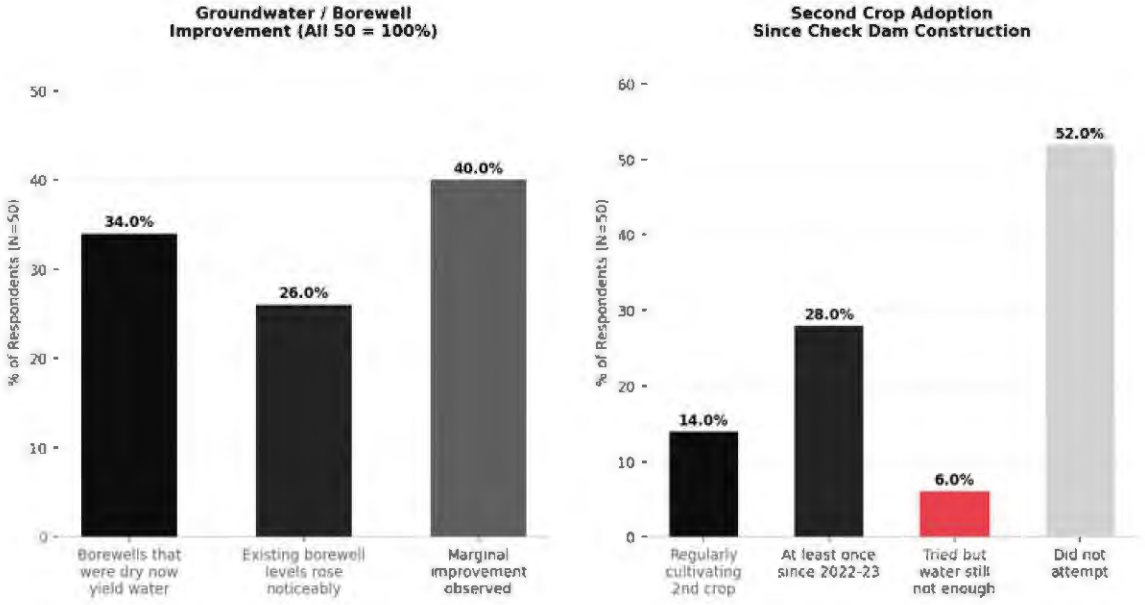
When the farmers were asked to assess the overall change in water availability since the check dam was built, all the respondents (100%) reported some improvement in water availability since construction. 36% described it as significant, 30% moderate, and 34% slight. No farmer reported no change or a worsening. The degree of improvement varies mostly by how far the farmer is located from the structure, but the benefit is universal.



All 50 farmers report some change in groundwater levels: 34% say previously dry borewells now yield water, 26% report existing levels rose noticeably, and 40% report marginal improvement. 58% noticed the improvement within the same season as construction indicating a quick change in water levels.

Second crop adoption shows some progress too. 14% of farmers now regularly grow a second crop, and another 28% have done so at least once, taking total adoption to 42% compared to almost none earlier. However, 6% attempted but lacked sufficient water, and 52% have not tried, mainly because their fields are outside the dam's reach.

Check Dam- Groundwater recovery and second crop adoption



"Now we are cultivating more land compared to before. Earlier we used to grow in small area, but now area increased and we are growing tobacco, cotton and pulses"

— Farmer, Peddagudipadu

Tank Desiltation — Water Extended, Silt Co-Benefit Adopted by All

All respondents report post-monsoon water availability extending from 2–3 months to 4–6 months. This means the intervention has effectively doubled the irrigation window and enabled double-cropping for some farmers.

All 10 farmers applied excavated silt to their fields as an organic soil amendment at zero additional programme cost, reporting improved soil fertility, reduced fertiliser requirements, and yield gains of 15–30%. Combined with bund repairs that have held through multiple monsoon seasons without failure, desiltation restored what had become an essentially dysfunctional irrigation system into a fully productive one.

> *"I took around 2 tractor loads. I applied it to my fields as manure. After using it, the soil became more fertile and soft. My crop yield increased by around 20%."*
>
> **— Farmer, Poluru**

Bund Strengthening — Water Retention Confirmed

All respondents confirm that the bund repair reduced leakage significantly and extended the period the tank holds water. The bund has withstood multiple monsoon seasons since 2022-23 without structural failure. No respondent reports major damage or deterioration in the bund's condition. Combined with desiltation, the bund repairs seem to have created a functional irrigation system for the farmers.

Training — Partial Knowledge Retention but Durable Mindset Shift

Training delivered at Bala Vikasa's centre in 2022-23 covered crop spacing, seed selection, fertiliser optimisation, silt application, and water conservation. It has been three years since the training, which is why retention of the details is partial. Most respondents describe remembering 'some things, not all.' But what has persisted durably is a changed orientation towards water. Farmers now consciously think about not wasting it. The practices most widely retained and shared informally with other farmers are silt application and crop spacing.

Discussion on shed and agri practices with farmers

EFFICIENCY

This section evaluates whether the resources were used optimally and if the programme design choices deliver good value for money

Storage Sheds — Cost-Sharing as Efficiency and Ownership Mechanism

The shared cost model- farmers investing their time and resources to build — reduces overheads, ensures locally sourced materials, and embeds accountability from the start. While the unit cost rose from ₹15,000 to ₹1,50,000, each barn serves approximately 10 farmers across 20 acres, keeping the effective per-farmer cost identical to the original target - at significantly superior durability.

₹15,000

Effective cost per farmer delivered

Check Dam — Pumping Cost Reduction as Direct Efficiency Dividend

94% of farmers report reduced farming input costs after the check dam was built, with 95.7% of them attributing this mainly to lower water pumping and fuel costs, as improved groundwater levels have reduced the depth and energy required for water extraction. All farmers report reduced time and effort to access irrigation water, with 70% calling the reduction significant and 30% calling it moderate. Additionally, 66% now use water directly from the check dam, avoiding borewell use altogether.

The reallocation of ₹9.45 lakh from pre-filtration units to the check dam led to higher impact, benefiting 55+ households and their livestock, compared to the limited gains from improving already functional RO systems.

94%

check dam farmers report reduced input costs — pumping and fuel savings are the primary driver, and 100% report reduced time and effort to access irrigation water

Desiltation — Community Labour and Negotiated Machine Costs

Bala Vikasa negotiated excavation machine costs down from ₹80 per tractor load to ₹60 per load - a 25% reduction on the overall programme expenditure. Farmers self-organised silt transport to their own fields at no programme cost, while generating the silt co-benefit described under effectiveness. The 1,869 tractor loads completed in Poluru before 16th June (monsoon onset) represent high operational efficiency in a narrow seasonal window.

25%

reduction in excavation costs — from ₹80 to ₹60 per tractor load — saving ₹37,380 on the programme's largest single expenditure. Silt transport by farmers added zero programme cost.

IMPACT

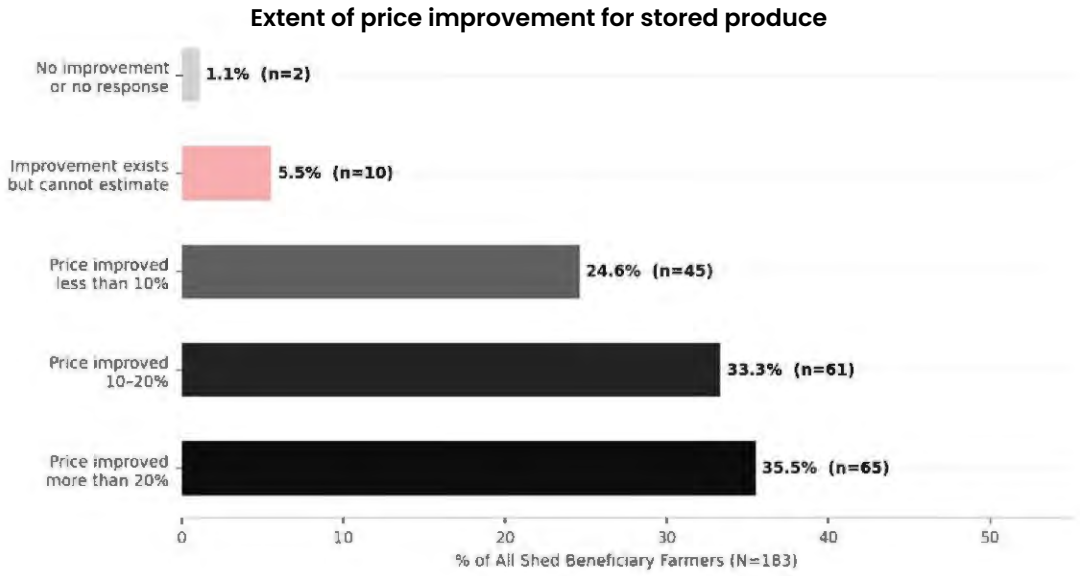
This section talks about all the meaningful changes in farmer livelihoods, income, and wellbeing generated by the program.

Storage Sheds — Price Realisation as the Primary Income Pathway

Price Improvement-

99.4% of farmers report that storage sheds help them secure better prices. Of these, 69.9% see this improvement regularly every harvest season, while 29.5% experience it in some seasons.

In terms of magnitude, 35.5% report price gains of more than 20%, 33.3% report a 10–20% increase, and 24.6% report less than 10% improvement. A further 5.5% acknowledge better prices but cannot estimate the extent, while 1.1% report no improvement or did not respond.

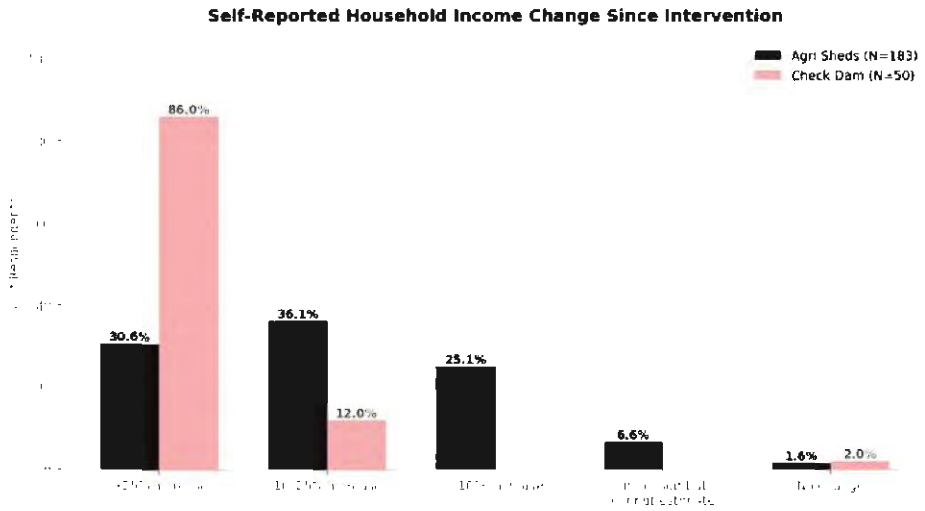


"Yes, now we are able to sell at better prices because buyers see better quality. Before we never got good quality of tobacco because of weather and conditions. But sheds made it easy and we are able to deliver quality tobacco and getting better prices than ever."

— Village Elder, Gangadonakonda

Change in income and debt:

98.4% of shed farmers report higher income; most commonly by 10–25% and 88.0% report reduced loan dependence, citing better prices, fewer crop losses, and lower storage costs. For check dam farmers, 98.0% report income gains, with 86.0% claiming >25% increases (community leaders estimate a more conservative 10–20%), and 92.0% report lower debt burden, primarily due to fewer crop losses reducing emergency borrowing.



Some indirect impact: based on the qualitative discussions

***Reduced Risk and Improved Ease of Work* :**

Community leaders from both shed villages shared a similar observation: before the sheds were built, farmers had to check drying tobacco in open fields at night, often during the monsoon. This exposed them to risks such as snake encounters and crop damage due to rain. With the sheds in place, these risks have reduced, and farmers no longer need to monitor crops at night. This has made the process safer and less stressful, although it was not a planned outcome of the program.

***Improved Coordination Among Farmers* :**

The shared-use model, where around 10 farmers use one shed covering about 20 acres, has led to greater coordination among farmers. Community leaders noted that farmers are now supporting each other with usage, maintenance, and basic resource sharing. While the program did not explicitly aim to build this, the shared infrastructure has encouraged more collective functioning at the local level.

"Earlier, we could not sleep peacefully at night. If it started raining suddenly, we had to run to the fields to check the tobacco. Many times, leaves got spoiled. Also, there were snakes in the fields, so going at night was risky. Now, after getting the sheds, even if it rains, the crop is safe. We are able to sleep peacefully without fear."

—Village Elder, West Gangavaram

"Group usage increased cooperation among farmers. We are supporting each other more now."

—Farmer, Gangadonakonda

Check Dam — Livestock Benefit and Migration Reduction

Livestock Benefit:
98% of farmers own livestock, and all of them report benefits from improved water availability after the check dam. Among them, 68% observed better livestock health, 28% reported reduced time and effort to fetch water, and 2% said they are now able to maintain more animals. While this does not directly show up in income, it reflects real economic value through lower losses and reduced labour.

Migration Reduction:
All three community leaders in Peddagudipadu report a partial reduction in seasonal distress migration after the check dam. Migration during lean months (mainly March–April) for chilli harvesting has reduced but not stopped. Farm incomes remain seasonal and are not sufficient to meet year-round household needs. Further reduction in migration depends on wider adoption of second cropping, which in turn requires expanded water access.

Conversations with farmers about post-check dam outcomes in the village

Desiltation, bund strengthening and training - Income and Migration

In Poluru, the combined work on desiltation, bund strengthening, and training has created three income streams: higher yields from the main crop (estimated at 15–30% by all 10 respondents), some additional income from second cropping in certain seasons, and lower fertiliser costs due to improved soil from silt use. Migration reduction is a clear longer-term impact — two respondents who earlier migrated seasonally now report staying in Poluru year-round as farming provides sufficient income.

> *"Now water is available for 5–6 months. I am growing two crops. Migration has completely stopped."*
>
> **—Farmer, age 27, Poluru**

SUSTAINABILITY

With Bala Vikasa fully exited, sustainability is now entirely a function of community and their motivation. This section assesses three dimensions: who currently manages the assets, what formal arrangements are in place, if any, and how strongly communities feel and demonstrate ownership.

Community Agri Sheds — Strong Collective Ownership, High Functionality

The sheds demonstrate a stable and well-functioning community ownership model, driven by shared responsibility and consistent usage.
Maintenance is not dependent on a few individuals but is widely distributed across users.

- **67.8%** report management by a farmer committee
- **48.1%** report a formal maintenance structure; 12.6% no formal arrangement
- **100%** report some form of maintenance participation
- **87.4%** report sheds are fully functional and well maintained

Strong ownership is translating into active stewardship, with most farmers taking responsibility and acting when needed. There is a clear pathway for issue escalation and response.

- **67.2%** feel personally responsible
- **78.1%** would immediately report damage to committee
- **66.7%** have personally contributed to maintenance

Check Dams — Strong Individual Ownership

The check dam shows stronger individual ownership than sheds and slightly better formal structures, but this is not consistently translating into asset condition.

- **78.0%** say the community manages the dam
- **14.0%** report no one is maintaining it and deterioration is occurring
- **56.0%** report a formal committee exists, 38.0% report informal arrangements
- **90.0%** feel personally responsible
- **78.0%** would report damage, but 14.0% would wait for others

Despite stronger ownership and structure on paper, the physical condition is weaker than sheds, indicating gaps in timely maintenance execution.

40.0% report fully functional condition (vs 87.4% sheds)

56.0% report minor repair needs

4.0% report partial/severe damage

14.0% report no one maintaining and deterioration occurring.

Bund & Desilting (Poluru) — Structurally Stable, Future Funding Risk

The intervention continues to deliver its intended benefits, with no immediate structural concerns. Early signs of wear are natural and currently manageable at the community level. While current ownership is strong, there is no system in place to handle future capital-intensive maintenance.

100% confirm improved water retention

0% report major structural damage

Minor silting has started reoccurring

Next desiltation cycle expected in **~2–4 years**

Training — Behaviour Sustained

Core practices have been retained and integrated into regular farming behaviour. However, detailed technical knowledge has shown some level of decrease due to lapse in time. Knowledge is spreading informally within the community, but without any structured reinforcement.

100% continue silt application practices

Continued adoption of **crop spacing and water conservation**

Peer-to-peer learning observed beyond trained farmers

Detailed protocols largely not retained

OECD-DAC Assessment Ratings

This study applies the OECD-DAC framework, assessing the project across six criteria: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.
For each criterion, the share of positive responses was calculated and converted to a 1–5 score (5 = highest) using:
Score = 1 + (Average % of positive responses ÷ 100) × 4.
Qualitative insights from KIIs and institutional data were used to triangulate and contextualize the findings.

Criterion	Agri sheds	Check Dam	Desiltation	Evidence Summary
Relevance	**5**	**5**	**5**	All three activities addressed severe, documented, pre-existing needs. 99.5% storage difficulty confirmed for sheds. 92% water scarcity for dam. Tank condition and bund failure confirmed by all 10 qualitative respondents.
Coherence	**4**	**4**	**4**	Strong community consultation (99.4% sheds, 98% dam). GP integration and government scheme linkage represent opportunities for strengthening in future programmes. Poluru scores one point higher for 3-tier monitoring model and structured training centre delivery.
Effectiveness	**5**	**4**	**5**	Sheds: 99.5% adoption, 99.5% loss reduction — near-complete effectiveness. Dam: 100% groundwater improvement but second crop need only 42% met against 74% expressed. Poluru: water doubled, silt adopted by all, but partial training retention.
Efficiency	**4**	**4**	**4**	All three score 4. Cost-sharing models, community labour, negotiated machine costs, and the pre-filtration reallocation decision represent strong resource management. Future design improvements — steel structures for sheds and expanded dam coverage — offer clear pathways to maximise value further.

Criterion	Agri sheds	Check Dam	Desiltation	Evidence Summary
Impact	**4**	**4**	**4**	Consistent self-reported income improvement (98%+ for both), debt reduction (88–92%), and documented unintended impacts (sleep safety, social cohesion, livestock benefit, migration reduction). Income data is self-reported; verified baselines in future programmes would strengthen this evidence further.
Sustainability	**4**	**4**	**4**	Sheds: 87.4% well maintained, 100% maintenance action, strong ownership culture. Steel structure upgrades and further governance formalisation are the identified pathways to full sustainability. Dam: strong individual ownership mindset and 56% formal committee coverage; formalising the committee structure and a maintenance corpus are the clear next steps. Poluru: strong physical condition and individual stewardship; formalising a committee and linking to government schemes are the next steps.
COMPOSITE SCORE	**4.2 / 5**	**4.1 / 5**	**4.2 / 5**	**Portfolio average 4.1/5.** All are well rounded, high-performing interventions. It is effective; proactive maintenance will consolidate and extend its impact.

SWOT Analysis

STRENGTHS

- Near-universal adoption (99.5%) with strong, multi-dimensional impact
- Co-investment model drives ownership and asset longevity
- Sustained outcomes post NGO exit (community-led maintenance)
- Significant income (+98.4%) and debt reduction (88%)
- High operational efficiency and cost optimisation
- Strong community attribution (79–92%)
- OECD-DAC score: 4.1/5

WEAKNESSES

- No co-investment in check dams, requires more ownership
- Some wooden sheds deteriorating early (12% need repair)
- Limited irrigation reach (52% lack second crop)
- No maintenance fund for check dams

OPPORTUNITIES

- Convergence with MGNREGA / PMKSY for sustainability
- Expand irrigation to unlock second crop for remaining farmers
- Scale improved shed model (steel structures)
- Formalise Gram Panchayat ownership for long-term governance
- Replicate farmer-led co-investment model across geographies
- Leverage existing peer learning for low-cost scale-up

THREATS

- Check dam vulnerability without maintenance funding
- Knowledge loss post NGO exit
- Recurring desiltation risk (2–4 year cycle)
- Climate variability affecting water availability
- Continued dependence on only single crop income

Recommendations

The recommendations are targeted towards future projects of similar nature and some enhancements in the current project - in case required.

Formally recognise community assets under GP stewardship

Issue written communications to gram panchayats of all programme villages recognising the sheds, check dams, tank, and bund as community infrastructure under GP stewardship. A formal letter creates an institutional record and activates GP accountability without requiring legal registration.

Require community co-investment before construction begins

A minimum contribution of 5–10% of construction cost — in cash, materials, or registered labour — should be a precondition for all water infrastructure. The shed programme demonstrates that communities with a financial stake maintain assets more consistently than those without.

Embed gram panchayat involvement from site selection to handover

GP sign-off at site selection, a design consultation, and a structured handover with written documentation should be standard programme exit conditions — creating an institutional anchor for assets from day one.

Design for full coverage, not just construction

A structure serving a partial command area delivers partial impact. Future investments should include a field-mapping exercise to confirm the design reaches the full intended beneficiary population — and budget for additional structures where gaps exist.

Link community assets to government maintenance schemes proactively

MGNREGA and PMKSY already fund desiltation, bund maintenance, and watershed development. GPI should initiate this linkage through the gram panchayat before the next maintenance cycle is due — embedding assets within existing government funding streams is the most durable exit strategy.

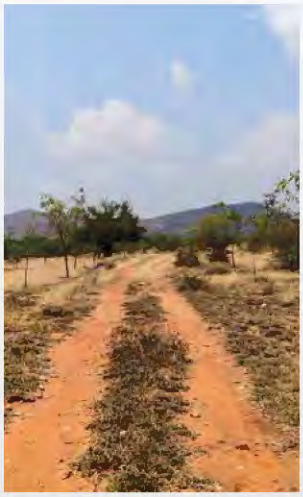
Support knowledge continuity through local institutions

A biennial refresher cycle — delivered through a local agricultural extension officer or Krishi Vigyan Kendra — would sustain practices already producing measurable yield improvement. Farmers already spreading knowledge informally should be recognised as village-level resource persons.


give grants

GODFREY PHILLIPS
INDIA LIMITED




PLANTATION AND PROMOTION OF BIODIVERSITY

SOCIETY FOR NATIONAL INTEGRATION THROUGH RURAL DEVELOPMENT

2023-24

Impact Assessment

give | grants

Table of Contents

List of Abbreviations

Abbreviation	Full Form
AP	Andhra Pradesh
CSR	Corporate Social Responsibility
DAC	Development Assistance Committee
ESG	Environmental, Social and Governance
GPI	Godfrey Phillips India Limited
KII	Key Informant Interview
OECD	Organisation for Economic Co-operation and Development
RMT	Running Metres
SC	Scheduled Caste
SNIRD	Society for National Integration through Rural Development

Executive Summary

GPI's investment in large-scale plantation and biodiversity promotion in Donakonda, Prakasam District, Andhra Pradesh, represents a meaningful commitment to ecological restoration in one of the region's most degraded and drought-prone landscapes. This qualitative impact assessment based on field visits and key informant interviews conducted in March 2026 finds the programme achieving strong outcomes against the challenging conditions it was designed to address.

~70,000
Saplings planted, 350 acres

~60%
Survival rate achieved

4,628
Mandays of employment generated

0 → 60%
Vegetation cover: baseline to now

Key findings

- Before this programme, the three plantation sites had zero tree cover. Completely barren, rocky, degraded common land. Today, approximately 40,000 trees are establishing across 350 acres.
- A ~60% survival rate is well above the documented average of 35% for sapling survival in arid and semi-arid regions in India a strong outcome by any ecological benchmark.
- An independent field assessment by a horticulture expert confirmed that the current growing approach transitioning to natural rainfall conditions is the right strategy for building long-term drought resilience.
- The trees that have taken root are past their most vulnerable phase, and as canopy continues to develop, the ecological value of this investment will grow.
- The programme generated 4,628 mandays of employment for local communities including the vulnerable communities at above-market wages.

Introduction

About Give Grants

Give Grants (Saathire Social Impact Solutions Pvt. Ltd.) is a professional impact assessment agency working with corporate foundations and implementing partners across India. Give Grants has been commissioned by GPI to assess the full portfolio of CSR investments, applying consistent frameworks including the OECD DAC evaluation criteria to ensure accountability and evidence-based programme improvement.

Project Background and Context

Geographic and Ecological Context

The programme was implemented across three villages in Donakonda mandal, Prakasam District Kalavalapalle, P. Venkatapuram, and Sangapuram covering over 1,000 households and approximately 4,200 residents in a semi-arid, drought-prone belt of Andhra Pradesh.

The plantation sites are on common government lands located 7–10 km from primary habitation areas. Before this programme, these lands were:

- Completely bare zero tree cover, zero vegetation of any kind
- Rocky with shallow soils and a hard pan layer at approximately 2 feet depth
- Subject to summer temperatures regularly exceeding 40°C
- Receiving erratic, below-average rainfall as low as 365 mm in 2022–23
- Used only casually for grazing, with no productive purpose

The surrounding areas remain equally bare and unplanted today the contrast with the plantation sites provides a clear, visible measure of what this intervention has achieved.

> *"There was nothing here before just stones and dry land.*
> *Now at least we can see some trees growing."*
>
> **— Community member, P. Venkatapuram**

About SNIRD

SNIRD (Society for National Integration through Rural Development), based in Ongole, is an NGO with over 25 years of experience in rural development, watershed management, and dryland ecology in Andhra Pradesh. The organisation's prior engagement in watershed programmes adjacent to the Donakonda sites gave SNIRD an existing understanding of the landscape and established community relationships that supported rapid programme mobilisation.

Project Overview

350
acres degraded common land covered

~70,000
Saplings planted, 6 species

FY 2023–24
Implementation period

3 villages

Village	Area	Saplings Planted	Species Emphasis
Kalavalapalle	~120 acres	~34,500	Neem, Blackberry & Pongamia dominant
P. Venkatapuram	~120 acres	~16,500	Balanced mix incl. Gulmohar, Neem, Madadi
Sangapuram	~110 acres	~19,000	Neem, Tamarind, Blackberry, Pongamia
Total	**~350 acres**	**~70,000**	**Seven-species portfolio**

Species	Local Name	Qty (approx.)	Why selected	Observed performance
Azadirachta indica	Neem / Vepa	~19,900	Drought-resistant pioneer; fast-growing	★★★★★ Strongest performer
Millettia pinnata	Pongamia / Kanuga	~9,900	Nitrogen-fixing; drought-tolerant	★★★★★ Strongest performer
Tamarindus indica	Tamarind / Chinta	~3,000	Long-lived; fruit and shade value	★★★☆☆ Good in deeper soil
Delonix regia	Gulmohar	~2,000	Shade and ornamental	★★★☆☆ Moderate
Terminalia catappa	Badam	~1,000	Shade and seed value	★★☆☆☆ Variable
Other native varieties	Mixed	Remaining	Biodiversity and habitat value	Varies by micro-site

Sapling quality
All saplings were 2-year-old specimens sourced from Kadiyam nurseries, East Godavari AP's most reputable horticultural nursery zone. Older saplings have developed root systems that tolerate transplant shock and drought stress significantly better than younger seedlings. This was a deliberate quality decision that contributed directly to the above-benchmark survival outcomes.

The programme is in alignment with the following Sustainable Development Goals (SDGs) outlined in the United Nations Agenda 2030.

Target 12.2
Achieve sustainable management and efficient use of natural resources

Target 13.1
Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

target 13.3
Improve education, awareness-raising and institutional capacity on climate change mitigation, adaptation, and impact reduction

Target 15.1
Ensure conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests

Target 15.2
Promote sustainable management of all types of forests, halt deforestation, restore degraded forests, and substantially increase afforestation globally

Target 15.3
Combat desertification, restore degraded land and soil, including land affected by drought and floods, and strive towards a land-degradation-neutral world

Target 15.9
Integrate ecosystem and biodiversity values into national and local planning, development processes, and poverty reduction strategies

Scope of Study

Objectives

01 To assess the relevance, coherence, effectiveness, impact, and sustainability of the Godfrey Phillips India Ltd. CSR programs

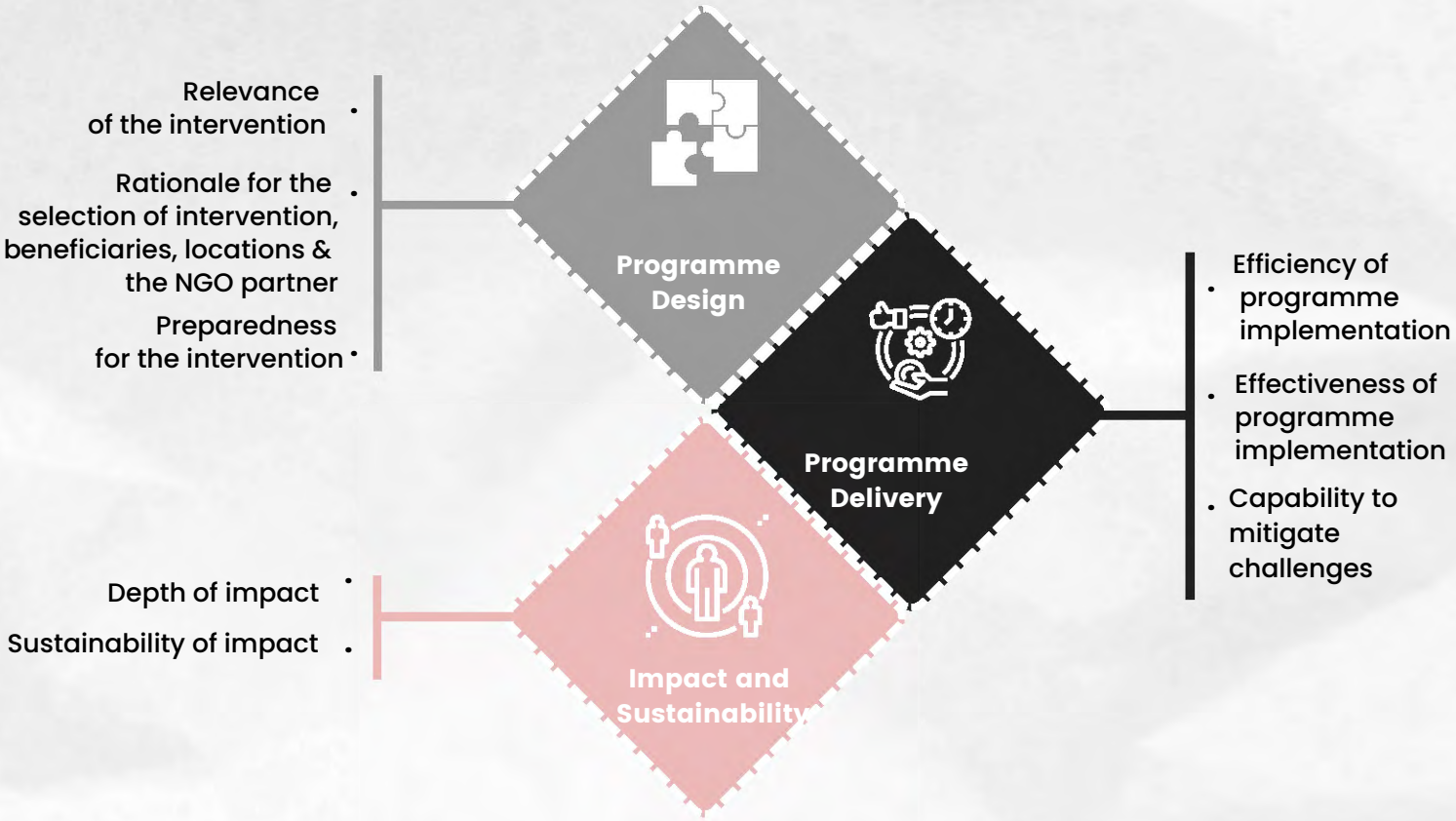
02 To document lessons learned, support evidence-based decision-making, and enhance learning and capacity-building

03 Assess the project on the goals, activities, outputs, and outcomes for achieving the overall impact.

04 Suggest effective measures for improving the program outcomes

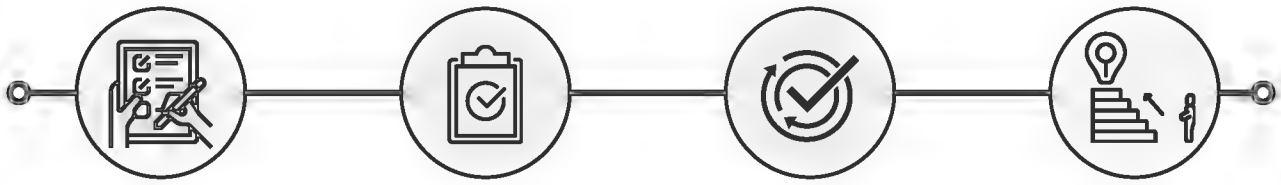
Methodology

The three point assessment framework is used in the assessment is developed by Give Grants based on the OECD-DAC framework for impact assessment. It broadly investigates the following aspects:



Theory of Change

The Theory of Change Framework (ToC) for the given programme is illustrated below:



Input	Output	Outcome	Impact
The specific actions or processes that a programme undertakes to achieve its goals and objectives	The direct and immediate results or products of the activities undertaken	The changes or effects that occur as a result of the outputs and activities	The ultimate and long-term effect or result that a programme or intervention aims to achieve
• Site preparation: Earthworks, bunds, check-dams, drainage channels • Tree planting: ~70,000 trees planted across phased tranches • Employment generation: Local community hired for planting and maintenance • Survival monitoring: Periodic field surveys, gap-filling, data recording • Community stewardship: Training in long-term care, protection, and harvesting • Natural regeneration support: Fencing, seed dispersal corridors, invasive removal	• ~40,000 trees surviving: ~60% land cover from bare soil • Soil & water structures: Bunds, channels, and check-dams in place • Local employment: Community jobs created through programme activities • Growing canopy: Neem & Pongamia at 8–15 ft, shade forming • Increased biodiversity: Wildlife return, natural understorey developing • Full closed-canopy forest: Fruit trees productive, ecosystem self-seeding	• Land restored: Degraded land transformed to functional vegetated cover • Erosion halted: Root networks stabilise soil; runoff captured by structures • Microclimate improved: Cooling shade, reduced wind, higher local humidity • Groundwater recharged: Percolation increases as canopy intercepts and slows rainfall • Community livelihoods: Income from employment; sustained produce from mature trees • Species richness: Habitat established for fauna; pollinator populations recover	• Self-sustaining ecosystem: Land self-manages; no external inputs required • Carbon sequestration: Measurable carbon stored in biomass and soil • Water security: Aquifer levels stabilised; seasonal water availability improved • Biodiversity restored: Native flora & fauna re-established across the site • Community resilience: Sustained income from fruit, timber, and fodder; reduced climate vulnerability • Replicable model:Programme as proof-of-concept for wider regional adoption

Sampling Strategy

07
Key Informant Interviews

07
Total sample covered

Key Informant Interviews

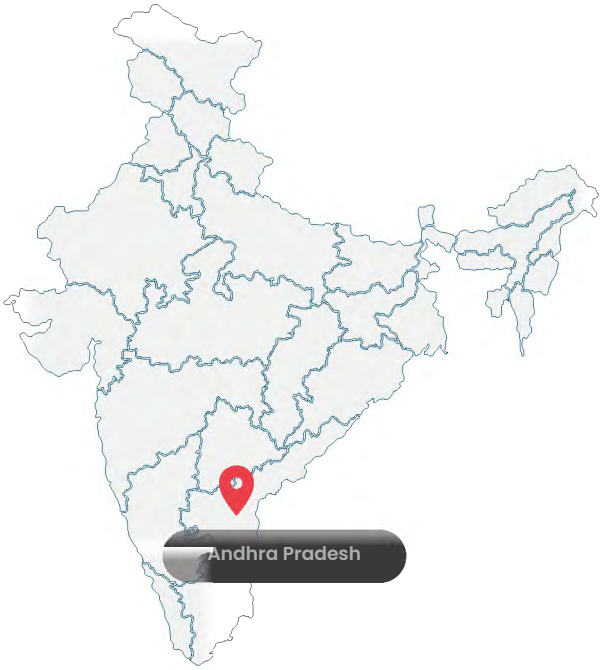
SNIRD: 1

Community members: 5

Independent expert review: 1

Site visit notes

- The primary method of enquiry is a field-level checklist for observations in the three plantations, supplemented by key informant interviews.
- This field visit was conducted in late March, during the peak dry season. The plantation looks and functions significantly differently during and after the monsoon. All informants report markedly higher tree health, greenery, and wildlife activity during the rainy season. Dry-season observations represent a conservative baseline.



Findings & Analysis

Plantation Establishment and Species Performance

~40,000	60%	35%	8–15 ft
Trees surviving (2024 count)	survival rate achieved	Typical arid-region benchmark (India)*	Height of strongest specimens

* Research on dryland agroforestry in India documents an average sapling survival of just 35% in arid and semi-arid conditions (GIAN India). SNIRD's programme achieved approximately 60%.

OECD DAC Effectiveness

Against a baseline of zero vegetation across 350 acres, approximately 40,000 trees are now alive and establishing. This ~60% survival rate is nearly double the documented benchmark for arid and semi-arid plantation programmes in India a strong effectiveness outcome for this geography and scale.

Approximately 70,000 saplings were planted across three villages during FY 2023–24. Neem (Vepa) and Pongamia (Kanuga) emerged as the strongest performers, with established specimens reaching 8–15 feet in height and showing developed canopy branching. These species are well-suited to the semi-arid ecology of Donakonda, and their visible establishment is the primary indicator of the programme's ecological progress.

Field monitoring using a plant-tagging system with coloured ribbons to distinguish live from dried plants enabled the team to track survival across all three sites and act on it.

- A pest incursion (Achea janata semilooper caterpillar) was identified and managed before it could spread, reflecting active ecological surveillance by SNIRD's field team.
- Pesticide management was carried out using approximately 80 spraying tankers, and organic fertiliser (dung) was applied to improve soil quality around planted saplings.
- Support sticks were installed for over 10,000 plants to protect young stems during the establishment phase.

> *"Neem and Pongamia performed better compared to other species. These are the right species for this kind of land."*
>
> **—SNIRD Executive Secretary, Ongole**

Site Conditions and Ecological Observations

OECD DAC Relevance

The choice of site, species, and approach is well-matched to the ecological conditions of Donakonda. The use of drought-tolerant pioneer species Neem and Pongamia on rocky, low-rainfall common land is consistent with established dryland afforestation practice and has proven appropriate in field outcomes.

The three plantation sites sit on rocky, laterite-tinged land with shallow soil profiles. A hard pan layer at approximately 2 feet depth confirmed by the independent expert assessment limits root penetration for deeper-rooted species and restricts natural water movement through the soil profile. Summer temperatures regularly exceed 40°C, and annual rainfall in the critical early years was as low as 365 mm in 2022–23.

During the March 2026 field visit, the sites presented the typical dry-season profile of a semi-arid dryland plantation in its second year: approximately 70% bare rocky red soil between tree stands, with patches of dry grass and shrubs. The surviving trees are growing vertically characteristic of pioneer species in high-light, water-stressed environments that have not yet developed full lateral canopy spread. Signboards bearing SNIRD and GPI branding are present and in good condition at all three sites.

Site factor	Observation at time of visit
Ground cover	~70% bare rocky soil | ~20% shrubs | ~10% dry grass consistent with dry-season conditions
Tree height	Range of 3–15 feet; strongest Neem and Pongamia specimens well-established with canopy branching
Canopy shade	Minimal at present trees growing tall and vertical rather than wide; canopy will spread over the next 4–5 years
Water structures	Contour trenches and bunds visible across all sites; farm ponds dry at visit time (March), functional during monsoon per SNIRD records
Fencing / boundary	No perimeter fencing; plantation boundaries identifiable through pits, bunds, and signboards
Ecological activity	Limited in dry season; birds, butterflies, squirrels, and wild boar reported by community during monsoon months

The sites are located 7–10 km from primary habitation on remote common land which is why the ecological picture during the monsoon season is rarely captured in assessments timed to the dry season. Community members and SNIRD staff consistently describe a strikingly different landscape during the rainy months: greener tree stands, functional water bodies, and active wildlife.

In the context of this geography, the partial tree cover now visible on land that was completely barren before the programme represents a meaningful ecological transformation. Some variability in survival across micro-sites is expected and documented in ecological literature for this type of dryland afforestation where rocky patches with shallower soil and higher runoff naturally show lower survival than gentler terrain with slightly greater soil depth. This spatial variation is inherent to planting at this scale and in these conditions, not a shortfall in programme execution.

> *"The land around us still has nothing, same dry rocks. But in the plantation area you can see trees. That itself is a big change."*
>
> **—Community member (age 45), P. Venkatapuram**

Water and Maintenance Systems

40–45	₹1,000	7–8	1,080 RMT
Tanker trips per day	Cost per tanker	months active watering period	Contour trenching completed

OECD DAC Efficiency

The scale and quality of resource deployment during the establishment phase 40–45 tankers per day for 7–8 months, mechanical pit-digging, 2-year-old quality saplings, pest management, and fertilisation reflects efficient use of programme funds toward the primary goal of sapling establishment.

During the establishment phase, SNIRD deployed a high-intensity maintenance programme across all three sites: tanker-based watering at 40–45 trips per day, ~80 pest-control spraying tankers, regular organic fertiliser application, support staking for over 10,000 plants, and fencing for the plantation perimeter. This level of operational commitment during the critical first growing period directly contributed to the above-benchmark survival rates observed.

Following the independent assessment by an external horticulture expert in 2024–25, the programme transitioned to natural condition growing allowing established trees to develop drought resilience by adapting to ambient rainfall rather than remaining dependent on artificial irrigation. Trees that develop under natural rainfall build deeper, more extensive root systems and are significantly more resilient over the long term than trees maintained under continuous irrigation. This transition reflects sound ecological judgement and programme adaptability.

Ecological Change and Biodiversity

OECD DAC Impact

The programme has transformed 350 acres from 0% to ~60% vegetation cover in under two years a measurable and positive ecological impact. Natural regeneration is beginning, seasonal biodiversity is growing, and the ecological trajectory is strongly positive. Full impact in terms of canopy, groundwater, and biodiversity will continue to build over the next 4–15 years

The programme has visibly transformed previously barren land into a developing green cover of ~40,000 trees. Neem and Pongamia, now reaching 8–15 feet, are beginning to improve local conditions by creating shade, enhancing soil through leaf litter, and attracting birds, squirrels, butterflies, and seasonal wildlife. Early signs of natural regeneration are visible in small patches (around 3–5% of the area), indicating the plantation is starting to self-sustain. This ecological shift is reinforced by improved rainfall in 2023–24, and community members consistently report cooler conditions and a clear visual difference compared to surrounding unplanted land.

> *""After plantation, the next year the land looked different. There was some greenery that we had not seen in years. Even the heat felt a little less near the trees."*
>
> **— Community member (age 41), Kalavalapalle**

At 2–3 years of age, a dryland plantation is still in its foundational stage. The ecological services that make plantation programmes most valuable significant shade coverage, microclimate moderation, groundwater recharge through developed root systems, and biodiversity habitat develop progressively as the canopy grows and matures. The trees that have taken root are now past the most vulnerable phase of their life cycle.

What 4–5 years will look like

The Neem and Pongamia trees currently at 8–15 feet will develop into broad-canopied shade trees over the next 4–5 years. They will begin to moderate local temperatures under their canopies, improve soil moisture retention through root and litter activity, and provide habitat for a wider range of bird and invertebrate species. Tamarind trees will begin to produce fruit. As canopy closes, the understory microenvironment will improve, allowing a second generation of more moisture-dependent species to establish including through natural regeneration.

Community Engagement and Livelihoods

~4,628
Mandays of employment

~3,000
People engaged across activities

₹600 / ₹500
Daily wages men / women

OECD DAC Relevance Social Dimension

The programme's employment design above-market wages, inclusion of vulnerable communities, women in substantive roles, and regular payment reflects a genuine social equity commitment alongside the primary ecological objective. The livelihood contribution is a meaningful co-benefit of a programme whose primary beneficiary is the land.

Local communities in all three villages were engaged as the primary workforce for plantation and maintenance activities pit digging, sapling planting, tanker-based watering, fertiliser application, and ongoing maintenance. Men and women participated in complementary roles, with women actively involved in planting, watering, and maintenance. Wages were set above prevailing agricultural labour rates and paid regularly, providing households with reliable income during the inter-crop season when alternative employment is limited.

> *"The wages we earned helped our families during a time when there was no farming work. This income was very important for us."*
>
> **— Community member (plantation worker, age 29), P. Venkatapuram**

> *"When SNIRD was here working, we used to visit the site and we saw the changes. The land had greenery. Now we don't go as often because it is far, but people say there are still trees there."*
>
> **—Community member (age 41), Kalavalapalle**

The plantation sites are situated on common government land 7–10 km from the villages a deliberate choice to utilise available degraded land at scale, and a characteristic that shapes how community members relate to the sites. The primary purpose of the programme was environmental: transforming barren common land into tree cover.

Governance and Institutional Coordination

OECD DAC Coherence

The programme aligned with government priorities on common land restoration and secured necessary permissions from the Revenue Department. Gram panchayat consultation was conducted, though formal panchayat stewardship structures were not established.

Participants	Role	Engagement during this programme
GPI	Funder; CSR mandate	Strategic oversight; assessment commissioned
SNIRD	Implementation and field management	Full programme duration
Revenue Department	Common land permissions	Formal permissions secured
Gram Panchayat	Local governance, awareness	Consulted; site awareness established
External Horticulture Expert	Independent expert assessment	2024–25 field evaluation

Sustainaibility

OECD DAC Sustainability

The programme has created a durable ecological base 40,000 established trees that are now adapting to natural rainfall conditions. The remote location of the sites and the environmental (rather than livelihood) objective mean that formal community handover was not a feasible or appropriate model; gram panchayat engagement is the recommended stewardship path.

The approximately 40,000 trees that have established represent a durable foundation for long-term ecological recovery. These trees have now adapted to the ambient rainfall conditions of the Donakonda landscape a transition supported by the external horticulture expert's assessment and no longer require intensive irrigation to survive. Their root systems are developing depth and resilience that will make them progressively more self-sufficient as they mature.

The plantation sites, being 7–10 km from primary habitation on remote common land, are not natural candidates for community-managed daily stewardship. The programme's objective was environmental impact on the degraded land and this has been achieved. Gram panchayat engagement, formalised through defined monitoring responsibilities and linkage to government schemes, is the appropriate and practical mechanism for ongoing site stewardship.

Village-wise Observations

The Give Grants field team visited all three sites on 20 March 2026. Observations below reflect peak dry-season conditions and should be read alongside the monsoon-season context provided throughout the findings.

Kalavalapalle

- Highest volume of plantation activity most labour, watering, and plant support work of the three sites
- Neem and Pongamia dominant; strong establishment visible in sheltered patches with slightly deeper soil
- 2,500 gap-fill saplings planted following tagging-based mortality tracking
- Signboard: present, legible, SNIRD and GPI branding intact after 2 years
- Pits and planting structures visible across site; contour trenches present
- Farm pond structure visible dry at visit time (March); functional during monsoon

P. Venkatapuram

- Balanced species mix including Gulmohar and Madadi alongside Neem and Pongamia
- Closest to the village of the three sites; some seasonal grazing activity at boundary trees above browse-height are unaffected
- 1,200 gap-fill saplings replanted; natural regeneration (volunteer seedlings) observed near established trees
- Visibly greener than surrounding unplanted common land contrast clear in field

Sangapuram

- Most remote of the three sites 7–10 km from village; final approach on foot across rocky terrain
- Species mix includes Neem, Tamarind, and Blackberry; survival more variable due to steeper and shallower micro-sites
- 1,600 gap-fill saplings replanted through tagging-based monitoring
- Hard pan layer confirmed in rocky sections limits deep-root establishment for some species
- Signboard present and functional; farm pond structure visible

Consistent observations across all three sites

Observation	Finding
Signage	All three SNIRD–GPI signboards present, legible, good condition after 2 years
Top-performing species	Neem and Pongamia consistently strongest across all sites and micro-conditions
Ecological contrast	Plantation areas visibly greener than surrounding unplanted common land at all three sites
Dry vs. monsoon	Dry-season visit shows the trough of an active ecological cycle monsoon season is markedly more active
Water structures	Trenches, bunds, and farm pond structures present at all sites; require the next phase maintenance and expansion

Good practices worth mentioning

Practice	What was done	Why it matters
Quality sapling procurement	2-year-old saplings from Kadiyam, East Godavari	Older saplings withstand drought and transplant shock better directly contributed to above-benchmark survival
Plant-tagging monitoring system	Coloured ribbons used to classify live and dried plants site-wide throughout active phase	Evidence-based gap-filling: 5,300 plants replaced in structured, targeted manner across all sites
Mechanical pit-digging at scale	Earth-movers used for bulk excavation across 350 acres in a 2-year window	Achieved scale and pit-depth quality simultaneously not feasible manually at this scale
Evidence-based adaptation	Independent expert assessment informed transition to natural growing conditions	Demonstrates programme learning and ecological maturity a replicable practice for GPI's portfolio
Inclusive employment design	Above-market wages; 32.5% SC; women in substantive roles; regular payment cycle	Genuine livelihood benefit with equity outcome alongside ecological objectives

OECD-DAC Assessment Ratings

The following panel summarises the programme's performance against the six OECD DAC evaluation criteria. DAC assessments for each criterion are also embedded within the relevant finding sections above.

Rating scale: ✅ Satisfactory | 🔶 Partially Satisfactory | 🔵 Evolving

Qualitative insights from KIIs and institutional data were used to triangulate and contextualize the findings.

Criterion	OECD - DAC Scale	Evidence Summary
Relevance	✅ **Satisfactory**	Programme highly aligned with ecological needs of the target geography. Drought-tolerant species selection, focus on degraded common land, and livelihood co-benefits are all well-matched to the development context. GPI's CSR mandate in tobacco-growing regions is directly served by this intervention.
Coherence	✅ **Satisfactory**	Common land permissions secured; gram panchayat consulted. The programme operates coherently within its own design. Linkages with National Mission for a Green India (GIM).
Effectiveness	✅ **Satisfactory**	~40,000 trees established from a baseline of zero vegetation ~60% survival rate, nearly double the 35% benchmark for arid/semi-arid India. Pest management, gap-filling, and plant-tagging monitoring all demonstrate active programme management. Natural regeneration beginning in patches.
Efficiency	🔶 **Partially Satisfactory**	Quality sapling procurement, mechanical pit-digging, and intensive watering during establishment reflect effective use of available resources. The project relied on approximately 40–45 water tankers per day for over 7–8 months, which supported strong sapling survival but was relatively resource-intensive.
Impact	🔵 **Evolving but positive**	Land transformed from 0% to ~60% vegetation cover. Seasonal biodiversity (birds, butterflies, wildlife) growing. Community perception of land value improved. Rainfall trend positive. Full ecological impact canopy, groundwater, biodiversity will compound significantly over the next 4–15 years.
Sustainability	🔵 **Evolving but positive**	~40,000 established trees are adapting to natural conditions per expert recommendation. Gram panchayat stewardship model can be explored for remote common-land sites.

Recommendations

TIER 1 — GPI in partnership with NGO partner

Recommendation	Action	Lead	Priority
Phase II water infrastructure	In case of continuity of project- Commission farm ponds, nala bunds, and remaining 8,920 RMT of trench bunding in the future	NGO partner	High
Post-monsoon ecological monitoring	Commission one Oct–Nov site visit annually for 3 years — captures the plantation at its ecological peak	NGO partner+ GPI	Medium
Panchayat stewardship role	Work with gram panchayats to formalise site monitoring responsibilities and link to relevant government schemes	NGO Partner	Medium

TIER 2 — Within SNIRD's operational scope

Recommendation	Action	Lead
Species-site gap-filling plan	Survey surviving tree locations and target gap-filling with Neem/Pongamia in rocky patches, Tamarind/Jamun near water structures	NGO partner
Light boundary protection	Install thorn brushwood or simple wire along the most actively grazed edges, especially at P. Venkatapuram	NGO partner
Labour records for Phase II	Maintain a worker register (name, gender, caste, village, attendance) from day one of Phase II for GPI's reporting	SNIRD field supervisors

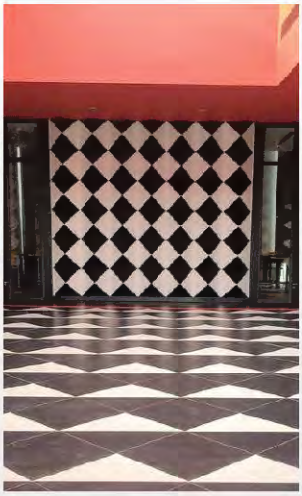
"With the strong foundation already in place, this plantation has the potential to create long-term environmental benefits making it a valuable model for ecological restoration in similar regions."

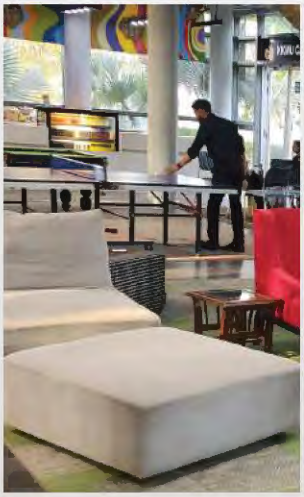
— SNIRD Executive Secretary, Ongole

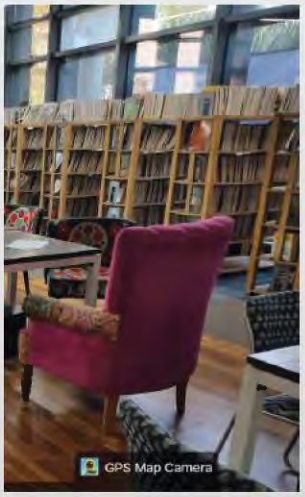

give
grants

GODFREY PHILLIPS
INDIA LIMITED







IMPACT ASSESSMENT REPORT

Project: Promoting Education including Special Education

give | grants

Table of Contents

List of Abbreviations

BCA	Bachelor of Computer Applications
BBA	Bachelor of Business Administration
BCOM	Bachelor of Commerce (Honours)
BDES	Bachelor of Design
BTECH	Bachelor of Technology
CSR	Corporate Social Responsibility
GPI	Godfrey Phillips India Ltd.
IA	Impact Assessment
KII	Key Informant Interview
KKMU	K K Modi University
LPA	Lakhs Per Annum
MBA	Master of Business Administration
N	Total student survey sample size (37 students)
NAAC	National Assessment and Accreditation Council
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
UGC	University Grants Commission

Executive Summary

Category	Project Details
Project title:	Infrastructure Support for Higher Education Access — KK Modi University
GrantAmount:	Rs. 2,40,30,000 — disbursed in 4 tranches (2022–2024) for Academic Building (consultancy + construction)
FY covered:	FY 2023–24 (primary data); institutional data reported (2020–2025)
Methodology	Student survey (N=37) | 3 Community Member KIIs | 2 Community Leader KIIs | 3 School Administration KIIs | Campus Observation | Institutional Records
Location:	Mahmara, Jalbandha Road, Durg, Chhattisgarh-25 acre campus
Implementation Agency:	Modi Innovative Education Society / KK Modi University
Assessment Agency:	Give Grants

GPI's CSR fund of Rs. 2,40,30,000 towards building the infrastructure at K K Modi University has directly enabled the construction and fitting out of an academic building that now houses five smart classrooms, a 30-seat library with digital access, indoor sports facilities spanning over 10,000 sq. ft., a 50-person common room, and 24/7 campus security — on a 25-acre campus that enrolment has grown from 26 students (2020) to 196 (2024). This report brings together student survey data, key informant interviews from three respondent groups, campus observation findings, and institutional records to provide a comprehensive, evidence-based assessment of what that contribution has achieved.

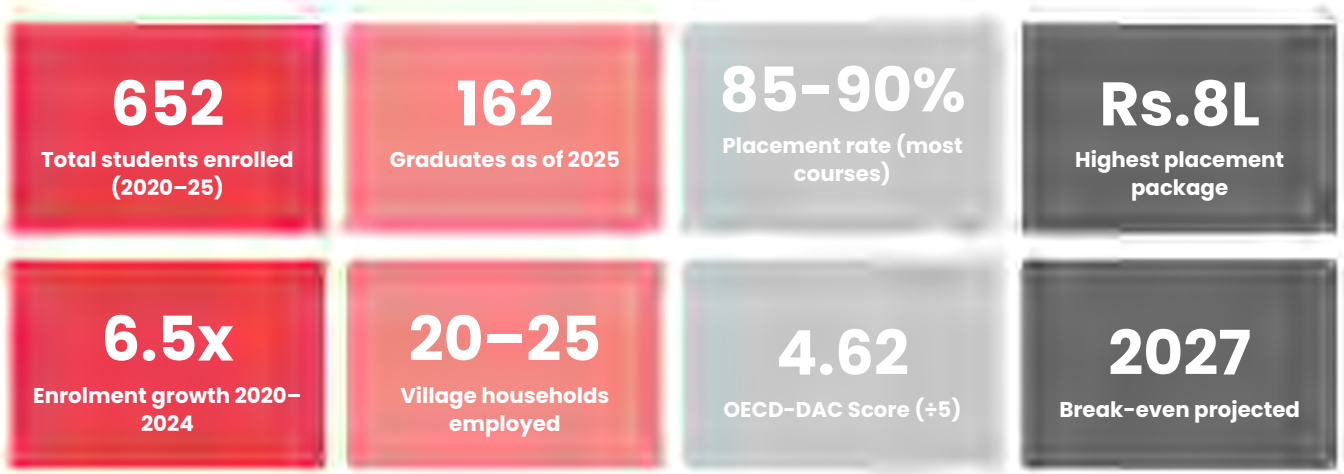
University entrance

Methodology

Sample Size:

- **Student survey (N=37)**
- **3 Community Member KIIs**
- **2 Community Leader KIIs**
- **3 School Administration KIIs**
- **Campus Observation | Institutional Records**

The overall picture is strong. Students chose KKMU because of the quality of its courses and facilities — not merely proximity — and the evidence from multiple data sources consistently validates that quality. 162 students have graduated, placement rates are at 85–90% for most programmes, average starting salaries range from Rs. 3.33 to 4.93 LPA. Beyond the campus, KKMU has become an economic anchor for Mahmara village, with 20–25 households employed, a measurable increase in local businesses, and visible shifts in community attitudes towards girls' education.



As KKMU enters its next phase, a few areas offer scope for strengthening :

- Internship opportunities for BTECH students are being fully facilitated by KKMU. Current uptake (40%) indicates an opportunity to further encourage and support students in translating these opportunities into participation. Placement outcomes for the 2021–25 batch similarly highlight potential to deepen industry linkages and enhance readiness efforts.

- Student feedback on infrastructure remains overwhelmingly positive. A small proportion (11%) highlighted sports infrastructure as an area for enhancement. Given the otherwise strong feedback and active usage, this can be addressed through gradual, incremental upgrades.

- The university also benefits from strong goodwill within the surrounding community. More structured outreach and deeper engagement with local leadership can help amplify ongoing efforts, including initiatives such as free computer classes.

- Finally, while KKMU offers competitive fees and scholarships, there is an opportunity to further strengthen awareness among local youth in Mahmara. Targeted communication and on-ground outreach can help ensure that more students are able to fully benefit from these offerings.

This report's recommendations reflect only what is realistic within the context of a grant already disbursed, a university managing its own operations, and a CSR partnership that has completed its committed phase. Recommendations are framed as forward-looking suggestions for the ongoing partnership dialogue — not as corrective actions on completed work.

Introduction

K K Modi University (KKMU) is a UGC-recognised multi-disciplinary private university established under the Chhattisgarh Private Universities Regulatory Commission Act, located on a 25-acre campus in Mahmara, Durg. It offers programmes spanning engineering, management, commerce, design, computer applications, nutrition, and computer science, drawing students from across Durg district and the wider Chhattisgarh region.

Godfrey Phillips India Ltd. (GPI) has supported KKMU under its CSR initiatives with a focus on strengthening access to quality higher education in underserved regions. By investing in core academic infrastructure, GPI aims to enable a learning environment that is accessible, affordable, and aligned with evolving industry needs, contributing to long-term educational capacity and local socio-economic development.

As part of this commitment, GPI contributed Rs. 2,40,30,000 towards KKMU's expansion through a CSR grant disbursed in four tranches between 2022 and 2024 under Schedule VII (ii) of the Companies Act, 2013. The grant was directed towards the consultancy and construction of the Academic Building, which now houses smart classrooms, a library, sports facilities, a common room, and the campus security post. Document verification indicates that the funds have been utilised as planned, with no budget variance, supported by regular oversight from the Project Head and Finance Head.

Blueprint of the campus. Source: Official website

The programme is in alignment with the following Sustainable Development Goals (SDGs) outlined in the United Nations Agenda 2030.

Target 4.3
By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

Target 4.4
By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

Target 4.5
By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

Target 5.b
Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

Target 8.5
Achieve full and productive employment and decent work for all women and men, including young people.

Target 8.6
By 2020, substantially reduce the proportion of youth not in employment, education or training.

Scope of Study

Objectives

01 To assess the relevance, coherence, effectiveness, impact, and sustainability of the Godfrey Phillips India Ltd. CSR programs

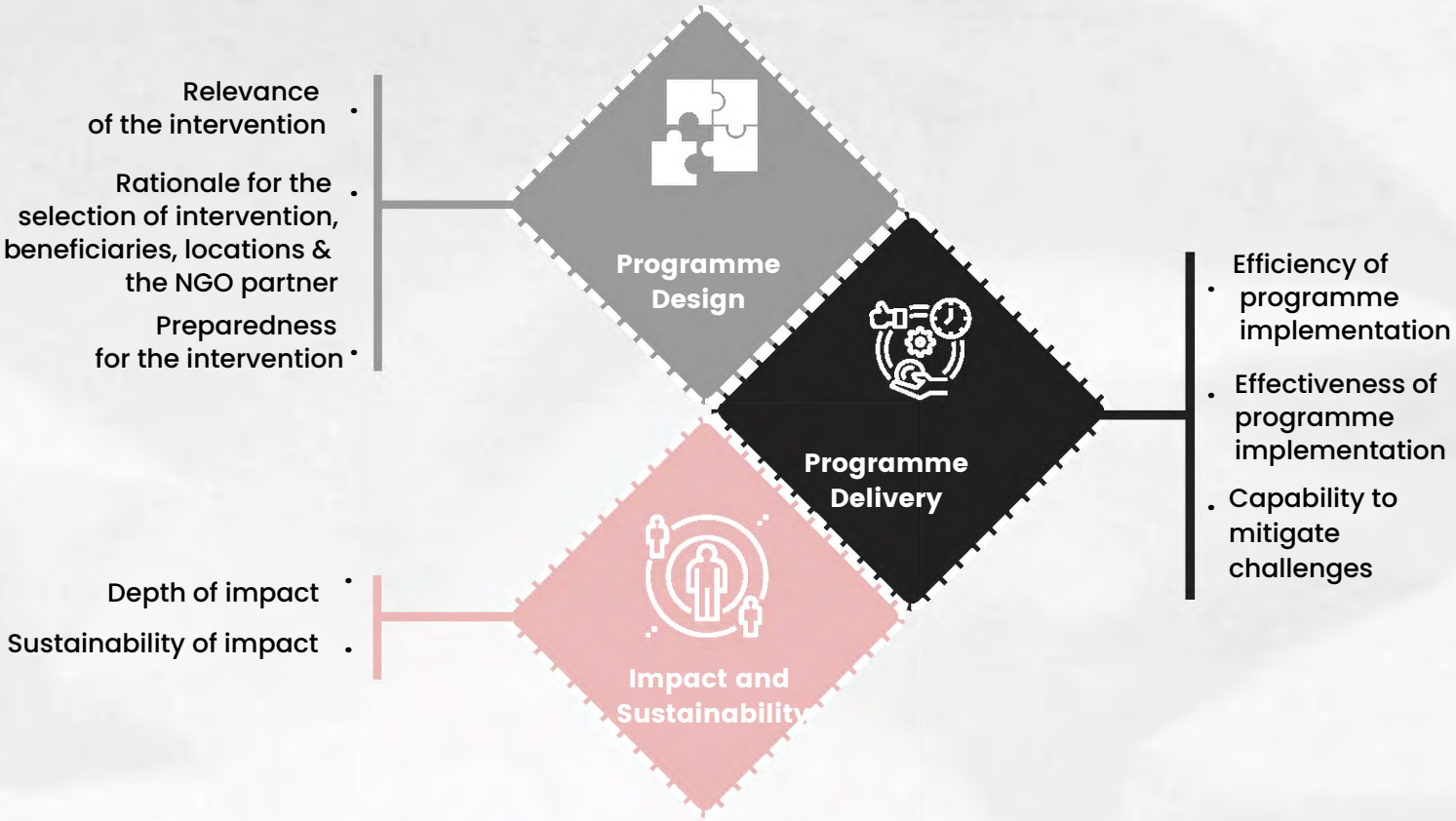
02 To document lessons learned, support evidence-based decision-making, and enhance learning and capacity-building

03 Assess the project on the goals, activities, outputs, and outcomes for achieving the overall impact.

04 Suggest effective measures for improving the program outcomes

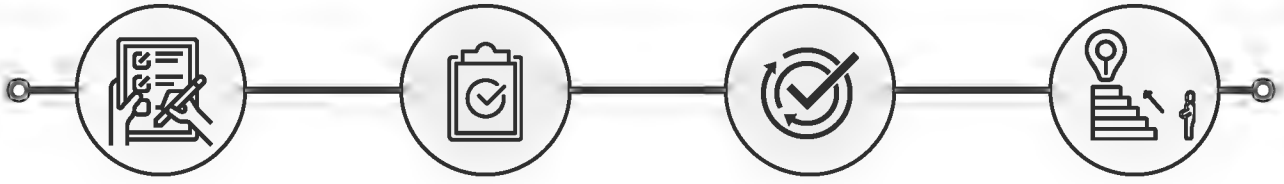
Methodology

The three point assessment framework is used in the assessment is developed by Give Grants based on the OECD-DAC framework for impact assessment. It broadly investigates the following aspects:



Theory of Change

The Theory of Change Framework (ToC) for the given programme is illustrated below:



Input	Output	Outcome	Impact
The specific actions or processes that a programme undertakes to achieve its goals and objectives	The direct and immediate results or products of the activities undertaken	The changes or effects that occur as a result of the outputs and activities	The ultimate and long-term effect or result that a programme or intervention aims to achieve
• GPI CSR grant: Rs. 2,40,30,000 • Academic & technical expertise: 54 faculty, 3 Professors of Practice • UGC recognition & regulatory compliance (Chhattisgarh Private Universities Act • GPI CSR oversight: weekly Project Head & Finance Head reviews; structured tranche disbursement	• Academic Building constructed on 25-acre campus, Mahmara, Durg • 5 smart classrooms with digital projection & AV equipment • 30-seat digital library with computers & internet access • Indoor sports complex: 10,000+ sq.ft. (badminton, volleyball, pool, TT, carrom) • 8 academic programmes operational (BTech, BBA, BCA, BCOM, MBA, BDES, B.Sc Nutrition, B.Sc CS)	• Enrolment 2020 to 2024: 26 till 196 (654% growth); 652 total enrolled 2020–2025 • Placement rate 82–100% (MBA, BBA, BCA, BCOM); avg. CTC Rs. 3.33–4.93 LPA; highest Rs. 8 LPA • 92% of students rate teaching Excellent; 92% report significant gains in subject knowledge & practical skills • Female enrolment rising: 31% (2020) to 50% (2022); 244 of 652 total students are women	• Stronger regional human capital in Chhattisgarh: qualified graduates entering formal employment market with skills demanded by national-brand recruiters

Sampling Strategy

37
Total Student Sample Covered

08
Key Informant Interviews

45
Total Beneficiaries Outreached

Campus Observation
25 acre walkthrough by the enumerator

Key Informant Interviews

Community member: 2

Community leader: 2

School administration: 3

Sample Size Rationale

- Structured CAPI survey using KoboToolbox; all questions mapped to OECD-DAC criteria; purposive cross-section across courses, years, gender, income groups.
- 25-acre walk-through by enumerator on 17 March 2026; structured checklist covering all GPI-funded assets; 18 photo reference categories.
- Limitations: N=37 student survey involves sub-groups as small as n=3 (BDES, BSc); findings are directional signals within the sub groups. Impact assessed through self-report and counterfactual reasoning.
- KII respondents include institutional stakeholders whose responses may reflect an institutional perspective.
- All limitations are noted where relevant throughout the report.

Institutional Profile

Before examining OECD-DAC findings, it is important to establish the institutional context using the quantitative records provided. These numbers are the factual backbone of the assessment.

Enrolment Growth (2020–2025)

Total cumulative enrolment across all years and programmes stands at 652 students. Annual intake grew from 26 students in 2020 to a peak of 196 in 2024 — a 6.5x increase over five years. GPI's CSR grant was disbursed during 2022–2024, precisely during the period of steepest enrolment acceleration. University management attributes a meaningful portion of this growth to improved campus quality, which features prominently in student and parent decision-making.

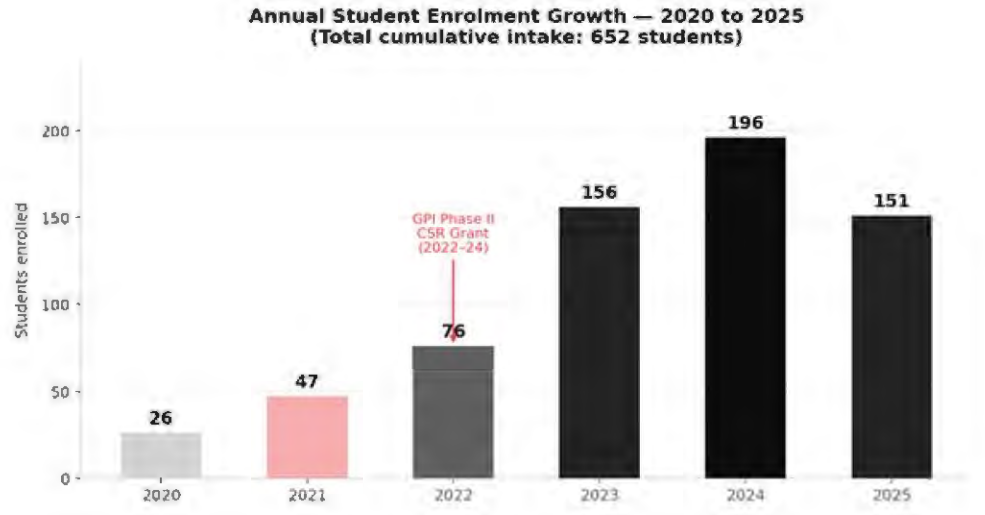


Fig. 1 — Annual student enrolment 2020–2025

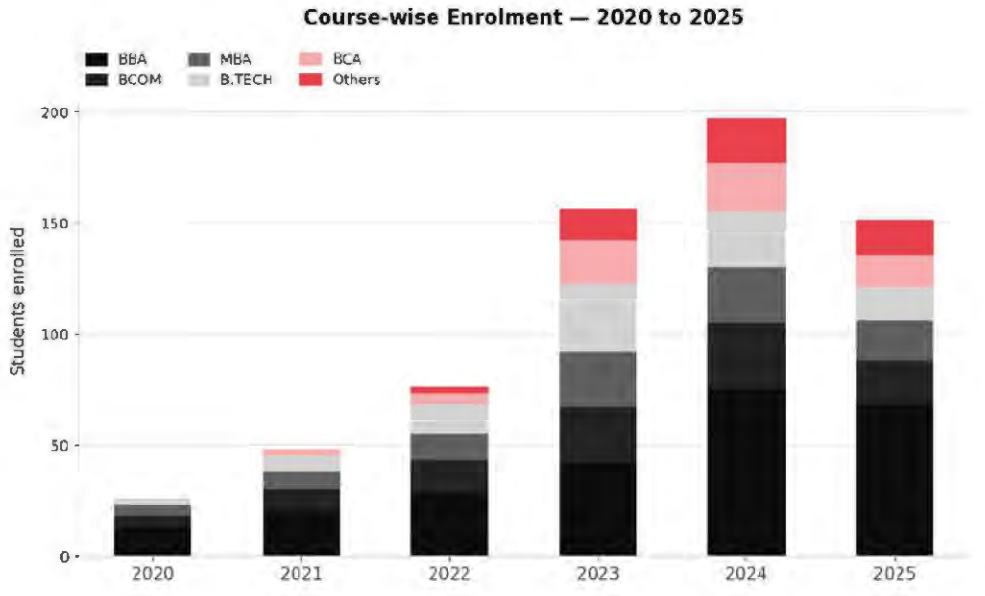


Fig. 2 — Course-wise enrolment breakdown 2020–2025

2025 shows a modest dip to 151 from 196 in 2024. University management indicates this reflects intake management rather than declining demand, as the institution manages capacity while infrastructure expansion continues.

Gender Ratio in Enrolment

Overall, female enrollment stands at 244 out of 652 students (37.4%). Female representation has been growing: from 31% in 2020 to 50% in 2022 as a proportion. The 2023 and 2024 cohorts show a higher proportion of male students (38% and 31% female, respectively), reflecting growth in intakes for BTECH and BCA courses which are more popular amongst male students. Community leader KIIs indicate that the increasing number of female students at KKMU has strengthened its perception as a safe and welcoming space for girls to enroll.

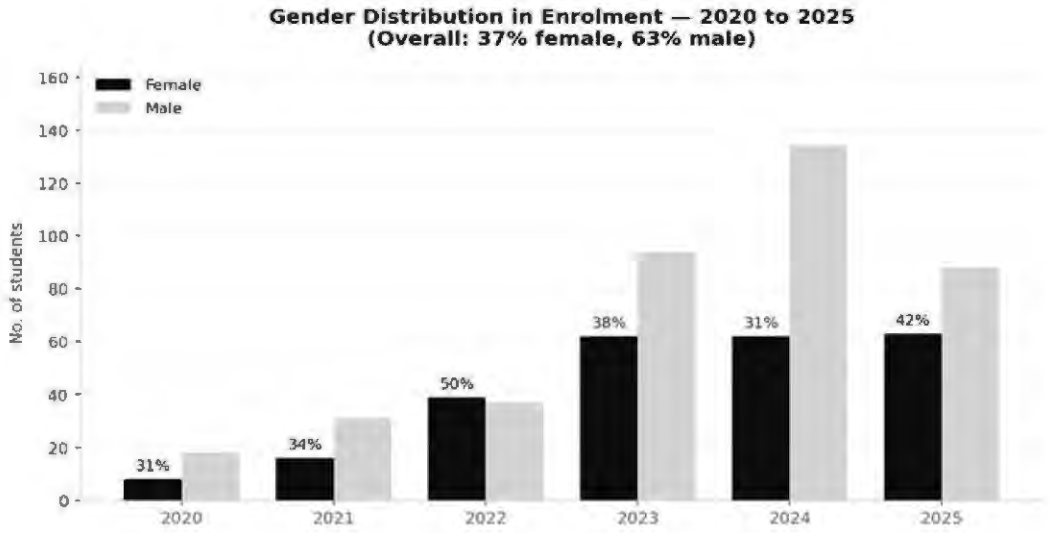


Fig. 3 — Gender distribution in annual enrolment

Graduate Outcomes

162 students have passed out from KKMU as of 2025, with the graduating cohort growing sharply from 3 in 2022 to 93 in 2025. MBA and BBA are the largest graduating cohorts; BTECH and BCA have smaller but growing graduate populations. This trajectory confirms KKMU is now a functioning degree-granting institution with a growing alumni base — not merely a growing campus.

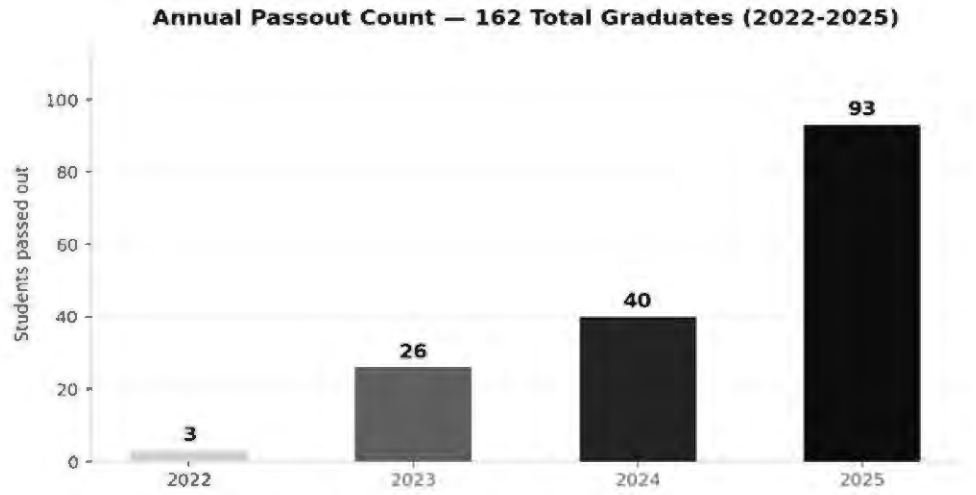


Fig. 4 — Annual graduate output

Placement Outcomes

Placement data (Annexure 4) shows strong performance for most courses. The most recent completed batches show: BBA 2022-25 at 82% placement rate; MBA 2022-24 at 82%; BCA 2022-25 at 100%; BCOM 2022-2025 at 100%. BTECH 2021-25 shows 50% of eligible students placed.

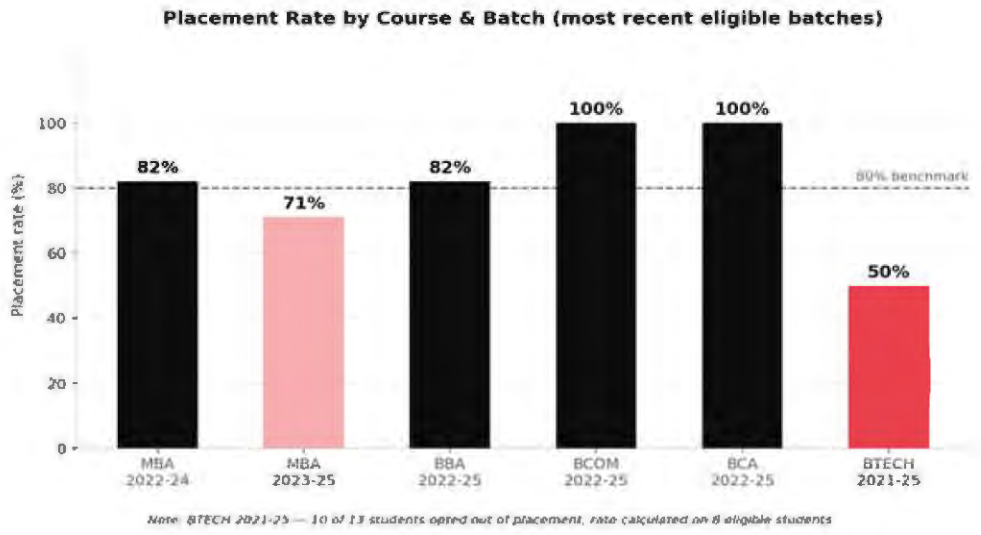


Fig. 5 — Placement rate by course and batch

Average CTC ranges from Rs. 3.33 LPA (MBA 2022-24) to Rs. 4.80 LPA (BCA 2022-25). The highest package secured was Rs. 8 LPA. Top recruiters include TCS, Deloitte, Tech Mahindra, Zomato, Airtel, ITC, Dabur, ICICI Bank, and GPI itself. The consistent presence of national-brand recruiters is a strong signal of KKMU's growing credibility in the market.

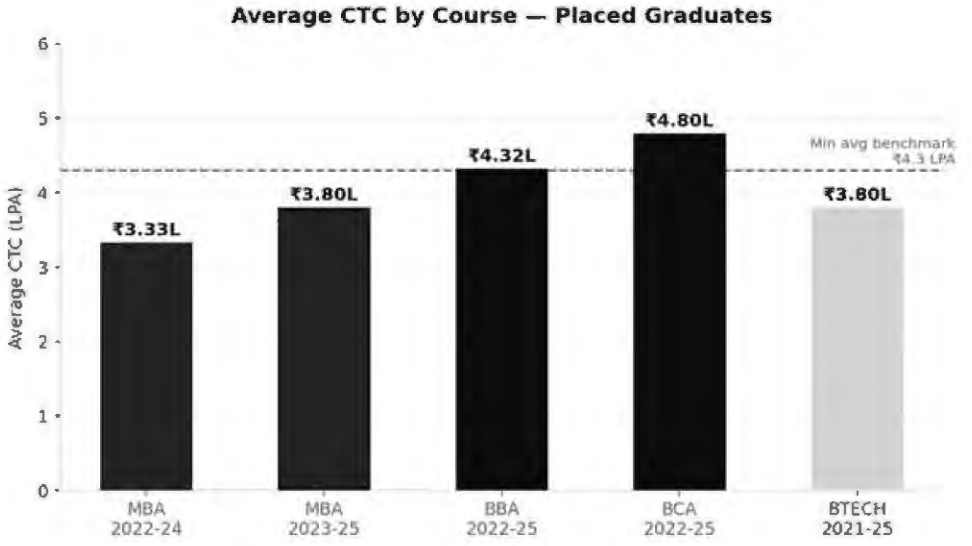


Fig. 6 — Average CTC by course — placed graduates

Findings & Analysis

PROGRAM DESIGN — Relevance & Coherence

Relevance

KKMU is succeeding because it is the best option in the region, not merely the nearest.

The student survey confirms that 38% of students chose KKMU for course availability and 27% for infrastructure and facilities — quality-driven reasons accounting for 65% of decisions. This is corroborated and deepened by both community leader respondents, who describe the pre-KKMU educational landscape as severely limited: the Deputy Sarpanch notes that only 20% of village youth pursued any higher education before KKMU's establishment, and the CSC Centre operator estimates 50% of children do not proceed to higher education at all.

The student survey data reinforces this: 57% of students would have migrated to another city for education without KKMU, and 41% would have commuted long daily distances. For most students, KKMU is both the best and the most practical option available.

> *"Before BITS, there was no other university here with good quality education. KKMU has raised aspirations for education."*
>
> **— KKMU Vendor**

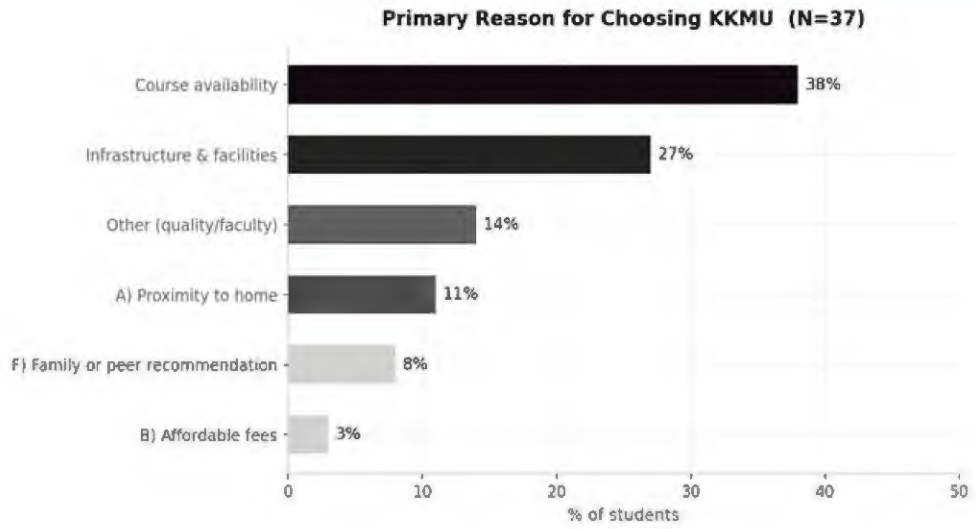


Fig. 7 — Primary reason for choosing KKMU

A fee perception gap is limiting KKMU's reach into its own surrounding village — a nuanced finding.

Both community leader respondents independently raised a finding absent from the student survey: village families in Mahmara believe KKMU charges unaffordably high fees, but also admitted that they dont know the actual fee structure.

This perception is preventing some of the local youth from considering enrolment, particularly for first-generation families who have no reference point for private university costs. KKMU does facilitate government scholarship access for SC, ST, and OBC students — but this information is not effectively reaching the community around the campus.

> *"Village families think KKMU charges higher fees — they do not know the actual fact. If KKMU gives scholarships, more village youth will think of taking admissions here."*
>
> **— Deputy Sarpanch, Mahmara**

> *"People in our village are not very aware of the importance of education or the types of courses taught at KKMU."*
>
> **— Operator, CSC Centre, Mahmara**

Coherence

All GPI-funded facilities are functional, well-maintained, and actively used — confirmed by independent campus observation.

The campus observation on 17 March 2026 confirmed that every GPI-funded facility is operational, well-kept, and in active student use. Smart classrooms were fully lit and equipped; the library was properly maintained with computers and digital screens; sports facilities (badminton 10,000 sq.ft., volleyball court, pool, table tennis, carrom) were in active use at time of visit; the common room (50-person capacity, air-conditioned) was operational. The campus overall presented as a 'high-class educational campus with proper operational status' in the enumerator's observation notes.

Interiors of the unitveristy - front lobby and cafetaria area

Student survey data corroborates the observation: 73% use digital classrooms daily, 57% use sports facilities daily, 62% use the common room daily. 97% rate classrooms Excellent or Good, and 95% rate the library and campus security in the same category.

Sports infrastructure emerges as a relative area for improvement, with 11% of students rating it as Poor. Although overall ratings remain largely positive, indicating a strong foundation, with scope to further strengthen sports amenities in future campus planning.

> *"The infrastructure funded by Godfrey Philips — academic blocks, library, sports facilities, guard room — is being optimally utilized on a daily basis. There are no significantly under-utilized assets."*
>
> **— KKMU Registrar**

Current sports area and arial view of the university

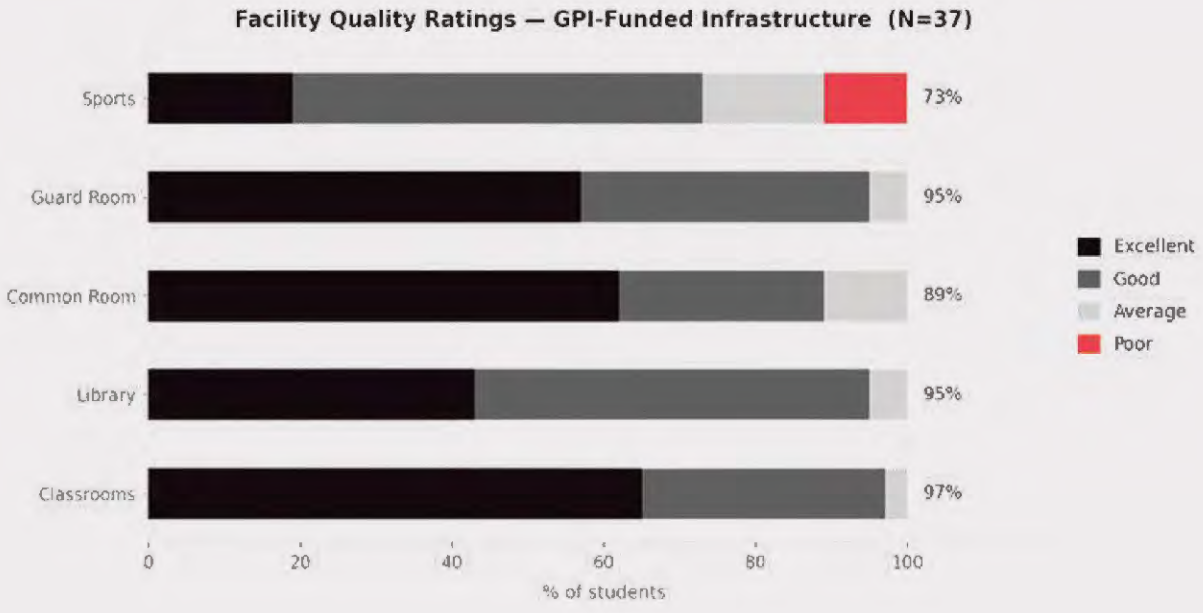
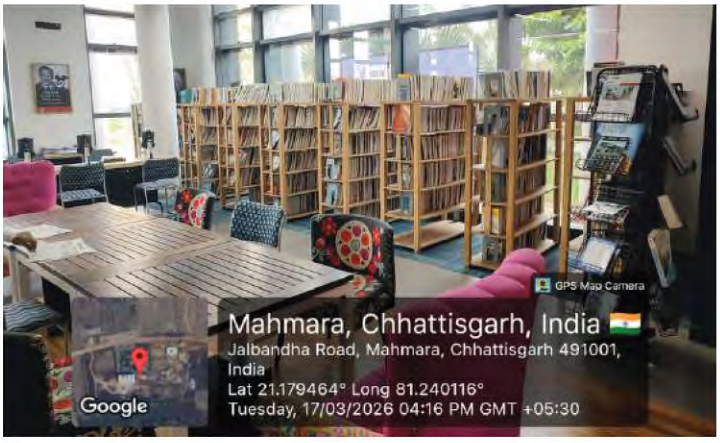


Fig. 8 — Facility quality ratings by type (N=37, student survey)

A potential visibility opportunity from the campus observation is the absence of GPI CSR acknowledgment across the campus.

While many funders choose to include CSR acknowledgment boards or signage as part of their programmes, no such attribution for Godfrey Phillips India was observed across the campus. GPI may consider discussing internally whether introducing this would be valuable, given that visible acknowledgment can support community awareness and institutional transparency. Notably, community leader KIIs also suggest that local residents are currently unaware of GPI's role in funding the infrastructure.



Outside and aerial view of the university and snippets of interiors, incluing classrooms, library, lounge and activity area.

PROGRAM DELIVERY — Effectiveness & Efficiency

Effectiveness

Teaching quality is the programme's single strongest finding — and it is corroborated across three data sources.

92% of students rate teaching and faculty support as Excellent, with the remaining 8% rating it Good. 92% report significant improvement in subject knowledge and practical skills. This is not an isolated finding: all three school administration KII respondents confirm that improved infrastructure has contributed to better faculty recruitment (54 faculty currently appointed, including 3 Professors of Practice), improved teaching conditions, and higher student engagement. Faculty members have cited campus quality as a reason for joining KKMU.

> *"Over the last three years, student pass rates and overall academic performance indicators have shown a steady and positive trend. Faculty feedback suggests improved physical environments have led to better student engagement and stronger conceptual understanding."*
>
> **—KKMU Registrar**

Observation with students

~6.5X Enrolment growth over five years is the most direct evidence that the contribution to KKMU infrastructure is working.

Student intake grew from 26 in 2020 to 196 in 2024. All three administration KII respondents connect a portion of this growth to improved campus infrastructure — noting that in direct conversations with prospective students and parents, the quality of facilities is frequently cited as a deciding factor. The introduction of new programmes (B.DES in 2024, B.Sc Nutrition and CS in 2024–25) has been enabled by the expanded academic capacity created through the GPI-funded building.

Internship access is broad but shows a gap in BTECH.
KKMU facilitates internship opportunities across all programmes, with institutional data indicating 100% facilitation for MBA, BBA, BCOM, BCA, and BTECH batches. Student survey responses show that 68% overall have taken up these facilitated internships, with BTECH students reporting a 40% uptake. This variation only reflects differences in student choices and pathways, while placement outcomes for the BTECH 2021–25 batch suggest evolving industry linkages for this programme.

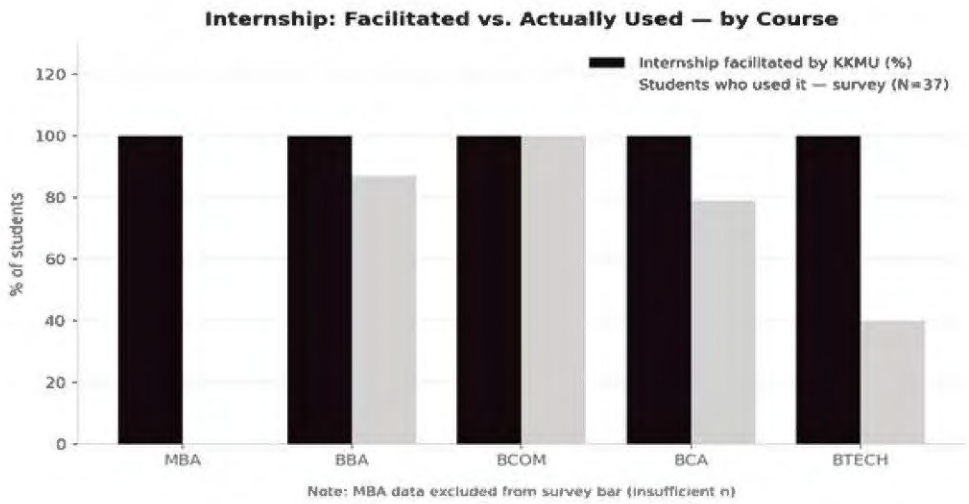


Fig. 9 — Internship facilitated vs used, by course (institutional + student survey)

Efficiency

Rs. 2,40,30,000 grant was managed with no budget variance, under structured oversight — as confirmed by documentation checks

Document verification indicates that GPI CSR funds have been utilised for the Academic Building consultancy and construction with no variance from the planned budget. Regular weekly reviews with the Project Head and Finance Head further reinforce strong financial oversight. The Registrar also noted that the CSR grant has been instrumental in enabling the project at its current scale and timeline.

In parallel, 84% of students report that KKMU is much more affordable than the nearest alternative college, and 100% rate administrative services as Efficient or Very Efficient. Together, strong infrastructure quality, fee competitiveness, and operational efficiency reflect solid value for the CSR investment.

IMPACT & SUSTAINABILITY - Reach and Depth of Change

Reach

Impact Finding 1: KKMU has produced 162 graduates, with strong employment outcomes for most programmes.

162 students have graduated from KKMU between 2022 and 2025, with the cohort growing rapidly. Placement rates are at 82–100% for MBA, BBA, BCOM, and BCA. Average starting salaries range from Rs. 3.33 to 4.93 LPA. GPI itself has recruited KKMU graduates. These are the most direct and measurable impacts of the CSR grant: qualified graduates entering the Chhattisgarh employment market with skills relevant to industry demand.

Impact Finding 2: KKMU functions as an economic anchor for Mahmara — with documented spillover effects.

Community KIIs surface a new layer of impact: KKMU's economic footprint in the surrounding village. The Deputy Sarpanch estimates 20–25 households from Mahmara are directly employed by or doing business with KKMU. Each contractor employs a further 8–10 local workers. The painting contractor's company has grown to GST-registration scale because of KKMU work. New businesses — hotels (Prithvi Palace, Roman Park, Seven Star Hotel), PG accommodations, general stores, eateries, transport services — have emerged specifically to serve the university ecosystem. Land prices in the surrounding area have increased, with residential societies and four-lane road construction underway.

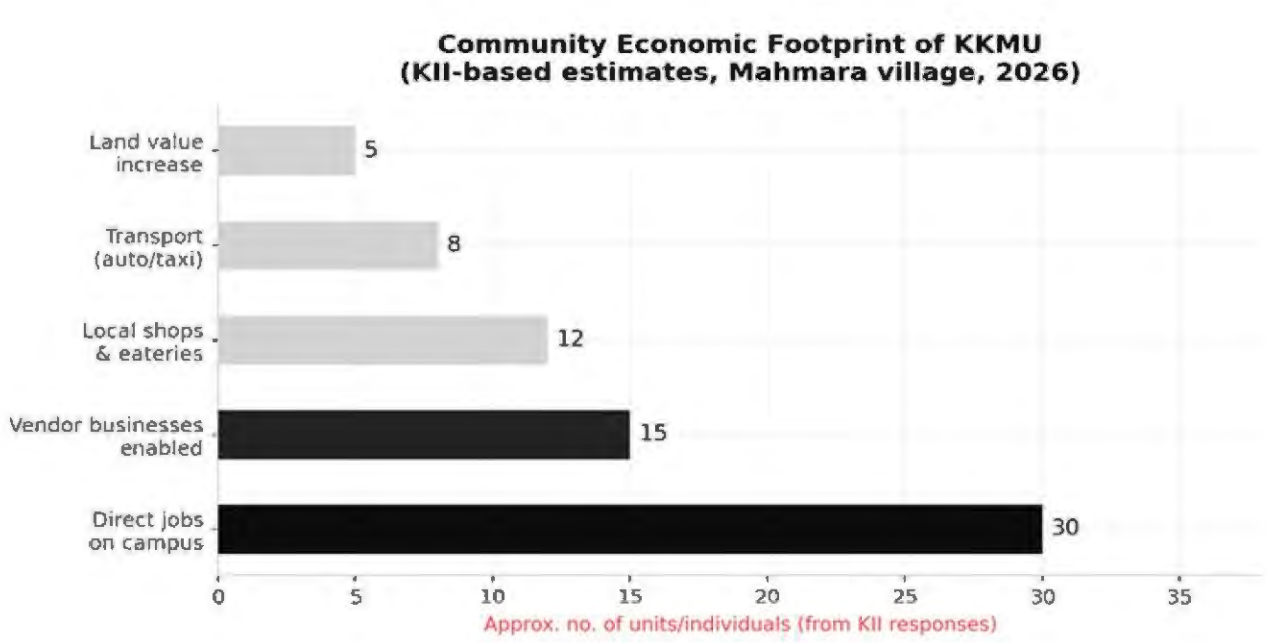


Fig. 10 — Community economic footprint of KKMU (KII-based estimates, Mahmara)

"My starting salary was Rs. 8,500 per month and now it has increased to Rs. 10,500. More steady and regular than vegetable selling."

— Electrical Technician employed at KKMU

"New projects have come up such as GREEN CITY residential society. Ola and Uber services have started because of KKMU. KKMU took the initiative and pursued road and electricity issues with the government."

— Deputy Sarpanch, Mahmara

"Earlier our turnover was less, and now it has increased so we have to apply for GST. We got this big project in the form of KKMU."

— KKMU Painting Contractor

Depth

Impact Finding 3: Family attitudes towards education — particularly for girls — are shifting.

95% of surveyed students report their family is now much more supportive of higher education. 87% have inspired younger siblings or relatives to plan for higher education. Community leader KIIs add a broader dimension: village families who previously did not consider higher education are now observing female students attending KKMU and reconsidering their approach to daughters' education. The university's visible female student presence is functioning as passive community advocacy.

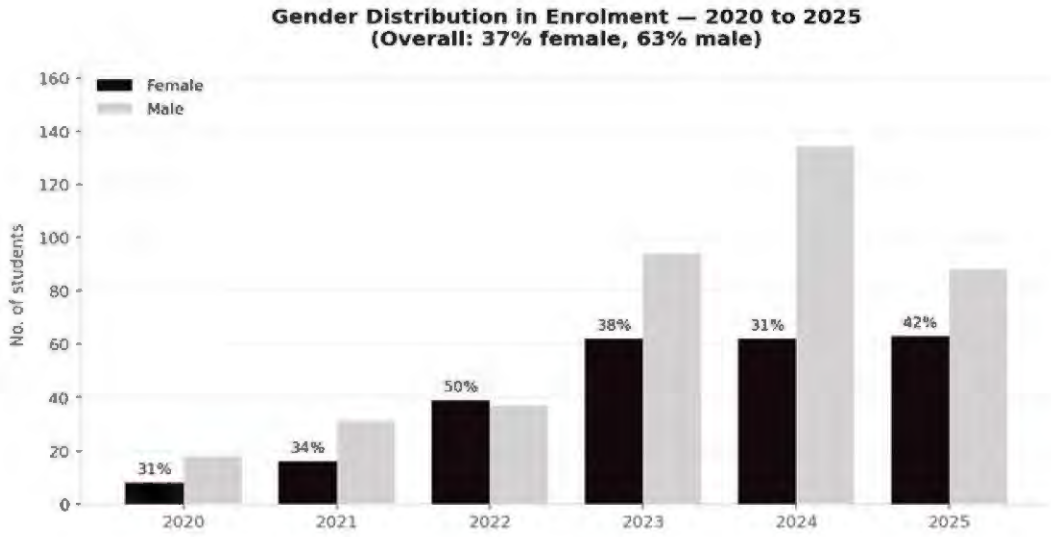


Fig. 11 — Female enrolment growth 2020–2025

"The presence of K.K. Modi University and the students — girls studying here — has definitely reaffirmed their perspectives about educating girls. A definite change in gender norms is occurring."

— CSC Centre operator

"Because of the KKMU and educational atmosphere here, village families watch girls going to this university — therefore, families are more willing to invest in daughters' education. Motivation for girls in military and teaching has increased."

—Mahmara Deputy Sarpanch

Sustainability

92% of students are satisfied. 90% would recommend KKMU. The institutional demand signals are strong.

62% of students are very satisfied with their educational experience, and 30% are satisfied — leaving only 8% neutral and none dissatisfied. 76% would definitely recommend KKMU to a peer seeking higher education, and a further 14% would probably do so. This strong net advocacy score, combined with sustained enrolment growth, suggests a self-reinforcing demand cycle driven by reputation rather than proximity.

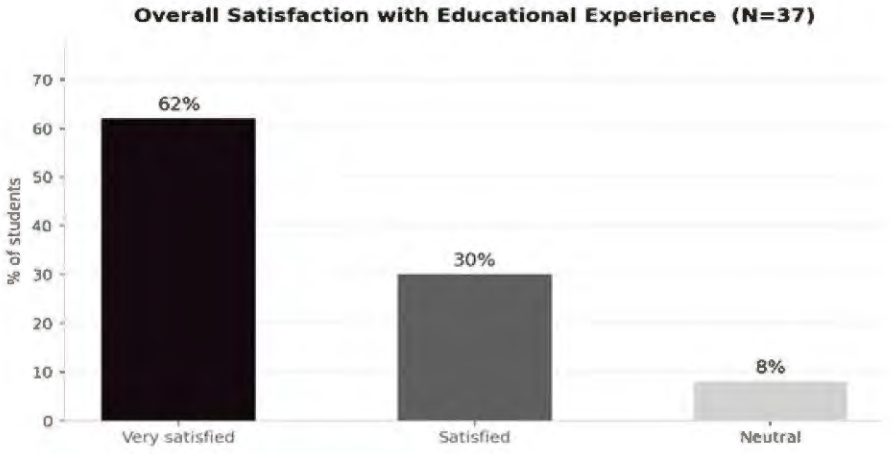


Fig. 13 — Overall satisfaction with educational experience (N=37)

OECD-DAC Assessment Ratings

This study applies the OECD-DAC framework, assessing the project across six criteria: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.

For each criterion, the share of positive responses was calculated and converted to a 1–5 score (5 = highest) using:

Score = 1 + (Average % of positive responses ÷ 100) × 4.

Qualitative insights from KIIs and institutional data were used to triangulate and contextualize the findings.

Criterion	OECD - DAC Score	Evidence Summary
Relevance	**4.1**	38% chose KKMU for courses, 27% for infrastructure. Community KIIs confirm only 20% of village youth pursued Higher education before KKMU. Fee perception gap limits reach into surrounding village — a communication gap rather than financial barrier.
Coherence	**4.62**	All GPI-funded assets confirmed functional and well-used by campus observation. 97% classrooms Excellent/Good; 95% library.
Effectiveness	**4.65**	92% Excellent teaching; 92% significant knowledge improvement. Enrolment 654% growth in 5 years. 162 graduates produced. 85–90% placement for almost all courses.
Efficiency	**4.89**	Rs.2,40,30,000 grant with zero budget variance; weekly oversight. 84% find KKMU much more affordable; 100% rate admin Efficient/Very Efficient. Facilities adequate per 89% of students.
Impact	**4.85**	57% would have migrated without KKMU. 95% family attitude change. 87% inspiring siblings. 20–25 village households economically connected. New businesses, land value rise, infrastructure spillover in Mahmara.
Sustainability	**4.62**	92% satisfied; 90% would recommend. Long-term plan in place. KKMU actively seeks future partnership. Community relationship has goodwill.

SWOT Analysis

STRENGTHS

- 654% enrolment growth in 5 years
- 92% Excellent teaching quality
- Rs. 2,40,30,000 grant utilised with zero budget variance
- 162 graduates produced; 85–90% placement rates (most courses)
- All GPI-funded facilities functional and actively used
- GPI is itself a KKMU recruiter
- Strong community economic multiplier in Mahmara village
- Gender norm change towards girls' education is occurring

WEAKNESSES

- BTECH internship uptake and placement rate can be better
- Sports infrastructure: only 11% 'Poor' ratings
- Fee perception barrier preventing local village youth from enrolling

OPPORTUNITIES

- KKMU Grant: target sports upgrade in the next phase
- Community fee awareness campaign - low-cost, high-equity potential
- Decision on CSR attribution board installation - simple, immediate action

THREATS

- Rising competition from online/hybrid education for regional private universities

Recommendations

For GPI to raise in partnership dialogue with KKMU (low-cost, high-impact)

1. Consider adding a GPI CSR acknowledgment board

Many institutions choose to include visible CSR acknowledgment as part of funded infrastructure. Introducing a simple board or signage at key campus locations could help highlight GPI's contribution. This can support institutional documentation (including NAAC and ESG reporting), strengthen community awareness, and ensure clear attribution within KKMU's communication materials.

2. Explore strengthening BTECH industry pathways

KKMU has established strong internship facilitation across programmes. For BTECH, there may be an opportunity to further strengthen student uptake and industry alignment through deeper engagement with relevant sectors. This could be a useful area for discussion in future interactions, including exploring potential pathways through GPI's networks or ecosystem.

3. Encourage community awareness on fees and scholarships

There appears to be an opportunity to further build awareness within the local community around KKMU's fee structure and existing scholarship options. Simple outreach efforts—such as engagement through Gram Panchayats or local information channels—could help ensure that prospective students and families have access to accurate information, supporting more informed decision-making.


give
grants

GODFREY PHILLIPS
INDIA LIMITED

IMPACT ASSESSMENT REPORT

2023-24

Project:
Biodiversity Conservation & Community Development Initiatives | EFFORT

give | grants

Table of Contents

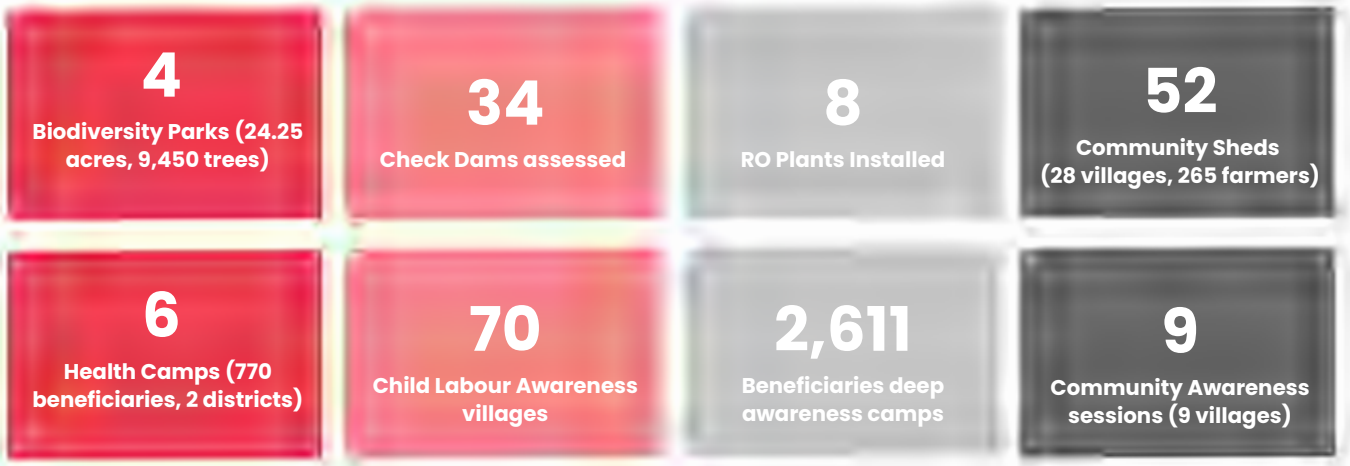
Executive Summary

Category	Project Details
Project title:	Burley Tobacco Farmers Community Program
GrantAmount:	Rs. 2,34,91,750
FY covered:	FY 2023-24
Methodology	Mixed methods: Quantitative surveys (N=188) + Qualitative KIIs. OECD DAC framework.
Location:	Prakasam, Bapatla, Palnadu, YSR Kadapa districts, Andhra Pradesh - 40+ villages across 4 districts
Implementation Agency:	EFFORT
Assessment Agency:	Give Grants

FY 2023-24 is a year of maturation and geographic expansion for EFFORT's programme. Biodiversity parks established in prior years are actively maintained and showing ecological recovery. Check dams receive their first full quantitative assessment - results confirm universal income improvement across all 46 farmers surveyed. New villages (Chandaluru, Chalivendram, Yerrabalem) extend the programme to communities previously unreached, including a highly marginalised SC farming community.

Conswrvqtion efforts in biodiversity park

Programme reach



Key findings

The programme has delivered strong and measurable outcomes across all three activity streams.

- 100% of 46 farmers report income increase from check dams, alongside 91.3% improved groundwater, 89.1% reduced soil erosion, and 43.5% report that it enabled an additional crop cycle.
- 93.3% of farmers who participated in agri shed development reported using the facilities regularly; governance was strengthened with 90% of sheds managed by elected committees.
- Due to the RO plants 93.8% reported fewer waterborne illnesses; 93.8% confirm all households have access to safe drinking water.
- Due to child labour awareness, 100% parents reported improved school attendance. It is also reported that school attendance across villages where child labour awareness sessions were conducted rose to 90.8%.
- With regard to health camps, 56.7% had a health condition identified or confirmed; 90% reported eating healthier; 90% visiting doctors more regularly.
- Biodiversity parks - strong maintenance phase: 80% natural regeneration observed; 93.3% reported fresher air; 86.7% reported more birds. Vitamrajupalli to be formally handed over to community. Governance transition for the remaining parks is an important pending action.
- Convergence of government schemes (MGNREGS, PMKSY, Jal Jeevan Mission) can be an opportunity to explore in the future.

Introduction

The FY 2023–24 impact assessment of the Biodiversity Conservation & Community Development Initiatives implemented by Godfrey Philips India Limited in partnership with EFFORT reflects a transition from asset creation to outcome realisation and geographic expansion. Building on the earlier foundation, the programme has entered a maturation phase, where previously established infrastructure - such as biodiversity parks, water systems, and agri sheds - is delivering measurable livelihood, ecological, and social benefits, while interventions are simultaneously being extended to new and underserved communities.

The programme now spans 40+ villages across four districts, incorporating new geographies such as Chandaluru, Chalivendram, and Yerrabalem, including marginalised populations with limited prior access to basic services. A total of 188 quantitative respondents, supported by qualitative interviews, were covered across seven activity streams, enabling cross-sectional insights.

A key advancement in this assessment is the availability of robust quantitative evidence, particularly for water infrastructure. For the first time, check dams have been evaluated through a structured survey, confirming universal income improvements among beneficiary farmers and reinforcing their position as the highest-impact intervention in the portfolio. At the same time, improvements in governance models (e.g., agri sheds), expanded equity reach (e.g., RO plants in SC communities), and sustained behaviour change (e.g., health and education outcomes) indicate that the programme design is both scalable and adaptable.

The assessment continues to apply the OECD-DAC framework, ensuring a comprehensive evaluation across relevance, coherence, effectiveness, efficiency, impact, and sustainability. Overall, FY 2023–24 reflects a programme that is delivering consistent, high-quality outcomes at scale, with growing evidence of long-term value creation and community ownership.

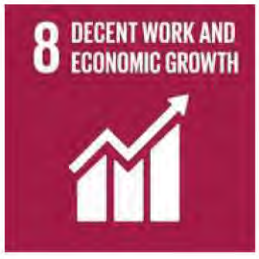
The programme is in alignment with the following Sustainable Development Goals (SDGs) outlined in the United Nations Agenda 2030.

Target 1.4
Ensure equal rights to economic resources, basic services, and access to natural resources.

Target 1.5
Ensure equal rights to economic resources, basic services, and access to natural resources.

Target 6.4
Substantially increase water-use efficiency and ensure sustainable withdrawals.

Target 6.6
Protect and restore water-related ecosystems.



Target 8.3
Promote development-oriented policies supporting productive activities and decent job creation.

Target 8.6
By 2020, substantially reduce the proportion of youth not in employment, education or training.

Target 13.1
Strengthen resilience and adaptive capacity to climate-related hazards

Target 13.3
mprove education, awareness, and capacity on climate change mitigation and adaptation.

Scope of Study

Objectives

01 To assess the relevance, coherence, effectiveness, impact, and sustainability of the Godfrey Phillips India Ltd. CSR programs

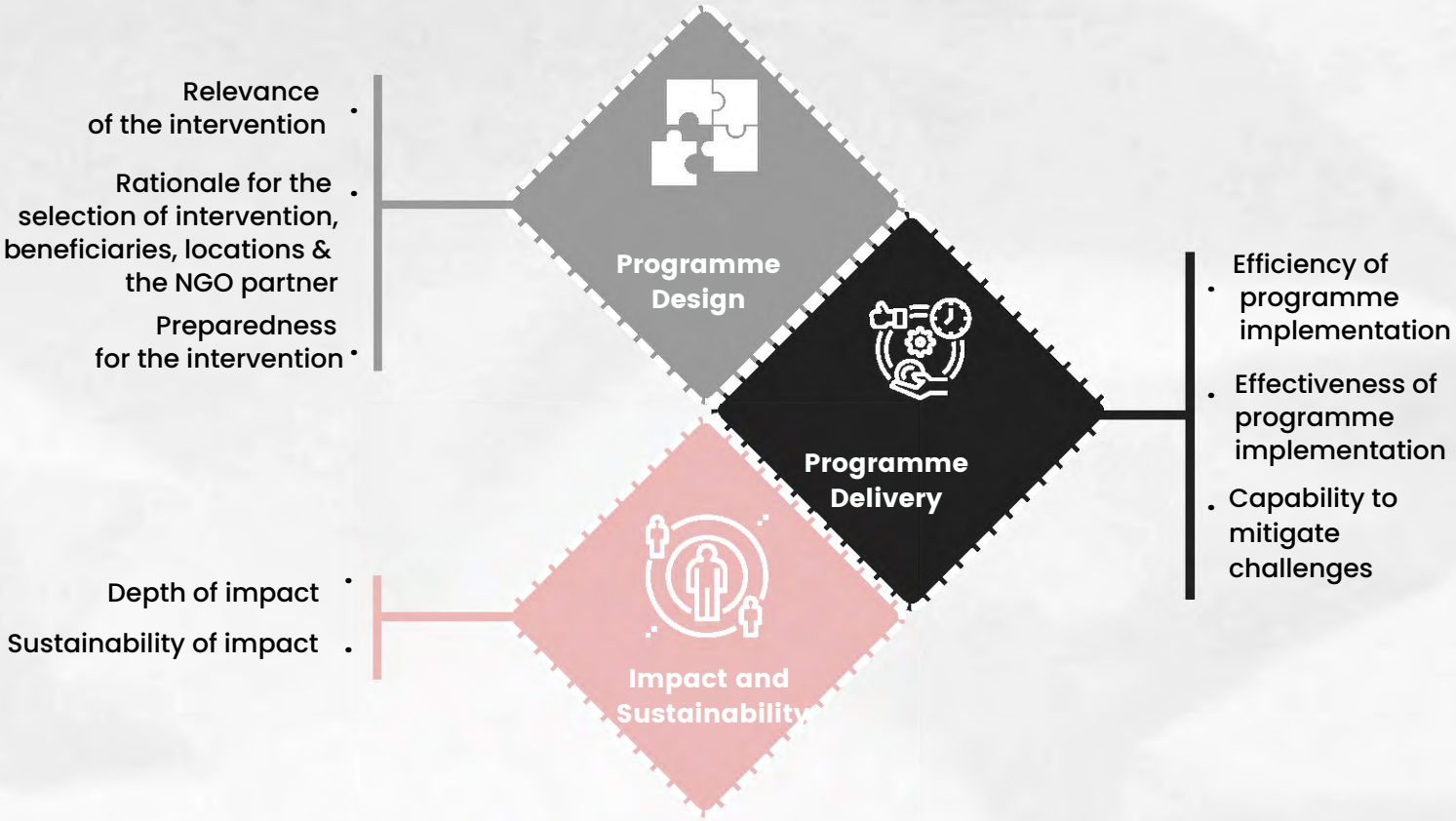
02 To document lessons learned, support evidence-based decision-making, and enhance learning and capacity-building

03 Assess the project on the goals, activities, outputs, and outcomes for achieving the overall impact.

04 Suggest effective measures for improving the program outcomes

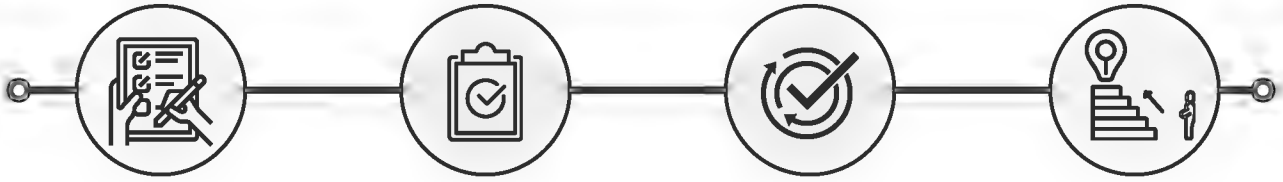
Methodology

The three point assessment framework is used in the assessment is developed by Give Grants based on the OECD-DAC framework for impact assessment. It broadly investigates the following aspects:



Theory of Change

The Theory of Change Framework (ToC) for the given programme is illustrated below:



Input	Output	Outcome	Impact
The specific actions or processes that a programme undertakes to achieve its goals and objectives	The direct and immediate results or products of the activities undertaken	The changes or effects that occur as a result of the outputs and activities	The ultimate and long-term effect or result that a programme or intervention aims to achieve
• Maintenance of biodiversity parks and expansion of water infrastructure (check dams, RO plants) • Scale-up of agri storage sheds in new villages • Health camps in underserved communities • Child labour awareness and continuation of scholarships • Community awareness sessions to build ownership and knowledge	• Maintained parks with visible ecological improvement • Operational check dams, RO plants, and agri sheds in expanded geographies • Households screened and treated through health camps • Parents, students, and community members reached through awareness programmes	• Improved groundwater, irrigation access, and agricultural productivity • Increased farmer incomes and reduced distress sales • Expanded access to safe drinking water, including marginalised communities • Improved health-seeking behaviour and early diagnosis • Increased school attendance and shifting attitudes on child labour • Stronger community ownership and emerging local governance structures	• ustained livelihood improvements and income stability • Better health and education outcomes across communities • Ecological restoration and biodiversity recovery • More equitable access to essential services • Stronger, more resilient, and self-reliant rural communities

Sampling Strategy

188
Survey participants

7
Villages

10+
Infrastructure observed

35
Key informant interviews

Key Informant Interviews

Community members: 20

Child awareness respondents: 15

Sample Size Rationale and Limitations

- Purposive sampling. The sampling was done on the overall reach versus specific populations.
- All data is self-reported. Findings represent informed beneficiary perceptions.
- Attribution is not claimed - findings represent contribution to outcomes within a context that includes rainfall variability, market conditions, and other factors

Findings & Analysis

PROGRAM DESIGN — Relevance & Coherence

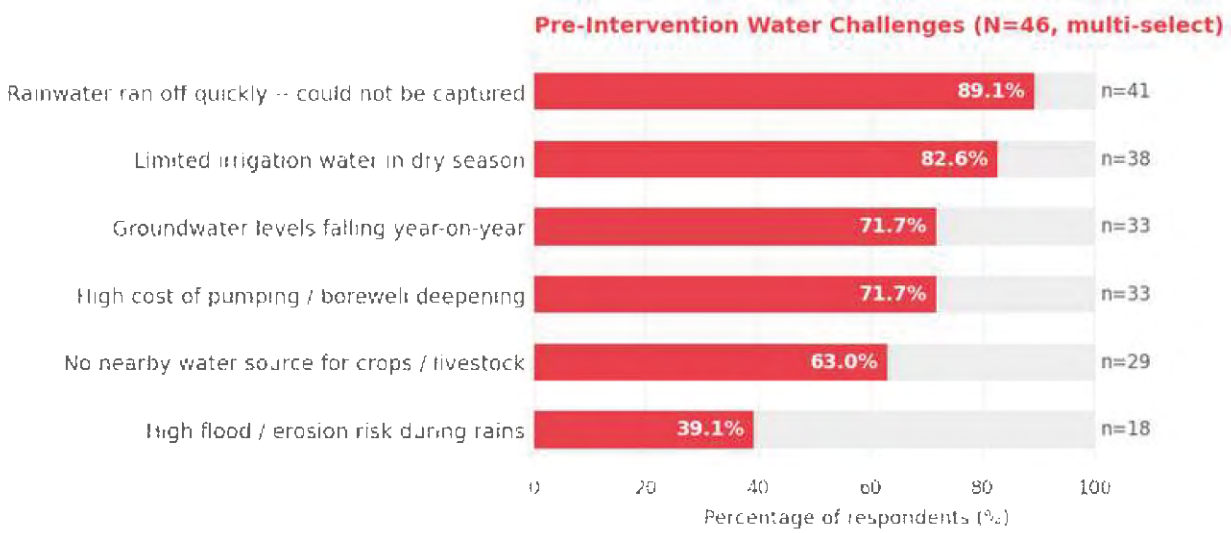
Relevance

Biodiversity Parks - Continued Maintenance is the Right Call

The parks still need EFFORT's active presence. Saplings planted earlier are growing but not yet deep-rooted enough to survive summer months without irrigation. Maintaining the parks through FY 2023-24 was ecologically appropriate - the intervention is still in its essential nurturing phase. The question now is what governance structures are being built alongside Effort's presence to ensure continuity when it eventually steps back.

Check Dams

The FY 2023-24 survey highlights that 89.1% of farmers confirm rainwater was running off and couldn't be captured. 82.6% faced dry-season irrigation shortfalls. 71.7% were dealing with falling groundwater year after year. 97.8% confirm that to address this an entirely new infrastructure was created- not repair of something that already existed.



RO Plants & Borewell Recharge

Chandaluru's water problem mirrors that of nearby villages, but in some ways is more severe. Every single respondent (100%) reports their water source was contaminated. 96.9% faced water scarcity. 75% reported fluoride or TDS levels making water unsafe to drink. The community was already spending money buying water from elsewhere. The RO plant doesn't just improve their situation - it replaces an expensive, inconvenient, and unreliable arrangement with affordable local access.

Community Agri Sheds

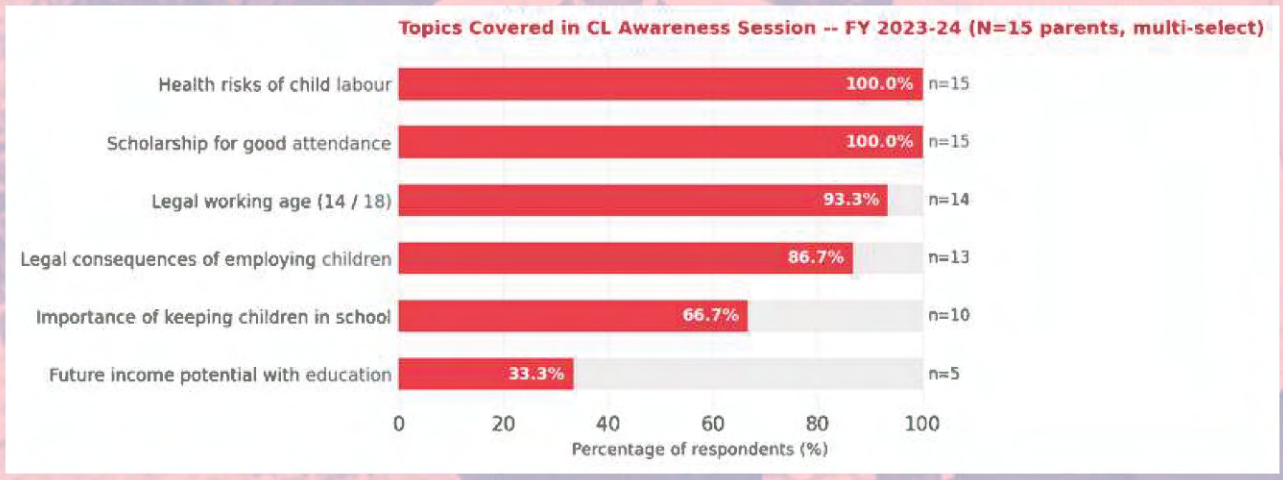
Gangadevipalli and Chalivendram's pre-shed situation was: 96.7% faced pest and moisture losses; 93.3% produce spoilage; 86.7% had no bargaining power against middlemen. These are tobacco-farming communities where weather-protected drying is not a comfort feature but a production necessity. Without the shed, a single night of rain during the drying window can wipe out a season's income.

Health Camps

The health camp in Chandaluru extends the programme's reach to a community that had largely been left out of formal healthcare. All 30 respondents are marginalized; 86.7% earn below Rs.50,000 per year. 23.3% had never had a formal health check-up in their lives. 63.3% said camps are strongly needed. This is a community where the health gap is not about preference or inconvenience - it is structural, financial, and social.

Child Labour Awareness & Scholarships

In Chandaluru, 66.7% of parents didn't know the minimum legal working age for children before the session. Children were regularly helping with farm work during school hours, and families saw this as normal. The session is the beginning of a longer process - not a one-off fix. The need is genuine and the receptiveness is there: all 15 parents attended, at least partially.



Community Awareness

In Yerrabalem and updated Gangadevipalli cohorts, awareness of the programme was lower at the start: 30% were barely aware or entirely unaware of EFFORT and GPI's work in their area before the sessions. This gap is exactly what the awareness sessions are designed to close - and the data shows they do.

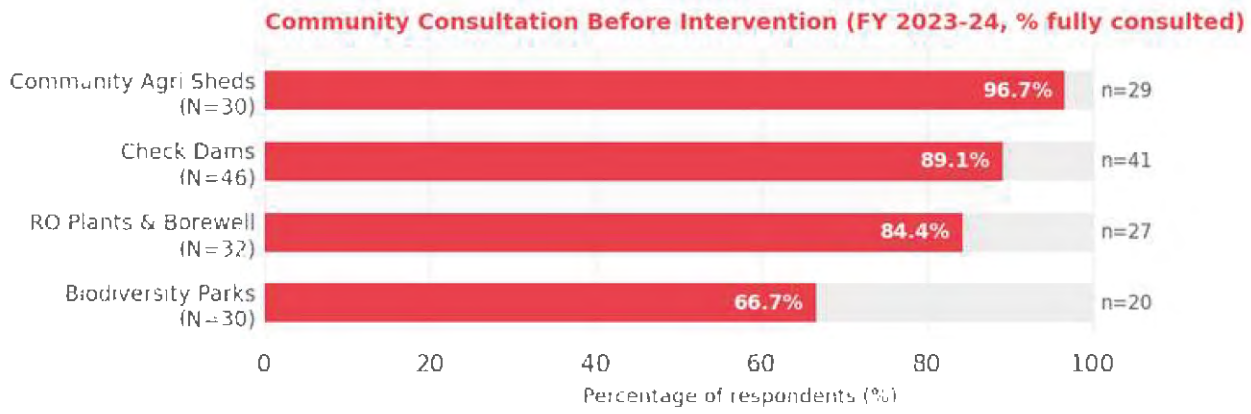
Coherence

Programme Attribution - Stronger Where the Programme Has Been Longer

Where EFFORT has worked for two or more years, communities know clearly who built what and why. In FY 2023-24, awareness villages, 86.7% know both EFFORT and GPI. Attribution awareness builds with time, and the trajectory is right.

Community Consultation - Consistently Applied

Consultation before building or installing is a genuine programme practice. 96.7% of shed farmers in the study villages report being consulted with their suggestions incorporated. 89.1% of check dam farmers confirm community input shaped location decisions. 84.4% of RO plant beneficiaries were consulted before installation. This consistency across activity streams and across study villages is a meaningful coherence strength.



Government Scheme Convergence - Opportunity to explore

A strong opportunity exists to further strengthen sustainability by linking programme assets with relevant government schemes such as MGNREGS, PMKSY, and Jal Jeevan Mission. The water infrastructure created—check dams, tanks, bunds, and RO plants—aligns closely with the objectives of these schemes, creating a clear pathway for institutional support and long-term maintenance. Proactively establishing these linkages in the coming phase can help secure sustained funding, reduce dependence on CSR cycles, and enhance the durability and scale of programme outcomes.

Community Awareness as the Coherence Layer

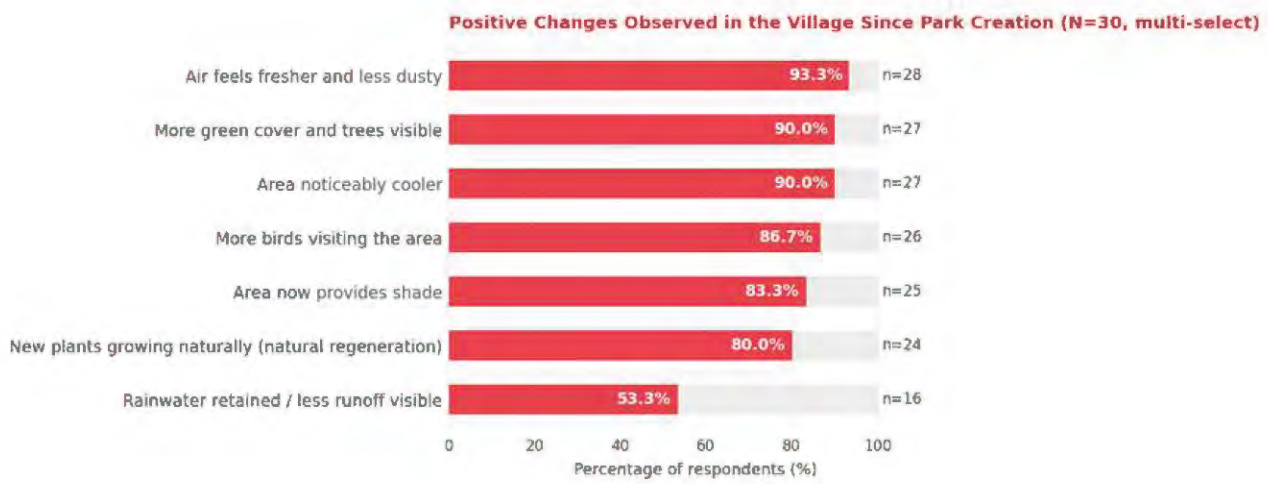
The awareness sessions continue to do important connective work -- linking physical assets to the community members who use them, establishing a shared understanding of who built what and why, and activating a sense of ownership that infrastructure alone doesn't create. 80% of FY 2023-24 respondents feel much more engaged in village development after the sessions. In new villages like Yerrabalem, this engagement-building function is particularly valuable.

PROGRAM DELIVERY — Effectiveness & Efficiency

Effectiveness

Biodiversity Parks

The FY 2023-24 data tells a straightforward story of a green future. The maintenance system is active and consistent. As the chart shows, all six key maintenance activities are being carried out regularly -- watering (96.7%), weeding and mulching (93.3% each), pest control (86.7%), sapling replacement (80%), and pruning (73.3%). The ecological response is visible to community members, and the parks are beginning to attract and sustain wildlife.



Check Dams - Every Farmer Benefited

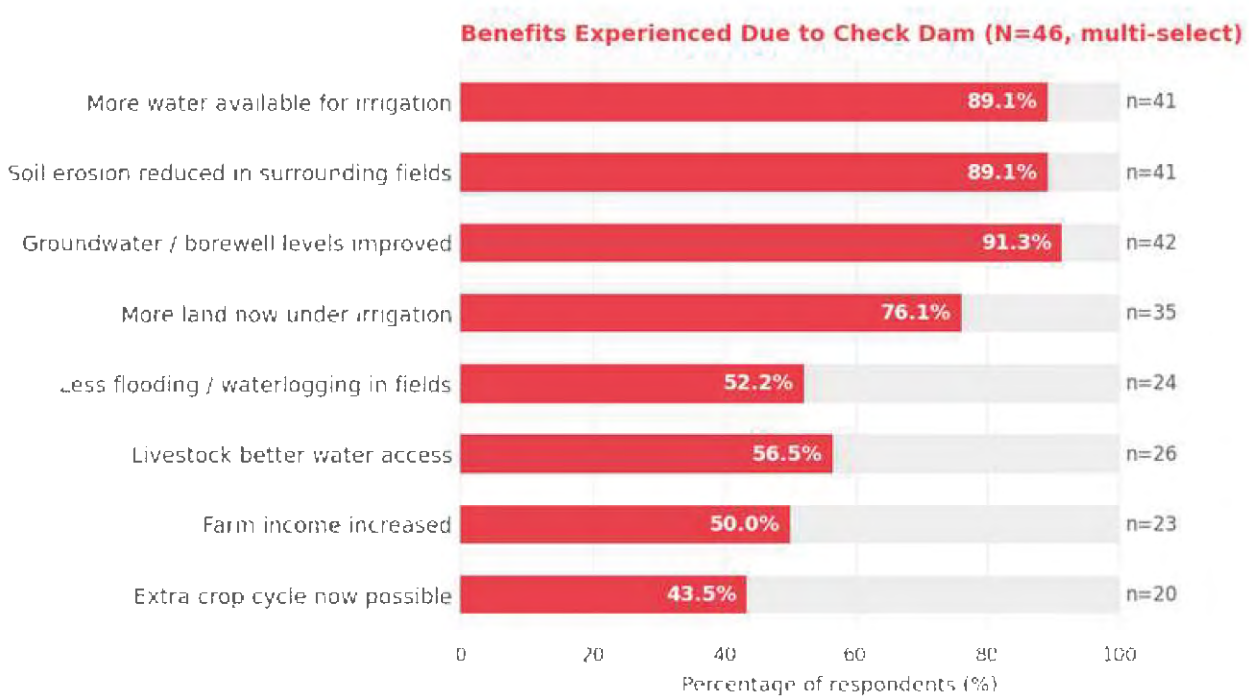
As per the findings, the first full quantitative check dam survey is very clear: 100% of the 46 farmers surveyed report higher income, more land under irrigation, and improved groundwater access. This kind of unanimity in survey data highlights meaningful gains for the community. The check dams have truly transformed water availability in these villages.

100%	**91.3%**	**89.1%**	**43.5%**
Income increased (all 46 farmers)	Borewell levels improved	Soil erosion reduced in fields	Extra crop cycle now possible

"This park was wasteland before. Now families come here in the morning. You can feel the difference in the air. Birds that we haven't seen in years are coming back."

— Community Leader, Kurichedu Biodiversity Park

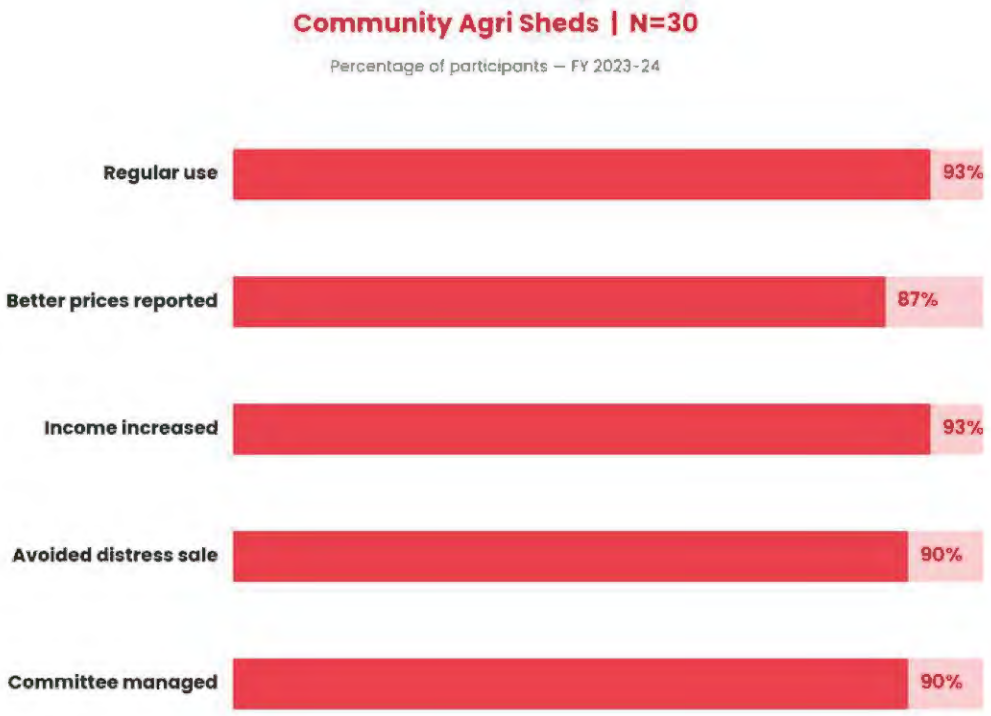
84.8% report the dam is fully functional; the remaining 15.2% say mostly functional with minor issues - none report the dam as non-functional. Water is being retained for 1-3 months post-rains in 39.1% of sites, 4-6 months in 37.0%, and 7-9 months in 21.7%.
The soil erosion co-benefit (89.1%) represents evidence of the check dams' broader ecological contribution. Farmers are noticing that, when there is reduced runoff, it also reduce the soil loss that degrades field fertility over time.



RO Plants & Borewell - Consistent Performance, Expanded Equity
87.5% of households in FY 2023-24 RO villages report the plant is fully operational. 71.9% rate water quality as Excellent. Usage is high - 81.3% use it 5-6 times or daily per week. These numbers are consistent, confirming that the model works reliably.

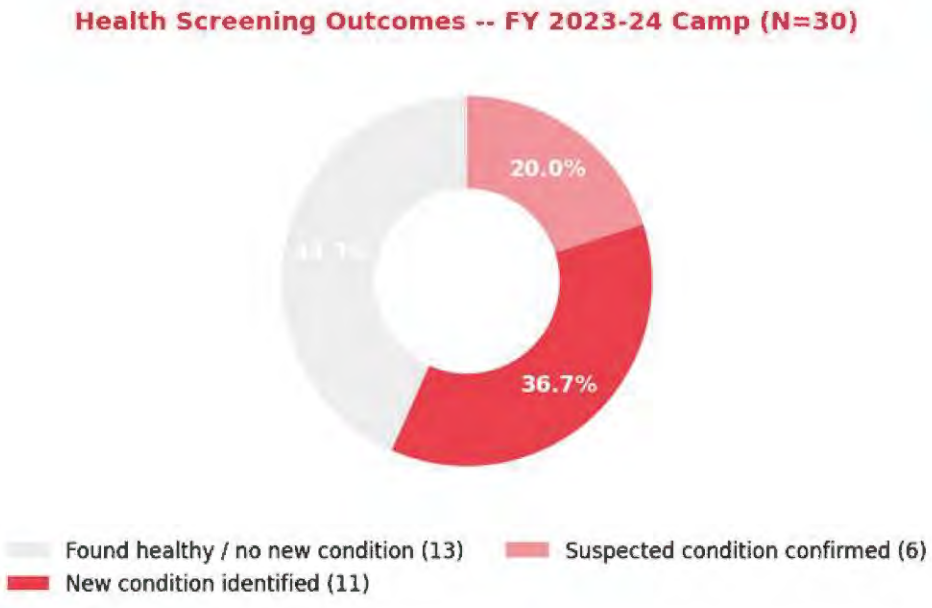
In FY 2023-24, the equity dimension stronger. The expansion to Chandaluru has brought RO plant access to a community that was underserved. 93.8% confirm all households including the poorest can access the facility. Safe drinking water is a need for the entire community, which is now being fulfilled through the programme.

Community Agri Sheds - Better income, avoiding distress sales
93.3% of the respondents reported that they use the shed regularly. 90.0% avoided distress sales. 93.3% report income increased. 80% reported having clear committee rules for shed use. This suggests the programme has built on what it learned in the past, when setting up sheds in Gangadevipalli and Chalivendram.



Health Camps - Reaching People Who Were Missed

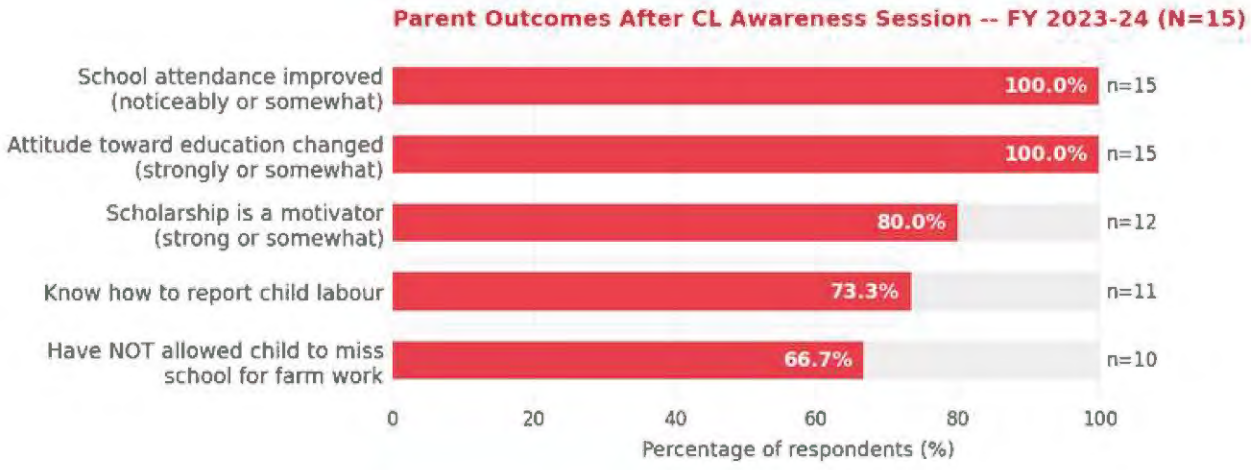
The health camp in Chandaluru served a community that had been largely underserved by formal healthcare. As the chart shows, 43.3% of the 30 people screened were found to be healthy. But 36.7% had a new condition identified and 20.0% had a suspected condition confirmed - so 56.7% of attendees left the camp with actionable health information they didn't have before. Every respondent received free medicines or had access to them.



The behaviour change charts tell the more significant story. 90% of respondents are now eating healthier food and visiting a doctor more regularly. The camp has shifted health-seeking behaviour in a community where 76.7% hadn't had a check-up in over a year.

Child Labour Awareness - Good Foundation, More Work to Do

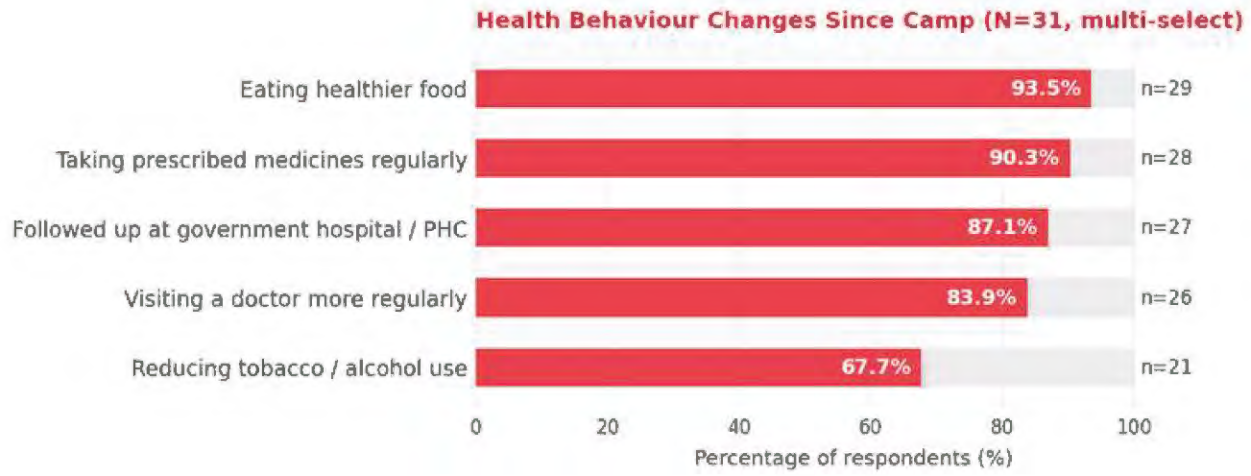
This is the programme's first year in Chandaluru, and the data reflects that. Every single parent reports some improvement in school attendance - 66.7% say it improved noticeably, 33.3% say somewhat. Every parent reports their attitude toward education has changed to some degree. 73.3% now know who to contact if they see a child being made to work.



The behaviour change charts tell the more significant story. 90% of respondents are now eating healthier food and visiting a doctor more regularly. The camp has shifted health-seeking behaviour in a community where 76.7% hadn't had a check-up in over a year.

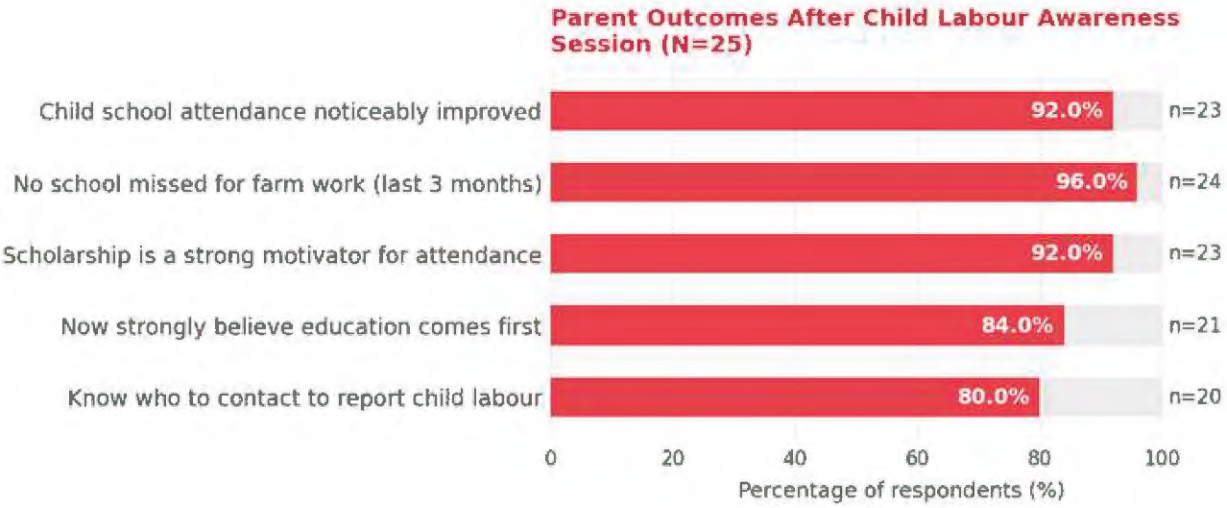
Health Camps - Detection and Durable Behaviour Change

71% had a new health condition identified - primarily high BP, diabetes, and eye problems. 19.4% had a suspected condition confirmed. Services provided included BP (93.5%), blood sugar (96.8%), eye check-up (93.5%), weight/BMI (96.8%), dental (64.5%), and doctor consultation (58.1%). Follow-through was strong: 87.1% followed up at a government hospital; 80.6% started prescribed medicines. These response rates are unusually high for a rural community health intervention.



Child Labour Awareness & Scholarships - Demonstrated Behaviour Change

Among parents (N=25): 92% attended fully; 92% report child attendance noticeably improved; 96% have not allowed their child to miss school for farm work in the past 3 months; 84% now strongly believe education comes first. Among students (N=15, Bodhanampadu): all 15 are enrolled and plan to stay until at least Class 10. Multi-format delivery - songs, drama, street plays, village-wide mike announcements - produced unusually high session recall.



Community Awareness - Building Knowledge in New Villages

The sessions have done their core job. Every respondent now knows who to contact if a community asset breaks down, and every respondent knows GPI's role in their village. 96.7% understand the importance of keeping children in school. Sessions were rated Very Useful or Extremely Useful by all 30 respondents. 86.7% shared what they learned with others, with the knowledge continuing to spread through the community.

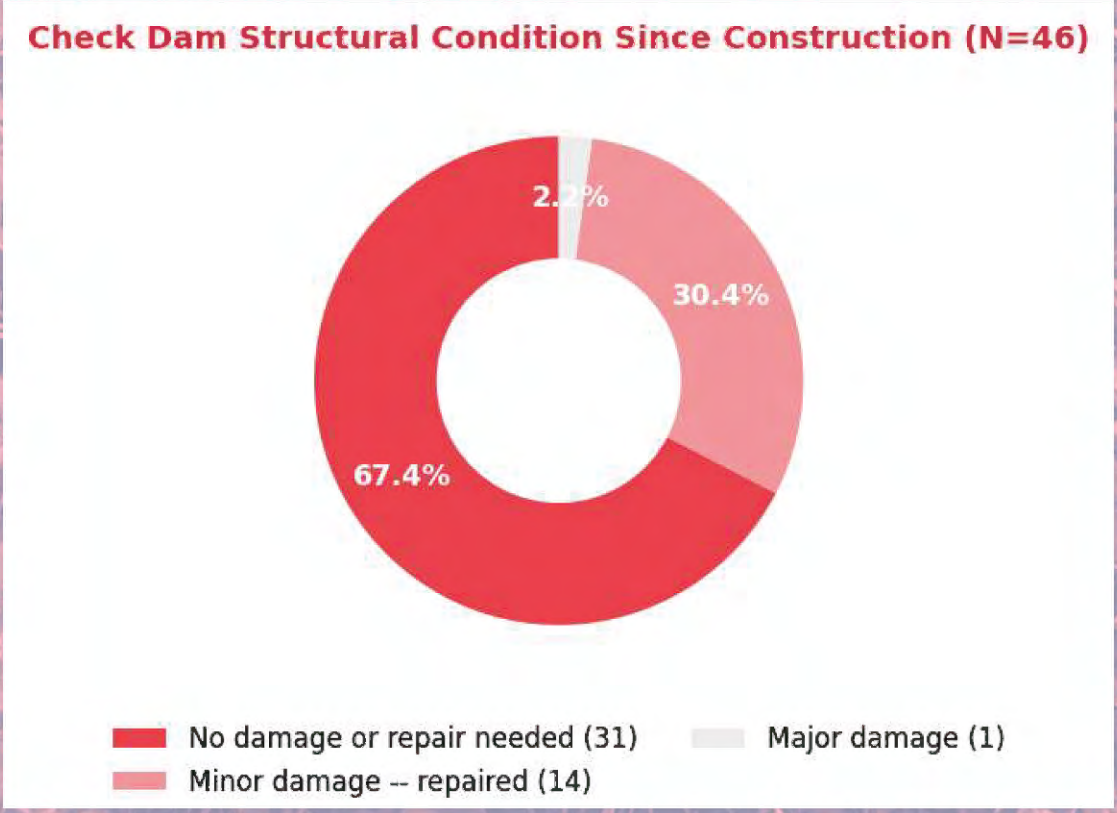
Efficiency

Biodiversity Parks

The drip irrigation and rainwater harvesting ponds installed at Parchur continue to support the programme. Automated water delivery is protecting saplings through summer without requiring manual daily labour. Local workers retained from the establishment phase carry institutional knowledge that would be costly to replace. The parks are efficient because capital investments were the right ones.

Check Dams

Check dams are a one-time capital investment that keeps delivering. No major repairs in two or more years. Active in every post-rain season. 43.5% of farmers now farming an extra crop cycle they couldn't before. And now, with the quantitative survey confirming universal income improvement, the value case is unambiguous. 63.0% of sites also have formal handover documentation, reducing the long-term governance overhead on EFFORT.



RO Plants - The Fee Model is Working

The user-fee model - Rs.5-10 per 20-litre can, average Rs.272/month per household - covers operations in the current period. 53.1% have mentioned there is an active maintenance fund.

Agri Sheds - Learning From FY earlier experience

The most interesting efficiency story in FY 2023-24 is the shed governance improvement. 80% of new village respondents report clear committee rules. This reflects the programme applying what it learned from earlier situations. Better upfront governance structures require more facilitation effort at the start but reduce long-term overhead, access disputes, and dependency on EFFORT. That's exactly the trade-off the programme is getting right in FY 2023-24.

Health Camps - Expanded Services

FY 2023-24 camps added dental check-ups (96.7%) and expanded pain/joint consultations (93.3%) to the standard screening menu, without changing the single-day Panchayat venue format. More services at the same delivery cost is a genuine efficiency gain. Reaching 30 households with annual income below Rs.50,000 - households that spend days' income just to reach a hospital - makes this the highest social return per rupee camp in the programme to date.

Children's Programmes

A scholarship awarded once creates a continuous incentive every school day of the year. 80% of FY 2023-24 Chandaluru parents find it motivating. The sessions themselves are a one-time investment; the scholarship converts that investment into a daily pull toward school attendance. As the Chandaluru cohort builds its second and third years of engagement, the compounding effect of the combined session + scholarship model is visible.

Community Awareness - Multiplier Effect in New Villages

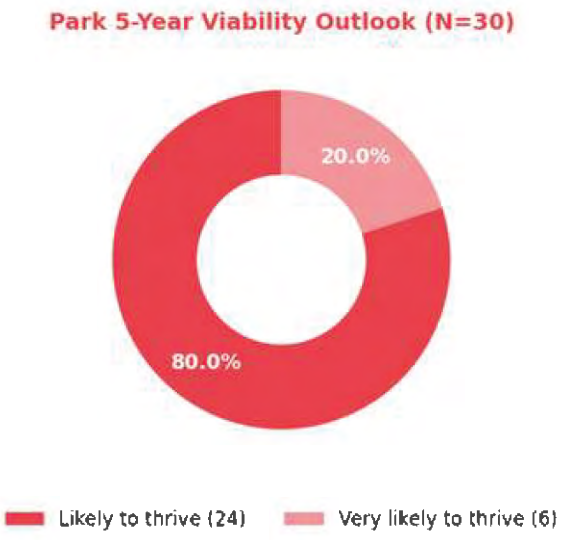
86.7% of respondents have already shared session content with others in the community - a strong organic reach multiplier. 53.3% believe community leaders can continue sessions independently. In Yerrabalem, where the programme is entirely new, the sessions are building awareness that would otherwise take years to develop organically. The per-person reach of each session significantly exceeds the people in the room.

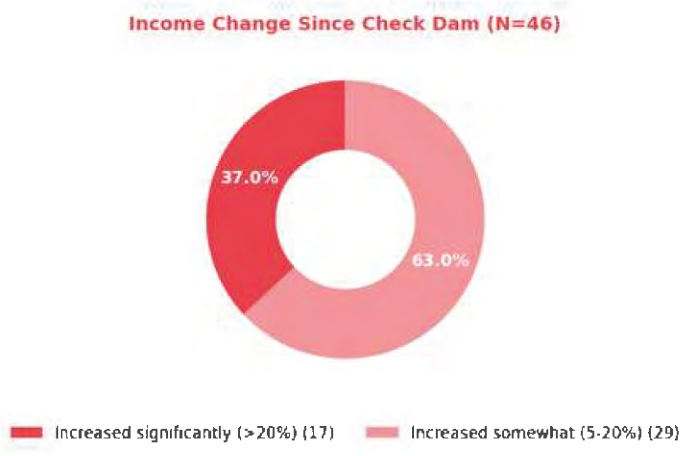
IMPACT

Biodiversity Parks - Wasteland Becoming Woodland

Across all four parks, a visible transformation from the conditions observed two to three years ago is reported. 90% of community members report increased green cover, a cooler microclimate, and greater wildlife presence, while 86.7% report increased bird sightings. 80% of respondents report natural regeneration, with plants growing independently. These changes indicate that sustained planting and maintenance efforts have resulted in ecological recovery.

The parks are also reported to be emerging as community social spaces. 43.3% of respondents report the creation of recreational and walking areas where none existed earlier. Activities such as morning walks, school visits, and community gatherings are now being observed, indicating a shift in how these spaces are used and valued within the village.





Check Dams - Universal Income Improvement

Every one of the 46 farmers surveyed reports higher income since the check dam was built - 37.0% significantly (above 20%) and 63.0% moderately (5-20%). There is no other activity stream in this portfolio where 100% of respondents report income improvement. The mechanism is water: more water means more land under irrigation, which means more crops, which means more income. 43.5% of farmers have added an entire extra crop cycle to their agricultural calendar. That is a structural livelihood change, not a marginal improvement.

RO Plants - Safe Water as an Equity Achievement

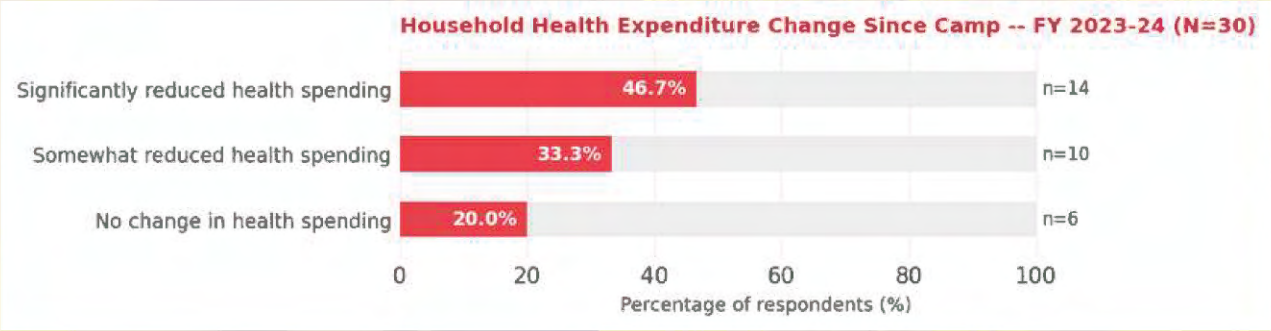
93.8% of respondents report fewer waterborne illnesses since the RO plant arrived. 93.8% confirm all households - including the poorest - now have access to safe water. The programme in FY 2023-24 has been extended to Chandaluru, where safe water access was limited before. Every respondent reports improved water access and time saved on collection. These aren't marginal improvements - they're daily quality of life gains for families.

Community Agri Sheds - Farmers Choosing When to Sell

The most important impact of the storage shed is subtle: it gives farmers time. Instead of selling immediately at harvest when prices are lowest, they can hold their produce and wait for better market conditions. 86.7% have received better prices. 90% have avoided distress sales entirely. 93.3% report overall income increased - 30% significantly above 20%. An average of 17 days of storage before sale translates directly into price realization that distress selling forfeits.

Health Camps - Screening a Community That Hadn't Been Screened

For 23.3% of Chandaluru respondents, the camp was their first-ever formal health check-up. 56.7% left with actionable health information they didn't have before. The behaviour change data is where the impact compounds: 90% are eating healthier; 90% are visiting doctors more regularly; 86.7% are taking prescribed medicines. In a community earning below Rs.50,000 per year, this shift from reactive to proactive healthcare has real economic value - preventing expensive emergency visits through early detection.

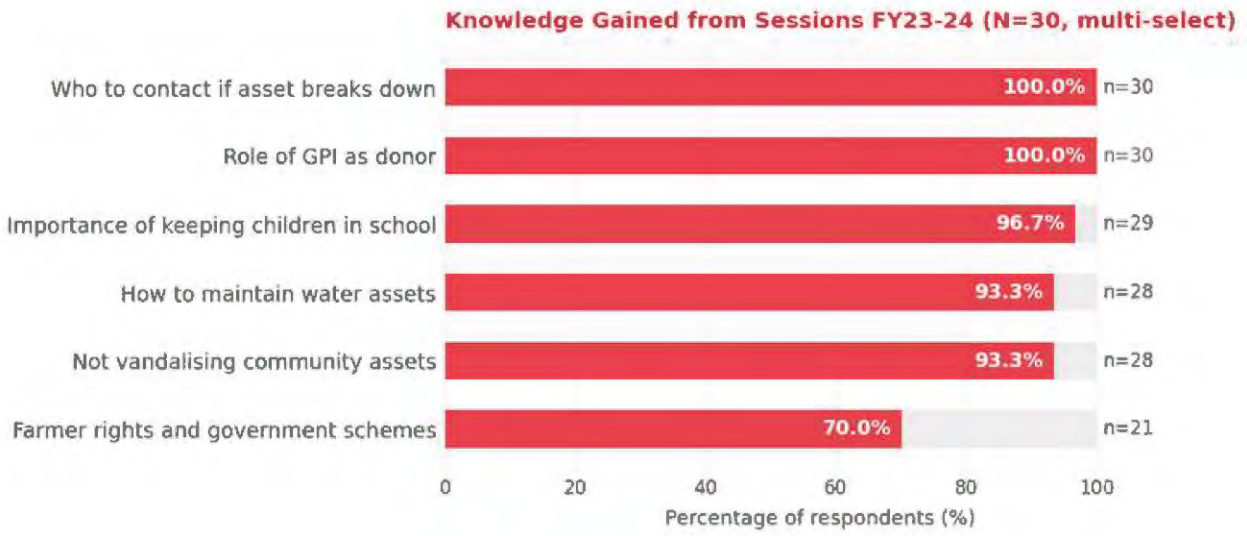


Child Labour Awareness - Planting Seeds in Chandaluru

Every parent in the FY 2023-24 cohort reports that school attendance has improved. Every student is enrolled and plans to continue. The scholarship is motivating 80% of parents to prioritise schooling over farm work.

Community Awareness - Connecting People to Their Village's Future

100% of respondents now know who to contact if something breaks in their village. 100% understand GPI's role. 80% feel more engaged in development happening around them. These outcomes might sound administrative, but they matter: communities that understand and feel ownership over infrastructure protect it, maintain it, and report problems rather than letting them worsen. The awareness sessions are turning passive beneficiaries into active stewards.



Interaction with different stakeholders

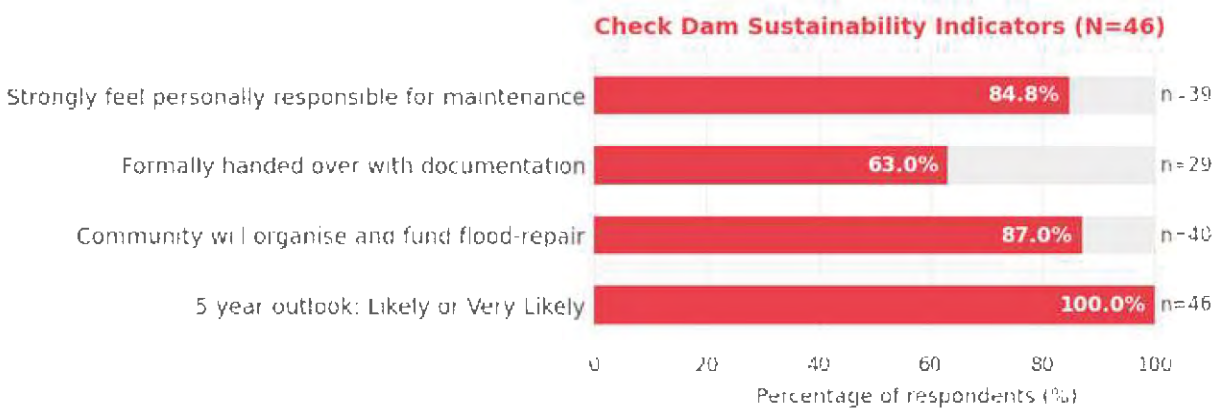
SUSTAINABILITY

Biodiversity Parks - Active Maintenance Phase

The parks are ecologically healthy and strongly valued by the community. 80% of respondents believe the parks will continue to thrive over the next five years, with 20% expressing very high confidence, reflecting the visible and consistent maintenance efforts in place. At the same time, community feedback highlights clear areas for further strengthening—particularly around protection from livestock and climate-related risks (86.7%) and the need to formalise community governance structures post NGO transition (86.7%).

Check Dams - Strong ownership

63.0% of sites have formal documented handover - the highest in the portfolio across both years. 84.8% of farmers strongly feel personally responsible for the dam. 87.0% say the community will organise and fund repairs themselves if flooding damages the structure. Active water committees exist in 63.0% of sites. The community ownership culture for check dams is genuinely strong.

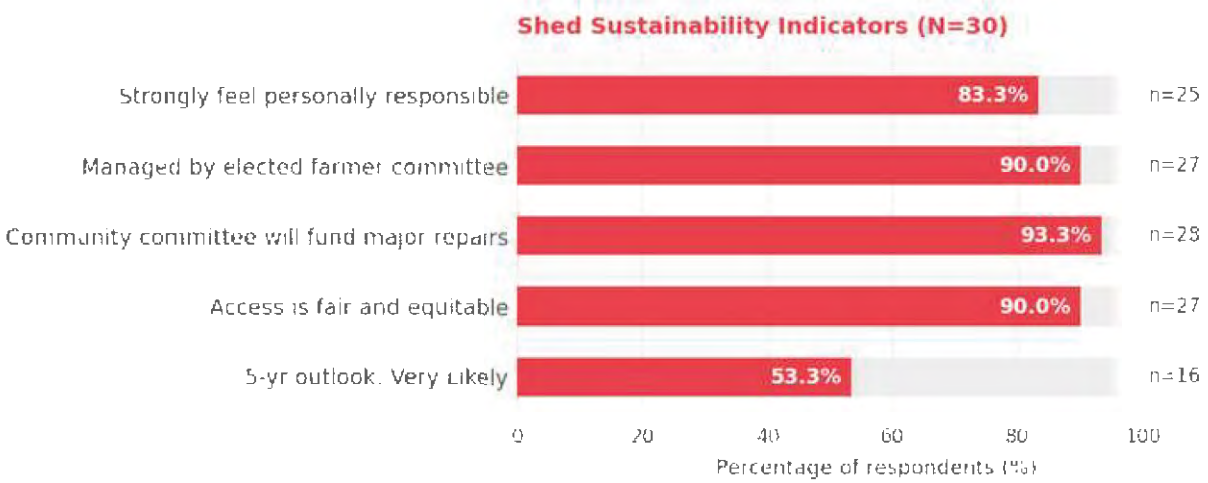


RO Plants - Strong Outlook

100% of respondents rate 5-year viability as likely or very likely, the highest across assets. 78.1% report good maintenance, with strong usage supported by a user-fee model. As systems mature, 43.8% indicate a need to strengthen repair reserves - an opportunity to further enhance long-term reliability and financial resilience.

Agri Sheds - Stronger Community Ownership

83.3% report strong ownership, 90% of sheds are committee-managed, and 93.3% are willing to fund repairs, with 90% reporting fair access. With only 6.7% relying on NGO support, the model reflects stronger, community-led governance and improved sustainability.



Health Camps - Behaviour Durable

63.3% of respondents proactively visited a health facility after the camp, while 36.7% sought care when required, resulting in a 100% follow-through rate. Demand for continued engagement remains strong, with 56.7% preferring annual camps and 36.7% indicating a two-year interval is sufficient. The presence of a PHC in Chandaluru represents improved structural access compared to earlier locations, providing a stronger foundation for follow-up care. At the same time, feedback from 33.3% of respondents highlights an opportunity to further strengthen PHC quality and reliability, enabling smoother continuity of care beyond the camps.

Child Labour Awareness – Early Stage, Strong Foundation for Scale

Chandaluru is in the first year of a multi-year behaviour change process, with awareness successfully established and knowledge uptake clearly evident. Continued reinforcement through a second year of sessions, sustained scholarship support, and deeper teacher engagement presents a strong pathway to consolidate these gains. The 33.3% of parents who still allow occasional school absence and the 13.3% of families with children not enrolled represent a clearly identified focus group, enabling targeted interventions to accelerate and sustain behaviour change outcomes.

Community Awareness – Strong Cascade Effect Emerging

A strong knowledge-sharing cascade is being observed, with 86.7% of respondents reporting that session learnings have been shared with others. In new villages such as Yerrabalem, awareness generated through a single session is being organically amplified through community networks. Additionally, 53.3% of respondents believe that community leaders can independently continue these sessions, indicating that a durable knowledge base is being established that can sustain and extend impact beyond the programme's direct engagement.

OECD-DAC Assessment Ratings

This study applies the OECD-DAC framework, assessing the project across six criteria: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.

For each criterion, the share of positive responses was calculated and converted to a 1–5 score (5 = highest) using:

Score = 1 + (Average % of positive responses ÷ 100) × 4.

Qualitative insights from KIIs and institutional data were used to triangulate and contextualize the findings.

Criterion	BioParks	Check dams	RO + Borewell	AgriSheds	Health Camps	CL Awareness + community awareness	Evidence Summary
Relevance	**5**	**5**	**5**	**5**	**5**	**5**	All interventions are aligned with clearly identified needs across water, livelihoods, health, and education, including in newly added villages.
Coherence	**4**	**3**	**4**	**3**	**3**	**4**	Community consultation is consistently strong; check dams show improved formal handover, while broader institutional integration (GP/government schemes) remains an opportunity.
Effectiveness	**4**	**5**	**5**	**5**	**4**	**5**	Infrastructure interventions deliver measurable outcomes (e.g., income, water access), while awareness programmes demonstrate strong knowledge uptake and behaviour change trajectories.
Efficiency	**4**	**5**	**4**	**4**	**4**	**5**	High-value design features—such as check dams (one-time capital), RO user-fee models, and improved shed governance—continue to deliver strong returns with minimal additional cost.
Impact	**4**	**5**	**4**	**4**	**4**	**5**	Significant gains are observed in incomes, water security, health behaviour, and education outcomes, with added equity impact in marginalised communities.
Sustainability	**3**	**5**	**4**	**5**	**4**	**5**	Community ownership is strengthening across assets (especially check dams and sheds), and awareness programmes show high potential for self-sustained continuation; further institutional linkage can enhance long-term durability.
COMPOSITE SCORE	**4**	**4.7**	**4.3**	**4.3**	**4**	**4.8**	**Portfolio average 4.2/5.** Tank desiltation and CL awareness are highest-performing. Parks and check dams show growth potential as implementation matures.

SWOT Analysis

STRENGTHS

- Strong performance: ~4.2/5 portfolio score; check dams and awareness leading
- Clear impact: 100% income increase (check dams); strong gains in water, health, and education
- Scaled reach: expanded to 40+ villages across 4 districts
- Improved governance: higher community ownership (sheds, check dams)
- Equity focus: effective inclusion of marginalised SC communities

WEAKNESSES

- Government convergence can be stronger
- Dependence on only CSR (health camps, scholarships)
- Some interventions still in early behaviour-change stages

OPPORTUNITIES

- Convergence with schemes (MGNREGS, Jal Jeevan Mission, PMKSY)
- Scale high-performing models (tank, sheds, awareness)
- Formalise governance (committees, maintenance funds)
- Introduce monitoring systems (health, education, assets)
- Deepen behaviour change in new geographies
- Position programme as a replicable rural development model

THREATS

- Sustainability risk due to lack of institutional funding
- Climate risks affecting water and ecology assets

Recommendations

The recommendations are targeted towards future projects of similar nature and some enhancements in the current project - in case required.

Formalise Community Committees and Handover Before EFFORT Reduces Presence
Parks are in their third year. Form named committees with maintenance budgets at all 4 parks. Sign handover with GP sarpanch. Vitamrajupalli handover is already planned.

Map MGNREGS and PMKSY Entitlements for All Water Infrastructure Sites
Check dams are 2+ years old and approaching their first significant maintenance cycle. MGNREGS funds exactly the sediment removal and minor structural repair these structures need. Support water committees to apply before the next rainy season.

Create an Inter-Village Repair Reserve
43.8% of FY23-24 RO villages report the maintenance fund is needs to improve. Membrane replacement and motor failure cost Rs.15,000-25,000 - beyond most individual village funds. Pool a small monthly top-up across all EFFORT RO villages.

Address PHC Quality in Chandaluru and Build a Referral Pathway
33.3% of Chandaluru respondents say the local PHC quality is poor. Document specific gaps and work with ASHA workers to create a post-camp referral pathway - so the camp becomes a care entry point, not a standalone event.

Annual CL Awareness - Expand to Neighbouring Villages
Reinforce sessions annually in Bodhanampadu and the neighbouring villages. Maintain the dual parent + student format that demonstrated strong session recall and behaviour change. Ensure that the program scales by itself.

Equip Community Leaders to Run Awareness Sessions Independently
53.3% believe community leaders can continue independently. Provide a simple Telugu facilitator guide and awareness posters per village to sustain the knowledge cascade without EFFORT presence.


give | grants