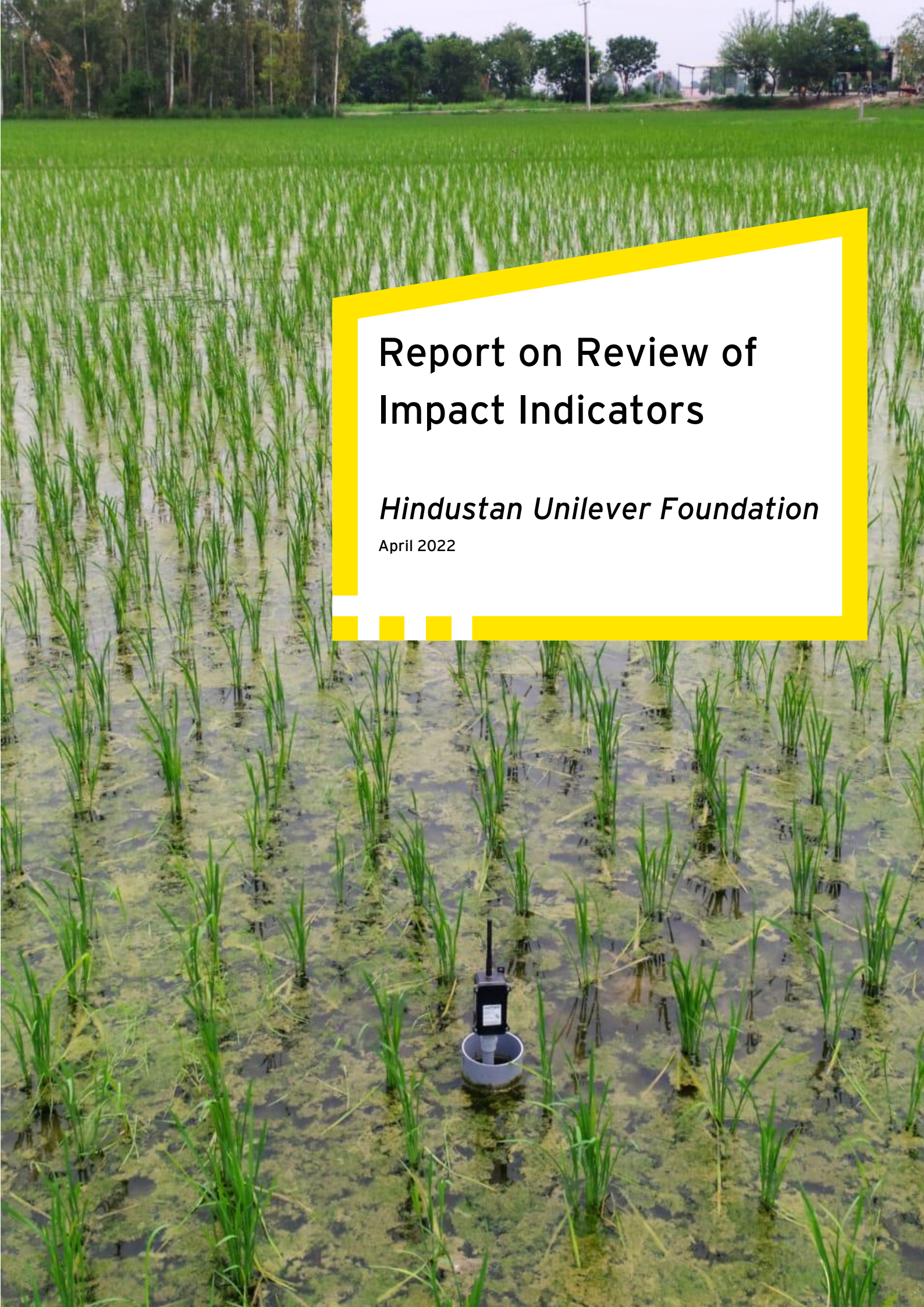

Report on Review of Impact Indicators

Hindustan Unilever Foundation

April 2022

Review of Impact Indicators reported by Partner Implementing Agencies of Hindustan Unilever Foundation

EY has reviewed the impact Indicators of the programme outcomes reported by 16 Partner Implementing Agencies (PIA) of Hindustan Unilever Foundation (HUF) through large scale action on water conservation, governance, and judicious water use.

Set up in 2010, HUF supports and amplifies scalable solutions that can help address India's water challenges – specifically for rural communities that intersect with agriculture. HUF established its 'Water for Public Good' programme that is anchored in the belief that water is a common good and must be governed by citizen communities. The aim was to catalyze effective solutions to India's water challenges involving the government, communities, experts, and mission-based organizations. HUF's PIAs work with rural communities across 8 states and 2 union territories that represent India's varied ground water and rainfall conditions.

Our 'Scope of review' includes:

- Review of the impact indicators for the period of 1st April 2020 to 31st March 2021.
- Review of the methodology adopted by the PIAs to measure and track the impact of programmes on key indicators for the period of 1st April 2020 to 31st March 2021.
- Review of quality of impact through detailed stakeholder engagements

Limitations of our Review:

- Outcomes of the programmes other than those mentioned above in the 'Scope of review'.
- Data and information outside the defined reporting period i.e., 1st April 2020 to 31st March 2021.
- The Data/Information related to above mentioned 'Scope of review' was provided by HUF. EY reviewed the Data/Information as received from HUF.

Our Approach:

In-line with the scope, EY has undertaken qualitative review of impact through video consultations with thematic leads & field team members of PIAs and programme coordinators of HUF to understand the impact of the programmes.

The review methodology is based on the 'Organisation for Economic Co-operation and Development/ Development Assisting Committee (OECD/DAC)' - "Guidelines for Project and Programme Evaluations", referring to its 5 pillars (relevance, effectiveness, efficiency, impact, and sustainability).

Review Outcome:

- **Relevance**: The programmes carried out were of high relevance, particularly due to the community centric approach adopted by the PIAs to address the water and agricultural issues. Prior to the initiation of the programmes, baseline study was conducted to understand the nature of the water challenge in the programme geography. Continuous discussions with farmers, village-level meetings with focused groups, government bodies, and other committees in those areas were all part of the implementation process. The overall outcomes originally planned included effective surface water conservation efforts in vulnerable districts, improvement in ground water levels, and behaviour change in water use practices for water intensive crops like paddy and wheat. These outcomes were accomplished within the stipulated time frame.
- **Impact**: HUF in collaboration with the PIAs has been instrumental in development of the local economy in the programme regions through addressing water scarcity and introducing agricultural interventions. The programmes have also created a lot of employment opportunities to the thousands of beneficiary villagers, thus adding to the socio-economic development in the intended villages. The following key impact indicators pertaining to programmes by HUF's Programme Implementation Agencies have been reviewed:

36,830 Water conservation structures created	**26,534.94** Hectares of plantations completed	**12,501** Villages benefitting from water conservation works & demand side management	**4,10,560** Farmers benefitting from agriculture interventions

Refer to Annexure for detailed Programme wise Impact indicators

- **Efficiency:** Efficiency of the programmes is ensured through recruitment and capacity building of cadres from the local villages, which inculcates low cost and time involved in training. In addition, trainings are delivered through customized video dissemination as per farmer groups to drive on-ground efficiency. As stated by the PIA leads, the efficiency of some of the programmes had declined during the COVID19 lockdown as the team had to face many challenges to interact with the farmers, travel from one location to other or continue with

the operations considering all the safety restrictions and fear in the minds of the people. However, all these challenges were overcome in due time and the programmes were again brought back on track with persistent efforts of the implementation team and villagers.

- **Effectiveness**: One of the significant components of the programme is behaviour change, that is brought about through demonstrations by field team members. Live crop experiments in demonstration plots are conducted to prove the effectiveness of interventions and drive adoption of new cropping practices. Continuous discussions with farmers, village-level meetings with focused groups, government bodies, and other committees are undertaken to ensure stakeholder engagement.

Source: FES OLM

- **Sustainability:** During the stakeholder consultations, it was stated that sustainability is one of the core aspects right from the inception of every programme. Key resource personnel are well trained on both agricultural as well as water conservation side, to provide guidance and timely consultations to farmers. Implementation team relentlessly works towards ensuring that the programme can be conducted as a self-sustaining model. Coordination with Panchayat and community institutions is established to ensure that the operations and best practices are carried forward with their support and guidance. The long-term sustainability of the programmes has been ensured as the impact of the programmes on small and marginal farmers will create the demand among the community to generate sustainability.

Overall Recommendations:

1. During the review, it was observed that the documentation maintained by PIAs is in line with the KPIs defined by HUF (for Assurance). However, it does not comprehensively capture all the impact indicators. HUF is recommended to strengthen data management systems to measure and track the information required to assess impact on direct and indirect beneficiaries of the programmes.
2. HUF can consider undertaking comparative study for assessing water availability in the watershed before and after the implementation of the programmes to establish impact.
3. Data for training and capacity building of stakeholders is not considered as an impact indicator by HUF. It is recommended that HUF comprehensively tracks and maintains documentation on skill development.
4. During the review, it was observed that the interventions have increased employment opportunities for the villagers. Presently, HUF is only reporting the additional income and man-days generated due to water conservation works. Going ahead, HUF in collaboration with PIAs should consider to track the economic and employment opportunities generated for the indirect beneficiaries of the programme as well.
5. Majority of the cadres trained in several programmes are women. Additionally, it was observed that the programme interventions have compounding effect on education of children and health of families as well. HUF may consider implementing measures to monitor the effect of programmes in lives of women and families.
6. During the review, PIAs conveyed the plan devised for long-term sustainability of the programmes. It is advisable to maintain written documentation of procedure followed to establish self-sustenance of the programmes.

Disclaimer:

Our review is based on limited data shared by HUF, and consultation with PIA representatives and HUF programme coordinators. The observations are based on review of documents/records and data/information provided by HUF and discussions/interactions with key personnel.

Outcomes presented in the report are based on information provided by HUF during the virtual desk review, and therefore, the review of impact indicators is valid for the PIAs engaged by HUF. The observations presented are our interpretation of the information obtained in discussion with PIAs. It is not possible to verify and review all necessary documentary evidence for data accuracy, completeness, and integrity in the limited time of the review. This report is meant purely for internal consumption by HUF. If any person chooses to reference the contents of the report externally, they do so at their own risk.

Annexure 1 - Desk based virtual review has been undertaken for the following 16 programs

Sl. No.	Programme Title	Partner Name	Location
1	Water Commons- Influencing practice and policy	Foundation for Ecological Security (FES)	Rajasthan, Madhya Pradesh, Maharashtra, and Andhra Pradesh
2	Optimizing agriculture returns and enhancing climate adaptation through water conservation as a national model for canal-irrigated paddy cultivation	SAMUHA	Karnataka
3	Improving measures on productivity of agricultural crops with tank systems	Development of Human Action (DHAN) Foundation	Tamil Nadu
4	Sustainable solutions for water efficient and economically rewarding agriculture for small farmers	People's Action for National Integration (PANI)	Uttar Pradesh
5	Reviving Bundelkhand's traditional tanks through community-led action to stabilize agricultural livelihoods in a region vulnerable to chronic water distress	Self-Reliant Initiatives through Joint Action (SRIJAN)	Madhya Pradesh and Uttar Pradesh
6	Transforming water security and agricultural potential for small tribal farmers in dry-arid districts of Northern Gujarat	Nehru Foundation for Development – Vikram Sarabhai Centre for Development Interaction (VIKSAT)	Gujarat
7	Solution for responsible water use and long-term viability of agriculture in Punjab	Centers for International Project Trust (CIPT)	Punjab
8	Securing water and livelihoods through community-led watershed development in semi-arid, drought prone region of Maharashtra	Watershed Organization Trust (WoTR)	Maharashtra
9	Drinking water security in tribal communities through comprehensive hydrogeological approach	BAIF Development Research Foundation (BAIF)	Maharashtra
10	Securing food and livelihoods through in-situ soil and moisture conservation	Professional Assistance for Development Action (PRADAN)	West Bengal
11	Betterment of lives & ecology through strengthening systems (BLESS Usharmukti)	Professional Assistance for Development Action (PRADAN)	West Bengal
12	Building government system capacity for behavior change at scale	Foundation for Ecological Security (FES)	Odisha
13	Conservation and management of water in agriculture through four start-ups (Cultyvate, Urdhvam, Kritsnam, Oscillo)	Villgro Innovations Foundation	-
14	Water security solution across factory sites "Breakthrough solutions for efficient water use in agriculture"	Parmarth Samaj Sevi Sansthan (PSSS)	Madhya Pradesh
15	Breakthrough solutions for efficient water use in Agriculture	BAIF Development Research Foundation	Dadar and Nagar Haveli, Maharashtra and Gujarat
16	Breakthrough solutions for efficient water use in agriculture	Mysore Resettlement and Development Agency (MYRADA)	Puducherry and Tamil Nadu

Annexure-2: Impact indicators data provided by HUF

Sl. No.	Programme & Partner Name	Water conservation structures (nos.)	Total plantations (ha)	Villages benefitting from water conservation (nos.)	Farmers benefitting from agriculture interventions (nos.)
1	Water Commons- Influencing Practice and Policy (FES)	4,625	-	406	6,969
2	Optimizing Agriculture Returns and Enhancing Climate Adaptation through Water Conservation as a National Model for Canal-Irrigated Paddy Cultivation (SAMUHA)	-	-	82	6,770
3	Improved measures on productivity of agricultural crops with tank systems (DHAN Foundation)	391	-	344	19,613
4	Sustainable solutions for water efficient; economically rewarding agriculture for small farmers (PANI)	81	-	278	53,279
5	Reviving Bundelkhand's traditional tanks through community-led action to stabilise agricultural livelihoods in a region vulnerable to chronic water distress (SRIJAN)	54	-	49	3,900
6	Transforming water security and agricultural potential for small tribal farmers in dry-arid districts of Northern Gujarat (VIKSAT)	9	-	53	9,033
7	Solution for responsible water use and long-term viability of agriculture in Punjab (CIPT)	-	-	124	6,485
8	Securing Water and Livelihoods through Community-Led Watershed Development in Semi-Arid, Drought Prone Region of Maharashtra (WoTR)	394	-	88	5,254
9	Drinking water security in tribal communities through comprehensive hydrogeological approach (BAIF MITTRA Surgana)	46	-	6	700
10	Securing Food and Livelihoods through in situ soil and moisture conservation (PRADAN)	1,424	7,964.1	365	33,336
11	Betterment of Lives & Ecology Through Strengthening Systems (BLESS Usharmukti) (PRADAN)	27,331	18,547	8,596	2,02,471
12	Building Government System Capacity for Behaviour Change at Scale (FES)	1,841	24	2,022	48,633
13	Conservation and management of water in agriculture through four start-ups (Cultyvate, Urdhvam, Kritsnam, Oscillo)	-	-	-	-
14	Water Security solution across factory sites "Breakthrough solutions for efficient water use in agriculture" (PSSS)	178	-	36	5,305
15	Breakthrough Solutions for Efficient Water Use in Agriculture (BAIF)	437	-	25	6,921
16	Breakthrough Solutions for efficient water use in agriculture (MYRADA)	19	-	27	1,891