

Request for Proposal

Impact Assessment of Projects undertaken by ITC's Social Investments Programme across India

Submission Deadline: 31st August 2026

**Theme: Natural Resource Management, Climate Smart Agriculture and Livelihood diversification
(On-Farm and Off-Farm)**

1. Introduction

ITC is committed to creating enduring value across the dimensions of its **Triple Bottom Line philosophy** by pursuing economic competitiveness in a manner that is environmentally responsible and socially inclusive. Leveraging its presence across the **agriculture, manufacturing and services sectors**, the Company seeks to contribute meaningfully to **sustainable development, inclusive growth and resilient livelihood ecosystems** across its catchment areas. This commitment is advanced through ITC's **Social Investments Programme (SIP)**, implemented under the banner of **Mission Sunehra Kal (MSK)**, which aims to **strengthen livelihoods of today while building the capabilities required for tomorrow**. **Women and other vulnerable communities** remain at the centre of this development endeavour, both as beneficiaries and as active participants in shaping sustainable outcomes.

Recognising that development challenges are **multidimensional and interconnected**, Mission Sunehra Kal adopts a **Three-Pathway Strategy** that addresses the twin imperatives of **securing sustainable livelihoods** and **enhancing long-term resilience**. The strategy encompasses:

- **Conserving Natural Resource Ecosystems and Enhancing Resilience of Agriculture and Allied Livelihoods** through interventions in **water stewardship, climate-smart agriculture, biodiversity conservation, soil health, social forestry, animal husbandry and institutional support**.
- **Nurturing Human Capabilities** by strengthening **education, skilling, employability, entrepreneurship and women's empowerment** to enable **future-ready communities**.
- **Strengthening Public and Community Health Ecosystems** through interventions in **sanitation, waste management, maternal and child health, nutrition and community healthcare** to create **healthier and more productive habitats**.

Together, these pathways provide a **holistic framework for transforming lives and landscapes** by integrating **natural resource conservation, human capability development and community well-being**. The approach is designed to deliver both **short-term and long-term outcomes**, creating enabling conditions for **sustainable and inclusive growth**.

Implementation of the programme is guided by the **ASPIRE Framework**, comprising **Accountability, Sustenance, Partnerships, Inclusivity, Resilience and Equity**, which serves as the **philosophical and operational foundation** of Mission Sunehra Kal. The framework promotes a **people-centric, systems-aligned and outcome-driven approach**, ensuring that interventions are **evidence-based, demand-led and responsive to local contexts**. Through a strong emphasis on **community ownership, institutional strengthening, collaborative partnerships, inclusion of vulnerable groups, adaptive planning and equitable access to opportunities and services**, the ASPIRE Framework seeks to create **sustainable impact that endures beyond the project lifecycle**.

All interventions under Mission Sunehra Kal are designed around **clearly defined outcomes and long-term impact objectives**, supported by robust **monitoring, evaluation and learning systems**. Implemented independently by ITC or in collaboration with **Government agencies, civil society organisations and technical institutions**, these programmes contribute to **national development priorities** while advancing the **Sustainable Development Goals (SDGs)** through **scalable and sustainable development solutions**.

The projects promoted under ITC's CSR were spread over 300 districts of 24 States/Union Territories in the year 2024-25. These projects are either **supported by ITC alone** or together with the Government under **Public Private Partnerships**. ITC partners with **Project Implementing Agencies** (PIAs) that are **NGOs** and **Civil Societies** for implementation of its projects and reports the progress on pre-defined **Key Performance Indicators** (KPI) for each of the projects.

Details on thematic interventions undertaken by ITC MSK in FY 2024-25 can be accessed in **Sustainability & Integrated Report 2025** under the chapter 'Mission Sunehra Kal for Sustainable & Inclusive Growth' available at (Page 184 to 237, [itc-sustainability-report-2025.pdf](#))

As part of the commitment to **evidence-based programme management and continuous improvement**, ITC invites proposals from qualified and experienced organisations to undertake **impact assessments** of identified projects under **Mission Sunehra Kal**. The assessments are expected to evaluate the **effectiveness, outcomes, sustainability and long-term impact** of interventions and generate **actionable insights** for strengthening programme design, implementation and future scaling.

2. Purpose and Objectives of the Impact Assessment

ITC works for improving lives and landscapes through execution of various projects, each project¹ being unique as the context of communities and geographies differ and thus the purpose of project is also designed accordingly. While the projects are unique from each other, the specific themes are implemented as programmes² which are across geographies and contextualised to the needs of the catchments which is an outcome of ITC's learnings over a period of time.

So, it is important to evaluate projects in specific and the programme as a whole, in terms of direct impacts resulting from each of the themes and its impact on the communities.

In this particular RFP, the programmes to be assessed are:

- Natural Resource Management – Water stewardship, soil health and Biodiversity
- Climate Smart Agriculture (CSA)
- On-farm Livelihood Diversification: Tree plantation - Social Forestry
- Off-farm Livelihood Diversification: Integrated Animal Husbandry Practices (IAHP)³

The details of the programmes are shared in **Annexure 1**.

The agency is suggested to adopt a standard evaluation framework based on the **different evaluation criteria** (for example the OECD framework may be seen) to understand the impact of the programme in terms of its effectiveness, efficiency and sustainability.

¹ Projects are individual agreement with implementing agencies and is a combination of one or more theme, districts and states.

² Programmes are referred to different thematic interventions which are implemented across geographies and through multiple project agreements

³ In each of the programme catchments, wherever applicable agency to understand the impact of the various off-farm livelihood diversification initiatives taken up by ITC.

3. Scope of Work

The key scope of the work for the impact assessment includes –

- Quantifying the extent to which the projects have been successful in achieving the intended outcomes
- Capturing the short and long-term direct, indirect, intended and unintended impacts
- Establishing attribution and contribution of the projects
- Capture location wise (district level and/ or state level) impact on the key indicators across themes, and most importantly understand the reasons for variations across locations
- Identifying and capturing success stories, challenges and areas for improvement
- Providing actionable recommendations and it should be linked to the specific findings from the study and not any generic suggestions, to enhance the effectiveness of future programmes

The work done in 2024-25 as part of the projects is planned for evaluation (detailed list in annexure).

The impact assessment will measure the impacts of the **project population** as compared to the **baseline (pre-programme)** and also compare with **control population**.

Key factors to be considered, during selection of control population:

- those who are not covered under the intervention
- should be similar in characteristics (age, gender, education, health and economic status) to the project group except for the exposure to the intervention
- **Selection of Control Areas for:**
 - **Direct Intervention Projects:** Control (non-intervention) blocks should be selected from blocks where the project is not being implemented. These blocks must be in a different area and should not be adjacent to the intervention blocks to minimize spillover effects.
 - **Amplification Programmes:** Control (non-intervention) districts should be selected from districts where the programme is not being implemented. These districts must be non-adjacent to the intervention districts and preferably located in a different geographic region to avoid contamination of programme effects.
- Agency must justify selection of control areas and demonstrate socio-economic comparability with intervention populations.
- Agency to ensure that control areas should be free from programme spillover and not covered by the same implementing agency.
- Comparability on key variables (age, education, caste, income, access to services) should be established before outcome comparisons.

Control group findings:

- Agency need to identify and analyse factors which are leading to similar or better results in control compared to project, if any such trends emerge out from the data.
- Possible explanation of the variation to be included in data analysis
- This will help in incorporating learning from outside in ITC projects

The study will analyse both quantitative and qualitative data to provide a holistic understanding of the outcomes.

Agency is also required to compare project results with secondary data available at school, panchayat and block or district level to compare the result. Possible explanation of the variation should also be included in the analysis of the data. This will help in incorporating learning from outside the ITC projects.

Phases of the Impact Assessment

Three most important phases of the assessment (**Development phase, Designing phase and Delivery phase**) are depicted below. The agency can add/modify, without removing any of the items mentioned below:

Development phase

- Plan preliminary visits to 1-2 sample project sites to identify key stakeholders for quantitative and qualitative data collection; discussion with key stakeholders; and identify comparable control
- Conduct desk research (secondary literature review) and prepare a clear definition and selection methodology of project and control population
- Sampling methodology
 - Develop sampling plan, which must be backed up with proper statistical validation, with clear mention of Confidence Interval and Margin of Error for the sample size proposed
 - Margin of Error should preferably not exceed $\pm 5\%$
 - Sampling assumptions and calculations should be clearly documented
 - Stratified random sampling method should be adopted wherever appropriate
- Quantitative and qualitative data collection tools to be prepared by the agency and get validation done by ITC
- The agency shall prepare a detailed Data Quality Assurance Protocol including field supervision mechanisms, back-check procedures, data validation rules and data security arrangements
- Prior to data collection, the agency must share a privacy notice in a language understandable to the respondent and obtain written informed consent, clearly explaining the purpose of the study. The signed consent records shall be maintained and made available to ITC upon request
- The qualitative data collection should involve **interviews, focus group discussions, observation checklist, and case studies** to gather in-depth insights

Designing phase

- Design key evaluation indicators. Please refer to the details provided in in **Annexure-1**, which is to be reviewed and contextualized as per the need of the assessment by the agency. The finalization of the evaluation indicators needs to be done in consultation with ITC
- Design outcome reporting template which will help in visualising how impact will be presented on key reporting indicators for the programme (before-after and comparable control)

- Finalisation of sampling spread for household surveys and FGDs with key stakeholders, Identification and mapping of key stakeholders to be interviewed in each theme (tentative list provided in annexure 2) and case-studies to be documented
- Prepare and share **inception report**, comprising of final approach & methodology, sampling plan (project and control), assessment plan (with timelines), data collection tools for assessment
- **Agency will make a presentation of inception report to ITC and will incorporate the changes/revisions suggested in approach and methodology**
- **Agency should conduct field testing of the data collection tools (using a smaller sample size in any one of the preferred geographies) to generate the required data for the key indicators. The findings of which should be presented to ITC, following which the agency will incorporate the changes / revisions in the study methodology.**

Delivery Phase

- Conduct project wise field assessment through quantitative methods (like household surveys) and qualitative methods (like Focused Group Discussions and key informant interviews) as finalised with ITC.
- The agency should look into the following methods **difference-in-difference, pre-post analysis**, project-control comparisons and any other appropriate methods, for analysis of the findings. The agency will use **baseline data wherever available** for pre-post analysis and collect **control data** for **project-control comparisons**.
- **Data triangulation** shall be undertaken through comparison of primary survey data with baseline information, secondary datasets, government records, programme MIS and other relevant sources to validate findings.
- For data collection methods, agency can use some any software tools like Computer Aided Personal Interviews (CAPI) based tools.
- Documentation of stories of change highlighting the impact brought in the lives of the beneficiaries. At least **3 such stories of change per theme** to be documented.
- The agency to prepare the Impact Assessment report in two versions – one is an abridged version (15-20 pages summary version) and a main report with detailed findings:

Report / Tables	Details expected in the report
Abridged version of the report	Theme wise findings at: National level and State level
Main report with detailed findings	Theme wise findings at: National level, State level, District level
Excel files with all supporting data	• Theme level output / outcome tables on key indices: National, State and District • Project wise and beneficiary wise Raw data files

- Prepare the **draft report** (separately for each thematic areas) and the **final report** (after incorporating inputs from ITC in the draft report).
- Presentation of the key study findings and recommendations to ITC team

4. Experience of Organisation and Team Composition

- The agency should have prior experience in undertaking impact assessment studies in similar thematic projects, as well as in data collection, collation, compilation and analysis for CSR interventions.
- The agency should deploy a gender-diverse team, having experience and expertise in carrying out assignments of similar nature with the team leader having strong Impact Assessment experience.
- The agency should have expertise in quantitative research methodologies, including sample size determination and statistical analysis as well as qualitative research techniques, including interviews and focus groups.
- The agency should have experience in applications and any software used for data collection.

5. Reporting requirements

- Inception report to be shared within 2 weeks from the date of signing the contract in consultation with ITC.
- Data collection tools, both in soft copy as well as through CAPI compatible file.
- Time to time sharing of emerging data trends and findings from field with ITC.
- Raw data files from field to be submitted, properly arranged in excel. along with all analytical tables with linked excel sheets.
- Transcripts to be provided in English.
- Minimum three stories of change per theme and at least one-story highlighting women leadership, inclusion and climate resilience outcomes, wherever applicable.
- Draft report - both in Abridged version and detailed Main report to be submitted
- The final study report – Abridged version and Main Report covering findings from each thematic group and all project related documentation done, to be submitted in soft copies. The agency to deliver a final presentation to ITC explaining the findings, recommendations and way forward for ITC based on the study.
- After the abridged version is finalised agency to prepare a similar State wise deck to highlight the findings for the States covered, theme wise and share the same to ITC for further use and reference.
- **The data and information collected during the study, including case studies, photographs / testimonials, will be the property of ITC Limited and the agency shall not use it in any form without the prior written permission from a competent authority in ITC.**
- The final reports (accepted by ITC) and all the deliverables to be submitted by agency to ITC **on or before 07th December 2026.**

6. Evaluation and Selection Process

Proposals will be evaluated on their technical soundness and cost competitiveness following a 70:30 Quality-cum Cost Based System (QCBS). Some of the evaluation criteria will include:

- Understanding of the scope of work
- **Demonstrated experience** in conducting impact assessments for CSR programs specially in natural resource management and agri related interventions
- Soundness of the proposed methodology
- Expertise of a **gender-diverse** team in both quantitative and qualitative research and relevant thematic domains
- **Competitive pricing** aligned with the proposed scope of work

Note: Based on technical and financial evaluation of all the proposals received, only shortlisted agency will be contacted for further rounds of discussions.

7. Payment Conditions

The payment of fees will be made on job completed basis of the agreed sum, subject to achievement of mutually agreed progress milestones. The agency may submit its proposal on terms and conditions for payment.

8. Rejection Clause

ITC reserves the right to accept or reject any and all proposals, to negotiate contract terms with various proposers, and to waive requirements at its sole discretion.

ITC also reserves the right to reject the offer without assigning any reason if found that the party has submitted false information or found to promote vendors. ITC also reserves the right to restrict the scope of the assessment for any agency to specific thematic interventions and geographies.

9. Proposal Submission Requirements

Interested parties must submit their proposals by **31st August 2026** via email to itcmsk@itc.in. The agency has to submit technical and financial proposal in line with the formats given in **Annexure-4** and **Annexure-5**, respectively of this document.

Proposals **must not** be password protected. Any additional documents must be clearly labelled and attached.

10. Contact Details

For inquiries and clarifications related to this RFP, please write at itcmsk@itc.in

11. Annexures

- Annexure 1 – Brief about the programmes and suggestive areas of enquiry
- Annexure 2 – List of Projects
- Annexure 3 – List of Key Stakeholders
- Annexure 4 – Format for Technical Proposal
- Annexure 5 – Format for Financial Proposal

Annexure 1 – Brief about the programmes and suggestive areas of enquiry

The programmes to be assessed are shared below with brief description of each:

- **Natural Resource Management – Water Stewardship and Biodiversity**
- **Climate Smart Agriculture (CSA)**
- **On-farm Livelihood Diversification: Tree plantation - Social Forestry**
- **Off-farm Livelihood Diversification: Integrated Animal Husbandry Practices (IAHP)**

Natural Resource Management - Water Stewardship

The programme promotes water security through conservation and replenishment of natural water bodies through community-based participation. In the agri-catchments, work is focussed on drought-proofing agriculture by improving groundwater status and reducing crop-related demand for water. In factory locations, aim is to achieve water security for all stakeholders by progressing towards positive water balance through interventions in supply and demand side management. Work also started on watershed level programmes to augment water availability in river basins which has negative water balance and recently work started in identifying and enabling extensive use of water efficient practices in urban catchments and use of treated water.

Following are some **suggestive areas of inquiry** which the agency should consider while developing the indicators for conducting the study:

- Impact on productivity, due to access to water, for major crops grown
- Impact on cost of cultivation, due to access to water, for major crops grown
- Impact on Groundwater resources (at catchment level, not individual household level)
- Groundwater depth (same season comparison) – metres from surface
- Availability of water for agriculture, especially during summer seasons
- Net area and gross area under cultivation as a result of increased water availability
- Crops grown season wise and cropping intensity
- Package of Practices (PoPs) used in each crop to reduce demand for water in agriculture
- Water User Groups (WUG) efficiency, benefits and maintenance of structures, women involvement in WUGs
- Add indicators on Gender equity like: Women's participation, Women's role decision making
- Add indicators on Social Inclusion like: No. of SC households, ST households, Small and marginal farmers, Landless households, Women-headed households
- Wherever feasible, the agency shall undertake economic analysis including Benefit-Cost Ratio (BCR), Return on Investment (ROI) and annualised income benefits
- Agencies are encouraged to use GIS tools, satellite imagery and geospatial assessments to validate environmental outcomes wherever feasible

Natural Resource Management - Biodiversity

The programme promotes restoration of commons and forest fringe development in the Agri-catchment locations where ITC works for revitalising natural capitals important for sustainability of agriculture. Rural communities depend on the ecosystem services offered by nature and the local

biodiversity for their livelihoods. Therefore, establishing a linkage between biodiversity and livelihoods makes it meaningful for communities to work for biodiversity conservation.

As part of its biodiversity conservation efforts, ITC has focussed on the following:

- Biodiversity conservation in agri-supply chains to minimise the adverse impacts of agriculture on biodiversity
- Community-driven biodiversity conservation at the watershed level through landscape renewal and rehabilitation of degraded plots for mosaic restoration
- Revival of ecosystem services provided to agriculture by nature, which has witnessed considerable erosion in recent decades.

Following are some **suggestive areas of inquiry** which the agency should consider while developing the indicators for conducting the study:

- Improvement in green cover, improvement in availability of fodder for animal owners (mainly goat & sheep owners)
- Improvement in availability of fuel wood for poor
- Improvement in availability of any other non-timber forest produce
- Add indicators on Gender equity like: Women's participation, Women's role decision making
- Add indicators on Social Inclusion like: No. of SC households, ST households, Small and marginal farmers, Landless households, Women-headed households
- Wherever feasible, the agency shall undertake economic analysis including Benefit-Cost Ratio (BCR), Return on Investment (ROI) and annualised income benefits
- Agencies are encouraged to use GIS tools, satellite imagery and geospatial assessments to validate environmental outcomes wherever feasible

Climate Smart Agriculture (CSA)

Main objective of the programme is building climate change adaptation, increased farmer's resilience and actions for sustainable improvement of crop yield and income. Aims to make agriculture regenerative, productive, sustainable, remunerative and climate resilient which helps farmers in adaptation and the practices being GHG efficient also helps in mitigating climate change. Focuses on large scale promotion of proven crop specific practices through cost reduction and yield improvement, reducing emissions, improving water use efficient and farmer capability building.

Following are some **suggestive areas of inquiry** which the agency should consider while developing the indicators for conducting the study:

- **CSA practice and crop economics**
 - First create a crop wise list of all the major CSA practices promoted, under MSK intervention. Also check for the practices promoted in control area for the same crops.
 - Impact on productivity, cost of cultivation, gross income and net income for the major crops grown as per the above list
 - Project locs (conventional v/s MSK promoted practices)
 - Control group data (conventional and current practices – if different from conventional)

- Impact on extreme weather impacts (such as excess rain, delayed rain, untimely rain and heat stress) compared to control practices
 - Impact on area covered by water use efficient practices in programme catchment
- Points to remember for crop data capturing and analysis:
 - Crop Selling prices – to re-validate prices with MSP for that particular crop as per secondary source, for both project and control.
 - Crop input prices - to check the inflation adjustment factors
- **Climate Resilience Outcomes**
 - Ability to withstand drought
 - % households reporting minimal crop loss during drought years
 - % of households able to meet water requirements throughout the dry season
 - Average number of months households can sustain livelihoods during prolonged dry spells
 - Ability to withstand extreme rainfall
 - % of households facing minimal crop loss during heavy rainfall events
 - % of households able to resume livelihood activities within a specified period (give options) after extreme rainfall
- **Livelihood diversification**
 - % households with at least two income sources
 - % increase in annual household income from diversified sources
- **Water-use efficiency**
 - Water consumption per unit of agricultural production (e.g., litres/kg of crop)
 - % reduction in irrigation water use per acre
 - Area under water-efficient irrigation systems (drip, sprinkler, etc.)
 - Crop yield per unit of water used
 - % farmers adopting water-saving technologies
- **Adoption of climate-resilient practices**
 - % farmers adopting at least one or more climate-resilient agricultural practices
 - Area under climate-resilient cultivation practices and its % out of total cultivation area
- **Institutional Support** - for members of Agri Business Centres/any other collective group promoted by project
 - Impact of group services on input procurement cost
 - Impact of group services on mechanisation cost
 - Impact of group services on interest savings due to credit
- **Scheme Linkages done by project**
 - Additional income due to PM Kisan/any other similar scheme linked (Rs/family)
 - Saving in Fertiliser cost due to access to Soil Health card/other soil testing (Rs./acre)

- Saving in interest cost due to access to Kisan Credit Card of other institutional credits (Rs./family)
 - Loss mitigation due to crop insurance (if there was crop damage) (Rs./acre)
 - Pension schemes – Premium paid (Rs./family)
 - Pension schemes – Pay-out expected (Rs. Per year/family)
 - Agency to also check the economic value realised through scheme linkages, no. of people able to leverage the value
- **Qualitative areas of enquiry**
 - Farmer Field School (FFS) training - frequency of training and content covered in training
 - How CSA practices (crop & practice wise) helped in withstanding extreme weather events compared to conventional practices
 - FFS training - knowledge dissemination and adoption by student farmers
 - Cascading impacts of the CSA programme - what other benefits CSA practices have apart from cost, yields and incomes
- Add **indicators on Gender equity** like: Women's participation, Women's role decision making
 - Add **indicators on Social Inclusion** like: No. of SC households, ST households, Small and marginal farmers, Landless households, Women-headed households
 - Wherever feasible, the agency shall undertake **economic analysis including Benefit-Cost Ratio (BCR), Return on Investment (ROI) and annualised income benefits**
 - Agencies are encouraged to **use GIS tools, satellite imagery and geospatial assessments** to validate environmental outcomes wherever feasible

On-farm Livelihood Diversification: Tree plantation - Social Forestry

The aim is to improve incomes and de-risk livelihoods from climate change through tree-based farming comprising of fruit, timber and other commercial plantations in small-farmer friendly plantation models like (agro-forestry, block and bund plantations) to improve income from farms. Plantations are promoted for Pulp, Energy, Agarbatti Bamboo, fruits etc. to help farmers realise the market opportunities and to meet their own wood requirements (where required). These plantations are done with suitable species like eucalyptus, casuarina, subabul, melia dubia, silver oak, bamboo and other fruit species such as mango, guava etc. Considering the interests of small farmers, plantations are preferred to be done through agro-forestry and bund plantation models, both of which enable cultivation of trees and crops together, thus ensuring incomes

Following are some **suggestive areas of inquiry** which the agency should consider while developing the indicators for conducting the study:

- Survival data of plantations done in 2023-24 - plantation model wise
- **Impact from wood harvest for older plantations**
 - In SF, harvesting typically happens @ 3 to 4-year cycle. So, for wood harvest, separate set of farmer data should be gathered, who did plantation in 2018-19/2019-20 who has harvested the wood.
 - A very important nuance here is to understand the income from harvest need to be shared at an annualised level. (eg: If yield comes once in 3 years, then divide total income by 3 or if yield comes once in 4 years, then divide total income by 4)
- For the Agro-forestry model (intercropping is done – crops grown in between trees) and Bund plantation model (crops grown inside the field and trees in bunds)
 - To collect data on crop productivity, cost of cultivation, gross income and net income
 - Income data again need to be done at an annualised level (to bring in uniformity)
- Purposes for which wood was sold – pulp, energy, agarbatti bamboo, any others (please specify)
- Cascading impacts of the SF programme - How the programme has socially impacted beneficiaries (in terms asset purchase, children education, health and another impacts)
- Add indicators on Gender equity like: Women's participation, Women's role decision making
- Add indicators on Social Inclusion like: No. of SC households, ST households, Small and marginal farmers, Landless households, Women-headed households
- Wherever feasible, the agency shall undertake economic analysis including Benefit-Cost Ratio (BCR), Return on Investment (ROI) and annualised income benefits
- Agencies are encouraged to use GIS tools, satellite imagery and geospatial assessments to validate environmental outcomes wherever feasible

Off-farm Livelihood Diversification: Integrated Animal Husbandry Practices (IAHP)

The programme provides an opportunity for farmers to diversify their livelihood portfolio from primary dependence on agriculture to also include animal-based income sources, which are more climate resilient compared to agriculture and ensures a regular income source for households. IAHP aims at quantitative and qualitative improvement in livestock production systems and capacity building for all dependent households. The animal categories covered include: **large ruminants (cows and buffalo), small ruminants (goats and sheep)**, poultry, piggery, and fisheries.

In IAHP programme, rural service providers are active in providing breeding, vaccination & deworming, dehorning and package of practice services to animal owners. In these service providers a major part is self-sustaining women cadres, named as Pashu Sakhis who provide the doorstep services with advisory and input services to households. These rural women are provided structured training to be able to provide these services in the villages and demand is generated for their services by creating awareness among village households.

Following are some **suggestive areas of inquiry** which the agency should consider while developing the indicators for conducting the study:

- Impact on milk productivity for large ruminants
- Impact on herd size (more applicable for small ruminants – goats and sheep)
- Impact on average weight per animal (applicable for small ruminants)
- Impact on small ruminant mortality
- Impact on income to farmers as a result of IAHP programme (from milk sale, calf sale, etc.)
- Role of Service providers specifically Pashu Sakhis, who are women cadres
- Impact on Pashu Sakhis in terms of livelihood, income and overall well-being
- Add indicators on Gender equity like: Women's participation, Women's role decision making
- Add indicators on Social Inclusion like: No. of SC households, ST households, Small and marginal farmers, Landless households, Women-headed households
- Wherever feasible, the agency shall undertake economic analysis including Benefit-Cost Ratio (BCR), Return on Investment (ROI) and annualised income benefits
- Agencies are encouraged to use GIS tools, satellite imagery and geospatial assessments to validate environmental outcomes wherever feasible

Annexure 2 – List of Projects

The list of projects (FY 24-25) for which impact assessment is to be carried out is shared below. Agency can either bid for all projects or few, based on their expertise and presence.

Project Code 24-25	State	District	Theme	NGO	Beneficiaries
1	Uttar Pradesh	Saharanpur	Water Stewardship	PANI	104
	Uttar Pradesh	Saharanpur	Climate Smart Agriculture	PANI	11,039
2	Tamil Nadu	Pududkottai	Water Stewardship	Dhan	4,662
	Tamil Nadu	Pududkottai	Climate Smart Agriculture	Dhan	3,112
	Tamil Nadu	Pududkottai	Integrated Animal Husbandry Programme	Dhan	1,741
3	Rajasthan	Kota	Water Stewardship	NCHSE	134
	Rajasthan	Kota	Climate Smart Agriculture	NCHSE	19,584
	Rajasthan	Kota	Integrated Animal Husbandry Programme	NCHSE	2,081
4	Uttar Pradesh	Lalitpur	Water Stewardship	GDS	710
	Uttar Pradesh	Lalitpur	Climate Smart Agriculture	GDS	4,084
5	Rajasthan	Bikaner	Water Stewardship	BAIF	363
	Rajasthan	Bikaner	Climate Smart Agriculture	BAIF	2,197
	Rajasthan	Bikaner	Integrated Animal Husbandry Programme	BAIF	26
8	Himachal Pradesh	Solan	Climate Smart Agriculture	ISPER	3,042
	Himachal Pradesh	Solan	Water Stewardship	ISPER	223
	Himachal Pradesh	Solan	Integrated Animal Husbandry Programme	ISPER	1,434
9	Uttar Pradesh	Gorakhpur	Climate Smart Agriculture	UMANG	1,10,843
	Uttar Pradesh	Gonda	Climate Smart Agriculture	UMANG	49,594
	Uttar Pradesh	Gorakhpur	Water Stewardship	UMANG	469
	Uttar Pradesh	Gonda	Water Stewardship	UMANG	151
12	Tamil Nadu	Coimbatore	Water Stewardship	COODU	981
	Tamil Nadu	Coimbatore	Climate Smart Agriculture	COODU	4,638
	Tamil Nadu	Coimbatore	Integrated Animal Husbandry Programme	COODU	858
13	Andhra Pradesh	Palnadu	Water Stewardship	MYRADA	555
	Andhra Pradesh	Palnadu	Climate Smart Agriculture	MYRADA	7,674
	Andhra Pradesh	Prakasam	Water Stewardship	MYRADA	1,888
	Andhra Pradesh	Prakasam	Climate Smart Agriculture	MYRADA	7,698
	Andhra Pradesh	Prakasam	Social Forestry	MYRADA	
15	Bihar	Begusarai	Climate Smart Agriculture	BAIF	42,602
	Bihar	Begusarai	Water Stewardship	BAIF	18
16	Punjab	Kapurthala	Water Stewardship	MVS	107
	Punjab	Kapurthala	Climate Smart Agriculture	MVS	21,485
	Punjab	Kapurthala	Integrated Animal Husbandry Programme	MVS	85

17	Rajasthan	Baran	Water Stewardship	DSC	272
	Rajasthan	Baran	Climate Smart Agriculture	DSC	16,176
	Rajasthan	Baran	Integrated Animal Husbandry Programme	DSC	881
24	Maharashtra	Sangli	Climate Smart Agriculture	SJSM	15,205
25	Telangana	Bhadradi Kothagudem	Social Forestry	SSGS	3,298
	Telangana	Bhadradi Kothagudem	Climate Smart Agriculture	SSGS	
	Telangana	Bhadradi Kothagudem	Water Stewardship	SSGS	
	Andhra Pradesh	Alluri Sitharama Raju	Social Forestry	SSGS	3,161
	Andhra Pradesh	Alluri Sitharama Raju	Climate Smart Agriculture	SSGS	
	Andhra Pradesh	Alluri Sitharama Raju	Water Stewardship	SSGS	
	Andhra Pradesh	Eluru	Social Forestry	SSGS	2,987
	Andhra Pradesh	Eluru	Climate Smart Agriculture	SSGS	
	Andhra Pradesh	Eluru	Water Stewardship	SSGS	
27	Uttar Pradesh	BAHRAICH	Climate Smart Agriculture	GDS	50,044
	Uttar Pradesh	Shravasti	Climate Smart Agriculture	GDS	18,836
	Uttar Pradesh	Balrampur	Climate Smart Agriculture	GDS	19,128
	Uttar Pradesh	BAHRAICH	Water Stewardship	GDS	165
39	Rajasthan	Baran	Climate Smart Agriculture	IIRD	4,803
	Rajasthan	Jaisalmer	Climate Smart Agriculture	IIRD	6,253
	Rajasthan	Jaisalmer	Water Stewardship	IIRD	619
	Rajasthan	Jaisalmer	Integrated Animal Husbandry Programme	IIRD	
40	Assam	Kamrup	Water Stewardship	RGVN	63
	Assam	Kamrup	Climate Smart Agriculture	RGVN	9,035
	Assam	Udalguri	Climate Smart Agriculture	RGVN	2,241
	Assam	Kamrup	Integrated Animal Husbandry Programme	RGVN	7,789
41	Odisha	Malkangiri	Water Stewardship	Green Cross	618
	Odisha	Malkangiri	Climate Smart Agriculture	Green Cross	2,902
	Odisha	Malkangiri	Social Forestry	Green Cross	299
42	Telangana	Bhadradi Kothagudem	Water Stewardship	MYRADA	424
	Telangana	Bhadradi Kothagudem	Climate Smart Agriculture	MYRADA	2,955
	Telangana	Bhadradi Kothagudem	Social Forestry	MYRADA	
	Telangana	Bhadradi Kothagudem	Integrated Animal Husbandry Programme	MYRADA	1,453
	Telangana	Medak	Water Stewardship	MYRADA	238
	Telangana	Medak	Climate Smart Agriculture	MYRADA	734
45	Maharashtra	Pune	Water Stewardship	DSC	2,870
	Maharashtra	Pune	Climate Smart Agriculture	DSC	28,470
57	Karnataka	Mysore	Water Stewardship	MYKAPS	2,614
	Karnataka	Mysore	Climate Smart Agriculture	MYKAPS	23,114
	Karnataka	Mysore	Social Forestry	MYKAPS	2,870
	Karnataka	Mysore	Integrated Animal Husbandry Programme	MYKAPS	
60	Bihar	Munger	Climate Smart Agriculture	Pravah	69,392

	Bihar	Lakhisarai	Climate Smart Agriculture	Pravah	62,268
65	Karnataka	Mysore	Water Stewardship	OUTREACH	319
	Karnataka	Mysore	Climate Smart Agriculture	OUTREACH	12,808
	Karnataka	Mysore	Social Forestry	OUTREACH	1,705
	Karnataka	Mysore	Integrated Animal Husbandry Programme	OUTREACH	
66	Telangana	Bhadradi Kothagudem	Water Stewardship	Dhan	952
	Telangana	Bhadradi Kothagudem	Climate Smart Agriculture	Dhan	2,546
	Telangana	Bhadradi Kothagudem	Social Forestry	Dhan	
76	Andhra Pradesh	Kurnool	Water Stewardship	SARDS	234
	Andhra Pradesh	Kurnool	Climate Smart Agriculture	SARDS	5,729
	Andhra Pradesh	Nandyal	Water Stewardship	SARDS	69
	Andhra Pradesh	Nandyal	Climate Smart Agriculture	SARDS	4,505
	Telangana	Jogulamba Gadwal	Water Stewardship	SARDS	125
	Telangana	Jogulamba Gadwal	Climate Smart Agriculture	SARDS	1,885
77	Andhra Pradesh	Bapatla	Climate Smart Agriculture	GRAMASIRI	7,251
	Andhra Pradesh	Prakasam	Social Forestry	GRAMASIRI	5,406
	Andhra Pradesh	Prakasam	Climate Smart Agriculture	GRAMASIRI	
	Andhra Pradesh	Eluru	Social Forestry	GRAMASIRI	8,158
	Andhra Pradesh	Eluru	Climate Smart Agriculture	GRAMASIRI	
	Andhra Pradesh	East Godavari	Social Forestry	GRAMASIRI	5,955
	Andhra Pradesh	East Godavari	Climate Smart Agriculture	GRAMASIRI	
78	Maharashtra	Ahilyanagar	Water Stewardship	BAIF	77
	Maharashtra	Ahilyanagar	Climate Smart Agriculture	BAIF	23,206
	Maharashtra	Nashik	Climate Smart Agriculture	BAIF	12,315
	Maharashtra	Amravati	Water Stewardship	BAIF	236
	Maharashtra	Amravati	Climate Smart Agriculture	BAIF	32,520
	Maharashtra	Pune	Integrated Animal Husbandry Programme	BAIF	1,384
	Maharashtra	Amravati	Integrated Animal Husbandry Programme	BAIF	2,351
	Maharashtra	Pune	Water Stewardship	BAIF	50
	Maharashtra	Pune	Climate Smart Agriculture	BAIF	2,347
88	Andhra Pradesh	Prakasam	Water Stewardship	SEARCH	451
	Andhra Pradesh	Prakasam	Climate Smart Agriculture	SEARCH	8,239
	Andhra Pradesh	Prakasam	Social Forestry	SEARCH	1,522
	Andhra Pradesh	SPSR Nellore	Water Stewardship	SEARCH	548
	Andhra Pradesh	SPSR Nellore	Climate Smart Agriculture	SEARCH	8,255
	Andhra Pradesh	SPSR Nellore	Social Forestry	SEARCH	1,081
92	Madhya Pradesh	Chhindwara	Water Stewardship	IDYWC	147
	Madhya Pradesh	Chhindwara	Climate Smart Agriculture	IDYWC	8,484
	Madhya Pradesh	Chhindwara	Integrated Animal Husbandry Programme	IDYWC	2,111
98	Rajasthan	Bundi	Water Stewardship	SMGVS	215
	Rajasthan	Bundi	Climate Smart Agriculture	SMGVS	14,055

	Rajasthan	Bundi	Integrated Animal Husbandry Programme	SMGVS	950
100	Andhra Pradesh	Prakasam	Water Stewardship	BAIF	416
	Andhra Pradesh	Prakasam	Climate Smart Agriculture	BAIF	5,958
	Andhra Pradesh	Palnadu	Climate Smart Agriculture	BAIF	6,740
	Andhra Pradesh	Eluru	Water Stewardship	BAIF	586
	Andhra Pradesh	Eluru	Climate Smart Agriculture	BAIF	11,906
	Andhra Pradesh	Eluru	Social Forestry	BAIF	
	Andhra Pradesh	East Godavari	Water Stewardship	BAIF	451
	Andhra Pradesh	East Godavari	Climate Smart Agriculture	BAIF	6,404
103	Madhya Pradesh	Alirajpur	Climate Smart Agriculture	SIPA	1,353
	Madhya Pradesh	Dewas	Climate Smart Agriculture	SIPA	871
	Madhya Pradesh	Barwani	Climate Smart Agriculture	SIPA	1,582
	Madhya Pradesh	Dhar	Climate Smart Agriculture	SIPA	304
	Madhya Pradesh	Guna	Climate Smart Agriculture	SIPA	432
	Madhya Pradesh	Hoshangabad	Climate Smart Agriculture	SIPA	334
	Madhya Pradesh	Jhabua	Climate Smart Agriculture	SIPA	1,201
	Madhya Pradesh	Khandwa	Climate Smart Agriculture	SIPA	529
	Madhya Pradesh	Khargone	Climate Smart Agriculture	SIPA	306
	Madhya Pradesh	Mandsaur	Climate Smart Agriculture	SIPA	700
	Madhya Pradesh	Neemuch	Climate Smart Agriculture	SIPA	379
	Madhya Pradesh	Rajgarh	Climate Smart Agriculture	SIPA	383
	Madhya Pradesh	Ratlam	Climate Smart Agriculture	SIPA	630
	Madhya Pradesh	Indore	Climate Smart Agriculture	SIPA	74
	Madhya Pradesh	Shajapur	Climate Smart Agriculture	SIPA	430
110	Andhra Pradesh	Prakasam	Water Stewardship	MYRADA	336
	Andhra Pradesh	Prakasam	Climate Smart Agriculture	MYRADA	1,357
	Andhra Pradesh	SPSR Nellore	Water Stewardship	MYRADA	573
	Andhra Pradesh	SPSR Nellore	Climate Smart Agriculture	MYRADA	4,168
111	Karnataka	Bangalore	Climate Smart Agriculture	MYRADA	890
	Karnataka	Bangalore	Water Stewardship	MYRADA	110
	Karnataka	Kolar	Climate Smart Agriculture	MYRADA	10,023
	Karnataka	Kolar	Water Stewardship	MYRADA	
	Karnataka	Yadgir	Climate Smart Agriculture	MYRADA	-
	Karnataka	Yadgir	Water Stewardship	MYRADA	
	Karnataka	Belagavi	Climate Smart Agriculture	MYRADA	2,169
	Karnataka	Belagavi	Water Stewardship	MYRADA	
	Karnataka	Kalaburgi	Climate Smart Agriculture	MYRADA	890
	Karnataka	Kalaburgi	Water Stewardship	MYRADA	
115	Rajasthan	Jhalawar	Water Stewardship	IIRD	320
	Rajasthan	Jhalawar	Climate Smart Agriculture	IIRD	20,013
	Rajasthan	Jhalawar	Integrated Animal Husbandry Programme	IIRD	2,895
121	Karnataka	Hassan	Water Stewardship	BAIF	207
	Karnataka	Hassan	Climate Smart Agriculture	BAIF	21,271

	Karnataka	Hassan	Social Forestry	BAIF	1,356
	Karnataka	Yadgir	Water Stewardship	BAIF	450
	Karnataka	Yadgir	Climate Smart Agriculture	BAIF	
123	Madhya Pradesh	Anuppur	Climate Smart Agriculture	NCHSE	909
	Madhya Pradesh	Chhatarpur	Climate Smart Agriculture	NCHSE	676
	Madhya Pradesh	Chhindwara	Climate Smart Agriculture	NCHSE	1,120
	Madhya Pradesh	Damoh	Climate Smart Agriculture	NCHSE	947
	Madhya Pradesh	Ashok Nagar	Climate Smart Agriculture	NCHSE	597
	Madhya Pradesh	Dindori	Climate Smart Agriculture	NCHSE	1,144
	Madhya Pradesh	Gwalior	Climate Smart Agriculture	NCHSE	312
	Madhya Pradesh	Sagar	Climate Smart Agriculture	NCHSE	835
	Madhya Pradesh	Jabalpur	Climate Smart Agriculture	NCHSE	694
	Madhya Pradesh	Katni	Climate Smart Agriculture	NCHSE	1,147
	Madhya Pradesh	Mandla	Climate Smart Agriculture	NCHSE	1,049
	Madhya Pradesh	Morena	Climate Smart Agriculture	NCHSE	315
	Madhya Pradesh	Jabalpur	Climate Smart Agriculture	NCHSE	596
	Madhya Pradesh	Rewa	Climate Smart Agriculture	NCHSE	318
	Madhya Pradesh	Sheopur	Climate Smart Agriculture	NCHSE	671
	Madhya Pradesh	Sehore	Climate Smart Agriculture	NCHSE	350
	Madhya Pradesh	Shivpuri	Climate Smart Agriculture	NCHSE	612
	Madhya Pradesh	Sidhi	Climate Smart Agriculture	NCHSE	612
	Madhya Pradesh	Tikamgarh	Climate Smart Agriculture	NCHSE	541
	Madhya Pradesh	Vidisha	Climate Smart Agriculture	NCHSE	657
	Madhya Pradesh	Umariya	Climate Smart Agriculture	NCHSE	368
131	Madhya Pradesh	Sehore	Climate Smart Agriculture	NCHSE	5,156
	Madhya Pradesh	Vidisha	Climate Smart Agriculture	NCHSE	5,858
	Madhya Pradesh	Indore	Climate Smart Agriculture	NCHSE	4,614
	Madhya Pradesh	Ujjain	Climate Smart Agriculture	NCHSE	6,363
	Madhya Pradesh	Dewas	Climate Smart Agriculture	NCHSE	6,574
	Madhya Pradesh	Chhindwara	Climate Smart Agriculture	NCHSE	9,401
132	Madhya Pradesh	Sehore	Water Stewardship	NCHSE	172
	Madhya Pradesh	Sehore	Climate Smart Agriculture	NCHSE	28,020
	Madhya Pradesh	Vidisha	Water Stewardship	NCHSE	159
	Madhya Pradesh	Vidisha	Climate Smart Agriculture	NCHSE	12,743
	Madhya Pradesh	Vidisha	Integrated Animal Husbandry Programme	NCHSE	657
138	Karnataka	Bangalore	Water Stewardship	VVKI	300
	Karnataka	Kolar	Water Stewardship	VVKI	300
	Karnataka	Chikkaballapur	Water Stewardship	VVKI	270

Annexure 3 – List of Key Stakeholders

Identification of key stakeholders under each theme and each project is to be done by the agency, building upon the list provided below. All following and other identified stakeholders are to be covered under the study through qualitative and quantitative surveys.

Themes	Key Stakeholders
Natural Resource Management	• Water Resources Department • Pastureland Development Department • Panchayati Raj Institution (PRI) members • Water User Groups/ Associations • Farmer Field Schools (for adoption of water use efficient practices in agriculture) • Beneficiaries (farmers who are primary stakeholders) • Implementing Partners
Climate Smart Agriculture	• Agriculture Department • Krishi Vigyan Kendra • PRI members • Farmer Field Schools (FFS) • Agri Business Centres (ABC) • ABC members, FFS student farmers and farmer beneficiaries (primary stakeholder) • Implementing Partners
On-farm Livelihood Diversification: Social Forestry	• Forest Department • Plantation Committee • Panchayati Raj Institution (PRI) • Implementing Partners • Farmer Beneficiaries (primary stakeholder), etc.
Off-farm Livelihood Diversification: Integrated Animal Husbandry Practices (IAHP)	• Beneficiaries owning small and large ruminants • Pashu Sakhis • Artificial Insemination Technicians • Cattle Development Centres • Implementing Partners

Annexure 4 – Format for Technical Proposal

1. Agency Details

- a) Name of agency, address, Web site address and telephone number.
- b) Number of the principal office that will manage this project.
- c) Brief background of the agency and history. Include years in the sector/business and number of employees and details of projects handled.
- d) Experience details highlighting the experience and expertise of the agency relevant to the current assignment.
- e) A copy of the agency's most recent Annual Report or Financial Statement, and/or any other documentation that demonstrates financial solvency to be attached as annexure.
- f) Any additional information that the agency considers to be relevant.

2. Technical Approach and Methodology

- a) Understanding of the Scope of Work
- b) Detailed approach and methodology for undertaking the study including technical aspects; strategies; sampling methodology; research design; tools & techniques to be used; evaluation indicators (Annexure-1); statistical or economic model (*if any*) to be used for collecting, collating and analysing the data, etc.

3. Implementation Plan and Team Structure

- a) All themes for which the proposal is submitted (**Annexure-2**).
- b) Detailed implementation plan with all the phases, activities and timelines (including preparatory phase visit).
- c) Team structure and snapshot of experience, expertise, roles and responsibilities of resources assigned for the proposed study. CVs to be provided as annexure.

4. Please specify the primary Executive point of contact for the work stated in this RFP.

Annexure 5 – Format for Financial Proposal

Sl. No.	Particulars	UoM	Units (Nos.)	Unit Cost (Rs.)	Total Cost (Rs.)	Remarks
1	Survey Charges	Rs.				
	a. Project Population	Nos.				
	b. Control Population	Nos.				
	c. Key Informant Interviews	Nos.				
	d. Focused Group Discussions (FGDs)	Nos.				
	e. Case Studies / Stories of Change	Nos.				
2	Service Charges	Rs.				
	a. Printing charges	Rs.				
	b. Stationary, telephone, and other miscellaneous expenses	Rs.				
	c. Others: CAPI	Rs.				
3	Professional Charges	Rs.				
	a. Resource Type 1:	Person-days				
	b. Resource Type 2:	Person-days				
	c. Resource Type 3:	Person-days				
	d. Resource Type 4:	Person-days				
	e. Resource Type 5:	Person-days				
4	Estimate excluding travel (1+2+3)	Rs.				
5	Travel Expenses*	Rs.				
	a. Outstation travel	Person-days				
	b. Local Travel	Person-days				
	c. Accommodation	Nights				
	d. Food	Days				
	Total Estimate with travel (4+5) (GST rates will be extra and applied as prevailing at the time of invoicing)	Rs.				
	Timeline	Weeks				

Note:

*Travel expenses to be made on reimbursement basis, upon submission of actual bills/invoices.