

**Request for Proposal**

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

**Submission Deadline: 10<sup>th</sup> January 2025**

**Theme: Waste Management programme**

## 1. Introduction

ITC focuses on contributing enduring value along all dimensions of triple bottom line and also contribute meaningfully to sustainable development and inclusive growth. ITC's presence across the three sectors (agriculture, manufacturing and services) of the economy enables the Company to make a larger contribution to the creation of sustainable livelihoods and building resilience among communities in its catchment areas. In continuous efforts to meet ITC's overarching commitment to create significant and sustainable societal value for its stakeholders, **ITC's Social Investments Programmes** are implemented under the banner of **ITC Mission Sunehra Kal (MSK)** with the two-Horizon approach to address the twin challenges of securing sustainable livelihoods today and tomorrow, keeping women and other poor & vulnerable communities at the core, who are an integral part of all the programmes.

The **Horizon-I** programmes, seek to **make today's dominant sources of income sustainable** by empowering rural communities to conserve and augment their social and environmental capital securing agri-production systems and thereby their current sources of livelihood through **Natural Resource Management** (which includes, Water, Soil and Biodiversity), **Climate Smart Agriculture** (which includes building farm resilience, on-farm and off-farm risk diversification and improving off-farm and on farm income), -

On the other hand, **Horizon-II** programmes invest in **capability building of communities** for opportunities in the future through **Human Capital Development** (which includes Support to Education and Skilling of Youth), **Public Health** (which includes Community Health, Nutrition, Sanitation and Waste Management) and **strengthening women livelihoods** (through individual and group enterprises)

All the programmes encompass targeted activities to achieve planned outputs and the **pre-defined outcomes** that **generate long term sustainable impacts**. ITC's various interventions are aligned to the **Company's triple bottom-line** (social, economic and environmental) ambitions, **community needs** and **National priorities**. These interventions also contribute towards the national efforts in achievement of **Sustainable Development Goals**.

The projects promoted under ITC's CSR were spread over 300 districts of 27 States/Union Territories in the year 2022-23. 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 2022-23 can be accessed in **Sustainability & Integrated Report 2023** under the chapter 'Mission Sunehra Kal for Sustainable & Inclusive Growth' available at (Page 148 – 182)

<https://www.itcportal.com/sustainability/sustainability-integrated-report-2023/ITC-Sustainability-Integrated-Report-2023.pdf>

ITC Mission Sunehra Kal focuses on sustainable and inclusive development through a range of programmes under the two Horizon approach. Through this Request for Proposal (RFP), we invite proposals from qualified and experienced firms to conduct Impact Assessment of each of the identified projects under ITC MSK, details of which are covered in subsequent sections. This RFP

outlines the requirements and expectations for conducting impact assessment studies to evaluate the effectiveness and outcomes of the identified projects under MSK.

## 2. Purpose and Objectives of the Impact Assessment

ITC works for improving lives and landscapes through execution of various projects wherein project is individual agreement with implementing agency and is a combination of one or more theme, districts and geographies. Each of the project is 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 implemented as part of project are mostly standardised across ITC which is as an outcome of ITC's learnings over a period of time. Hence it is important to evaluate programmes both in terms of direct impacts resulting from each of the theme and the impact on communities from the programme as a whole. For eg: Same household might have been covered under agriculture, watershed and livelihood improvement etc. or under women SHG, Vocation Skill Development and Sanitation improvement etc. Agency also need to provide recommendations if any for improving the programmes

In case of the projects where ITC has Public Private Partnerships with Governments, evaluation will also need to cover the impacts against the scope of partnership.

In the particular RFP, the programme to be evaluated is the **Waste Management programme which covers the following major components:**

- **Decentralised waste management initiative – Urban and Rural Waste Management**
- **Liquid waste management under Lighthouse Initiative**

The details about the programme are shared in Annexure 2.

The agency is suggested to adopt the evaluation framework based on the **six evaluation criteria** provided by the **Organisation for Economic Cooperation and Development Assistance Committee (OECD DAC)** - Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability.

## 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
- Identifying and capturing success stories, challenges and areas for improvement
- Providing actionable recommendations to enhance the effectiveness of future programmes

The work done in 2022-23 as part of the projects is planned for evaluation (detailed list in annexure).

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

<sup>1</sup> Programmes are referred to different thematic interventions which are implemented across geographies and through multiple project agreements.

The impact assessment will measure the impacts of the **project population** as compared to the **baseline (pre programme)** and also compare with **control population**. The control population should be those who are **not covered under the intervention** – non-intervention block or district to avoid project's direct or indirect influence.

The study will analyse both quantitative and qualitative data to provide a holistic understanding of the outcomes. **Agency need to identify and analyse factors which are leading to similar or better results in control compared to project. Agency is also required to compare project results with secondary data available at 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 in 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
- Develop sampling plan with adequate statistical validation and develop quantitative and qualitative data collection tools
- 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 contextualised as per the need of the assessment by the agency. The finalisation 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 households/beneficiaries to be covered for surveys, key stakeholders to be interviewed (tentative list provided in annexure 2) and case-studies to be documented to be done in consultation with ITC
- 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**

## Delivery Phase

- Conduct project wise field assessment through household surveys and qualitative methods as finalised with ITC.
- The agency should look into the following methods **difference-in-difference, pre-post analysis** and 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** to be ensured by validating the findings of the project with government, secondary and other data sources, to enhance the robustness of findings.
- For data collection methods, agency can use some software tools like **Computer Aided Personal Interviews (CAPI)** based method
- Documentation of success stories highlighting what worked and why. At least **3 case studies / stories of change per theme** to be documented
- The findings are to be presented **separately for Urban and Rural models**, covering **all the projects** under them, **compiled together in a report**
- Prepare the **draft report** with findings and recommendation (separately for each thematic areas) covering all of these mentioned above and eventually share the **final report** (after incorporating inputs from ITC)
- Presentation of the draft report and the final report to ITC team
- **Submission of executive summary report and detailed report separately.** Report will be in two versions – overall and separately for each Themes as mentioned in point No 2.

## 4. Experience of Organisation and Team Composition

- The agency should have prior experience in undertaking impact assessment studies in similar thematic areas as given in this document, as well as in data collection, collation, compilation and analysis for CSR interventions.
- The agency should deploy a gender balanced 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.
- Draft reports covering all scope of work as mentioned in preceding sections, after addressing the comments received by ITC, if any, to be submitted for all projects.
- Executive Summary and detailed report separately (both overall and separately for themes) in the prescribed format to be submitted by the agency
- The final study report covering findings from each thematic group and all project related documentation done, will be submitted in 2 hard copies (A4 Size preferably with bond paper and coloured prints) and soft copy in form of CDs/pen drives. The agency to deliver a final presentation to ITC explaining the findings, recommendations and way forward for ITC based on the study.
- **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 15<sup>th</sup> March 2025.**

#### 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 programmes
- Soundness of the mixed-method approach
- Expertise of a **gender balanced** 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 **10<sup>th</sup> January 2025** 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 programme 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 programme and suggestive areas of enquiry

ITC implements Waste Management Programmes in partnership with Government through public private partnership. ITC trains Government officials and community members in designing and implementation of decentralised waste management and helps them in rolling out the programme. Government and community appoint waste collection workers and ITC helps them in designing and implementation of the behaviour change campaigns

The **Waste Management programme covers the following components:**

- **Decentralised waste management initiative for urban and rural areas**
- **Liquid waste management under Lighthouse initiatives**

The **decentralised waste management programme** focuses on **source segregation** and **reducing landfill waste**, operational in 10 States in collaboration with **Panchayats** and **Urban Local Bodies (ULBs)** under Swachh Bharat Mission (SBM). It **promotes community-driven waste management** (promoting **waste management closer to the generator** so as to minimise environmental impact and associated costs), and **revenue generation through user fees, sale of compost and recyclables, ensuring financial sustainability**. Waste collectors benefit from additional income through the sale of recyclables, apart from the monthly amount paid to them by the Mohalla Committees from the user fee collected. ITC prioritises the **well-being of waste collectors**, critical to sustaining waste management efforts.

**Urban Waste Management programme** started from FY 22-23 in partnership with the Uttar Pradesh Urban Development Department covering 85 ULBs. Training is given to ULBs in decentralised waste management systems to create Garbage Free Cities and encourage households to pay for their waste management. In this PPP, work have also started with **Ayodhya Municipal Corporation** to ensure that adequate measures are undertaken for waste management during the inauguration of the temple.

**Liquid Waste Management**, is done in partnership with **Lohiya Swachh Bihar Abhiyan (LSBA)**, Government of Bihar and **Light House Initiative (LHI)** in partnership with **FICCI-ISC** to cover 36 Gram Panchayats (GPs) in 10 States out of total 75 GPs, involving SHGs and digital tools like the Swachhata Mitra App, earning recognition as best practices.

The Green Temple initiative is a closed loop waste management model involving processing of temple waste converted into biogas and compost.

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

Aspects	Definition
<b>Environmental</b>	
<b>Reduction in waste generation</b>	Measurement of decrease in total quantum of waste produced per capita
<b>Waste diversion rate</b>	Percentage of waste reduced in landfill and diverted from landfills through recycling, composting and any other methods
<b>GHG emissions</b>	Reduction in emission of methane and any other Green House Gas from decentralised waste management process due to less transportation of waste and reduced dumping
<b>Resource recovery rate</b>	Quantum of materials like plastic, metals, etc. recovered for reuse and recycling. MLP and Low Value Plastic Recycling



Aspects	Definition
<b>Social</b>	
<b>Awareness and participation</b>	Community awareness and participation levels in source segregation, home composting and waste management programme
<b>Community Ownership</b>	Mohalla Committee or Panchayat involvement in design and implementation and they taking ownership of the programme
<b>Health impacts</b>	Improvement in public health indicators like reduced incidence of vector borne diseases and other waste-related diseases
<b>Improvement in living conditions</b>	Enhanced cleanliness and sanitation in communities due to improved condition of waste management
<b>Equity and dignity in service provision</b>	Access to waste management services to HHs irrespective of any socio-economic status. Protecting dignity of waste collectors and ensure social, economic and overall well-being for them and their family members
<b>Economical</b>	
<b>Job creation</b>	Employment generation of waste collectors and supervisors as a result of the waste management programme
<b>Cost recovery model</b>	Percentage of cost recovered through fees, sale of recyclables and other revenue sources
<b>Cost effectiveness</b>	Cost per ton of waste managed in comparison of centralised model - trend analysis of the cost
<b>Revenue generation from waste</b>	Revenue from sale of recyclables, any other source of revenue

### Annexure 2 – List of Projects

The list of projects (FY 22-23) is shared here for which impact assessment is to be carried out.

Project Code 22-23	State	District	NGO	Beneficiaries impacted
47	Uttar Pradesh	Lucknow	UMANG	3,00,636 households
71	Uttar Pradesh	Saharanpur	FORCE	4,495 households
71	Uttar Pradesh	Lucknow	FORCE	3,94,095 households
85	Maharashtra	Pune	FINISH	20,143 households
107	Bihar	Munger	WASH	23,553 households

### 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
Public Health: Waste Management	<ul style="list-style-type: none"><li>• Zila Panchayat/Municipal Corporation</li><li>• Panchayati Raj Institution (PRI)/Ward Committee</li><li>• Mohalla Committees</li><li>• Implementing Partner</li><li>• Households (primary stakeholder), etc.</li><li>• Waste Collectors</li></ul>

## 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.)
<b>1</b>	<b>Survey Charges</b>	<b>Rs.</b>			
	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.			
<b>2</b>	<b>Service Charges</b>	<b>Rs.</b>			
	a. Printing charges	Rs.			
	b. Stationary, telephone, and other miscellaneous expenses	Rs.			
	c. Others: CAPI	Rs.			
<b>3</b>	<b>Professional Charges</b>	<b>Rs.</b>			
	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			
<b>4</b>	<b>Estimate excluding travel (1+2+3)</b>	<b>Rs.</b>			
<b>5</b>	<b>Travel Expenses*</b>	<b>Rs.</b>			
	a. Outstation travel	Person-days			
	b. Local Travel	Person-days			
	c. Accommodation	Nights			
	d. Food	Days			
	<b>Total Estimate with travel (4+5)</b> (GST rates will be extra and applied as prevailing at the time of invoicing)	<b>Rs.</b>			
	<b>Timeline</b>	<b>Weeks</b>			

Note:

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