



IDH India Annual Report

2020-21



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The document provides update and progress on the work done through the year for our clients below.



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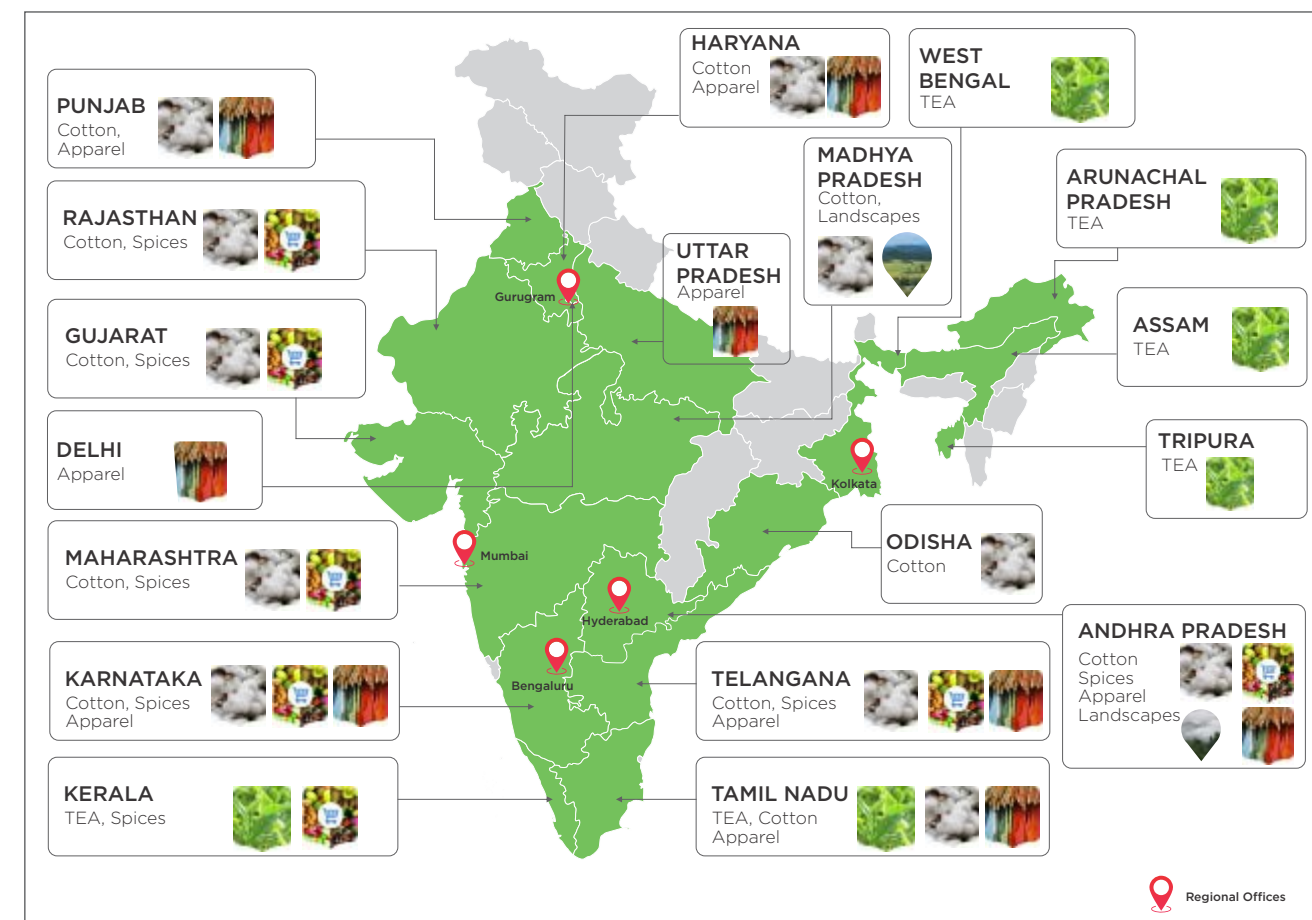
Introduction

IDH India is a mission-driven organization providing advisory and facilitation support to different organizations and governments to create an impact on Sustainable Development Goals. We help organizations to integrate sustainability into their business by mapping areas for interventions and accelerating impact.

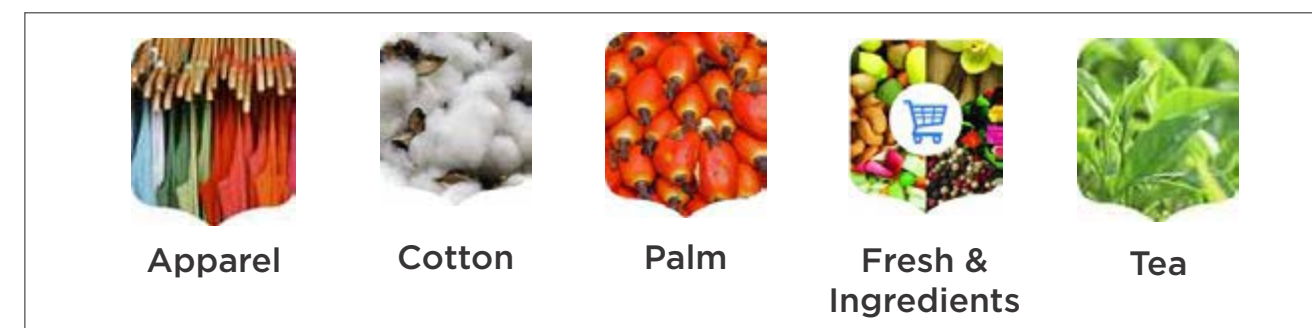
We work globally across sectors and regions towards smallholder livelihoods, convening companies for a scaled impact and helping businesses transition towards a more sustainable mode of operations.



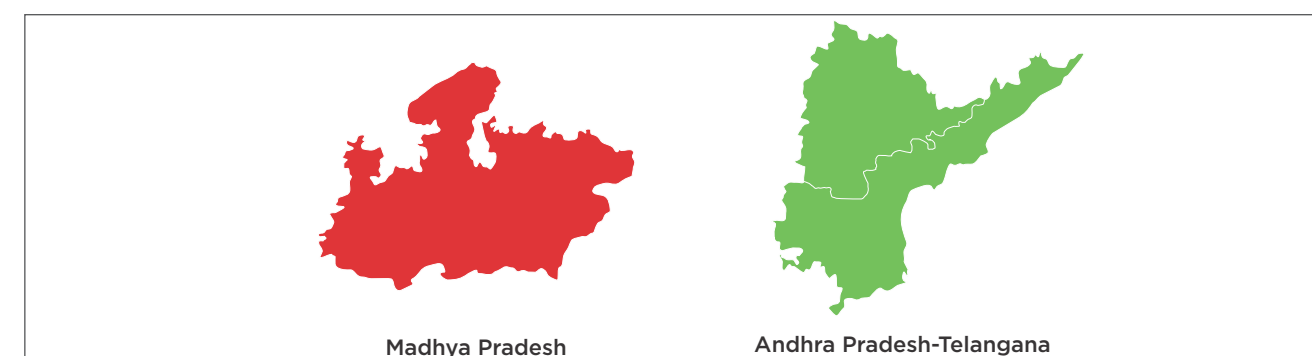
Programs in India



Commodities



Landscapes

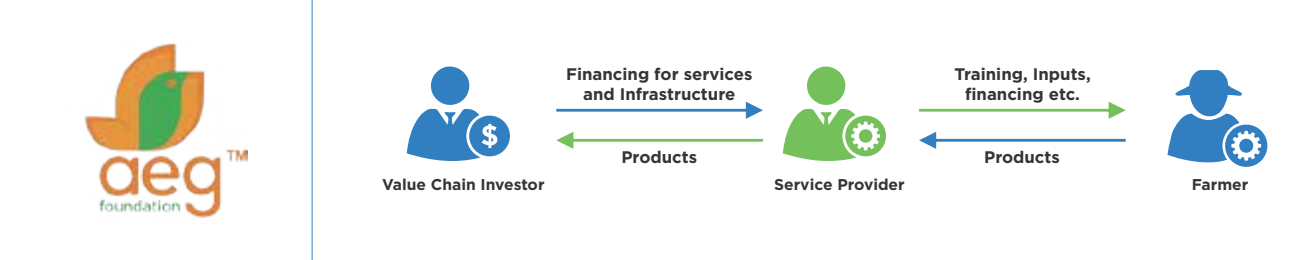


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OUR REACH



ENGAGEMENT MODELS



IDH Farmfit makes investments in smallholder farming more attractive, providing technical assistance, insights and de-risked finance models to banks and businesses.

Farmfit Support
Business Analytics
Innovation
Connecting Partners

Farmfit Intelligence
Access to data
Business Modeling
Actionable Insights

Farmfit Fund
Deal Preparation Design
Finance
De-risk Investments

Value Chain Development

- RESPONSIBLE SOURCING**
Domestic commitments on market/demand
- SMALLHOLDER INCLUSION**
Living income | Working conditions | Access to finance | Access to quality training and inputs
- MANUFACTURING**
Worker safety | Sustainable production | Transparency | Plastics
- SERVICE DELIVERY**
Creating market linkages | Effective service delivery to smallholders, FPOs and aggregators

Gender Intervention

The Gender Intervention section includes icons for Capacity Building & Community Development, Health & Safety, Decent work, Nutrition, Gender sensitization trainings, and Women's Safety.



Programs



the sustainable
trade initiative





Better Cotton Growth & Innovation Fund



The Better Cotton Growth & Innovation Fund is a global program designed to support the Better Cotton Initiative (BCI) in its goal of sector transformation. IDH, The Sustainable Trade Initiative is a strategic partner to the Better Cotton GIF and plays multiple roles as a strategic partner, fund manager, funder, and partner for delivering innovations.

The Fund identifies, supports and invests in field-level programs and innovations. It is overseen by the BCI Council in partnership with BCI Retailer and Brand Members, BCI Civil Society Members and donors. It provides the funding mechanism for BCI and its members and partners to directly support farmer capacity building.

Program Focus: Deepening impact and systemic change, private sector engagement, improving farmer income, better environment.

Progress Against KPIs

KPIs	Contracted	Achieved
Farmers reached	10,19,252	10,16,125
Area (Ha)	15,96,166	15,78,662
Production (MT Lint)	11,94,210	11,09,353

Key Highlights - 2020

Training provided - **10,16,125 farmers**

Better Cotton grown - **15,78,662 hectares**

Better Cotton produced - **11,09,353 MT Lint**

Training on Gender-Based Violence provided to **3,000 field facilitators** engaged with the Implementing Partners

Online learning platform launched for **2,100 Field Facilitators (FFs)**, providing training to 1 million cotton farmers in India.

COVID insurance provided to **175,000 farmers, 4400 co-farmers** and GIF project staff (Producer Unit Manager and Field Facilitators).

Impact Story

Deshpande Foundation is one of the Better Cotton GIF Implementing Partners in India. Currently working in 1,350 villages with 92,000 farmers in Telangana and Karnataka.

Itikala Ramesh is a farmer in Siddipet district of Telangana who benefitted from the training and engagement with the Deshpande Foundation.

When he was 20 years old, he migrated to United Arab Emirates due to lack of employment opportunities in his village, but he returned to India after three years because of poor working conditions there.

After returning to his village, he restarted farming his six acres of land, mostly growing paddy and cotton. He says, "I used to do farming by conventional methods which never yielded much returns. I joined the BCI in 2015, which helped me to do farming as per scientific methods. I was advised to go for intercropping in cotton. I was one of the

first few farmers to adopt intercropping with red gram after which 40 farmers adopted the practice.

During the year 2017, there were losses in cotton due to untimely rains. At that time, income from intercrop became a great support to us." Moreover, Itikala also substantially reduced the use of agrochemicals on his farms. He remarks, "I used to spray pesticides five to six times per season, before being introduced to BCI. Now I am practicing proper integrated pest management (IPM) techniques such as installing pheromone traps, yellow sticky cards and spraying bio-preparations such as neem seed kernel extract (NSKE) and vitex extract.

This has decreased my expenses on pesticides and also resulted in an increase in beneficial insects on my farm."





Climate Resilience Program - Maharashtra



The Maharashtra Climate Resilience Program is working with 6,000 farmers in Ambad Block in Jalna District, Maharashtra, addressing smallholder vulnerability to climate change through public-private action. In Ambad, the program builds both hard as well as soft resilience within communities to accelerate:

- Economic prosperity (improving yields, increase in farmers taking up a second crop, securing market linkages)
- Environmental protection (improved soil health and restoration)
- Social impact (enhancing nutritional security through kitchen gardens, securing water for domestic use and increasing community stewardship)

Program Focus: Climate-resilient agriculture, water security, service delivery, market link-ages

Progress Against KPIs

Activities	Target	Achieved
Good Agricultural Practices Farmer Training	6,000	5,189
Gender trainings	-	902
Crop Advisories (farmers reached)	3,000	4,031
Farmers reached through Micro Irrigation De-vices	480	436
Area Treatment	1,000 ha	2,946 ha
Check dams	6	21
Seed cotton yield	458 kg/acre	514 Kg/acre
Cotton cost of cultivation	Baseline Rs. 9,338/ acre	Achieved Rs. 7,488/ acre

Key Highlights - 2020

Farm-level:

Farmer cost of cultivation (cotton) declined by 20% from 2018

~900 more farmers took up a second crop due to increased water accessibility

4,496 Ha protected from soil erosion (against target of 3000 Ha)

Area under irrigation increased by ~300 Ha (total 2,125 Ha)

Area treatment increased to 2946 Ha (against project target 1750 Ha)

Water harvesting potential of project area increased by 20% (to 10,542 TCM)

Gender intentional approach in recruitment of field staff, trainings to women farmers

Market Level:

20 Agri-Entrepreneurs (AE) in Ambad received training on grading/ sorting of cotton

Agri Entrepreneur Growth Foundation (AEGF) engaged with local ginners and traders to build awareness of the model and improve market linkages

AEs involved in market linkages delivered transparent payments, and assessed cotton moisture levels, trash content, weight (using electronic weighing machines) at the site

Impact Story

I joined the AEGF program in January 2020 to find new opportunities to provide services to my community in Dudhpuri village. I noticed the shortage of banking services in the community. Farmers here had to travel up to 15 kms to avail any banking services. To help the farmers, I established a common service center in the village, where I provide all banking and digital services to associated farmers. So far, about 100 farmers have accessed financial services through my centre, and I also have earned a profit of INR 30,000. I hope to continue the growth and provide more services to aid farmers."



Bhimrao Tambe, Agri-Entrepreneur

"In Maharashtra, WOTR, supported by IDH, worked closely with the local institutions and field facilitators in 40 villages, to support the district administration in ensuring that the basic needs were fulfilled, and that norms of social distancing were maintained during the lockdown. To support the community, and taking all precautions, we could generate 75,840 days of wage employment through watershed works, and proactively work on marketing of farm produce, procurement of farm inputs, regular food supply, health care and awareness, post lockdown."



Harish Daware, Deputy General Manager, WOTR



Image credit: Dinesh Khanna | Laudes Foundation

Regenerative Production Landscape: People, Nature, Economy



The Regenerative Production Landscape: People, Nature, Economy is an innovative jurisdictional model in Madhya Pradesh, India to foster agricultural ecosystems which conserve and enhance natural resources, and build community resilience whilst enabling businesses to source responsibly.

It is a partnership between Laudes Foundation, IDH The Sustainable Trade Initiative and WWF India, that aims to create systems-level shifts to catalyze and scale a model where producers grow agri-commodities using natural and regenerative farming principles that restore natural resources and reduce emissions from farming systems; and smallholder farmers and communities thrive, through improved economic stability, enhanced livelihoods and greater participation in decision making.

Program Focus: Regenerative agriculture, living incomes, biodiversity conservation, market linkages

Key Highlights - 2020

In 2020, IDH completed the scoping stage of the program. The team completed over **40 bilateral consultations** with stakeholders in the private sector, CSR, CSOs and think tanks, FPOs, government, and financial investment space, that had influence and interest in the Madhya Pradesh landscape. The purpose of these consultations was to

- 1) invest these stakeholders in the RPL program by building more awareness and
- 2) identify priorities, challenges and potential opportunities to achieve the Program's objectives.

The stakeholder consultations were followed by a series of multi-stakeholder workshops used to solution test initiatives that could address **environmental or supply chain** issues and gain a 360-degree feedback from stakeholders

What are our partners are saying:

"For a transition to a just and regenerative economy it is important for all stakeholders, producers, businesses, governments, investors and donors, to act as agents of change. Putting to test such an approach can bring innovative and inclusive solutions that are co-developed around a common agenda and vision. We must begin to face the fact that for system level shifts, business as usual will just not cut it."

Anita Chester

Head of Materials - Laudes Foundation

Laudes ———
— Foundation



Food, crops & ingredients



The Food, Crops & Ingredients program in India works towards value chain transformation in Spices, Fresh Fruit and Vegetables, and Aquaculture sectors. Our initiatives and programs over the course of the last five years have covered more than 80,000 farmers (on a cumulative basis from 2016 to 2020) in India, and approximately 1,00,000 Ha of land focusing on use of agrochemicals in a responsible and safe way, in line with accepted integrated pest management practices (IPM). We also have strategic partnerships and engagements with some of the sustainability champion companies in India such as ITC and Jayanti Spices.

Program Focus: Responsible agrochemical management, service delivery to smallholder farmers, convening, market transformation, value chain development

Progress Against KPIs

Activities	Target	Achieved
Number of smallholder farmers outreach on IPM and agro chemical management through different interventions	50,000 (2016-2020)	~80,000
Improved sector governance	At least one sector level coalition	Formation of National Sustainable Spice Program (NSSP)
Change in business practises	Target IPs implement different aspects of sustainability in their business operations related to RAM, environment protection, women empowerment, child labour, water management, using safety measures for workers and labours on-field among others post interventions.	

Key Highlights - 2020

- Strategic engagement with ITC for spices value chain development initiatives with a focus on use of inputs, agrochemical management, improvement of farm yields and farmer incomes.
- NSSP getting recognition and traction with the public sector entities and with private sector spices processors and exporters from India by bringing together key players in the sector with a commitment on sustainable spice production.
- Market transformation and value chain development: Engaging with farmer producer organizations (FPO) or social enterprises such as Gram Unnati in India to link them with the sustainability initiatives of larger spices and fruits and vegetable processors
- Service delivery through the Agri Entrepreneur model and its role in enhancing market linkages and value chain development for the spices value chain as well as fruits segment in India.

Field-level impact



Chilli farmers under our spices project in Khammam region reported that the quality of produce has improved (better color along with better weight) due to the practices adopted under IPM and agrochemical management.

Turmeric farmers in Kandhamal region under our project reported that adopting better harvesting and post-harvest management practices resulted in improved quality of the final produce in terms of curcumin content and color.



Coriander farmers covered under our initiatives in the state of Rajasthan stated that the need for seeds was reduced by half, i.e. from 15 kgs/acre to 6 kgs/acre after implementing the recommended interventions under the program, resulting in an increase in income.



Markets Program

The Markets program in India is working towards building a market for responsible sourcing practices in India as we continue to tackle offshore deforestation risks associated with palm oil and other commodities, in producing geographies of Indonesia and Malaysia.

Program Focus: Better Environment

Disclosure and Monitoring

- Baseline report for import volumes from top 5 importers and their commitments towards responsibly sourced palm oil – The Markets team will be closing out the first-ever baseline for palm oil imports in India. The baseline is being undertaken by KPMG and will take into account palm oil import volumes as reported by companies, to the Government of India (through various departments and ministries including ports) and comparing this against the volumes of sustainable palm oil reported by various certifications. The final report is due in early February and will be followed by an annual monitoring effort.

Convening

- The program is working with companies to build a year-on-year increase in the percentage switch to sustainable sourcing for the Indian market. IDH has successfully engaged with over 25 importers, traders, refiners, processors operating in India.
- Introduced ISPOC to multiple companies operating in India including McDonald's, PepsiCo, Biersdorf, Cargill, 3F, Ruchi-Soya/Patanjali.

Market Linkage

- Convene two closed-door meetings to link buyers in India with responsible suppliers on the sidelines of an existing industry meeting – delayed due to COVID
- One Indian buyer to initiate discussions on sourcing from SourceUp compact

Policy Engagement

- IDH continues to sit on the Steering Committee of the Sustainable Palm Oil Coalition of India (I-SPOC) members and chairing its working group on policy engagement.
- IDH is a member of the Solvents Extractors Association (SEA)
- Initiating engagement with key government departments associated with the import of palm oil into India to strengthen India's position as a regional steward of sustainable trade and also build South-South cooperation.

Key Highlights - 2020

The team initiated policy engagement with key government departments including Lok Sabha Secretariat, Dept of Trade and Commerce, NITI Aayog, Bureau of Indian Standards, Food Safety and Standards Authority of India (FSSAI) and Ministry of Environment, Forests and Climate Change (MoEFCC).

The discussions have been extended to the Lands Ports Authority of India (critical for a better understanding of trade-related issues) and key industry associations including Solvents Extractors Association (SEA), which help amplify the message of the sustainability agenda that IDH is setting in India.

Initial engagement with multiple private sector stakeholders and downstream actors including traders, importers, refiners and processors of palm oil to set, build and improve specific sustainability targets associated with palm oil coming into India.



Giri Pragati - Andhra Pradesh Landscape program



The VSA - Giri Pragati program in India has been initiated by IDH The Sustainable Trade Initiative (IDH) in partnership with Rythu Sadhikara Samstha (RySS) as a landscape or a geographic area-based approach that works across agriculture value chains to accelerate sustainable production, protect the environment and improve market linkages for the uptake of surplus commodities with high commercial potential in Paderu jurisdiction in Visakhapatnam, Andhra Pradesh.

Focus Area: Climate-resilient agriculture, market linkages, social & economic inclusion of smallholder farmers, agroforestry

Progress Against KPIs

No.	Goal	Sub Activity	Unit of Measurement	Target	Progress/achievement
1	Creating a shared governance with shared targets between public and private sector (good governance)	Convening key stakeholders and signing compacts	# Public and private players jointly plan and implement sustainability actions	15	12 (ongoing discussions) for the first compact. Target to be signed in February 2021
2	Smallholder farmers positively affected by partnership	Capacity building, Creating verification of progress and achievements	# individuals	6,000	4,000

No.	Goal	Sub Activity	Unit of Measurement	Target	Progress/achievement
3	Area where sustainable production/sustainable intensification interventions are implemented	Improved adoption of sustainable climate resilient natural farming	# Ha	9600 Ha of farm land covered	8000 Ha coverage till date
4	Attracting private sector investment into sustainable farming practices (increased investment)	Private Sector Investment - MOU	# private players	6 (2 per value chain including common players)	Ongoing discussions with 4 companies (Tata Global, Jayanti Spices, ITC, DS Group, Cothas Coffee, Blue Tokai, 24 Organic Mantra, Akay, Kerry, Kancor, Nestle - Coffee and spices)
5	Uptake rate of sustainable production by program partners	Creating direct sourcing links to markets (market pull)	% change	20% increase	<ul style="list-style-type: none"> Work in currently in progress baseline being completed
6	Establish the best commercial partnership with smallholder farmers	Pilot IDH SDMs - AE model & FarmFit	# models	2	1 (12 AEs selected and are working with the FPOs)

Key Highlights - 2020

Compact related and committed buyers

- Formal agreements have been entered into with the Andhra Pradesh state government agency RySS and the local CSO Kovel Foundation for on-field level implementation towards critical project objectives - smallholder farmer inclusion, sustainable market linkages, good agriculture practices, preserving the natural ecosystems
- Developing core indicators, marketing systems that would strengthen the VSA model with collaborative efforts from key stakeholders, and help integrate environmental & social sustainability with business viability

Convening public and private stakeholders

- Initiated discussions and meetings with public sector partners including Coffee Board, Spice Board, SERP, ITDA, APFDC and with the private sector players and off-takers including ITC, Jayanti, Tata Coffee and Cotha's Coffee as potential committed buyers

Capacity development and improving supply chain efficiency

- Commissioned a Baseline and Market Assessment scoping for Coffee, Black Pepper, Ginger & Turmeric value chains - KPMG India is carrying out the assignment
- Developing customized content on GAP & FPO credit linkages, post-harvest management, value chain development & Market linkages
- Agri Entrepreneur (AE) model for Service Delivery has been operational since Nov 2020



Small Tea Growers' Sustainability Platform



The Small Tea Grower Sustainability Platform (STGSP) established in India is a collaborative, market-based action platform consisting of tea industry stakeholders (small tea growers, government, civil society and the private sector) to transform the tea value chains, focusing in particular on engaging smallholder tea farmers and supporting smallholders to afford a decent standard of living for their families. It aspires to help close the living income gap, improve environmental sustainability and economic opportunity by 20 percent by 2022.

Focus Area: Better income, better environment

Key KPIs

No. of small tea growers reached

Reduction in living income gap

Change in yield per acre

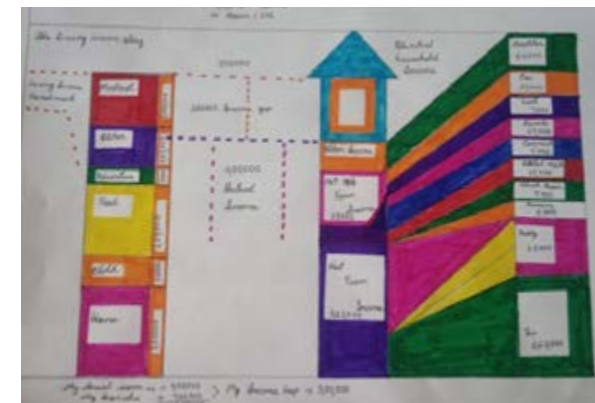
Change in average farmer's net income

Value chain development: **177 Agri-Entrepreneurs till December 2020**

Key Highlights - 2020

Agri-Entrepreneur Growth Foundation (AEGF) has provided 36-day online training to the Agri Entrepreneurs (AE), along with 4 days exposure with KVKs to get practical knowledge on the new technologies as well as best agriculture practices in Tea and allied farming activities.

Trained AEs are also engaged in farmer engagement programs where an AE gets associated with 150 farmers each. Business plans of the AEs have been prepared on the basis of the requirements of the Small Tea Growers, mainly focused on Tea and allied farming activities



Small Tea Growers of India drawing their own living income story



Small Tea Growers and Leaf agents working together with scientists to understand pruning and plucking standards in tea



Agri-Entrepreneur Bhupen Ch Dang showing importance of KCO (Knife cleaning out) after pruning



Training on mushroom cultivation to housewives of small tea growers during the offseason by Agri- Entrepreneur Priya Tuti



National Sustainable Spice Platform

The National Sustainable Spice Program (NSSP) is a convening platform established in 2019, focusing on promoting sustainable spices production in India that would bring together stakeholders from public and private sectors, as well as smallholder farmer groups on a single platform and establish a robust working relationship with each other.

NSSP initiative has been jointly undertaken by the World Spice Organization (The technical arm of All India Spices Exporters Forum (AISEF)), Spices Board India, IDH The Sustainable Trade Initiative and GIZ Global Project (Private Business Action for Biodiversity) to address and work on Social, Economic and Environmental issues faced by the Spice Industry.

The primary objective of the initiative is to focus on food safety and Sustainability in the major spice-growing areas in the country with a vision “to produce 20% of major spices grown in India sustainable by 2025”.

Focus Area: Food Safety

Key Highlights - 2020

The program was launched program in all major spice growing centres in the country, including North East.

Some of the following activities was initiated in the year, and is currently under progress:

- Awareness training to trainers
- Area mapping and screening of FPOs
- Field level intervention and training
- INDGAP Global benchmarking
- Training videos
- Traceability program
- Establish market access
- Update and add GAP through IISR



NSSP launch at ICAR-IISR research station in Appangala, Karnataka.



NSSP events at Guntur(left) and Hyderabad(right).



Women's Safety Accelerator Fund

The Women's Safety Accelerator Fund is a new program initiated by Unilever and IDH The Sustainable Trade Initiative to ensure women's safety and address gender-based violence in the Indian tea sector. The fund aims to bring in other private and public sector players as partners and donors.

Starting with the tea gardens in Assam, the WSAF will provide resources, tools, and specialized services for tea producers and workers to set up prevention and response mechanisms to address GBV in the tea plantations. It aims to develop a model that can be expanded to other geographies and commodity sectors in agricultural value chains.

Focus Area: Women Safety, Gender-Based Violence, Gender Equality

Key Highlights - 2020

The WSAF is in its preparatory and planning stage of the program. In 2020, we focused on getting buy-in from tea producers, buyers and external service providers working on women's safety issues to become partners in the program.

- Connected with 7 producer companies and 23 tea gardens in this phase.
- 380 women workers and 20 men workers along with tea estate managers participated in our baseline study.
- Connected with 5 CSOs working on women's safety issues to be implementing partners in the WSAF.





Life And Building Safety Initiative



The Life and Building Safety (LABS) Initiative is an industry-driven program, in which multiple brands and retailers are joining forces with public organizations to operate a scalable program to mitigate preventable fire, electrical and structural safety risks in key apparel and footwear producing countries in a targeted way.

Focus Area: Better jobs, worker safety, building safety.

Progress Against KPIs

Original KPI - 2019 and Actual Achieved - 2020
(Original KPI was revised in May 2020 due to COVID-19)

Subject	Original	Achieved
Brands/Agents to be on boarded	1	0
Factories onboarded	40	15
Factory assessments	35	18
QA assessments	3	1
Follow-up visits	45	15
Safety Trainings	30	22
Orientation and Stakeholder engagement	15	38

Key Highlights - 2020

National Stakeholder Committee for India has been set up to **meet aspirational goals of program for 2025** with leading organizations and eminent professionals from the field of safety in the country. The first meeting was conducted in March 2020.

Uptake of Program:

- **19476 workers** reached
- **22 OHS Committees** trained
- **462 OHS Committee members** trained (128 Supervisors; 77 Managers; 257 Safety responsible personnel)

Crucial documents for the program finalized:

- LABS IDEP policy
- LABS Criteria for Factory Graduation
- Draft CAP Guidelines (illustrative guidelines for factories)
- LABS Helpline - Process and Workflow
- LABS - Safety Training Modules (with slides on COVID-19, Health and Hygiene and LABS Helpline).

RFI and scoring system for hiring Associated Firms for LABS Program was standardized

Safety Training Reports and Follow-up visit report templates were standardized

Brand and Factory pitch documents and LABS presentation for the outreach revised.

To ensure program delivery's impact:

- 18 Assessments conducted
- 15 Follow-up visits conducted
- 1 QA Assessment conducted
- 22 Safety Trainings conducted
- 38 Orientation (Brands & Suppliers) and Stakeholder (Associated Firms) sessions conducted (Over 183 participated in the sessions)

Outreach - Given the variability of economic conditions due to pandemic, outreach to get a new brand joining the program has been challenging. Efforts were made to engage H&M India and Amazon India to join the program.



Field-level impact

What are the factories saying

R.S. Saroha
General Manager – Orient Knits

There are a total of 2350 workers in our factory in Gurgaon. We have joined the LABS program as we feel it will be very useful in maintaining safety at our unit. We have, in past, conducted many social as well as security audits, but LABS is unique as it focuses on physical verification along with a review of documentation.

While we feel all parts of the assessments is very important, I personally think that electrical assessment is very useful as it gives in-depth review of our electrical installation and advises on what best can be done to ensure there are no accidents.

During the assessment at our unit, some issues were brought to our notice, which we have already taken up for remediation. We also feel that the LABS Helpline will further contribute to a safe working environment. We look forward to working together with LABS to improve and upgrade working conditions in our factories.



What are the workers saying

I have seen LABS assessments performed at the factory here and was told they are looking into Electrical, Fire, and Structural safety. We felt relieved that our safety is being monitored this way. We have been informed that we can call a Helpline number if we see any issues in the factory. Seeing these benefits, we are not anxious anymore about our safety and are happy to be working in the factory.

Harish, Tailor, Venkateshwara Clothing Company (VCC2)
Bengaluru, South India



We know about the LABS Helpline and are aware that issues related to Structural, Electrical, and Fire Safety as well as any other issues can be reported on the LABS Helpline. We have the LABS Helpline number and the same number has been posted on our ID Cards and on all the floors.

Gurcharan Gautam, Tailor, Richa Fashions Pvt. Ltd.
Noida, North India





Farmfit - Africa (SDM Analysis)

Service Delivery Models (SDMs) analysis is a unique way of analyzing the commercial strength of smallholder business models. SDMs are supply chain structures that provide farmers with services such as training, access to inputs, finance and information. SDMs can sustainably increase the performance of farms while providing a business opportunity for the service provider.

A solid understanding of the relation between impact on the farmer and impact on the service provider's business brings new strategies for operating and funding service delivery, making the model more sustainable, less dependent on external funding and more commercially viable.

To accelerate this process, IDH is leveraging its strength as a convener of key public-private partnerships to gain better insight into the effectiveness of SDMs. IDH developed a systematic, data-driven approach to understand and improve these models. The approach makes the business case for service delivery to investors, service providers, and farmers. By further prototyping efficiency improvements in service delivery, IDH aims to catalyze innovations in service delivery that positively impact people, planet, and profit.

Focus Area: Farmer livelihood, access to finance and service delivery to farmers

Progress Against KPIs

Four SDM case studies were planned for 2020. However, due to travel restrictions from Covid, the team was able to complete three case studies.

- **e-Granary Limited:** The main recommendations of the SDM study to improve the business model and reach scale are for e-Granary to:
 - o Providing spot payments for produce to farmers significantly increases the revenue and profitability of the company.
 - o Working capital analysis and business case for availing working capital.
 - o Optimize central warehouse operations to provide a strategic buffer against price fluctuations.
- **Mwea Rice Growers Multipurpose:** The SDM study demonstrates that MRGM can meet their stated objective of 30% market share in Mwea region rice trade by:
 - o Increasing farmer loyalty by making cash payments for paddy, providing better fertilizer blends, and ramping capacity for field services.
 - o Moving up the rice value chain by investing in premium brands.
 - o Strategically diversifying and streamlining operations by enabling farmers to bank with financial institutions and diversifying into bean crops.
- **Coton Tchad SN:** The SDM study makes a case for the following actions to meet the target volume of seed cotton production by 2024:
 - o Have greater impact at farm level by increasing average seed cotton yield through inputs, extension, and providing mechanization.
 - o Building capacity of co-operatives will augment the reach and effectiveness of service delivery.
 - o Strengthening of Coton Tchad's operational capacity for meeting the larger scale of operations

Key Highlights - 2020

Successfully transitioned to hypothesis-driven SDM analysis methodology that can cater to various stakeholders such as SDM operator, Farmfit technical assistance, Farmfit intelligence center for curating insights, and as an input for Farmfit Fund pipeline.

Remote execution of SDM analysis – the team was able to successfully execute SDM studies remotely without visiting client offices.

What are our partners are saying:

“We had thought about how to do business, but we did not yet fully understand the details of how to do that. Now everything is crystallized, and thought through. For example, we knew we needed working capital, but did not know to what extent, knowing this concretely makes it clear whether financing working capital is in attainable range or out of reach, so it changes the discussions with financial partners and what you need to do in order to move towards these targets. It is like a roadmap. Now they know who to hire and where to hire. They now understand how to approach on integrating technology into their business”

Anthony Kanyako,
COO of eGranary Limited



**Overview of trustea
program in India**



Trustea

Trustea is an Indian sustainability code and verification system for the tea sector, which addresses some of the key challenges in the sector, including working conditions, health, and well-being of plantation workers, quality of tea and conservation of the environment.

The code enables producers, buyers and others involved in Indian tea businesses to obtain tea that has been produced according to agreed, credible, transparent and measurable criteria.

Focus Area: Environment, Safety and Livelihood

Progress Against KPIs

- Sustainably transform around 600 million kgs (20% of all black tea in the world) or 55% of all tea produced in India
- Benefit around 550,000 workers (55% of all tea workers in India) and 41,000 smallholders (27% of all smallholders) who are growing tea on around 300,000 hectares of land.
- 65% of Indian tea would be coming from sustainable sources.

Key Highlights - 2020

50% of Indian tea i.e. 696 million KGs is Trustea verified by December 2020

Supported 65,267 SHFs till December 2020 in the Indian tea sector and facilitated improved working conditions, fair treatment, health, hygiene (such as proper toilet facilities), safety, remunerations (provident fund, gratuity, etc.) for permanent as well as temporary workers at their workplace.

Helped 606,781 tea workers, of which 56% i.e. over 337,559 are women. Trustea has been able to bring changes in the lives of the female workforce through training, skill gap assessment, advocacy and partnership, resulting in better working environment for women (such as maternity benefits, quality of crèche facility for working women).

Strict adherence to a biodiversity action plan, thus protecting flora & fauna.

Providing access to a free digital data retention base to SHFs through a digital traceability system called 'tracetea'.

Impact Stories

Small Growers Creating Large Impact

Dipak Tanti is one of the small tea growers who supply tea leaves to Surya Tea. The garden he oversees belongs to his brother and they started it about 15 years ago because there was a craze to plant tea in the area. He says, "We had learned what we know from our experience over the years, we had limited access to information earlier and depended on word of mouth information." He adds, "It is only in the last two years, following our training in the trustea standards, that we have learned about how to plant and maintain tea in a methodical fashion".



*Deepak Tanti,
Small Tea Grower*

In spite of the initial hesitation he admits, "Now we know what pesticides we are using, when to spray them, and when to pluck. Leaves are plucked on the sixth day after spraying so that there is no pesticide residue left. We use safety gear, such as masks and protective clothing while spraying and have constructed a washing area where the sprayers can clean the last of the residue."

The health benefits of implementing trustea guidelines have turned Dipak into an advocate, he regularly talks about these benefits to neighbouring small tea growers. As far as Dindayal is concerned it is because of the efforts of people like Dipak and other small growers, and workers at Surya Tea, that they command higher than average prices in the market.



Nakul Shawashi, owner of a tea garden in Talap. Nakul has been building up this garden since 1990 when he started acquiring small plots of land which have grown into the farm that he has today. He has found trustea to be beneficial for him; he supplies all his tea to Surya tea, where he gets more than the market rates for good quality leaf.

Nakul Shawashi, Small Tea Grower



Learning & Innovation

IDH team in India

IDH India Operations Team:

FARAH AHMED

Senior Partnership Manager

MRINALINI PRASAD

Manager - Communications

PRAMIT CHANDA

Country Director

VISHAL GUPTA

Assistant Manager - Finance

IDH team:

BANAMALLIKA CHOUDHURY

Manager - WSAF

BEDANGA BORDOLOI

Program Manager - Tea

CHITRANGI POWALE

Program Officer - VSA

ISHA CHAUHAN

Assistant Manager

JASMER DHINGRA

Senior Manager

MANSI NAITHANI

Program Officer - Food Crops & Ingredients

NEHA SIMLAI

Program Manager - Markets & VSA

SNEHA MAHESHWARI

Program Officer - Markets

RANJITH KUMAR PANDRANKI

Manager - VSA

SAMYA MISHRA

Manager - Manufacturing

SAURABH P SINHA

Senior Manager - Food Crops & Ingredients

SHALINI RAGHAV

Assistant Manager - Cotton

ANKUR SETH

Program Manager - Digitalization for Agriculture

PHILIP KURUVILLA

Program Lead - NSSP

IDH Farmfit Team:

UMANG PRABHAKAR

SDM Manager

VISHNUVARDANA REDDY RACHAPALLI

SDM Manager

LABS team:

ABHISHEK SINGH

Assistant Manager

ANKITH HEGDE

Assistant Manager

DIPENDRA SINGH

Program Officer

KARANPREET SINGH BEDI

Assistant Manager

SAROBINDO MALHOTRA

LABS Lead

Trustea team:

A B SIVAKUMAR

Consultant

ANANDITA RAY MUKHERJEE

Manager

ANIKA KUMARI

Assistant Manager - Communication

DEBASISH DUTTA

Manager

RAJESH BHUYAN

Director

SUMAN SHARMA

Assistant Manager

Weekly check-ins

Since the India office started to work remotely, the team met virtually once every week to discuss general well-being. It gave everyone a platform to discuss how they are coping with the pandemic situation, while also providing encouragement to engage in recreational activities.

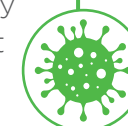
Team-building activities such as quizzes were conducted on regular basis by the team members that saw active participation from all.



Covid response team

A Covid response team with representatives from all regional teams in the country has been created to ensure the India team's preparedness and to provide support in maintaining a safe workplace when the office re-opens.

Awareness materials on following hygiene practices have also been developed and printed. These will be displayed in the office when it reopens.



Training on Unconscious bias

Two workshops were conducted on Unconscious Bias for IDH team in India and Textiles and Manufacturing Business Unit team on October 20 and October 27. The Workshop covered the topics:

Understanding unconscious bias

- diversity and inclusion in the workplace
- challenges to achieving a diverse workforce

Strategies to address unconscious bias

- Unconscious bias and strategies in team and culture building
- Unconscious bias and strategies in recruitment

The training was a good starting point for engaging in discussions related to Diversity & Inclusion in the workplace. Overall positive feedback was received from the participants. Inputs on improving the content and delivery of the training and expectations from such training in the future were also captured from the participants in a detailed feedback report.



Online Learning Platform

An online learning platform, facilitated by Abara, was developed for the IDH team in India. The platform is a key tool used in onboarding of new employees and also for continuous learning and development.

The training topics are defined as courses on the Learning Management System (LMS). Inside each course are learning materials such as videos, PPTs, followed by assessments.

The tool can be accessed here: <https://lms.idhindia.com/>. The team members have been categorized into different learning profiles based on their roles, and have been given credentials for access.

