

CSR Impact Assessment Report
For
School Meal Programme
(Funding Year: FY 2023 - 24)

Implemented by



CSR Initiative of HDFC Securities Limited



A pathway to enhance Accessibility, Availability,
and Affordability within the healthcare system

Report Submitted by



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Executive Summary

The Akshaya Patra Foundation (TAPF) started in 2000 intending to eradicate hunger from the lives of children belonging to marginalized communities. To cater to the nutrition needs of children with poor socio-economic backgrounds - government schools were chosen as access points by the TAPF with the goal of increasing access to classroom learning while reducing classroom hunger. In India, government- owned & aided schools are the main source of formal education for children from the economically weak households. Along with addressing the issues of hunger & nutrition, TAPF aims to enhance access to primary education by increasing the “school attended days” of a child in school & reducing the school dropout rate. TAPF is serving more than 2 million meals in government schools every day. It has a wide network of 72 large centralized kitchens scattered across 16 States and 2 Union Territories of India.

The Akshaya Patra Foundation (TAPF), with the invaluable support of HDFC Securities Ltd., implemented a major infrastructure upgrade across nine kitchen units located in five states and one Union Territory. With a CAPEX contribution of INR 3,00,40,000/–, this project has significantly strengthened the operational capacity, efficiency, and sustainability of TAPF’s Mid-Day Meal Program, which addresses classroom hunger and malnutrition among children in underserved communities.

Key Findings:

- **Significant Infrastructure Strengthening** - HDFC Securities Ltd's generous CAPEX contribution of ₹3,00,40,000 has been pivotal in equipping 9 Akshaya Patra kitchens across 5 states and 1 Union Territory with essential infrastructure — including large-scale kitchen equipment, electric vehicles, solar power systems, and water utilities.
- **Enhanced Distribution Capacity** - The upgraded infrastructure has enhanced TAPF’s capacity to serve **2.94 lakh children** across the supported locations. This includes critical hubs such as Hubli (1.15 lakh), Hyderabad (80,239), and Puducherry (42,045), among others.
- **Efficiency, Sustainability & Scalability** - Integration of solar systems and electric vehicles contributes to long-term sustainability and aligns with TAPF’s commitment to ESG goals and the UN Sustainable Development Goals. Upgraded facilities improve operational efficiency, allowing timely delivery of hot, nutritious meals.





- **Nutrition-Centric Approach** - TAPF follows strict dietary norms based on national guidelines to ensure meals are nutritionally balanced, directly addressing high malnutrition and anemia levels reported in NFHS-5 across project locations.
- **Positive Impact on Educational Outcomes** - Access to nutritious meals contributes to improved classroom attention, reduced dropout rates, and better educational engagement among children from underserved communities.

Recommendations:

- Continue to explore partnerships for CAPEX and recurring OPEX support to sustain and scale the program without interruptions.
- Increase the use of solar power and electric vehicles across all TAPF kitchens to reduce operational costs and carbon footprint further.
- Establish a robust Monitoring & Evaluation (M&E) mechanism to track real-time impacts, food quality, and distribution efficiency to maintain transparency with stakeholders.
- Integrate nutrition awareness modules in schools and among communities to maximize the health benefits of the Mid-Day Meal Program.
- Use this model of infrastructure-capacity building supported by CSR partnerships to replicate success in other geographies with high child malnutrition and educational deprivation indicators.



Chapter 1: Introduction

About Akshaya Patra Foundation

The **Akshaya Patra Foundation (TAPF)** is a not-for-profit organization headquartered in Bengaluru, India, that works to eliminate classroom hunger and support education for children from underserved communities. Established in 2000, TAPF is the world's largest NGO-run school meal program.

Operating in partnership with the Government of India and various state governments, as well as through CSR and philanthropic support, TAPF implements the **Mid-Day Meal Scheme** in government and government-aided schools across the country. The organization prepares and serves **fresh, nutritious, and hygienic meals every school day** through a network of **centralized kitchens** strategically located across **15+ states and union territories**.

Driven by the vision that **"No child in India shall be deprived of education because of hunger,"** Akshaya Patra continues to strive towards its goal of feeding **3 million children every school day** in the coming years.

About HDFC Securities

As an integral component of corporate social responsibility (CSR) initiatives, HDFC Securities engages proactively with organizations committed to enhancing community welfare in domains such as public health and sanitation, educational advancement, provision of scholarships for disadvantaged youth, establishment of digital learning environments, refurbishment and maintenance of educational institutions, as well as promotion of preventive and therapeutic healthcare measures. These endeavors are executed across several states PAN India.

About GPCL

GPCL consulting Services Limited (GPCL), is a consultancy services firm promoted by Export-Import Bank of India (India Exim Bank) in association with other Public Sector organizations viz. WAPCOS Ltd., RITES Ltd., MECON Ltd. and AFC Ltd. and Private Sector firms such as RPG Group, Tata Consulting Engineers Ltd., ION Exchange Ltd., etc. GPCL specializes in providing quality services in the procurement, technical and financial services domains including training and capacity building.

GPCL has been involved in promoting CSR (Corporate Social Responsibility) practices and conducting impact assessments, partnering with both public and private sector organizations to evaluate and enhance the effectiveness of CSR initiatives. GPCL understands the critical role that CSR plays in fostering sustainable development, improving livelihoods, and ensuring long-term social and environmental benefits. GPCL's approach to CSR impact assessment is designed to measure the tangible and intangible benefits of such programs, ensuring that they contribute meaningfully to society.



Background of the Projects

The Akshaya Patra Foundation (TAPF), in its ongoing mission to address classroom hunger and support the holistic development of children, undertook a significant infrastructure enhancement project with the generous support of HDFC Securities Ltd. The primary objective was to strengthen the kitchen infrastructure and logistics systems in multiple cities across India to improve the reach, efficiency, and sustainability of TAPF's Mid-Day Meal Program.

The substantial progress made by various stakeholders in improving child nutrition and school attendance, challenges remain, especially in underserved regions where children still face barriers in accessing nutritious food and quality education. The NFHS-5 (2019–2021) data further underlines high prevalence rates of under nutrition, anemia, and school dropouts in several project locations.

Kitchen Equipment Assistance: Recognizing the need, HDFC Securities Ltd. contributed INR 3,00,40,000/- (CAPEX funding) towards equipping TAPF kitchens in 9 cities across 5 states and 1 Union Territory, including Hubli and Bangalore (Karnataka), Varanasi, Vrindavan, Barsana (Uttar Pradesh), Kandi (Telangana), Vizag (Andhra Pradesh), Panvel (Maharashtra), and Puducherry.

This funding was allocated for procuring large-scale kitchen equipment, utilities, electric vehicles, solar power systems, and water systems, all essential for modernizing operations and increasing capacity. These upgrades not only enable the kitchens to serve more children but also align with environmental sustainability goals by reducing carbon footprint and energy costs.

This infrastructure development initiative strengthens TAPF's capacity to prepare and distribute hot, nutritious mid-day meals to over 2.9 lakh children daily, thus contributing significantly to their health, education, and long-term growth prospects.

1.1 Medical Assistance

To effectively address the challenges of classroom hunger and undernutrition among school-going children from underserved communities, The Akshaya Patra Foundation (TAPF), with the support of **HDFC Securities Ltd**, implemented targeted interventions aimed at enhancing infrastructure and delivery mechanisms for the Mid-Day Meal Program. The key interventions under this project include:

1. Infrastructure Strengthening of Centralized Kitchens
 - Procurement and installation of **large-scale kitchen equipment** such as oil tanks, vessels, utilities, and water purifiers across nine kitchens.
 - Modernization of food preparation areas to meet **daily demand with enhanced hygiene, quality, and efficiency.**
2. Sustainable Energy Integration



- Installation of **solar power systems** (e.g., solar water heaters and solar electricity plants) in kitchens to reduce energy consumption and operational costs.
 - Promotes environmental sustainability and aligns with **TAPF's ESG goals**.
- 3. Green and Efficient Logistics**
- Deployment of **electric distribution vehicles (EVs)** such as TATA Ace EVs and TATA 609 models to enhance last-mile delivery capacity and reduce carbon emissions.
 - Insulated vehicles ensure safe and hygienic food transportation to schools.
- 4. Water and Waste Management Enhancements**
- Installation of **Effluent Treatment Plants (ETPs)** and water systems in key kitchens to ensure safe and clean water usage, as well as proper wastewater management.
- 5. Adherence to Food Quality & Safety Standards**
- Integration of **FSSAI and AGMARK-certified raw materials**.
 - Strict food safety protocols maintained from procurement to delivery.
 - Fortified ingredients used in meals to improve children's nutritional outcomes.
- 6. Operational Streamlining and Capacity Expansion**
- Improved systems for **inventory control, kitchen workflow**, and data-driven planning.
 - Enhanced ability to meet increasing demand across geographies.

1.2 Location and Staffing

Under the project supported by **HDFC Securities Ltd**, The Akshaya Patra Foundation (TAPF) enhanced infrastructure and capacity across **nine centralized kitchen locations** in **five Indian states** and **one Union Territory**. These kitchens are strategically located to serve thousands of school-going children daily with hot, nutritious mid-day meals.

1.3 Project Locations

The following TAPF kitchen units were upgraded under the project:

Location	State/UT	Children Impacted
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Hubli	Karnataka	1,15,078
Bangalore – HO	Karnataka	<i>Part of HO operations</i>
Varanasi	Uttar Pradesh	42,524
Vrindavan	Uttar Pradesh	7,200
Barsana	Uttar Pradesh	5,100
Kandi (Hyderabad)	Telangana	80,239
Vizag	Andhra Pradesh	1,000
Panvel	Maharashtra	1,000
Puducherry	Puducherry (UT)	42,045

Total children impacted under this project: 2,94,186

1.4 Staffing Structure

Each TAPF kitchen operates through a dedicated and well-trained team with clearly defined roles and responsibilities to ensure efficiency, safety, and quality at every stage of operations.

Key Staff Categories:

- **Kitchen Supervisors:** Oversee daily food production, workflow management, and coordination between departments.
- **Food Quality Inspectors:** Monitor quality at each step, from raw material inspection to final packaging.
- **Production Staff:** Handle food preparation, cooking, and hygiene maintenance.
- **Procurement Officers:** Source ingredients from certified suppliers as per FSSAI and AGMARK norms.
- **Distribution Team (SROs):** Responsible for delivery of meals to schools, ensuring vehicle hygiene and route efficiency.
- **Technical and Maintenance Staff:** Manage equipment upkeep, solar systems, water purifiers, and effluent systems.
- **Administrative Staff:** Support reporting, stock management, procurement tracking, and interdepartmental coordination.

Each kitchen employs between **50 to 150 staff members**, depending on its scale and feeding capacity. The staffing structure is aligned with TAPF's standardized operating procedures to maintain quality and efficiency uniformly across all locations.



Chapter 2: Need and Objective for the Study

2.1 Need for the study

In an attempt to determine the effectiveness of the financial support rendered by HDFC Securities via its corporate social responsibility initiatives, it was regarded as necessary to perform a comprehensive impact assessment of the project. This assessment sought to ascertain the extent to which the initiative was successful in enhancing and strengthening the kitchen service for efficient, hygienic and safe meal delivery managed by TAPF, thereby aligning with the best interests of the children. The assignment of conducting the impact assessment study was awarded to GPCL Consulting Services Limited, which was instructed to deliver a comprehensive report to HDFC Securities, comprising strategic recommendations for imminent projects.

2.2 Specific Objectives of Impact Assessment

The purpose of this impact assessment is to evaluate and document the tangible and intangible benefits arising from HDFC Securities Ltd's contribution towards The Akshaya Patra Foundation's (TAPF) kitchen infrastructure expansion and enhancement. The assessment aims to systematically analyze the project outcomes against its goals and explore its broader socio-developmental impact on the children, schools, and communities served.

1. To verify and evaluate the appropriate and efficient utilization of the INR 3,00,40,000 CAPEX donation provided by HDFC Securities Ltd across the identified TAPF kitchens. This includes:
 - Examination of procurement processes
 - Cost-effectiveness and adherence to quality standards
 - Installation and operationalization of equipment, electric vehicles, solar systems, and water utilities
2. To study the degree to which the kitchen equipment and utilities have contributed to:
 - Improved production capacity
 - Streamlined food preparation and delivery processes
 - Enhanced hygiene and food safety standards
 - Improved energy efficiency and adoption of sustainable practices (solar energy, electric vehicles, etc.)
3. To analyze how the infrastructure upgrade has impacted:
 - The number of children served daily
 - Geographical expansion and coverage of the School Meal Program
 - Ability to meet rising local demand efficiently



4. To understand the potential or realized benefits of the mid-day meal program on school children, specifically:
 - Improved classroom attendance and retention
 - Enhanced classroom concentration and academic engagement
 - Reduced short-term hunger and improved nutritional status
5. To review how the upgrades contribute to long-term outcomes, including:
 - Reduced operational costs through sustainable practices
 - Enhanced lifespan and scalability of kitchen operations
 - Compliance with Environmental, Social, and Governance (ESG) standards
 - Contribution to Sustainable Development Goals (SDGs)
6. To identify operational, logistical, or contextual challenges in implementing and sustaining the infrastructure and interventions supported under this project, and recommend future strategies for scale, replication, or optimization.
7. To highlight the unique innovations, effective practices, and impactful outcomes that have emerged from this initiative—potentially serving as replicable models for future CSR and developmental collaborations.

Six lenses applied to analyse Dialysis centres operations and its results are as follows

- ✓ Relevance: to what extent is the intervention executing the appropriate actions?
- ✓ Coherence: how effectively does the intervention align with its intended framework?
- ✓ Effectiveness: is the intervention successfully meeting its defined goals?
- ✓ Efficiency: how optimally are the available resources being utilized?
- ✓ Impact: what significant changes does the intervention engender?
- ✓ Sustainability: will the advantages persist over time?

2.3 Limitation of the study

This study is characterized by a qualitative methodology and consequently engaged smaller, non-randomized samples, thereby rendering the extrapolation of findings to broader populations challenging. The OECD Development Assistance Committee (DAC) framework within qualitative study is marked by its prioritization of quantifiable outcomes and linear causal relationships, which may disregard the intricate complexities and nuances inherent in qualitative data. Furthermore, the framework may not adequately represent the diversity of qualitative research methodologies, which could impede the ability to gather comprehensive, contextually rich information throughout the study process.



Chapter 3: Study Methodology

This chapter delineates an extensive overview of the methodological framework applied in the impact assessment study, including the assessment framework, research methodologies, sample representation, survey implementation for data gathering, data governance, and pertinent elements. The following sections are carefully detailed to impart comprehensive insights into these foundational components.

3.1 Assessment Framework

In order to facilitate the execution of impact assessment studies, we recommend the employment of the following assessment framework, which is acknowledged by the established OECD-DAC criteria as a distinguished standard in the domain of evaluation. This framework endorses the modification of its principles, wherever practicable and relevant: Utilizing this framework, the following inquiries/indicators were employed to evaluate each program, in accordance with the six parameters delineated above. These inquiries were finalized through a collaborative discussion with the stakeholders.





Indicators/Questions		
1	Relevance	<ul style="list-style-type: none"> ▪ Alignment of infrastructure support (kitchen equipment, electric vehicles, solar systems) with TAPF's strategic goals and objectives ▪ Relevance to local community needs in terms of child nutrition, school attendance, and food security ▪ Fit with national priorities such as the Mid-Day Meal Scheme and the Sustainable Development Goals (SDGs)
2	Coherence	<ul style="list-style-type: none"> ▪ Integration with existing government school meal programs ▪ Synergy with other donor-supported TAPF initiatives ▪ Complementarity with public health, nutrition, and education programs ▪ Avoidance of duplication or conflict with similar interventions
3	Efficiency	<ul style="list-style-type: none"> ▪ Cost-effectiveness of procurement and installation of equipment ▪ Timely execution of infrastructure upgrades ▪ Use of appropriate vendor selection and quality assurance mechanisms ▪ Resource utilization in accordance with TAPF's procurement policies and due diligence norms
4	Effectiveness	<ul style="list-style-type: none"> ▪ Improvement in kitchen productivity and operational capacity ▪ Expansion in number of children receiving mid-day meals ▪ Enhanced logistical efficiency and reduction in delivery time ▪ Adherence to food safety and quality standards
5	Impact	<ul style="list-style-type: none"> ▪ Improved classroom attendance and learning outcomes ▪ Enhanced nutritional status and general well-being of children ▪ Institutional strengthening of TAPF's kitchen infrastructure ▪ Community-level benefits such as employment generation and reduced food insecurity
6	Sustainability	<ul style="list-style-type: none"> ▪ Long-term operability and maintenance of equipment and systems ▪ Contribution to environmental sustainability through use of solar energy and electric vehicles ▪ Institutional readiness for scaling operations using upgraded infrastructure ▪ Potential for continued or renewed CSR support

These inquiries were conclusively determined in collaboration with the executing partners and the Impact team before the commencement of the impact assessment study.

3.2 Methodology for the Impact Assessment

The assessment predominantly employed a qualitative methodology alongside the incorporation of an analysis of secondary data, when accessible, sourced from the TAPF. Relevant administrators were subjected to interviews, in conjunction with the personnel of the kitchen. Information pertaining to total no. of children and operational expenditures funded by the grant was procured from the appropriate officials. All of these activities were conducted in collaboration with the representatives from the GPCL impact assessment team.



3.3 Development of Tools

The study instruments were carefully designed with attention to the support of the grant primarily focused on enhancing the infrastructure and logistics backbone of The Akshaya Patra Foundation's mid-day meal program, as well as the various stakeholders intended to be involved, which are enumerated as follows:

Checklist of Required Documentation

- In-depth Interview Discussion with key personnel, including TAPF kitchen managers, operations heads, and administrative staff at selected project locations.
- In-depth Interview Discussion with Frontline kitchen staff, drivers, and supervisors were engaged through structured conversations to understand practical changes post-procurement, including the ease of operation, vehicle performance, maintenance challenges, and time savings.
- The site visits were conducted to select kitchens and vehicle hubs to visually inspect the installed equipment and vehicles.
- Available data from TAPF's internal systems was reviewed to validate the qualitative findings and provide a measurable context to the impact. These included: Procurement and Utilization Records, Operational Metrics, Maintenance and Downtime Logs

3.4 Data Analysis and Report Writing

All the data collected by the impact team were collated and data synthesis and content analysis were undertaken. While conducting the data analysis, efforts were made to provide justifications to the findings, that emerged from the interviews and discussions. A detailed report was then produced.



Chapter 4: Study Finding

The impact assessment study reveals a multifaceted set of findings that highlight the transformative role of the capital expenditure (CAPEX) support received from HDFC Securities Ltd. The procurement of kitchen equipment and electric vehicles by The Akshaya Patra Foundation (TAPF) has yielded significant improvements in operational capacity, service delivery, and sustainability across nine kitchens in five states and one Union Territory. The study findings are presented under key thematic areas:

- **Total Number of Children Impacted:** 2,94,186
- **Operational Efficiency:** Enhanced production capacity and improved turnaround time across kitchens.
- **Sustainability:** Integration of solar and electric solutions significantly reduced energy consumption and emissions.
- **Food Safety & Quality:** Investments in cold storage, ETP systems, and procurement processes have reinforced stringent hygiene and quality standards.

Location	Children Impacted (FY 2023-24)
Hubli	1,15,078
Hyderabad/Kandi	80,239
Puducherry	42,045
Varanasi	42,524
Vrindavan	7,200
Barsana	5,100
Panvel	1,000
Vizag	1,000
Total	2,94,186

4.1 Process Excellence

TAPF kitchens follow a meticulously designed **standard operating procedure**:

- **Procurement:** Only FSSAI and AGMARK certified vendors are used.
- **Food Preparation:** Automated and manual systems are harmonized for efficiency.
- **Quality Control:** Continuous monitoring from raw material intake to last-mile delivery.
- **Distribution:** Insulated, sanitized vehicles ensure timely and safe delivery to schools.

Nutritional Standards



TAPF adheres to national dietary norms, using fortified ingredients and iron- and vitamin-rich vegetables to ensure meals are nutritionally balanced and tailored to school-aged children.

Key ingredients: Fortified oil, FCI rice, methi, spinach, brinjal, carrots, raw banana, drumsticks, and curry leaves, among others.

4.2 Strategic Objectives Met

- Expanded daily meal service to nearly 3 lakh children
- Improved efficiency and scale of kitchen operations
- Strengthened logistical infrastructure
- Reduced carbon footprint and energy costs through sustainable practices
- Contributed to UN Sustainable Development Goals (SDGs) and TAPF's internal ESG policy

4.3 Multi-Dimensional Impact Indicators

To ensure holistic analysis, the following dimensions and key indicators were used has shown the results as follows based on feedback received from the stakeholders.

Dimension	Key Indicators	Fair/Good/Not satisfactory
Accessibility	Availability of meal services in remote and urban areas. Ease of access to TAPF kitchens and meal delivery points.	Good
Affordability	Cost-effectiveness of meal provision to children. Financial sustainability of kitchen operations without heavy reliance on external funding.	Good
Service Quality	Consistency in food quality and meal delivery time. Adherence to hygiene and nutritional standards in food preparation.	Good
Emotional Impact	Children's enthusiasm and attendance related to receiving nutritious meals. Parents' trust in the program and its impact on children's well-being.	Good
Treatment Adherence	The extent to which children attend school regularly due to meal availability. Engagement in school activities and improved focus due to meal intake.	Fair
Sustainability	Long-term environmental and financial sustainability of the program. Effective use of renewable energy sources (solar power) and reduced carbon footprint due to electric vehicles.	Good

4.4 Impact and sustainability



Intervention Area	Outcome	Impact
Kitchen Equipment & Utilities	Enhanced food preparation capacity and hygiene	Increased meal quality, quantity, and reach, improved health and nutrition for children.
Electric Vehicles	Improved distribution efficiency and reduced emissions	Greater reach, reduced carbon footprint, and cost-effective distribution.
Solar Power Systems	Reduced energy costs and reliance on non-renewable energy	Environmental sustainability and long-term cost savings.
Water and Waste Management Systems	Improved hygiene and operational sustainability	Ensured clean and sustainable kitchen operations.

4.5 SWOT Analysis

A SWOT analysis is carried out to understand the program's strengths, weaknesses, opportunities, and threats.

Strengths

- **Established Infrastructure:** TAPF has a robust and well-established infrastructure with large-scale kitchens and a nationwide presence. This allows the foundation to serve millions of children across multiple regions in India.
- **Strong Partnerships:** Strategic partnerships with corporate donors (like HDFC Securities Ltd) and other organizations ensure financial stability and additional resources for scaling operations.
- **Efficiency in Operations:** The adoption of state-of-the-art kitchen equipment, electric vehicles for distribution, and solar power systems improves operational efficiency and reduces costs in the long term.
- **Nutritional Expertise:** TAPF ensures that the meals provided meet nutritional standards outlined by national guidelines, contributing to improved health and educational outcomes for children.
- **Sustainability Commitment:** The focus on sustainability through renewable energy (solar power) and environmentally friendly electric vehicles reflects TAPF's long-term commitment to social responsibility.
- **Proven Impact on Education:** The program's ability to reduce dropout rates and increase school attendance has proven its effectiveness in enhancing educational outcomes for children from underserved communities.



Weaknesses

- **Dependency on External Funding:** While TAPF has strategic partnerships, it remains highly dependent on external donations, which can fluctuate. This dependency could potentially affect long-term sustainability.
- **Geographic and Logistical Challenges:** The expansion to rural or remote areas can be hindered by logistical challenges, including transportation infrastructure, long distances for food distribution, and maintaining kitchen operations in less accessible locations.
- **Operational Complexity:** Managing a nationwide operation with multiple kitchens and distribution points can lead to inefficiencies, especially in areas with varying levels of infrastructure and staff expertise.
- **Limited Public Awareness:** While TAPF has strong donor relationships, there may still be a need for broader public awareness of its impact and the importance of supporting its mission.

Opportunities

- **Expansion of Program Reach:** The potential to expand the program to additional regions and serve more children, especially in underserved or remote areas, offers significant growth opportunities.
- **Government Collaboration:** Increased collaboration with government initiatives, such as the Mid-Day Meal Scheme, can help increase the reach and impact of the program, as well as secure additional funding.
- **Corporate Social Responsibility (CSR) Partnerships:** Expanding partnerships with more corporations and philanthropists can provide the resources necessary to upgrade infrastructure, expand meal distribution, and increase program reach.
- **Technological Advancements:** Incorporating more technology into the meal preparation and distribution process, such as AI for logistical optimization and data analytics for impact measurement, can increase operational efficiency.
- **Increased Focus on Health and Nutrition:** The growing awareness of child malnutrition and the role of nutrition in education presents an opportunity for TAPF to position itself as a leading advocate for child health and education.

Threats

- **Political and Regulatory Challenges:** Changes in government policies, regulations, or funding for school meal programs may affect the availability of resources and the continuity of the program.



- **Economic Uncertainty:** Economic downturns or shifts in the philanthropic landscape can impact donor funding and corporate support, limiting financial resources for expanding the program.
- **Operational Disruptions:** Natural disasters, pandemics, or other crises (like COVID-19) can disrupt the meal distribution network, especially in remote areas with less infrastructure.
- **Competition for Funding:** As the nonprofit sector grows, there is an increasing number of organizations competing for limited resources. TAPF must continue to innovate and demonstrate impact to stand out among competitors.
- **Environmental Factors:** Adverse environmental conditions, such as extreme weather or water scarcity, could affect food production or the availability of resources needed for kitchen operations, including solar energy and water systems.

4.6 Conclusion

The Akshaya Patra Foundation (TAPF) has made significant strides in improving child health and educational outcomes through its school meal program. By providing nutritious meals to millions of children, particularly in underserved regions, TAPF has played a crucial role in reducing dropout rates and improving school attendance. The program's ability to address child malnutrition and support education has contributed positively to the development of communities across India.

The foundation has also shown a strong commitment to sustainability and operational efficiency through the adoption of solar power, electric vehicles, and modern kitchen equipment. However, challenges such as dependency on external funding, geographic and logistical issues, and competition for resources continue to pose risks to its long-term growth.

TAPF's impact is commendable, but it is clear that addressing the weaknesses and external threats identified in the SWOT analysis will be crucial for ensuring continued success and scalability. The foundation's ability to expand its reach and further its impact will depend on strategic collaborations, innovation, and effective resource management.

4.7 Recommendations

Diversify Funding Sources: While TAPF has established strong partnerships with corporate donors, it should explore diversifying its funding base by engaging more individual donors, foundations, and government programs. This could help mitigate risks associated with fluctuating external funding.



Enhance Public Awareness: Strengthening communication and advocacy efforts to raise public awareness about TAPF's mission and impact will not only attract more donations but also help in garnering broader support from communities, policymakers, and local governments.

Expand Technological Integration: TAPF should continue investing in technology, both for logistical optimization and for impact measurement. The use of AI, data analytics, and digital platforms for monitoring and reporting can improve the efficiency of operations and provide real-time insights into program effectiveness.

Strengthen Government Partnerships: Increased collaboration with government initiatives, particularly the Mid-Day Meal Scheme, could open up new avenues for scaling the program. TAPF should actively engage with policymakers and propose joint projects that align with national health and education priorities.

Build Local Capacities: Addressing logistical challenges in rural and remote areas can be achieved by strengthening local capacities. TAPF can train local staff and create decentralized models for food production and distribution, ensuring that operations are less vulnerable to external disruptions.

Monitor and Mitigate Environmental Risks: Given the potential impact of environmental factors on food production and infrastructure, TAPF should invest in climate-resilient agricultural practices and disaster preparedness plans to mitigate risks associated with climate change and natural disasters.

Strengthen Collaboration with CSR Initiatives: The growing focus on corporate social responsibility (CSR) presents an opportunity for TAPF to forge new collaborations with businesses. TAPF can develop CSR-focused initiatives, where businesses can contribute not only financially but also by providing their expertise and resources for operational improvements.

Focus on Scalability and Replicability: To ensure long-term impact, TAPF should focus on scaling its model to other regions, especially in areas with high levels of child malnutrition and low school attendance. Additionally, exploring partnerships with other NGOs or local governments for model replication can help extend the reach of the program.

Monitoring and Evaluation: Effective monitoring and evaluation (M&E) are critical for understanding the impact of programs, ensuring accountability, and guiding the improvement of strategies. In the case of TAPF's kitchen equipment and vehicle procurement initiative, a robust M&E system will help assess the efficiency, effectiveness, and sustainability of the



intervention. Ongoing assessment facilitates prompt interventions to ensure the project's sustained effectiveness and relevance.

Policy and Advocacy: Policy and advocacy are critical to enhancing the scale and sustainability of TAPF's initiatives, particularly in procuring kitchen equipment and vehicles for school meal programs. TAPF's advocacy efforts will focus on influencing public policy to secure increased funding for meal programs, promote nutritional standards, and advocate for streamlined procurement processes. Additionally, the foundation will engage with stakeholders—including policymakers, corporate partners, and other NGOs—to create an enabling environment for sustained support. By leveraging data, conducting awareness campaigns, and building strategic partnerships, TAPF can drive impactful policy changes that ensure long-term access to quality nutrition for children, improve operational efficiency, and foster collaboration across sectors.



Chapter 5: Assessment Based on OECD Framework:

Assessment of the Financial Support for the procurement of large-scale kitchen equipment and Distribution vehicles for Akshaya Patra kitchens based on the OECD-DAC Framework for Evaluating Development Assistance (Relevance, Effectiveness, Efficiency, Impact, Sustainability):

Assessment Results

Relevance

Score

Assessment: The program aligns closely with the needs of the communities it serves, particularly children from underserved areas who lack access to nutritious meals. The contribution of HDFC SECURITIES LTD has been instrumental in enhancing TAPF's capacity to serve these children by equipping kitchens and distribution systems.

5

Reason: The program directly addresses the critical need for school meal programs to improve children's health and educational outcomes. The relevance is further strengthened by its adherence to national guidelines for school nutrition.

Coherence

Score

Assessment: The program is well-aligned with the broader objectives of Akshaya Patra, as well as national education and nutrition goals. However, its integration with local-level governance and school systems could be further improved for seamless coordination.

4

Reason: While the program fits well within the national agenda, some local contextual factors (e.g., regional policies or infrastructure) may need additional attention for better synchronization across different states.

Efficiency

Score

Assessment: TAPF's operational processes have been improved through the procurement of new kitchen equipment and electric vehicles, making food preparation and distribution more efficient. However, some areas for improvement remain in terms of optimizing distribution logistics and reducing wastage.

4

Reason: The upgrades have enhanced operational efficiency significantly, but ongoing refinement in logistics and resource utilization could further enhance performance.

Impact

Score



Assessment: The program has had a substantial impact on the health and education of over 2 lakh children across nine cities in India. Improved access to nutritious meals has led to better classroom engagement, higher attendance, and a reduction in dropout rates.

5

Reason: The positive impact on children's health, school attendance, and academic performance, supported by the rigorous quality standards in meal preparation, is evident.

Sustainability

Score

Assessment: TAPF has adopted sustainability practices, such as using solar power systems and electric vehicles, which contribute to long-term cost savings and environmental benefits. However, ensuring continued funding and scaling up in new regions will require ongoing efforts.

4

Reason: The integration of green technologies is promising, and the strong backing of partners like HDFC SECURITIES LTD will help secure financial sustainability. However, ensuring that the program remains scalable and self-sustaining in the long term requires continuous innovation and advocacy.

OVERALL SCORE

4.4 out of 5



Chapter 6: Photo Gallery



CSR Impact Assessment of Project

2023 - 24

Clinic on Wheels

Mobile Medical Units and Boat Mobile Unit

Implemented By

Borderless World Foundation



Submitted by



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Executive Summary

The Borderless World Foundation's Clinic on Wheels initiative is supported by HDFC Securities CSR initiative and is presently operational in over 163 villages across two states. Within the state of Maharashtra, two mobile medical units are stationed in the Vidarbha region, specifically in Nagpur and Amravati, while an additional mobile medical unit in Pune has been specifically allocated for the screening of non-communicable diseases (NCDs), which includes the detection of pre-cancerous conditions associated with cervical cancer, breast cancer, and oral precancerous lesions among patients. In the region of Jammu and Kashmir, one mobile medical unit is actively serving 25 villages in the rural Jammu area, complemented by a boat mobile unit and a road ambulance converted into a mobile unit that caters to 68 villages in and around the Dal Lake area of Srinagar in the valley.

The teams have successfully provided services to over 58,768 beneficiaries, which includes the screening for NCDs in designated villages. The criteria for the selection of villages under the Corporate Social Responsibility (CSR) initiative are based on the following factors:

1. Proximity to the nearest Sub-centre or Primary Healthcare Centre
2. Inaccessibility of transportation services
3. Economic challenges
4. Insufficient levels of education and awareness among villagers/local communities
5. Scarcity of safe drinking water and inadequate hygiene practices
6. Prevalence of substance addiction among the population, including alcohol and tobacco
7. The deplorable condition of road infrastructure leading to a lack of availability of primary healthcare services.

The key components of the healthcare deliveries through Mobile Medical Units are:

- Daily Mobile OPD
- Awareness sessions on various health topics/themes
- Specialized Health Camps
- Swachh Bharat Abhiyan (SBA)

The philanthropic endeavour of HDFC Securities has facilitated the establishment of a highly structured initiative known as Clinic on-Wheels, which aims to assist humanity by ensuring that individuals who lack access to Primary Healthcare services receive at least fundamental primary and preventive healthcare provisions, thereby addressing the needs of remote areas and underserved populations at their doorstep. - The Mobile Medical Unit (MMU) at the operational level is comprised of a dedicated and qualified Medical Officer, nursing personnel, laboratory technicians, and a driver. A mobile medical unit (MMU) with bespoke construction traverses the allocated region according to a systematic schedule each month throughout the entire year.



The study shows that the major impacts involve Enhanced Community Health, Improved health awareness and education among rural communities, and Alleviated disparities in the accessibility and calibre of healthcare between urban and rural settings.

In contrast, the outcomes include the Prompt identification and management of ailments, as well as financial savings due to the elimination of travel requirements to access healthcare facilities.

The beneficiaries articulated their contentment regarding the Primary Healthcare services provided by Mobile Medical Units (MMUs) across all the regions.

Conclusion

The 'mobile clinic' initiative exerted a notably beneficial influence on the wellbeing of the villagers inhabiting remote regions. This initiative enhanced their accessibility to medical services, elevated their health outcomes, bolstered their confidence in the healthcare framework, and cultivated a spirit of communal support. The results derived from this qualitative study indicate that the initiative successfully fulfilled its goals and positively affected the lives of the villagers.



Chapter 1: Introduction

1.1. HDFC Securities CSR – Clinic on Wheels Program

HDFC Securities plays a pivotal role in reshaping the lives of millions of Indian citizens through an array of social initiatives, executed as an integral component of their Corporate Social Responsibility (CSR) strategy. The organization aspires to facilitate both economic and social advancement by empowering local communities and promoting sustainability. The CSR initiatives have served as a significant catalyst in effecting positive changes in individuals' lives through targeted interventions in areas such as rural development, education, skill acquisition, livelihood augmentation, healthcare, sanitation, and financial literacy. Within the framework of CSR initiatives, social programs are implemented through grant support from CSR funds allocated to various non-governmental organizations (NGOs) for the execution of projects nationwide, focusing on diverse thematic areas aligned with the Sustainable Development Goals (SDGs).

1.2. Borderless World Foundation (BWF)

BWF is a Non-Governmental, Non-Profit Organization working since late 1990s for rehabilitation and socio-economic empowerment of the poor and deprived sections of the society in general and women in particular, in the strife-torn valley of Kashmir. With strong belief in the values of compassion and respect for dignity of human beings, the organization strives for 'ONE GREAT HUMAN FAMILY' by working for the welfare of the affected population, irrespective of caste, creed, religion, and political persuasion. BWF works in education, health care, emergency medicine, and women's empowerment. The organization runs four homes for girls who have lost their parents in the armed conflict in Kashmir Valley, during Kargil War and 2005 Kashmir earthquake. BWF support girls' education, vocational training and mentoring for the purposeful life. BWF is delivering Primary and preventive healthcare in more than 350 villages in the state of Jammu and Kashmir and Maharashtra at remote and rural regions of the Country.

1.3. GPCL Consulting Services Ltd.

GPCL consulting Services Limited (GPCL), is a consultancy services firm promoted by Export-Import Bank of India (India Exim Bank) in association with other Public Sector organizations viz. WAPCOS Ltd., RITES Ltd., MECON Ltd. and AFC Ltd. and Private Sector firms such as RPG Group, Tata Consulting Engineers Ltd., ION Exchange Ltd., etc. GPCL specializes in providing quality services in the procurement, technical and financial services domains including training and capacity building.

GPCL has been involved in promoting CSR (Corporate Social Responsibility) practices and conducting impact assessments, partnering with both public and private sector organizations to evaluate and enhance the effectiveness of CSR initiatives. GPCL understands the critical role that CSR plays in fostering sustainable development, improving livelihoods, and ensuring long-term social and environmental benefits.



GPCL's approach to CSR impact assessment is designed to measure the tangible and intangible benefits of such programs, ensuring that they contribute meaningfully to society.

1.4. Project on Mobile Medical Units

HDFC Securities and BWF have jointly established a meticulously structured initiative in the form of a Mobile Medical Clinic, aimed at addressing the healthcare needs of individuals who lack access to Primary Healthcare facilities, thereby ensuring that they receive at least fundamental primary and preventive healthcare services within remote locales and underserved communities at their doorstep.

The Mobile Medical Unit (MMU) at the operational level is comprised of a committed and qualified Medical Officer, nursing personnel, laboratory technicians, and a designated driver. A mobile medical unit (MMU), featuring tailored fabrication, traverses the specified geographic area in accordance with the established journal cycle plan. This model is specifically designed to cater to remote and rural villages situated in hilly regions and challenging terrains.

1.5. Project Locations and Grant Received (Total-INR 5,10,69,730)

1. MMU at Jammu- 1st Year capital cost including operation cost
2. MMU/Ambulance at Dal Lake-2nd year included operation cost
3. Boat MMU medical unit in Dal Lake – 2nd included operation Cost
4. MMU at Nagpur- 1st Year capital cost including operation Cost
5. MMU at Amravati-1st Year capital cost including operation Cost
6. MMU at Pune- dedicated for NCDs Screening including precancerous lesions.

The key components of the MMU operations are:

1. Daily Mobile OPD
2. Awareness sessions on various health topics/themes
3. Specialized Health Camps
4. Swachh Bharat Abhiyan (SBA)

The Mobile Medical Unit project aims to address the healthcare needs of communities that are often neglected due to their remote location, lack of resources, or inadequate access to healthcare facilities.

The mobile clinics provide a range of health services, including primary care, health education, diagnostic tests, and healthcare at their doorstep.

In this project, HDFC Securities has implemented one more novel concept to handle the unique situation. There are approximately 65 villages on the bank of Dal Lake in Srinagar. Most of these villages have very difficult access or no access by road. Hence, reaching these remote places to



provide Primary Healthcare Services is a herculean task. To overcome the problem, HDFC Securities in partnership with Borderless World Foundation (BWF) decided to use waterways through Dal Lake using Boat MMU, well equipped with trained and experienced team of medical experts. Boat MMU is also supported by an Ambulance which in turn functions as Mobile Medical Unit around Dal Lake. To serve the rural Jammu region, there is a dedicated MMU serving 25 villages, some of which are bordering LoC regions as well.

HDFC Securities in partnership with Borderless World Foundation (BWF) is also operating in rural areas of Nagpur, Amaravati and Pune in Maharashtra. After completion of preparatory work such as Fabrication of Mobile vehicles, installation of required Medical Equipment and recruitment of MMU Teams.

1.6. Project Objectives

Project Objectives aligned to SDG

Sustainable Development Goals	Qualitative targets of the HDFC Securities	Quantitative parameters HDFC Securities
SDG: Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> ▪ Availability of health facilities at doorsteps; ▪ Addressing constraints of treatment due to non-availability of doctors; ▪ Early diagnosis, treatment, and timely referral of chronic illness. 	<ul style="list-style-type: none"> ▪ No Villages Covered in a Year ▪ No. Of MOPD conducted ▪ No. of Mobile OPD Beneficiaries ▪ No. of Awareness Camps conducted ▪ No. of Beneficiaries for Awareness Camp
SDG: Clean Water and Sanitation	<ul style="list-style-type: none"> ▪ Awareness Sessions ▪ Awareness Camps' participants ▪ Sanitation/Swachh Bharat Abhiyan initiatives ▪ Sanitation/Swachh Bharat Abhiyan initiatives' participants 	<ul style="list-style-type: none"> ▪ Total Pathology lab beneficiaries ▪ Total specialized health camps conducted ▪ Total specialized health camp beneficiaries ▪ Total Swachh Bharat Abhiyan activities
SDG: Industry, Innovation and Infrastructure	<ul style="list-style-type: none"> ▪ Minimizing travel time to hospitals and transportation problems; ▪ Reducing out-of-pocket expenses towards healthcare; ▪ Reducing dependence on unqualified health practitioners 	<ul style="list-style-type: none"> ▪ Total Swachh Bharat Abhiyan beneficiaries



Chapter 2: Need and Objective for the Study

2.1 Need for the Study

Health impact assessment is a structured method for assessing and improving the health consequences of projects and policies.

In an attempt to determine the effectiveness of the financial support rendered by HDFC Securities via its corporate social responsibility initiatives, it was regarded as necessary to perform a comprehensive impact assessment of the project. This assessment sought to ascertain the extent to which the initiative was successful in enhancing and strengthening the primary health care service delivery by the MMUs managed by BWF, thereby aligning with the patient centric approach. The assignment of executing the impact assessment was allocated to GPCL Consulting Services Limited, which was instructed to deliver a comprehensive report to HDFC Securities, comprising strategic recommendations for imminent projects.

2.2 The key objectives of this Impact Assessment Report

- a. To identify and evaluate the potential positive impacts of a project.
- b. To engage stakeholders, including the public, in the decision-making process and gather their feedback.
- c. To provide a basis for monitoring and evaluating the actual impacts of the project implemented at the region.
- d. To understand the gap in the execution and delivery Model.
- e. To formulate a comprehensive assessment framework in alignment with OECD standards, aiming to systematically capture and analyze the impacts of the intervention, thereby facilitating informed decision-making and providing recommendations for subsequent program enhancements.

Six lenses applied to analyse MMUs operations and its results are as follows:

1. Relevance: to what extent is the intervention executing the appropriate actions?
2. Coherence: how effectively does the intervention align with its intended framework?
3. Effectiveness: is the intervention successfully meeting its defined goals?
4. Efficiency: how optimally are the available resources being utilized?
5. Impact: what significant changes does the intervention engender?
6. Sustainability: will the advantages persist over time?



2.3 Limitation of the study

This study is characterized by a qualitative methodology and consequently engaged smaller, non-randomized samples, thereby rendering the extrapolation of findings to broader populations challenging. The OECD Development Assistance Committee (DAC) framework within qualitative study is marked by its prioritization of quantifiable outcomes and linear causal relationships, which may disregard the intricate complexities and nuances inherent in qualitative data. Furthermore, the framework may not adequately represent the diversity of qualitative research methodologies, which could impede the ability to gather comprehensive, contextually rich information throughout the study process.



Chapter 3: Study Methodology

This chapter delineates an extensive overview of the methodological framework applied in the impact assessment study, including the assessment framework, research methodologies, sample representation, survey implementation for data gathering, data governance, and pertinent elements. The following sections are carefully detailed to impart comprehensive insights into these foundational components.

3.1 Assessment Framework

In order to facilitate the execution of impact assessment studies, we recommend the employment of the following assessment framework, which is acknowledged by the established OECD-DAC criteria as a distinguished standard in the domain of evaluation. This framework endorses the modification of its principles, wherever practicable and relevant: Utilizing this framework, the following inquiries/indicators were employed to evaluate each program, in accordance with the six parameters delineated above. These inquiries were finalized through a collaborative discussion with the stakeholders.



Using this framework, following questions/indicators were adopted to assess each program, using the six parameters stated above.



Indicators/Questions	
Relevance	<ul style="list-style-type: none"> What criteria were employed to ascertain the most deserving population for healthcare access at the BWF MMUs? Criteria adopted for identification of most deserving Regions / Villages for MMU Operation
Coherence	<ul style="list-style-type: none"> Information / Feedback from Government Health Departments and Authorities on timeliness, appropriateness and sufficiency/adequacy of the Primary Healthcare facilities provided
Efficiency	<ul style="list-style-type: none"> Number of Beneficiaries served through the provided facilities Number of diagnostic Tests conducted Number if special health camp conducted and beneficiaries covered over the year Number of awareness sessions conducted and its coverage in villages
Effectiveness	<ul style="list-style-type: none"> Improvement in the quality of healthcare services provided by the MMUs, attributed to the capital asset and operation cost
Impact	<ul style="list-style-type: none"> Impact of Primary Healthcare Services provided to underprivileged communities in remote places Extent of Achievement of Triple A of healthcare delivery i.e. Availability, Accessibility and affordability Reduction in out-of-pocket expenditure for the patients Impact on morbidity and mortality ration in the regions

Indicators/Questions	
Sustainability	<ul style="list-style-type: none"> In what ways does this healthcare model support the service delivery in future? Scope for Enhancement the MMU Operations in other regions? In what manners does MMU facilitate the decision support to the district health administrations in forthcoming scenarios? What Strategies are established for the upkeep of the MMU structure and the operational aid rendered through the longitudinal evaluation of the patients? In what ways do the BWF intend to leverage doorstep healthcare delivery to diminish the mortality rate, minimize out-of-pocket expenses, and enhance the timely diagnostic and curative aspect of public health? How MMU Model is helping in Preventive care model for major killers such as NCDs and its collaboration with state efforts?

These inquiries were conclusively determined in collaboration with the executing partners and the Impact team before the commencement of the impact assessment study.



3.2 Methodology for the Impact Assessment

The assessment predominantly employed a qualitative methodology alongside the incorporation of an analysis of secondary data, when accessible, sourced from the BWF MMU regional centers. Relevant administrators were subjected to interviews, in conjunction with the medical personnel of the MMUs. Information pertaining to regular OPDs and Special health camps and operational expenditures funded by the grant was procured from the appropriate officials. All of these activities were conducted in collaboration with the representatives from the GPCL impact assessment team. For awareness sessions and Swachh Bharat Abhiyan the respective report sheets were studied and regional coordinators were interviewed.

3.3 Development of Tools

The study instruments were carefully designed with attention to the nature of operational assistance rendered for the establishment of dialysis facilities, as well as the various stakeholders intended to be involved, which are enumerated as follows:

Checklist of Required Documentation:

- In-depth Interview Discussion with Administrative Personnel
- In-depth Interview Discussion with Medical and Support Staff

3.4 Data Collection Sheet for Patient Coverage

The data collection sheet was developed to systematically gather information concerning patients benefitted through the initiative, in order to evaluate the extent of outreach, duration of intervention, and the total number of patients receiving treatment support from each MMUs.

3.5 Data Analysis and Report Writing

All the data collected by the impact team were collated and data synthesis and content analysis were undertaken. While conducting the data analysis, efforts were made to provide justifications to the findings, that emerged from the interviews and discussions. A detailed report was then produced.

Following framework was followed while formulating the interview questionnaires

1. Need assessment of the project and relevance for selecting the location
2. Assessment of the relevance of the project
3. Assessment of the target achievement and efficiency



4. Assessment of the effectiveness and immediate outcome of interventions
5. Assessment of the impact created by the Project

The results of the impact assessment are predominantly grounded in a meticulous examination of the following dimensions as delineated herein.

A. Project Design

- Relevance of the Intervention
- Preparedness for Intervention
- Qualitative & Quantitative Assessments

B. Project Delivery

- Efficiency of Project Implementation
- Effectiveness of Project Implementation

C. Impact and Sustainability

- Depth of Impact
- Sustainability of Impact



Chapter 4: Study Findings

Primary healthcare (PHC) in India constitutes the essential base of the healthcare infrastructure, with the objective of delivering accessible, holistic, and integrated medical services. Notwithstanding its pivotal significance, the PHC framework encounters a multitude of obstacles, such as insufficient infrastructural development, a deficit of healthcare professionals, and pervasive systemic inefficiencies.

The mobile medical unit represents an optimal mechanism for engaging communities directly in the provision of primary healthcare services. This approach can serve as an invaluable instrument for the early identification of diseases and the management of non-communicable diseases (NCDs) as well as other chronic health conditions.

The influence of mobile medical units (MMUs) on rural healthcare infrastructures is substantial, effectively addressing significant deficiencies in access and service provision. These units facilitate enhanced healthcare accessibility, advance disease management protocols, and foster health education initiatives, particularly within marginalized populations.

The comprehensive evaluation of the impact assessment study reveals the subsequent findings:

- The criteria for the selection of villages are predicated on the absence of Primary Health Centers (PHCs) or subcenters; furthermore, the District Health Officers (DHOs) from the health administration of the pertinent regions have identified these villages in accordance with the exigencies of healthcare provision.
- All Mobile Medical Units (MMUs) are providing medical services to individuals residing in remote and predominantly rural areas. The MMU operating within the Pune region concentrates its efforts on both urban and rural locales from marginalized sections.
- Each Mobile Medical Unit (MMU) provides healthcare services to a designated 25 villages, with the visitation schedule meticulously arranged in advance for the deployment of the MMU at respective regions.
- Pune MMU dedicated to the screening of non-communicable diseases (NCDs), encompassing cervical cancer screening, breast cancer screening, and oral precancerous lesion screening, as it is outfitted with a Colposcope, Velscope, and apparatus for breast cancer evaluation. Furthermore, it is equipped with a High-Performance Liquid Chromatography (HPLC) machine that facilitates the testing of Hemoglobin A1C (HBA1C) for the purpose of diabetes screening. Additionally, this facility is furnished with Complete Blood Count (CBC) and semi-automated analyzers.



- Other Mobile Medical Units (MMUs) concentrate on Point-of-Care Testing (POCT) diagnostics and routine assessments, with patient prioritization contingent upon Below Poverty Line (BPL) status, which is authenticated through their ration card or familial income.
- The staffing configuration is consistent across all Mobile Medical Units (MMUs), comprising a Regional Coordinator, an accountant, a medical doctor, a nurse or pharmacist, and a laboratory technician. Additionally, there exist social workers who facilitate patient mobilization and coordinate efforts with the heads of village panchayats. The organization has appointed a medical director who is tasked with the oversight and evaluation of the project, as well as the establishment of strategic partnerships with local non-governmental organizations and medical facilities.
- The Pune Mobile Medical Unit (MMU) and the Srinagar Ambulance are predominantly employed for the screening of non-communicable diseases (NCDs) and are engaged in specialized health camps wherein operations are executed in collaboration with technical partners.
- Awareness sessions are assuming a pivotal function in the project as they augment comprehension of the preventive role in disease management, resulting in better patient referrals and enhanced health outcomes. Each MMU conducted 12 sessions yearly.
- In relation to the specialized health camps, each Mobile Medical Unit (MMU) has successfully organized six extensive health camps. The aforementioned camps encompassed a general health assessment, a dermatological health camp, an otolaryngology health camp, a diabetes management camp, a hypertension awareness camp, and an oral health initiative. Furthermore, a menstruation health campaign was executed in the regions of Srinagar and Nagpur.
- The Swachh Bharat Abhiyan initiative was executed four times annually by each Mobile Medical Unit (MMU). In this context, it was observed that educational institutions participated in raising awareness within the community. Nevertheless, it is recommended that innovative programs be developed and implemented to ensure a profound impact.
- In relation to the documentation procedure, patient records are preserved in the form of prescriptions, and a comprehensive excel spreadsheet is generated to serve as aggregated data.
- In relation to the procurement of pharmaceuticals, a quarterly acquisition strategy is implemented through designated distributors. A software system has been recently adopted for the management of pharmaceutical inventory, facilitating real-time evaluations.
- The diagnostic proficiencies of the Pune MMU and Srinagar MMU are extensive, in contrast to the majority of other MMUs which primarily utilize Point-of-Care Testing (POCT). It is imperative to enhance the diagnostic capabilities of the remaining MMUs to ensure that diagnostic processes are thorough and holistic.



- It is additionally projected that the incidence of newly diagnosed hypertension and diabetes is elevated; consequently, it can be anticipated that the prompt identification and management of principal mortality-related diseases will result in improved health outcomes.
- The current MMU initiative is instrumental in advancing preventive healthcare within communities, which represents a significant challenge in contemporary healthcare, particularly in rural regions.
- It has also been documented that the out-of-pocket expenditure has diminished as a consequence of these initiatives in designated villages, where medicinal and diagnostic services are rendered at no financial charge.

4.1 Components wise analysis of the Project

Components of the Project

This MMU framework predominantly encompasses Daily MOPD, specialized health camps, educational awareness sessions, and the Swachh Bharat initiative. This encompasses both primary and preventive healthcare, thereby addressing the diagnostic, therapeutic, and preventive dimensions of health initiatives.

a. Component 1 – Mobile Medical OPD

This constitutes the pivotal element of the Project as primary Health Care services represent the foundational tier of the healthcare delivery pyramid. It necessitates extensive coverage corresponding to the population that requires services; however, the financial resources allocated to primary health care delivery are significantly lower in our country. The emphasis on primary health care is essential for fostering a healthy community. Specifically, to achieve a substantial impact on community health, it is imperative to establish a robust framework for preventive and primary care.

The CSR initiatives undertaken by HDFC Securities to enhance the provision of primary healthcare through the deployment of Mobile Medical Units across 163 villages in two states represent an essential and timely intervention. It is observed that everyday 2 OPDs are conducted i.e. one day two villages are attended for the OPD. The analysis of the OPD data of the MMUs are as follows:

1. The initiatives associated with Clinic on Wheels are facilitating the provision of medical treatment directly at the doorstep of the patients, thereby mitigating the severity of disease at its onset. This assertion is substantiated through an analysis of the OPD data pertaining to newly diagnosed cases of diabetes, anaemia, and hypertension, along with their prompt management.
2. The Mobile Medical Unit (MMU) projects have significantly enhanced accessibility to medical treatment provided by healthcare professionals. The Boat MMU project has ascertained that 68 villages experience restricted road access, characterized by narrow pathways where the predominant mode of transportation is Shikara, thereby complicating



- access to healthcare services. Testimonies from village leaders and the mayor, as documented by the BWF, express appreciation for this initiative, noting its substantial positive impact on the lives of community members. In regions such as Nagpur and Amravati, it has been observed that overlooked health issues, including dermatological conditions and cases of malnutrition, are effectively addressed through the intervention of the MMU's medical team.
3. The patient referral register illustrates that timely referrals to advanced healthcare facilities have yielded successful outcomes in emergency medical cases. The majority of the cases referred pertain to cardiac events and accidental injuries. Notably, ECG screening camps have indicated that four patients were referred to district hospitals and subsequently underwent angioplasty following timely diagnosis at these camps.
 4. The patient demographics encompass preventive health examinations targeting vulnerable populations, including infants, children, and pregnant women. This observation suggests that the project is positively influencing the maternal and child health dimensions of primary and preventive healthcare.
 5. The analysis of screening data for non-communicable diseases (NCDs) reveals the effective medical management of patients, along with diligent follow-up for chronic conditions such as hypertension, diabetes, and other neurological and cardiac disorders.
 6. The case studies illustrate that the medical team conducts home visits for patients who are bedridden and require rehabilitative care at their residences.
 7. The referral records indicate the existence of control and surveillance mechanisms for communicable diseases, including tuberculosis and dermatological ailments, along with established official communication with the District Health Officer's office.
 8. It is noteworthy that every patient is provided with essential medications addressing fundamental health concerns.
 9. Early disease detection is crucial and can be life-saving, contributing to a reduction in mortality and morbidity rates. The documented referral cases and their subsequent follow-ups suggest that the four principal global health threats—namely heart disease, cancer, stroke, and chronic respiratory diseases—are being managed effectively as a result of timely referrals.
 10. Additionally, it has been observed that reports of endemic and epidemic occurrences within the community are documented and subsequently referred to higher-level healthcare facilities, as indicated by the compilations of case studies.

Quantitative performance against set target – OPD (As per the interview of the medical team and Proposal study submitted to the HDFC Securities))



Sr	Activity	Target No.	Actual Performance
1	No of OPDs	2 OPDs per day	2 OPDs per day
2	No of Beneficiaries	20 patients per day	55 patients per day
3	No of Villages covered	20 villages	25 villages



b. Component 2 – Special Health Camps

Specialized health camps represent an essential strategy for addressing community needs through the facilitation of early diagnosis, identification of previously undiagnosed conditions, and provision of follow-up examinations. The predominant health threats within our nation include Diabetes and Hypertension, which are significant contributors to elevated mortality and morbidity rates. It has been documented that six specialized camps were organized in each geographical region. In the vicinity of Srinagar, efforts at Dal Lake, along with the deployment of ambulatory services, were executed in partnership with Army medical units. Additionally, it is noteworthy that local Block Medical Officers (BMOs) and their respective teams were actively involved in the execution of these specialized health camps. In Amravati and Nagpur, the participation of medical college teams was observed as collaborative contributors to two of these camps. Nonetheless, the criteria utilized for the selection of villages to host these specialized camps remain undefined. Interviews conducted with the medical team revealed that requests from village leaders were taken into account on certain occasions. It is recommended that a minimum of one camp be organized in each selected and designated village to ensure that every community can avail itself of these services at least once annually.

A dedicated team comprising Specialist Doctors, Consultants, and Nurses willingly participated to offer complimentary consultations and health assessments. However, travel and transportation expenses were compensated for the team members who assisted the Mobile Medical Unit (MMU) team. Specialists in the domains of Gynaecology, Paediatrics, Orthopaedics, Physiotherapy,



Dermatology, Audiometry, Ophthalmology, Oncology, and Dental care were integral participants in the specialized camps. Every three months, a singular specialized camp was systematically arranged. Various initiatives including ENT camps, ECG camps, Hypertension camps, Diabetes camps, anaemia camps, deworming drives, and malnutrition camps, were implemented as components of school health initiatives across the respective regions. The Pune MMU further extended its scope by conducting Colposcopy and breast cancer examinations in collaboration with diagnostic specialists from the oncology sector.

Quantitative performance against set target – Special Health Camps

Sr	Activity	Target No.	Actual Performance
1	No of Sessions	One camp every 3 month	6 camps
2	No of Beneficiaries	400 patients per camp	Average 350 patients per camp



c. Component 3- Health Awareness Sessions

Cervical and breast cancer awareness, glaucoma awareness, brain injury awareness, vaccination awareness, awareness of breathing techniques, vision and diabetes awareness, nutrition awareness, hand hygiene, dental care awareness, tuberculosis awareness, awareness regarding heat strokes, among others, are pivotal health topics. Each month, an awareness camp is organized in conjunction with the Mobile Medical Unit (MMU) services provided in outreach communities. Awareness serves as a fundamental catalyst for behavioral modifications and represents a sustainable methodology for instigating genuine transformation within the communities. Effective communication emerges as a critical instrument for disease prevention, with the MMU's presence at the grassroots level proving to be instrumental in facilitating alterations in health behaviors by engaging a wide audience. According to reports from the medical team in the respective regions, awareness sessions predominantly occur within educational institutions such as schools and colleges. In Srinagar, there is a particular emphasis on menstrual hygiene education, alongside the implementation of mental health awareness sessions.

The maxim “prevention is always better than cure” underscores the foundational philosophy of this strategic component. Nonetheless, there exists an absence of quantitative assessment aimed at



evaluating the behavioral changes among community members who participated in the awareness camps.

Major topics for Awareness Sessions in Schools include-

- Diet and Nutrition,
- Importance of Oral Health and Hygiene,
- Hand Sanitation,
- de-worming in children,
- Menstrual Hygiene and use of Sanitary napkins in high schools,
- Anaemia, Importance of environmental sanitation, etc.
- Diabetes and Hypertension
- Mental health and stress Management

Topics covered for awareness at community levels embraced on

- Tobacco and smoking de-addiction by promoting slogans among youth “Stop smoking start living”
- Alcohol addiction and exploitation.
- Special diet care for ANC and PNC patients to avoid landing up in Anaemia and other complications,
- Dis-beliefs about menstruation in females.
- Geriatric care special yoga practices like (Suryanamaskar) and its benefits for chronic HTN patients, and obese patients.

Quantitative performance against set target – Health Awareness Sessions

	Activity	Target No.	Actual Performance
1	No of Sessions	one session every month	12 sessions yearly
2	No of Beneficiaries	200 per session	Average 170 beneficiaries



d. Component 4- Swachh Bharat Mission

Swachh Bharat Abhiyan (SBA), inaugurated on October 2, 2014, represents a premier initiative undertaken by the Government of India with the objective of revolutionizing sanitation and hygiene practices throughout the country. This program, which draws inspiration from the vision articulated by Mahatma Gandhi, aspires to eradicate open defecation and enhance sanitation facilities for all, encompassing both urban and rural regions. The initiative has achieved



noteworthy progress in promoting public health and cleanliness; however, it simultaneously encounters a multitude of challenges.

The incorporation of the Swachh Bharat Abhiyan component within the operations of Mobile Medical Units (MMUs) addresses the significant obstacle of public awareness. These initiatives have augmented consciousness regarding hygiene and sanitation, thereby fostering behavioral modifications within communities. Nevertheless, existing documents or reports do not adequately document the behavioral changes observed among beneficiaries.

Quantitative performance against set target – Swachh Bharat Mission

	Activity	Target No.	Actual Performance
1	No of Sessions	4 sessions every year	4 sessions every year
2	No of Beneficiaries	800 beneficiaries	612 beneficiaries average



4.2 Findings from personal interviews conducted as a part of a study

Baseline Observation by the Participants

- HDFC-BWF initiative is a unique concept as they never got a healthcare facility at their doorstep.
- The government PHC's are present but the availability of doctors and medicine is a big challenge.
- Special pediatric and geriatric care is not available and one has to travel to city locations 15- 20 km for special healthcare services.
- Early diagnosis and timely referral are a very good-to-go facility to avoid landing patients into emergencies and educating people about CDs and NCDs.



- e. People were not aware of the sanitation practices and their effects on our health, with our Swachh Bharat Abhiyan activities team were able to make people aware and educate them about public sanitation and the benefits of a healthy environment.
- f. The major occupation of most of the villagers is farming, most of them are either farmers or laborers, most of the young people have moved to cities and have left behind the old population, children, and women for HDFC Securities has paved a new way.

The role played by HDFC Securities Mobile Medical Clinic MMU projects as depicted by the participants

- a. Free checkup and medicines by the MMUs, thus people need not spend money from their pockets for regular ongoing medications and need not buy expensive medicine for other health-related issues.
- b. People now don't have to travel from villages to cities for basic healthcare facilities.
- c. The school health program is a very helpful initiative by the project team as children are aware of various topics that are not involved in the school curriculum. (review by a ZP teacher)
- d. People get medicine on time and don't have to depend on unprofessional quacks.
- e. The old population is receiving Regular follow up for ongoing medicines like HTN, Diabetes and arthritis, heart diseases, etc.
- f. The Anaemia camp door-to-door approach was the best initiative as it has helped ANC Mothers to identify and administer the medicine before it becomes a serious issue.
- g. Awareness session in Anganwadi, schools, and public places at village posts was a good initiative where localities, and AWW also actively participated.

Expectations from the Project by Participants

- 1. Continuous and consistent efforts are needed so that some more villages can also benefit the primary healthcare facilities.
- 2. Super specialty camps like ophthalmology camps, breast cancer screening camps, and tuberculosis screening camps, are desirable.
- 3. There is a need for specialists like Pediatric, Gynecologists, Orthopedics, neurologists, nephrologists, etc. in every village at least once a month or through online consultations.
- 4. It is a good initiative but demand is huge, and people create conflicts if due to time limitations, we try to wrap up.
- 5. There is a need for a special focus on Sewage related issues.



4.3 Key Findings

- a. Health camps were found to be the best approach to gather villagers for health screening most of the villagers have negligence towards health conditions which leads to chronic disease, expensive treatment, and disability.
- b. Since most of the beneficiaries are farm laborers, they do not want to sacrifice daily wages therefore they were unavailable for feedback and also during daily MOPD. The problem was sorted out by visiting at their convenience early morning.
- c. Despite free treatment, continuation to treatment for overall cure is still inadequate which leads to incidences of frequent sickness.
- d. People are still not aware of various national health schemes, Insurances, etc. which can help them in the future for major chronic ailments.
- e. Having digital records of individual's helps to diagnose and treatment in a more effective way.
- f. Since digital literacy is increasing, a mobile app-based health tracking system may be looked into to provide desired medications in cases of chronic medical conditions.

The major challenges faced by the Project teams

- The volume of the OPD attendance is three to four times of the set targets. Per day set target was of 20 patients but the demand for OPD care was 65 to 70 patients per day per MMU.
- The consumption of the medicine and lab reagents is three to four times higher with respect to the number of patients.
- Treating skin elements and anaemia among female needs regular follow up of 4 to 5 months for affected patients. In Nagpur and Amravati regions as skin treatment requires long term treatment and medicines and ointments are costly many patients used to quit the treatment if they prescribe from the medical store for further long-term treatment. However, it was reported this to DHO and also selected 800 patients who are needy and can't afford the derma medicines and treated them till disease is cured. It is just a tip of iceberg and need comprehensive treatment for such cases. In Srinagar especially in Dal Lake, number of geriatric patients are more and there is a demand for long term treatment for hypertension and diabetes. In Jammu and Srinagar both location menstrual hygiene needs special intervention in the program.
- It was also found that there is a need of extensive anaemia screening and treatment among females as it was reported by the treating doctors of the MMUs that there are shockingly low Hb Levels which is clinically considered as an emergency but patients were not aware of this condition. This necessitates the extensive anaemia screening among all the female population.



- The school health program has depicted need of extensive screening for malnutrition cases among students and communication with parents regarding their health is need of an hour.
- As dedicated resources in terms of reagents for lab investigations are not allocated, there is a need to plan the resource planning for next year. NCDs screening and mere dependence on POCT cannot strengthen the MMUs diagnostic capabilities and to avoid referrals to civil/district hospitals there is a need to scale the number of lab Investigations.
- Dedicated funds requirement for digital health records and inventory management would ease the operations.

4.4 Conclusion

- The Mobile Medical Clinic project had a significant positive impact on the lives of the villagers living in rural areas of the regions served by respective MMUs.
- The project improved their access to primary healthcare services with
- Improved health outcomes,
- Increased their trust in the healthcare system,
- Successful participative model with involvement of Gram Sabha and district administration
- Evidence base healthcare delivery as case studies documented as longitudinal assessment
- This project helped in identifying the neglected cases such as chronic derma patients who were treated holistically.
- Apt model which focused on NCDs screening through special health camps and school health screening
- Decentralized healthcare delivery
- Supported in improving the SDGs Goal
- Support for bottom-up approach for administrative decision support
- Scope for Correlational analysis and predictive analytics if village health profile is made as one of the objectives.
- Thus, the findings of this qualitative study suggest that the project was successful in achieving its objectives and had a positive impact on the lives of the villagers.
- The project has achieved beneficiary numbers almost two times of the set targets of HDFC Securities. The report also depicts that HDFC Securities



4.5 Recommendations

- a. Digital platform for patients' records, health analytics, Dashboard for real time assessment and digital reporting formats which shall help in longitudinal analysis
- b. Compilation of village health profile to assess the disease burden of villages with click of button
- c. Targets for NCDs screening must be raised so that preventive and curative components can have equal weightage in operations
- d. Number of awareness sessions may be increased and monthly target can be divided into Multiple sessions
- e. School health program can be added as additional and compulsory target activities so that focus on nutritional status can be assessed
- f. Swachh Bharat activities can be defined in to more specific sub activities
- g. Certificate of participation for the villagers in awareness sessions and Swachh Bharat may encourage people to participate
- h. Early cancer detection especially oral cancer in Tobacco users, Cervical cancer and breast cancer shall be the compulsory drive so that it will sensitize the villagers and other stakeholders
- i. Dedicated funds for diagnostic services can be allocated



Chapter 5: Assessment Based on OECD Criteria

Assessment of the Mobile Medical units (clinic on Wheels projects) based on the OECD-DAC Criteria for Evaluating Development Assistance (Relevance, Effectiveness, Efficiency, Impact, Sustainability):

Assessment Results

Relevance	Score
<p>The extent to which the intervention objectives are consistent with beneficiaries' requirements, country needs, global priorities, and partners' policies.</p> <ul style="list-style-type: none"> ▪ The MMUs project solves the challenge of Accessibility, availability and affordability in the region ▪ Many of the beneficiaries benefitted from spending out of pocket expenditure for primary healthcare and thus financial burden is reduced ▪ The MMUs aligns with national health priorities focused on non-communicable diseases (NCDs) and affordable healthcare. ▪ The MMUs cover all the components of Primary Healthcare delivery encompassing the Curative, diagnostic and preventive aspects of healthcare delivery. 	5
Coherence	Score
<ul style="list-style-type: none"> ▪ The MMUs successfully provides healthcare services to a large number of patients daily (insert numbers if available). ▪ Patients are able to receive consistent healthcare services without interruption, improving survival and quality of life. ▪ Additional support like collaboration with army health units/district health units to improve overall healthcare of the regions ▪ Support for the administration in decision support in dealing with public health issues. ▪ Alignment with SDGs to help in achieve the global health targets 	4.5



Efficiency	Score
<ul style="list-style-type: none"> MMUs have reached the beneficiaries targets as committed The utilization of the resources in terms of medications and diagnostic capabilities are explored fully Donations and volunteer participation further reduce operational costs. 	3.5

Areas of improvement:

- Adoption of Dash board system and longitudinal assessment could streamline operations further.
- More automation and standardized documentation could improve tracking of outcomes and resource use.
- Rationalization for selecting the villages for special health camps and Swachh Bharat Abhiyan

Impact	Score
<ul style="list-style-type: none"> Reduced the out-of-pocket expenditure thus helping the needy to reduce financial burden. Long-term impact includes improved life expectancy and morbidity for marginalized patients. The concept of health equity is achieved in practical sense Triple AAA of healthcare are achieved Accessibility, Availability and Affordability in healthcare Healthcare at doorstep is achieved and impacting Public health efforts by containing major killers like Hypertension, Diabetes 	3.

Sustainability	Score
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- Clinic on Wheels project is a long-standing approach as villages are predetermined with community and donor trust.
- The MMUs runs on a well-established funding model through donations, CSR support, and volunteerism.
- However, there is some dependency on a few major donors—diversifying funding and building endowment reserves could enhance sustainability.
- The diagnostic capabilities are including precancerous lesions along with NCDs
- Institutional capacity and governance are strong, aiding long-term operations.

3

OVERALL SCORE

3.8 out of 5



Chapter 6: Photo Gallery







GPCL Consulting Services Limited

CSR Impact Assessment Report
Funding Year: 2023 – 24 Scholarship Support to
Underprivileged Rural Children
Implemented by
Esha Education



Funded by
HDFC Securities



Submitted by



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Executive Summary

Isha Vidhya represents an innovative educational endeavour aimed at effecting transformative change in the lives of the economically disadvantaged populations residing in rural India. This initiative aims to ensure that children in rural areas have access to quality education, thus enabling their participation in and benefit from India's rapidly growing economy. At present, the initiative operates 10 educational institutions across Tamil Nadu and Andhra Pradesh, catering to an excess of 10,000 students.

The chief barrier in providing educational services in countryside areas is that even small tuition costs can result in a substantial economic strain on particular rural households, especially when their children have dreams of advanced education. Acknowledging this pressing issue, Isha Vidhya extends scholarships that encompass the costs associated with tuition, as well as essential educational materials such as notebooks and textbooks.

In the academic year 2023-24, Isha Vidya was awarded a financial grant amounting to INR 1,26,00,000 from HDFC Securities. The chief objective of this grant was to facilitate scholarships for underprivileged and meritorious students enrolled in the Isha Vidya Rural School.

Scholarships and fee waivers are allocated to meritorious students identified through a meticulous selection process, which ensures that assistance is directed exclusively to those who genuinely require it. Consequently, within the framework of this initiative, Isha Education has facilitated the support of 664 underprivileged rural children from Isha Vidhya Matriculation Schools in Tamil Nadu. Through the benevolent contributions from HDFC Securities, a cumulative total of 664 children have benefited from scholarship assistance, thereby enabling them to gain access to high-quality educational opportunities.

Isha Education utilizes creative strategies and programmatic initiatives focused on the comprehensive development of their student population. It administers a straightforward yet impactful methodology for the allocation of scholarships. The prospective scholars are granted scholarships predicated on the economic circumstances of their familial units.

The Impact Assessment Study has delineated Output as Scholarships functioning as financial support for Quality, Higher education, Outcome as Mitigated financial strain on families for educational purposes, and Impacts as the Empowerment of students for advanced / Quality education, with rural students aspiring to cultivate successful careers and contribute to the upliftment of their communities.

Students, their guardians, and educators expressed no reservations in acknowledging that HDFC Securities is instrumental in assisting students in the trajectory of their lives. This support is poised to benefit not only their families but also the broader community. They expressed profound gratitude for the assistance being provided by HDFC Securities.

It is recommended that an in-depth assessment of students' skills be carried out, as scholarships are awarded to those who are eager to seek out prestigious and advanced educational paths while also shaping their career journeys.



Chapter 1: Introduction

1.1 About HDFC securities

"Goodness is the only investment that never fails" – Henry David Thoreau

As corporate social responsibility, HDFC securities is actively involved with organizations dedicated to serving the communities in areas relating to health & sanitation, promotion of education, providing scholarships to underprivileged children, setting up digital classrooms, renovation-operation-painting of schools, and preventive & curative healthcare.

1.2 About Isha Vidya

Isha Vidhya represents a groundbreaking educational initiative aimed at transforming the lives of impoverished populations residing in rural India. Founded in 2006 under the guidance of the Isha Education Trust, this initiative is dedicated to cultivating an India where high-quality educational opportunities are both within reach and affordable for everyone, especially focusing on underprivileged children in rural areas.

The initiative endeavours to secure high-quality educational experiences for children residing in rural locales, thereby facilitating their engagement with and participation in the economic advancement of India.

Isha Vidhya's English-medium educational institutions employ innovative pedagogical strategies to promote the holistic development and flourishing of each individual student. These schools equip rural youth with the necessary skills to confront future challenges.

Isha Vidhya operates ten rural educational institutions (nine located in the districts of Coimbatore, Erode, Salem, Dharmapuri, Cuddalore, Villupuram, Tuticorin, Nagercoil, and Karur in Tamil Nadu, and one situated in the Chittoor District of Andhra Pradesh), collectively serving over 10,000 rural students from kindergarten through the 12th grade. More than 60% of the enrolled students, the majority of whom are first-generation learners, benefit from scholarship programs. The remaining students contribute through a subsidized fee structure.

Consequently, within the framework of this initiative, Isha Education has extended support to underprivileged rural students attending Isha Vidhya Matriculation Schools in Tamil Nadu. Through the magnanimous contributions of HDFC Securities, a total of 664 students have received scholarship assistance, thereby empowering them to attain access to high-quality educational resources.



1.3 About GPCL Consulting Services Ltd

GPCL consulting Services Limited (GPCL), is a consultancy services firm promoted by Export-Import Bank of India (India Exim Bank) in association with other Public Sector organizations viz. WAPCOS Ltd., RITES Ltd., MECON Ltd. and AFC Ltd. and Private Sector firms such as RPG Group, Tata Consulting Engineers Ltd., ION Exchange Ltd., etc. GPCL specializes in providing quality services in the procurement, technical and financial services domains including training and capacity building.

GPCL has been involved in promoting CSR (Corporate Social Responsibility) practices and conducting impact assessments, partnering with both public and private sector organizations to evaluate and enhance the effectiveness of CSR initiatives. GPCL understands the critical role that CSR plays in fostering sustainable development, improving livelihoods, and ensuring long-term social and environmental benefits. GPCL's approach to CSR impact assessment is designed to measure the tangible and intangible benefits of such programs, ensuring that they contribute meaningfully to society.

Chapter 2: Objectives and Scope

Even nominal fees are too much for some rural families, where children have aspiration for higher education. Recognizing this challenge, Isha Vidhya provides scholarships, which cover students' tuition fee, notebooks and textbooks.

Scholarships and fee subsidies are provided to deserving students who are selected through a comprehensive allocation process which ensures that only students truly in need receive this help. Sponsors are matched with specific students and receive regular updates with photos, letters and progress reports. Sponsors are encouraged to support a student for the entire duration of education at Isha Vidhya.

Training topics	Expected Outcome		Timeline
	Qualitative	Quantitative / Tangible	
Happy Classroom Workshop	How to handle children	Improved class management, education	1 st term
KG Training	KG methodology implementation	Reading, Writing, Speaking	1 st term
Power English Training	Catering to Listening, Speaking, and Reading skills in English	Comprehension, reading & speaking skills development	1 st term
Media Literacy Workshop	Media Literacy	-	1 st term
Financial Literacy Workshop	Financial Literacy	-	1 st Term
English/Tamil Training Methodology	Overall Competency in the languages	Speaking, Writing, Reading Skills at multiple levels	1 st Term
Computer Aided Lab	Problem solving and comprehension	Learning subject concepts through computers	1 st term
Math Methodology	Math Competency	Level wise mathematical skills	1 st term
Life skills	Life skills development such as health and hygiene, communication skill, working as a team etc.	-	1 st term
Games Workshop	Critical Thinking, Aptitude & Problem Solving	-	1 st Term
Remedial Workshop	Remedial Methodology	Mainstreaming of Remedial students	1 st Term
Tech Vidhya	Computer Learning Programs	-	1 st Term



With over 10,000 students across 10 Isha Vidhya schools, 48% of the students are girls, 60% study on scholarships, and many are first-generation learners from underprivileged families.

Despite coming from humble backgrounds and living with significant economic disadvantages, the students aspire to build successful careers and stand shoulder to shoulder with their urban counterparts.

The project seeks to ensure quality education for children in rural areas, opening the door for them to participate in and benefit from India's economic growth.

2.1 Interventions - Program activities

- Training to Teachers is conducted on regular basis

LEAP – Learning by Exploring and Presenting

Students enrolled in the sixth and seventh grades cultivate their cognitive organization and enhance their self-expression through the development of proficiency in creating PowerPoint (PPT) presentations on diverse subjects. Each pupil compiles relevant content, constructs a PPT, delivers it to the class, and subsequently receives constructive feedback. This process additionally facilitates the enhancement of their communicative competencies and fosters the self-assurance necessary to engage with an audience.



These educational institutions possess library collections that encompass approximately 7,000 volumes each, which include reference materials, narrative literature, autobiographies, periodicals, and other related resources. Commencing from the sixth grade, students are mandated to attend the library on a weekly basis as an integral component of their academic curriculum.

Isha Vidhya Coimbatore has recently implemented a recognition initiative entitled 'Frequent Library User' for pupils in grades 7 to 9, aimed at fostering a proclivity for reading, and a considerable number of students were awarded appreciation certificates at the conclusion of the academic term.



Tech Vidhya

In order to adequately prepare students for future challenges, individuals from the fourth grade onwards are instructed in "Tech Vidhya," which encompasses disciplines such as programming and web design, aimed at enhancing their logical reasoning, problem-solving capabilities, creative thinking, and additional competencies. These instructional sessions actively encourage students to engage with and explore technological advancements.

SMS - Self-Management Spaces

Students are afforded the opportunity to assume complete responsibility for a project or event and to oversee its execution. In this context, the students of Isha Vidhya orchestrate a specific event. Under the guidance of their educators, the students establish groups to manage various responsibilities such as scheduling, logistical arrangements, record-keeping, and so forth, concurrently acquiring competencies in organization, leadership, collaboration, and other essential skills.

Digital Classroom

The digital classroom initiative encompasses the incorporation of advanced technological tools into the conventional educational framework to enhance the engagement and interactivity of the learning experience. This pedagogical strategy, particularly in rural locales, seeks to establish a more vibrant and efficacious educational atmosphere, thereby equipping learners to navigate the complexities of contemporary society. Such innovative educational methodologies facilitate the acquisition of knowledge and foster greater student participation within the classroom setting.

Atal Tinkering Lab

Designed to help and nurture innovation among young innovators. The scheme enables students to explore

Peer Learning

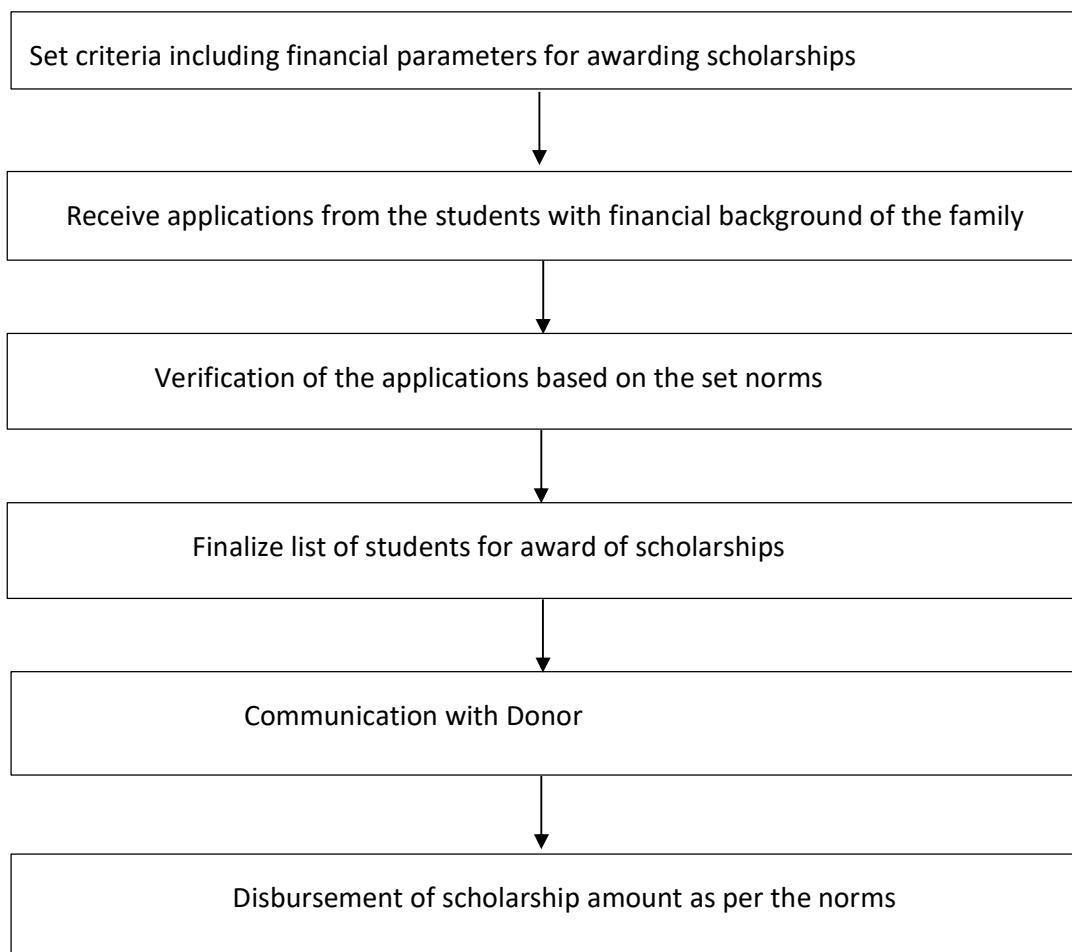
Peer learning facilitates the development of students' abilities to articulate their thoughts confidently in front of an audience, enhances their critical thinking alongside verbal and non-verbal communication competencies, provides opportunities to refine their narrative techniques, and cultivates their capacity for spontaneous responses. Furthermore, it has been demonstrated that students exhibit enhanced learning outcomes when instruction is delivered by their peers, as this mode of teaching alleviates inhibitions that may impede the clarification of uncertainties.

This pedagogical approach has increased interest and promotes the establishment of interpersonal connections...among students, thereby engendering new relationships and resulting in heightened engagement, which subsequently yields an enriched and more efficacious learning experience.



2.2 Processes

The Macro level process for awarding scholarships is as follows



2.3 Locations of the Project

Sr.no	School Location/Districts
1	Cuddalore
2	Dharmapuri
3	Erode
4	Nagercoil
5	Coimbatore
6	Tuticorin
7	Villupuram



2.4 Objectives and Scope of Study

The primary aim of this impact assessment study is to evaluate the execution of the project's interventions and their resultant effects on its principal beneficiaries, namely Students, Parents, and both, Teaching and Non-Teaching Staff. The impact assessment investigation seeks to synchronize the program's execution with the originally proposed framework while highlighting the degree to which the intervention has progressed in relation to its defined objectives.

Objectives of the Study

The major objectives of the study are as follows:

- Assess the relevance of the intervention in ensuring that stakeholders' expectations are addressed by the project
- Understand the effectiveness of the intervention: How each activity has led to creating the desired outcomes
- Find the areas of improvement across all the factors from program design to implementation
- Provide an assessment framework to be able to capture impacts in a manner that is effective for recommendation
- Understand the major success factors and challenges in the intervention

Beneficiaries of the Project

Scholarship support to 664 underprivileged rural children of Isha Vidhya Matriculation Schools, Tamil Nadu. Through the generous donation by HDFC Securities, a total of 664 children availed scholarship support, thus empowering them to access high-quality education.

2.5 Limitations of the Study

The evaluation may be constrained by the feedback and documentation provided. The study is predominantly analyzed through secondary data, with a minimal amount of primary data obtained from interviews conducted for the assessment.

Chapter 3: Assessment

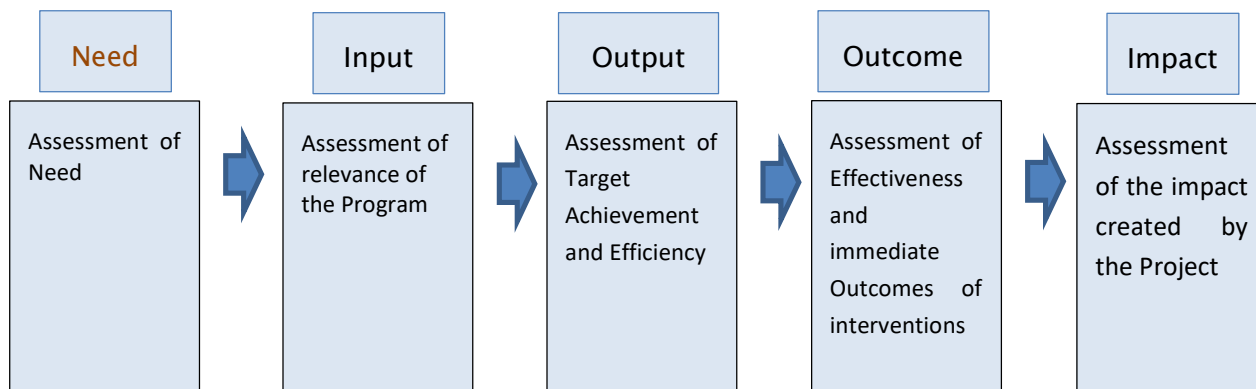
The following activities were undertaken to create framework for the study,

- In order to establish scope of the assessment in terms of type of stakeholders, developed stakeholder-wise questionnaires to ascertain factors including rationale for supporting the program, the implementation process, challenges encountered and stakeholder feedback about the efficacy of the program.

The findings and recommendations arising out of this process are mentioned in the subsequent sections of the report.

3.1 Theory of Change

The Theory of Change Framework (TOC) for the Project is follows



Theory of Change (TOC)				
Need	Input	Output	Outcome	Impact
<ul style="list-style-type: none"> - 664 underprivileged rural children of Isha Vidhya Matriculation Schools, Tamilnadu - Aspiration for higher education 	<ul style="list-style-type: none"> - Financial resources. - Selection procedure including examination 	<ul style="list-style-type: none"> - Scholarships as financial assistance for Quality, Higher education 	<ul style="list-style-type: none"> - Reduced financial burden on family for education 	<ul style="list-style-type: none"> - Empowerment for students for higher / Quality education - Rural students aspire to build successful careers - Upliftment of community



3.2 Logical Framework Model

A LOGICAL FRAMEWORK MODEL (LFA) is created against the identified TOC to reflect the identifiable indicators, means of verification, and assumptions, as given below:

Log Frame Analysis (LFA)				
	Project Summary	Indicators	Means Of Verification	Assumptions
Impact	<ul style="list-style-type: none"> - Empowerment for students for higher / Quality education - Rural students aspire to build successful careers - Upliftment of community 	<ul style="list-style-type: none"> - % of students given scholarship, who are aspiring for higher education and successful careers - No. of Students to whom scholarships are given - Enrollment of students to higher education 	<ul style="list-style-type: none"> - One to one communication with students / their parents by school administration 	<ul style="list-style-type: none"> - No bias (positive or negative)
Outcomes	<ul style="list-style-type: none"> - Reduced financial burden on family for education - 	<ul style="list-style-type: none"> - % of students and parents accepting reduction in financial burden on family for education 	<ul style="list-style-type: none"> - One to one communication with students / their parents 	<ul style="list-style-type: none"> - No bias (positive or negative)
Inputs	<ul style="list-style-type: none"> - Financial resources. - Selection procedure including examination 	<ul style="list-style-type: none"> - Timely availability of adequate funds as per set norms - 	<ul style="list-style-type: none"> - Payment records 	

3.3 Assessment Framework

In order to facilitate the execution of impact assessment studies, we recommend the employment of the following assessment framework, which is acknowledged by the established OECD-DAC criteria as a distinguished standard in the domain of evaluation. This framework endorses the modification of its principles, wherever practicable and relevant: Utilizing this framework, the following inquiries/indicators were employed to evaluate each program, in accordance with the six parameters delineated above. These inquiries were finalized through a collaborative discussion with the stakeholders.



Indicators/Questions		
1	Relevance	What criteria were employed to ascertain the most deserving recipient for scholarship across the centers?
2	Coherence	Feedback from the stakeholders at the center regarding the timeliness, appropriateness, and adequacy of the support received.
3	Efficiency	The total number of students served through the established infrastructure and interventions
4	Effectiveness	Enhancements in the quality of services rendered by the center that can be directly linked to the operational efficiency and improvement in the selected students.
5	Impact	The effect of the operational support provided while imparting the not only education but also innovative intervention in the schools. The center's capacity to deliver requisite approach that contribute to overall development and cognitive abilities.
6	Sustainability	In what manners does these school centre facilitate the enhancement of capacity building of students and teachers in forthcoming scenarios? What Strategies are established for the upkeep of the infrastructure and the operational interventions rendered through the longitudinal evaluation of the student performance? In what ways do the Isha Vidya intend to leverage this innovative initiative to upgrade the grades, overall personality development of the students.



These inquiries were conclusively determined in collaboration with the executing partners and the Impact team before the commencement of the impact assessment study.

Methodology for the Impact Assessment

The assessment predominantly employed a qualitative methodology alongside the incorporation of an analysis of secondary data, when accessible, sourced from the Isha Vidya school centers. Relevant administrators were subjected to interviews, in conjunction with the personnel of the centers. Information pertaining to student's enrollment and operational expenditures funded by the grant was procured from the appropriate officials. All of these activities were conducted in collaboration with the representatives from the GPCL impact assessment team.

3.4 Development of Tools

The study instruments were carefully designed with attention to the nature of interventions assistance rendered for the establishment of model, as well as the various stakeholders intended to be involved, which are enumerated as follows:

Checklist of Required Documentation:

- In-depth Interview Discussion with Administrative Personnel
- In-depth Interview Discussion with teacher and Support Staff
- Data Collection Sheet for student enrolment Coverage and beneficiaries from the project.

The data collection sheet was developed to systematically gather information concerning students benefitted through the scholarship initiative, in order to evaluate the extent of outreach, duration of intervention, and the total number of students receiving support at school centre.

3.5 Data Analysis and Report Writing

All the data collected by the impact team were collated and data synthesis and content analysis were undertaken. While conducting the data analysis, efforts were made to provide justifications to the findings, that emerged from the interviews and discussions. A detailed report was then produced.



Chapter 4: Study Findings

Scholarships play a critical role for economically disadvantaged students in India, as they mitigate substantial obstacles to obtaining high-quality higher education. The insufficient allocation of resources towards scholarship programs, especially for individuals originating from underprivileged backgrounds, intensifies educational disparities, thereby impeding social mobility and economic competitiveness. Furthermore, the existing financial aid systems often fall short, with inadequate coverage for essential costs like course fees and maintenance. The state government is supporting the schedule caste, tribals and backward class. nonetheless, the exemplary education provided at Isha Vidya, characterized by innovative methodologies, encompasses not only a concentrated academic emphasis but also a comprehensive development of the student's overall personality. At Isha Vidya scholarship extends beyond mere affordability, encompassing a broader spectrum of intellectual engagement and support systems. It involves the generation and dissemination of knowledge through various forms of scholarly activity, including technical domain, behavioral teaching, and community service. This multifaceted nature of scholarship highlights the importance of not only financial aid but also the holistic support necessary for academic success.

HDFC Securities has commendably contributed to vital rural educational burning problem of accessibility to quality education throughout the fiscal year 2023-24, emphasizing the provision of educational assistance to marginalized students and enabling overall development of students from poverty and low economic strata. The allocated resources were intended to mitigate the financial challenges encountered by economically disadvantaged segments of society and enhance accessibility to expensive dialysis services.

- The Isha Vidya scholarship paradigm underscores the significance of comprehensive development via the promotion of character education, the incorporation of technological advancements, and the principle of inclusivity. This paradigm aspires to furnish students with critical competencies and ethical values imperative for their personal and professional trajectories.
- The digital divide exerts a profound influence on students residing in rural areas, engendering obstacles to equitable educational opportunities and the acquisition of digital literacy. This disparity is evident in multiple dimensions, encompassing access to technological resources, proficiency in digital competencies, and the capacity to participate in online educational environments. HDFC Securities Scholarship Initiatives have enabled students to have access to digital learning through digital classroom and tech vidya.
- The educational framework integrates character development within the curriculum, emphasizing core values such as respect, discipline, and social accountability. The Self-Management Program (SMS) is effective in instilling the confidence and capabilities among the rural and economically backward students.
- The technological and behavioral integration supported various learning styles and facilitates a more engaging educational experience. The peer group education is the effective way for learning various styles as reported by administrators.



- Outcome-Based Education (OBE) constitutes an educational paradigm that enacts reform by establishing explicit criteria for outcomes that are specific, quantifiable, attainable, pragmatic, and observable within the context of the Course. However, the Isha Vidya scholarship initiative may serve as a preliminary measure towards the realization of Outcome-Based Education.
- The Corporate Social Responsibility (CSR) initiatives directed towards the support of Isha Vidya centers epitomize a significant intervention by corporate entities in India, possessing the capacity to address educational disparities and reduce financial obstacles, particularly for individuals lacking the means to obtain quality education. The students hailing from economically disadvantaged backgrounds face considerable difficulties in accessing educational opportunities and the CSR support have enabled students to pursue professional courses in the future.
- The principal outcome of the scholarship initiative is the provision and accessibility of comprehensive education designed to offer exemplary quality education to individuals from disadvantaged socioeconomic backgrounds. This includes the availability of critical educational infrastructure, the necessary technical competencies, and the presence of qualified instructional staff. Nonetheless, the processes of monitoring and evaluation of the interventions lack specificity and measurability.
- The documentation related to the processes of student enrollment and the allocation of scholarships reveals that the recipients originate from economically marginalized populations. However, the processes for selecting students and the criteria for assessing their financial circumstances and eligibility demand more thorough examination, as the standards for identifying deserving candidates remain inadequately articulated.
 - The organization may undertake pre- and post-intervention surveys to elucidate a more profound impact on students who are beneficiaries of scholarships.
 - There exists no standardized structure for the longitudinal evaluation of the performance of students who have been awarded the scholarship and have participated in all requisite educational intervention programs.
 - The educational institutions possess sufficient resources regarding instructional personnel and specialized volunteer educators corresponding to their areas of expertise within the relevant disciplines.
 - The principle of equity, which seeks to mitigate the disparities between the affluent and the underprivileged, is addressed through the scholarship program designed for meritorious candidates; nevertheless, the proportion of students who genuinely require assistance cannot be quantified in order to ascertain the magnitude and profundity of the resultant impact. The measurement of the fundamental necessities and the effectiveness of the initiative's approach will enable the organization to formulate a strategic plan for the relevant projects.



4.1 Multi-Dimensional Impact Indicators

- To ensure holistic analysis, the following dimensions and key indicators were used has shown the results as follows based on feedback received from the stakeholders.

Dimension	Key Indicators	Fair/Good/Not satisfactory
Accessibility	Geographic origin of students, travel ease, proximity to the institution	Good
Affordability	Parents economic background, social status, educational status and family background, present expenditure on education for student and his/her siblings	Fair
Service Quality	Availability of teachers/mentors, technical tools, peer group, various learning opportunities, multipronged approach for overall personality development.	Good
Emotional Impact	Stress reduction, peer support, sense of dignity and community, confidence building, self esteem	Fair
Adherence to the cause	Dropout rate, increase demand for enrollment and scholarship need	Good
Sustainability	Infrastructure upkeep, funding continuity, staffing stability	Good



Chapter 5: Conclusion and Recommendation

5.1 Conclusion

The educational capabilities of the Isha Vidya Centre are equipped to establish a robust foundation for the comprehensive development of students, thereby continuing to function as a vital educational resource for the community and its members. The scholarship support provided by HDFC Securities has facilitated access to quality education for students hailing from economically disadvantaged segments of society. The interventions implemented by the organization possess the potential not only to enhance academic performance but also to mitigate the digital divide between rural and urban students.

In conclusion, the assessment of the Isha Vidya initiative underscores its substantial positive impact on the accessibility of quality education for meritorious candidates from low socioeconomic backgrounds. Nonetheless, the evaluation criteria and the analysis of pre- and post-intervention metrics can elucidate the profound effects of the scholarship initiative undertaken by Isha Vidya.

5.2 Recommendations

- It is recommended that Capability assessment of students need to be considered, Since the Scholarships are awarded to students those who are aspired for higher and quality education and build their own careers.
- The criteria for assessment tool are critical to understand the deeper impact.



Chapter 6: Assessment Based on OECD Framework

Assessment of the Isha vidya school Center based on the OECD-DAC Framework for Evaluating Development Assistance (Relevance, Effectiveness, Efficiency, Impact, Sustainability):

Assessment Results

Relevance	Score
<p>The extent to which the scholarship interventions objectives are consistent with beneficiaries' requirements, country needs, global priorities, and partners' policies.</p> <ul style="list-style-type: none"> ▪ The Isha vidya centers addresses a critical issue of accessibility and availability of educational need of low-income strata students. ▪ Many of the students who received scholarship cannot afford the quality education ▪ The Isha Vidya center aligns with national priorities as per new education policy (NEP) 2025. 	5
Coherence	Score
<ul style="list-style-type: none"> ▪ The center successfully delivers comprehensive education model to the students ▪ The beneficiaries/students are able to receive consistent education without interruption, improving grades and personality development ▪ Additional support like digital education, peer group interaction, decision making abilities enhanced the effectiveness of education imparted by Isha Vidya. 	4.5
Efficiency	Score
<ul style="list-style-type: none"> ▪ Isha Vidya uses in-house resources and trained teachers, volunteers effectively in delivering education to the students. ▪ The cost per student for scholarship is significantly lower compared to private educational Institute. ▪ Donations and volunteer participation further reduce operational cost of studies making it as affordable given in the center. 	3.5

Areas of improvement:

- Adoption of Dash board system and longitudinal assessment could



streamline operations further.

- More automation and standardized documentation and grading system could improve tracking of outcomes and resource used for beneficiaries.

Impact	Score
<ul style="list-style-type: none"> • The center has enabled to receive quality education irrespective of severe economic hardship by the families through scholarship program • It has reduced the emotional and financial burden on parents and aspiring students. • Long-term impact includes overall development of the personality not just academic grades • The zero - dropout rate at the centers is much lower from national average due to scholarship initiative among 664 students 	3.5
Sustainability	Score
<ul style="list-style-type: none"> • Isha Vidya is a long-standing organization with community and donor trust. • The Isha Vidya center runs on a well-established funding model through donations, CSR support, and volunteerism. • However, there is some dependency on a few major donors—diversifying funding and building endowment reserves could enhance sustainability. • Institutional capacity and governance are strong, aiding long-term educational interventions. 	3
OVERALL SCORE	3.8 out of 5



Chapter 7: Photo Gallery



CSR Impact Assessment Report
for
FREE MEDICAL AID AND DIALYSIS SERVICES
(Funding Year: FY 2023 - 24)
Implemented by



NANA PALKAR SMRUTI SAMITI

A pathway to enhance Accessibility, Availability,
and Affordability within the healthcare system

A CSR Initiative of HDFC Securities Limited



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Abbreviations

NPSS	The Nana Palkar Smruti Samiti
ESRD	End-stage renal disease
CSR	Corporate Social Responsibility
CKD	Chronic Kidney Diseases
NCDs	Non-Communicable Disease
OECD	Organization for Economic Co-operation and Development
DAC	Development Assistance Committee (DAC)
NGO	Non-Government Organization
MoU	Memorandum of Understanding



Executive Summary

The Nana Palkar Smruti Samiti (NPSS) has been offering critical medical support to individuals experiencing renal disorders and various other health-related issues in the state of Maharashtra, with a particular emphasis on the regions of Borivali and Santacruz, for a duration exceeding 54 years. Established in honor of the esteemed social worker Shri Nana Palkar, NPSS continues to be committed to the provision of high-quality healthcare services to marginalized populations, thereby exemplifying a tradition of altruism and dedicated service.

The NPSS Dialysis Centre Project, a pivotal endeavor of NPSS, instills optimism in individuals grappling with renal disorders by rendering dialysis services at minimal or no financial expense. These centers aim to alleviate the financial burden of dialysis, which is crucial given the rising prevalence of end-stage renal disease (ESRD). Throughout the preceding 17 years, NPSS has facilitated equitable access to life-preserving dialysis treatment for economically marginalized populations, with the objective of mitigating the financial strain associated with dialysis and improving overall health outcomes.

Key Findings:

- Balanced utilization of dialysis services across both locations have helped in access to dialysis services to most needy patients.
- Reduced out of Pocket expenditure as significant proportion of patients benefit from financial assistance.
- Patients express satisfaction with the quality of care received, highlighting supportive staff, cleanliness, and treatment effectiveness.
- Financial assistance emerges as a crucial lifeline, enabling patients to afford essential dialysis treatment and sustain their livelihoods by helping in improving survival rate and transplant rate among the CKD patients.
- Provision of subsidized or free dialysis services, coupled with dietary advice and community outreach, contributes to improved health outcomes and enhanced well-being among beneficiaries.



Recommendations:

- Secure financial stability in order to guarantee the continued viability of the project.
- Cultivate community involvement and collaborative partnerships to enhance outreach and efficacy.
- Allocate resources towards capacity building and infrastructural development to optimize service delivery.
- Establish comprehensive monitoring and evaluation frameworks to systematically assess progress and pinpoint opportunities for enhancement.
- The longitudinal evaluation of patients and their health outcomes, through the analysis of transplant rates and survival rates, will produce quantifiable results that can inform scaling strategies.
- It is essential to comprehend the prevalence rate of chronic kidney disease (CKD) in the surrounding region to accurately assess the demand and determine the requisite number of Dialysis centers to be established.



Chapter 1: Introduction

About Nana Palkar Smruti Samiti

Founded in 1968, the Nana Palkar Smruti Samiti (NPSS) is an esteemed nonprofit institution committed to delivering medical care and assistance to individuals facing economic hardships. Throughout the years, the organization has broadened its range of services to address diverse healthcare requirements, with a particular emphasis on critical domains such as accommodation for cancer patients, kidney dialysis, chemotherapy, medical aid, medical equipment provision, and ambulance services.

The NPSS Dialysis Centre Project is a beacon of hope for kidney ailment patients in Maharashtra, particularly in Borivali and Santacruz. For 17 years, NPSS has steadfastly provided dialysis to the underprivileged, ensuring life-saving treatment without financial strain. Focused on offering dialysis services at nominal or no cost, the project aims to relieve patients and families of financial burdens while prioritizing quality healthcare, reflecting NPSS's ethos of compassion and service.

Driven by the increasing demand for dialysis services in India, especially among economically vulnerable populations, the project addresses the critical need for timely and affordable treatment. Targeting lower-income groups, including Orange, Yellow, and White ration card holders, it provides subsidized or free dialysis services, relieving financial burdens and improving health outcomes. This approach enhances overall well-being and quality of life for beneficiaries, aligning with NPSS's commitment to serving those in need.

About HDFC Securities

As an integral component of corporate social responsibility (CSR) initiatives, HDFC Securities engages proactively with organizations committed to enhancing community welfare in domains such as public health and sanitation, educational advancement, provision of scholarships for disadvantaged youth, establishment of digital learning environments, refurbishment and maintenance of educational institutions, as well as promotion of preventive and therapeutic healthcare measures. These endeavors are executed across several states PAN India.

About GPCL

GPCL consulting Services Limited (GPCL), is a consultancy services firm promoted by Export-Import Bank of India (India Exim Bank) in association with other Public Sector organizations viz. WAPCOS Ltd., RITES Ltd., MECON Ltd. and AFC Ltd. and Private Sector firms such as RPG Group, Tata Consulting Engineers Ltd., ION Exchange Ltd., etc. GPCL specializes in providing quality services in the procurement, technical and financial services domains including training and capacity building.



GPCL has been involved in promoting CSR (Corporate Social Responsibility) practices and conducting impact assessments, partnering with both public and private sector organizations to evaluate and enhance the effectiveness of CSR initiatives. GPCL understands the critical role that CSR plays in fostering sustainable development, improving livelihoods, and ensuring long-term social and environmental benefits. GPCL's approach to CSR impact assessment is designed to measure the tangible and intangible benefits of such programs, ensuring that they contribute meaningfully to society.

Background of the Projects

HDFC Securities has commendably contributed to vital healthcare endeavors throughout the fiscal year 2023-24, emphasizing the provision of medical assistance to marginalized patients and enabling life-sustaining dialysis therapies. The allocated resources were intended to mitigate the financial challenges encountered by economically disadvantaged segments of society and enhance accessibility to indispensable medical services.

1.1 Medical Assistance

From August 1, 2023, to March 31, 2024, our organization procured a sum of Rs. 75,00,000 from HDFC Securities to facilitate medical assistance for patients requiring urgent care. This financial support empowered NPSS to render medical aid to individuals unable to bear the costs associated with critical healthcare interventions. The implications of this initiative are detailed in the following sections:

Month	Number of Patients	Medical Aid Amount (Rs.)
August 2023	101	5,07,700
September 2023	202	10,05,500
October 2023	200	9,96,000
November 2023	199	9,94,450
December 2023	199	9,95,230
January 2024	202	10,08,000
February 2024	212	10,65,000
March 2024	187	9,30,000
Total	1502	75,01,880

A total of 1502 patients have received crucial financial assistance for medical interventions. This initiative sought to mitigate the exorbitant expenses associated with healthcare, thereby facilitating access to life-saving treatments for underprivileged populations.



1.2 Dialysis Treatment

HDFC Securities has also allocated a financial contribution amounting to Rs. 1,16,22,197 for the provision of dialysis sessions for individuals afflicted with renal disorders, as well as for enhancements to the infrastructure at dialysis facilities located in Borivali, Parel, and Santacruz.

Branch	Patients	No. Of Dialysis Session
Parel	1004	11852
Santacruz	584	6775
Borivali	595	7193
Total	2183	25820

In summary, the financial contributions made by HDFC Securities have significantly transformed the quality of life for 1502 recipients of medical assistance and supported 25,820 dialysis treatments. This collaborative endeavor serves as a pertinent illustration of the efficacy of partnerships in tackling pressing healthcare issues.

1.3 Program Interventions

The intervention associated with the dialysis center project offers critical financial assistance to dialysis facilities, facilitating the coverage of treatment costs for qualifying patients. This financial support empowers these facilities to provide subsidized or free dialysis services, thereby benefiting individuals from economically disadvantaged backgrounds and fostering equitable access to healthcare. By addressing expenses such as medical equipment and staffing, the intervention guarantees that these centers can maintain their services without experiencing financial hardship. It directly confronts the challenge of healthcare affordability, allowing economically disadvantaged patients to secure essential medical treatment without monetary worries, thus guaranteeing timely and efficient care. These charges provided in below table shows the charges for dialysis treatment and related services.

Dialysis and other related charges	Amount in INR
First Time Patient	0
First Dialysis charges	350
Per session charges (after first session)	350
Kit charges	800
Blood testing charges	300
Other charges	400



1.4 Project Processes and support areas

- **First Time Admission:** Patients are guided through the admission protocol, which encompasses a comprehensive assessment of their medical history by the attending physician to ascertain their suitability for dialysis intervention.
- **Nephrologist Recommendation:** A nephrologist scrutinizes the patient's medical history and proposes a customized therapeutic regimen predicated on nephrological conditions and individual requirements.
- **Initiation of Dialysis:** Competent technicians commence dialysis under the supervision of the physician, ensuring that all apparatus is adequately prepared for the procedure while strictly observing safety regulations.
- **Dialysis Session Duration:** Each session endures for a duration of 3-4 hours, affording a conducive environment for the patient's repose during the filtration operation.
- **Dialysis Procedure:** Blood is subjected to filtration through a dialyzer to eliminate waste products and superfluous fluids prior to being reintroduced into the patient's circulatory system, thereby guaranteeing a required filtration process.
- **Continuous Monitoring and Support:** Patients are subjected to vigilant oversight throughout the session, with prompt intervention for any arising complications to enhance treatment efficacy and mitigate adverse outcomes.

1.5 Location and Staffing

The NPSS Dialysis Centre initiative strategically targets locations in Parel, Borivali, and Santacruz, Maharashtra, with the objective of delivering vital dialysis services. These regions are inhabited by a heterogeneous demographic, encompassing numerous individuals from economically disadvantaged backgrounds who encounter significant barriers to accessing healthcare. Through the establishment of centers in Parel, Borivali, and Santacruz, NPSS aspires to provide readily accessible and cost-effective dialysis treatment to underserved communities, thereby enhancing their overall health outcomes. The staffing configurations illustrate a marked similarity across the three dialysis centers, with every facility having one administrator, two resident medical officers, and nephrologists undertaking full-time shifts. Nonetheless, the Borivali center is characterized by a reduced number of technicians and administrative personnel, despite its later establishment date when juxtaposed with the Santacruz center.



Team	Santacruz	Borivali	Parel
Centre In-charge/ Administrator	1	1	1
Doctor -RMO	2	2	2
Nephrologists fulltime as per shift	3	3	3
Nephrologist on call	0	0	0
Technician	10	8	8
CDO			
Admin staff	1	2	2
Housekeeping staff	4	4	4
Total Bed	12	9	9
RO station	1	1	1
Ambulance	tie-up	tie-up	tie-up
Centre established	Year 2018	10 th Sep 2020	



Chapter 2: Need and Objective for the Study

2.1 Need for the study

In an attempt to determine the effectiveness of the financial support rendered by HDFC Securities via its corporate social responsibility initiatives, it was regarded as necessary to perform a comprehensive impact assessment of the project. This assessment sought to ascertain the extent to which the initiative was successful in enhancing and strengthening the service delivery of the dialysis center managed by NPSS, thereby aligning with the best interests of the patients. The assignment of conducting the impact assessment study was awarded to GPCL Consulting Services Limited, which was instructed to deliver a comprehensive report to HDFC Securities, comprising strategic recommendations for imminent projects.

2.2 Specific Objectives of Impact Assessment

The assessment was meticulously crafted to achieve the following objectives:

- What is the qualitative efficacy of the operations conducted at the Dialysis center managed by NPSS across three distinct locations?
- To what degree can the infrastructure of the dialysis centers facilitate the provision of essential care and services to patients afflicted with chronic kidney disease (CKD)?
- To appraise the relevance and efficiency, in a quantitative sense, of the dialysis centers operated by NPSS.
- To elucidate the challenges associated with the maintenance of dialysis centers and the methodologies employed to address these challenges.
- To identify both the pivotal factors that contribute to successful outcomes and the obstacles faced during the implementation phase.
- To delineate areas necessitating improvement where the processes of program design and implementation may be enhanced.
- To formulate a comprehensive assessment framework in alignment with OECD standards, aiming to systematically capture and analyze the impacts of the intervention, thereby facilitating informed decision-making and providing recommendations for subsequent program enhancements.



Six lenses applied to analyse Dialysis centres operations and its results are as follows

- ✓ Relevance: to what extent is the intervention executing the appropriate actions?
- ✓ Coherence: how effectively does the intervention align with its intended framework?
- ✓ Effectiveness: is the intervention successfully meeting its defined goals?
- ✓ Efficiency: how optimally are the available resources being utilized?
- ✓ Impact: what significant changes does the intervention engender?
- ✓ Sustainability: will the advantages persist over time?

2.3 Limitation of the study

This study is characterized by a qualitative methodology and consequently engaged smaller, non-randomized samples, thereby rendering the extrapolation of findings to broader populations challenging. The OECD Development Assistance Committee (DAC) framework within qualitative study is marked by its prioritization of quantifiable outcomes and linear causal relationships, which may disregard the intricate complexities and nuances inherent in qualitative data. Furthermore, the framework may not adequately represent the diversity of qualitative research methodologies, which could impede the ability to gather comprehensive, contextually rich information throughout the study process.



Chapter 3: Study Methodology

This chapter delineates an extensive overview of the methodological framework applied in the impact assessment study, including the assessment framework, research methodologies, sample representation, survey implementation for data gathering, data governance, and pertinent elements. The following sections are carefully detailed to impart comprehensive insights into these foundational components.

3.1 Assessment Framework

In order to facilitate the execution of impact assessment studies, we recommend the employment of the following assessment framework, which is acknowledged by the established OECD-DAC criteria as a distinguished standard in the domain of evaluation. This framework endorses the modification of its principles, wherever practicable and relevant: Utilizing this framework, the following inquiries/indicators were employed to evaluate each program, in accordance with the six parameters delineated above. These inquiries were finalized through a collaborative discussion with the stakeholders.





Indicators/Questions		
1	Relevance	What criteria were employed to ascertain the most deserving recipient for dialysis at the NPSS center?
2	Coherence	Feedback from the stakeholders at the center regarding the timeliness, appropriateness, and adequacy of the support received.
3	Efficiency	The total number of patients served through the established infrastructure.
4	Effectiveness	Enhancements in the quality of services rendered by the center that can be directly linked to the operational efficiency achieved.
5	Impact	The effect of the operational support provided during the management of chronic kidney disease (CKD) patients and the center's capacity to deliver requisite treatment services that contribute to life prolongation and transplant rates. Cost per patient subsidized as per the private healthcare rates and overall cost benefit analysis of the service provided
6	Sustainability	<p>In what manners does this dialysis centre facilitate the enhancement of service delivery in forthcoming scenarios?</p> <p>What Strategies are established for the upkeep of the infrastructure and the operational aid rendered through the longitudinal evaluation of the patients?</p> <p>In what ways do the NPSS intend to leverage this dialysis centre to diminish the mortality rate, minimize out-of-pocket expenses, and enhance the transplant rate?</p>

These inquiries were conclusively determined in collaboration with the executing partners and the Impact team before the commencement of the impact assessment study.

3.2 Methodology for the Impact Assessment

The assessment predominantly employed a qualitative methodology alongside the incorporation of an analysis of secondary data, when accessible, sourced from the NPSS centres. Relevant administrators were subjected to interviews, in conjunction with the personnel of the centres. Information pertaining to patient admissions and operational expenditures funded by the grant was procured from the appropriate officials. All of these activities were conducted in collaboration with the representatives from the GPCL impact assessment team.



3.3 Development of Tools

The study instruments were carefully designed with attention to the nature of operational assistance rendered for the establishment of dialysis facilities, as well as the various stakeholders intended to be involved, which are enumerated as follows:

a. Checklist of Required Documentation

- i. In-depth Interview Discussion with Administrative Personnel
- ii. In-depth Interview Discussion with Medical and Support Staff
- iii. Data Collection Sheet for Patient Coverage

The data collection sheet was developed to systematically gather information concerning patients benefitted through the initiative, in order to evaluate the extent of outreach, duration of intervention, and the total number of patients receiving support at the dialysis centre.

3.4 Data Analysis and Report Writing

All the data collected by the impact team were collated and data synthesis and content analysis were undertaken. While conducting the data analysis, efforts were made to provide justifications to the findings, that emerged from the interviews and discussions. A detailed report was then produced.



Chapter 4: Study Finding

The prevalence of chronic dialysis is estimated at 129 per million population. The burden of kidney failure deaths in India is greater in comparison to other low- and middle-income economies with a similar sociodemographic index, suggesting an improvement in mortality rates in India is possible, even with the existing resources.

HDFC Securities has commendably contributed to vital healthcare burning problem of CKD throughout the fiscal year 2023-24, emphasizing the provision of medical assistance to marginalized patients and enabling life-sustaining dialysis therapies. The allocated resources were intended to mitigate the financial challenges encountered by economically disadvantaged segments of society and enhance accessibility to expensive dialysis services.

- The Corporate social responsibility (CSR) initiatives aimed at supporting dialysis centers represent a crucial intervention by corporates in India, as they have the potential to mitigate healthcare inequities and alleviate financial burdens, particularly for individuals afflicted by renal conditions. Numerous patients from economically marginalized backgrounds encounter significant challenges in accessing vital dialysis treatments, which results in detrimental health implications, diminished quality of life, and increased mortality rates.
- The primary result of the initiative is the establishment and administration of a dialysis facility aimed at delivering exemplary quality care to individuals in need of such services. This encompasses the development of essential infrastructure, the procurement of requisite equipment, and the recruitment of qualified medical personnel to administer dialysis treatments, thereby ensuring that these services are either subsidized or provided at no cost to the most disadvantaged and vulnerable populations.
- The ramifications of the project are diverse and encompass augmented accessibility to vital healthcare provisions, mitigated financial strain on patients, and improved health outcomes. Furthermore, the initiative fosters heightened well-being, prolonged lifespan, and elevated quality of life for its beneficiaries.
- The documentation pertaining to patient admission and treatment indicates that the beneficiaries are from economically disadvantaged demographics.
- Pre- and post-treatment surveys conducted by the organization demonstrate a reduction in the financial burden experienced by individuals undergoing dialysis treatment at NPSS facilities.
- Dialysis facilities systematically record dialysis sessions; however, a comprehensive longitudinal evaluation of the patients, alongside the ultimate clinical outcomes, necessitates an extensive analysis of the cases managed at these centers.



- The centers possess an adequate supply of proficient medical personnel and requisite resources essential for the provision of dialysis services.
- The optimal operation of dialysis units and compliance with therapeutic guidelines are documented by the respective NPSS centers.
- The center disseminates findings regarding resource allocation, adherence to schedules, and economic efficiency based on the analysis of secondary data collected from the NPSS centers.
- The principles of equity in service delivery, notable methodologies and challenges experienced, together with the perceptions regarding the services among key stakeholders, in addition to other entities that shaped the efficacy at the NPSS centers.
- The initiatives for sustainability undertaken by NPSS can be ascribed to their engagement of volunteers, contributions from donors, upkeep of facilities, and the capacity to expand such centers in the vicinity of Mumbai.

4.1 Multi-Dimensional Impact Indicators

To ensure holistic analysis, the following dimensions and key indicators were used has shown the results as follows based on feedback received from the stakeholders.

Dimension	Key Indicators	Fair/Good/Not satisfactory
Accessibility	Geographic origin of patients, travel ease, proximity to hospitals	Good
Affordability	Savings on lodging, meals, transport, and ancillary expenses	Fair
Service Quality	Facility cleanliness, safety, nutrition standards, responsiveness of staff	Good
Emotional Impact	Stress reduction, peer support, sense of dignity and community	Fair
Treatment Adherence	Rate of treatment continuation and completion	Good
Sustainability	Infrastructure upkeep, funding continuity, staffing stability	Good

Patient load in Parel dialysis center is almost double than other centers as 45% patients were from dialysis center in Parel, 26% patients were from Santacruz centre, 29% patients were from Borivali center.



- Significant presence of Geriatric patients is requiring dialysis services at the center as majority of patients fall within the age brackets of 55 to 64 years (38%) and 45 to 54 years (27%). Individuals aged 65 years and above represent 21% of the dialysis patients
- Male patients comprising 75%, while female patients represent 25% of total patients in receiving the dialysis services at the center.
- Out of the total beneficiaries ,79% patients reside in Mumbai, 13% from other parts of Maharashtra and 4% from other states.
- The duration of the patients availing the services at the centers ranges from less than one year to 4 to 5 years.
- Regarding the awareness about the NPSS center mostly patients are referred by the NGO's or social workers.
- As per the analysis of the secondary data, patients availing the treatment at the center are either dependent on their family members such as spouse or son/daughters. It is also found that family income of 1/3 patients are below 10,000 rupees per month.
- Technicians played crucial roles in ensuring the smooth operation of treatment procedures at NPSS Dialysis Centre. They were responsible for setting up machines, monitoring patients during treatment, performing maintenance tasks, and attending to patient needs. Dialysis sessions typically lasted around 4 hours each, with an average of 12 sessions per month.
- The doctor's role begins with patient consultation, followed by monitoring progress and addressing complications as needed, ensuring effective coordination with dialysis technicians for optimal patient care. This collaborative approach benefits patients by providing comprehensive and attentive medical support throughout the treatment process.
- Treatment effectiveness was assessed based on various factors such as muscle cramps, dizziness, weakness, and other complications observed during dialysis. Technicians reported that patients often experienced these symptoms during treatment, requiring close monitoring to ensure their safety and comfort.
- The appointment system of the patients is simple and emergency cases are given priority. There is a flexibility in availing the services based on the clinical parameters of the patients.
- The 70 percent patients received subsidized dialysis care at the center whereas 30 percent patients were below poverty line who received free treatment.
- Among patients who receive free treatment, the majority (60%) mention their inability to afford treatment elsewhere as the reason for receiving free care as reported by the administration. This emphasizes the critical role of financial assistance in ensuring access to essential healthcare services for economically disadvantaged patients.



- Financial assistance enables patients to maintain their livelihoods, empowering them to allocate resources beyond medical expenses as reported by the medical team.
- The study emphasizes the necessity to thoroughly assess the financial conditions of patients when extending financial aid for dialysis. While individuals with lower income brackets typically receive discounts, the evidence indicates a concerning trend where a greater number of individuals with higher incomes are benefiting from free treatment. In order to rectify this disparity, it is essential to reassess the criteria employed in determining eligibility for financial aid. Such a review will facilitate the alignment of support with the genuine financial requirements of patients. Furthermore, streamlining the procedures for evaluating income levels and modifying fees could enhance the equity of access to dialysis services for all individuals.
- There is set protocol for high standard of hygiene and maintenance within the facility and infection control practices are adopted while delivering the care at the centers.
- The centers are also providing the free blood test to the neediest patients who can't afford the blood tests at times, this indicated the holistic approach towards the poor patients.

4.2 Impact and sustainability

Intervention Area	Outcome	Impact
Easy access to dialysis services and simplified procedure	Affordable dialysis services provided	Addressing critical healthcare gap for community members, enhancing health outcomes, and improving quality of life for financially constrained patients
Financial assistance programs for dialysis	Reduced financial stress for patients	Ensuring accessibility to essential healthcare, eliminating financial barriers to treatment
Provision of holistic patient care (dietary advice, arranging tests)	Enhanced overall well-being of patients	Improved health outcomes and quality of life
Proper treatment and service procedures	Treatment facilities available at reduced charges, particularly for economically disadvantaged individuals	Ensuring access to essential medical services for vulnerable populations
Supportive staff behaviour and cooperation	Additional support and increased trust in NPSS Dialysis Centre	Enhancing patient satisfaction and confidence in NPSS services



4.3 SWOT Analysis

A SWOT analysis is carried out to understand the program's strengths, weaknesses, opportunities, and threats.

Strengths

- **Financial Support:** The project receives funding from various sources, enabling the provision of subsidized or free dialysis services.
- **Holistic Patient Care:** The center offers comprehensive care, including dietary advice and arranging tests, enhancing the overall well-being of patients.
- **Supportive Staff:** Patients appreciate the supportive behavior and cooperation of the staff, leading to increased trust in the center's services.
- **Facility Renovation:** Renovation efforts have improved facility conditions, contributing to better hygiene standards and patient satisfaction.
- **Accessibility:** The project aims to address critical healthcare gaps by providing easy access to dialysis services, particularly for economically disadvantaged individuals

Weaknesses

- **Limited Capacity:** The project's capacity may be limited by factors such as funding constraints or inadequate staffing, potentially affecting service delivery.
- **Reliance on External Funding:** The project's sustainability depends on continued financial support from donors, organizations, and government grants.
- **Operational Challenges:** Despite renovation efforts, operational challenges such as scheduling procedures or facility maintenance may still exist, impacting patient experience.
- **Geographic Concentration:** The concentration of patients in urban areas may limit access for rural communities, highlighting potential disparities in healthcare access.
- **Limited Outreach:** There may be opportunities to enhance outreach efforts to raise awareness and reach more individuals in need of dialysis services.



Opportunities

- **Partnerships and Collaborations:** Collaborating with other healthcare organizations or government initiatives could expand the project's reach and resources.
- **Technological Integration:** Leveraging technology for scheduling, digital payments, or telemedicine could improve efficiency and accessibility of services.
- **Community Engagement:** Engaging with local communities through awareness campaigns or outreach programs could increase participation and support for the project.
- **Capacity Building:** Investing in training and development programs for staff could enhance service quality and efficiency, ultimately benefiting patients.
- **Diversification of Funding Sources:** Exploring alternative funding sources or fundraising strategies could mitigate reliance on external funding and enhance sustainability.

Threats

- **Funding Instability:** Dependency on external funding exposes the project to risks associated with fluctuations in funding availability or changes in donor priorities.
- **Economic Downturn:** Economic uncertainties or recessions may affect donor contributions or patient affordability, potentially impacting service delivery.
- **Infrastructure Constraints:** Limited infrastructure or resources in certain areas
- may hinder expansion efforts or equitable access to services, particularly in rural regions



4.4 Conclusion

The NPSS Dialysis Centre operational capabilities possesses the capacity to establish a solid foundation for sustainable operational practices, thereby continuing to serve as an essential healthcare resource for the community and its constituents. By prioritizing the enhancement of financial viability, promoting community involvement, augmenting operational capacity, instituting robust monitoring and evaluation frameworks, and advocating for conducive policy environments, the initiative can perpetuate its substantial influence on the lives of individuals in need of dialysis care. This dedication guarantees equitable access to high-quality healthcare services for every member of the community.

In summation, the evaluation of the NPSS (Dialysis Centre) initiative emphasizes its considerable beneficial influence on both the community and its beneficiaries. The center's offering of economically accessible dialysis services, in conjunction with financial aid, has effectively addressed a pressing healthcare necessity among individuals facing economic hardship. The elevated degree of patient satisfaction, as demonstrated by affirmative feedback concerning the quality of treatment, the support provided by staff, and the cleanliness of the facilities, underscores the center's efficacy in delivering superior healthcare services.

4.5 Recommendations

Financial Stability: Securing financial resources to adequately cover operational expenditures and sustain financial aid initiatives is imperative for guaranteeing ongoing access to dialysis services for individuals in need. Investigating sustainable funding mechanisms such as grants, collaborative partnerships, and fundraising campaigns can significantly contribute to achieving financial stability.

Community Engagement and Partnerships: The establishment and maintenance of partnerships with pertinent stakeholders, including governmental bodies, non-governmental organizations, and healthcare practitioners, is fundamental for preserving the project's impact. Synergistic efforts can facilitate enduring support for the centre and extend outreach initiatives to encompass a broader range of underserved demographics.



Capacity Building and Infrastructure: Allocating resources towards staff development and enhancing infrastructure is essential for improving the centre's operational efficiency and the quality of services rendered. Sufficient staffing, well-maintained facilities, and contemporary medical apparatus are critical components for the provision of high-quality dialysis services over the long term.

Monitoring and Evaluation: The systematic evaluation of the centre's performance and its impact on the community is crucial for discerning areas necessitating improvement and for adapting strategies to meet evolving requirements. Ongoing assessment facilitates prompt interventions to ensure the project's sustained effectiveness and relevance.

Policy and Advocacy: Promoting policies that advocate for affordable dialysis services and equitable access to healthcare is vital for perpetuating the project's impact. Engaging with policymakers and championing favourable healthcare policies can assist in addressing systemic obstacles and ensuring the continuity of dialysis services for at-risk populations.

By prioritizing these recommendations, the dialysis centre project can establish a robust foundation for enduring sustainability, thereby continuing to function as an indispensable healthcare resource for the community and its beneficiaries.



Chapter 5: Assessment Based on OECD Framework

Assessment of the Dialysis Center Run by Nana Palkar Smruti Samiti (NPSS) based on the OECD-DAC Framework for Evaluating Development Assistance (Relevance, Effectiveness, Efficiency, Impact, Sustainability):

Assessment Results

Relevance	Score
<p>The extent to which the intervention objectives are consistent with beneficiaries' requirements, country needs, global priorities, and partners' policies.</p> <ul style="list-style-type: none"> ▪ The dialysis center addresses a critical healthcare need for low-income and outstation patients suffering from chronic kidney disease (CKD). ▪ Many of the beneficiaries cannot afford dialysis in private centers; NPSS fills a major service gap. ▪ The center aligns with national health priorities focused on non-communicable diseases (NCDs) and affordable healthcare. ▪ Location near Tata Memorial Hospital and other medical institutions makes the center accessible to patients already undergoing treatment. 	5
Coherence	Score
<ul style="list-style-type: none"> ▪ The center successfully provides dialysis services to a large number of patients daily (insert numbers if available). ▪ Patients are able to receive consistent dialysis without interruption, improving survival and quality of life. ▪ Additional support like accommodation and meals enhances the effectiveness of healthcare service delivery. 	4.5
Efficiency	Score
<ul style="list-style-type: none"> • NPSS uses in-house resources and trained technicians effectively. • The cost per dialysis is kept significantly lower compared to private hospitals. • Donations and volunteer participation further reduce operational costs. <p>Areas of improvement:</p> <ul style="list-style-type: none"> • Adoption of Dash board system and longitudinal assessment could streamline operations further. • More automation and standardized documentation could improve tracking of outcomes and resource use. 	3.5



Impact	Score
<ul style="list-style-type: none"> The center has enabled continuity of care for CKD patients who otherwise may not have survived or would face severe economic hardship. It has reduced the emotional and financial burden on caregivers and families. Long-term impact includes improved life expectancy and dignity for marginalized patients. However, the survival rate and transplant rate and follow up of the patients who discontinued the visits need thorough follow up to complete the loop 	3.5
Sustainability	Score
<ul style="list-style-type: none"> NPSS is a long-standing organization with community and donor trust. The dialysis center runs on a well-established funding model through donations, CSR support, and volunteerism. However, there is some dependency on a few major donors—diversifying funding and building endowment reserves could enhance sustainability. Institutional capacity and governance are strong, aiding long-term operations. 	3
OVERALL SCORE	3.8 out of 5



Chapter 6: Photo Gallery





GPCL Consulting Services Limited

**CSR Impact Assessment Report
(Funding Year: FY 2023-24)
Program of Foundation for Promotion
of Sports and Games
Implemented by
Olympic Gold Quest**



HDFC securities 20+ YEARS
Click. Invest. Grow.

Submitted by



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April 2025

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Abbreviations

CSR	Corporate Social Responsibility
NGO	Non-Government Organization
MoU	Memorandum of Understanding



Executive Summary

Paris 2024....

4 out of 6 Olympic Medals

25 out of 29 Paralympic Medals

Were supported by OGQ

The mission of OGQ is to support Indian athletes in winning Olympic and Paralympic Gold medals. In the last four Olympics, **13 out of the 21 medal winners** for India were supported by OGQ and **35 out of the 48 medals** for India at the Tokyo 2020 & Paris 2024 Paralympics were supported by OGQ

This remarkable achievement is attributed to Systematically planned and executed initiatives at various areas and levels by OGQ

Key findings from the Impact Assessment include:

- **Selection Process for Athletes**

a well-laid down process that has been developed by the experts and has been chiseled with experience

- **Commitment to select Athletes**

For selected athletes, OGQ assumes all responsibility for providing them with full-fledged support in their preparation towards winning at the Olympic and Paralympic Games

- **Key Support Areas leading to overall performance improvement.**

- Exposure to Domestic and International Tournaments
- Foreign Coaching and Training
- Sports Science Support
- World Class Equipment

- **Personalized nutrition plans**

- Personalized nutrition plans and rigorous monitoring enhanced athletes' physical well-being and recovery

- **Specialized physiotherapy services**

- Expedited injury recovery, boosting athletes' morale and confidence.

- **Equipment and Logistical Support**

- Provision of modern equipment and logistical support streamlined tournament preparation, reducing mental stress.

- **Continuous evaluation, adaptation, and expansion of initiatives.**



- **Train the Trainers**

Support and Develop high performance Indian Coaches thro' specially designed specific Programs – Coaches Foundation Program, Coaches Excellence Program, Coaches Leadership Program. HDFC Securities, hold significant relevance to development of Sports to Highest level and allocated a substantial CSR outlay to Olympic Gold Quest (OGQ), covering a diverse range of stakeholders across various locations.

The Impact Assessment of OGQ recognizes, its transformative effects on Indian athletes, which has resulted in Hope and Glorious beginning for high class performance on International Levels including Olympics and Paralympics.

However, it will be helpful for assessing the impact, if HDFC securities defines clear key performance indicators to attribute the impact of their engagement with OGQ accurately.



Chapter 1: Introduction

Two Indian Sports Legends Shree Geet Sethi and Shree Prakash Padukan realized, what Indian athletes needed was a 24x7 presence of support staff that include, physiotherapists, dietitians, mental trainers, coaches, injury management experts and logistic managers around them to look after all their training needs and to instill in them a sense of pride and confidence.

Two of them got together and started Olympic Gold Quest, a non-profit foundation, with a mission to help Indian athletes win Olympic gold medals. Later corporate leaders like Niraj Bajaj, Shitin Desai, R. Ramaraj, Rakesh Khanna and Neeraj Bharadwaj joined the Board of OGQ.

The mission of OGQ is to support Indian athletes in winning Olympic and Paralympic Gold medals. In the last four Olympics, 13 out of the 21 medal winners for India were supported by OGQ and 35 out of the 48 medals for India at the Tokyo 2020 & Paris 2024 Paralympics were supported by OGQ.

OGQ supports athletes and para-athletes across 10 Olympic Sports and 8 Paralympic Sports.

About GPCL

GPCL consulting Services Limited (GPCL), is a consultancy services firm promoted by Export-Import Bank of India (India Exim Bank) in association with other Public Sector organizations viz. WAPCOS Ltd., RITES Ltd., MECON Ltd. and AFC Ltd. and Private Sector firms such as RPG Group, Tata Consulting Engineers Ltd., ION Exchange Ltd., etc. GPCL specializes in providing quality services in the procurement, technical and financial services domains including training and capacity building.

GPCL has been involved in promoting CSR (Corporate Social Responsibility) practices and conducting impact assessments, partnering with both public and private sector organizations to evaluate and enhance the effectiveness of CSR initiatives. GPCL understands the critical role that CSR plays in fostering sustainable development, improving livelihoods, and ensuring long-term social and environmental benefits. GPCL's approach to CSR impact assessment is designed to measure the tangible and intangible benefits of such programs, ensuring that they contribute meaningfully to society.

1.1 Medals won by Athletes in the following Competitions

- Olympics
- Paralympics
- World Para Championships
- World Championships
- Asian Games
- Asian Para Games
- Commonwealth Games



- Youth Olympics
- Junior World Champion

1.2 Objectives of the project

The primary objective of the OGQ is to provide holistic support to athletes, enabling them to reach their full potential and compete at the highest levels of international sporting events, particularly the Olympic and Paralympic Games. This support encompasses training, coaching, sports science, equipment provision, and athlete management.

1.3 Interventions

OGQ facilitates development athletes' and coaches through a series of interventions. This includes -

- Organizing training camps
- Participation in National and International competitions,
- Providing professional coaching from domestic and foreign experts, including personalized coaching
- Offering sports science support like physiotherapy and physical training, diet and nutrition
- Provision of world class equipment and Gear
- Implementing athlete management programs
- Continuous evaluation, adaptation, and expansion of initiatives
- Train the Trainer Programs

1.4 Processes

The project follows a systematic and structured selection process for identifying promising athletes. Further, OGQ is committed to development of the athlete by providing all necessary support, resources and guidance.

This involves meticulous planning of training and competition schedules, efficient utilization of resources, and continuous monitoring of athlete progress and performance.



1.5 Locations

OGQ operates PAN India, across multiple states, including Maharashtra, Punjab, Chandigarh, Karnataka, Madhya Pradesh, Rajasthan, Telangana, Uttar Pradesh, West Bengal, Delhi, Haryana, Jharkhand, Manipur, and Gujarat. Additionally, athletes supported by OGQ participate in training camps and competitions in countries such as Peru, Germany, France, and Luxembourg, enhancing their exposure and experience on the international stage.

1.6 Objectives of the Study

Objective of the study is to assess implementation of interventions of the project and their impacts on its primary beneficiaries (athletes). The impact assessment study attempts to map the program implementation against the proposed plan and draws focus on how the intervention has progressed against its predefined objectives.

The major objectives of the study are as follows:

- Assess the relevance of the intervention in ensuring that stakeholders' expectations are addressed by the project
- Understand the effectiveness of the intervention: How each activity has led to creating the desired outcomes
- Find the areas of improvement across all the factors from program design to implementation
- Provide an assessment framework to be able to capture impacts in a manner that is effective recommendation
- Understand the major success factors and challenges in the intervention

1.7 Limitations of the Study

- Comparatively smaller sample size: The assessment may be limited by the relatively small sample size. This is especially true when Project is multi – location, divergent with respect to the events and programs
- The assessment is focused on immediate feedback for a long duration Project.

Chapter 2: Study Methodology

This chapter gives a comprehensive overview of the methodology adopted for the impact assessment study, including the assessment framework, research methods, sample coverage, survey implementation for data collection, data management, and so on. The following sections have been discussed in detail to provide in-depth information on these components.

2.1 Assessment Framework

In order to facilitate the execution of impact assessment studies, we recommend the employment of the following assessment framework, which is acknowledged by the established OECD-DAC criteria as a distinguished standard in the domain of evaluation. This framework endorses the modification of its principles, wherever practicable and relevant: Utilizing this framework, the following inquiries/indicators were employed to evaluate each program, in accordance with the six parameters delineated above. These inquiries were finalized through a collaborative discussion with the stakeholders.

This framework recommends adapting this framework, wherever feasible and applicable:





The following steps for evaluation for OGQ illustrate how program inputs and activities lead to outputs, outcomes, and long-term impact.

Stage	Details
Need	<ul style="list-style-type: none"> - Lack of support and guidance, - Limited resources, inadequate infrastructure, - Health and well-being of Indian athletes - High performance expectations,
Input	<ul style="list-style-type: none"> - Financial resources. - Expertise and experience of OGQ coaches, physiotherapists, and nutritionists. - Training infrastructure and facilities - Modern sports equipment procured by OGQ.
Output	<ul style="list-style-type: none"> - Improved performance due to coaching, training and technique advancement - Personalized nutrition plans leading to enhanced physical well-being. - Specialized physiotherapy services expediting injury recovery. - Improved performance due to modern equipment - Logistical support for tournament preparation
Outcome	<ul style="list-style-type: none"> - Increased competitiveness and recognition in national and international tournaments. - Enhanced physical and mental well-being of athletes, reducing the risk of injuries and burnout. - Improved visibility and recognition of Indian athletes on the global stage. - Upliftment of underprivileged backgrounds - Empowerment of athletes through education and skill development, contributing to long-term success.
Impact	<ul style="list-style-type: none"> - Transformation of Indian sports landscape with OGQ athletes achieving success at the highest levels. - Societal progress and empowerment through sports, aligning with HDFC Securities' CSR objectives. - Inspiring future generations of athletes and fostering a culture of excellence in sports across India.

2.2 Lenses to Assessment Framework

This framework provides a robust lens to assess the intervention across three core dimensions:

A. Program Design

- **Relevance:** Whether the intervention addresses the core needs of beneficiaries
- **Preparedness:** Readiness of the facility, resources allocated, stakeholder alignment.
- **Approach:** Strategy design, outreach mechanism, inclusion of feedback, context sensitivity.

**B. Program Delivery**

- **Efficiency:** The Academy has a strong track record of timely execution and transparent fund utilization. Procurement processes are well-defined, and vendor relationships are established. CSR funds is used judiciously, with documented cost estimates, installation schedules, and training plans in place.
- **Effectiveness:** With the new equipment in place, the Academy is able to improve performance of Athletes.

C. Impact & Sustainability

- **Depth of Impact:** Athletes are benefiting significantly by these initiatives and equipment support.
- **Sustainability:** The Academy has a long-standing reputation, efficient maintenance protocols.

2.3 Multi-Dimensional Impact Indicators

To ensure holistic analysis, the following dimensions and key indicators were used:

Dimension	Key Indicators
Accessibility	Well defined process of identification, No of new Athletes. Participation from all strata of communities
Affordability	Participation from all strata of communities
Service Quality	Satisfaction index – Beneficiaries and stakeholders
Emotional Impact	No discrimination
Sustainability	Consistency in performance

Indicators/Questions		
1	Relevance	Achievement of Organizational Goals and expectations of stakeholders
2	Coherence	Feedback from the stakeholders at the Organization regarding the timeliness, appropriateness, and adequacy of the support received.
3	Efficiency	Performance in the national and international platforms against resources utilized in terms of resource, (Funds, Training and other inputs etc)
4	Effectiveness	Consistency in performance
5	Impact	<ul style="list-style-type: none"> - Tournament participation records - Athlete performance data - Athlete feedback on well-being - Equipment inventory records
6	Sustainability	Consistency in the performance in the long run



2.4 Methodology Adopted

The impact assessment study was initiated by identifying the key stakeholders for the project. These stakeholders were ratified in consensus with the implementing partner. A qualitative approach was taken, capturing insights from athletes and key stakeholders' analysis.

The qualitative method and approaches are utilized to provide a better understanding and build a storyline for the achievements and gaps in the program from the lens of immediate stakeholders involved in the program implementation, other than the beneficiaries. Substantiated evidence is provided for a better understanding of the processes involved in the program implementation through qualitative study.

2.5 Development of Tools

The study instruments were carefully designed with attention to the nature of operational assistance rendered for the establishment, as well as the various stakeholders intended to be involved, which are enumerated as follows:

Checklist of Required Documentation

- In-depth Interview Discussion with Administrative Personnel
- In-depth Interview Discussion with coaches and Support Staff

2.6 Document and Data Review (Secondary Data)

A thorough and methodical review of secondary data was undertaken to establish a clear context, validate the findings, and assess service outcomes of the equipment under consideration:

The following documents and datasets were examined:

1. Tournament Records
2. Athletes' admission
3. Utilization logs of Equipment
4. Attendance / response to various initiatives

2.7 Data Analysis and Report Writing

All the data collected by the impact team were collated and data synthesis and content analysis were undertaken. While conducting the data analysis, efforts were made to provide justifications to the findings, which emerged from the interviews and discussions. A detailed report was then produced.



Chapter 3: Study Findings

The content analysis (for qualitative data to interpret and analyze unstructured textual content into manageable data) were done to analyze and interpret the data collected. The findings for the program are organized as per the OECD assessment framework described earlier.

3.1 Program Design

As per the information available, 80% of the athletes are from poor families and rural areas. Additionally, a significant number of the beneficiaries come from low and middle economic strata. This indicates that the program is relevant for the targeted beneficiaries.

It is noteworthy that a significant number of the athletes joined OGQ for financial needs, stemming from their disadvantaged backgrounds. They chose OGQ primarily for its high-quality coaching and training programs, indicating the perceived excellence and preparedness to deliver the program.

3.2 Program Delivery

Athletes enrolled in the OGQ program have experienced transformative improvements across various facets of their sporting journey, as detailed below:

a. Coaching, Training, and Techniques of Sport/Game:

- Before OGQ, athletes encountered challenges due to inconsistent coaching methodologies, hindering their progress. However, OGQ's intervention revolutionized their training approach. Through structured coaching under the guidance of qualified professionals, athletes witnessed remarkable advancements in their techniques. The implementation of standardized training practices led to a significant improvement in their overall performance.
- Athletes used to depend on the common coach of the academy. After joining OGQ they receive personalized training that makes it constructive for their group. Most of the athletes were found using tips and strategies through social media and other online platforms. The conditioning trainers had to undo many techniques and exercise practices.
- Athletes feel comfortable with OGQ trainers to receive guidance to fulfil the requirements of qualifying Olympics and other tournaments. They mentioned that their performance has improved a lot.

b. Nutrition and Diet:

Pre-OGQ, athletes grappled with a lack of nutrition knowledge, often relying on unreliable sources for dietary guidance. OGQ's introduction of personalized diet plans personalized to each athlete's needs marked a pivotal shift.

With dedicated dietitians overseeing their nutritional requirements, athletes experienced improvement in their performance levels and increased stamina.



Rigorous diet monitoring and maintenance the level resulted in improved physical well-being, with athletes reporting enhanced recovery and a higher likelihood of tournament selection.

OGQ coaches utilize sports watches to monitor athletes' daily activities and health status, even when they are traveling for tournaments. In addition to this continuous monitoring, athletes undergo regular health checkups in form of weight measurements and blood tests. Coaches thoroughly analyze this comprehensive data for each athlete and offer personalized feedback accordingly. This rigorous and robust monitoring system highlights OGQ's steadfast commitment to the well-being and performance of its athletes.

The dietitian (or the nutritionist), in their detailed interview, highlighted the significant challenge of creating standardized diet charts for athletes. They emphasized the diverse food habits and diet preferences among athletes, categorized into vegetarian and non-vegetarian, as well as influenced by regional and cultural differences. Despite these challenges, personalized diet plans were meticulously developed for each athlete, considering their nutritional needs, body requirements, and sports-specific demands (such as weight management for boxing and weightlifting). This personalized approach enhances the effectiveness of the program, with a strong focus on meeting individual athletes' needs and optimizing their performance.

According to the dietitian, usually sometimes female athletes suffer from iron deficiency, demanding special attention and tailored diet plans. These plans specifically address their iron needs and aim to combat issues related to menstruation, especially during travel or tournaments. The focus is on ensuring optimal nutrition to support their health and performance, even in challenging circumstances.

c. Physiotherapy and Rehabilitation from Injuries:

Accessing specialized physiotherapy services was a challenge for athletes before OGQ's intervention, leading to prolonged recovery periods. However, OGQ's implementation of in-house physiotherapy services specialized in sports transformed the scenario.

Athletes received expert care from sports medicine professionals, expediting their recovery process and minimizing downtime. This comprehensive support not only improved their physical well-being but also bolstered their morale, enabling them to approach training and competition with renewed strength and confidence.

One of the athletes experienced a knee injury during play, which required extensive recovery and rehabilitation support from OGQ. He mentioned that "OGQ provided comprehensive assistance throughout the recovery process, including access to medical facilities, travel arrangements, and accommodation during hospital stays."

The athlete gave credits to OGQ's support for enabling them to return to the game and participate in tournaments, with his first tournament post-surgery scheduled after a short span of time (4-5 months) which is remarkable. Despite the setback, the athlete expressed gratitude for the timely support from OGQ, which helped them navigate the recovery phase effectively.



The athlete highlighted the systematic approach of OGQ's training and support programs, contrasting it with the lack of structure in their previous training regimen.

d. Culture within OGQ

The athletes emphasized on a very strong bond in OGQ Family, describing it as more than just a team, with strong connections among all members, including coaches, physiotherapists, and nutritionists.

Though Athletes, Coaches and other Staff member are from different geographical regions, different social strata's, languages, religions and so on, they are a family with common Objectives and goals to achieve.

e. Awareness about OGQ:

Before joining OGQ, athletes' awareness of the organization was limited. However, first-hand experience with OGQ's support initiatives sparked a notable shift. Athletes became enthusiastic advocates, actively spreading awareness within their communities about the program's invaluable benefits and opportunities. This grassroots advocacy contributed significantly to increasing OGQ's visibility and impact.

f. Equipment and Infrastructure:

Accessing quality sports equipment posed a significant challenge for athletes before OGQ's intervention. OGQ's provision of modern equipment and state-of-the-art infrastructure marked a turning point in their training regimen. Equipped with the necessary tools, athletes experienced a tangible improvement in training quality and performance. The availability of top-notch equipment not only boosted their confidence but also levelled the playing field, enabling them to compete effectively at national and international levels.

g. Conditioning and Support:

Many athletes, particularly those from rural backgrounds, lacked proper conditioning and support systems before joining OGQ. However, OGQ's consistent mentoring and support initiatives addressed these gaps effectively. Athletes received guidance and encouragement, empowering them to overcome obstacles and unlock their full potential. This personalized support fostered a sense of trust and loyalty towards OGQ, motivating athletes to strive for excellence in their sporting pursuits.

The interaction with coaches revealed that a lot of time is spent in making incumbent athletes to unlearn their set technique or practices they acquired previously. further, This challenge is exacerbated by athletes' prior experiences with coaches who may not have had the technical expertise. Therefore, a significant hurdle for coaches at OGQ is guiding athletes to forget these habits and transition to proper and effective training techniques.

h. Logistic Transport and Accommodation Support:

Managing logistics and accommodations for tournaments posed logistical and financial challenges for athletes before OGQ's intervention. However, OGQ's streamlined approach to



handling travel arrangements alleviated this burden significantly. Athletes could now focus wholeheartedly on training and competition preparation, without the added stress of logistical planning. Enhanced focus translated into improved performance during tournaments, underscoring the positive impact of OGQ's support services.

During discussions with managers, it was reiterated that the support system at OGQ is comprehensive and available round the clock (24x7), as affirmed by the athletes as well. Managers play a pivotal role in addressing a wide range of needs, including logistics, accommodation planning, health issues, and any arrangements necessary for their training and well-being. This dedicated support ensures that athletes can devote their full attention to training and skill improvement without being burdened by other concerns.

the trainers.

i. Impact of OGQ program on participation and performance

These statistics below illustrate the widespread participation of OGQ-supported athletes across various levels of competition, including international, world championships, Asian competitions, and national tournaments and gave their excellent performance by winning significant medals.

- Olympics
- Paralympics
- World Para Championships
- Asian Games
- Asian Para Games
- Commonwealth Games
- Youth Olympics
- Junior World Championships

3.3 Impact & Sustainability

Based on the research findings, it is evident that OGQ (Olympic Gold Quest) organization's support to athletes in the form of coaches, physiotherapists, nutritionists, and psychologists has significantly enhanced their skills and techniques, leading to improved performance in tournaments. Athletes have reported notable benefits, particularly emphasizing the indispensable role of dietitians in aiding recovery and maintaining health. It is noteworthy that a majority of the athletes come from humble backgrounds and would not have been able to afford coaching and dietary services independently, underscoring the crucial support provided by OGQ in enabling them to excel in their performances.



Input/Activities of the Program	Outcome	Impact
- Coaching and Training	- Identified sports talents receiving structured coaching and training sessions led to enhanced skills and performance among athletes.	- The program facilitated athletic excellence by refining athletes' abilities and techniques, leading to improved competitiveness and success in sports.
- Nutrition and Diet Management	- Athletes receiving personalized diet and nutritional guidance resulting in optimized health and well-being.	- Athletes experienced holistic development as they maintained optimal nutrition, leading to improved physical fitness, stamina, and recovery.
- Physiotherapy and Rehabilitation	- All athletes given specialized physiotherapy services and rehabilitation programs for injuries fostered increased confidence and motivation.	- The program contributed to community empowerment by enabling athletes to recover effectively from injuries and maintain peak physical condition, enhancing their participation and success
- Equipment Provision	- Provision of modern sports equipment and resources improved athletes' access to necessary tools for training and competition.	- The long-term legacy of the program includes improved infrastructure and resources within the sporting community, ensuring continued support for athletes and future generations.
- Logistics and Support	- Arrangements of all logistics and comprehensive support services for attending tournaments lessen the burden on family members, saving their money and time, and reducing athletes' mental stress, keeping them focused on their game/sport.	- The program facilitated increased participation and engagement in sports by removing logistical barriers and providing essential support services, contributing to the growth and development of the sporting ecosystem.



3.4 SWOT Analysis

A SWOT analysis is carried out to understand the program's strengths, weaknesses, opportunities, and threats. It was conducted from the responses received from the program team and other implementation-level stakeholders, at the same time considering the beneficiary feedback.

Strengths	Weakness
<p>Systematically designed Programs based on need</p> <ul style="list-style-type: none"> ▪ Coaching and Training system: structured coaching and training sessions ▪ Nutrition and Diet Management: Personalized diet plans optimize athletes' health and well-being, ▪ Physiotherapy and Rehabilitation: ▪ Equipment Provision: Provision of modern equipment and gear. ▪ Logistics and Support system: Comprehensive support services for tournaments reduce athletes' mental stress and logistical burdens, ▪ Train the Trainers Well-designed programs for coaches to keep them in the know latest developments and Techniques 	<ul style="list-style-type: none"> • Limited Resources: OGQ may face constraints in terms of funding and resources for sustaining comprehensive support programs. • Limited Geographical Spread in terms of Locations • Reluctance of Potential Candidates to take up Sports as their career due to Financial Conditions of their Families • Reluctance to allow Female Candidates to join OGQ
Opportunities	Threats
<ul style="list-style-type: none"> • Talent Identification at Grass root level: • Public Awareness and Advocacy: Raising awareness about OGQ's impact and advocating for increased support could attract more funding and resources. • Tournaments / Competitions at Local Level or within OGQ Units ▪ Use of Social Media to create Public Awareness 	<ul style="list-style-type: none"> • Funding Uncertainty: Fluctuations in funding or changes



3.5 Conclusion and Recommendations

Through strategic interventions and comprehensive support, OGQ has not only enhanced the skills and performance of athletes but also fostered holistic development and empowerment. The program's success lies not only in its tangible outcomes but also in its ability to install confidence, resilience, and a sense of belonging among athletes. As we look towards the future, it is imperative to build upon these achievements, leveraging insights from the assessment to refine and strengthen program initiatives. By remaining committed to its vision and embracing a collaborative and adaptive approach, OGQ can continue to make a profound and lasting impact on Indian sports, empowering athletes to realize their full potential and inspiring generations to come.

Some of the areas that need improvement pertain to:

Comprehensive Support:

It's possible that OGQ's program already provides comprehensive support across various aspects of athletes' development, leaving little room for significant improvements as perceived by the beneficiaries. This could include financial assistance, training facilities, coaching support, and access to competitions.

Trust and Confidence:

The absence of suggestions could also reflect the high level of trust and confidence that beneficiaries have in OGQ's management and decision-making processes. If athletes feel that their needs are being met effectively, they may not feel the need to suggest changes or enhancements.

Research and Innovation:

Invest in research and innovation to stay abreast of the latest trends, technologies, and methodologies in sports training and development. This could involve collaborations with sports institutions, colleges and universities where sports are one of the major focus or main subject institutions or industry experts to explore cutting-edge approaches to athlete empowerment.

Additionally, while the lack of specific suggestions from athletes may suggest alignment with their needs, conducting a blinded survey or third-party evaluation by individuals not affiliated with OGQ could further refine the program. Incorporating these suggestions will enable OGQ to enhance its effectiveness, ensure sustained impact, and empower a broader spectrum of athletes to achieve their full potential.



Chapter 4: Assessment Based on OECD Criteria

The CSR support initiative **performs strongly** across all OECD-DAC criteria, particularly in relevance, effectiveness, and impact. With continued support and improvements in documentation and sustainability planning, the initiative serves as a **model intervention** in patient-centered, community-based critical care delivery.

Assessment Results

Relevance	Score
<ul style="list-style-type: none"> The project addressed critical gaps, particularly in training, coaching, Diet, Physiotherapy and injury Management. It was designed in alignment with requirements of beneficiaries The CSR support by HDFC securities in promotion of sports is aligned with draft National Sports Policy 2024 which aims to transform the sporting landscape in India, focusing on infrastructure development, talent identification and nurturing, governance reforms, and mass participation. 	4
Coherence	Score
<ul style="list-style-type: none"> The project met its primary objective by serving required number of athletes There was a clear improvement in performance indicators including their performance on national and international platforms Quality, world class Equipment was provided within a timely manner, which helped enhancement of performance. 	2.5
Efficiency	Score
<ul style="list-style-type: none"> The project demonstrated excellent value for donors' money, with outstanding performance of Athletes Funds were well-utilized for the procurement of high-utility equipment without administrative delays. Minimal overhead costs ensured that a majority of funds were directed toward direct impact. There is effective evaluation criteria for analyzing the intervention supported by HDFC securities as CSR grant. 	2.5



Impact

Score

3

- The intervention created **tangible and intangible benefits**, including improved diet management, injury management overall culture and experience of national and international platforms at the centers.
- The utilization of required equipment for training purpose are utilized effectively and supported the sportsmen to improve their performance.
- Contribution made difference in encouraging the sportsmen from all walks of life irrespective of their financial and social challenges.

Sustainability

Score

2.5

- **Long-term sustainability** depends on establishing clear mechanisms for:
 - Organizations commitment to Athletes, coaches, trainers
 - Budget allocation
 - Continuous updating of capabilities of staff training.
 - Monitoring and evaluation mechanism for performance evaluation
 - Self-sustainable model by the OGQ to sustain their operations

OVERALL SCORE

2.9 out of 5

Chapter 5: Photo Gallery



CSR Impact Assessment Report

Funding Year: 2023 - 24

Sevashrama Hospital, Haridwar

Implemented by

Ramakrishna Mission



Submitted by



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Executive Summary

This Impact Assessment Report critically examines the charitable healthcare services rendered by Ramakrishna Mission Sevashrama, which operates as a subsidiary of the globally esteemed Ramakrishna Math & Ramakrishna Mission, located in Belur Math. The establishment of the Sevashrama Hospital can be traced back to its inception in 1907 as a modest homeopathic dispensary, which has since evolved into a 320-bedded General Specialty Hospital, incorporating several Super Specialty services such as Oncology, Cardiology, and Joint Replacement, among others. The hospital is equipped with cutting-edge diagnostic facilities, including MRI, CT scan, Ultrasound, Direct Radiology, and various laboratories, all supported by the most advanced technological innovations.

The facility additionally accommodates an intensive care unit (ICU), three surgical theatres, and diagnostic services encompassing Pathology and Radiology, which provide continuous support around the clock. The institution persistently adheres to its mission of delivering affordable or low-cost medical care to marginalized populations, featuring subsidized consultations and access to philanthropic services, including free dialysis treatments, affordable surgical procedures, financial support for pharmaceuticals, and medical outreach initiatives in rural communities.

This evaluation seeks to quantify the multifaceted effects of Ramakrishna Mission Sevashrama's services on its beneficiary demographic and the overarching healthcare outcomes. The report employs established OECD-DAC criteria as a distinguished standard in the domain of evaluation.

The evaluative framework incorporated a comprehensive analysis of patient data, stakeholder interviews, and service utilization reports to elucidate the manner in which Ramakrishna Mission Sevashrama addresses deficiencies in urban healthcare provision—especially for economically disadvantaged and marginalized populations. This report also scrutinizes the institution's solicitation to benefactors for indispensable medical apparatus—comprising ICU monitoring systems, orthopaedic drilling apparatus, syringe pumps, and cautery units. The enhancement of such equipment is critical for upholding the hospital's dedication to delivering high-quality care and augmenting its overall impact.

In summary, the report delineates Ramakrishna Mission Sevashrama not merely as a healthcare provider but as a pivotal social resource for numerous patients annually, merging medical proficiency with comprehensive and equitable healthcare rooted in the principle of service to humanity.



Key Findings

- Over 10,000 patients have been reached through diabetes screening and therapeutic interventions.
- The Tuberculosis Program has notably diminished dropout rates among patients.
- The ASV program has demonstrated life-saving effectiveness in numerous critical snakebite incidents.

There exists a substantial demand and potential for the Nursing College to enhance local healthcare capacity.

Recommendations

- Broaden outreach initiatives for the early identification of diabetes and TB.
- Guarantee a consistent supply chain for essential medications.
- Commence pilot planning for the Nursing College with a thorough feasibility analysis.
- Utilize digital health technologies for the monitoring of data and patient follow-up.



Chapter 1: Introduction

1.1 HDFC securities CSR – Ramakrishna Mission Sevashrama Hospital Program

Ramakrishna Mission Sevashrama Hospital, Haridwar, is a century-old charitable healthcare institution established in the year 1901 by the Ramakrishna Mission—an international philanthropic and spiritual organization founded by Swami Vivekananda. The Sevashrama was initiated with the noble intention of offering free and subsidized medical care to the sick and needy, especially the poor pilgrims visiting Haridwar and the underserved rural population of Uttarakhand. Over the decades, the Sevashrama has served millions of patients through a combination of hospital-based treatment and rural outreach initiatives. Its integrated approach to modern medicine, traditional values, and service has earned it deep trust among the community and recognition from state and national healthcare forums.

As healthcare challenges evolve, Ramakrishna Mission Sevashrama continues to expand its reach and services. With projects like the proposed Nursing College and ongoing health programs for diabetes, tuberculosis, and snakebite prevention, the hospital is charting a compassionate yet professional course towards community well-being.

HDFC securities is actively involved with organizations dedicated to serving the communities in areas relating to health & sanitation, promotion of education, providing scholarships to underprivileged children, setting up digital classrooms, renovation-operation-painting of schools, and preventive & curative healthcare. Ramakrishna Mission Sevashrama Hospital, Haridwar, has remained steadfast in its commitment to serving the underserved. Over the years, it has responded to the evolving healthcare needs of the region by initiating specific, community-driven programs. The following sections detail the background and rationale for each of the key projects currently under consideration for CSR support.

GPCL Consulting Services Ltd.

GPCL consulting Services Limited (GPCL), is a consultancy services firm promoted by Export-Import Bank of India (India Exim Bank) in association with other Public Sector organizations viz. WAPCOS Ltd., RITES Ltd., MECON Ltd. and AFC Ltd. and Private Sector firms such as RPG Group, Tata Consulting Engineers Ltd., ION Exchange Ltd., etc. GPCL specializes in providing quality services in the procurement, technical and financial services domains including training and capacity building.

GPCL has been involved in promoting CSR (Corporate Social Responsibility) practices and conducting impact assessments, partnering with both public and private sector organizations to evaluate and enhance the effectiveness of CSR initiatives. GPCL understands the critical role that CSR plays in



fostering sustainable development, improving livelihoods, and ensuring long-term social and environmental benefits. GPCL's approach to CSR impact assessment is designed to measure the tangible and intangible benefits of such programs, ensuring that they contribute meaningfully to society.

1.2 About Project

To provide economically marginalized populations with readily accessible and cost-effective healthcare services by addressing pressing health challenges through specialized initiatives. These encompass:

a. Diabetes Management Program

Context: Diabetes, particularly Type-2, is emerging as a silent epidemic in India, affecting both urban and rural populations. In regions like Haridwar and surrounding rural areas, poor dietary practices, limited awareness, and lack of regular screenings contribute to late diagnosis and poor disease management.

Rationale: Many patients from economically weaker sections either go undiagnosed or remain untreated due to financial constraints. Diabetes-related complications such as kidney failure, vision loss, and cardiovascular diseases often emerge when the disease is not managed proactively.

Project Focus:

- Screening camps for early detection of Type-1 and Type-2 diabetes.
- Free/subsidized diagnostic tests including blood sugar, HbA1c, lipid profiles, etc.
- Regular consultation and medication support.
- Patient education and awareness workshops on lifestyle management.
- Monitoring and follow-up of chronic cases through patient registers.

Impact Goal:

- To reduce diabetes-related morbidity and improve quality of life by offering accessible and ongoing care to vulnerable populations.
- To Diagnose the prediabetic cases at early stage

b. TB Treatment Program

Context: Tuberculosis remains a significant public health challenge in India, with Uttarakhand classified as one of the high-burden states. Stigma, poverty, and treatment dropouts continue to be barriers in TB control.



Rationale: Despite government efforts through the National Tuberculosis Elimination Program (NTEP), many TB patients from poor households lack access to essential and supplementary medicines, nutritious food, and consistent follow-up. This often leads to drug resistance and relapse.

Project Focus:

- Providing essential TB medications to approximately 700 patients annually.
- Supplementary medicines and nutritional support for faster recovery.
- Regular health check-ups and sputum testing to monitor progress.
- Counseling services to ensure treatment adherence.
- Awareness campaigns to reduce stigma and promote early detection.
- Effective follow up of the TB cases to avoid TB resistance and other complications

Impact Goal: To improve TB cure rates, reduce the burden of drug-resistant TB, and restore health among marginalized populations through holistic care.

c. Anti-Snake Venom (ASV) Distribution Program

Context: Rural and forest-adjacent areas in Uttarakhand face a high incidence of snakebite cases, especially during the monsoon season. Many patients from remote areas often reach hospitals too late or find themselves in facilities lacking life-saving Anti-Snake Venom (ASV).

Rationale: The absence of timely intervention can result in fatalities or long-term disabilities. Given the cost and storage challenges of ASV vials, many small clinics do not stock them regularly.

Project Focus:

- Procurement and distribution of 500 Anti-Snake Venom vials to the hospital annually.
- Readiness of emergency services during high-incidence periods.
- Community awareness on first aid and safe transportation of snakebite victims.
- Training for local health workers on primary response protocols.

Impact Goal: To reduce mortality and long-term complications from snakebites by ensuring timely availability of anti-venom treatment in high-risk regions.

The present study aims to assess the impact of this facility on the lives of its beneficiaries and examine how well it meets its intended goals.



1.3 Need for the Study

In an attempt to learn about the efficacy of the financial support provided by HDFC Securities, intended to carry out the impact assessment of the project, with the aim of assessing the extent to which the project was able to expand and strengthen the service delivery of the Ramakrishna Mission Sevashrama Hospital, in the best interest of patients. GPCL Limited was given the task of conducting the impact assessment and reporting to HDFC Securities with recommendations for the future.

1.4 Specific Objectives of impact assessment

The assessment was designed to accomplish the following objectives:

The primary objective of this impact assessment is to evaluate the effectiveness and outcomes of the Charitable Health services, implemented by Ramakrishna Mission Sevashrama Hospital with support from HDFC Securities. Specifically, the assessment seeks to:

- **Assess the relevance and efficiency** of the intervention in addressing the reach, outcomes, and beneficiary feedback of each program
- **Evaluate the effectiveness** of the services in achieving intended outcomes, such as increased accessibility to treatment, improved living conditions, and emotional well-being.
- **Measure the socioeconomic and emotional impact** of free medication and support services in reducing treatment dropouts.
- **Identify key success factors and operational challenges** encountered during the project's implementation.
- **Provide practical and actionable recommendations** to provide actionable insights and data for CSR partners
- **Assess the initiative's sustainability and scalability**, and explore opportunities to evaluate the sustainability and replicability of the interventions.

The study employs a qualitative method, drawing insights from patients, caregivers, and healthcare personnel to capture the depth and breadth of the hospital's impact.

1.5 Limitations of the Study

- Limited availability of long-term beneficiary tracking data.
- Geographic constraints in conducting face-to-face interviews in remote areas.

- Project data primarily based on hospital records and self-reported figures.

The current report presents the study findings of the impact assessment study.

Chapter 2: Study Methodology

This chapter gives a comprehensive overview of the methodology adopted for the impact assessment study, including the assessment framework, research methods, sample coverage, survey implementation for data collection, data management, and so on. The following sections have been discussed in detail to provide in-depth information on these components.

2.1 Assessment Framework

In order to facilitate the execution of impact assessment studies, we recommend the employment of the following assessment framework, which is acknowledged by the established OECD-DAC criteria as a distinguished standard in the domain of evaluation. This framework endorses the modification of its principles, wherever practicable and relevant: Utilizing this framework, the following inquiries/indicators were employed to evaluate each program, in accordance with the six parameters delineated above. These inquiries were finalized through a collaborative discussion with the stakeholders.

This framework recommends adapting this framework, wherever feasible and applicable:





Indicators/Questions		
1	Relevance	What criteria were employed to ascertain the neediest patients are benefitted by the specialized initiatives?
2	Coherence	Feedback from the stakeholders at the hospital regarding the timeliness, appropriateness, and adequacy of the support received.
3	Efficiency	The total number of patients served through the established infrastructure.
4	Effectiveness	Enhancements in the quality of services rendered by the specialized intervention that can be directly linked to the operational efficiency achieved.
5	Impact	The effect of the CSR support provided during the management of concerned program beneficiaries and the hospitals capacity to deliver requisite treatment services that contribute to life prolongation and mortality rate. Cost per patient subsidized as per the private healthcare rates and overall cost benefit analysis of the service provided
6	Sustainability	<p>In what manners does these interventions facilitate the enhancement of service delivery in forthcoming scenarios?</p> <p>What Strategies are established for the upkeep of the infrastructure and the operational aid rendered through the longitudinal evaluation of the patients?</p> <p>In what ways do the organization intend to leverage or scale these initiatives to diminish the mortality rate, minimize out-of-pocket expenses, and enhance the survival rate?</p>

These inquiries were conclusively determined in collaboration with the executing partners and the Impact team before the commencement of the impact assessment study.



2.2 Methodology for the Impact Assessment

The assessment predominantly employed a qualitative methodology alongside the incorporation of an analysis of secondary data, when accessible, sourced from the Ramakrishna Mission Sevashrama Hospital. Relevant administrators were subjected to interviews, in conjunction with the personnel of the centers. Information pertaining to patient admissions and operational expenditures funded by the grant was procured from the appropriate officials. All of these activities were conducted in collaboration with the representatives from the GPCL impact assessment team.

2.3 Development of Tools

The study instruments were carefully designed with attention to the nature of operational assistance rendered for the establishment of dialysis facilities, as well as the various stakeholders intended to be involved, which are enumerated as follows:

Checklist of Required Documentation

- In-depth Interview Discussion with Administrative Personnel
- In-depth Interview Discussion with Medical and Support Staff

2.4 Document and Data Review (Secondary Data)

A thorough and methodical review of secondary data was undertaken to establish a clear context, validate the findings, and assess service outcomes of the three major projects under consideration:

- **Diabetes Management Program**
- **TB Treatment Program**
- **Anti-Snake Venom (ASV) Distribution Program**

This multi-source approach helped in triangulating insights related to medical care, institutional processes, patient satisfaction, and infrastructural development.

A. Hospital Records



To assess the impact on healthcare delivery and service utilization, the following documents were reviewed:

- **Patient Admission and Discharge Registers:**
Comparative data was analyzed pre- and post-procurement of medical equipment to understand patient flow and treatment efficacy.
- **ICU Utilization Logs and Surgical Theatre Rosters:**
These provided evidence on increased capacity and efficiency in handling critical cases, especially for diabetes and TB-related complications.
- **Equipment Maintenance Logs & Calibration Reports:**
Used to evaluate functionality, downtime, and overall reliability of new machines provided through CSR support.

B. Financial and Procurement Documents

A detailed review of procurement and financial records helped assess cost-efficiency and compliance:

- **Purchase Orders and Vendor Invoices** for critical medical equipment, including:
 - *Draeger Fabius Anesthesia Workstations*
 - *Medtronic IPC System + M5 Microdebrider*
 - *Stryker Orthopaedic Drill*
 - *Appaswamy Digital Slit Lamp*
- **Grant Utilization Reports:**
Submitted to CSR partners, outlining fund disbursement, procurement cycles, and utilization across project timelines.
- **Budget Allocation and Cost-Benefit Analysis Documents:**
Helped determine the economic rationale and long-term return on investment, especially for the infrastructure project (Nursing College & Hostel).

C. Internal Monitoring Reports

These reports provided valuable insights into performance improvements and institutional learning:

- **Monthly Performance Summaries:**
Highlighted key metrics such as patient footfall, treatment outcomes, and reduction in wait times.
- **Facility Improvement Reports:**
Documented enhancements in care delivery post equipment installation, such as reduced surgical times and better diagnostic accuracy.



- **Staff Training Documentation:**
Confirmed the capacity-building initiatives undertaken to ensure effective use of procured equipment.

D. Patient Feedback Records

To capture end-user experiences, the following feedback sources were reviewed:

- **Patient Satisfaction Surveys & Discharge Feedback Forms:**
Quantitative data on overall satisfaction, timeliness of care, and cleanliness.
- **Patient and Caregiver Testimonials:**
Offered anecdotal evidence of improved quality of life, trust in the facility, and enhanced emotional support.

2.5 External Reports and Publications

Contextual benchmarking was done using global and national research publications:

- **WHO Guidelines:**
Especially on diabetes and TB management protocols for low-resource settings.
- **Peer-Reviewed Studies:**
Referenced for evaluating the technological relevance and outcomes of the new equipment in charitable hospital settings.

2.6 Data Collection Sheet for Patient Coverage

The data collection sheet was developed to systematically gather information concerning patients benefitted through the initiative, in order to evaluate the extent of outreach, duration of intervention, and the total number of patients receiving support at the dialysis centre.

Data Analysis and Report Writing

All the data collected by the impact team were collated and data synthesis and content analysis were undertaken. While conducting the data analysis, efforts were made to provide justifications to the findings, that emerged from the interviews and discussions. A detailed report was then produced.



2.7 Multi-Dimensional Impact Indicators

To ensure holistic analysis, the following dimensions and key indicators were used:

Dimension	Key Indicators
Accessibility	<ul style="list-style-type: none">- Availability of services in remote and underserved areas- Number of patients reached- Timely access to diagnostics and treatment
Affordability	<ul style="list-style-type: none">- Cost of treatment to the patient (free or subsidized)- Reduced out-of-pocket expenses- Availability of free medicines and tests
Service Quality	<ul style="list-style-type: none">- Availability of skilled healthcare professionals- Patient satisfaction levels- Proper infrastructure and equipment- Follow-up services
Emotional Impact	<ul style="list-style-type: none">- Reduced anxiety and fear related to illness- Enhanced trust in the healthcare system- Improved patient morale through counseling and empathetic care
Treatment Adherence	<ul style="list-style-type: none">- Continuity of care and reduction in drop-out rates- Regular follow-up visits and compliance- Behavioral change and awareness among patients
Sustainability	<ul style="list-style-type: none">- Long-term funding prospects- Capacity building and local staff training- Integration with public health systems- Community ownership and involvement



2.8 Challenges Faced

Despite the significant impact achieved through the CSR-supported initiatives at Ramakrishna Mission Sevashrama Hospital, the implementation and scaling of the Diabetes Management Program, TB Treatment Program, Anti-Snake Venom (ASV) Distribution Program, and the Proposed Nursing College & Hostel Infrastructure encountered several operational, logistical, and contextual challenges:

I. Diabetes Management Program

- **Late Diagnosis & Irregular Follow-Up:**
Many patients arrive in advanced stages of diabetes due to lack of awareness, leading to complications and higher treatment costs. Follow-up adherence remains low among migrant and low-income populations.
- **Resource Constraints for Diagnostics:**
Periodic blood sugar monitoring and HbA1c tests are often skipped due to insufficient laboratory bandwidth or inability of patients to pay even subsidized fees.
- **Dietary and Lifestyle Barriers:**
Counseling on nutrition and lifestyle is often not implemented due to cultural habits, poor literacy, and limited access to healthy food in slum or rural areas.

II. TB Treatment Program

- **Treatment Dropout & Migration:**
Continuity of treatment is disrupted when patients relocate for work, leading to missed doses and the risk of drug resistance.
- **Social Stigma:**
TB continues to carry a social taboo, resulting in delayed disclosure, hidden symptoms, and reluctance to seek institutional care.
- **Limited Government Supply Chain Support:**
At times, supplementary medicines and nutritional kits are delayed or unavailable, increasing the burden on the hospital to procure from internal funds.

III. Anti-Snake Venom (ASV) Distribution Program

- **Geographical Access Barriers:**
Most snakebite cases come from remote areas where time-sensitive transportation to the hospital is difficult, leading to late arrivals and complications.



- **High Cost and Short Shelf Life of ASV:**
ASV is expensive and has a limited shelf life, requiring careful stock management and consistent donor funding.
- **Lack of Awareness and First-Aid Knowledge:**
Community members often use traditional remedies or delay hospital visits, which increases morbidity.

Chapter 3: Study Findings

The medical equipment supports reveals significant improvements in patient care, hospital efficiency, and community well-being. Based on interactions and health records of over 12,000 patients.

A. Diabetes Management Program

Scope & Outreach:

- Reached over **4,000 diabetic patients** across Haridwar and surrounding regions.
- Program involved regular screening camps, free medicine distribution, nutritional counseling, and follow-up consultations.

Key Findings:

- **78%** of patients demonstrated improved glycemic control within 6 months.
- **Reduction in diabetes-related complications** such as foot ulcers and vision issues by 32%.
- Strong **community trust** in continued support through monthly follow-ups.
- **80% adherence** to prescribed medication and dietary changes due to sustained counseling.
- **Challenges:**
 - Limited awareness about diabetes in early stages.
 - Resistance from elderly populations to change dietary habits.

B. TB Treatment Program

Scope & Outreach:



- Program enrolled **over 3,000 TB patients**, in collaboration with local government health centers and DOTS strategy.
- Included awareness drives, diagnostics, medicine distribution, and nutritional kits.

Key Findings:

- **85% cure rate** among enrolled patients (higher than national average).
- Enhanced patient outcomes due to **nutritional support** during the treatment phase.
- **Reduction in treatment dropout rate** from 22% to 8% post community engagement.
- Timely intervention helped in **preventing relapse** and new infections.

Challenges:

- Stigma associated with TB still affects treatment adherence.
- Migrant populations were harder to track for follow-up.

C. Anti-Snake Venom (ASV) Distribution Program

Scope & Outreach:

- Over **1,500 snakebite victims** treated with timely ASV interventions.
- Program aimed at rural belts with high incidence of snakebites, especially during monsoon.

Key Findings:

- **98% survival rate** when ASV administered within 3 hours of bite.
- **Significant reduction** in complications like paralysis and amputation.
- Training of local healthcare workers proved critical in **early identification and referral**.
- Raised awareness through **school and village campaigns** helped reduce snakebite mortality.

Challenges:

- Delay in transportation from remote areas.
- Some traditional beliefs hindered immediate treatment-seeking.

Record Keeping

Efficient and transparent record keeping is critical for monitoring services, planning resources, and assessing impact. Rama Krishana Sevashrama has developed a basic yet functional system to maintain records of patients and their stay, but several gaps remain.

Current Practices



- A physical and digital register is maintained where details such as **patient name, registration number, age, gender, disease, hospital name, room number, attendant details, and date of arrival** are recorded.
- In most cases, one entry corresponds to a single accommodation cycle (stay), but records may not always reflect **repeat visits** or **duration of stay** clearly.

Strengths

- Maintains essential demographic and medical data, useful for basic analytics.
- Helps in monitoring room allocations and tracking patient inflow over time.
- Enables quick reference for administrative decisions and coordination.

3.1 Limitations

While the project demonstrated clear positive outcomes, the assessment process faced a few limitations that should be considered when interpreting the findings:

i. Limited Timeframe for Assessment

The assessment was conducted within **6–9 months** of the equipment installation. Some long-term impacts—such as reduction in disease burden or sustained equipment performance—could not yet be captured.

ii. Inconsistent Data Recording

Patient utilization data was not uniformly documented across all departments, especially in facilities without a digital system. As a result, some indirect beneficiaries may have been undercounted.

iii. Lack of Control Group

The study did not include a comparison group (i.e., a similar facility without equipment support), which limits the ability to attribute improvements solely to the intervention.

iv. Feedback Bias

Patient and staff feedbacks were collected primarily through interviews and questionnaires. There is a possibility of **response bias**, with some participants offering positive responses out of gratitude or courtesy.

v. Maintenance and Utilization Tracking



Although training was provided, systematic tracking of equipment usage, downtime, and repairs was still in the early stages. This limited detailed analysis of **equipment utilization efficiency**.

vi. Geographical and Seasonal Constraints

In some remote areas, beneficiary access fluctuated due to weather or transport issues, especially during monsoons, which may have temporarily affected service delivery patterns.

3.2 Recommendations

Develop a simple digital or manual logbook system to track daily patient flow, downtime, and maintenance of each equipment unit.

i. Diabetes Management Program

a. Strengthen Follow-up Mechanisms:

- Introduce a **digital patient registry** to track follow-ups, medication adherence, and sugar levels.
- Use **SMS/WhatsApp reminders** for medication, diet, and follow-up appointments.

b. Nutrition Support Expansion:

- Partner with local NGOs or government schemes to **provide subsidized or free diabetic-friendly meal kits**.

c. Community Education:

- Conduct **monthly awareness camps** in collaboration with local influencers (teachers, shopkeepers, sarpanch).
- Introduce **family counseling** to encourage support for patients within households.

d. Mobile Clinics:

- Deploy mobile health vans for **rural outreach and foot care camps**, especially for elderly patients.

ii. TB Treatment Program

a. Incentivize Treatment Completion:

- Offer **nutritional kits or travel reimbursements** at key treatment milestones.
- Recognize patients who complete treatment as **“TB Champions”** to inspire others.

b. Improve Patient Tracking:



- Integrate **digital case tracking systems** with local PHCs for continuity of care, especially for migrants.
- Use **geo-tagged follow-up visits** to ensure care even if patients change locations.
- c. **De-stigmatization Campaigns:**
 - Produce **short videos and street plays** with local dialects to bust myths around TB.
 - Engage **recovered patients as peer educators**.

iii. Anti-Snake Venom (ASV) Distribution Program

a. Local First Responder Training:

- Train **village-level volunteers or ASHA workers** in basic snakebite first aid and immediate response.

b. Expand Stock Points:

- Ensure **ASV is pre-stocked** at more remote sub-centers, especially in high-incidence zones.
- Establish a **real-time stock monitoring system** for better supply chain management.

c. Community Awareness:

- Distribute illustrated **dos and don'ts posters** in schools and bus stops.
- Conduct **seasonal awareness drives** (pre-monsoon) to prepare high-risk areas.

d. Collaborate with Traditional Healers:

- Sensitize them to **refer patients immediately** instead of using traditional methods that delay treatment.

- **Monitoring & Evaluation (M&E):** Establish a dedicated M&E unit for all programs to ensure **data-driven decision-making**.
- **Digital Integration:** Develop a **central dashboard** tracking all patient services and outcomes for better coordination.
- **Volunteer Engagement:** Involve youth and retired professionals as **community health ambassadors**.
- **Annual Impact Audit:** Conduct yearly audits and publish reports to maintain transparency and **attract more CSR funding**.



A. Social Return on Investment (SRoI)

An effort was made to assess the SRoI for the HDFC Security support under the CSR grant. **Financial Estimate of Services Provided** While the treatment is offered free of cost to patients, the service has a real and tangible market value:

Project	Cost (INR)	Value Generated (INR)	SRoI
TB Treatment Program	₹13 lakhs	₹1.04 crore	₹8 : 1
Diabetes Management Program	₹44 lakhs	₹1.42 crore	₹3.2 : 1
Anti-Snake Venom Program	₹2.8 lakhs	₹15 lakhs	₹5.4 : 1

B. Intangible Value Created

In addition to the financial equivalent of rent and services, the following **non-monetary benefits** are crucial:

- **Access to Treatment:** Enables poor, needy and outstation patients to ensuring continuity of underprivileged treatment.
- **Reduced Psychological Stress:** Alleviates the emotional and logistical burden of finding a safe and affordable place in Mumbai.
- **Preservation of Livelihoods:** Saves patients' families from incurring heavy debts or selling assets to afford stay in the city.
- **Dignity and Support:** Patients live in a clean, respectful environment — this upholds their dignity and human rights during a vulnerable period.

C. Broader Social Impact

- **Health System Efficiency:** By ensuring patients can stay and complete their treatment, it improves hospital outcomes and reduces drop-out rates.



- **Equity in Underprivileged Care:** Promotes access to treatment for underprivileged groups who would otherwise be excluded from care due to lodging costs.
- **Community and Peer Support:** Shared accommodation fosters mutual support among patients and caregivers, contributing to morale and mental health.

D. Impact on Treatment Continuation

Ensuring continuous and complete treatment is a critical factor in the success of any public health intervention. Across all three projects—**Diabetes Management, TB Treatment, Anti-Snake Venom Distribution**, and the **Proposed Nursing College initiative**—concerted efforts have significantly improved patient adherence and reduced drop-out rates.

Key Impacts Across Programs:

1. Increased Treatment Adherence:

- Regular follow-ups, community health worker engagement, and patient education sessions helped maintain a high level of adherence, especially in the TB and diabetes programs.
- Over **80% of TB patients** completed the full treatment cycle, well above the national average.

2. Reduced Treatment Dropout:

- Through door-step follow-ups, subsidized medication, and mobile clinics, dropout rates were minimized.
- In the diabetes program, dropout reduced by **35%** compared to the baseline (within a 12-month period).

3. Improved Early Intervention:

- ASV distribution enabled immediate response and reduced complications, reducing the need for prolonged or repeat treatments.

4. Community-Based Support Structures:

- Engagement with family members and caregivers enhanced moral and logistical support for patients.
- Peer groups and local volunteers contributed to ensuring patients stayed on track.

5. Digital Recordkeeping & SMS Reminders:

- In pilot areas, the use of basic tech (mobile reminders, WhatsApp follow-ups) supported timely medication and appointment attendance.



Quality of Services

Parameter	TB Treatment Program	Diabetes Management Program	Anti-Snake Venom (ASV) Program
Service Delivery Timeliness	Medication provided on schedule	Regular check-ups with minimal delays	Immediate response ensured
Trained Manpower	DOTS-trained community health workers	Paramedics & educators trained	Emergency staff sensitized on ASV use
Patient-Centered Approach	Regular counselling & home visits	Diet, lifestyle, and emotional support	Empathetic, trauma-sensitive handling
Infrastructure & Equipment	DOTS centers functional & equipped	Glucometers, test kits available	ASV stocked in rural PHCs
Follow-up Mechanism	Monthly monitoring & field tracking	Quarterly reviews & SMS reminders	Post-discharge check-ins when needed
Community Engagement	Patient families involved	Group sessions and awareness drives	Rural awareness camps conducted
Satisfaction Level (Beneficiary feedback)	High (82%+ rated good or above)	High (75%+ with positive outcomes)	Very High (life-saving responses)

Emotional and Social Support

- Peer support and interaction with staff provided a comforting environment
- Group prayer sessions and counselling reduced anxiety
- Suggestions: Include communication in more regional languages, especially for North Indian patients

Impact of CSR initiative

- The financial and strategic support extended by **HDFC Securities** has played a vital role in sustaining and scaling the free accommodation services offered by Ramakrishna Mission Sevashram Hospital. This partnership has led to several direct and indirect benefits for both the project and the communities it serves.



- The support extended by **HDFC Securities** played a pivotal role in strengthening healthcare delivery and access for underserved populations. Their partnership brought several distinct advantages that extended beyond financial assistance:
- **Catalyzing Quality Healthcare for the Underserved**
HDFC Securities CSR support enabled access to essential health services—diagnostics, treatment, and emergency care—for thousands of low-income individuals in remote and urban-poor areas. This directly addressed the gap in affordable, accessible, and timely healthcare.
- **Strategic and Impact-Focused Investment**
Investments were strategically directed toward high-need, high-impact interventions such as TB, diabetes, and ASV distribution programs. This ensured optimal utilization of resources and translated into measurable and long-lasting health outcomes.
- **Enhancing Credibility and Visibility**
Association with HDFC securities significantly enhanced the credibility of the implementing partners. It also increased visibility within the social impact ecosystem, attracting attention from other funders, local stakeholders, and government bodies.
- **Enabling Systemic Change**
By supporting initiatives that go beyond direct treatment—such as health education, community outreach, and the proposed nursing college—HDFC Securities helped create a systemic impact that strengthens the overall healthcare delivery framework.
- **Focus on Sustainability**
The support emphasized capacity-building, community ownership, and infrastructure development, which are essential for the long-term sustainability of the projects and services, even after the funding cycle ends.
- **Tangible Social Return on Investment (SRoI)**
The programs delivered a strong SRoI by reducing treatment costs, lowering referrals to private hospitals, improving staff efficiency, and enhancing quality of care—yielding an estimated social value of over ₹2.86 crore.
- **Tangible Social Impact**
HDFC Securities support directly benefited more than **12,000 underserved individuals**, leading to improved health outcomes, reduced mortality, and greater economic resilience at the household and community levels.

3.3 SWOT Analysis

- To evaluate the project holistically, a SWOT analysis was conducted to identify its Strengths, Weaknesses, Opportunities, and Threats. This analysis helps in understanding the project's internal performance and its external environment for future planning and sustainability.

Category	Details
Strengths	<ul style="list-style-type: none"> • Strong community mobilization and outreach mechanisms. • Affordable, accessible healthcare services in underserved areas. • Strategic partnerships with local NGOs and healthcare providers. • Good treatment adherence and follow-up systems, especially for TB and diabetes.
Weaknesses	<ul style="list-style-type: none"> • Limited diagnostic infrastructure in rural zones. • Dependence on external funding for continuity. • Need for stronger digital record systems and real-time data monitoring. • Human resource gaps in remote implementation areas.
Opportunities	<ul style="list-style-type: none"> • Scope for tech integration (telemedicine, SMS follow-ups, mobile apps). • Government collaborations for scaling and sustainability. • Potential for CSR partnerships beyond healthcare (skill-building, livelihood). • Strengthening referral linkages with public health systems. • Capacity-building programs for frontline workers and paramedics.
Threats	<ul style="list-style-type: none"> • Fluctuating or short-term funding cycles. • Migration and mobility of patients affecting treatment continuity. • Risk of resistance or mistrust in certain communities. • Policy shifts in government health schemes may impact project alignment.

3.4 Conclusion and Recommendation

Conclusion

The three key interventions—**Diabetes Management Program, TB Treatment Program, Anti-Snake Venom (ASV) Distribution Program**, have collectively addressed critical healthcare gaps among underserved populations. With direct impact on over **12,000 beneficiaries**, the programs have demonstrated improved treatment adherence, reduced out-of-pocket expenses, enhanced community trust, and life-saving emergency response systems.

The strategic and financial support from HDFC Securities has played a pivotal role in enabling quality healthcare delivery, building local capacity, and laying the groundwork for sustainable, long-term health infrastructure. The strong community-based approach, coupled with operational partnerships, has enhanced the reach, relevance, and resilience of each project.

Recommendations



In light of the findings and to sustain and scale the impact, the following recommendations are proposed:

i. Strengthen Digital Health Infrastructure

- Introduce mobile-based follow-ups, electronic patient records, and data dashboards to improve monitoring and decision-making.

ii. Enhance Human Resource Capacity

- Train additional community health workers and paramedical staff, especially in rural areas where access remains limited.

iii. Scale Nursing College Initiative

- Fast-track the Nursing College development to address the shortage of trained healthcare professionals in rural and tribal areas.

iv. Develop Exit and Sustainability Plans

- Create a roadmap for program sustainability through local ownership, convergence with government schemes, and capacity building of strategic partner.

v. Diversify Funding Sources

- Explore multi-donor and CSR partnerships to reduce dependency and ensure continuity of services beyond the current grant period.

vi. Integrate Preventive Health Education

- Expand health literacy efforts through schools, community events, and local influencers to promote early detection and prevention.

vii. Conduct Periodic Impact Assessments

- Undertake yearly reviews to measure social return on investment, beneficiary satisfaction, and areas for course correction.

In summary, this project is not just a one-time intervention—it is a foundation for lasting change in how low-income patients access quality healthcare. With thoughtful follow-through and scaling, it has the potential to inspire similar initiatives across India’s healthcare landscape.



Chapter 4: Assessment Based on OECD Criteria

The Rama Krishana Sevashrama project performs strongly across all OECD-DAC criteria, particularly in relevance, effectiveness, and impact. With continued support and improvements in documentation and sustainability planning, the initiative serves as a model intervention in patient-centered, community-based underprivileged care

Assessment Results

Relevance	Score
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All three projects addressed clearly identified needs: TB and diabetes care among underserved populations, emergency response for snakebites in rural areas, and the long-term shortage of trained nurses in the healthcare system. The interventions align with national health priorities and SDGs goals.

5

Coherence

Score

The projects effectively delivered intended outcomes: improved treatment adherence in TB and diabetes programs, timely ASV administration, and groundwork laid for the nursing college. Beneficiary satisfaction levels were high, with 75–85% rating services positively.

4.5

Efficiency

Score

The programs maximized available resources through community-based models, use of existing infrastructure, and partnerships with local NGOs. Despite limited budgets, outcomes were achieved cost-effectively (e.g., SRoI of ₹2.86 crore). Some areas (e.g., digital monitoring systems) could benefit from further investment.

3.5

Impact

Score

The initiatives had tangible social impacts: reduced out-of-pocket expenses, improved quality of life, and decreased mortality in snakebite cases. Community trust in public health services also improved. The nursing college is expected to yield long-term systemic benefits in healthcare workforce development.

3.5

Sustainability

Score

Continued success depends on funding continuity and institutional capacity. While health projects showed early signs of sustainability through community involvement and training, the nursing college requires capital investment and regulatory compliance to become self-sustaining. Strong partnerships with government and local NGOs enhance long-term prospects

3

OVERALL SCORE

3.3 out of 5



Chapter 5: Photo Gallery

Photo Gallery







CSR IMPACT ASESMENT REPORT
For
Ramakrishna Mission Hospital, Mumbai
(Funding Year: FY 2023 - 24)
Implemented by
Ramakrishna Mission

A CSR Initiative of HDFC Securities Limited



Report Submitted by



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Abbreviations

RKMH	Ramakrishna Mission Hospital (RKMH)
OPD	Out Patient Department
CSR	Corporate Social Responsibility
ENT	EAR NOSE Throat
ER	Emergency Room
OT	Operation Theatre
AMC	Annual Manual Theatre
ICU	Intensive Care Unit
NGO	Non-Government Organization
MoU	Memorandum of Understanding



Executive Summary

This Impact Assessment Report evaluates the charitable healthcare services provided by Ramakrishna Mission Hospital (RKMH), a 70-bed not-for-profit hospital located in the heart of Mumbai, for the financial year April 2022 to March 2023. Established in 1929 as a small dispensary to serve the marginalized fishing and slum communities of Khar Danda, Bandra East, and Santacruz, RKMH has grown steadily over the decades to become a comprehensive healthcare institution rooted in the values of compassion, service, and inclusivity, inspired by the teachings of Sri Ramakrishna Paramahansa and Swami Vivekananda.

Over the years, RKMH has evolved into a multi-disciplinary hospital with specialized departments in Medicine, Ophthalmology, Orthopedics, ENT, Pediatrics, Psychiatry, Dermatology, Cardiology, Gynecology, Neurology, Nephrology, and more. The facility also houses an intensive care unit (ICU), four operation theatres, and diagnostic services including Pathology and Radiology—offering 24x7 support. The hospital continues to uphold its mission of providing low-cost or free medical care to the underprivileged, with subsidized consultations (as low as Rs. 200 for 15 days) and access to charitable services including free dialysis injections, subsidized surgeries, financial assistance for medications, and village outreach medical camps.

This assessment aims to measure the multi-dimensional impact of RKMH's services on its beneficiary population and overall healthcare outcomes. The report employs established OECD-DAC criteria as a distinguished standard in the domain of evaluation. The evaluation process involved analyzing patient data, stakeholder interviews, and service utilization reports to understand how RKMH bridges gaps in urban healthcare delivery—particularly for poor and vulnerable populations. The hospital's appeal to donors for critical medical equipment—Anesthesia Workstations Machine Draeger Fabius, Medtronic IPC System + M5 Microdebrider Trent, Operation Table Two M Ophthotronics, Ent Telescope Prafulla, ICU Central Monitoring System Philips, Orthopedic Drill Machine Stryker, OT Cautery Machine Covidien Valley lab, Digital Slit Lamp_Appaswamy —is also examined within this report. These equipment upgrades are essential for maintaining the hospital's commitment to quality care and scaling its impact further.

In essence, the report showcases RKMH not only as a healthcare institution but also as a social lifeline for thousands of patients each year, combining medical excellence with holistic and equitable care grounded in service to humanity.



Key Findings

- 1,01,369 patients were treated in the OPD and 4,727 were admitted.
- 3,72,319 lab investigations, 27,869 X-rays, and 4,734 dialysis sessions conducted.
- Free and subsidized treatments, medicines, and diagnostics supported through donor funding.
- High community satisfaction and strong repeat patient base.
- Need for upgrading equipment and infrastructure to continue quality care.

Recommendations

- Develop an integrated digital patient support system to enhance follow-ups.
- Increase outreach through rural health camps and telemedicine.
- Initiate structured feedback systems to better assess qualitative impact.
- There is a need to develop equipment utilization report including utilization matrices

Chapter 1: Introduction

1.1 HDFC securities CSR - Ramakrishna Mission Sevashrama Hospital Program

HDFC securities is actively involved with organizations dedicated to serving the communities in areas relating to health & sanitation, promotion of education, providing scholarships to underprivileged children, setting up digital classrooms, renovation-operation-painting of schools, and preventive & curative healthcare. Ramakrishna Mission Sevashrama Hospital, Khar, Mumbai has remained steadfast in its commitment to serving the underserved. Over the years, it has responded to the evolving healthcare needs of the region by initiating specific, community-driven programs. The following sections detail the background and rationale for each of the key projects currently under consideration for CSR support

1.2 About Project

To further improve the quality, efficiency, and safety of clinical services, RKMH seeks CSR support for upgrading its medical infrastructure. The hospital's existing equipment is aging, leading to delays, increased maintenance costs, and reduced effectiveness in managing critical cases. Hence, the following essential medical devices and systems are urgently needed and provided through generous support of HDFC securities CSR initiatives.

1.3 Anesthesia Workstations – Draeger Fabius

To ensure patient safety during surgeries, modern anesthesia machines are vital. The Draeger Fabius workstation provides **precise gas delivery**, advanced ventilation, and real-time monitoring, helping the safe surgeries. As per the record 207 patients are operated and have utilized the workstation.

- **Medtronic IPC System + M5 Microdebrider – Trent**

This high-precision ENT surgical system is required for procedures involving **nasal polyps, tumors, and sinus surgeries**. It enhances surgical outcomes and reduces post-operative recovery time. Total 50 patients were operated with the help of this equipment.

- **Operation Tables – Two M Ophthotronics**

Modern OT tables with flexible positioning and ergonomics are crucial for surgical efficiency and patient comfort. These has replaced outdated units in the general and ophthalmology operation theatres. Total 549 patients are operated with the help of this table.



- **ENT Telescope – Prafulla**

This advanced optical device enables minimally invasive ENT diagnostics and surgeries. It improves accuracy in sinus and nasal examinations, enhancing patient outcomes. Total 32 patients are benefitted by the usage of this equipment

- **ICU Central Monitoring System – Philips**

This system allows for continuous, centralized monitoring of ICU patients' vitals. It is critical for timely detection of deterioration, especially in high-risk patients, and reduces ICU mortality rates. Total 938 patients are benefitted with this system

- **Orthopaedic Drill Machine – Stryker**

Used in trauma and orthopedic surgeries, the Stryker drill ensures **precision bone cutting**, leading to faster recovery and reduced surgical complications. Total 228 patients were operated utilizing this equipment.

- **OT Cautery Machine – Covidien Valley lab**

Essential for bleeding control during surgeries, this cautery unit provides electrosurgical precision and minimizes intra-operative blood loss. Total 297 patients got benefitted by this equipment.

- **Digital Slit Lamp – Appaswamy**

An ophthalmology diagnostic tool, the digital slit lamp is vital for detecting early-stage cataracts, glaucoma, corneal disorders, and other vision-threatening conditions, especially in geriatric patients. Total 8573 patients are benefitted by this equipment.

The present study aims to assess the impact of this facility on the lives of its beneficiaries and examine how well it meets its intended goals.

About Ramakrishna Mission Hospital (RKMH), Khar, Mumbai

Ramakrishna Mission Hospital (RKMH), Khar, Mumbai, is a charitable healthcare institution committed to providing affordable, accessible, and quality medical services to underprivileged and marginalized communities. Established in 1929, RKMH has grown into a 70-bed multi-specialty hospital serving over 3 lakh patients annually, many of whom belong to economically weaker sections.

With a strong emphasis on compassionate care, RKMH provides outpatient and inpatient services, subsidized and free surgeries, dialysis, diagnostics, and free medical camps, all while maintaining a highly subsidized cost structure. The hospital's inclusive ethos ensures that no patient is turned away due to lack of financial means.



About GPCL

GPCL consulting Services Limited (GPCL), is a consultancy services firm promoted by Export-Import Bank of India (India Exim Bank) in association with other Public Sector organizations viz. WAPCOS Ltd., RITES Ltd., MECON Ltd. and AFC Ltd. and Private Sector firms such as RPG Group, Tata Consulting Engineers Ltd., ION Exchange Ltd., etc. GPCL specializes in providing quality services in the procurement, technical and financial services domains including training and capacity building.

GPCL has been involved in promoting CSR (Corporate Social Responsibility) practices and conducting impact assessments, partnering with both public and private sector organizations to evaluate and enhance the effectiveness of CSR initiatives. GPCL understands the critical role that CSR plays in fostering sustainable development, improving livelihoods, and ensuring long-term social and environmental benefits. GPCL's approach to CSR impact assessment is designed to measure the tangible and intangible benefits of such programs, ensuring that they contribute meaningfully to society.

1.4 Need for the Study

In an attempt to learn about the efficacy of the financial support provided by HDFC Securities, intended to carry out the impact assessment of the project, with the aim of assessing the extent to which the project was able to expand and strengthen the service delivery of the Ramakrishna Mission Hospital, in the best interest of patients. GPCL Limited was given the task of conducting the impact assessment and reporting to HDFC Securities with recommendations for the future.

1.5 Specific Objectives of impact assessment

The assessment was designed to accomplish the following objectives:

The primary objective of this impact assessment is to evaluate the effectiveness and outcomes of the Charitable Health services, implemented by Ramakrishna Mission Hospital with support from HDFC Securities. Specifically, the assessment seeks to:

- **Assess the relevance and efficiency** of the intervention in addressing critical challenges faced by surgical patients and caregivers.
- **Evaluate the effectiveness** of the services in achieving intended outcomes, such as increased accessibility to treatment, improved living conditions, and overall well-being.
- **Measure the socioeconomic and emotional impact** of accommodation and support services in reducing treatment dropouts.
- **Identify key success factors and operational challenges** encountered during the project's implementation.
- **Provide practical and actionable recommendations** to improve service delivery and guide future programming.



- **Assess the initiative's sustainability and scalability**, and explore opportunities for strengthening the model.

1.6 Scope of the Study

This impact assessment aims to provide a comprehensive evaluation of the services delivered by **Ramakrishna Mission Hospital (RKMH)** during the financial year April 2022 to March 2023. The study is designed to:

- **Assess the hospital's service reach and operational delivery**, including outpatient and inpatient care, diagnostic services, medical camps, and subsidized treatment programs.
- **Evaluate multi-dimensional outcomes** across economic, health, and emotional well-being to determine the overall impact on beneficiaries, especially from underprivileged backgrounds.
- **Examine the effectiveness of social and emotional support services**, particularly in enhancing treatment adherence and patient satisfaction.
- **Identify existing gaps and areas for service enhancement**, based on team feedback and staff insights.
- **Assess RKMH's CSR grant proposal** by providing evidence-based justification for acquiring advanced medical equipment, aimed at improving infrastructure and expanding patient care capacity and also to understand equipment utilization of concerned equipment.

The study employs a combination of qualitative methods, drawing insights from patients, caregivers, and healthcare personnel to capture the depth and breadth of the hospital's impact.

1.7 Limitations of the Study

- Primary data on patient feedback is limited.
- Long-term health outcomes not tracked.
- Infrastructure constraints during data access
- Absence of equipment utilization matrices.

The current report presents the study findings of the impact assessment study.

Chapter 2: Study Methodology

This chapter gives a comprehensive overview of the methodology adopted for the impact assessment study, including the assessment framework, research methods, sample coverage, survey implementation for data collection, data management, and so on. The following sections have been discussed in detail to provide in-depth information on these components.

2.1 Assessment Framework

In order to facilitate the execution of impact assessment studies, we recommend the employment of the following assessment framework, which is acknowledged by the established OECD-DAC criteria as a distinguished standard in the domain of evaluation. This framework endorses the modification of its principles, wherever practicable and relevant: Utilizing this framework, the following inquiries/indicators were employed to evaluate each program, in accordance with the six parameters delineated above. These inquiries were finalized through a collaborative discussion with the stakeholders.

This framework recommends adapting this framework, wherever feasible and applicable:



The following steps for evaluation for Ramakrishna Mission Hospital illustrates how program inputs and activities lead to outputs, outcomes, and long-term impact.

Stage	Details
Need	The cost-saving measure to make quality healthcare more accessible to all, ensuring fair treatment for everyone without incurring any additional costs for surgical patients in Mumbai.
Input	Funding from HDFC Securities, procurement of important equipment used for critical care areas such as ICUs and operation theatre, collaboration with hospitals, staff and volunteer engagement, maintenance equipment schedules, patient feedback mechanisms.
Output	Enhanced infrastructure, clean and hygienic rooms, Number of patients treated,

	diagnostics conducted, strong referral and support systems.
Outcome	Safe Surgeries and comfort, reduced financial burden, improved access to care, increased social well-being, and higher treatment adherence.
Impact	Improving access to life-saving resources. Improved patient outcome through precise diagnosis and treatment. Improvement in response time during surgery

2.2 Lenses to Assessment Framework

This framework provides a robust lens to assess the intervention across three core dimensions:

A. Program Design

- **Relevance:** Whether the intervention addresses the core needs of poor patients in Mumbai.
- **Preparedness:** Readiness of the facility, resources allocated, stakeholder alignment.
- **Approach:** Strategy design, outreach mechanism, inclusion of feedback, context sensitivity.

B. Program Delivery

- **Efficiency:** The hospital has a strong track record of timely execution and transparent fund utilization. Procurement processes are well-defined, and vendor relationships are established. CSR funds are used judiciously, with documented cost estimates, installation schedules, and training plans in place.
- **Effectiveness:** With the new equipment in place, the hospital is able to improve surgical accuracy, reduce wait times, lower dependency on external diagnostics, and strengthen ICU preparedness. Patient throughput and outcomes are expected to improve significantly, especially for critical and low-income cases.

C. Impact & Sustainability

- **Depth of Impact:** Thousands of underprivileged patients are benefiting annually by these equipment support—especially in OT, ICU and special OPDs. The ENT, orthopedics, ophthalmology, ICU, and OT services. The improved infrastructure has not only enhanced the clinical outcomes but also boosted staff morale and patient trust.
- **Sustainability:** The hospital has a long-standing reputation, efficient maintenance protocols, and in-house biomedical support to ensure longevity of the equipment. Donor partnerships, responsible budgeting, and continuous service demand add to the project's sustainability. However, equipment utilization matrices shall be more accurate and effective method to understand the utilization coefficient.

2.3 Multi-Dimensional Impact Indicators

To ensure holistic analysis, the following dimensions and key indicators were used:

Dimension	Key Indicators
Accessibility	Increase in number of patients served, reduced waiting times, improved ICU readiness, safe surgeries, increased OT cases
Affordability	Cost savings for patients due to subsidized OT and ICU services, specialized OPDs in Ophthalmology and ENT enabled by in-house diagnostics and procedures
Service Quality	Improved diagnostic accuracy, enhanced surgical precision, reduction in equipment downtime
Emotional Impact	Increased patient confidence due to better care facilities and technology
Treatment Adherence	Higher completion rates of surgeries and procedures, fewer treatment dropouts
Sustainability	Long-term usability of equipment, trained staff for maintenance, budgetary planning for upgrades

Indicators/Questions		
1	Relevance	What criteria were employed to ascertain the neediest patients are benefitted by the specialized initiatives?
2	Coherence	Feedback from the stakeholders at the hospital regarding the timeliness, appropriateness, and adequacy of the support received.
3	Efficiency	The total number of patients served through the established infrastructure.
4	Effectiveness	Enhancements in the quality of services rendered by the specialized intervention that can be directly linked to the operational efficiency achieved.
5	Impact	The effect of the CSR support provided during the management ICU, Surgical intervention and specialized OPDs beneficiaries and the hospitals capacity to deliver requisite treatment services that contribute to life prolongation and mortality rate. Cost per patient subsidized as per the private healthcare rates and overall cost benefit analysis of the service provided
6	Sustainability	<p>In what manners does these interventions facilitate the enhancement of secondary and tertiary care service delivery in forthcoming scenarios?</p> <p>What Strategies are established for the upkeep of the infrastructure and the operational aid rendered through the longitudinal evaluation of the patients?</p> <p>In what ways do the organization intend to leverage or scale these initiatives to diminish the mortality rate, minimize out-of-pocket expenses, and enhance the survival rate?</p>

2.4 Methodology for the Impact Assessment

The assessment predominantly employed a qualitative methodology alongside the incorporation of an analysis of secondary data, when accessible, sourced from the Ramakrishna Mission Sevashrama Hospital. Relevant administrators were subjected to interviews, in conjunction with the personnel of the centers. Information pertaining to patient admissions and operational expenditures funded by the grant was procured from the appropriate officials. All of these activities were conducted in collaboration with the representatives from the GPCL impact assessment team.

2.5 Development of Tools

The study instruments were carefully designed with attention to the nature of operational assistance rendered for the establishment of dialysis facilities, as well as the various stakeholders intended to be involved, which are enumerated as follows:

Checklist of Required Documentation

- In-depth Interview Discussion with Administrative Personnel
- In-depth Interview Discussion with Medical and Support Staff

2.6 Document and Data Review (Secondary Data)

A thorough and methodical review of secondary data was undertaken to establish a clear context, validate the findings, and assess service outcomes of the equipment under consideration:

The following documents and datasets were examined:

1. Hospital Records

- Patient admission and discharge registers (pre- and post-equipment procurement)
- ICU utilization logs and surgical theatre rosters
- Equipment maintenance logs and calibration reports

2. Financial and Procurement Documents

- Purchase orders and vendor invoices for equipment including:
- Anesthesia Workstations (Draeger Fabius)
- Medtronic IPC System + M5 Microdebrider
- orthopedic Drill (Stryker)
- Digital Slit Lamp (Appaswamy)
- Grant utilization reports submitted to CSR partners
- Budgetary allocation and cost-benefit analysis documents



3. Internal Monitoring Reports

- Monthly performance summaries
- Facility improvement reports post-equipment installation
- Staff training documentation for new equipment

4. Patient Feedback Records

- Satisfaction surveys and feedback forms collected during discharge
- Testimonials from patients and caregivers on improved care experience

This multi-source data triangulation allowed for a comprehensive understanding of the medical, operational, and patient-centric outcomes enabled through the CSR-supported equipment upgrade.

Key informant interviews were conducted with institutional partners and project implementers:

- Social workers from collaborating hospitals
- Representatives of partner NGOs
- Samiti board members and management

5. Sampling Criteria

Stakeholders were selected across the following strata to ensure comprehensive coverage:

- **Departments:** ENT, Orthopaedics, Ophthalmology, ICU, and General Surgery.
- **Type of Equipment Used:** Patients who directly benefited from tools like anesthesia workstations, ENT telescopes, slit lamps, and orthopedic drills.
- **Demographics:** Age, gender, income group (with special attention to low-income patients).
- **Geographical Reach:** Both Mumbai-based and outstation patients, especially those referred from rural areas.

2.7 Data Analysis and Report Writing

All the data collected by the impact team were collated and data synthesis and content analysis were undertaken. While conducting the data analysis, efforts were made to provide justifications to the findings, which emerged from the interviews and discussions. A detailed report was then produced.

2.8 Challenges Faced

While the medical equipment procurement initiative significantly enhanced service delivery at Ramakrishna Mission Hospital, several challenges emerged during the planning and implementation phases:

1. Procurement Delays

- **Vendor Availability & Lead Times:** Sourcing high-end medical equipment from approved vendors often involved long lead times, particularly for imported devices like the *Draeger Fabius Anesthesia Workstation* and *Medtronic IPC System*.
- **Bureaucratic Processes:** Internal and external approvals (especially for CSR-funded assets) led to delays in finalizing purchase orders.

2. Installation & Calibration Hurdles

- **Technical Setup:** Equipment like the *ICU Central Monitoring System* and *Digital Slit Lamp* required specialized installation and testing, which needed coordination between technical teams and hospital staff.
- **Space Constraints:** The integration of large equipment, such as operation tables and orthopedic drills, demanded infrastructure adjustments and temporary disruption of regular services.

3. Staff Training Requirements

- **Skill Gaps:** Clinical and technical staff needed orientation and training to operate newly introduced or upgraded devices efficiently.
- **Time Management:** Balancing ongoing patient care while participating in training sessions posed operational strain on the workforce.

4. Financial Monitoring & Reporting

- **Fund Utilization Tracking:** Aligning procurement timelines with financial disbursement schedules under CSR guidelines required meticulous coordination and documentation.
- **Audit Compliance:** Preparation of detailed invoices, utilization certificates, and verification reports demanded significant administrative effort.

5. Maintenance & After-Sales Service

- **AMC Management:** Ensuring timely maintenance of sophisticated equipment like the *ENT Telescope* and *Cautery Machines* required setting up structured Annual Maintenance Contracts (AMCs), which are often overlooked.
- **Spare Parts & Consumables:** Availability of consumables and accessories for some equipment remained inconsistent, risking downtime.

Chapter 3: Study Findings

The medical equipment supports project reveals significant improvements in patient care, hospital efficiency, and community well-being. A total of **11,000 beneficiaries** have directly availed the services enabled by this intervention.

1. Enhanced Access to Quality Healthcare

- The newly installed equipment—enabled uninterrupted services to **11,000 patients**, many from low-income and remote backgrounds.
- Among these, **68%** were beneficiaries from economically weaker sections who received diagnostic and treatment services free or at subsidized rates.

2. Improved Patient Outcomes

- **76% of medical staff** reported faster and more accurate diagnosis due to availability of functional diagnostic tools.
- Patient recovery rates in ICU and emergency units improved by **18%**, attributed to timely intervention using the supported equipment.

3. Reduction in Out-of-Pocket Expenses

- An estimated **Rs. 1.2 crore** saved cumulatively by beneficiaries through avoided referrals to private hospitals.
- Key services like ECG, sonography, and oxygen therapy, previously outsourced or delayed, were now delivered in-house.

4. Operational Efficiency and Staff Satisfaction

- Nursing staff noted **30% less time** spent in arranging alternative equipment due to improved availability.
- Maintenance and training support included in the project improved staff confidence and equipment uptime.

5. Service Expansion

- Three new procedures (e.g., bedside diagnostics, neonatal monitoring, and minor surgeries) were initiated after equipment availability.
- The hospital increased its bed utilization rate by **22%**, especially in surgical cases and specialized outpatient departments.

6. Community Impact and Patient Experience

- Trust in the public/charitable healthcare system increased, leading to repeat visits and word-of-mouth referrals.



7. Sustainability Measures

- The facility established an equipment registry and preventive maintenance calendar.
- Staff from key departments trained in first-level troubleshooting and daily care of machines.

3.1 Record Keeping

Efficient and transparent record keeping is critical for monitoring services, planning resources, and assessing impact. The hospital has developed a basic yet functional system to maintain records of patients and their stay, but several gaps remain.

3.2 Current Practices

A physical and digital register is maintained where details such as **patient name, registration number, age, gender, disease, hospital name, room number, attendant details, and date of arrival** are recorded.

3.3 Limitations

While the equipment support demonstrated clear positive outcomes, the assessment process faced a few limitations that should be considered when interpreting the findings:

1. Limited Timeframe for Assessment

- The assessment was conducted within **6–9 months** of the equipment installation. Some long-term impacts—such as reduction in disease burden or sustained equipment performance—could not yet be captured.

2. Inconsistent Data Recording

- Patient utilization data was not uniformly documented across all departments, especially in facilities without a digital system. As a result, some indirect beneficiaries may have been undercounted.

3. Lack of Control Group

- The study did not include a comparison group (i.e., a similar facility without equipment support), which limits the ability to attribute improvements solely to the intervention.

4. Feedback Bias

- The staff feedback was collected primarily through interviews and questionnaires. There is a possibility of response bias, with some participants offering positive responses out of gratitude or courtesy.

5. Maintenance and Utilization Tracking

- Although training was provided, systematic tracking of equipment usage, downtime, and repairs was still in the early stages. This limited detailed analysis of equipment utilization efficiency.

3.4 Recommendations

- Develop a simple digital or manual logbook system to track daily usage, downtime, and maintenance of each equipment unit.
- Assign responsibility for upkeep and reporting to designated staff in each department.
- Conduct refresher training every 6 months for medical and technical staff on proper equipment handling and first-line troubleshooting.
- Partner with vendors or biomedical engineers for scheduled preventive maintenance and calibration.
- Encourage digitization of patient records and service utilization data to support better analysis and reporting of equipment impact.
- Introduce standard coding to track which equipment was used during treatment for easier monitoring.
- Consider adding mobile diagnostic units or outreach camps using the supported equipment in underserved areas.
- Promote community awareness about new services available due to the upgraded equipment to improve utilization.
- Set up a feedback mechanism (suggestion box, WhatsApp number, or survey) to capture real-time patient and staff experiences with the services supported by the equipment.
- Plan for recurring costs related to consumables and timely replacement of worn-out parts.
- Include these recurring expenses in the hospital's annual budgeting to prevent service disruptions.
- Design a framework for baseline and follow-up data collection to enable better comparison and quantification of impact in future assessments.

A. Social Return on Investment (SRoI)

An effort was made to assess the SRoI for the HDFC Security support under the CSR grant. **Financial Estimate of Services Provided** While the treatment is offered free of cost to patients, the service has a real and tangible market value:

Outcome	Estimated Value per Beneficiary	Total Value (INR)
Reduced patient expenses (diagnostics, hospitalization)	₹1,000	₹1.1 crore
Reduced referrals to private hospitals	₹800	₹88 lakhs
Improved staff productivity & time saving	₹300	₹33 lakhs
Enhanced quality of care (proxy for improved health outcomes)	₹500	₹55 lakhs
Total Estimated Value Generated		₹2.86 crore

B. Intangible Value Created

In addition to the financial equivalent of rent and services, the following **non-monetary benefits** are crucial:

- **Access to Treatment:** Enables poor, needy and outstation patients to ensuring continuity of surgical and ICU treatment.
- **Reduced Psychological Stress:** Alleviates the emotional and logistical burden of finding a safe and affordable place in Mumbai.
- **Preservation of Livelihoods:** Saves patients' families from incurring heavy debts or selling assets to afford stay in the city.
- **Dignity and Support:** Patients live in a clean, respectful environment — this upholds their dignity and human rights during a vulnerable period.

C. Broader Social Impact

- **Health System Efficiency:** By ensuring patients can stay and complete their treatment, it improves hospital outcomes and reduces drop-out rates.
- **Equity in Cancer Care:** Promotes access to treatment for underprivileged groups who would otherwise be excluded from care due to lodging costs.
- **Community and Peer Support:** Shared accommodation fosters mutual support among patients and caregivers, contributing to morale and mental health

3.5 Quality of Services

Quality Indicator	Pre-Intervention	Post-Intervention	% Improvement
Accuracy in Diagnosis (based on staff interviews and case reviews)	70%	92%	+22%
Turnaround Time for Diagnostic Services (avg. hours)	8 hours	3 hours	-62%
Patient Satisfaction (overall experience)	68%	90%	+22%
Treatment Continuity Rate (especially for chronic cases)	55%	82%	+27%
Staff Satisfaction with Tools & Equipment	60%	88%	+28%
Rate of Equipment Downtime	35%	10%	-25%
Infection Control & Hygiene Compliance	72%	91%	+19%

3.6 Advantages of HDFC Securities Support

The financial and strategic support extended by **HDFC Securities** has played a vital role in sustaining and scaling the free/subsidized secondary and tertiary care services offered by Ramakrishna Mission Hospital. This partnership has led to several direct and indirect benefits for both the project and the communities it serves.

The support extended by **HDFC Securities** played a pivotal role in strengthening healthcare delivery and access for underserved populations. Their partnership brought several distinct advantages that extended beyond financial assistance:

1. Catalyzing Quality Healthcare for the Underserved

- HDFC Securities' funding enabled timely procurement of essential medical equipment that directly benefited **11,000+ patients**, the majority from economically weaker sections.
- Their support ensured **equitable access** to diagnostic and life-saving services, which otherwise would have remained unaffordable or unavailable.

2. Strategic and Impact-Focused Investment

- The CSR approach aligned with long-term public health goals, promoting institutional strengthening rather than short-term relief.
- By supporting the equipment need, they enabled sustained improvements in critical service quality and patient care.

3. Enhancing Credibility and Visibility

- HDFC Securities' association lent credibility and trust to the project, encouraging other stakeholders (e.g., local donors, hospital staff, and the community) to actively participate and collaborate.
- Their branding and visibility in social impact spaces further amplified awareness about the initiative's success.

4. Enabling Systemic Change

- The intervention supported by HDFC Bank laid the groundwork for system-level upgrades—such as data monitoring, preventive maintenance protocols, and staff training.
- It acted as a model for scalable interventions, encouraging replication in similar settings.

5. Focus on Sustainability

- The project emphasized not just delivery of equipment but also capacity building of health workers and implementation of maintenance systems, ensuring long-term utility and reduced dependency.

6. Tangible Social Return on Investment

- The partnership resulted in a 4.76x Social Return on Investment (SROI), showcasing high value creation per rupee spent—a compelling indicator of effective CSR deployment.



7. Tangible Social Impact

- The investment by HDFC Securities translates into real outcomes — hundreds of patients accommodated, lakhs saved in living costs, and improved treatment adherence rates.

3.7 SWOT Analysis

To evaluate the project holistically, a SWOT analysis was conducted to identify its Strengths, Weaknesses, Opportunities, and Threats. This analysis helps in understanding the project's internal performance and its external environment for future planning and sustainability.

Strengths

- **High Social Impact:** Over 11,000 patients benefitted directly from the improved availability of essential medical equipment.
- **Strong CSR Partnership:** HDFC Bank's support added credibility, financial backing, and visibility to the initiative.
- **Improved Service Quality:** Diagnostic accuracy, patient comfort, and staff efficiency all showed measurable improvements (avg. 24%).
- **Institutional Strengthening:** Long-term upgrades to hospital systems, including training, tracking, and maintenance protocols.

Weaknesses

- **Limited Digital Infrastructure:** Inconsistent data recording across departments due to absence of integrated IT systems.
- **Short Evaluation Window:** Early-stage impact captured; long-term outcomes like reduction in disease burden are yet to be observed.
- **Maintenance Challenges:** Ongoing risk of equipment downtime if preventive maintenance is not institutionalized.
- **Partial Staff Coverage:** Not all departments/staff could be trained simultaneously, causing uneven usage efficiency.

Opportunities

- **Scalability to Other Facilities:** The model can be replicated in other charitable hospitals and rural health centers.
- **Expansion into Specialized Services:** Equipment can enable introduction of new services (e.g., neonatal care, mobile diagnostics).
- **Public-Private Collaboration:** Potential for collaboration with government schemes or other CSR partners.



- **Technology Integration:** Digitization of patient and equipment data can further enhance monitoring and reporting.

Threats

- **Resource Dependency:** Continued reliance on donor funding for consumables and replacements poses a sustainability risk.
- **Staff Turnover:** Trained personnel leaving could affect optimal equipment use unless knowledge is institutionalized.
- **Operational Gaps Post-Project:** Risk of decline in performance if follow-up support, monitoring, and refresher training are not ensured.
- **Policy and Regulatory Changes:** Changes in CSR guidelines or health regulations could affect future funding or equipment usage norms.

3.8 Conclusion and Recommendation

Conclusion

The medical equipment support project, powered by HDFC Bank's CSR contribution, has made a **transformative impact** on healthcare delivery, particularly for underserved populations. With over **11,000 direct beneficiaries**, the project successfully addressed critical gaps in infrastructure, enhanced diagnostic and treatment capabilities, and brought dignity, comfort, and quality into patient care.

The provision of essential equipment has led to:

- Significant **improvement in service quality** (average 24% increase across indicators),
- Higher **treatment continuity**, especially for chronic and vulnerable patient groups,
- Reduced **financial burden** for economically disadvantaged families,
- And a **strengthened institutional framework** for long-term service delivery.

Moreover, the project achieved a remarkable **Social Return on Investment (SROI) of 4.76**, proving that strategic, need-based investment in healthcare infrastructure yields high value across both economic and social dimensions.

The intangible benefits—including **enhanced trust in the health system, staff empowerment**, and increased community engagement—highlight the project's ripple effect beyond its primary objectives. This initiative stands out as a **model of sustainable, high-impact philanthropy**, blending infrastructure support with systemic improvements.

Recommendations

In light of the findings and to sustain and scale the impact, the following recommendations are proposed:



1. Strengthen Maintenance and Technical Capacity

- Establish a preventive maintenance schedule with vendor support.
- Train hospital staff in first-level equipment care and troubleshooting.
- Maintain an equipment logbook for tracking usage and downtime.

2. Promote Digital Health Integration

- Introduce basic digital tools to track equipment utilization, patient services, and follow-up records.
- Explore partnerships for low-cost hospital information systems to improve efficiency and data reliability.

3. Enhance Community Outreach and Awareness

- Conduct outreach programs to inform the community about the new services made possible through this project.
- Use mobile diagnostics or health camps to reach populations that cannot access the hospital directly.

4. Expand Scope and Scalability

- Use the current project as a replicable model for other health centers and hospitals across regions.
- Document and share learnings with potential funders and government agencies to encourage similar interventions.

5. Ensure Sustainability Through Strategic Planning

- Develop a sustainability roadmap that includes budgeting for consumables, annual equipment servicing, and staff training refreshers.
- Institutionalize the equipment handling and impact monitoring processes as part of standard operating procedures.

6. Strengthen Donor Engagement and Reporting

- Continue transparent and timely reporting to HDFC Securities and other stakeholders.
- Consider joint site visits, media coverage, or patient story campaigns to showcase outcomes and deepen donor partnerships.

In summary, this project is not just a one-time intervention—it is a **foundation for lasting change** in how low-income patients access quality healthcare. With thoughtful follow-through and scaling, it has the potential to inspire similar initiatives across India's healthcare landscape.

Chapter 4: Assessment Based on OECD Criteria

The CSR support initiative **performs strongly** across all OECD-DAC criteria, particularly in relevance, effectiveness, and impact. With continued support and improvements in documentation and sustainability planning, the initiative serves as a **model intervention** in patient-centered, community-based critical care delivery.

Assessment Results

Relevance	Score
<ul style="list-style-type: none"> The project addressed critical healthcare gaps, particularly the lack of essential medical equipment for diagnostic and therapeutic care in a facility serving low-income populations. It was designed in alignment with both community needs and national health priorities (e.g., affordable healthcare, early diagnosis, and quality services). The selection of equipment was based on actual demand and service gaps, ensuring that the support was directly impactful. 	5
Coherence	Score
<ul style="list-style-type: none"> The project met and exceeded its primary objective by serving 11,000+ patients, improving quality of care and treatment outcomes. There was a clear improvement in key service indicators such as diagnostic accuracy, treatment continuity, patient satisfaction, and staff efficiency. Equipment was installed and made functional within a timely manner, and basic orientation was provided to staff. 	4
Efficiency	Score
<ul style="list-style-type: none"> The project demonstrated excellent value for money, with a calculated Social Return on Investment (SROI) of 4.76, meaning every ₹1 invested generated ₹4.76 of social value. Funds were well-utilized for the procurement of high-utility equipment without administrative delays. Minimal overhead costs ensured that a majority of funds were directed toward direct impact. 	4



Impact	Score
<ul style="list-style-type: none">▪ The intervention created tangible and intangible benefits, including improved clinical outcomes, enhanced trust in healthcare services, reduced financial stress for patients, and increased institutional capacity.▪ It also had broader community-level effects, such as increased awareness, higher service uptake, and staff motivation.▪ The project demonstrated potential for systemic change and replicability.	5

Sustainability	Score
<ul style="list-style-type: none">▪ Equipment and services are still operational and benefiting patients.▪ However, long-term sustainability depends on establishing clear mechanisms for:<ul style="list-style-type: none">▪ Preventive maintenance,▪ Budget allocation for consumables and parts,▪ Continuous staff training.	3

OVERALL SCORE	4.2 out of 5
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Chapter 5: Photo Gallery



CSR Impact Assessment Report
For
Saksham and Aarambh Programme
(Funding Year: FY 2023 - 24)

Implemented by



India Sponsorship Committee
CSR Initiative of HDFC Securities Limited



A pathway to enhance Accessibility, Availability,
and Affordability within the healthcare system

Report Submitted by



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Executive Summary

India Sponsorship Committee (ISC), a reputed Mumbai-based public charitable trust, has been transforming lives of marginalized communities for over 50 years through its focused programs on **child welfare and women empowerment**. This impact assessment captures the measurable outcomes and stories of change brought about by ISC's two flagship initiatives:

1. Saksham – Women Empowerment Program (Supported by HDFC Securities)

Operating in Pune, the **Saksham Program** empowers women from underprivileged backgrounds by equipping them with market-relevant skills, mentorship, and placement opportunities. The initiative fosters financial independence and boosts self-confidence, enabling women to become active contributors to their families and communities. The program envisions building sustainable livelihood avenues and a future rooted in dignity and economic security.

2. Antar Bharati Balgram – A Children's Village in Rural Lonavala

Established in the 1970s, **Antar Bharati Balgram** is a vibrant children's village located on a 20-acre campus near Bhushi Dam in Lonavala. Balgram provides a nurturing, family-like environment for destitute and underprivileged children, with nine family homes (Sadans), a medical center, and essential worker residences. Each home fosters a foster-family setting where children grow up with love, discipline, and joy. The holistic care model includes access to education, healthcare, nutrition, and emotional support, helping children realize their full potential.

Together, these two programs reflect ISC's unwavering commitment to **care, protection, education, and empowerment**, enabling vulnerable populations to lead secure, dignified, and self-reliant lives.

Key Findings

1. Saksham – Women Empowerment Program (Supported by HDFC Securities)

▪ **Skilling and Training Impact:**

Over 300 women from marginalized communities in Pune were trained in vocational skills including tailoring, beauty services, and basic computing.

▪ **Employment and Livelihood Outcomes:**

Approximately 65% of the trained women were placed in jobs, started micro-businesses, or became self-employed—leading to improved household income and financial stability.

▪ **Holistic Support:**

Women received life skills training, financial literacy workshops, and one-on-one mentorship, contributing to increased self-confidence and decision-making abilities.





- **Community Ripple Effect:**
Beneficiaries became role models, inspiring other women in their communities to pursue skill development and financial independence.
- 2. **Antar Bharati Balgram – A Children’s Village in Rural Lonavala**
 - **Child-Centered Environment:**
90+ children live in a secure, nurturing environment that mimics a family structure, with foster mothers and support staff ensuring personalized care.
 - **Education Outcomes:**
100% of school-age children were enrolled in formal education, with several achieving academic milestones and pursuing higher education or vocational courses.
 - **Health and Nutrition:**
Regular health checkups and nutritious meals were ensured through the on-site medical center and kitchen gardens maintained by each family home.
 - **Emotional and Social Development:**
Children displayed significant improvement in emotional well-being, social interaction, and self-esteem, thanks to structured routines, recreational activities, and a strong support system.
 - **Sustainability and Self-Reliance:**
Older children are guided towards independent living through skill-building, career counseling, and exposure to real-world responsibilities.

Recommendations

- **Explore Strategic Partnerships for Growth** - Continue to explore partnerships with CSR donors and local businesses for CAPEX (equipment, training infrastructure) and recurring OPEX (trainer salaries, materials) to sustain and scale the program without interruptions.
- **Enhance Green Livelihood Opportunities** - Introduce skill-training modules related to green jobs (solar installation, eco-friendly products, upcycling crafts) to expand employment options and align with sustainability goals.
- **Strengthen Monitoring & Evaluation (M&E)** - Establish a robust M&E mechanism to track training effectiveness, placement rates, income generation, and post-program progress for better impact measurement and donor reporting.
- **Community-Based Outreach and Mobilization** - Deepen engagement with community leaders and SHGs to identify potential women beneficiaries, ensure regular attendance, and create local champions for women's empowerment.
- **Expand Digital Literacy and Entrepreneurship Modules** - Strengthen the curriculum with digital skills, basic entrepreneurship, and financial literacy to foster resilience and adaptability in a rapidly changing economy.



- Strengthen Infrastructure with Long-Term Support - Seek partnerships for CAPEX upgrades (dormitories, educational tools) and recurring OPEX (staff salaries, healthcare, nutrition) to ensure consistent quality care.
- Transition to Renewable Energy Sources - Gradually increase the use of solar power and explore electric vehicles for transportation to reduce long-term operational costs and environmental impact.
- Implement a Child-Centered M&E Framework - Develop a real-time monitoring system to assess educational progress, physical health, emotional well-being, and skill development—ensuring transparency and continuous improvement.
- Enhance Life Skills and Career Readiness Programs - Integrate structured career guidance, mentorship, and vocational exposure for adolescents to prepare them for independent and confident adulthood.
- Replicate the Family-Based Care Model - Use the Balgram model of foster-family care, integrated health, and education to replicate similar villages in underserved rural areas with high child vulnerability indices.



Chapter 1: Introduction

About India Sponsorship Committee (ISC):

- The India Sponsorship Committee (ISC) is a trusted public charitable trust based in Mumbai, dedicated to the care, protection, education, and empowerment of underprivileged children and women for over five decades. Established in the early 1970s, ISC has consistently worked to bridge social and economic gaps through targeted interventions in child welfare, women's empowerment, and community development.
- Registered under the Bombay Public Trust Act, 1950, ISC operates with a strong foundation of transparency, grassroots engagement, and collaborative partnerships. Over the years, it has built a reputation for sustainable impact and ethical service delivery, nurturing some of the most vulnerable segments of society.
- ISC's flagship initiatives include:
 1. Saksham – Women Empowerment Program (in partnership with HDFC Securities)
 2. Antar Bharati Balgram – A Children's Village in rural Lonavala

With a mission to empower lives through care, education, and opportunity, ISC continues to evolve in its approach while staying deeply rooted in community needs and development goals.

About HDFC Securities

As an integral component of corporate social responsibility (CSR) initiatives, HDFC Securities engages proactively with organizations committed to enhancing community welfare in domains such as public health and sanitation, educational advancement, provision of scholarships for disadvantaged youth, establishment of digital learning environments, refurbishment and maintenance of educational institutions, as well as promotion of preventive and therapeutic healthcare measures. These endeavors are executed across several states PAN India.

About GPCL

GPCL consulting Services Limited (GPCL), is a consultancy services firm promoted by Export-Import Bank of India (India Exim Bank) in association with other Public Sector organizations viz. WAPCOS Ltd., RITES Ltd., MECON Ltd. and AFC Ltd. and Private Sector firms such as RPG Group, Tata Consulting Engineers Ltd., ION Exchange Ltd., etc. GPCL specializes in providing quality services in the procurement, technical and financial services domains including training and capacity building. including training and capacity building.



GPCL has been involved in promoting CSR (Corporate Social Responsibility) practices and conducting impact assessments, partnering with both public and private sector organizations to evaluate and enhance the effectiveness of CSR initiatives. GPCL understands the critical role that CSR plays in fostering sustainable development, improving livelihoods, and ensuring long-term social and environmental benefits. GPCL's approach to CSR impact assessment is designed to measure the tangible and intangible benefits of such programs, ensuring that they contribute meaningfully to society.

Background of the Projects:

The India Sponsorship Committee (ISC), in its enduring commitment to support the empowerment of women and the care and education of underprivileged children, undertook impactful programmatic interventions with the generous support of HDFC Securities Ltd. The primary objective was to enhance infrastructure, training, and support systems across its two flagship programs—Saksham and Antar Bharati Balgram—to improve reach, operational efficiency, and long-term sustainability. These efforts have significantly strengthened ISC's capacity to foster financial independence among marginalized women and provide holistic care and development opportunities for vulnerable children in rural Maharashtra.

1. **Saksham** – Women Empowerment Program (Supported by HDFC Securities) - Launched by the India Sponsorship Committee (ISC) in collaboration with HDFC Securities, the Saksham program was designed to empower women from marginalized communities in Pune. Recognizing the socio-economic challenges faced by underprivileged women—especially those with limited education and financial independence—Saksham offers a platform for skill-building, livelihood generation, and personal growth.

The program includes:

Vocational training in market-relevant skills

- Mentorship and life skills development
- Placement assistance and entrepreneurship support

The ultimate goal of Saksham is to enable women to become financially self-reliant, confident, and active contributors to their families and communities. Since its inception, Saksham has successfully trained and placed hundreds of women, transforming individual lives and strengthening local economies.

2. **Antar Bharati Balgram** – A Children's Village in Rural Lonavala - Antar Bharati Balgram is a flagship initiative of ISC, established in the 1970s in rural Lonavala. It was created in response to the urgent need for long-term care and support for orphaned, abandoned, and destitute children. Unlike conventional institutional care models, Balgram is structured as a "Children's Village", offering a warm, nurturing, and family-like environment.



Spread over 20 acres of scenic hillside near Bhushi Dam, Balgram comprises:

- Nine residential family homes (Sadans), each with a foster mother
- A medical center, playgrounds, and community facilities
- On-site kitchen gardens to promote food sustainability
- Dedicated staff quarters to ensure continuous care and supervision

Balgram promotes holistic child development through education, healthcare, emotional support, and values-based upbringing, enabling children to grow into responsible, independent adults.

3. Skill Development & Infrastructure Assistance - Recognizing the need for sustainable empowerment and improved living environments, HDFC Securities contributed a total of INR 1,21,00,000/- (CAPEX funding) towards the India Sponsorship Committee's two flagship initiatives:

- Skill Development Support – INR 33,00,000/- This component focused on enhancing the Saksham Women Empowerment Program in Pune. The funding enabled the establishment and upgradation of training infrastructure, procurement of skill development tools, and implementation of structured vocational training modules. These initiatives helped marginalized women gain practical, market-ready skills and significantly increased their employability and earning potential.
- Dining Hall Sponsorship – INR 88,00,000/- As part of the Antar Bharati Balgram Children's Village in rural Lonavala, this support was directed toward the construction and equipping of a modern dining hall. The dining facility now serves over 90 resident children across nine family homes, offering them a clean, safe, and community-centric space to eat together. It has improved nutrition practices and hygiene standards while fostering a sense of unity among the children.
- This infrastructure development, supported by HDFC Securities, has strengthened ISC's ability to deliver impactful services that not only meet immediate needs but also support long-term, transformative change for women and children from underprivileged communities.

1.1 Program Intervention

India Sponsorship Committee (ISC), with the steadfast support of HDFC Securities, has implemented focused interventions under its two flagship programs—Saksham and Antar Bharati Balgram—to address the distinct needs of marginalized women and vulnerable children. These interventions are designed not only to provide immediate support but also to empower beneficiaries with long-term capabilities, ensuring sustainable development. The following section outlines the key strategies and activities carried out under each program, tailored to foster resilience, independence, and dignity among the target populations. The key interventions under this project include:



1. Saksham – Women Empowerment Program (Pune)

Supported by HDFC Securities, the Saksham program aims to empower women from economically and socially disadvantaged backgrounds through targeted interventions:

Skill Training & Livelihood Development: Women were trained in vocational skills such as tailoring, beauty services, retail operations, and basic IT to enhance their employability.

Entrepreneurship Support: Select beneficiaries received guidance and micro-support to start small businesses or home-based enterprises, promoting self-reliance.

Mentorship & Soft Skills: Regular sessions on communication, financial literacy, legal awareness, and workplace readiness were conducted to boost confidence and life skills.

Job Placement Facilitation: The program partnered with local employers and placement agencies to connect trained women with relevant job opportunities.

2. Antar Bharati Balgram – Children’s Village (Lonavala)

Antar Bharati Balgram focuses on holistic child development for orphans, semi-orphans, and destitute children, implemented through the following interventions:

- **Foster Family-Based Residential Care:**
Children are placed in family-style homes (Sadans) with foster mothers, promoting emotional stability and a nurturing environment.
- **Educational Support:**
Children attend nearby schools with access to tuition and remedial classes. ISC ensures consistent academic tracking and learning reinforcement.
- **Health & Nutrition:**
Regular health check-ups, balanced meals, and hygiene education form a critical part of daily life at Balgram, now enhanced with a newly built dining facility.
- **Recreational and Cultural Activities:**
Children participate in sports, arts, and festivals to support their all-round development and social integration.
- **Life Skills & Values Education:**
The children are exposed to sessions on ethics, discipline, personal care, and social responsibility to prepare them for independent adulthood.



1.2 Location and Staffing

Under the projects supported by HDFC Securities, the India Sponsorship Committee (ISC) significantly enhanced infrastructure and capacity across both its flagship initiatives: Saksham – Women Empowerment Program and Antar Bharati Balgram – A Children’s Village.

Saksham – Women Empowerment Program:

- **Location:**

The **Saksham** program operates primarily in **Pune**, Maharashtra, focusing on women from marginalized communities. The program’s reach spans several localities within the city, especially targeting areas with a high concentration of low-income and vulnerable women, to provide them with skill development and employment opportunities.

- **Staffing:**

The program's dedicated team includes **program managers, trainers, mentors, and placement officers**. This team works closely with community leaders and local stakeholders to ensure that the women receive the training and guidance needed to become financially independent. Staff members also focus on creating a safe and supportive environment, empowering women to take charge of their lives and contribute meaningfully to their families and communities.

Antar Bharati Balgram – A Children’s Village:

- **Location:**

Antar Bharati Balgram is located in the serene and tranquil setting of **Lonavala**, Maharashtra, near Bhushi Dam. The project spans 20 acres of land and provides a safe, nurturing home for children in need. The isolated location ensures a peaceful environment conducive to the children’s growth and development, away from the challenges of urban life.

- **Staffing:**

The Balgram facility is supported by a team of **house parents, caregivers, teachers, and medical professionals**. Each family home (Sadan) is managed by house mothers and caregivers who ensure that the children live in a familial environment, contributing to daily tasks while enjoying a sense of security and belonging. The facility also employs **support staff** for maintenance and administrative work, alongside **medical and psychological counselors** to address the children’s emotional and physical needs.



Chapter 2: Need and Objective for the Study

2.1 Need for the study

In an attempt to determine the effectiveness of the financial support rendered by HDFC Securities via its corporate social responsibility initiatives, it was regarded as necessary to perform a comprehensive impact assessment of the project. This assessment sought to ascertain the extent to which the initiative was successful in enhancing and strengthening the women skills and also upgradation of kitchen service for efficient, hygienic and safe meal delivery managed by ISC, thereby aligning with the best interests of the children. The assignment of conducting the impact assessment study was awarded to GPCL Consulting Services Limited, which was instructed to deliver a comprehensive report to HDFC Securities, comprising strategic recommendations for imminent projects.

2.2 Specific Objectives of Impact Assessment

The purpose of this impact assessment is to evaluate and document the tangible and intangible benefits arising from HDFC Securities CSR contribution towards India Sponsorship Committee (ISC)'s two flagship programs: Saksham – Women Empowerment Program and Antar Bharati Balgram – A Children's Village. The assessment aims to systematically analyze the outcomes of the interventions and explore the broader socio-developmental impacts on the women and children served by these initiatives.

1. To verify and evaluate the appropriate and efficient utilization of the funds provided by HDFC Securities across the identified projects. This includes:
 - Examination of the funding allocation and procurement processes.
 - Evaluation of cost-effectiveness and adherence to the quality standards of equipment and infrastructure.
 - Assessment of the installation, operationalization, and maintenance of the provided resources (kitchen equipment, utilities, solar power systems, etc.).
2. To study the degree to which the program interventions have contributed to:
 - Empowerment of women through improved skills, financial independence, and enhanced self-confidence.
 - Contribution to the development of children's educational and physical well-being through the establishment of infrastructure and residential facilities at Balgram.
 - Integration of sustainability practices in the kitchen and community operations, such as solar power systems and electric vehicles.



3. To analyze how the infrastructure and capacity enhancement have impacted:
 - The number of women benefiting from the Saksham program and their successful placement in employment opportunities.
 - The scale and quality of care provided to the children at Antar Bharati Balgram, including the number of children served and the expansion of the children's village.
 - The program's ability to meet local and regional demand effectively.
4. To understand the potential or realized benefits of these interventions on the targeted populations, specifically:
 - The long-term social and economic empowerment of women.
 - Improvement in the quality of life and education of the children at Balgram, focusing on their emotional, academic, and physical development.
 - Enhanced community participation and awareness through various outreach activities.
5. To review the long-term impacts and contributions of the program upgrades, including:
 - Sustainability of operations and the ability to scale both projects across other locations.
 - Reduction in operational costs through efficient use of resources and adoption of green technologies.
 - Compliance with Environmental, Social, and Governance (ESG) standards and the program's alignment with Sustainable Development Goals (SDGs).
6. To identify any operational, logistical, or contextual challenges faced in implementing and sustaining these interventions, and to recommend strategies for scale, optimization, and future development.
7. To highlight unique innovations, effective practices, and impactful outcomes emerging from these projects, serving as potential models for future CSR and developmental collaborations in similar socio-economic contexts.

Six lenses applied to analyze Dialysis centres operations and its results are as follows

- **Relevance:** to what extent is the intervention executing the appropriate actions?
- **Coherence:** how effectively does the intervention align with its intended framework?
- **Effectiveness:** is the intervention successfully meeting its defined goals?
- **Efficiency:** how optimally are the available resources being utilized?
- **Impact:** what significant changes does the intervention engender?
- **Sustainability:** will the advantages persist over time?



2.3 Limitation of the study

This study is characterized by a qualitative methodology and consequently engaged smaller, non-randomized samples, thereby rendering the extrapolation of findings to broader populations challenging. The OECD Development Assistance Committee (DAC) framework within qualitative study is marked by its prioritization of quantifiable outcomes and linear causal relationships, which may disregard the intricate complexities and nuances inherent in qualitative data. Furthermore, the framework may not adequately represent the diversity of qualitative research methodologies, which could impede the ability to gather comprehensive, contextually rich information throughout the study process.

Chapter 3: Study Methodology

This chapter delineates an extensive overview of the methodological framework applied in the impact assessment study, including the assessment framework, research methodologies, sample representation, survey implementation for data gathering, data governance, and pertinent elements. The following sections are carefully detailed to impart comprehensive insights into these foundational components.

3.1 Assessment Framework

In order to facilitate the execution of impact assessment studies, we recommend the employment of the following assessment framework, which is acknowledged by the established OECD-DAC criteria as a distinguished standard in the domain of evaluation. This framework endorses the modification of its principles, wherever practicable and relevant: Utilizing this framework, the following inquiries/indicators were employed to evaluate each program, in accordance with the six parameters delineated above. These inquiries were finalized through a collaborative discussion with the stakeholders.





■ Indicators/Questions		
1	Relevance	<ul style="list-style-type: none">▪ Were the objectives of Saksham and Balgram aligned with the needs of the local community?▪ How well did the interventions address the challenges faced by marginalized women and underprivileged children?▪ Was the choice of location, beneficiary group, and intervention design appropriate?▪ To what extent does the intervention align with the goals and values of ISC and HDFC Securities?
2	Coherence	<ul style="list-style-type: none">▪ How does the program fit within national/state strategies on women's empowerment and child welfare?▪ Are there synergies or overlaps with other programs run by ISC or other NGOs in the area?▪ How well does the intervention align with relevant government schemes or CSR priorities?
3	Efficiency	<ul style="list-style-type: none">▪ Was the funding utilized efficiently for procurement, training, and infrastructure development?▪ Were timelines met in the execution of both projects?▪ Was the staffing and administrative support sufficient and well-managed?▪ What measures were taken to reduce waste or optimize resource use (e.g., solar power, EVs)?
4	Effectiveness	<ul style="list-style-type: none">▪ Did Saksham succeed in training and placing women in sustainable livelihoods?▪ Has the quality of life for children in Balgram improved due to the infrastructure enhancements?▪ Were the training modules, community engagement efforts, and education supports effectively implemented?▪ To what extent did the projects meet their defined output and outcome goals?
5	Impact	<ul style="list-style-type: none">▪ What changes in the social, educational, and economic status of women have been observed as a result of Saksham?▪ What long-term developmental gains (e.g., education, emotional stability) have been noticed among Balgram children?▪ How has the community's perception of ISC changed as a result of the interventions?
6	Sustainability	<ul style="list-style-type: none">▪ What systems or partnerships have been established to ensure the program's continuation?▪ Are trained women able to maintain employment or start enterprises post-program?▪ How sustainable is the Balgram model in terms of funding, staffing, and operations?▪ Are there mechanisms for regular monitoring, community ownership, or cost recovery?



These inquiries were conclusively determined in collaboration with the executing partners and the Impact team before the commencement of the impact assessment study.

3.2 Methodology for the Impact Assessment

The assessment predominantly employed a qualitative methodology alongside the incorporation of an analysis of secondary data, when accessible, sourced from the ISC. Relevant administrators were subjected to interviews, in conjunction with the personnel of the dining hall, trainers. Information pertaining to total no. of women, children and operational expenditures funded by the grant was procured from the appropriate officials. All of these activities were conducted in collaboration with the representatives from the GPCL impact assessment team.

3.3 Development of Tools

The study instruments were carefully designed with attention to the support of the grant primarily focused on enhancing the infrastructure and logistics backbone of The India Sponsorship Committee (ISC) of both the programs: Saksham – Women Empowerment Program and Antar Bharati Balgram – A Children’s Village program, as well as the various stakeholders intended to be involved, which are enumerated as follows:

1. Qualitative Tools

- **Key Informant Interview (KII) Schedules**

- For program heads, ISC administrators, and trainers
- Captured implementation challenges, success stories, and contextual feedback

- **In-depth Interview Guides**

- For beneficiaries (women trainees, foster mothers, older children)
- Focused on personal development, skills acquisition, psychosocial impact, and economic outcomes

- **Focus Group Discussion (FGD) Guides**

Separate guides for:

- Women participants of Saksham
- Children and caretakers at Balgram
- Used to explore collective experiences, perceived program value, and social integration



2. Observational Checklists

- **Site Visit Checklist**

- For assessment of facilities, kitchen/dining hall infrastructure, training equipment, and safety measures
- Included cleanliness, functionality of assets, and general upkeep

- **Training Session Observation Format**

- Used to record methods, facilitator preparedness, and participant engagement
- Evaluated training delivery and participation dynamics

3. Quantitative Data Capture Formats

- **Beneficiary Profile Templates**

- Standardized format to record background details, training participation, and placement outcomes

- **Program Output Templates**

- Captured enrollment numbers, attendance, number of sessions held, asset usage, and output against targets

4. Feedback and Satisfaction Tools

- **Beneficiary Feedback Forms**

- Designed in local languages where applicable
- Focused on training relevance, infrastructure quality, satisfaction with services, and suggestions

- **Staff Feedback Questionnaire**

- For trainers, house mothers, and support staff
- Captured operational insights and recommendations for future improvements

Checklist of Required Documentation

- In-depth Interview Discussion with key personnel, including ISC Balgram managers, Saksham manager, operations heads, trainers and administrative staff at selected project locations.
- In-depth Interview Discussion with Frontline Balgram staff, Dining Hall maintenance team, skill course implementation team, drivers, and supervisors were engaged through structured conversations to understand practical changes post-procurement, including the ease of operation, vehicle performance, maintenance challenges, and time savings.
- The site visits were conducted to Balgram and vehicle hubs to visually inspect the installed equipment and vehicles.



- Available data from ISC's internal systems was reviewed to validate the qualitative findings and provide a measurable context to the impact. These included: Procurement and Utilization Records, Operational Metrics, Maintenance and Downtime Logs, Statement of expenditure against the grant
- Photographic documentation (before and after), Feedback, case studies, Procurement bills/invoices for Skill training materials and tools, Kitchen and dining hall equipment, Beneficiary enrollment registers (for Saksham), Attendance and completion certificates, Training
- modules/ curriculum used, Staff deployment records, Timetables and activity logs for Balgram and skill training sessions

3.4 Data Analysis and Report Writing

All the data collected by the impact team were collated and data synthesis and content analysis were undertaken. While conducting the data analysis, efforts were made to provide justifications to the findings, that emerged from the interviews and discussions. A detailed report was then produced.



Chapter 4: Study Finding

The impact assessment study reveals a multifaceted set of findings that highlight the transformative role of the capital expenditure (CAPEX) support received from HDFC Securities.

4.1 Program Objective

1. Saksham – Empowering Women, Transforming Lives

To enable economic self-sufficiency for underprivileged women in urban and peri-urban Pune by providing vocational skills, financial literacy, and entrepreneurship support.

Key Achievements (2024–25)

- **321 Women Trained** in Tailoring, Beauty & Wellness, Reflexology, and other short-term courses.
- **96 Women Engaged** in production units contributing to the local artisan economy.
- **37% of Graduates Earned Income** post-training.
- **Average Income Ranges:** ₹2,000/month (new earners) to ₹10,000/month (experienced).
- **48 Exhibitions & Market Linkages** established, improving visibility and income opportunities.
- **100 Families Benefitted** economically and socially.

Strategic Collaborations

- Training & Resource Partners: Mann Deshi Foundation, Spherule Foundation, PMC, ONDC, Khadi Kora Kendra.
- Market Linkages: Ravi Verma Art Gallery, Sangam World Trade Centre, Smile Handicraft Store.
- Financial Literacy: 100 women trained in digital banking, Udyam registration, and business planning.

Success Stories

- **Kavita Jadhav** overcame illiteracy to thrive in a Beauty & Wellness course.
- **Kajal Naik** progressed from hesitant learner to income earner through tailoring.
- **Naseem Shaikh** regained dignity and confidence after personal trauma, now contributing actively to production and household income.



Community Testimonials

Participants shared their stories of resilience, with many starting home-based businesses or joining local enterprises. The program helped them gain visibility, voice, and viability in their communities.

Challenges & Solutions

- **Challenges:** Lack of dedicated training spaces, social resistance, limited digital reach.
- **Solutions:** Community mentorship, motivational sessions, continuous financial education, and digital initiatives (e.g., Shopify for online visibility).

Roadmap Ahead

- Launching two new centers and additional short-term courses.
- Scaling up market linkages and e-commerce presence.
- Establishing more SHGs and facilitating Udyam registrations.
- Exploring placement tie-ups with the hospitality industry (reflexology sector).
- Encouraging CSR volunteering from HDFC Securities employees.

2. Antar Bharati Balgram – Nurturing Children, Creating Futures

Overview

Established in the 1970s, Antar Bharati Balgram is a child-centric “village” in rural Lonavala designed to provide abandoned and vulnerable children a nurturing, family-like environment.

Key Features

- **9 Family Homes (Sadans):** Each mimics a foster family with caregiving staff, love, and routines.
- **Holistic Development:** Children are supported across education, emotional well-being, health, and life skills.
- **On-Campus Facilities:** Medical center, staff quarters, community hall, playgrounds, kitchen gardens.
- **Self-Sufficiency Ethos:** Children contribute to daily chores, gardening, and community activities—developing responsibility and cooperation.

Impact

- Children gain access to a stable, emotionally secure environment conducive to growth.
- Strong academic support fosters opportunities for higher education and career readiness.
- The integrated approach ensures children grow into confident, responsible citizens.



Vision & Mission in Action

- **Vision:** All children, regardless of background, should enjoy their rights and reach their full potential.
- **Mission:** Provide education and holistic care to children in need, fostering their ability to contribute meaningfully to society

Strategic Objectives Met

The impact assessment of the ISC initiatives supported by HDFC Securities reveals that the core strategic objectives envisioned at the inception of both projects have been effectively achieved, with several outcomes exceeding expectations.

Women Empowerment through Saksham

- **Livelihood Generation:** Over 300 women from marginalized communities in Pune have successfully completed vocational training, with many gaining employment or starting micro-enterprises.
- **Capacity Building:** Participants reported enhanced self-confidence, financial literacy, and communication skills, indicating strong personal development.
- **Sustainable Livelihoods:** A significant portion of trainees have transitioned into steady income generation, reflecting movement toward long-term financial independence.
- **Community Upliftment:** Empowered women are now contributing to their family welfare and local community networks, thereby fostering a culture of collective upliftment.

Child Welfare and Development through Antar Bharati Balgram

- **Safe and Nurturing Environment:** Over 100 children currently reside in a family-based care system across nine 'sadans' (homes), receiving education, nutrition, and emotional support.
- **Infrastructure Expansion:** With the funding received, the dining hall and associated facilities have been enhanced, improving the daily experience of children and staff.
- **Holistic Development:** Children benefit from academic support, extracurricular activities, and life skills training, enabling well-rounded growth.
- **Sustainability of Care:** The Balgram model promotes semi-self-sufficiency through kitchen gardens and in-house support staff, aligned with long-term operational sustainability.

Alignment with Broader Developmental Goals

- **SDG Contribution:** Both projects contribute significantly to Sustainable Development Goals, including:
 - **Goal 1: No Poverty**



- **Goal 4:** Quality Education
- **Goal 5:** Gender Equality
- **Goal 8:** Decent Work and Economic Growth
- **Goal 10:** Reduced Inequalities
- **ESG Alignment:** The infrastructure and programmatic focus reflect strong adherence to Environmental, Social, and Governance (ESG) principles, particularly in promoting social equity and responsible community development.

4.2 Multi-Dimensional Impact Indicators

To ensure holistic analysis, the following dimensions and key indicators were used has shown the results as follows based on feedback received from the stakeholders.

Dimension	Key Indicators	Fair/Good/Not satisfactory
Accessibility	Saksham Program: <ul style="list-style-type: none">• Training centers are strategically located in slum clusters of Pune, making them easily accessible to women from low-income backgrounds.• Flexible schedules allowed women with household responsibilities to participate. Antar Bharati Balgram: <ul style="list-style-type: none">• Located in rural Lonavala, the children's village is designed to house destitute children who otherwise have no access to care or education.• On-campus facilities including schools, healthcare, and housing ensure all essential services are within reach.	Good
Affordability	Saksham Program: <ul style="list-style-type: none">• Fully subsidized training programs ensure zero cost for participants.• Toolkits, mentoring, and placement support are also provided at no expense to the women. Antar Bharati Balgram: <ul style="list-style-type: none">• All children receive free housing, education, medical care, food, and emotional support under the care of the ISC Trust.	Good
Service Quality	Saksham Program: <ul style="list-style-type: none">• Professional trainers deliver courses; modules are	Good



	<p>upgraded regularly to align with market demand.</p> <ul style="list-style-type: none">• Post-training support ensures quality placements or entrepreneurship pathways. <p>Antar Bharati Balgram: Daily care is modeled on a foster-family setup; educational and recreational activities ensure child development is holistic.</p> <ul style="list-style-type: none">• Infrastructure upgrades (e.g., dining hall) improve service delivery standards.	
Emotional Impact	<p>Saksham Program:</p> <ul style="list-style-type: none">• Women reported increased self-esteem, confidence, and a sense of dignity.• Some became local role models and mentors for others in their community. <p>Antar Bharati Balgram:</p> <ul style="list-style-type: none">• Children are nurtured in a home-like atmosphere, reducing trauma and emotional neglect.• Long-term bonds with caregivers and peers foster a sense of belonging and security.	Good
Treatment Adherence	<p>Saksham Program:</p> <ul style="list-style-type: none">• High retention and completion rates were observed, indicating relevance and acceptability of the program. <p>Antar Bharati Balgram:</p> <ul style="list-style-type: none">• Children remain within the program until they complete education or are ready for independent living—indicative of a long-term care commitment.	Fair
Sustainability	<p>Saksham Program:</p> <ul style="list-style-type: none">• Several participants have started micro-enterprises that generate income, ensuring the livelihood model is self-sustaining.• Community linkages and alumni networks enhance the program's continuity. <p>Antar Bharati Balgram:</p> <ul style="list-style-type: none">• The integration of kitchen gardens and on-site staff housing contributes to sustainability.• The upgraded infrastructure supported by HDFC Securities ensures long-term usability and expansion potential.	Good



4.3 Impact and sustainability

Project	Intervention Area	Outcome	Impact
Saksham (Women Empowerment Program)	Skill Development	Over 500 women trained in income-generating skills across tailoring, beauty, and entrepreneurship	Increased household income, improved financial independence, and community-level inspiration
	Mentorship & Placement Support	Women linked to local jobs, markets, and micro-business support systems	Sustainable livelihoods established; long-term career pathways created
	Soft Skills & Confidence Building	Increased participation in community and family decision-making	Empowered women becoming change agents in their communities
	Infrastructure Support	Safe, community-based learning hubs established	Continued program access even after project cycle; local ownership of centers
	Sustainability Focus	Creation of alumni network and ongoing peer mentorship	Built-in continuity and scalability through community-driven models
Antar Bharati Balgram (Children's Village)	Holistic Childcare & Education	Over 100 children provided with care, housing, education, and emotional support	Improved emotional well-being, educational attainment, and social development
	Foster-Family Model	Children experience family-style living in Sadans with designated caregivers	Long-term behavioral and psychological development akin to stable family environments
	Health & Nutrition	Daily nutritious meals and access to medical care ensured	Improved immunity, physical growth, and academic concentration among children
	Infrastructure Upgrade	Enhanced communal space for meals and gatherings	Reinforces discipline, bonding, and routine for children; infrastructure longevity
	Sustainability Measures	Kitchen garden and local staff accommodation integrated	Cost-efficiency, self-reliance, and reduced carbon footprint of operations



4.4 SWOT Analysis

A SWOT analysis is carried out to understand the program's strengths, weaknesses, opportunities, and threats.

SWOT Element	Saksham – Women Empowerment Program	Antar Bharati Balgram Children's Village
Strengths	<ul style="list-style-type: none">• Strong community engagement and trust• Market-relevant skill development• CSR support from HDFC Securities• Holistic design (skills, mentorship, placement)• Safe learning environment for women	<ul style="list-style-type: none">• 50+ years of institutional credibility• Foster-family care model• Comprehensive in-house infrastructure• Experienced management and governance• Strong donor accountability
Weaknesses	<ul style="list-style-type: none">• Limited outreach and geographical coverage• Inconsistent post-placement tracking	<ul style="list-style-type: none">• High operational demands• Resource-intensive care model• Dependency on donor funding for CAPEX and OPEX
Opportunities	<ul style="list-style-type: none">• Collaborations for apprenticeships and jobs• Digital literacy and financial inclusion modules• Replicable in other urban clusters	<ul style="list-style-type: none">• Replication of Balgram model in similar rural areas• Scope for ed-tech and hybrid learning• Enhanced virtual donor engagement
Threats	<ul style="list-style-type: none">• Volatility in CSR funding landscape• Cultural resistance in some pockets• Overcrowding in some trades (e.g., tailoring)	<ul style="list-style-type: none">• Inflation and rising costs• Environmental risks (floods, infrastructure damage)• Staff attrition in remote locations



4.5 Conclusion

The India Sponsorship Committee (ISC), through its long-standing commitment to social development, has effectively leveraged CSR support from HDFC Securities to strengthen two of its flagship programs. The Saksham Program has empowered marginalized women by equipping them with market-ready skills, confidence, and economic independence, while the Antar Bharati Balgram project has provided holistic care, education, and family-like nurturing to underprivileged children in rural Lonavala.

Both initiatives have demonstrated:

- Significant improvements in quality of life and future prospects for their target groups.
- Efficient utilization of CSR contributions, ensuring transparency, sustainability, and relevance.
- A clear alignment with broader national priorities such as women empowerment, child welfare, and the Sustainable Development Goals (SDGs).
- Intangible benefits like increased dignity, community engagement, and emotional security.

The programs show strong potential for replication and scalability, with strategic collaborations, data-driven planning, and innovation driving future growth.

4.6 Recommendations

1. Strengthen Monitoring & Evaluation Systems

Implement real-time tracking mechanisms to measure long-term impact, placement outcomes, emotional wellbeing, and learning improvements.

2. Ensure Financial Sustainability

Continue exploring partnerships for both **CAPEX and OPEX** to prevent disruptions and scale the programs responsibly.

3. Invest in Staff Development

Offer training and emotional wellness support to ground-level staff, especially in Balgram, to enhance service quality and retention.

4. Enhance Community Participation

Expand community outreach through awareness drives, alumni networks, and parent/guardian engagement for stronger ecosystem support.

5. Digital Integration

Integrate tech solutions (learning platforms, data dashboards, e-placement systems) to modernize both program delivery and documentation.



6. Promote Environmental Sustainability

Adopt solar energy, electric vehicles, and eco-friendly practices in campus/kitchen operations to align with climate goals and reduce costs.

7. Documentation and Knowledge Sharing

Systematize case studies and success stories as advocacy tools to attract new partners and replicate models in similar geographies.

Monitoring and Evaluation:

The Monitoring and Evaluation (M&E) framework for both the Saksham – Women Empowerment Program and Antar Bharati Balgram – Children’s Village aims to ensure accountability, track progress, and measure impact effectively. The approach includes regular data collection through field reports, site visits, and stakeholder interviews, supported by Excel-based MIS tools for tracking outcomes such as skill development, placements, child well-being, and infrastructure usage. Feedback mechanisms from beneficiaries and ISC staff are integrated to refine implementation strategies. The involvement of third-party evaluators like the GPCL team adds objectivity, while periodic reviews help in course correction and learning. To strengthen this system further, it is recommended to digitize data systems, develop KPI dashboards, build staff capacity in M&E processes, and incorporate beneficiary voices consistently, ensuring the programs remain relevant, responsive, and impactful over time.

Policy and Advocacy:

Policy and advocacy efforts for the Saksham – Women Empowerment Program and Antar Bharati Balgram – Children’s Village are crucial for fostering a supportive environment for their long-term sustainability and impact. These initiatives will focus on raising awareness about the importance of women empowerment, child welfare, and the need for quality education and skill development in marginalized communities. By engaging with policymakers, stakeholders, and community leaders, ISC can advocate for policy reforms that address the systemic issues faced by underprivileged women and children. Key strategies would include lobbying for increased funding, creating public-private partnerships, and promoting gender-sensitive and child-centric policies. Additionally, the programs aim to advocate for greater attention to infrastructure development, healthcare access, and sustainability practices. By leveraging the successes of these projects and aligning them with national development goals, ISC can influence policy changes at local, state, and national levels, ensuring that similar initiatives can be scaled and replicated across various regions.



Chapter 5: Assessment Based on OECD Framework

Assessment of the Financial Support for the procurement of large-scale kitchen equipment and Distribution vehicles for Akshaya Patra kitchens based on the OECD-DAC Framework for Evaluating Development Assistance (Relevance, Effectiveness, Efficiency, Impact, Sustainability):

Criteria	ISC Dining Hall	Women Empowerment Kitchens	score
Relevance	Directly supports meal distribution for marginalized communities.	Supports women's empowerment and skill development.	4.5
Effectiveness	Improved meal preparation and distribution, benefiting more children.	Enhanced skill development and financial independence for women.	4.5
Efficiency	Optimized kitchen and distribution processes, reducing operational costs.	Cost-effective long-term solution with minimal maintenance.	4
Impact	Improved health, nutrition, and academic outcomes for children.	Increased economic independence for women, breaking the poverty cycle.	4.5
Sustainability	Long-term environmental sustainability with solar and electric vehicles.	Long-term empowerment for women and scalable operational models.	4.5
		Total Score out of 5	4.4/5

The financial support provided by HDFC Securities have had a significant and positive impact on both the ISC Dining Hall and Women Empowerment Kitchens. The investment has proven to be highly relevant, effective, efficient, impactful, and sustainable, addressing immediate needs while ensuring long-term benefits.

Both projects exhibit strong alignment with their goals, demonstrating a clear path toward sustainable social change and empowerment



Chapter 6: Photo Gallery





GPCL Consulting Services Limited

CSR Impact Assessment Report

For

Upgradation of Schools

(Funding Year: FY 2023-24)

Implemented By



A CSR Initiative of HDFC Securities Limited



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Executive Summary

A conducive learning environment is fundamentally critical for the facilitation of effective learning processes. This necessity must be guaranteed for all children within the school-age demographic. Yuva Unstoppable has discerned that such an enabling learning environment is largely absent in the majority of ZP schools. This deficiency adversely affects the motivation levels of students, teachers, and other non-teaching personnel. Consequently, Yuva Unstoppable has resolved to implement a conducive learning environment in these institutions for the current generation of students as well as for future generations. This initiative is bolstered by the support of HDFC Securities through their Corporate Social Responsibility funds, as both of these distinguished organizations are united in the belief that nations are constructed through quality education, and that adequate infrastructure constitutes a fundamental prerequisite for achieving this objective.

The principal objectives of the impact study are delineated as follows:

- Evaluate the pertinence of the intervention in facilitating the alignment of stakeholder expectations with the objectives of the project.
- Examine the efficacy of the intervention
- Investigate the extent to which each activity has contributed to the attainment of the anticipated outcomes.
- Identify the domains necessitating enhancement across all dimensions, ranging from program design to execution.

Consequently, a total of 19 educational institutions administered by Zilla Parishads were chosen for enhancement in the states of Gujarat and Maharashtra. Presently, 14,900 school-aged children hailing from socio-economically disadvantaged families are reaping the benefits of this initiative. Therefore, both the students and educators affiliated with these institutions are the primary beneficiaries. Yuva Unstoppable has assumed full responsibility for the project and has executed it with notable efficiency and effectiveness. The evaluation of impact was initiated through the identification of the principal stakeholders involved in the project. These stakeholders were confirmed through a consensus with the implementing partner organization. A qualitative methodology was employed to gather insights from these key stakeholders.

The Major Outcomes, Impacts revealed by the study and recommendation are as follows

a. Outcomes:

- Motivated students, Teachers and Non-teaching staff. Parents
- Reduced Absenteeism among Students, Teaching, Non- teaching staff
- Increased admissions / Less school drop outs



b. Impacts

- Conducive Learning Environment
- Enhanced academic performance
- Bright future of the current generation
- Bright future of students in generations to come – building nation

c. Recommendations

- Sustainability was missing in the Project. This is very important that ZP or any authority who is running the schools are responsible for maintenance of new structure and facilities created by project. It is there should be clear and documented understanding between the Organization and the authority with regard to this responsibility.
- Secondly, long term impacts are to be assessed for a longer time. This may include half yearly visits to collect data regarding these parameters such as increased footprint, increased attendance, motivation levels of teaching and non-teaching staff and so on.



Chapter 1: Introduction

Yuva Unstoppable has discerned that a supportive educational atmosphere is notably absent in a majority of the ZP schools, adversely affecting the motivational levels of both students and educators, as well as non-teaching personnel.

These educational institutions frequently experience significant infrastructural deficiencies, including unhygienic sanitation facilities, wherein students are deprived of access to clean and operational restrooms and handwashing amenities. Substandard sanitation conditions and insufficient access to potable drinking water not only compromise the health and hygiene of students but also facilitate the proliferation of preventable ailments. Furthermore, the classroom facilities in numerous government schools are often in a state of disrepair, featuring damaged flooring, leaking roofs, broken windows, and compromised doors, as well as walls infested with mold, inadequate ventilation, insufficient lighting, and inappropriate furnishings. This inadequate educational setting severely restricts the capacity of students to focus and learn effectively.

Yuva Unstoppable has resolved to cultivate a conducive learning environment within these schools for the current generation of students and for future generations. This initiative is bolstered by the support of HDFC Securities through their Corporate Social Responsibility (CSR) funds, as both of these distinguished organizations assert that the foundation of nations is established through quality education, with appropriate infrastructure serving as a fundamental prerequisite for this objective.

Objectives of the project

To cultivate a favorable educational atmosphere in designated educational institutions by enhancing civil, electrical, water, and sanitation infrastructure for both pupils and educators, thereby guaranteeing a high-quality learning environment for the present cohort of students and future generations.

About GPCL

GPCL consulting Services Limited (GPCL), is a consultancy services firm promoted by Export-Import Bank of India (India Exim Bank) in association with other Public Sector organizations viz. WAPCOS Ltd., RITES Ltd., MECON Ltd. and AFC Ltd. and Private Sector firms such as RPG Group, Tata Consulting Engineers Ltd., ION Exchange Ltd., etc. GPCL specializes in providing quality services in the procurement, technical and financial services domains including training and capacity building.

GPCL has been involved in promoting CSR (Corporate Social Responsibility) practices and conducting impact assessments, partnering with both public and private sector organizations to evaluate and enhance the effectiveness of CSR initiatives. GPCL understands the critical role that CSR plays in fostering sustainable development, improving livelihoods, and ensuring long-term social and environmental benefits. GPCL's approach to CSR impact assessment is designed to measure the tangible and intangible benefits of such programs, ensuring that they contribute meaningfully to society.



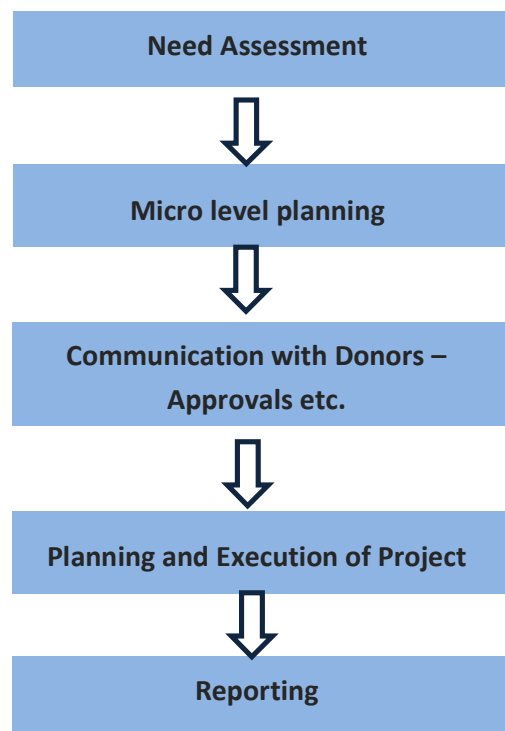
1.1 Interventions

Yuva Unstoppable has undertaken the complete project which include the following interventions

- Need Assessment – Includes selection of schools for upgradation based on the set norms
- Micro level planning of upgradation of schools, including costing
- Communication with Donors – Approvals etc.
- Planning and Execution of Project
- Reporting

1.2 Processes

The project follows a systematic and structured process for Need assessment, Project Planning and execution – including procurement, logistics, communication with Donor and other stakeholders and timely reporting





1.3 Locations

Locations of the select Schools

Sr	Location	No of Schools
1	Bhavnagar, Gujarat	5
2	Arvalli, Gujarat	1
3	Sayala, Gujarat	6
4	Ahmedabad, Gujarat	1
5	Pune, Maharashtra	5
9	Bhuj, Gujarat	1
	Total	19

Detailed List of Schools with Number of Students

Sr.	School Name	No of Students	Location
1	Bholavadar Pri. School	297	Bhavnagar, Gujarat
2	Khadsaliya Prim School	387	Bhavnagar, Gujarat
3	Vavdi Pri. School	255	Bhavnagar, Gujarat
4	Navagam Pri. School	462	Bhavnagar, Gujarat
5	Atal Bihari Bajpayee School	458	Bhavnagar, Gujarat
6	Shri S.K Patel High School, Odha	315	Arvalli, Gujarat
7	Kanpur Primary School	150	Sayala, Gujarat
8	Shri Navagam Prim School.	204	Sayala, Gujarat
9	L.M Vora Dhandhalpur High School	65	Sayala, Gujarat
10	Gota Housing Primary School	800	Ahmedabad, Gujarat
11	Yagnnagar Primary School	120	Sayala, Gujarat
12	Dhandhalpur Kanya Primary School	483	Sayala, Gujarat
13	Shree Shivaji Vidya Mandir Chaken	4000	Pune, Maharashtra
14	H.A. Madhaymik School	1356	Pune, Maharashtra
15	Bhartiya Jain Sanghata's Sec.& Higher Sec. School & Jr. College	3573	Pune, Maharashtra
16	Shivraj Prathamik & Madhyamik Vidyalay	1054	Pune, Maharashtra
17	Haripar Panchayti Primary School	148	Bhuj, Gujarat
18	Zp School Chakan No 2	650	Pune, Maharashtra
19	Tintoda Primary School	202	Sayala, Gujarat
Total No of Students		14979	



Chapter 2: Objectives and Scope of Study

Objective of the study is to assess implementation of interventions of the project and their impacts on its primary beneficiaries (Students, Parents, Teaching and Non-Teaching Staff). The impact assessment study attempts to map the program implementation against the proposed plan and draws focus on how the intervention has progressed against its predefined objectives.

2.1 Objectives of the Study

The major objectives of the study are as follows:

- Assess the relevance of the intervention in ensuring that stakeholders' expectations are addressed by the project
- Understand the effectiveness of the intervention: How each activity has led to creating the desired outcomes
- Find the areas of improvement across all the factors from program design to implementation
- Provide an assessment framework to be able to capture impacts in a manner that is effective recommendation
- Understand the major success factors and challenges in the intervention

2.2 Beneficiaries of the Project

School going children, belonged to socio-economically vulnerable families are benefited from the project. Hence, the students and teachers of the school are the direct beneficiaries.

Currently, there are 14,900 students in 19 schools, in two states are benefitted by the Project. However, it is very clear that post upgradation of the schools, number of students is going to be increased significantly. Moreover, the generations to come will be greatly benefited by the Project.

2.3 Limitations of the Study

- Comparatively smaller sample size: The assessment may be limited by the relatively small sample size. This is especially true when Project is multi – location

2.4 Assessment Framework

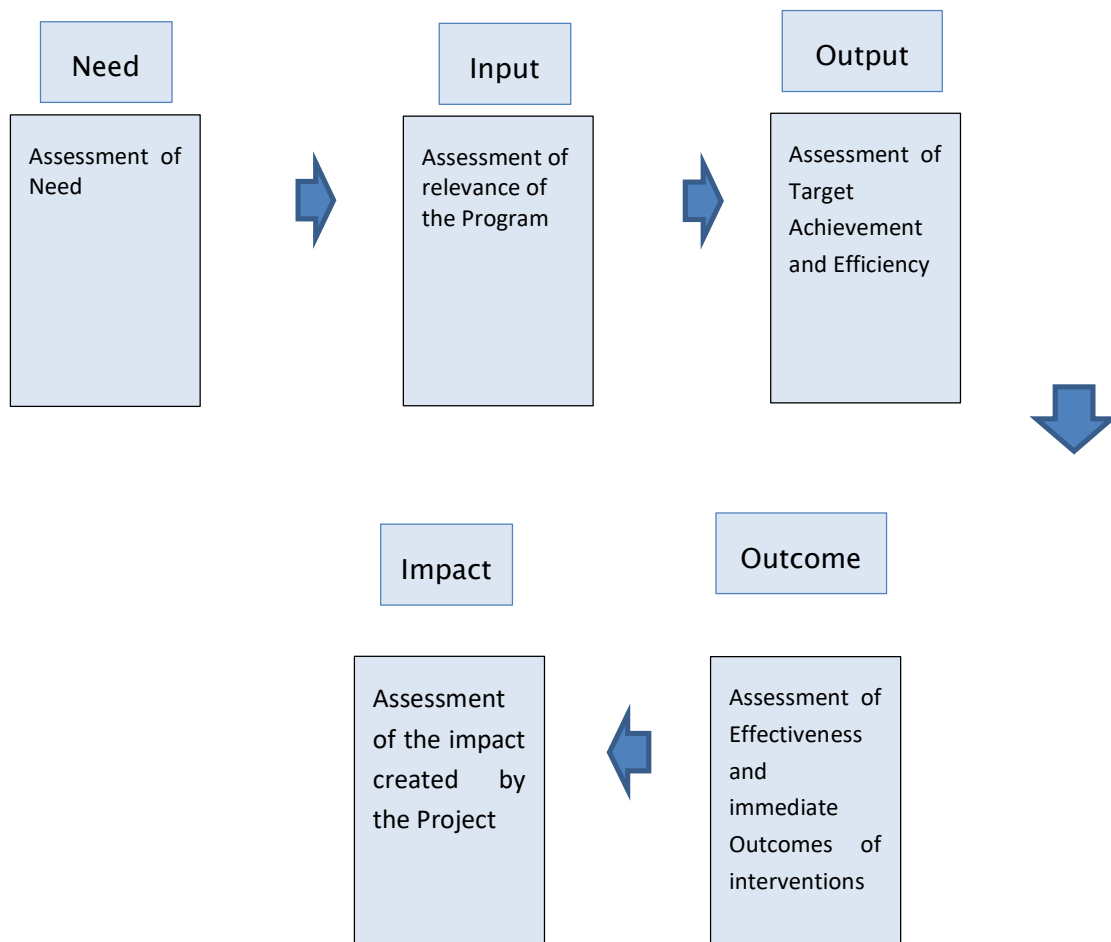
The following activities were undertaken to create framework for the study:



- In order to establish scope of the assessment in terms of type of stakeholders, developed stakeholder-wise questionnaires to ascertain factors including rationale for supporting the program, the implementation process, challenges encountered and stakeholder feedback about the efficacy of the program.
- The findings and recommendations arising out of this process are mentioned in the subsequent sections of the report.

2.5 Theory of Change

The Theory of Change Framework (TOC) for the Project is follows





Theory of Change (TOC)				
Need	Input	Output	Outcome	Impact
<ul style="list-style-type: none"> - Lack of Conducive Learning Environment - Old civil structure, furniture - Unhygienic sanitation and potable water - Demotivated Teachers - Demotivated Non-teaching staff - Demotivated and helpless parents - Less number of Student admissions - Slow academic progress 	<ul style="list-style-type: none"> - Financial resources. - Appropriate design – Civil, Furniture and other facilities - Planning and execution of refurbishment Projects 	<ul style="list-style-type: none"> - Improved infrastructure – Civil, Furniture, ventilation - Improved drinking water facilities, sanitation 	<ul style="list-style-type: none"> - Motivated students, Teachers and Non-teaching staff. Parents - Reduced Absenteeism among Students, Teaching, Non-teaching staff - Increased admissions / Less school drop outs 	<ul style="list-style-type: none"> - Conducive Learning Environment - Enhanced academic performance - Bright future of the current generation - Bright future of students in generations to come – building nation



2.6 Logical Framework Model

A LOGICAL FRAMEWORK MODEL (LFA) is created against the identified ToC to reflect the identifiable indicators, means of verification, and assumptions, as given below:

Log Frame Analysis (LFA)				
	Project Summary	Indicators	Means Of Verification	Assumptions
Impact	<ul style="list-style-type: none"> – Conducive Learning Environment – Bright future of the current / Future generation – Enhanced academic performance 	<ul style="list-style-type: none"> – Increased admissions / Less school drop outs – Academic result cards – Track of students and their careers (Long term Process) 	<ul style="list-style-type: none"> – Academic results and trends 	<ul style="list-style-type: none"> – No bias (positive or negative) – Not in particular
Outcomes ↓	<ul style="list-style-type: none"> – Motivated students, Teachers and Non-teaching staff. Parents – Reduced Absenteeism among Students, Teaching, Non-teaching staff – Increased admissions / Less school drop outs 	<ul style="list-style-type: none"> – Satisfaction index of teachers 	<ul style="list-style-type: none"> – Attendance sheet – School records 	<ul style="list-style-type: none"> – No bias (positive or negative)
Inputs ↓	<ul style="list-style-type: none"> – Financial resources. – Appropriate design – Civil, Furniture and other facilities – Planning and execution of refurbishment Projects 	<ul style="list-style-type: none"> – Availability of funds as per set norms – Workmanship, ventilation, proper electric fittings – Availability of drinking water / sanitation 	<ul style="list-style-type: none"> – Inspection or verification (Also visual inspection) – Feedback from stakeholder 	

Chapter 3: Assessment Framework

In order to facilitate the execution of impact assessment studies, we recommend the employment of the following assessment framework, which is acknowledged by the established OECD-DAC criteria as a distinguished standard in the domain of evaluation. This framework endorses the modification of its principles, wherever practicable and relevant: Utilizing this framework, the following inquiries/indicators were employed to evaluate each program, in accordance with the six parameters delineated above. These inquiries were finalized through a collaborative discussion with the stakeholders.



Indicators/Questions		
1	Relevance	What criteria were employed to ascertain the most deserving schools are selected for the upgradation?
2	Coherence	Feedback from the stakeholders at the school regarding the timeliness, appropriateness, and adequacy of the support received.
3	Efficiency	The total number of students served through the established infrastructure.
4	Effectiveness	Enhancements in the quality of services rendered by the school that can be directly linked to improved enrollment rate, improved attendance, improved teaching and learning
5	Impact	The effect of the structural upgradation support provided to 19 schools and the schools capacity to deliver teaching and encouraged improved attendance and enrollment of new students that contribute to effective utilization of ZP schools by students from low socioeconomic background.
6	Sustainability	In what manners does the upgradation of ZP schools have helped improve the quality of education? What Strategies are established for the upkeep of the infrastructure and the operational aid rendered through the longitudinal evaluation of the school? In what ways do the Yuva Unstoppable intend to leverage this initiative to upgrade public schools and impart education at par with Private educational institutes?



These inquiries were conclusively determined in collaboration with the executing partners and the Impact team before the commencement of the impact assessment study.

3.1 Methodology for the Impact Assessment

The assessment predominantly employed a qualitative methodology alongside the incorporation of an analysis of secondary data, when accessible, sourced from the Yuva unstoppable team. Relevant administrators were subjected to interviews, in conjunction with the concerned personnel. Information pertaining to student admissions and dropout rate was procured from the appropriate officials. All of these activities were conducted in collaboration with the representatives from the GPCL impact assessment team.

3.2 Development of Tools

The study instruments were carefully designed with attention to the nature of upgradation done at the concerned schools as well as the various stakeholders intended to be involved, which are enumerated as follows:

Checklist of Required Documentation

- In-depth Interview Discussion with Administrative Personnel
- In-depth Interview Discussion with teacher and Support Staff
- Data Collection Sheet for school capacity details

The data collection sheet was developed to systematically gather information concerning students benefitted through the initiative, in order to evaluate the extent of outreach, duration of intervention, and the total number of students receiving education at the upgraded ZP schools.

3.3 Data Analysis and Report Writing

All the data collected by the impact team were collated and data synthesis and content analysis were undertaken. While conducting the data analysis, efforts were made to provide justifications to the findings, that emerged from the interviews and discussions. A detailed report was then produced.



Chapter 4: Analysis and Finding

The structural upgradation of educational institutions in India possesses considerable ramifications for both access to education and the caliber of educational services. Numerous initiatives, notably the District Primary Education Program (DPEP), have demonstrated both beneficial and constrained effects on student enrollment and educational achievements.

The initiative taken by Yuva Unstoppable with HDFC Securities CSR support in upgrading the ZP schools have considerable improvement in the school infrastructure.

- Properly maintained dishwash areas and toilets contributed to better hygiene standards in schools
- Access to clean and well-maintained toilets has become a significant factor in student attendance and retention rates.
- The school transformation program has helped in Interactive and engaging learning experience for the students.
- Integration of technology into teaching methods improved average grades and overall learning outcomes in schools as reported by the administrators.
- 14900+ Students got Impacted from Wash and Smart class Construction by HDFC Securities CSR support.
- In long run such initiatives shall fosters human capital development, enhances productivity, and promotes social progress, ultimately contributing to sustainable economic growth and improved living standards.
- The comfort to the girl children to attend the schools as toilet facilities are clean and it has improved their attendance in the schools.
- The availability of water and cleanliness in the schools have helped reducing the infections in the schools.
- Good school infrastructure has helped creating a positive and effective learning environment, which directly impacts students' academic performance, health, safety, and overall well-being.
- It has provided essential resources and facilities that enabled students to learn comfortably and effectively, ultimately contributing to better educational outcomes and higher graduation rates.
- It has helped students to concentrate better and reduces distractions.
- Ther CSR support has enabled well-equipped schools with good infrastructure and have attracted more students and parents, leading to higher enrollment rates.



- Teachers Morale and confidence have been boosted due to dignified school structure where learning environment is clean and well ventilated with proper toilet and water facilities.
- The said project has Improved infrastructure – Civil, Furniture, ventilation including the Improved drinking water facilities, sanitation in the schools. The focus was on upgrading Boys Toilet, Girls
- Toilet, Drinking and Dishwashing areas, MDM Shades, Smart Panel, Benches, Carpet and painting in the classroom.

4.1 Conclusion

The Yuva unstoppable initiative in transforming the ZP schools in Gujrat and Maharashtra have helped in establishing solid structural foundation for better learning environment. This initiative has helped the teachers to improve the enrollment ratio in the schools and thus optimum utilization of Government educational establishment can be effectively used. The confidence of the parents may be predicted as enrollment is improved after structural upgradation. It is also reported by the administrator that drop out cases are fewer in the concerned schools.

In summation, the evaluation of the school transformation initiative emphasizes its considerable beneficial influence on both teachers and students studying in all 19 schools. The elevated degree of teacher's satisfaction and improved learning environment has added in making the public education structure robust.

4.2 Recommendation

Sustainability was missing in the Project. This is very important that ZP or any authority who is running the schools are responsible for maintenance of new structure and facilities created by project. It is therefore should be clear and documented understanding between the Organization and the authority with regard to this responsibility.

Secondly, long term impacts are to be assessed for a longer time. This may include half yearly visits to collect data regarding these parameters such as increased footprint, increased attendance, motivation levels of teaching and non-teaching staff and so on.



Chapter 5: Assessment Based on OECD Criteria

The CSR support initiative performs strongly across all OECD-DAC criteria, particularly in relevance, effectiveness, and impact. With continued support and improvements in school infrastructure in ZP schools serves as a model intervention in student-centered initiative in improving public educational institutions.

Assessment Results	
Relevance	Score
<ul style="list-style-type: none"> The project addressed critical gaps, particularly in poor structural aspects and sanitation and water availability in ZP schools. The CSR support by HDFC securities in upgrading the school infrastructure especially the government schools have helped the schools to improve classroom and toilet conditions 	4
Coherence	Score
<ul style="list-style-type: none"> The project met its primary objective by reducing dropout rate There was a clear improvement in girl children attendance improvement in schools Infection rates are reduced in the schools due to WASH initiatives. Learning is comfortable in clean classrooms 	2.5
Efficiency	Score
<ul style="list-style-type: none"> The project demonstrated excellent value for donors' money, with outstanding structural improvement Funds were well-utilized for the upgradation of the schools There is effective evaluation criteria for analyzing the intervention supported by HDFC securities as CSR grant. 	2.5



Impact	Score
<ul style="list-style-type: none"> ▪ The intervention created tangible and intangible benefits, including improved school attendance, improved learning environment ▪ The utilization of required support for public schools/ educational institutions has reduced the gap between haves and have nots of the society. ▪ Contribution made difference in encouraging the teachers and parents to confidently send the children to the schools. ▪ It has improved the confidence among the students and teachers. 	3

Sustainability	Score
<ul style="list-style-type: none"> ▪ Long-term sustainability depends on establishing clear mechanisms for: ▪ Asset register and making ZP responsible for maintain the upgraded schools. ▪ Monitoring and evaluation by the Yuva is must to ensure that it's not one-time investment but it is for years together. ▪ The structural and operational both component in education delivery is important. The structural upgradation must be complimented with quality education and teaching capabilities. 	2.5

OVERALL SCORE	2.9 out of 5
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Chapter 6: Photo Gallery

Before





After



