



IMPACT EVALUATION REPORT OF 10 CSR PROJECTS OF REC LIMITED

PART - A

- Healthcare
- Education and skill development
- Livelihood enhancement
- Rural Development

Report by:
**DATAMATION
INTERNATIONAL**

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List of Acronyms

AIIMS	All India Institute of Medical Sciences
ALIMCO	Artificial Limbs Manufacturing Corporation of India
BMVSS	Shri Bhagwan Mahaveer Viklang Sahayata Samiti
CMC	Christian Medical College
CSSD	Central Sterile Supply Department
EWS	Economically Weaker Sections
M&E	Monitoring and Evaluation
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
NCCF	National Cooperative Consumers Federation of India
OECD	Organization for Economic Co-operation and Development
REC	Rural Electrification Corporation (Limited)
RVKP	Rajasthan Vanvasi Kalyan Parishad
SAPs	Social Action Projects
SC	Scheduled Castes
SDGs	Sustainable Development Goals
ST	Scheduled Tribes
UN	United Nations
UNFPA	United Nations Population Fund

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Chapter 1: Executive Summary

1.1 Summary of the Report

This report presents a comprehensive impact evaluation of 10 Corporate Social Responsibility (CSR) projects undertaken by REC Limited through the REC Foundation. These projects span critical development sectors including Healthcare, Education, Livelihood Enhancement, and Rural Development, reflecting REC's commitment to inclusive and sustainable socio-economic development. The evaluation employed a rigorous mixed-methods approach and the internationally recognized OECD evaluation criteria to assess relevance, effectiveness, efficiency, impact, and sustainability of the selected interventions.

Overall Impact and Key Findings:

The evaluation concludes that the CSR projects covered under this report have generated significant and tangible positive impacts across all thematic areas assessed.

- In Healthcare, the projects effectively addressed urgent humanitarian needs during the COVID-19 pandemic, strengthened medical infrastructure, enhanced access to healthcare in remote and tribal regions, and improved inclusivity for Divyangjan through the provision of aids and assistive devices.
- In Education, interventions contributed to improving access to residential and hostel facilities for children from marginalized and tribal communities, thereby strengthening educational continuity and learning environments.
- Livelihood Enhancement initiatives directly supported small and marginal farmers through access to critical agricultural inputs, improving resilience and income security.
- In Rural Development, community-based interventions facilitated social change and strengthened local capacities through targeted, context-sensitive approaches.

Collectively, these projects demonstrably improved quality of life, enhanced access to essential services, and contributed to socio-economic well-being in the geographies covered.

Strategic Alignment and Responsible Stewardship:

The CSR initiatives evaluated under this report are well-aligned with REC's institutional mandate and national development priorities. Project selection and implementation reflect responsible corporate citizenship and sound financial stewardship. Despite contextual and operational challenges, the evaluation establishes REC's meaningful contribution to the observed development outcomes.

Challenges and Learnings:

The evaluation also highlights learning areas, including limitations related to baseline data availability, potential recall bias in retrospective assessments, and external disruptions such as the COVID-19 pandemic. These insights underscore the importance of strengthening monitoring and evaluation systems and adaptive risk management practices.

In conclusion, the CSR projects assessed in this report demonstrate REC Limited's sustained commitment to delivering impactful, inclusive, and development-oriented CSR interventions.

1.2 Impact Evaluation of REC's 10 CSR Projects: Index

The evaluation covered 10 CSR projects spanning key thematic areas, demonstrating REC Foundation's commitment to diverse social welfare initiatives.

Sl. No.	Project Title	Implementing Agency	Estimated Number of Beneficiaries	Core Impact
<i>Healthcare</i>				
1.	Provision of food to migrant Labourers/ family members engaged in/ at construction/ sub stations, poor people, daily wage Labourers etc. due to lockdown in view of the outbreak of pandemic corona virus COVID-19	REC Volunteers, Power Utilities, Local Administration and Police	Thousands of migrant labourers, family members, poor people, frontline workers and daily wage workers	<ul style="list-style-type: none"> High impact Highly targeted intervention addressing critical and urgent need Highly relevant, coherent, effective and efficient

2.	Distribution of aids & assistive devices to approx. 9,000 persons with disabilities by conducting camps in 25 locations in various districts in the country	Artificial Limbs Manufacturing Corporation of India (ALIMCO)	Approximately 8,000 differently abled persons, and their family members through 9,000 assistive devices	<ul style="list-style-type: none"> • High impact • Highly targeted intervention aiming to plug a critical gap • Highly relevant, coherent, effective, efficient and sustainable
3.	Provision of 4,300 of aids and appliances to specially-abled persons in Assam, Bihar, Chhattisgarh, Jharkhand, Maharashtra, Rajasthan, Uttar Pradesh and Tamil Nadu	Shri Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS)	Approximately 3,911 differently abled persons, and their family members through 4,300 assistive devices	<ul style="list-style-type: none"> • High impact • Highly targeted intervention aiming to plug a critical gap • Highly relevant, coherent, effective, efficient and sustainable
4.	Renovation and Provision of Equipment for Central Sterile Supply Department (CSSD) unit of AIIMS along with the procurement of 9 new steam sterilizers and buy back of 9 old sterilizers on a turn-key basis	All India Institute of Medical Sciences (AIIMS)	Approximately 3-5 lakh patients annually	<ul style="list-style-type: none"> • High impact • Targeted intervention which aimed at meeting a crucial outcome • Highly relevant, coherent, effective, efficient and sustainable
5.	Part-funding for Community based program for control of Sickle cell diseases and Thalassemia in the 30 districts of Odisha	Christian Medical College (CMC) Vellore	Approximately 50,000 plus patients of Sickle Cell Disease and Thalassemia Major	<ul style="list-style-type: none"> • High impact • Highly targeted intervention addressing critical and urgent need • Highly relevant and coherent. Significantly effective as several key objectives were met. Moderately efficient and sustainable due to impact of COVID-19.
6.	Construction/ Extension of staff quarters for medical department and	Office of the Deputy	Approximately 500 people	<ul style="list-style-type: none"> • High impact • Targeted intervention which

	modular prefabricated housing (quarter) for teachers in Kiphire District, Nagaland	Commissioner, Kiphire		<p>aimed at meeting both local needs and national priorities</p> <ul style="list-style-type: none"> Highly relevant, coherent, effective, efficient and sustainable
7.	Improvement of health services and renovation & construction in Primary Health Center, Primary Sub Health Center, Community Health Center and District hospital in Mamit in Mizoram	Office of the Deputy Commissioner, Mamit	Approximately 5,000 people of Mamit District	<ul style="list-style-type: none"> High impact Targeted intervention which aimed meeting needs at community, local and national levels Highly relevant, coherent, effective, efficient and sustainable
<i>Education and Skill Development</i>				
8.	Construction of hostel building for Scheduled Tribes/ vulnerable/ weaker section of the society in Kelwada (Kumbhalgarh) village	Rajasthan Vanvasi Kalyan Parishad (RVKP)	100+ students in Kelwada (Kumbhalgarh) village from construction of Hostel Building covering of approx. 8,021 sq. ft	<ul style="list-style-type: none"> High impact Targeted intervention which aimed at meeting a vital need for children from marginalized (ST) families Highly relevant, coherent, effective, efficient and sustainable
<i>Livelihood Enhancement</i>				
9.	Free distribution of seeds (Rabi Season) to small and marginal farmers of in draught prone Vaijapur and Aurangabad blocks of Maharashtra	National Cooperative Consumers Federation of India (NCCF)	Approximately 9,225 farmers.	<ul style="list-style-type: none"> High impact Targeted intervention which aimed at meeting a critical regional need Highly relevant, coherent, effective, efficient and sustainable
<i>Rural Development</i>				

10.	Assistance for community interventions based through various projects	United Nations Population Fund (UNFPA)	Thousands of youth belonging to marginalized, vulnerable and economically backward families and communities, across several states	<ul style="list-style-type: none"> • Moderate overall impact with some projects displaying high impact • Predominantly soft projects aimed at improved qualifiable rather than quantifiable societal outcomes • Highly relevant, moderately coherent, moderately effective and moderately efficient.
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Chapter 2: Introduction

2.1 About REC Limited

REC Limited (formerly Rural Electrification Corporation Limited) is a Maharatna Central Public Sector Enterprise (CPSE) operating under the administrative control of the Ministry of Power, Government of India. Established primarily with the objective of financing and promoting rural electrification projects, REC has significantly broadened its scope to become a pivotal public infrastructure finance company within India's power sector. Its core function involves providing financial assistance to a diverse range of entities, including state electricity boards, state governments, central/state power utilities, independent power producers, and various private sector project developers. This financial support covers the entire spectrum of power sector development, from generation, transmission, and distribution projects to the burgeoning renewable energy sector.

Demonstrating robust financial health and operational stability, REC holds strong international credit ratings (BBB, BBB-, and Baa3) and top-tier national ratings (AAA) from major credit rating agencies. Beyond its primary financial mandate, REC is deeply committed to Corporate Social Responsibility (CSR). This commitment is evident in its recent accolades, including the ASSOCHAM CSR and Sustainability Award 2024, which recognizes excellence in providing healthcare assistance and making significant contributions to other social welfare initiatives, such as supporting the education of children of veterans.

2.2 About REC Foundation

The REC Foundation functions as the dedicated Corporate Social Responsibility (CSR) arm of REC Limited, embodying the parent company's commitment to inclusive growth and social welfare. As a direct extension of a Maharatna CPSE, the Foundation's strategic objective is to balance economic imperatives with critical environmental and social responsibilities, aiming for sustainable and secure growth across India. Its core mission involves funding and supporting socially beneficial projects that are meticulously planned with sustainability as a guiding principle.

The Foundation strategically prioritizes initiatives that closely align with the national development agenda, ensuring its interventions address pressing societal needs. To

date, the REC Foundation has demonstrated a significant scale of impact, having sanctioned over 300 diverse CSR projects and effectively disbursed more than ₹1100 Crore towards these initiatives. Its key thematic areas of intervention are broad and impactful, designed to empower economically and socially backward communities. These include crucial sectors such as sanitation and hygiene, healthcare, skill development, women's empowerment, environmental sustainability, sports promotion, and essential rural infrastructural development. Through these concerted efforts, the REC Foundation strives to facilitate improved electricity availability, ultimately contributing to an enhanced quality of life for both rural and urban populations across the nation.

2.3 About Datamation

Datamation International is a globally recognized leader in Impact Evaluation, offering comprehensive expertise and a full spectrum of services tailored for both public and private sector projects. For over three decades, Datamation has empowered organizations to precisely measure the effectiveness and attributable change of their interventions, ensuring evidence-based decision-making and maximized societal or business value. This extensive experience is underpinned by rigorous ISO 9001:2008 and ISO 27001 certifications for quality management and information security, as well as a CMMI Level 3 certification for optimized process improvement, demonstrating a steadfast commitment to international standards. Their multidisciplinary team comprises economists, statisticians, social scientists, data analysts, and domain experts, bringing vast experience across various sectors and evaluation methodologies, with a global reach complemented by local insight. Datamation combines its strategic presence in North America, Europe, and Asia-Pacific with a nuanced understanding of local contexts. Their robust portfolio of successful engagements with Fortune 500 companies, development agencies such as the UNDP, World Bank, and UNICEF, and various government bodies attests to their adaptability and proficiency.

Datamation provides end-to-end impact evaluation services, meticulously designed to answer critical questions of causality and attribution. These services include the design of tailored and rigorous evaluation frameworks, encompassing logic models, theories of change, and indicators aligned with project objectives. They conduct comprehensive baseline studies and needs assessments to establish the pre-intervention conditions, followed by the collection of quantitative and qualitative data using advanced techniques, such as large-scale surveys, observational studies, focus group discussions, and in-depth interviews. A core strength lies in their application of rigorous methodologies for causal inference, including experimental designs (Randomized

Controlled Trials - RCTs) where feasible, and a range of quasi-experimental designs such as Difference-in-Differences (DiD), Regression Discontinuity Design (RDD), various matching techniques (Propensity Score Matching), and Instrumental Variable (IV) approaches. They also employ theory-based approaches, such as Process Tracing and Contribution Analysis, to understand causal pathways. All collected data undergoes advanced analytics and visualization using state-of-the-art tools, including Power BI, Tableau, Python, R, SPSS, and SAS, to produce sophisticated statistical analysis, predictive modeling, and intuitive dashboards. Finally, Datamation delivers high-quality, evidence-based reports with clear findings, lessons learned, and actionable recommendations, while also offering capacity building and training to foster sustainable internal evaluation capabilities for clients.

Datamation International's expertise extends across both public and private sector projects. In the public sector, they have extensive experience evaluating government programs, development initiatives, and policy interventions. This includes assessments in rural and urban development (livelihood programs, infrastructure, governance reforms), education (reforms, enrollment initiatives, teacher training), public health and nutrition (health campaigns, disease prevention, maternal and child health), gender and social inclusion (equality, empowerment, social equity), ICT and e-governance (digital inclusion, e-service portals), and water and sanitation (resource management, sanitation schemes). For the private sector, Datamation helps enterprises understand the impact of their corporate social responsibility (CSR) initiatives, product/service interventions, and business strategies. This encompasses evaluating market entry strategy and feasibility, assessing the effectiveness and ROI of CRM and loyalty programs, measuring the social, economic, or environmental impact of new products or services, evaluating supply chain sustainability, and assessing the impact of human capital development initiatives like training programs. By combining deep expertise, rigorous methodologies, and a commitment to actionable insights, Datamation International stands as a trusted partner for organizations seeking to understand and maximize the impact of their investments.

Chapter 3: Impact Evaluation Methodology

3.1 Foundational Rationale

For Public Sector Undertakings (PSUs) in India, having an effective, efficient, and relevant Corporate Social Responsibility (CSR) portfolio is not just a matter of regulatory compliance but a strategic imperative driven by multiple factors unique to their nature and role in the economy.

3.1.1 Importance for PSUs to have an effective, efficient, and relevant CSR portfolio:

- 1. Fulfilling National Development Mandate:** PSUs are inherently established with a dual objective: commercial viability and contributing to national development. A practical and relevant CSR portfolio enables them to actively participate in addressing critical social and environmental challenges, aligning directly with government priorities and the United Nations' Sustainable Development Goals (SDGs). This reinforces their role as instruments of public policy.
- 2. Public Accountability and Trust:** As entities owned mainly by the government, PSUs are directly accountable to the public. A robust and transparent CSR portfolio demonstrates responsible use of public funds and a commitment to societal well-being, fostering public trust and enhancing their legitimacy. Inefficient or irrelevant CSR can lead to public scrutiny and erode trust.
- 3. Stakeholder Management:** PSUs have a vast and diverse set of stakeholders, including the government, employees, trade unions, local communities, suppliers, and the general public. An effective CSR strategy helps build positive relationships with these stakeholders, mitigates risks (e.g., social unrest in project areas), and secures a "social license to operate", particularly in sectors such as infrastructure and energy, where projects often have a significant impact on the community.
- 4. Employee Morale and Talent Attraction:** Employees, particularly younger generations, increasingly seek purpose-driven organizations. A strong CSR commitment can boost employee morale, foster a sense of pride, and enhance

the PSU's reputation as a responsible employer, thereby aiding in talent attraction and retention in a competitive market.

5. **Risk Mitigation and Reputation Management:** Engaging in relevant and impactful CSR can help PSUs anticipate and mitigate social and environmental risks associated with their operations. It acts as a buffer against negative publicity or social backlash, protecting their brand and reputation. Inefficient or misdirected CSR can, conversely, expose them to reputational damage.
6. **Compliance and Regulatory Adherence:** The Companies Act, 2013, mandates CSR spending for qualifying companies, including PSUs. An effective portfolio ensures not just compliance with the minimum spending requirement but also adherence to the spirit of the law, focusing on genuine impact rather than mere expenditure.
7. **Contribution to India's Brand Image:** As significant economic players, the collective CSR efforts of Indian PSUs contribute to India's image on the global stage as a nation committed to sustainable and inclusive growth.

3.2 Theoretical Framework

This section discusses the framework that our methodology has utilized to design the evaluation study, guide our data collection and analysis processes, and to inform our conclusions.

3.2.1 The OECD Framework for Evaluation

The Organisation for Economic Co-operation and Development's (OECD) framework for evaluation has established six evaluation criteria – relevance, coherence, effectiveness, efficiency, impact, and sustainability – to support consistent, high-quality evaluation. The OECD Development Assistance Committee (DAC) criteria are a widely recognized set of evaluation principles used to assess the effectiveness and impact of development interventions. The requirements provide a yardstick to determine the merit or worth of an intervention. The OECD-prescribed criteria have also shaped our objectives and central questions.

Figure: OECD recommended criteria for impact evaluation



By applying the OECD criteria, the evaluation of REC's 10 CSR projects gained a structured and comprehensive approach, and allowed for framing the primary objectives of this impact assessment study and the central evaluation questions:

1. To assess the Effectiveness and Attainment of Project Goals and Intended Outcomes:

To what extent have the CSR projects achieved their stated objectives and intended outcomes in the areas of healthcare, education, skill development, and rural development?

2. To evaluate the Socio-Economic and Environmental Impact:

What are the broader, measurable socio-economic and environmental impacts (both positive and negative, intended and unintended) of these projects on the target communities and beneficiaries?

3. To determine the Efficiency of Resources:

How efficiently were human, and other material resources utilized in the planning and implementation of these projects relative to the outcomes achieved?

4. To assess Project Sustainability:

What is the likelihood of the project benefits continuing and being sustained beyond the intervention period, and what mechanisms are in place to ensure their long-term viability?

5. To assess Relevance, Scalability, and Replicability:

How relevant are the projects to community needs? And to what extent can they be scaled up or replicated in other contexts?

6. To identify Best Practices and Challenges, and inform Learning:

What key lessons can be drawn regarding successful approaches, challenges encountered, and areas for improvement in REC's future CSR initiatives?

7. To Enhance Accountability, Transparency, and Stakeholder Trust:

Does the evaluation provide precise, evidence-based data that can be communicated effectively to all stakeholders regarding the social value generated by REC's CSR investments?

These objectives, when thoroughly pursued, will provide REC Limited with a comprehensive understanding of the impact of the 10 CSR projects and actionable insights regarding its CSR performance, enabling informed strategic decisions for greater social impact in the future.

3.3 Study Design

3.3.1 Approach

This impact assessment has employed a primarily retrospective, mixed-methods design, combining quantitative and qualitative approaches to provide a comprehensive understanding of the impact.

Mixed-Methods Approach:

- **Quantitative:** To measure changes in specific indicators (e.g., number of beneficiaries, health metrics, enrollment rates, income levels) and establish statistical relationships where possible.

- **Qualitative:** To explore perceptions, experiences, underlying reasons for success or failure, and unintended consequences, providing rich contextual understanding.

Comparative Analysis:

Where baseline data is available, a "before-and-after" comparison has been conducted. In cases where suitable comparison groups could be identified (e.g., similar communities not receiving the intervention), quasi-experimental techniques have been employed to strengthen causal inference.

Case Study Approach:

For a subset of projects representing different thematic areas, geographies, and scales, in-depth case studies have been developed to provide rich, detailed narratives of change and learning.

3.3.2 Sampling Strategy

Given the scope of the 10 CSR projects, a multi-faceted sampling strategy has been employed:

Project Selection:

All 10 CSR projects have been included in the assessment to ensure a comprehensive overview. However, the depth of analysis (e.g., full SROI, detailed quasi-experimental design) varies based on data availability and project characteristics.

Beneficiary Sampling:

- **Quantitative Surveys:** A statistically representative sample of direct beneficiaries has been selected from applicable projects using appropriate random sampling techniques (e.g., simple random sampling, stratified random sampling) to ensure generalizability of findings.
- **Qualitative Data:** Purposive sampling has been used to select beneficiaries for in-depth interviews (IDIs), ensuring representation from diverse demographic

groups (e.g., gender, age, socio-economic status, marginalized communities) and varying experiences with the project.

- **Stakeholder Sampling:** Key Informant Interviews (KIIs) have been conducted with a purposive sample of relevant stakeholders, including:
 - REC Limited CSR management and project officers.
 - Implementing partners (NGOs, local agencies, department staff, local government officials (e.g., office of the district commissioner)
 - Community leaders and members.
 - Frontline workers involved in project delivery.

- **Geographical Coverage:** Due importance has been given to capturing geographical nuances and contextual factors across the different states and regions where REC's CSR projects are operational.

3.3.3 Data Collection Methods

A combination of primary and secondary data collection methods has been utilized:

Primary Data Collection:

- **Household/ Beneficiary Surveys:** Structured questionnaires administered to a sample of beneficiaries to collect quantitative data on changes in income, health indicators, educational attainment, access to services, and perceptions of impact.

- **Key Informant Interviews (KIIs):** Semi-structured interviews with project managers, implementing partners, local authorities, and community leaders to gather insights on project design, implementation challenges, successes, and perceived impacts.

- **Direct Observation:** Field visits to project sites to visually assess infrastructure improvements, operational status of facilities, and observed changes in community practices.

- **Case Studies:** In-depth data collection for selected projects, potentially including life histories or detailed narratives from a few individuals or families.

Secondary Data Collection:

- **Project Documentation:** Review of project proposals, logical frameworks, baseline studies, progress reports, monitoring data, financial records, completion reports, and internal evaluations.
- **Administrative Data:** Collection of relevant data from government departments (e.g., health records, school enrollment data, local economic indicators) to triangulate findings and provide contextual information.
- **Financial Records:** Detailed analysis of project expenditures to assess efficiency and cost-effectiveness.
- **Publicly Available Data:** Review of relevant national and state-level statistics, policy documents, and research reports on the thematic areas.

3.3.4 Data Analysis Techniques

The study's data analysis is rigorous and uses both quantitative and qualitative methods:

Quantitative Data Analysis:

- **Statistics:** Descriptive statistics including percentages to estimate proportions and the statistical software Microsoft Excel has been used to study samples.

Qualitative Data Analysis:

- **Thematic Analysis:** Identifying recurring themes, patterns, and categories from interview transcripts, notes, and observation records.
- **Content Analysis:** Systematically categorizing and interpreting the content of qualitative data to identify key messages, perspectives, and narratives.
- **Narrative Analysis:** For case studies, constructing coherent stories from individual and community experiences.
- **Triangulation:** Findings from quantitative and qualitative data have been triangulated to validate results, provide deeper insights, and present a holistic picture of impact.
- **Presentation Template:** The findings have been presented in a template (see below) to capture all insightful aspects of the projects in a thematic and structured manner to reflect the impact of the project optimally.

Figure: Project template

Title

Project name: Year of implementation: Location(s): Implementing Agency:
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- i. Context: (Background and the need for the intervention)*
- ii. Action: (Measures taken by REC to plan and implement the intervention)*
- iii. Case Study: (A specific initiative within the project which substantiates the project impact)*

Context:

REC's intervention:

Implementation and value of REC's actions:

Impact:

- iv. Beneficiary Impact Analysis:*

Direct and Indirect Benefits:

Implementation and Quality:

Maintenance and support (sustainability):

- v. Core Components of Impact: (Impact in terms of the theoretical frameworks used in the project and covering key socio-economic, health, environmental, cultural, etc. aspects of the impact)*
- vi. Project Impact: (Project's significance assessed against the OECD's six evaluation criteria)*
- vii. Learnings: (Vital learnings for the stakeholders from the project)*

3.3.5 Stages of Evaluation:**Phase 1 – Planning:**

This initial phase established the foundation for the entire evaluation. It involved defining the scope, objectives, and key research questions of the evaluation. This phase included:

- Stakeholder consultations to understand their needs and expectations.
- Development of the evaluation framework, including the theoretical underpinning
- Designing the evaluation methodology, including sampling strategies, data collection methods, and analysis techniques.

- Creating a timeline for the evaluation.

Phase 2 – Field Data Collection:

This phase involved implementing the data collection plan in the field. This included:

- Administration of IDIs and KIIs to identified stakeholders to collect qualitative and quantitative data.
- Collecting observational data on program activities and outcomes through site visits.
- Maintaining detailed records of all collected data in alignment with study protocols. The recorded data was stored securely to ensure no information was lost or misused. The qualitative data collected was transcribed and translated into English where necessary.

Phase 3 – Analysis of Data:

This phase involved the systematic analysis of the collected data to answer the research questions posed in the evaluation. This included:

- Quantitative data analysis using suitable statistical software to identify trends and patterns.
- Qualitative data analysis using thematic analysis to identify key themes and insights. A tri-focal approach was employed to capture insights at the individual, household/institution/organization, and organizational levels, as well as collective insights about the project.
- The analysis was systematic, comprehensive, and encompassing, within the theoretical and evaluation frameworks set forth. The content analysis looked not only for the major themes that cut across groups but also at the key insights that only one person might have shared. Data triangulation and investigator triangulation approaches were adopted to enhance the validity of the findings.
- Interpretation of findings about the evaluation framework and objectives.

Phase 4 – Draft, Final Report Preparation, and Presentation:

This phase encompasses the preparation of the draft evaluation report, its revision based on stakeholder feedback, and the final presentation and dissemination of the findings. It includes:

- Preparing a comprehensive draft report detailing the evaluation's methodology, findings and conclusions.

- Sharing the draft report with key stakeholders for their review and feedback.
- Organizing meetings or workshops to discuss the draft report and gather inputs.
- Incorporating stakeholder feedback to revise and finalize the evaluation report.
- Preparing a clear and concise presentation of the final report's key findings.
- Disseminating the final report through appropriate channels, such as workshops, presentations, publications, or online platforms, to ensure broad accessibility and utilization of the evaluation results.

3.4 Considerations

3.4.1 Ethical Considerations

The following ethical principles and considerations guided the data collection and analysis for the evaluation:

- We fully implement the mandated policy of 'not harming communities' as a central theme of the data collection. This is interwoven into all aspects of the data collection.
- A responsible authority from our consortium signs the client's Safeguarding Policy and Global Code of Conduct and is fully willing to adhere to its principles and expected practices.
- We ensure informed consent from the eligible women, children respondents, and their parents, and all categories of respondents before seeking their participation in the data collection and study. Participants can withdraw at any time. Respondents are informed how the data collection and study findings are likely to be used. They are then asked and must be free to choose whether they can be quoted in materials; photographs can be taken and used, and their names can be used in the material. Their choices are recorded and always kept with their testimony.
- If it is agreed that all or any part of a participant's testimony is confidential, then that commitment is recorded and respected. If the testimony is to be made anonymous or used under a false name, we ensure that any other identifying details are also altered.
- We maintain data security and provide a data security plan.
- The evaluation team will be trained in cultural sensitivity and will conduct interactions respectfully and appropriately, considering local customs and norms.

- We have a zero-tolerance policy for corruption. No financial benefit is provided for participating in a survey unless participants incur direct economic costs.
- During the survey and data collection, any serious protection case identified is reported or referred. Participants in the survey are enabled to contact the client team or the supervisor to report any issues.

3.4.2 Biases and Limitations

The potential limitations of this impact assessment include:

- While Contribution Analysis will be used, definitive attribution of all observed changes solely to REC's interventions may be challenging due to the presence of multiple development actors and external factors.
- The absence or incompleteness of robust baseline data for some projects may limit the ability to conduct rigorous "before-and-after" comparisons and attribute changes with high certainty.
- For retrospective data collection, beneficiaries' recall of past conditions or events may be subject to bias.
- Evaluations often rely on self-reporting through surveys, interviews, and focus group discussions, which can be subject to biases such as social desirability bias (participants providing answers they believe are more acceptable) or recall bias (inaccurate recollection of past events).
- In marginalized communities, power dynamics and social hierarchies may influence how openly and honestly participants express their views.
- The evaluation has relied on implementation partners for access to beneficiaries and data collection, and it is possible that this could have introduced bias.
- There is potential for the Hawthorne Effect, where the act of evaluation itself could influence the behaviour of program participants and staff, leading to an overestimation of the program's impact.
- Logistical challenges, such as reaching remote areas or ensuring the participation of the most vulnerable groups, can affect the quality and completeness of the data.
- The scope of assessing 10 CSR projects within defined time and budget constraints may necessitate trade-offs in the depth of analysis for individual projects.

Despite these limitations, the outlined methodology aims to provide a robust, credible, and actionable impact assessment of REC's CSR portfolio.

Chapter 4: Impact Evaluation of 10 CSR Projects

4.1 Healthcare

4.1.1 COVID-19 Emergency Humanitarian Aid

Project name: Providing food to migrant labourers/ family members engaged at construction/ sub stations, poor people, daily wage labourers, etc., due to lockdown in view of the outbreak of pandemic corona virus COVID-19.

Year of implementation: 2019-20

Location(s): Across India

Implementing Agency: REC Volunteers, Power Utilities, Local Administration and Police

i. Context:

The COVID-19 pandemic presented an unprecedented and devastating challenge to India, exacerbating pre-existing vulnerabilities within its vast population. The nationwide lockdown, imposed to curb the spread of the virus, brought economic activity to a grinding halt, leading to a severe impact on the Indian economy, which was already in a precarious state. Millions of jobs and livelihoods were immediately at stake, particularly affecting the economically weaker sections of society.

One of the most visible and tragic consequences of the lockdown was the plight of stranded migrant Labourers. With no work, no income, and often living in crowded, unsanitary conditions with limited access to essential services like food, shelter, and healthcare, millions of these workers were left in a highly vulnerable position. Reports highlight a mass exodus, with over 40 million internal migrant workers losing their livelihoods and facing immense challenges, including starvation, financial distress, and separation from their families. The dire circumstances, including a lack of access to personal protective equipment such as masks and sanitizers in crowded living spaces, underscored the urgent need for humanitarian relief.

The scale of the devastation necessitated a rapid and widespread humanitarian response. Beyond the migrant worker crisis, there was an immediate and pressing need

for relief for medical staff on the front lines, who faced overwhelming caseloads and a critical shortage of personal protective equipment. Simultaneously, general populations, especially those from economically weaker sections, required immediate access to food, medical care, and other necessities to survive the lockdown. The pandemic highlighted India's dual disadvantage of a large population and a significant portion living in deplorable conditions, making it imperative for both governmental and non-governmental organizations to step in and provide comprehensive assistance to mitigate the widespread suffering.

ii. Action:

REC Limited, in response to the scale of the catastrophe and the need for urgent humanitarian aid, demonstrated a proactive and comprehensive approach to its Corporate Social Responsibility during the challenging period of the COVID-19 pandemic, as evidenced by the documented Board Resolutions. The company not only adapted existing CSR projects to accommodate the urgency at hand but also swiftly responded to the immediate crisis by allocating significant funds towards humanitarian aid. This included substantial contributions to the PM CARES Fund and direct assistance in providing food, ration, and personal protective equipment to vulnerable populations, such as migrant Labourers across India.

During the peak phases of the COVID-19 pandemic in 2020 and 2021, REC Limited actively financed a wide array of pan-India humanitarian aid projects, demonstrating a broad commitment to relief efforts. These initiatives spanned numerous states and union territories, including Punjab, Andhra Pradesh, Madhya Pradesh, Bihar, Chhattisgarh, Delhi NCR, Haryana, Himachal Pradesh, Jammu and Kashmir, Jharkhand, Karnataka, Kerala, Ladakh, Maharashtra, Odisha, Rajasthan, Sikkim, Tamil Nadu, Telangana, Tripura, and Uttar Pradesh. The projects primarily focused on providing essential relief to vulnerable populations, such as stranded migrant Labourers, daily wage Labourers, construction workers, economically backward communities, and even medical staff. Relief efforts largely concentrated on food supplies, including dry rations, cooked meals, and groceries, alongside critical safety essentials like masks, sanitizers, and PPE.

Key insights from these projects reveal a diverse implementation strategy, involving a wide range of distributing agencies, including District Red Cross Societies, State Power Distribution Companies (like APEPDCL, CSPDCL, UGVCL, HPPTCL, HESCOM, UPPCL), Municipal Corporations (Bhopal, Jammu, Delhi), Police Departments (Delhi Police), District Collector's Offices (Ahmednagar, Bharatpur, Tiruppur, Gomati, Unakoti), District Disaster Management Authorities, and even hospitals (Safdarjung Hospital). The costs varied significantly based on the scale and duration of the intervention, ranging from a few lakhs to over a crore INR for individual projects.

The projects collectively highlight a rapid and targeted response to immediate needs arising from the lockdown, such as ensuring food security and basic safety for affected communities. The extensive geographical reach and the collaboration with numerous local and state-level agencies highlight REC's adaptive approach to delivering aid where it was most needed, often in critical and challenging environments. The focus on the direct provision of necessities, such as food and safety essentials, directly addressed the humanitarian crisis faced by millions during the pandemic.

Table: Summary of COVID-19 humanitarian aid projects implemented across India

Sl. No.	Location	Date	Approx. No. of Beneficiaries	Relief provided (items and duration)	Implementing/ Distributing Agency
1.	Amritsar, Punjab Amritsar City and the surrounding areas	10 days (30/3/2020 to 8/4/2020) during COVID-19 lockdown	2,000 Laborers working in the substations and project execution sites	Dry Ration*	District Red Cross Society, Amritsar
2.	Andhra Pradesh Underground Cable Works locations, including West Godavari, East Godavari, and Vishakhapatnam	18 days during the COVID-19 lockdown	232 stranded Laborers from across India working on Underground Power Cable Works during lockdown	Food Essentials*	Andhra Pradesh Eastern Power Distribution Company Limited (APEPDCL)
3.	Bhopal, Madhya Pradesh	15 days during the COVID-19 lockdown	300 migrant Laborers stranded in Bhopal	COVID-19 protection essentials*	Bhopal Municipal Corporation
4.	Patna, Bihar	March, 2022	Laborers and employees working under various Electricity Projects	Food Essentials* and COVID-19 Protection Essentials*	South Bihar Power Distribution Company Limited (SBPDCL)
5.	28 districts across the state of Chhattisgarh	15 days during the COVID lockdown in 2020	1308 Laborers working at power substations and electricity project locations	Food Essentials*	Chhattisgarh State Power Distribution Company Limited (CSPDCL)
6.	Delhi NCR and surrounding areas	April 2020, during the COVID-19 lockdown	1000 migrant Laborers and the needy	Dry Ration*, Food Essentials* and COVID-19 Protection Essentials*	Delhi Municipal Authorities
7.	Delhi City	31/3/2020 to 19/4/2020	500 ration packets per day for 20 days	Ration Kits*	Delhi Police
8.	Delhi City	For two weeks in March 2020, during the nationwide COVID-19 lockdown	500 ration kits per day for 14 days	Ration Kits*	Delhi Police
9.	Gurugram, Haryana	Until 22/4/2020	Laborers working at the construction site of an office building	Food Essentials* and COVID-19 Protection Essentials*	JMC Projects Limited
10.	Circle Offices of UGVCL in Palanpur, Sabarmati, Himmatnagar, and Mehsana	April 2020	Contractual Laborers and the needy	Ration Kits*	Uttar Gujarat Vij Company Limited (UGVCL)
11.	Gurugram and surrounding areas, Haryana	15 days from 31/3/2020 to 14/4/2020	4000 Laborers working in the Gurugram district	Food Essentials* and COVID-19 Protection Essentials*	Office of Deputy Commissioner, Gurugram

12.	Gurugram and surrounding areas, Haryana	May 2020	2000 families of migrant Laborers and economically backward communities	Dry Ration*	District Development and Panchayat Officer, Gurugram
13.	Project execution sites of HPPTCL, including Bhabanagar, Rohru, Gumma, Sarabai, Chambi, and Chamba	For 15 days during the COVID-19 lockdown in March 2020	2230 Laborers	Food Essentials* and COVID-19 Protection Essentials*	Himachal Pradesh Power Transmission Corporation Limited (HPPTCL)
14.	Jammu and the surrounding areas	From 24/4/2020 to 30/4/2020	1282 stranded migrant Laborers and families	Food Essentials*	Jammu Municipal Corporation
15.	Jharkhand	April 2020	Migrant laborers and economically backward communities	Food Essentials*	Office of Deputy Commissioner, Ranchi
16.	Various districts in Karnataka, including Mysore, Mandya, Chamrajnagar, Kodagu, and Hassan	April 2020	Laborers and workers working in project execution sites and substations	Food Essentials* and COVID-19 Protection Essentials*	Chamundeshwari Electricity Supply Corporation Limited
17.	Various locations in Hubli District and under HESCOM jurisdiction, Karnataka	August 2020	Laborers, field staff, and their families	Food Essentials* and COVID-19 Protection Essentials*	Hubli Electricity Supply Company Limited (HESCOM)
18.	Thiruvananthapuram and surrounding areas, Kerala	For 30 days in March and April 2020	15,000 migrant Laborers and families working across the state	Food Essentials*	District Disaster Management Authority, Thiruvananthapuram
19.	Kurukshetra and surrounding areas, Haryana	During COVID-19 lockdown	Migrant Laborers and their families across Haryana	Food Essentials* and COVID-19 Protection Essentials*	Indian Red Cross and JL Kapoor Memorial Trust
20.	Union Territory of Ladakh	From 17/4/2020 to 21/4/2020 during COVID-19 lockdown	301 stranded migrant Laborers and their families	Food Essentials* and COVID-19 Protection Essentials*	Office of the Deputy Commissioner, UT of Ladakh
21.	Ahmednagar, Maharashtra	April 2020	Migrant Laborers and Families	Food Essentials* and COVID-19 Protection Essentials*	Collector's Office, Ahmednagar
22.	Various locations across Madhya Pradesh, including Khandwa, Khargone, Ujjain, and Indore	During COVID-19 lockdown	Laborers working at power substations	Food Essentials*	Madhya Pradesh Paschim Kshetra Vidut Vitran Company Limited
23.	193 locations across the state of Odisha	For 14 days during the COVID-19 lockdown	Over 2600 migrant Laborers and needy workers are working at power substations and project sites across 193 locations in Odisha.	Dry Ration*	Odisha Power Transmission Corporation Limited
24.	Bharatpur District, Rajasthan	12 days during lockdown	1000 Laborers and families, migrant Laborers, construction workers, street vendors, and rickshaw pullers	Ration Kits*	District Collector's Office, Bharatpur, Rajasthan
25.	Safdarjung Hospital, New Delhi	During the peak phases of the COVID-19 pandemic in 2020	300 Medical staff of Safdarjung Hospital	Lunch Packages	Safdarjung Hospital

26.	Various locations across the state of Sikkim	During the peak phases of the COVID-19 pandemic in 2020	Laborers and families from economically backward communities	COVID-19 Protection Essentials*	Power Department, Government of Sikkim
27.	Tiruppur District, Tamil Nadu	April 2020	9616 families from economically backward communities and migrant Laborers	Food Essentials*	Collector's Office, Tiruppur
28.	District Hospital, King Koti, Hyderabad, Telangana	During the peak phases of the COVID-19 pandemic in 2020	Staff and Laborers	Food Essentials* and COVID-19 Protection Essentials*	Office of the Medical Superintendent, District Hospital, King Koti, Hyderabad
29.	Gomati District, Tripura	During the peak phases of the COVID-19 pandemic in 2020 and 2021	Migrant Laborers, construction workers, and casual Laborers	Food Essentials* and COVID-19 Protection Essentials*	Office of the District Magistrate and Collector, Gomati District, Tripura
30.	Unakoti District, Tripura	During the peak phases of the COVID-19 pandemic in 2020 and 2021	Migrant Laborers, construction workers, and casual Laborers	Food Essentials* and COVID-19 Protection Essentials*	Office of the District Magistrate and Collector, Unakoti District, Tripura
31.	Various locations across the state of Uttar Pradesh	During the peak phases of the COVID-19 pandemic in 2020 and 2021	Laborers, construction workers, and migrant workers	Food Essentials*	Uttar Pradesh Power Corporation Limited (UPPCL)

*Dry Ration included dry food ingredients such as rice, atta/flour, salt, and spices.

*Ration Kits included dry and wet food ingredients, rice, atta/flour, vegetable oil/mustard oil, vegetables, salt, and spices.

*Food Essentials include ready-to-consume food items, ration kits containing rice, dal, atta/flour, salt, jaggery, spices, and vegetables like onions, tomatoes, and potatoes.

*COVID-19 Protection Essentials include masks, sanitizers, soap, etc.

iii. Case study: REC Foundation's Targeted Humanitarian Aid at Safdarjung Hospital, Delhi

Context:

During the unprecedented challenges posed by the COVID-19 pandemic, particularly the lockdown in 2020, healthcare workers across India faced immense pressure, often working extended hours with limited access to essential amenities. Recognizing this critical need, REC Limited, through its CSR arm, REC Foundation, extended targeted humanitarian aid to support frontline medical staff.

REC's Intervention:

Suitable allocation was approved for providing food, ration, and personal protection equipment to vulnerable populations and healthcare workers nationwide during the COVID-19 lockdown. From this broader initiative, a specific, need-based intervention

was sanctioned for Safdarjung Hospital, New Delhi, a major government hospital at the forefront of the pandemic response.

The assistance was structured in three phases to ensure continuous support:

- Phase I (May 25, 2020 – July 23, 2020): REC sanctioned funds to provide 300 packed lunch boxes daily for 60 days to the doctors and staff deployed at Safdarjung Hospital. This phase was completed, with the full amount disbursed.
- Phase II (July 24, 2020 – September 21, 2020): Following a request from Safdarjung Hospital due to the ongoing need, REC sanctioned additional funds. This extended the support for another 60 days, increasing the daily provision to 350 packed lunch boxes for medical staff.
- Phase III (September 22, 2020 – October 21, 2020): Upon successful completion of Phase II and a further request from the hospital, REC sanctioned additional funds to support the initiative for another 30 days, maintaining the supply of 350 packed lunch boxes daily.

Implementation and Value of REC's Actions:

The REC Foundation partnered with TAJATS, a reputable catering service, to provide these meals. The implementation demonstrated several key insights into REC's effective humanitarian aid:

- **Need-Based and Time-Sensitive Response:** The continuous sanctioning of funds across three phases, directly in response to requests from Safdarjung Hospital, highlights REC's agility and commitment to addressing immediate, evolving needs during a crisis. This rapid deployment of resources directly supported frontline workers during a critical period.
- **Direct Support to Frontline Workers:** By providing nutritious meals, REC directly alleviated a significant burden on medical staff, allowing them to focus on patient care without the added stress of arranging their meals during demanding shifts.
- **Quality Assurance and Verification:** Safdarjung Hospital authorities confirmed the timely provision and excellent quality and quantity of food supplied by TAJATS, underscoring the effectiveness of REC's chosen implementing partner and its oversight. The hospital explicitly appreciated this CSR initiative.
- **Strategic Resource Allocation:** Funds were allocated across India strategically and based on critical areas of need.

Impact:

REC Foundation's intervention at Safdarjung Hospital provided crucial sustenance and morale support to approximately 350 medical staff daily for a cumulative period of 150 days during the peak of the COVID-19 pandemic. This targeted humanitarian aid directly contributed to the well-being and operational efficiency of frontline healthcare providers, enabling them to continue their vital work in serving the nation during a public health emergency. The positive feedback from Safdarjung Hospital authorities further substantiates the tangible value and impact of REC's timely and need-based CSR initiative.

iv. Core Components of Impact:

The core impact of REC's COVID-19 emergency humanitarian aid projects was the immediate and critical relief provided to millions of vulnerable individuals across India during an unprecedented crisis. Faced with a nationwide lockdown that brought economic activity to a halt and jeopardized livelihoods, particularly for economically weaker sections and migrant Laborers, REC's interventions directly addressed urgent humanitarian needs.

Key impacts include:

- **Ensured Food Security:** Projects primarily focused on providing essential food supplies, including dry rations, cooked meals, and groceries, to stranded migrant Laborers, daily wage earners, and economically backward communities. This directly mitigated the risk of starvation and financial distress for over 40 million internal migrant workers who lost their livelihoods. For instance, aid included dry ration kits for 2,000 Laborers in Amritsar, food essentials for 232 stranded Laborers in Andhra Pradesh, and ration kits for 1,000 migrant Laborers in the Delhi NCR region.
- **Enhanced Safety and Protection:** Critical safety essentials like masks, sanitizers, and PPE were distributed to Laborers, healthcare workers, and vulnerable populations, addressing immediate public health risks in crowded living spaces. This included COVID-19 protection essentials for 300 migrant Laborers in Bhopal.
- **Direct Support to Frontline Healthcare Workers:** A notable intervention included providing continuous lunch packages to approximately 350 medical staff daily for 150 days at Safdarjung Hospital, New Delhi. This support was crucial for the morale and operational efficiency of medical personnel working under immense pressure.
- **Widespread Geographical Reach:** The aid spanned numerous states and union territories, demonstrating a pan-India commitment and broad coverage where assistance was most needed. Specific examples include projects in Punjab,

Andhra Pradesh, Madhya Pradesh, Bihar, Chhattisgarh, the Delhi NCR region, Haryana, and Himachal Pradesh.

- **Alleviation of Immediate Suffering:** By directly providing necessities, REC's actions offered immediate relief to millions facing severe challenges like starvation and lack of access to essential services during the lockdown.

v. *Project Impact:*

The value of REC's COVID-19 CSR initiatives can be assessed through its strategic alignment, comprehensive approach, and practical implementation:

- **Relevance:** The projects demonstrated high relevance by directly addressing the urgent humanitarian crisis exacerbated by the pandemic and lockdown. They targeted critical, immediate needs of the most vulnerable populations, including migrant Laborers, daily wage workers, and frontline medical staff, aligning perfectly with national emergency priorities.
- **Responsiveness and Proactiveness:** REC exhibited a proactive and comprehensive approach, adapting existing CSR projects and swiftly allocating significant funds towards humanitarian aid. This rapid response ensured that aid reached beneficiaries in a time-sensitive manner when it was most critical.
- **Partnerships and Implementation Agility:** The diverse implementation strategy involved collaboration with a wide range of distributing agencies, including District Red Cross Societies, State Power Distribution Companies, Municipal Corporations, Police Departments, district collectors' offices, and hospitals. This extensive network enabled adaptive aid delivery even in challenging environments. For instance, partnering with TAJSATs for meal provision at Safdarjung Hospital ensured the quality and timely delivery of meals.
- **Beneficiary-Centric Approach:** The initiatives focused on direct provision of necessities like food and safety essentials, directly mitigating humanitarian suffering. The positive feedback from Safdarjung Hospital authorities specifically appreciated REC's timely and need-based support to medical staff.
- **Catalytic Role:** Beyond direct aid, some initiatives like procuring cloth bags and masks from Self-Help Groups (SHGs) demonstrated a secondary value by strengthening these community-based organizations, fostering local economic resilience.

4.1.2 Provision of Aids and Appliances to Differently Abled Persons through ALIMCO

Project name: Distribution of aids & assistive devices to approximately 9,000 persons with disabilities by conducting camps in 25 locations in various districts in the country

Year of implementation: 2019-20

Location(s): Across India

Implementing Agency: Artificial Limbs Manufacturing Corporation of India (ALIMCO)

i. Context:

According to the 2011 Census, approximately 2.68 crore (26.8 million) persons in India are identified as 'Disabled,' constituting 2.21% of the total population. While this is the official figure, organizations like the World Bank suggest that the actual number could be significantly higher, ranging between 5% to 8% of the Indian population (around 55-90 million individuals), indicating potential undercounting due to definitional differences and social stigma.

Data on demographics of differently abled persons shows that - (i). Males constitute a higher proportion (1.5 crore) compared to females (1.18 crore) among the disabled population (ii). A significant majority, 69% to 75%, of the disabled population resides in rural areas, where access to services and infrastructure is often more limited and (iii). More than half of the disabled population is under 30 years of age, and the highest numbers are often found in the 10-19 year age group (4.62 million). The prevalence also gradually increases with age, being highest in individuals above 60. Additionally, the most prevalent disabilities include visual impairment (around 48.55%), followed by movement/locomotor disability (around 27.87%), mental disability (around 10.33%), speech disability (around 7.49%), and hearing impairment (around 5.76%), based on Census 2011 data.

A vast majority of differently abled persons reside in rural areas (69-75%), compounding issues of accessibility, social stigma, discrimination, and limited access to education, employment, and healthcare. A primary barrier is the prohibitively high cost and limited availability of essential aids and assistive devices, such as artificial limbs, which are crucial for mobility and independence. This systemic disadvantage highlights a dire need for interventions that directly empower the Divyangjan.

ii. Action:

The primary objective was to provide essential aids and assistive devices free of charge to Persons with Disabilities (Divyangjan) from disadvantaged sections of society across various locations in India, thereby enhancing their mobility, independence, and quality of life.

REC Limited, through its dedicated CSR arm, the REC Foundation, took proactive and strategic steps to address the critical need for aids and assistive devices among persons with disabilities across India. Recognizing the profound impact such support could have on their mobility, independence, and social inclusion, REC committed substantial resources and forged a vital partnership.

The core of REC's intervention began with its significant financial commitment. The allocation underscored REC's dedication to this humanitarian cause. To ensure efficient and expert implementation, REC Foundation formalized a crucial partnership with the Artificial Limbs Manufacturing Corporation of India (ALIMCO), a specialized Government of India Undertaking, through a Memorandum of Agreement (MoA) signed on September 29, 2021.

Under this collaboration, REC facilitated the planning and execution of comprehensive outreach efforts. This involved supporting ALIMCO in organizing assessment camps to accurately identify the specific needs of Divyangjan, followed by distribution camps across 25 carefully selected locations spanning various states, including Bihar (Muzaffarpur, Khagaria), Manipur (Chandel), Mizoram (Mamit), Nagaland (Kiphire), Odisha (Gajapati, Dhenkanal), Uttarakhand (Udham Singh Nagar, Pithoragarh, Almora), and Sikkim (West Sikkim). These locations were chosen to reach approximately 5,000 to 8,000 beneficiaries from economically disadvantaged sections, ensuring widespread access to vital aids and appliances, including mobility devices such as motorized tricycles.

REC's commitment extended to active participation in and promotion of these initiatives, with high-ranking officials attending distribution events, such as those in Alwar, Rajasthan, and Palwal, Haryana, thereby emphasizing the project's national significance and REC's direct involvement in its successful implementation.

Through these focused actions, REC effectively translated its financial commitment into tangible support, directly enhancing the lives of thousands of individuals with disabilities across the nation.

Photographs: Site Visit to ALIMCO, Faridabad



iii. Case Study: Empowering Divyangjan in Alwar (Rajasthan) and Palwal (Haryana)

Context:

Persons with Disabilities (Divyangjan) in India, particularly in rural and semi-urban areas, face significant challenges including limited mobility, social stigma, and lack of access to essential assistive devices. These barriers often impede their ability to participate fully in daily life, education, and employment. Recognizing this critical need, REC Foundation, through its CSR program, aimed to bridge this gap by distributing high-quality aids and appliances.

REC's intervention:

Under its CSR initiative, REC Foundation committed to provide free aids and assistive devices to approx. 8,000 Divyangjan across 25 locations nationwide. The intervention involved a strategic partnership with the Artificial Limbs Manufacturing Corporation of India (ALIMCO), a specialized Government of India Undertaking. This collaboration, formalized by a MoA on September 29, 2021, ensured professional assessment and distribution of devices. The camps in Alwar and Palwal were part of this larger, meticulously planned effort to bring essential support directly to beneficiaries.

Implementation and value of REC's actions:

The implementation of the project at the grassroots level involved organized assessment and distribution camps, directly managed by ALIMCO with the support of the REC Foundation. These camps served as crucial points of contact, ensuring that beneficiaries received devices tailored to their specific needs following proper assessment.

Alwar, Rajasthan:

A distribution camp was successfully organized in Alwar on July 15, 2022. The presence of senior REC officials at this camp emphasized REC's direct involvement and commitment to the grassroots implementation of its CSR initiatives. Such high-level participation not only provided oversight but also boosted the morale of beneficiaries and local implementing teams.

Palwal, Haryana:

Another significant distribution event took place in Palwal on September 17, 2022. Motorized Tricycles were distributed to Divyangjan at Palwal.

The value of these interventions lies in:

- **Direct Reach:** Bringing services to the beneficiaries' local areas, reducing their travel burden and costs.
- **Quality Assurance:** Leveraging ALIMCO's expertise ensured the provision of appropriate and high-quality assistive devices.
- **Transparency and Oversight:** The presence of senior REC officials and government ministers at the camps provided strong governance and public accountability for the distribution process.
- **Community Engagement:** The camps served as community events, raising awareness about disability rights and available support.

Impact:

The distribution camps in Alwar and Palwal, as microcosms of the larger REC-ALIMCO project, delivered profound and direct impacts:

- **Enhanced Mobility and Independence:** The most immediate impact was the provision of critical mobility aids, notably Motorized Tricycles, which significantly enhance the independence of individuals with locomotor disabilities. For beneficiaries who previously relied on manual support or faced severe mobility limitations, these devices provided a newfound ability to travel, access services, and engage with their communities independently.
- **Improved Quality of Life:** Beyond mere mobility, access to appropriate aids and appliances directly contributes to a better quality of life. It enables People with Disabilities to pursue education, seek livelihood opportunities, participate in social activities, and manage daily tasks with greater ease and dignity.
- **Social Inclusion:** By facilitating greater mobility and participation, the project fostered greater social inclusion, helping to break down barriers of isolation and enabling Divyangjan to integrate more effectively into society.
- **Visibility and Awareness:** The public nature of the distribution camps, especially with the presence of dignitaries, served to raise awareness about the needs of differently-abled persons and the importance of such humanitarian initiatives, potentially inspiring further support and reducing stigma within the communities.

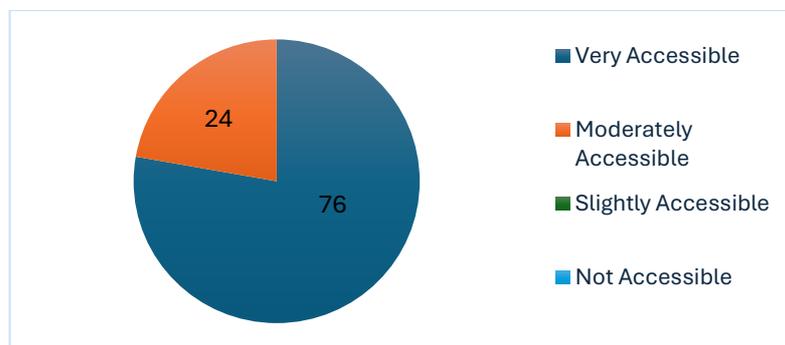
iv. Beneficiary Impact Analysis:

A random sample of beneficiaries of the program were administered a structured questionnaire about the impact of the program. This section outlines the findings:

Direct and Indirect Benefits:

- **Direct Benefit:** All respondents (100%) indicated that they had directly benefited from the program by receiving aid or an assistive device. This demonstrates the program's success in effectively reaching its intended beneficiaries and delivering essential support to persons with disabilities. Such a high rate of direct benefit reflects strong implementation and stakeholder engagement.
- **Type of Benefit:** All respondents (100%) reported receiving hearing aids as the type of assistive device through the program. This indicates that the project specifically targeted or successfully distributed hearing aids to persons with hearing impairments within the beneficiary group. The focused distribution suggests a tailored intervention addressing the needs of individuals with hearing loss.
- **Accessibility:** The majority of respondents (approximately 76%) found the program's camps or distribution points to be very accessible, while about 24% rated them as moderately accessible. No respondents reported the camps as slightly or not accessible.

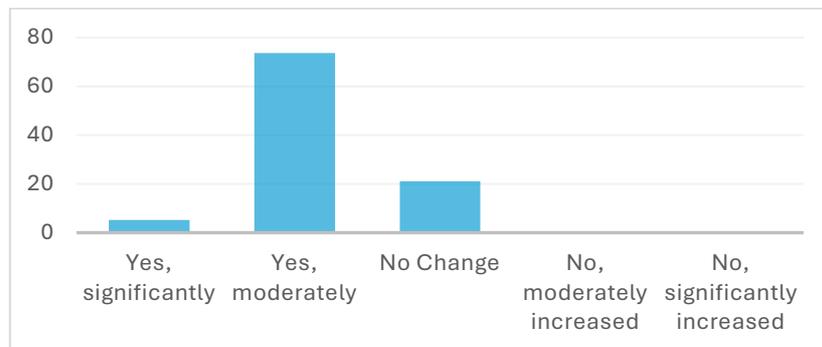
Figure: Accessibility of camps and distribution points (% of respondents)



- **Impact on mobility:** The vast majority of respondents (approximately 95%) reported a moderate improvement in their mobility or ability to perform daily activities after receiving the aid or assistive device. In comparison, about 5% experienced a significant improvement. No respondents reported any decline or no change. This indicates that the assistive devices provided, primarily hearing aids, had a positive impact on beneficiaries' functional abilities.
- **Impact on Assistance:** Most respondents (approximately 74%) reported a moderate decrease in their need for assistance from others for daily activities after receiving the aid or assistive device. In comparison, about 5% experienced a significant decline in their need for assistance. Around 21% indicated no change in their need for assistance. Importantly, no respondents reported an increase in their dependency. Additionally, a majority of respondents (approximately 84%)

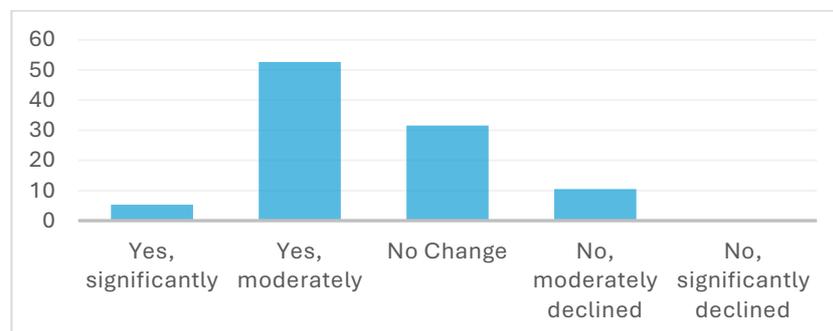
reported a moderate improvement in their independence when performing self-care activities such as dressing, bathing, and eating since using the aid or assistive device.

Figure: Decrease in Dependence on assistance post intervention (% of respondents)



- Impact on Physical Health:** A majority of respondents (approximately 58%) reported an improvement in their overall physical health since receiving the aid or assistive device, with about 5% experiencing a significant improvement and 53% a moderate improvement. However, nearly 32% reported no change in their physical health, and around approximately 10% experienced a mild decline. Importantly, no respondent reported a significant decrease. While the aids have benefited many in enhancing their health, some beneficiaries did not observe changes or experienced slight declines, suggesting that additional health support or complementary interventions may be needed for some individuals to optimize their well-being.

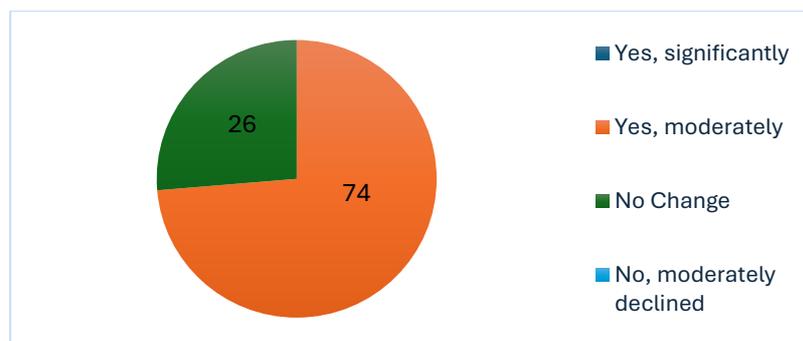
Figure: Improvement in physical health (% of respondents)



- Impact on Hospital Visits:** Approximately 63% of respondents reported a moderate reduction in the need for frequent visits to healthcare facilities related to their disability after receiving the aid or assistive device. Meanwhile, approximately 37% reported no change in the frequency of their healthcare visits. Importantly, no respondents reported an increase in healthcare visits.

- **Impact on Access to Public Spaces:** Around 58% of respondents reported a moderate improvement in their ability to access public spaces such as markets, government offices, and schools since receiving the aid or assistive device. In comparison, about 42% experienced no change. No respondents reported increased difficulty in accessing.
- **Impact on Economic Participation:** Approximately 74% of respondents reported a moderate improvement in their ability to participate in income-generating activities or education since receiving the aid or assistive device, while about 26% experienced no change. No respondents reported any decline in participation. Additionally, Around 63% of respondents reported that the aid or assistive device has enabled them to explore new opportunities for skill development or vocational training.

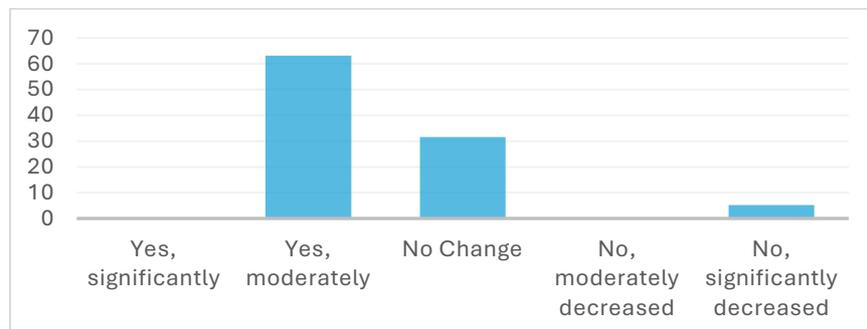
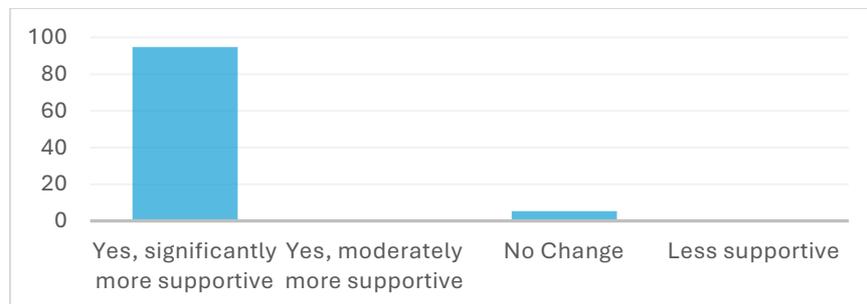
Figure: Improvement in Economic/educational participation post intervention (% of respondents)



- **Impact on Transportation Costs and Financial Burdens:** Approximately 58% of respondents reported a moderate reduction in out-of-pocket transportation expenses related to their disability since receiving the aid or assistive device. Around 42% experienced no change in transportation costs. No respondents reported an increase in expenses. This indicates that for many beneficiaries, the assistive devices helped reduce the need for special or frequent transport, easing financial pressures and improving mobility. However, the sizable portion who did not see changes in transport costs, suggest that additional barriers exist. Additionally, about 26% of respondents surveyed reported a moderate reduction in the financial burden related to managing their disability since receiving the aid or assistive device from the program.
- **Impact on Social Stigma, Inclusion and Community Support:** Approximately 7% of respondents reported a significant reduction in perceived stigma related to their disability within their community due to the program, while about 70% experienced a moderate reduction. Around 23% noted no change in stigma levels, and importantly, no respondents reported any increase in stigma. These results

suggest that the program has played a crucial role in improving community attitudes. Additionally, an overwhelming majority of respondents (approximately 95%) reported that community members have become significantly more supportive of individuals with disabilities as a result of the program's efforts. And lastly, approximately 63% of respondents reported a moderate increase in their sense of inclusion in community gatherings and events since receiving the aid or assistive device. About 32% experienced no change, while around 5% reported a moderate decrease in inclusion. Although most beneficiaries feel more included, the presence of some neutral or negative experiences suggests that additional efforts may be needed to address social barriers.

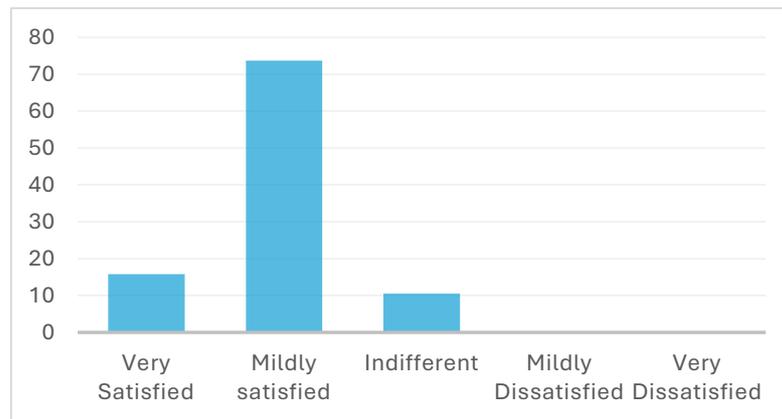
Figures: Improvement in community support and social inclusion (% of respondents)



Implementation, Quality and Satisfaction:

- Device Quality:** The majority of respondents (approximately 73%) indicated they were mildly satisfied with the quality and suitability of the aid or assistive device received, while about 16% were delighted. Around 11% felt indifferent, and notably, no respondents expressed dissatisfaction.

Figure: Satisfaction with device quality (% of respondents)



- Clarity in Information:** Approximately 95% of respondents found the information provided by the program regarding the use and maintenance of the aid or assistive device to be straightforward, while about 5% did not. This suggests that the program generally provides effective communication and training.
- Overall Satisfaction:** Overall, nearly 95% of respondents are satisfied with the program for distributing aids and assistive devices, with approximately 47% being delighted and another 47% being mildly happy. Only around 5% of respondents felt indifferent, and none reported dissatisfaction. This indicates a strong positive perception of the program's effectiveness and impact among beneficiaries.
- Feedback on Outcomes:** Overall, subjective responses from respondents reported predominantly positive experiences with the aid/assistive devices, as well as the program. Many participants highlighted improvements in their hearing and listening skills, as well as an appreciation for the program's good organization and supportive staff. However, a few noted that the devices were not entirely suitable for their specific needs, such as those with congenital conditions or those requiring updated equipment. No significant adverse outcomes related to the program's processes were reported, indicating high satisfaction.

v. *Core Components of Impact:*

The REC Foundation's project to provide aids and assistive devices to Divyangjan delivered a profound and multi-faceted impact, directly addressing critical barriers faced by persons with disabilities. The core impact can be summarized as:

- Enhanced Mobility and Independence:** The primary and most immediate impact was the significant improvement in the mobility of beneficiaries. By providing essential devices like artificial limbs, calipers, and particularly motorized tricycles, the project directly empowered individuals with locomotor disabilities to move more freely and independently. This newfound mobility translates into a

greater ability to perform daily tasks, access public spaces, and reduce reliance on others.

- **Improved Quality of Life:** Beyond physical mobility, the project demonstrably contributed to an improved overall quality of life for beneficiaries. The ability to engage more actively in social activities, pursue educational opportunities, and potentially seek livelihoods significantly boosts self-esteem and dignity. The implementing agency's feedback, as per the questionnaire, indicates a strong positive sentiment regarding the improvement in beneficiaries' quality of life and participation in community life.
- **Social Inclusion and Participation:** By facilitating greater independence and functional ability, the project fostered increased social inclusion. Beneficiaries are now better equipped to participate in community life, attend school, access healthcare, and engage in economic activities, breaking cycles of isolation often associated with disability.
- **Addressing Fundamental Needs:** The intervention directly addressed fundamental needs of a vulnerable population, providing practical solutions to challenges that often go unaddressed due to high costs or limited access to appropriate devices.

vi. *Project Impact:*

- The project is estimated to have benefitted approximately 5,000-8,000 differently abled persons, and their family members
- The project demonstrated **exceptional relevance** by directly responding to a critical, widespread need in India, aligning with national priorities for empowering Divyangjan. It addressed the core challenges of accessibility and affordability of assistive devices for a population that often faces significant socio-economic exclusion.
- The project's objectives, actions, and reported outcomes are well-aligned, demonstrating **explicit internal coherence and implied external coherence**. REC Limited, through REC Foundation, committed significant financial resources and partnered with ALIMCO, a specialized Government of India Undertaking, to ensure expert implementation.
- Beneficiary responses about outreach, benefit received, positive impacts and high satisfaction rates indicate **strong effectiveness** of the project.
- The project demonstrates **strong efficiency** in its implementation. Funds were disbursed systematically as project milestones were achieved. This suggests a structured approach to financial management. The formal partnership with ALIMCO, a specialized Government of India Undertaking, ensured efficient and

expert implementation, leveraging existing infrastructure and knowledge for assessment and distribution.

- Evidently, the project has generated significant positive impacts across various dimensions of beneficiaries' lives. The beneficiary data demonstrates **high impact** on mobility, independence, quality of life and social inclusion.
- Data on support, communication and maintenance information, as well as beneficiary perception of quality of devices supplied, **imply significant sustainability**. However, aspects of long-term sustainability would require deeper longitudinal impact assessment. Additionally, beneficiary feedback indicates that better suitability of devices can be incorporated in such projects.

4.1.3 Provision of Aids and Appliances to Differently Abled Persons through BMVSS

Project name: Provide 4300 aids and appliances to specially-abled persons in Assam, Bihar, Chhattisgarh, Jharkhand, Maharashtra, Rajasthan, Uttar Pradesh, and Tamil Nadu.

Year of implementation: 2022-23

Location(s): Across India

Implementing Agency: Shri Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS)

i. Context:

India is home to a significant population of differently-abled individuals, or 'Divyangjan,' who face profound socio-economic and infrastructural barriers on a daily basis. Understanding this landscape is crucial to appreciating the necessity and impact of interventions like those undertaken by the REC Foundation in partnership with BMVSS.

Divyangjan in India confront a daunting array of challenges:

- **Accessibility Deficit:** Public infrastructure, transportation, and even private spaces often lack essential accessibility features like ramps, lifts, and accessible restrooms, profoundly restricting their mobility and public participation.
- **Prohibitive Cost of Aids:** Essential aids and assistive devices such as artificial limbs, calipers, wheelchairs, and tricycles are often **financially out of reach** for a significant portion of the disabled population, especially those from economically weaker sections. This directly impacts their ability to lead independent lives.
- **Socio-Cultural Barriers:** Deep-seated societal stigma, lack of awareness, and discrimination often lead to social exclusion, limiting opportunities in education, employment, and community integration.
- **Limited Access to Quality Services:** Specialized healthcare, rehabilitation services, and vocational training facilities are often scarce, particularly in rural and remote regions.

ii. Action:

Against this backdrop of widespread need and systemic barriers, REC Foundation's CSR initiative, particularly its partnership with Shree Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS), Jaipur, emerged as a vital intervention.

- **Addressing a Core Gap:** The project directly targets the critical need for affordable and accessible aids and appliances. For many, the provision of an artificial limb or a motorized tricycle is not just a device, but a gateway to renewed mobility, dignity, and opportunities for education and livelihood.
- **Leveraging Specialized Expertise:** REC Foundation's collaboration with BMVSS, a globally recognized organization renowned for its "Jaipur Foot" technology and extensive experience in prosthetic and orthotic services, is a strategic choice. BMVSS's proven track record, technical expertise in manufacturing and fitting custom-made devices, and vast network of service camps ensure that the aid provided is high-quality, suitable, and effectively delivered. This partnership mitigates the challenges of quality control and specialized service delivery for a national CSR program.
- **Direct and Scalable Impact:** By adopting BMVSS's model of conducting widespread assessment and distribution camps (as seen in locations like Chandrapur, Bokaro, and Dausa), REC ensures that aid reaches beneficiaries directly in their local communities. This approach allows for a significant scale of impact, benefiting thousands of individuals (4,302 aids to 3,911 beneficiaries in this specific project) across diverse geographical regions of India.
- **Promoting Inclusion and Independence:** Beyond the immediate provision of devices, the intervention aims to foster greater independence and participation. An artificial limb or a wheelchair can transform an individual's life, enabling them to move independently, attend school, secure employment, and actively engage in social and economic life, thereby contributing to the broader goal of an inclusive society.

iii. REC's intervention:

The REC Foundation, as the CSR arm of REC Limited, demonstrated its commitment to social inclusion by initiating and strategically supporting a project focused on providing aids and appliances to persons with disabilities in partnership with Shree Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS).

REC's actions were foundational to the project's success (refer to Tables below). Beyond financial provisioning, REC played a vital role in setting clear objectives and targets for

the project. REC's oversight ensured that the project was implemented efficiently, with BMVSS successfully achieving and slightly exceeding outcome targets well within the stipulated timeframe. The strategic organization of numerous assessment and distribution camps across various states facilitated this achievement. REC's role thus extended to enabling a widespread and impactful program that directly transformed the lives of thousands of People with Disabilities across India.

Tables: Summary of timeline and outcomes

Project Start	Implementation Period	Methodology
The MoA was signed between the REC Foundation and BMVSS on February 7, 2023	The project was fully implemented by February 10, 2024, which was well before the stipulated 12-month project duration.	The implementation involved organizing camps at the specified locations. BMVSS did not involve a selection process, as all patients turning up at the camp sites were provided benefits.

Targeted Aids/ Appliances	Actual Beneficiaries and Devices Provided	Types of Devices Distributed	Locations of Distribution Camps
4,300 numbers of aids and appliances were to be provided to beneficiaries.	The project successfully provided a total of 4,302 aids and appliances to 3,911 beneficiaries. The difference in numbers is attributed to some cases of bilateral disability (391 instances)	Limbs and Calipers: 2,916 units to 2,525 patients (including 391 with bilateral limb needs) Crutches (Pair): 834 units Tri Cycles: 314 units. Wheelchairs (ISI): 238 units.	<ul style="list-style-type: none"> - Maharashtra (Chandrapur, Yavatmal) - Jharkhand (Bokaro) - Rajasthan (Dausa, Kota, Jaipur, Jodhpur) - Chhattisgarh (Bilaspur). - Bihar (Vaishali) - Assam (Sonitpur-Tezpur) - Uttar Pradesh (Etah) - Andhra Pradesh (Hyderabad) - Patients at the Jaipur Main Center were served on a walk-in basis, while other camps involved local surveys and publicity

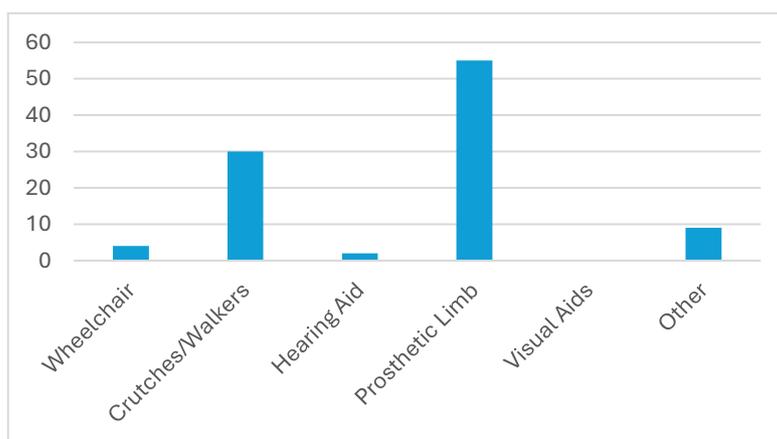
iv. Beneficiary Impact Analysis:

Direct and Indirect Benefits:

Direct Benefit: All respondents (100%) reported directly benefiting from the program by receiving an aid or assistive device. This indicates complete coverage among the surveyed participants, demonstrating the program's successful reach in delivering devices to its intended beneficiaries.

Type of Benefit: Among the respondents who benefited from the program, the most commonly received assistive devices were prosthetic limbs, provided to about 55% of users, followed by crutches or walkers received by roughly 30%. Wheelchairs were provided to a smaller portion (approximately 4%), while hearing aids were given to about 2%. No respondents reported receiving visual aids. Additionally, a small number of beneficiaries (approximately 9%) received other types of aid not classified in the main categories. This distribution reflects the program’s focus on mobility-enhancing devices to support persons with disabilities.

Figure: Types of aids/assistive devices received (% of respondents)

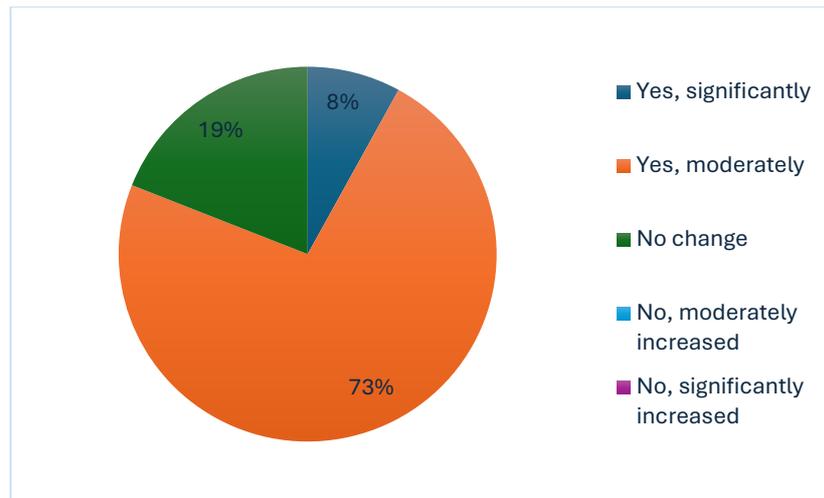


Impact on Mobility: The majority of respondents (about 88%) reported a moderate improvement in their mobility or ability to perform daily activities since receiving the aid or assistive device. Around 11% experienced a significant improvement, while only one respondent (about 2%) reported no change. No participants reported any decline in mobility or daily functioning. This suggests that the program has positively impacted beneficiaries’ independence and day-to-day capabilities, enhancing their overall quality of life.

Impact on Pain: Most respondents (about 87%) reported a moderate decrease in the frequency of pain or discomfort related to their disability since using the aid or assistive device. Approximately 2% experienced a significant reduction, indicating notable relief. Around 22% reported no change in pain frequency, while only one respondent (approximately 2%) experienced a moderate increase in discomfort.

Impact on Assistance Required: The majority of respondents (approximately 73%) reported a moderate decrease in their need for assistance from others for daily activities since receiving the aid or assistive device. About 8% experienced a significant reduction in assistance requirements, indicating greater independence. Meanwhile, around 19% reported no change in their need for help. Notably, no respondents indicated any increase in assistance needed. This suggests that the aids and devices have effectively helped most users become more self-reliant in their daily lives.

Figure: Decrease in Assistance required (% of respondents)



Impact on Health: The majority of respondents (about 87%) reported a moderate improvement in their overall physical health since receiving the aid or assistive device. Approximately 16% indicated no change in their health status. This suggests that the assistive devices have generally contributed positively to the physical well-being of most beneficiaries, supporting better health maintenance and potentially enhancing quality of life. Additionally, respondents (about 66%) reported that the aid or assistive device has moderately reduced their need for frequent visits to healthcare facilities related to their disability. Around 12% experienced a significant reduction in healthcare visits, indicating improved health management and possibly fewer complications.

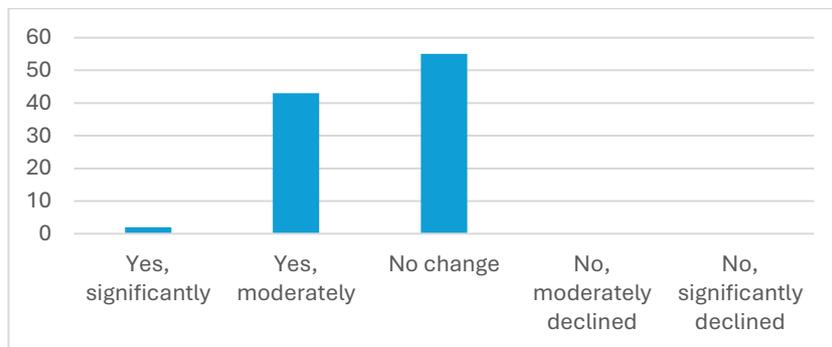
Impact on Access: Most respondents (approximately 83%) reported that they can access public spaces, such as markets, government offices, and schools, more easily, with around 6% experiencing a significant improvement and approximately 77% noting a moderate improvement. About 23% of respondents indicated no change in their ease of access. No participants reported any increase in difficulty accessing public spaces. This suggests that the aid or assistive devices have generally helped beneficiaries improve their mobility and participation in community life.

Impact on Economic Participation: The responses indicate that about 43% of beneficiaries experienced a moderate improvement in their ability to participate in income-generating activities or education after receiving the aid or assistive device. Only a miniscule proportion of 2% reported a significant improvement, while the majority (approximately 55%) noted no change in this area. No participants reported any decline in participation. This suggests that while the devices have helped some users enhance their economic or educational engagement, a considerable portion may need additional support or resources to realize significant changes in these aspects of their lives.

About 35% of respondents reported that the aid or assistive device has enabled them to explore new opportunities for skill development or vocational training, indicating a positive impact on their empowerment and capacity building. However, the majority (approximately 65%) experienced no change in this area, suggesting that while the

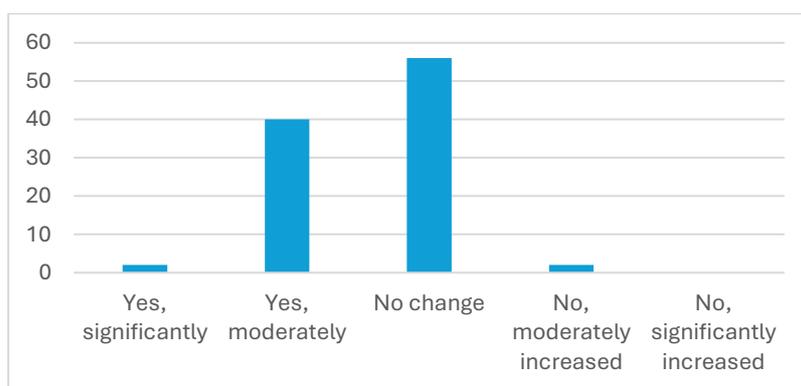
devices improve physical or functional abilities, additional support or programs may be needed to facilitate participation in skill development.

Figure: Improvement in economic participation post intervention (% of respondents)



Impact on Financial Burdens: A significant portion of respondents (approximately 42%) reported a moderate or significant decrease in the financial burden associated with managing their disability since receiving the aid or assistive device through the program, indicating improved economic relief for households. Around 56% reported no change in their financial burden, and only 2% of respondents indicated a mild increase in their financial burden.

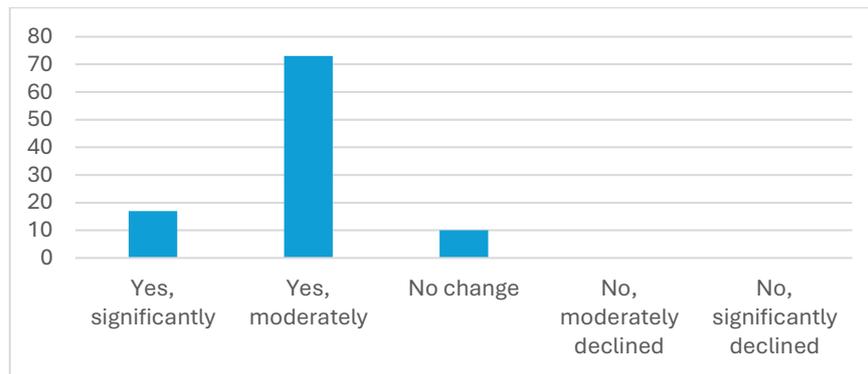
Figure: Decrease in financial burden post intervention (% of respondents)



Impact on Social Stigma: The majority of respondents (about 89%) reported that the program has contributed to a reduction in perceived stigma associated with their disability in the community, with around 8% experiencing a significant decrease and 81% noting a moderate decline. A small portion (approximately 10%) reported no change in their perception of stigma. Importantly, no participants indicated any increase in stigma. These results suggest that the program has had a positive impact on social attitudes, helping beneficiaries feel more accepted and reducing social barriers associated with disability.

Impact on Community Support: The majority of respondents (about 90%) reported an improvement in their overall quality of life after receiving the aid or assistive device, with approximately 17% experiencing a significant improvement and 73% noting a moderate improvement. Around 10% of beneficiaries indicated no change in their quality of life, while none reported any decline.

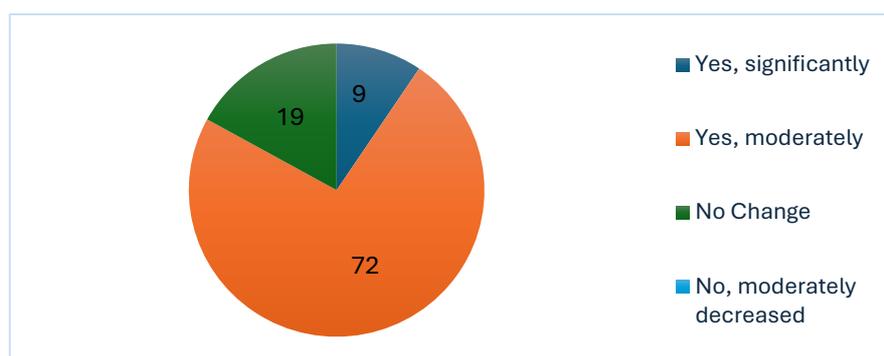
Figure: Improvement in community support post intervention (% of respondents)



Impact on Self-Esteem and Confidence: The majority of respondents (about 79%) reported an improvement in their sense of self-confidence and self-esteem since receiving the aid or assistive device, with approximately 12% experiencing a significant increase and 66% noting a moderate growth. Around 14% of beneficiaries reported no change in their self-confidence or self-esteem, while none reported a decrease in either. This suggests that the program has made a positive contribution to enhancing the psychological well-being and personal empowerment of beneficiaries.

Impact on Social Inclusion: The majority of respondents (approximately 81%) reported feeling more included in community gatherings and events since receiving the aid or assistive device, with about 9% experiencing a significant increase and 72% noting a moderate rise in their sense of inclusion. Approximately 19% of beneficiaries indicated no change in their understanding of inclusion, while no respondents reported any decrease. These findings suggest that the program has made a positive contribution to enhancing social inclusion and participation among beneficiaries.

Figure: Increase in social inclusion post intervention (% of respondents)

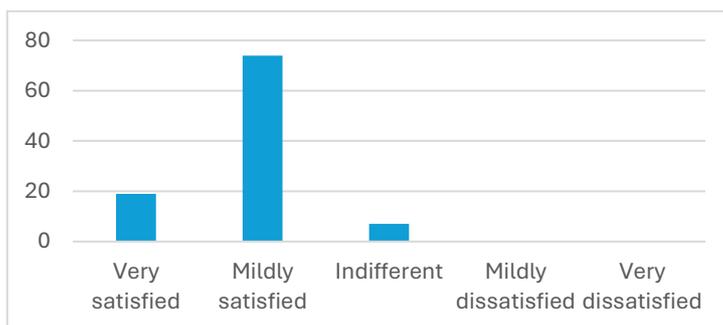


Implementation and Quality:

Accessibility: Most respondents found the program's camps or distribution points to be moderately accessible (approximately 74%), indicating that the majority of the beneficiaries did not face major challenges in reaching camp locations. Approximately 25% of participants reported the camps as very accessible, reflecting good site selection and ease of access for these individuals.

Device Quality and Suitability: The majority of respondents (about 93%) expressed satisfaction with the quality and suitability of the aid or assistive device they received, with approximately 19% being very satisfied and 74% mildly satisfied. A small portion (around 7%) felt indifferent, while no participants reported dissatisfaction. These findings indicate that the program has generally met beneficiaries' expectations regarding the quality and appropriateness of the devices. However, there may be room for further improvements to increase satisfaction levels.

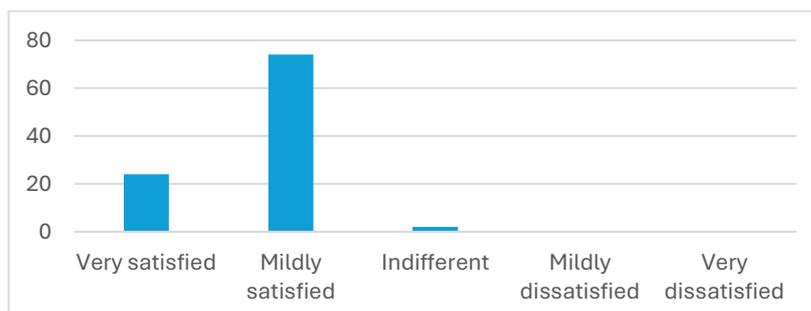
Figure: Device quality satisfaction (% of respondents)



Clear Communication: All respondents (100%) reported that the information provided by the program regarding the use and maintenance of the aid/assistive device was straightforward to understand. This indicates that the program offers strong communication and practical training, ensuring beneficiaries are well-informed about how to use and care for their devices properly. Such clarity is likely to contribute to improved device utilization, increased longevity, and enhanced overall satisfaction among users. The program's thorough guidance helps users gain confidence and independence.

Program Satisfaction: The overall satisfaction with the program for distributing aids and assistive devices is very positive. Approximately 98% of respondents expressed satisfaction, with about 24% being very satisfied and 74% mildly satisfied. Only 2% of participants felt indifferent, and no one reported any dissatisfaction. This indicates that the program has effectively met the expectations of most beneficiaries, reflecting successful implementation and user contentment. The high satisfaction levels suggest confidence in the program's processes and outcomes.

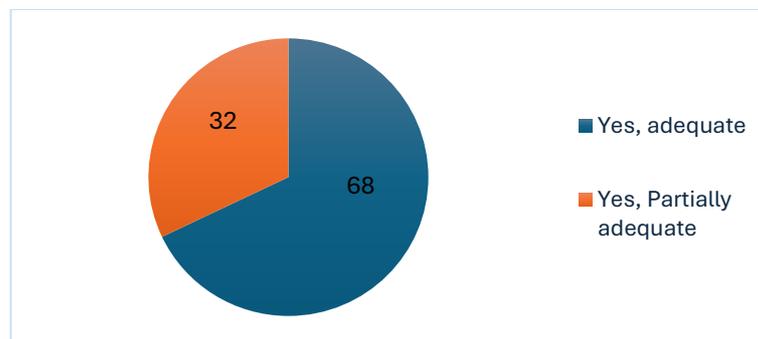
Figure: Overall satisfaction levels (% of respondents)



Maintenance and support (sustainability):

Adequacy of Training on Device Use: A majority of respondents (about 68%) reported receiving adequate training or instructions on how to use and maintain the aid/assistive device, while around 32% felt the training was only partially satisfactory. Importantly, no participants indicated inadequate training, suggesting the program effectively supports beneficiaries in understanding device usage and care. However, the partial adequacy reported by some implies there may be room to enhance training quality or depth to ensure all users feel fully confident and capable. Overall, the program demonstrates good effectiveness in user guidance.

Graph: Training adequacy (% of respondents)



Feedback: The feedback on unexpected outcomes highlights a generally positive experience with the program. Many respondents praised the program's organization and arrangements, consistently describing them as "good," "proper," and "better arranged." The staff and support team also received positive mentions for their helpfulness. A significant number of beneficiaries found the products to be beneficial, with some noting their long-term usability.

However, several individuals pointed out issues with the suitability and quality of the products, mentioning problems such as ill-fitting devices, products that are not suitable, or those that quickly become too small for growing children. Some feedback also suggested a need for improved product updates and training on specific devices, such as limb calipers and crutches. Despite these product-related concerns, there were no widespread, unexpected adverse outcomes, and the overall sentiment is that the program is beneficial and well-managed.

v. *Core Components of Impact:*

The REC Foundation's CSR project, executed in partnership with BMVSS, delivered a substantial and multi-dimensional impact on the lives of Divyangjan across India, touching upon key socio-economic, health, and social facets:

- **Socio-economic Empowerment:**

Enhanced Independence and Dignity: The provision of 4,302 essential aids and appliances, including artificial limbs, calipers, tricycles, and wheelchairs, directly translated into significantly improved mobility and self-reliance for 3,911 beneficiaries. This restored functional ability reduced their dependency on family members or caregivers for daily activities, fostering a greater sense of dignity and personal autonomy.

Reduced Financial Burden: By providing these often expensive devices at no cost, the project alleviated a considerable financial strain on the households of beneficiaries, who frequently come from economically disadvantaged sections. The implementing agency explicitly observed this reduction in the economic burden associated with managing disabilities.

Increased Participation in Livelihoods and Education: Improved mobility and functional capabilities directly enhanced beneficiaries' ability to engage in income-generating activities or pursue educational opportunities, thereby laying the groundwork for greater economic integration and improved prospects.

- **Health and Well-being:**

Reduced Healthcare Visits: The provision of appropriate and well-fitted assistive devices was observed to lead to a reduction in healthcare visits for disability-related issues among beneficiaries. This suggests that the aids not only facilitate mobility but also contribute to preventing secondary complications or managing existing conditions more effectively.

Improved Quality of Life: The project demonstrably enhanced the overall quality of life for its beneficiaries. The ability to move freely, engage in social interactions, and pursue personal goals contributes significantly to their physical and mental well-being, as affirmed by the implementing agency's observations.

- **Social Inclusion and Participation:**

The project promoted greater social inclusion by enabling People with Disabilities to participate more actively in social activities and community life. By breaking down physical barriers, the project indirectly contributed to reducing the stigma associated with disabilities, facilitating better integration into mainstream society.

vi. Project Impact:

- The project is estimated to have benefitted approximately 4,300 differently abled persons, and their family members. The project exhibited **high relevance** by directly addressing a critical and widespread humanitarian need in India: the lack of access to affordable and appropriate assistive devices for Divyangjan, particularly

in rural and underserved areas. It aligned perfectly with national goals of empowering persons with disabilities and promoting inclusive development. The choice of BMVSS as an implementing partner, known for its expertise and "Jaipur Foot" technology, further highlighted the relevance of the chosen intervention and delivery model.

- The project demonstrated **strong effectiveness** in achieving its stated objectives. It successfully provided 4,302 aids and appliances to 3,911 beneficiaries, meeting and slightly exceeding the target of 4,300 units within the stipulated timeframe. The overall quality and suitability of the distributed devices were rated "Very Good" or "Good" by BMVSS, indicating that the aid provided was fit-for-purpose and genuinely beneficial.
- The project was executed with **notable efficiency**. It was completed by February 10, 2024, well before the 12-month project duration stipulated in the MoA (signed February 7, 2023). The methodology of organizing widespread camps streamlined the assessment and distribution process.
- The project laid a **foundation for individual-level sustainability** by providing durable aids and adequate information on their use and maintenance. While BMVSS's established operations offer a sustainable model for aid delivery, the long-term sustainability of support for individual beneficiaries (e.g., future repairs or replacement of devices) would depend on continued access to services or future initiatives. Beneficiary data does highlight issues faced regarding suitability of devices but overall, there were positive responses and no reporting of adverse or negative outcomes.
- The project demonstrated **strong coherence** through its partnership model. By collaborating with BMVSS, a specialized and reputable organization, REC ensured that the intervention was well-integrated with existing expertise in disability rehabilitation. This avoided duplication of efforts and leveraged BMVSS's proven methodology for effective outreach and device provision.

4.1.4 Renovation of CSSD Department at All India Institute of Medical Sciences (AIIMS)

Project Name: Renovation and Provision of Equipment for the Central Sterile Supply Department (CSSD) unit of AIIMS, along with the procurement of 9 new steam sterilizers and the buyback of 9 old sterilizers on a turnkey basis.

Year of implementation: 2016-17

Location(s): AIIMS, New Delhi

Implementing Agency: All India Institute of Medical Sciences (AIIMS)

i. Context:

The beneficiary of this significant CSR initiative is the All India Institute of Medical Sciences (AIIMS) Delhi, recognized as the apex tertiary care teaching institute and public hospital in India. Established in 1956 by an Act of Parliament, AIIMS operates autonomously under the Ministry of Health and Family Welfare. Its foundational objectives include developing high standards of medical education at both undergraduate and postgraduate levels, consolidating top-tier educational facilities for health professionals, and achieving self-sufficiency in postgraduate medical education, research, and patient care.

The investment by REC in upgrading a critical healthcare department at AIIMS exemplifies a deliberate strategic alignment of CSR objectives with national priorities. By channelling resources into a nationally important institution like AIIMS, REC's CSR efforts directly support AIIMS's core mission of delivering advanced patient care and fostering medical education. This approach transcends a mere philanthropic donation; it represents a targeted investment in a public health infrastructure that serves a vast population, thereby enhancing the operational capabilities of a vital institution with clear public health objectives. Such a strong alignment suggests a heightened potential for sustainable impact.

The Central Sterile Supply Department (CSSD) plays a vital role in any hospital, serving as the core unit responsible for sterilizing all medical instruments and equipment used in patient care, particularly during surgical procedures. The renovation and upgrading of equipment within such a critical department have a direct and profound impact on patient safety, significantly reducing the risk of hospital-acquired infections. Therefore, this project was not merely an infrastructural upgrade but a fundamental enhancement

of the quality and safety of patient care provided at AIIMS. The explicit mention in project closure documentation that the renovated CSSD "helps in reducing hospital surgical infection" emphasizes the direct public health benefit of this initiative. This focus on a high-impact area suggests the project's potential for direct and measurable health outcomes, positioning it as a highly impactful CSR endeavour.

ii. Action:

A formal agreement between REC and All India Institute of Medical Sciences (AIIMS) marked the start of the project.

The primary objective of the program was to comprehensively renovate the entire Central Sterile Supply Department (CSSD) at AIIMS, New Delhi, on a turnkey basis. This extensive renovation encompassed the refurbishment of the floor, walls, electrical conduits, the Fan Coil Unit (FCU)/air conditioning system, and the ceiling, along with a complete reorganization of the workflow layout within the department.

In addition to the structural renovation, the project specifically included the procurement of critical medical equipment. This comprised five new 36 cu. Ft. (1,000 liters) steam sterilizers, four new 45 cu. Ft. (1250 liters) steam sterilizers, one ultrasonic washer-disinfector, and one ultrasonic cleaner.

The comprehensive scope of work detailed in the MoA included:

- Renovation of the existing civil structure of the CSSD unit at AIIMS.
- Procurement of the nine new steam sterilizers and the buy-back of nine old sterilizers, all on a turnkey basis.
- The renovation was designed to be all-encompassing, covering civil works, the air conditioning system, electrical work, and the installation of all new equipment.
- The installation of equipment, training of personnel, and operational setup were also to be managed on a turnkey basis.
- The award of work for the project, including comprehensive maintenance, was to be conducted through a tendering procedure, adhering to AIIMS's approved procurement guidelines to ensure competitive rates.

The total project cost was meticulously broken down into the costs of equipment and the costs of engineering works. There was a highly detailed breakdown of equipment to be procured, including specific types, quantities, and capacities, along with a granular cost estimate for both equipment and civil/engineering works, reflecting thorough planning. Such precision in the initial agreement minimizes ambiguity and provides a robust baseline for monitoring and evaluating project progress. This level of detail also demonstrates a professional approach to project design and resource allocation.

Table 4.5: Project Timeline and Milestones

Milestone/ Event	Date	Actual Duration (from MoA signing)	Remarks
MoA Signed	Feb 21, 2017	-	Formal project commencement
First Installation Disbursed	Apr 19, 2018	-	Start of 18-month initial completion period
Original Planned Completion Date	Oct 2019	-	
Project Duration Extended to	Apr 2020	-	Following AIIMS request (Nov 20, 2019), stated as "last extension"
Further Extension Request for Closure	Jun 30, 2023	-	Due to technical and payment issues with the supplier
Final Project Closure Documents Submitted	Dec 2023	Approx. 68 months	Project completed and closed

The initial stipulated completion period for the entire project was 18 months. A critical aspect of the project's implementation strategy was its phased approach, designed to ensure that the hospital remained fully operational throughout the renovation period. This phased execution was deemed necessary unless the selected vendor could propose and implement an off-shore strategy to maintain a continuous sterile supply.

The planned phased work schedule was as follows:

- Phase I (6 months):** This phase involved the renovation of the existing washing and cleaning areas, their conversion into sterile zones, and the simultaneous installation of as many new steam sterilizers as possible. To ensure uninterrupted operations, two temporary portable structures were to be erected in the vicinity to facilitate the cleaning and packing of sets.
- Phase II (4 months):** During this phase, the entire sterile area was to be prepared, including the installation and shifting of necessary machinery. The clean and dirty zones, along with their respective entrance and exit points, were to be clearly defined. The ultrasonic cleaner and washer disinfectant were slated for installation. The steam sterilizers installed in Phase I were designed to handle the sterilization load while the existing sterile area was undergoing dismantling.
- Phase III (2 months):** The final phase focused on the training of employees, the full commissioning of the entire CSSD, and the dismantling of the temporary portacabins.

This explicit articulation of a phased approach, coupled with provisions for temporary structures or an off-shore strategy, demonstrates a clear understanding of the imperative to maintain critical hospital operations during the renovation. This forward-thinking project management approach prioritized the continuity of essential healthcare services, which is paramount in a high-volume healthcare setting like AIIMS.

The Memorandum of Agreement (MoA) for the project was signed on February 21, 2017. The initial project completion period was set at 18 months. The first installment was disbursed on April 19, 2018, which would have placed the original planned completion date around October 2019.

However, the project experienced delays. Following a request from AIIMS dated November 20, 2019, REC extended the project duration until April 2020, explicitly stating that this was to be considered the "last extension". Despite this extension, AIIMS subsequently requested a further extension of the project up to June 30, 2023, specifically for project closure. The final project closure documents were ultimately submitted in December 2023.

The actual project duration, from the signing of the MoA in February 2017 to the submission of closure documents in December 2023, spanned approximately 68 months, significantly exceeding the initial 18-month timeline. AIIMS attributed these delays to "some technical issues in operations of equipment and other payment-related issues with the supplier in CSSD".

The protracted timeline, with delays persisting even after the "last extension" was granted, indicates that the underlying issues were more complex and persistent than initially anticipated. The stated reasons for the delay—technical challenges with equipment operations and payment-related problems with the supplier—highlight critical challenges in vendor management and equipment functionality. Such prolonged delays can lead to increased indirect costs, deferral of intended benefits, and potential technological obsolescence if not managed effectively. This situation underlines the importance of robust risk management and comprehensive contingency planning, particularly for projects involving complex technical installations and multiple stakeholders.

The confirmation of physical renovation, equipment installation, and the submission of comprehensive technical documentation indicate that the CSSD is not only structurally upgraded but also fully operationally ready with the necessary infrastructure. The project has successfully delivered its core tangible outputs, providing AIIMS with a modern, well-equipped Central Sterile Supply Department. The provision of detailed technical

drawings is particularly crucial for the future maintenance and effective operational management of the newly upgraded facility.

Photographs: Site-visit to CSSD, AIIMS





iii. Core Components of Impact:

The core impact of REC's CSR project at AIIMS, New Delhi, is fundamentally rooted in its direct contribution to public health and patient safety. By undertaking the comprehensive renovation and equipment procurement for the Central Sterile Supply Department (CSSD), the project addressed a critical need within India's apex tertiary care institution.

The most significant and explicitly stated outcome is the reduction in hospital surgical infections. A well-functioning CSSD is indispensable for sterilizing all medical instruments and equipment, particularly those used in surgical procedures. Therefore, upgrading this department directly translates into a safer environment for patients, mitigating the risk of hospital-acquired infections, which remain a significant concern in healthcare settings. This initiative moves beyond mere infrastructural improvement, directly enhancing the quality and safety of patient care at AIIMS, thereby benefiting a vast number of patients seeking treatment. The project's focus on such a high-impact area underscores its potential for direct and measurable health outcomes, positioning it as a highly impactful CSR endeavour.

iv. Project Impact:

AIIMS is estimated to have an annual footfall of 50 lakh patients in its outpatient department and 3.5 lakh patient admissions. Thus, the project has benefitted approximately 3-5 lakhs patients annually and will continue to benefit a very significant number of people.

Assessing the project against the OECD Development Assistance Committee (DAC) evaluation criteria provides a structured understanding of its overall value:

- The project demonstrates **high relevance**. REC's CSR framework aligns with the Companies Act, 2013, reflecting a commitment to societal well-being. The choice of AIIMS, a national institution established to achieve self-sufficiency in medical education, research, and patient care, signifies a strategic alignment with national healthcare priorities. Investing in the CSSD, a critical and indispensable department for patient safety and infection control, directly addresses a fundamental need in a high-volume public hospital. This targeted investment in a vital public health infrastructure enhances AIIMS's operational capabilities, ensuring the project's strong relevance to both REC's CSR objectives and national health goals.
- Despite significant delays, the **project largely achieved its intended objectives**. The comprehensive renovation of the CSSD was completed, and all specified medical equipment, including nine new steam sterilizers, an ultrasonic washer-disinfector, and an ultrasonic cleaner, was procured and installed. The project was formally handed over to AIIMS, confirming the delivery of its core tangible outputs. The renovated CSSD is now fully operational, equipped with modern infrastructure, directly contributing to the stated aim of reducing hospital surgical infections. Thus, the project is **highly effective**.
- The project demonstrated a **commendable level of efficiency**. The responsible stewardship suggests optimized procurement processes, cost-effective solutions and ensuring efficient utilization of resources.
- The **project's impact is primarily seen in the enhanced patient safety and improved quality** of care at AIIMS. By upgrading the CSSD, the project directly contributes to reducing hospital surgical infections, a critical public health benefit. This foundational improvement in sterilization processes has a profound and lasting impact on patient outcomes, extending beyond mere infrastructure to a direct enhancement of national healthcare standards.

- The **long-term sustainability of the project's benefits is well-addressed through robust maintenance commitments**. AIIMS has provided an undertaking for a 5-year Comprehensive Annual Maintenance Contract (CAMC) for all assets created under the project. Complementing this, the project vendor, M/s. Med Freshe Pvt. Ltd. has committed to a 5-year warranty, plus an additional 5-year Comprehensive Maintenance Contract (CMC), for all installed equipment. This dual commitment ensures the continued functionality and efficacy of the upgraded CSSD for an extended period, maximizing the return on REC's investment and ensuring sustained benefits for patient care.

4.1.5 Community-based Medical Education and Awareness Program

Project name: Part-funding for Community-based program for control of Sickle cell diseases and Thalassemia in the 30 districts of Odisha

Year of implementation: 2018-19

Location(s): Odisha

Implementing Agency: Christian Medical College (CMC), Vellore

i. Context:

Sickle Cell Disease (SCD) and Thalassemia major are significant haemoglobin disorders prevalent in India, leading to considerable morbidity and mortality. These are well-defined monogenic disorders, meaning they are caused by a single defective gene, which makes prevention a viable and effective strategy. Despite this, comprehensive preventive strategies have not been widely implemented across India.

This project is a comprehensive initiative aimed at reducing the burden of these major haemoglobin disorders, which cause significant morbidity and mortality in India. The program focuses on prevention, increasing awareness, and improving access to carrier testing, counselling, and prenatal diagnosis. It also seeks to strengthen the capacity of the Odisha State health system for the management and prevention of these diseases.

The program is a collaborative effort between the Christian Medical College (CMC), Vellore (specifically, the Centre for Stem Cell Research), and the Government of Odisha (through the National Health Mission).

ii. Action:

The project was initially approved for implementation in 20 districts of Odisha, with a condition to expand to another 10 districts upon satisfactory feedback. A Memorandum of Agreement (MoA) between REC Foundation and Christian Medical College, Vellore, was signed on November 29, 2019.

The program employed a multi-faceted approach, including:

- **Screening and Diagnosis:**

- Initiated screening of the priority population in six districts (Balasore, Bargarh, Cuttack, Jharsuguda, Koraput, Sambalpur) in the first phase, with a plan to cover other districts in a phased manner.
 - Established laboratories at selected health centres for assessing carrier status, with HPLC machines installed in Cuttack for confirmatory testing.
 - Streamlined sample transport mechanisms from blocks to district CHCs and to SCB, Cuttack, and also for CVS samples to CMC Vellore for genetic lab confirmation.
 - Installed cell counter site Data Management System (DMS) interfaces to Medonics Machines in various districts.
- **Behaviour Change Communication (BCC) Activities:**
 - Developed and finalized BCC creatives for indoor, outdoor, and virtual platforms, including flipbooks, with inputs from NHM Odisha.
 - Launched BCC campaigns in districts, including wall painting, distribution of leaflets, bus branding, radio and TV advertisements, newspaper advertisements, street plays, and Pala folk shows.
 - Initiated social media creatives and planned animated videos for couple education and school children.
- **Training and Capacity Building:**
 - Trained over 300 medical doctors from district hospitals and CHC/PHCs across Odisha.
 - Provided specialized training to physicians from two medical colleges in chorionic villous sampling (CVS) for prenatal diagnosis.
 - Conducted programmatic training for Medical Officers (MO) and administrators at the district level.
 - Trained field functionaries, ANMs (Auxiliary Nursing Midwifery), and ASHAs (Accredited Social Health Activists) in sample collection, data management, and counselling services.
 - Organized district-level workshops and Trainer of Trainee (ToT) sessions for first and second phase districts.
- **Data Management:**
 - Designed and implemented a web-based data management software and an Android application (TSCOD ANM Mobile Application V 2.0) for ANMs to manage data flow from field level to final reporting.
 - Initiated master data collection process across the first phase districts.

iii. Core Components of Impact:

The program has significantly progressed in establishing the necessary infrastructure and raising awareness for the control of Sickle Cell Disease and Thalassemia:

- **Increased Screening Capacity:** Screening has been initiated in multiple districts, with 22 cell counter sites in 6 first-phase districts and testing started at 14 sites in second-phase districts.
- **Enhanced Awareness:** Extensive BCC activities, including mass media campaigns (TV, radio, newspapers, bus branding) and community-level engagements (wall paintings, street plays, folk shows), have been implemented to increase knowledge among the general population.
- **Strengthened Healthcare Workforce:** Over 300 medical doctors have been trained, along with field functionaries, ANMs, and ASHAs, on various aspects of disease management, prevention, sample collection, and data management, enhancing the state's capacity.
- **Robust Data Management:** A dedicated web-based and mobile application-based data management system is in place, enabling efficient data capture and monitoring of program activities.

iv. Project Impact:

- The project is estimated to have benefitted 1,00,000 (approx.) Patients of Sickle Cell Disease and Thalassemia Major.
- The project is **highly relevant** to the pressing health needs of Odisha and India. Sickle cell disease (SCD) and thalassemia major are major haemoglobin disorders causing significant morbidity and mortality. The program directly addresses the critical need for a comprehensive preventive strategy, increased awareness, improved access to carrier testing, counselling, and prenatal diagnosis. It also aims to strengthen the capacity of the Odisha State health system, aligning with public health priorities to reduce the burden of these genetic diseases. The collaborative effort with the Government of Odisha (NHM) further underscores its alignment with national health objectives.

- The project **demonstrates strong coherence** as it is a collaborative effort between a specialized medical institution (Christian Medical College, Vellore's Centre for Stem Cell Research) and the state government's health machinery (Government of Odisha through National Health Mission). This integration within the existing health system, including training of government healthcare workers (doctors, ANMs, ASHAs) and establishing labs within public health facilities, shows a good fit with the broader health policy and institutional framework. The funding from REC Foundation also indicates a multi-stakeholder approach.
- The project has achieved several of its immediate objectives:
 - **Infrastructure Development:** Established 22 cell counter sites in 6 first-phase districts and initiated testing in 14 sites in second-phase districts, along with HPLC machines in Cuttack.
 - **Awareness and Communication:** Developed and implemented extensive Behaviour Change Communication (BCC) activities, including wall paintings, leaflets, bus branding, radio/TV ads, and street plays, indicating efforts to raise public awareness.
 - **Capacity Building:** Successfully trained over 300 medical doctors and numerous field functionaries, ANMs, and ASHAs, significantly enhancing the state's workforce capacity in managing and preventing these disorders.
 - **Data Management:** Implemented a robust web-based data management software and an Android application for efficient data flow.

However, challenges such as the implementing agency's limited focus on only pregnant women (not meeting the sample collection target of 1,00,117 by January 2023) and lack of dedicated manpower for sample collection (reliance on ANMs) indicate areas where effectiveness could be improved in achieving quantitative targets.

- The **efficiency of the project has been impacted** by several external and internal factors:
 - **COVID-19 Pandemic:** The pandemic, including the third omicron wave, caused significant delays in sample collection and training activities due to lockdowns and staff infections, affecting timely execution.
 - **Manpower Issues:** The absence of dedicated project manpower, with reliance solely on ANMs for sample collection, and ASHA worker strikes, limited the pace of activities and outreach.
 - **Logistical Gaps:** Delays were noted due to vacant District Collector posts in some districts, affecting workshops, and pending logistic supplies (e.g., sample collection pouches, barcodes).

- **Sample Collection Frequency:** Sample collection being limited to once a week (Wednesdays) also impacted the overall efficiency in achieving targets.
- The project's ultimate impact aims at reducing the burden of SCD and thalassemia. **The groundwork laid through the project contributes significantly to this goal:**
 - **Potential for Disease Reduction:** By increasing awareness, facilitating carrier testing, and providing counselling and prenatal diagnosis, the project empowers individuals to make informed decisions that can lead to a reduction in the incidence of these genetic disorders over time.
 - **Strengthened Health System:** The training of healthcare professionals and establishment of diagnostic infrastructure creates a lasting capacity within the Odisha health system to manage and prevent these diseases, contributing to improved public health.
 - **Increased Knowledge:** The BCC activities, despite some limitations, are designed to increase knowledge among the general population, which is crucial for long-term behaviour change and impact.
- The **sustainability of the project is supported** by:
 - **Capacity Building:** The training of a large number of medical doctors and field functionaries within the existing government health system is a key factor for long-term sustainability, as these skills and knowledge remain with the workforce.
 - **Infrastructure:** The establishment of laboratories and data management systems provides a lasting infrastructure for continued screening and monitoring.
 - **Government Collaboration:** The collaboration with the Government of Odisha (NHM) is vital for integrating the program into routine health services, ensuring its continuation beyond the initial project phase.

4.1.6 Construction of Healthcare Infrastructure

Project name: Construction/ Extension of staff quarters for the medical department and modular prefabricated housing (quarter) for teachers in Kiphire District, Nagaland

Year of implementation: 2019-20

Location(s): Kiphire, Nagaland

Implementing Agency: Office of the Deputy Commissioner, Kiphire

i. Context:

Kiphire District in Nagaland is widely recognized for its rugged terrain, limited connectivity, and persistent deficits in essential infrastructure, particularly in the health and education sectors.

A significant impediment to the delivery of adequate healthcare and educational services in Kiphire has been the acute shortage of suitable residential accommodation for government staff, particularly medical professionals and teachers. The absence of secure and proximate housing has led to high staff turnover, persistent vacancies, and difficulty in attracting and retaining qualified personnel. This, in turn, has adversely affected the consistency and quality of healthcare and educational services available to the local population.

ii. Action:

The strategic investment by REC Foundation in constructing and extending staff quarters for the medical department, along with modular prefabricated housing for teachers, reflects a deliberate alignment of CSR objectives with pressing local developmental priorities. By addressing the infrastructural bottleneck that hinders human resource deployment, REC's intervention directly supports the district's efforts to strengthen public health and educational systems. This approach goes beyond a simple infrastructural upgrade; it represents a targeted investment in the enabling environment required for effective and sustainable public service delivery in one of Nagaland's most underserved districts.

The project, as approved by the Board of Directors of REC Limited and formalized through a Memorandum of Agreement, is expected to benefit approximately 500 plus residents of the Kiphire district. By improving staff accommodation, the initiative aims to enhance the availability, retention, and morale of essential service providers, thereby contributing

to improved health and education outcomes for the entire community. This focus on a foundational area of district development positions the project as a high-impact CSR endeavour with the potential for sustainable and measurable benefits.

The project was formally approved by REC and conceived to be completed within 12 months, with an intended reach of approximately 500 plus beneficiaries across the Kiphire district.

The project in Kiphire focused on two main components: the construction of Medical Department Quarters and Teachers' Modular Prefabricated Housing. The Medical Department Quarters involved building and extending prefabricated staff quarters for medical personnel in various locations within Kiphire, including Kiphire Sadar, Pungro, Seyochung Sitimi, and four CMO staff quarters. This also included the erection of 13 outpost annex buildings for nursing staff and four headquarters buildings for doctors. These facilities were initially designed for residential use but could be converted into waiting rooms, medicine storage, or paramedical support rooms as permanent infrastructure develops.

For the Teachers' Modular Prefabricated Housing, staff quarters were constructed for teachers in three Education Block Research Centres (EBRCs): Kiphire (6 villages), Pungro (4 villages), and Seyochung (1 village). All these quarters were built within school compounds on government land and were exclusively for teachers. The Department of School Education, Kiphire, is responsible for the ownership and maintenance of these quarters, with repairs funded through regular program allocations, and the safety of the quarters falls under the responsibility of the respective school principals.

Procurement for the project adhered to State Government-approved procedures at competitive rates. The PIC, composed of representatives from REC Foundation and the district administration, was responsible for monitoring project progress, reviewing milestones, and ensuring compliance with all terms and conditions.

The project was subject to regular monitoring by REC officials, external agencies, or the PIC, with progress tracked through activity-wise reports and photographic documentation. A third-party impact assessment, funded by the REC Foundation, was mandated upon completion. Final reporting required a comprehensive completion and outcome report, impact assessment, and audio-visual documentation. All project sites were required to prominently display the REC Foundation's name and logo. The Deputy Commissioner, Kiphire, guaranteed that the CSR assistance would be exclusively used for project-related activities on a no-profit/no-loss basis.

Table: Timeline of Implementation

Phase	Timeline	Key Activities	Remarks
Phase I	Dec 2019 – Dec 2020	<ul style="list-style-type: none"> - Tendering and contractor selection - Construction of 35 staff quarters - Procurement and site preparation 	COVID-19 and monsoon caused delays, requiring adaptive scheduling
Phase II	Jan 2021 – Jul 2023	<ul style="list-style-type: none"> - Construction of 4 additional CMO staff quarters - Continuous monitoring and quality assurance - Submission of progress reports and utilization certificates 	Awarded to the existing contractor for continuity and timely completion
Phase III	Jul 2023 – Aug 2023	<ul style="list-style-type: none"> - Final inspections and quality checks - Submission of completion and impact reports - Formal handover of assets to district authorities 	Successful project closure and transfer of ownership

Table 4.9: Project Timeline and Milestones Achieved

Milestone/ Event	Date/Period	Remarks
MoA Signed	Nov 29, 2019	Formal project commencement
First Installment Disbursed	Dec 2019	Start of project activities and procurement
Tendering/Contractor Selection	Jan–Mar 2020	M/s CKL Construction selected for the initial 35 quarters
Work Order Issued (35 staff quarters)	Apr 2020	Construction commenced for the first phase
COVID-19 & Monsoon Delays	Apr–Dec 2020	Work slowed due to lockdowns and adverse weather
Work Order Issued (4 CMO Quarters)	Jun 2023	Additional work order for CMO quarters
Completion of All Construction	Jul 2023	All 39 staff quarters completed
Submission of Completion Report	Jul 2023	Completion report and utilization certificate submitted
Final Installment Disbursed	Aug 2023	Final payment released upon verification
Project Closure & Handover	Aug 2023	Assets were handed over to the district administration

The phased approach was critical in managing the logistical complexities posed by Kiphire’s remote terrain and adverse weather conditions. The initial phase focused on

mobilizing resources and constructing the majority of staff quarters, while subsequent phases addressed remaining requirements and ensured quality control.

The Project Implementation Committee (PIC) played a pivotal role in governance, overseeing the timely execution and adherence to procurement policies and procedures. The committee's involvement ensured transparency and facilitated smooth coordination between the REC Foundation, the district administration, and contractors.

The successful completion of all 39 staff quarters has significantly improved living conditions for healthcare and educational personnel, contributing to enhanced service delivery for over 500 plus residents of the Kiphire district. The assets are now fully operational and maintained under local government programs, ensuring sustainability.

Photographs: Site-visit to Kiphire, Nagaland







iii. Beneficiary Impact Analysis:

Direct and Indirect Benefits:

Direct Benefit: A vast majority of respondents (90%) confirmed that they have directly benefited from the Construction/ Extension of staff quarters for the medical department and modular prefabricated housing (quarter) for teachers in Kiphire District, Nagaland, while only 10% reported not experiencing any direct benefits. This indicates a substantial positive reach and impact of the project among the targeted community members.

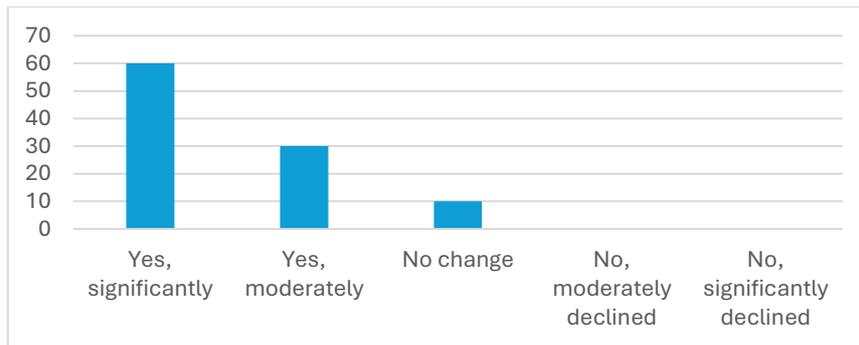
Type of Benefit: Respondents reported a range of benefits from the project, including improvements in medical facilities, such as the receipt of medical equipment and enhanced hospital infrastructure. Many also highlighted benefits related to education, such as better school buildings, teacher training, and support from the education department. Additionally, some mentioned the construction or improvement of Anganwadi centers and improvements in basic infrastructure that supported the delivery of nutritional and educational services. Overall, the project had a positive impact on both health and education services in the community.

Community Needs: A vast majority of respondents (90%) believe the project has fully addressed the identified needs in their community, while 10% feel the needs were only partially addressed. No respondents reported experiencing no change. This reflects a strong perception that the project successfully met its objectives in addressing local challenges.

Impact on Access: All respondents (100%) reported that their access to essential services such as markets, healthcare, and education has significantly improved since the project's completion. No respondents reported moderate improvement, no change, or any decline. This reflects a substantial positive impact of the project in enhancing access to essential community services.

Economic Impact: A majority of respondents reported positive economic changes as a result of participating in the project. Specifically, 60% experienced a significant improvement in their income, financial stability, or expenditure capacity, while 30% noted a moderate improvement. Only 10% said there was no change, and none reported any decline. This suggests that the project had a significant and largely positive economic impact on its beneficiaries.

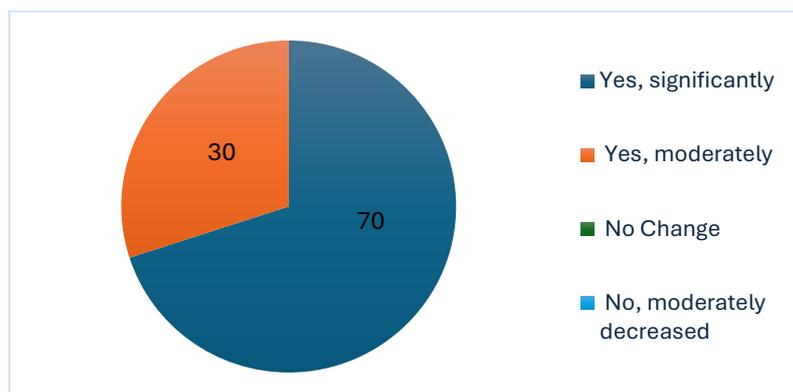
Figure: Improvement in economic situation (% of respondents)



Quality of Life: A significant majority of respondents, 80%, reported that their overall quality of life, including well-being, social standing, and safety, has significantly improved as a direct result of the project. An additional 20% reported a moderate improvement, while no respondents indicated no change or any decline. This highlights the project's strong positive influence on the beneficiaries' living conditions and social status.

Access to Opportunities: A significant majority of respondents (70%) believe the project has significantly created new opportunities in their area, such as job creation, skill development, and community engagement. Another 30% perceive a moderate increase in opportunities. No respondents reported no change or a decrease in their symptoms. This highlights the project's significant contribution to enhancing local socio-economic prospects.

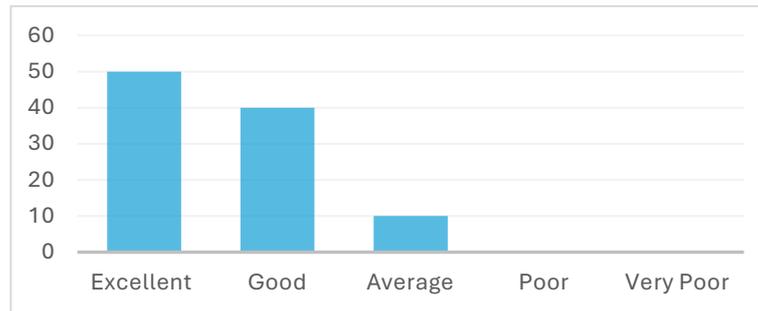
Graph: Creation of opportunities (% of respondents)



Implementation and Quality:

Service and Infrastructure Quality: Half of the respondents (50%) rated the quality of services and infrastructure as excellent, while 40% considered it good. Another 10% rated it as average, and no one reported poor quality. This indicates a generally high level of satisfaction with the quality of the project's outputs.

Graph: Quality satisfaction (% of respondents)



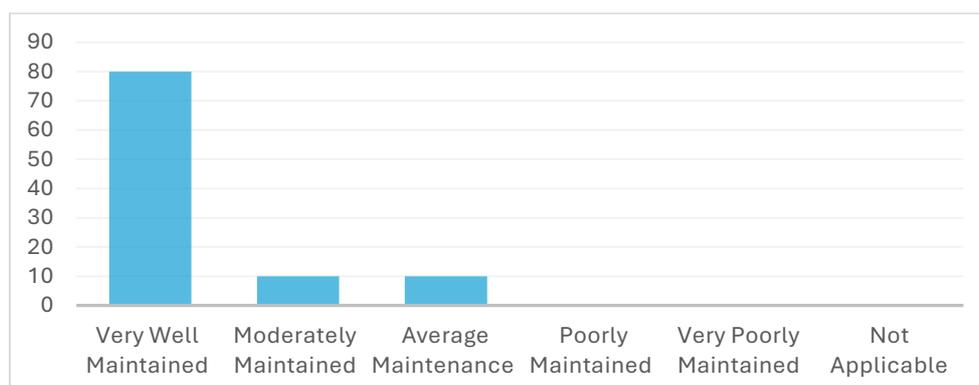
Staff Support: A substantial majority of respondents (80%) found the support and guidance from project staff or the implementing agency to be entirely adequate, while the remaining 20% felt it was partially adequate. No respondents reported the support as inadequate. This reflects positively on the responsiveness and effectiveness of the project team in assisting beneficiaries.

Overall Satisfaction: An overwhelming majority of respondents (90%) reported being very satisfied with the project or program. The remaining 10% indicated they were mildly happy. No respondents expressed indifference or dissatisfaction. This demonstrates a high level of overall satisfaction and positive reception among the beneficiaries.

Maintenance and support (sustainability):

Maintenance: A substantial majority of respondents (80%) reported that the infrastructure or equipment provided through the project is being very well maintained. An additional 10% indicated it is moderately maintained, while another 10% rated the maintenance as average. No respondents reported poor maintenance, and the question was not marked as not applicable. This suggests that the physical assets delivered by the project are generally well-maintained, supporting the sustainability of project benefits.

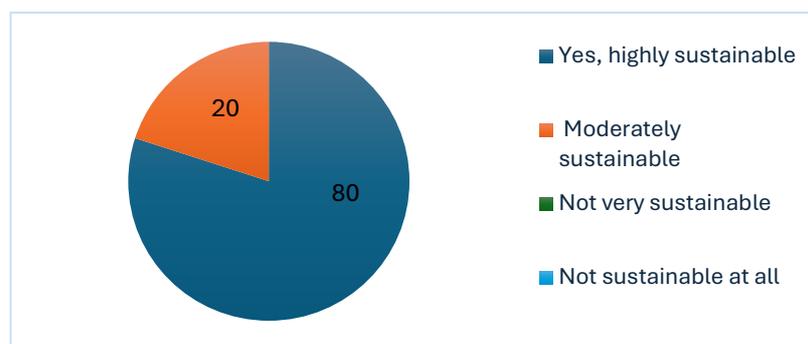
Graph: Status of maintenance (% of respondents)



Ongoing Support: Most respondents (80%) feel that adequate support mechanisms are in place to provide ongoing assistance related to the project. Meanwhile, a small portion of respondents (10%) consider the support to be partially sufficient, and the rest (10%) feel the support is insufficient. No respondents marked the question as not applicable. This suggests that while support systems exist and are generally considered adequate, there is a need to strengthen them further to ensure consistent and effective ongoing assistance.

Perceived Sustainability: A majority of respondents (80%) believe that the benefits of the project are highly sustainable in the long term without requiring further external intervention. The remaining 20% consider the benefits to be moderately sustainable. No respondents felt the benefits were unsustainable or were unsure. This reflects strong confidence among beneficiaries in the lasting impact of the project's outcomes.

Graph: Perceptions on sustainability (% of respondents)



Continuity: A large majority of respondents (90%) are very confident in their ability to continue benefiting from or utilizing the outcomes of the project in the future. The remaining 10% are moderately confident, with no respondents expressing slight or no confidence at all. This highlights the strong trust and readiness among beneficiaries to sustain and leverage the project's results independently.

iv. Core Components of Impact:

The REC Foundation's Corporate Social Responsibility (CSR) project in Kiphire District has significantly transformed essential public service delivery through strategic infrastructure creation. By constructing 39 prefabricated staff quarters for medical and educational personnel across several remote locations, the project has achieved several key impacts:

- **Enabled Reliable Healthcare and Education:** The provision of dedicated and proximate accommodation for doctors, nurses, and teachers has directly

addressed the persistent issue of staff shortages and absenteeism in Kiphire. This has led to improved retention and morale among frontline workers, ensuring the consistent presence of qualified professionals to serve the district's population.

- **Enhanced Quality and Responsiveness of Services:** Strategically located medical staff quarters near healthcare facilities have facilitated quicker emergency responses and more consistent healthcare delivery. Similarly, teacher accommodation adjacent to schools has encouraged more qualified educators to serve in the area, leading to improved academic performance and educational outcomes for students.
- **Fostered Community Cohesion and Well-being:** The project has strengthened bonds among medical and school staff, promoting a sense of teamwork and shared purpose, which in turn has contributed to a more resilient and collaborative service ecosystem within the district.
- **Demonstrated Sustainable and Scalable Development:** The utilization of modular prefabricated construction not only enabled rapid deployment in challenging terrain but also showcased a commitment to sustainable building practices. This project serves as a replicable model for other aspirational districts facing similar infrastructural and logistical barriers.
- **Showcased Effective Public-Private Collaboration:** The successful completion of the project within the specified budget and compliance framework exemplifies the strong partnership between the REC Foundation and the Government of Nagaland, setting a benchmark for future CSR-driven development initiatives.

v. *Project Impact:*

The project is estimated to have benefitted approximately 500 plus beneficiaries.

Assessing the Kiphire staff quarters project against the OECD Development Assistance Committee (DAC) evaluation criteria reveals its comprehensive value:

- The project is **highly relevant to both local needs and national priorities**. By addressing the chronic shortage of staff accommodation in Kiphire, an Aspirational District identified by NITI Aayog, the intervention directly tackles a fundamental barrier to adequate healthcare and education delivery. It also aligns with the REC Foundation's CSR mandate under the Companies Act, 2013, and supports the Government of India's commitment to inclusive rural development.
- The project was **highly effective** in its implementation. Despite significant challenges such as rugged terrain, logistical constraints, and the COVID-19 pandemic, the project successfully achieved its intended objectives. All 39 prefabricated staff quarters for medical and educational personnel were completed and are now occupied, leading to improved staff retention, morale,

and service delivery. The project's tangible outputs, which include safe, well-located, and government-owned housing, have directly enhanced the availability and quality of essential services for approximately 500 plus residents.

- The project demonstrated **prudent operational efficiency**. Funds were disbursed in structured instalments, strictly linked to milestones and progress reports. The budget was meticulously itemized and payments were released only upon submission of action plans, confirmation of PIC formation, and adherence to Nagaland government procurement policies.
- The project's **impact is strongly evident** in the improved living and working conditions for frontline staff, resulting in better healthcare outcomes, enhanced educational performance, and stronger community bonds. The intervention has also contributed to broader social and economic development in Kiphire, catalysing further investment in human capital and infrastructure.
- The **long-term sustainability** of the project is ensured by clear asset ownership, with quarters handed over to the district administration and the Department of School Education, assigned maintenance responsibilities, and integration with existing government programs. The use of durable, prefabricated materials and strict adherence to maintenance protocols further guarantees that the benefits will be sustained for years to come.
- The project was governed by a robust Memorandum of Agreement with clear roles for all parties, strict record-keeping, and multiple layers of oversight, including REC, the Deputy Commissioner, and the Project Implementation Committee. All financial transactions, procurement, and reporting were subject to audit and compliance checks under the Companies Act, 2013. The project's execution model, which included milestone-based payments, rigorous documentation, and third-party impact assessment, **sets a replicable standard** for CSR projects nationwide.

4.1.7 Renovation of Community Health Centers

Project name: Improvement of health services and renovation & construction in Primary Health Center, Primary Sub Health Center, Community Health Center, and District Hospital in Mamit in Mizoram

Year of implementation: 2019-20

Location(s): Mamit, Mizoram

Implementing Agency: Office of the Deputy Commissioner, Mamit

i. Context:

Mamit District in Mizoram is a remote and hilly region in Northeast India characterized by its challenging terrain, difficult connectivity, and persistent gaps in essential infrastructure, particularly in the health sector.

A significant barrier to effective healthcare delivery in Mamit has been the inadequacy of health infrastructure and the lack of modern facilities at Primary Health Centres (PHCs), Sub Health Centres (SCs), Community Health Centres (CHCs), and the District Hospital. The absence of well-equipped and well-maintained health facilities, as well as insufficient staff accommodation, has historically led to high staff turnover, persistent vacancies, and difficulty in attracting and retaining qualified medical professionals. This has adversely impacted the consistency and quality of healthcare services available to the local population, especially in remote and underserved areas.

The strategic investment by REC Foundation, through its CSR initiative, in the renovation and construction of health centres and staff quarters, reflects a deliberate alignment of CSR objectives with the pressing developmental priorities of the Mamit district.

By addressing infrastructural bottlenecks such as the construction of new sub-centre buildings, staff quarters, and the extension and renovation of critical facilities, REC's intervention directly supports the district's efforts to strengthen its public health system. This approach goes beyond mere infrastructure upgrades; it represents a targeted investment in creating an enabling environment for effective and sustainable healthcare delivery in one of Mizoram's most under-served districts.

By focusing on these foundational aspects of district development, the project stands out as a high-impact CSR endeavour with the potential for sustainable and measurable benefits for the entire community.

ii. Action:

The project, approved by the Board of Directors of REC Limited and formalized through a Memorandum of Agreement, is designed to benefit over 5,000 residents of the Mamit district. The project was formally approved and was designed to be completed within 24 months, with an intended reach of approximately 5,000 beneficiaries across the Mamit district

The core objective of this intervention was to significantly enhance the Mamit district's performance across NITI Aayog's Aspirational District indicators, particularly within the Health & Nutrition sector. By strategically investing in health infrastructure, enhancing service delivery mechanisms, and strengthening human resource capacities, the project aimed to elevate Mamit to a leading position among Aspirational Districts by the end of FY 2021-22.

The REC Foundation, in collaboration with the Office of the Deputy Commissioner, Mamit, undertook a health project with a comprehensive scope, meticulously organized into three main thematic areas as detailed in their Memorandum of Agreement (MoA).

Table 4.10: Scope of the Project

Thematic Area	Milestones/ activities
Reproductive, Maternal, Newborn, and Child Health (RMNCH)	<ul style="list-style-type: none"> • Skilled Birth Attendance (SBA) Training: Twenty health workers received comprehensive training to ensure safe deliveries, particularly for home births, aligning with NITI Aayog's indicator on SBA-attended home deliveries. • Antenatal Care (ANC) Enhancement: Efforts were made to increase the percentage of pregnant women receiving four or more ANC check-ups and to achieve higher rates of first-trimester ANC registrations. • Maternal & Child Nutrition Programs: Interventions promoted supplementary nutrition for pregnant women, managed severe anaemia cases, and monitored indicators related to low birth weight babies and child malnutrition. • Child Immunization Coverage: The project aimed for high coverage of full immunization (BCG+DPT3+OPV3+Measles) for children aged 9-11 months.
Prevention, Control & Treatment of Tuberculosis (TB)	<ul style="list-style-type: none"> • Contact Tracing & Follow-up: Robust systems were established to trace and ensure treatment adherence for 90 TB patients. • Travel Support: Financial assistance was provided to TB patients to facilitate consistent access to healthcare facilities. • Notification Rate Improvement: The project focused on increasing TB case notification rates from both public and private health institutions.

	<ul style="list-style-type: none"> • Treatment Success Rate Enhancement: Actions were implemented to improve the overall TB treatment success rate among notified patients.
<p>Health System Strengthening through the Implementation of Comprehensive Primary Health Care (CPHC) – Ayushman Bharat - Health & Wellness Centres (AB-HWC)</p>	<ul style="list-style-type: none"> • Infrastructure Development: <ul style="list-style-type: none"> - Construction of 7 Sub Centre buildings. - Construction of 10 Type 1 staff quarter rooms (1 bedroom + one kitchen) for health workers. - Construction of 9 Type 2 staff quarter rooms (1 kitchen hall + 2 bedrooms) for nurses. - Extension of 1 X-ray room at Zawinuam PHC. - Repair and renovation at Chuhvel and Zamuang sub-centers. - Extension of the delivery room at the Mamit district hospital. • Equipment & Medical Vehicles Procurement: This included 9 Mobile Medical Vans for PHC, 1 for CHC, and 1 for District Hospital, an Advanced Life Support (ALS) ambulance, 11 portable foldable mobile labs, 41 Truehb hemometers and 320 strips, consumables for anaemia treatment, and drugs and diagnostic kits for 13 sub-centers for two years. • Telemedicine Setup: This involved procuring 52 laptops and 52 speakers to establish and strengthen telemedicine services for remote consultations. • Human Resource & Capacity Building: This involved providing incentives for 21 ASHAs and 84 male and female health workers for multi-skilling initiatives, honorariums for specialists for 260 telemedicine sessions, and support for 13 nurses undertaking the Bridge Programme for Certificate in Community Health (BPCCHN) through IGNOU. • Information, Education, and Communication (IEC): Various IEC activities were conducted to raise health awareness, and essential IEC materials, registers, and forms were produced.

Table 4.11: Project Timeline and Status

Milestone/ Event	Date/ Period	Remarks
MoA Signed	November 28, 2019	Formal project agreement and commencement
First Installment Disbursed	February 13, 2020	Marking the official start of project activities
Project Physical Completion	February 13, 2022	All physical construction, procurement, and training activities completed
Final Audited UC Submitted	February 1, 2024	Submission of the final audited utilization certificate
Current Status	Ongoing (as of 2024)	Request submitted to REC Foundation for final installment release and official project duration extension until February 1, 2024, to account for COVID-19 pandemic-related delays.

Table 4.13: Timeline of Implementation

Phase	Timeline	Key Activities	Remarks
Phase I	Feb 2020 – Feb 2021	Initial procurement of medical vans, equipment, and drugs; start of construction/ renovation	COVID-19 and state restrictions caused delays
Phase II	Mar 2021 – Feb 2022	Completion of construction, telemedicine setup, training, and IEC activities	Adaptive scheduling ensured project continuity.
Phase III	Mar 2022 – Feb 2024	Final training batches, submission of an audited utilization certificate, and request for extension	Project closure and final reporting

The project has yielded significant and measurable improvements in the Mamit district's Health & Nutrition indicators, as evidenced by NITI Aayog's Champions of Change portal:

- **ANC Registration:** First-trimester ANC registrations increased from 67.11% to 73.64%.
- **TB Management:** Achieved 100% TB case notification rate (from 25%) and 100% treatment success rate (from 80%).
- **Health & Wellness Centres:** Proportion of Sub-Centres/PHCs converted to HWCs dramatically increased from 31.91% to 82.98%.
- **Institutional Deliveries:** Improved from 27.97% to 43.36%.
- **Home Deliveries by SBA-trained Workers:** Increased from 31.58% to 54.29%.
- **Breastfeeding:** The Percentage of newborns breastfed within one hour of birth rose from 95.65% to 100%.
- **Malnutrition Reduction:** Significant decrease in both Severe Acute Malnutrition (SAM) and Moderate Acute Malnutrition (MAM) cases.

These tangible improvements have been recognized by NITI Aayog, leading to incentives for the Mamit district, which have been judiciously reinvested to further bolster local health and nutrition services. With the completion of all planned activities, the Mamit Health Project has delivered transformative improvements in health infrastructure, service delivery, and outcomes across the district. The project's success is reflected in the marked progress on key health and nutrition indicators, as well as in the recognition and incentives received from NITI Aayog. The district's experience demonstrates how a well-coordinated, data-driven, and community-focused approach—supported by robust

CSR investment—can accelerate development in some of India’s most challenging and underserved regions.

Photographs: Site-visit, Mamit, Mizoram









iii. Beneficiary Impact Analysis:

A random sample of beneficiaries of the program were administered a structured questionnaire about the impact of the program. This section outlines the findings:

Direct and Indirect Benefits:

Direct Benefit: All respondents (100%) reported that they have directly benefited from the project, with no one indicating otherwise. This reflects the project's broad reach and practical implementation in positively impacting the local population's access to improved health services.

Type of Benefit: Most beneficiaries reported receiving medical equipment and renovations as key benefits from the project. These improvements enhanced the availability and quality of healthcare infrastructure and resources. The provision of medical equipment likely supported better diagnosis and treatment, while renovations improved the physical health facility environment, contributing to overall improved health service delivery in the district.

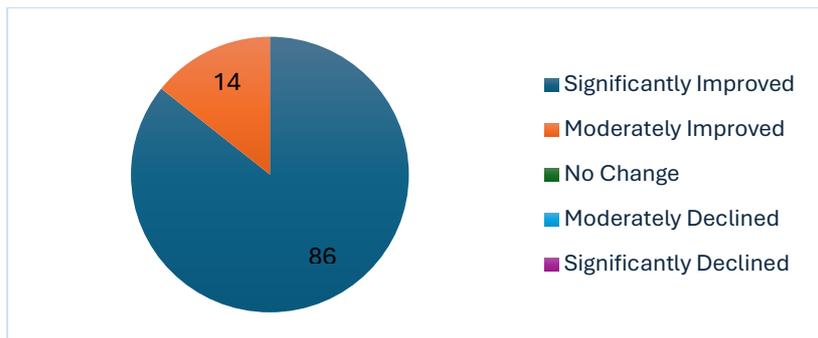
Community Needs: All respondents unanimously believe that the project has fully addressed the identified needs in their community and for the beneficiaries. This reflects the high level of effectiveness and relevance of the intervention in meeting the health and service gaps within the target population.

Access to Healthcare: All respondents reported that their access to essential healthcare services has significantly improved since the completion and implementation of the project. This indicates a substantial positive impact, reflecting enhanced connectivity and availability of vital services that contribute to overall community well-being and development.

Economic Impact: All respondents reported that their overall economic situation, including income, financial stability, and expenditure, has significantly improved or increased as a result of their participation in the project. This demonstrates a substantial positive economic impact, indicating that the project's benefits have extended beyond health to enhance the financial well-being of beneficiaries.

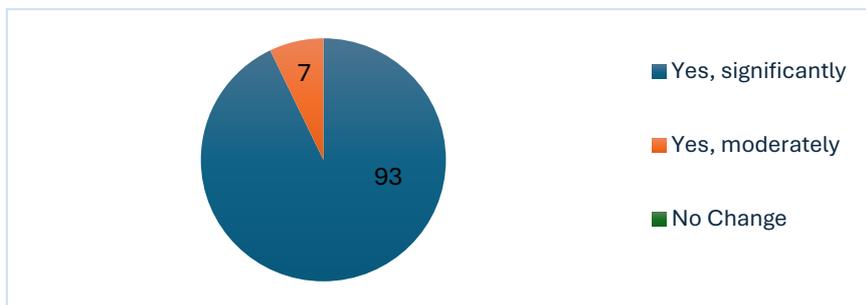
Quality of Life: The majority of respondents (86%) reported that their overall quality of life, including well-being, social standing, and safety, has significantly improved as a direct result of the project. Additionally, 14% indicated a moderate improvement. No respondents reported any change or any decline. This demonstrates a broadly positive impact of the initiative on the holistic quality of life of beneficiaries in the community.

Graph: Improvement in quality of life post intervention (% of respondents)



Creation of Opportunities: The vast majority of respondents (93%) believe that the project has significantly created new opportunities in their area, such as job opportunities, skill development, and community engagement. An additional 7% feel that the project has moderately contributed to creating new opportunities. No respondents reported no change or any decline, indicating a strong positive perception of the project's role in fostering local development and empowerment.

Graph: Creation of new Opportunities post intervention



Problem Resolution: The majority of respondents (93%) believe that the project has significantly helped in addressing pre-existing issues or challenges in their community. An additional 7% feel the project has moderately contributed to resolving such challenges. No respondents indicated any change or decline, highlighting the project's substantial positive impact on community problem-solving and development.

Implementation and Quality:

Service and Infrastructure Quality: All respondents (100%) rated the overall quality of the services, infrastructure, and items provided through the project as ‘Excellent’. This unanimous positive rating reflects a high level of satisfaction among beneficiaries and highlights the project's success in delivering quality healthcare improvements and resources to the community.

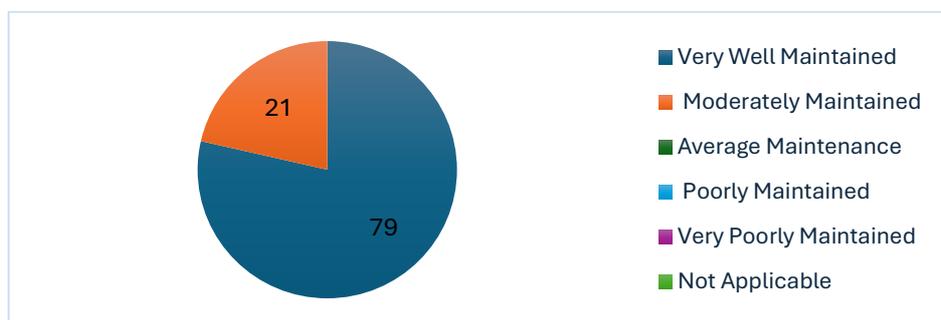
Staff Support: All respondents indicated that the support and guidance provided by the project staff and the implementing agency were entirely adequate. This reflects the

effectiveness, responsiveness, and helpfulness of the project team in ensuring beneficiaries received the necessary assistance throughout the intervention.

Maintenance and support (sustainability):

Status of Maintenance: The majority of respondents (79%) reported that the infrastructure or equipment provided through the project is being **very well maintained**, while the remaining 21% indicated it is **moderately maintained**. No respondents reported average or poor maintenance, demonstrating a generally positive trend in upkeep and sustainability of the project assets.

Graph: Current status of maintenance (% of respondents)



Training and Information: All respondents (100%) confirmed that information or training was provided on the use and maintenance of the services, items, or infrastructure delivered through the project. This indicates the project emphasized capacity-building and ensured that beneficiaries are well-equipped to utilize and sustain the benefits for long-term impact properly.

Ongoing Support: All respondents (100%) feel that adequate support mechanisms are in place if ongoing support is required. This reflects confidence in the sustainability and continued assistance provided by the project, ensuring beneficiaries feel well-supported beyond the initial intervention.

Perceived Sustainability: All respondents (100%) believe that the benefits of the project are highly sustainable in the long term without requiring further external intervention. This reflects strong confidence in the enduring impact of the project and its ability to continue delivering positive outcomes independently.

Continuity: All respondents (100%) are very confident in their ability to continue benefiting from and utilizing the outcomes of the project in the future. This shows strong trust among beneficiaries in the lasting value and usability of the project's interventions.

Overall Satisfaction: All respondents (100%) reported being very satisfied with the project/program. This unanimous high level of satisfaction reflects the overall success and positive reception of the initiative among beneficiaries.

Feedback:

- The labor renovation contributed to achieving the National Quality Assurance Standards (NQAS) qualification at the national level, enhancing healthcare service quality.
- The project has improved maternal and newborn care, resulting in better health outcomes for these vulnerable groups.
- A Bolero Camper vehicle is being actively utilized for multiple purposes, including collecting oxygen indents from Aizawl, transporting goods, and conducting health camps, even extending services to places like the district jail.
- The EECO ambulance has played a critical role by transporting approximately 90-100 referred patients to Aizawl, significantly aiding in life-saving interventions.
- Overall, respondents reported only positive impacts with no notable problems, emphasizing the value and effectiveness of the project for their community.
- The respondents did state a need for improvement in electrification efforts, transportation infrastructure and acquisition of more ambulances.
- They also stated the urgent need for a common biomedical waste treatment plant for proper medical waste management in the district.
- Respondents stated that enhancement of medical infrastructure in the district needs further procurement of equipment such as CT Scan machines, supply of free drugs and diagnostics and improvement in staffing facilities such as staff-quarters.

iv. Core Components of Impact:

The core impact of the REC Foundation's CSR project in the Mamit district is the holistic transformation of health service delivery and outcomes through strategic infrastructure development, capacity building, and targeted health interventions. Through implementation across a remote and aspirational district like Mamit, the project has achieved profound and multi-faceted results:

- **Enhanced Accessibility and Quality of Healthcare:** The renovation and construction of Sub Centres, PHCs, CHCs, and the District Hospital, alongside the provision of Mobile Medical Vans and an ALS ambulance, have significantly improved physical access to healthcare. This has translated into a substantial increase in institutional deliveries (from 27.97% to 43.36%) and home deliveries attended by Skilled Birth Attendants (from 31.58% to 54.29%), directly addressing critical NITI Aayog indicators related to maternal and child health.

- **Strengthened Disease Management and Control:** The project's dedicated focus on tuberculosis (TB) through contract tracing, travel support, and improved notification rates has yielded remarkable results, with Mamit achieving a 100% TB case notification rate and 100% treatment success rate (up from 25% and 80% respectively). This demonstrates a robust response to a significant public health challenge.
- **Modernization of Health Infrastructure and Services:** The establishment of telemedicine facilities (laptops and speakers across health centres) has bridged geographical barriers, enabling remote consultations and specialist access. The conversion of sub-centres/PHCs into Health & Wellness Centres increased from 31.91% to 82.98%, signifying a significant leap towards comprehensive primary healthcare delivery as envisioned under Ayushman Bharat.
- **Improved Human Resource Capacity and Morale:** By constructing staff quarters, providing incentives for ASHAs and health workers, and offering specialized training (like BPCCHN for nurses), the project has not only enhanced the skills of existing personnel but also contributed to better retention and recruitment of qualified professionals in remote areas. This directly addresses the human resource gap, leading to more consistent and higher-quality care.
- **Sustainable Health Outcomes and Aspirational District Upliftment:** The project's data-driven approach, directly targeting NITI Aayog indicators, has resulted in significant improvements across various health metrics, including first-trimester ANC registrations, breastfeeding rates, and a notable reduction in severe and moderate acute malnutrition in children. This tangible progress has elevated Mamit's delta ranking, leading to incentives from NITI Aayog and demonstrating the district's pathway to sustainable development and overall upliftment. The successful execution, despite challenges like the COVID-19 pandemic, showcases effective collaboration between the REC Foundation and the district administration, setting a benchmark for future CSR initiatives in similar aspirational districts.

v. *Project Impact:*

- The project is estimated to have benefitted 5,000 (approx.) people.
- The project's design was **highly relevant** to both the pressing local needs of Mamit, a remote and underserved district in Mizoram, and national development frameworks, particularly NITI Aayog's Aspirational District indicators. By focusing on improving health infrastructure, maternal and child health, tuberculosis control, and operationalizing Health & Wellness Centres, the intervention directly addressed critical gaps in healthcare delivery and aligned with the Government of

India's vision for equitable health outcomes. Furthermore, the project aligned with the REC Foundation's CSR mandate under the Companies Act, 2013.

- The project exhibited **strong internal coherence**, with its various components (infrastructure development, human resource capacity building, and targeted health interventions) working in synergy to achieve comprehensive health system strengthening. It also demonstrated external coherence by integrating with existing government health systems and targeting national health indicators, ensuring that the interventions complemented broader public health efforts.
- Despite formidable challenges like rugged terrain, logistical constraints, and the COVID-19 pandemic, the **project largely achieved its intended objectives**. Tangible outputs included new and renovated health facilities, staff quarters, mobile medical vans, telemedicine infrastructure, and trained health personnel. Significant improvements were observed across key health indicators: first-trimester ANC registrations increased from 67.11% to 73.64%, TB case notification and treatment success rates reached 100% , and the proportion of Sub-Centres/PHCs converted to Health & Wellness Centres dramatically rose from 31.91% to 82.98%. Institutional deliveries improved from 27.97% to 43.36%and home deliveries by SBA-trained workers increased from 31.58% to 54.29%. These improvements led to recognition and incentives from NITI Aayog for the Mamit district.
- The project achieved its objectives within the sanctioned budget. Funds were disbursed in structured instalments, tied to milestone achievements, with procurement adhering to government-approved procedures.
- The core impact is the holistic transformation of health service delivery and outcomes in Mamit. The project significantly enhanced accessibility and quality of healthcare strengthened disease management and control (particularly for TB), modernized health infrastructure and services through telemedicine and HWCs, and improved human resource capacity and morale. This led to **sustainable health outcomes** and contributed to the upliftment of Mamit as an aspirational district.
- The project laid groundwork for **long-term sustainability** by integrating newly created assets into the government health system with clear ownership. The improved human resource capacity, including trained ASHAs and health workers, contributes to more consistent and higher-quality care. However, the long-term upkeep of facilities will depend on sustained funding and administrative commitment from district authorities, highlighting a potential challenge for ongoing utility. The project also fostered a data-driven management culture, which is crucial for continued progress.

4.2 Education and Skill Development

4.2.1 Construction of Hostel Building for Students from Economically Backward Families

Project name: Construction of hostel building for Scheduled Tribes/ vulnerable/ weaker section of the society in Kelwada (Kumbhalgarh) village

Year of implementation: 2021-22

Location(s): Kelwada, Rajasthan

Implementing Agency: Rajasthan Vanvasi Kalyan Parishad (RVKP)

i. Context:

Access to quality education remains a significant challenge for children from Scheduled Tribes (STs), vulnerable, and economically weaker sections in rural Rajasthan. Socioeconomic barriers, long distances between remote villages and educational institutions, and the lack of safe and affordable accommodation often result in high dropout rates and limited educational attainment among these communities. The absence of secure hostel facilities further exacerbates the vulnerability of students, particularly girls, and undermines efforts to promote inclusive and equitable education.

Recognizing these challenges, the Rajasthan Vanvasi Kalyan Parishad (RVKP), a registered society with a longstanding commitment to the welfare and upliftment of tribal and marginalized populations, identified the urgent need for a dedicated hostel facility in Kelwada, Kumbhalgarh village, Rajsamand district. In March 2021, RVKP formally requested support from the REC Foundation to construct a hostel building that would provide safe, hygienic, and supportive accommodation for students from Scheduled Tribes and other disadvantaged groups.

ii. Action

A Memorandum of Agreement (MoA) was executed between REC Foundation and RVKP, establishing a collaborative framework for the implementation, monitoring, and evaluation of the project.

The project scope includes the construction of a hostel building comprising six rooms, a kitchen, a dining hall, a prayer hall, and a toilet block, specifically designed to accommodate students from ST and other vulnerable communities. The facility aims to

remove barriers to education by providing a secure residential environment, thereby enabling sustained school attendance, reducing dropout rates, and fostering holistic development.

Through this initiative, the REC Foundation and RVKP aim to support the Government of India's objectives of social inclusion, educational equity, and empowerment of marginalized communities in rural Rajasthan. The project is structured to ensure transparency, accountability, and sustainability, with explicit provisions for financial management, regular monitoring, and long-term maintenance of the hostel facility.

The primary objective of the project is to construct a hostel facility comprising six rooms, a kitchen, a dining hall, a prayer hall, and a toilet block, providing safe, hygienic, and supportive accommodation for students from Scheduled Tribes and other vulnerable groups in Kelwada village. This intervention aims to enhance educational access, reduce dropout rates, and foster holistic development among marginalized students.

The comprehensive scope of work as per the MoA includes:

- Construction of the hostel building covering approximately 8,021 sq. ft., adhering to approved technical and architectural specifications.
- Procurement of all materials and services through government-approved procedures and REC procurement guidelines, ensuring competitive rates and transparency.
- Engagement of independent architects and engineers for quality assurance at defined milestones.
- Obtaining all statutory clearances from relevant authorities.
- Operation and maintenance of the hostel by RVKP for a minimum period of 15 months post-completion.

The implementation strategy for the project adopted a phased approach, with each stage of construction tied to the achievement of specific milestones and compliance requirements. This structured methodology ensured continuous oversight and facilitated the timely identification and resolution of any operational bottlenecks. The engagement of independent architects and engineers for quality assurance at every stage, along with mandatory statutory clearances, further reinforced the project's commitment to transparency and adherence to technical standards.

In addition to the Project Implementation Committee (PIC), REC and independent experts conducted regular site inspections, and all project data and milestones were systematically updated in the REC Foundation's MIS portal.

The initial project completion period was set at 18 months from the date of the MoA signing. While the majority of activities progressed according to schedule, the project encountered typical challenges associated with rural infrastructure development, including logistical delays in material procurement and intermittent disruptions due to adverse weather conditions. These risks were mitigated through proactive planning, phased execution, and close coordination between the REC Foundation, RVKP, and local stakeholders. As a result, the hostel construction was completed within the revised timeline, and the facility was handed over for operation and maintenance as per the MoA.

Upon completion, the hostel facility was fully operational, providing safe and supportive accommodation to students from marginalized communities. The project's tangible outputs—modern infrastructure, improved living conditions, and enhanced educational access—were complemented by robust documentation, including completion reports, and photographic evidence. A third-party impact assessment was initiated post-completion to evaluate the long-term outcomes and sustainability of the intervention.

This project demonstrates REC Foundation's commitment to structured, accountable, and high-impact CSR interventions. The comprehensive planning, phased execution, and rigorous monitoring framework ensured the successful delivery of a critical social infrastructure asset, contributing to the broader goals of educational inclusion and rural development in Rajasthan.

iii. Core Components of Impact:

The Kelwada Hostel project, implemented by Rajasthan Vanvasi Kalyan Parishad (RVKP) with CSR support from REC Foundation, has generated a significant and multidimensional impact for 100+ students of Scheduled Tribes and vulnerable communities in Kelwada (Kumbhalgarh) village, Rajsamand district, Rajasthan. The project's scope and governance, anchored in the Memorandum of Agreement, ensured that its benefits extended well beyond the physical infrastructure.

- **Educational Inclusion and Opportunity:** The hostel directly addressed the challenge of educational discontinuity among tribal children, particularly girls, by providing a safe and proximate residential facility. This intervention enabled regular school attendance and reduced dropout rates, empowering students from remote and disadvantaged backgrounds to pursue secondary education. The project thus contributed to bridging the rural-urban education gap and advancing social equity.
- **Health, Safety, and Well-being:** With its focus on hygienic living conditions, clean water, nutritious meals, and modern sanitation, the hostel improved the physical and mental well-being of resident students. The secure environment

alleviated parental concerns regarding safety, especially for girls, and reduced risks associated with long daily commutes. These improvements led to improved attendance, increased academic engagement, and an enhanced overall quality of life.

- **Community Cohesion and Cultural Identity:** The hostel became a focal point for students from diverse tribal backgrounds, fostering cultural exchange and mutual respect. Communal spaces—such as the dining and prayer halls—enabled the preservation and celebration of indigenous traditions, while also promoting social integration. The project’s emphasis on gender inclusion and community participation further strengthened local ownership and pride.
- **Institutional Strengthening and Sustainability:** The project established a robust framework for transparent implementation, with milestone-based timeline, independent quality assurance, and third-party impact assessment. RVKP’s commitment to operate and maintain the facility for at least 15 months post-completion, as stipulated in the MoA, ensured that the benefits would be sustained over time.
- **Broader Developmental Impact:** By removing barriers to education and supporting holistic development, the Kelwada Hostel project has laid the foundation for long-term socio-economic mobility among tribal youth. The model’s transparency, accountability, and community-centered approach make it a replicable example for similar initiatives in other underserved regions.

iv. Project Impact:

The value of the Kelwada Hostel project is best understood by evaluating its performance against internationally recognized criteria for development interventions, such as the OECD DAC framework and emerging best practices in CSR impact assessment in India.

- The **project directly addressed a significant need in rural Rajasthan:** the absence of safe and accessible accommodation for 100 plus students from Scheduled Tribes and other vulnerable communities. By enabling access to education for those most at risk of exclusion, the initiative aligns with national priorities for inclusive growth, the Sustainable Development Goals (SDGs), and the specific needs of the local population.
- The hostel was constructed and became operational as per the agreed-upon scope, delivering **immediate and tangible benefits** to its intended 100 plus beneficiaries. Early indicators, such as increased enrollment and reduced dropout rates among resident students, suggest that the project has successfully achieved its core objectives of enhancing educational access and retention.

- The project was executed within the sanctioned budget and implementation demonstrates **rigorous oversight implying efficiency**, and sound transparency and accountability mechanisms.
- Beyond its direct outputs, the project has produced **lasting outcomes**, including improved academic engagement, enhanced safety and well-being, and greater community cohesion. This intervention has set a precedent for gender-sensitive, culturally relevant educational infrastructure in rural tribal areas, leading to positive spill over effects for families and the broader community.
- **Sustainability was built into the project** through clear operational commitments, with Rajasthan Vanvasi Kalyan Parishad (RVKP) responsible for maintaining the facility for at least 15 months post-handover. The project was also executed on a no-profit/no-loss basis. The governance framework, which includes third-party impact assessment and community engagement, supports ongoing monitoring and adaptability.
- The project demonstrates **strong alignment** with the REC Foundation's CSR strategy and complements existing government and civil society initiatives in the region. The partnership model, robust monitoring, and transparent reporting mechanisms ensure that the intervention is well-integrated with broader development efforts and avoids duplication.

4.3 Livelihood Enhancement

4.3.1 Access to Seeds for Farmers

Project name: Free distribution of seeds (Rabi Season) to small and marginal farmers in drought-prone Vaijapur and Aurangabad blocks of Maharashtra

Year of implementation: 2021-22

Location(s): Vaijapur and Aurangabad, Maharashtra

Implementing Agency: National Cooperative Consumers Federation of India (NCCF)

i. Context:

The districts of Vaijapur and Aurangabad in Maharashtra are among the regions most severely affected by recurrent droughts and erratic rainfall, posing persistent challenges to agricultural productivity and the livelihoods of small and marginal farmers.

These farmers, typically operating on landholdings of less than five acres, face significant challenges in accessing high-quality agricultural inputs, including remarkably certified seeds that are suited to local climatic conditions. The resulting low yields and crop failures perpetuate cycles of poverty and food insecurity, undermining both household welfare and broader rural development objectives.

Recognizing this critical need, the REC Foundation, under its Corporate Social Responsibility (CSR) mandate and in alignment with the Companies Act, 2013, partnered with the National Cooperative Consumers Federation of India (NCCF) to implement a targeted intervention during the 2021-22 Rabi season. NCCF, a national-level cooperative under the administrative control of the Ministry of Consumer Affairs, Food & Public Distribution, Government of India, brings extensive experience in agri-input procurement, distribution, and rural outreach.

The project was conceptualized in response to a formal request from NCCF, seeking CSR assistance for the free distribution of certified hybrid seeds to small and marginal farmers across Vaijapur, Aurangabad, Gangapur, Phulambri, Khultabad, and Kannad blocks. The aim was to enhance the resilience and productivity of drought-prone farming households by providing timely access to high-quality seeds for self-cultivation, thereby supporting food security and sustainable livelihoods.

Following a rigorous appraisal process, REC sanctioned the project for the free distribution of seeds to 9,225 eligible farmers in the identified blocks. The intervention was formalized through a Memorandum of Agreement (MoA) between REC Foundation and NCCF, which detailed the project scope, governance mechanisms, and compliance requirements. The project's design emphasized transparency, beneficiary targeting through mobile application-based registration and land record verification, and adherence to government procurement standards.

By directly addressing the input constraints faced by the most vulnerable cultivators in a drought-affected region, this project seeks to promote agricultural sustainability, reduce rural distress, and contribute to the broader goals of inclusive rural development in Maharashtra.

ii. Action:

Following the formal execution of the Memorandum of Agreement between the REC Foundation and the National Cooperative Consumers Federation of India (NCCF), the project for the free distribution of certified seeds to small and marginal farmers was initiated in the drought-prone blocks of Vaijapur and Aurangabad, Maharashtra, for the 2021-22 Rabi season.

NCCF, as the implementing agency, was responsible for the end-to-end execution of the project under the scope of work, implementation schedule, and compliance requirements outlined in the agreement. The process began with the identification and registration of eligible beneficiaries—small and marginal farmers with landholdings of less than five acres—using a combination of land record verification, Aadhaar-based registration, and the collection of affidavits to ensure transparency and prevent duplication. A mobile application and portal-based system were deployed for digital registration, verification, and real-time monitoring, enabling efficient management of beneficiaries and reporting.

NCCF carried out the procurement of seeds by government-approved standard purchase procedures to ensure quality and suitability for the region's drought-prone conditions. Only certified hybrid seeds of cotton, maize, and bajra, appropriate for the local climate, were selected for distribution. Each farmer received a kit containing the three types of seeds, which were packaged and distributed at designated centres before the sowing period. The distribution process was documented with photographs and beneficiary lists, and the REC Foundation's name and logo were prominently displayed at distribution points and on seed bags to ensure CSR visibility.

Throughout implementation, the project was closely monitored by both REC Foundation and NCCF officials, with provisions for third-party evaluation and audit. NCCF submitted regular progress reports, and a comprehensive project completion report, supported by

photographic and video evidence. All relevant data was also uploaded to the REC Foundation MIS portal for real-time oversight.

The project was executed on a no-profit/no-loss basis, with strict compliance with CSR guidelines, transparency, and accountability at every stage. By leveraging digital tools, robust procurement protocols, and a structured milestone-driven approach, the intervention ensured the timely and effective delivery of support to 9,225 small and marginal farmers in some of Maharashtra's most vulnerable agricultural regions.

iii. Core Components of Impact:

The project generated a significant and multi-dimensional impact for small and marginal farmers in the drought-prone regions of Vaijapur and Aurangabad, Maharashtra. The core impact of the project can be understood across the following domains:

- **Livelihood Security and Socio-economic Empowerment:** By providing certified hybrid seeds (cotton, maize, and bajra) at no cost to 9,225 small and marginal farmers, the project directly addressed a critical input gap in drought-prone agriculture. Access to high-quality seeds enabled these farmers—many of whom operate at the subsistence level—to cultivate their land productively during the Rabi season. This intervention reduced the financial burden on vulnerable households, improved cropping intensity, and enhanced farm incomes, thereby contributing to greater economic stability and resilience against agrarian distress.
- **Food Security and Agricultural Sustainability:** The timely distribution of region-appropriate, drought-resistant seed varieties supported improved crop yields and increased food availability at the household and community levels. The project's emphasis on certified, hybrid seeds ensured that farmers received inputs suited to local agro-climatic conditions, promoting sustainable farming practices and reducing the risk of crop failure due to poor seed quality.
- **Inclusion, Transparency, and Good Governance:** The use of a digital, mobile application-based registration and verification system ensured that only eligible small and marginal farmers—those with less than five acres of land—could benefit from the scheme. This minimized leakages, prevented duplication, and promoted transparency in beneficiary selection. The requirement for Aadhaar and land record verification, as well as affidavits from each beneficiary, further strengthened accountability and equitable access.
- **Institutional Strengthening and Community Trust:** The project demonstrated an effective model of public-private partnership, with clear roles for REC Foundation (funding, oversight, and monitoring) and NCCF (implementation, procurement,

and reporting). The structured, milestone-based timeline, strict compliance protocols, and third-party tracking set a benchmark for future CSR interventions in the agricultural sector. The visible presence of the REC Foundation's branding at distribution points and on seed bags reinforced community trust and awareness of institutional support.

- **Empowerment and Dignity:** Beyond material benefits, the project provided moral support and encouragement to farmers facing chronic drought and uncertainty. By ensuring that no beneficiary was charged for seeds and by delivering support in a timely, organized manner, the intervention restored a sense of dignity and hope among rural households.

iv. Project Impact:

- The project is estimated to have benefitted approximately 9,225 farmers.
- The project is **highly relevant** to the critical needs of small and marginal farmers in drought-prone regions of Maharashtra. It directly addresses acute input shortages and financial constraints faced by these vulnerable communities, aligning with national priorities for rural development and food security. By providing certified hybrid seeds free of cost, the intervention targets those least able to invest in quality inputs, promoting inclusive agricultural growth.
- The project exhibits **strong coherence** by integrating with existing governmental frameworks and expertise. The partnership between REC Foundation and NCCF (a national-level cooperative under the Ministry of Consumer Affairs, Food & Public Distribution) ensures a streamlined and effective approach to agri-input procurement and distribution. The project's design, emphasizing transparency and beneficiary targeting, further reinforces its alignment with broader rural development objectives.
- The project **effectively achieved its immediate objective** of providing timely access to high-quality seeds for self-cultivation to 9,225 eligible farmers. The use of a digital, mobile application-based registration and verification system minimized leakages and ensured that benefits reached the intended recipients, improving cropping intensity and enhancing farm incomes. The distribution of region-appropriate, drought-resistant seed varieties directly supported improved crop yields and increased food availability.

- The project demonstrated **efficiency through its rigorous governance and operational protocols**. Robust procurement and quality assurance protocols ensured the timely distribution of seeds within the sowing period. The use of digital tools for registration, verification, and real-time monitoring contributed to efficient management and reporting, minimizing administrative overhead.
- The project **generated a significant and multi-dimensional impact**. It enhanced livelihood security and socio-economic empowerment for 9,225 small and marginal farmers by addressing a critical input gap, reducing financial burden, and improving economic stability. It contributed to food security and agricultural sustainability through improved crop yields and the promotion of sustainable farming practices. Furthermore, it fostered inclusion, transparency, and good governance through its digital verification process and strengthened community trust in institutional support mechanisms. Beyond material benefits, the project also provided moral support and restored a sense of dignity among rural households.
- The project **laid a foundation for sustainability** by promoting drought-resistant, region-appropriate hybrid seeds and sustainable cultivation practices, thereby enhancing the resilience of local farming systems. The model's emphasis on compliance, digital monitoring, and third-party evaluation makes it replicable in other similar regions. However, long-term sustainability involving benefits beyond seed distribution would require additional programmatic efforts such as farmer training and crop management guidance. While a strong foundation is set, continuous support is needed to ensure lasting impact.

4.4 Rural Development

4.4.1 Assistance for Community-Based Interventions through UNFPA

Project name: Assistance for community-based interventions through various projects

Year of implementation: 2017-18

Location(s): Across India

Implementing Agency: United Nations Population Fund (UNFPA)

i. Context:

The United Nations Population Fund (UNFPA) is an international development agency dedicated to promoting the right of every woman, man, and child to live a life of health and equal opportunity. Its core mission is to achieve a world where every pregnancy is wanted, every childbirth is safe, and every young person's potential is fulfilled. To this end, UNFPA strives to make sexual and reproductive rights a reality for all, ensuring that individuals, particularly women and younger generations, have access to high-quality sexual and reproductive health services, including voluntary family planning, to make informed choices about their lives and futures.

Globally, UNFPA works towards three transformative goals:

- Ending preventable maternal deaths.
- Ending the unmet need for family planning.
- Ending gender-based violence and harmful practices.

UNFPA is a global leader in developing and raising standards for maternal healthcare and midwifery training, championing midwifery as a cost-effective means to save lives. Recognizing that nearly half of all pregnancies worldwide are unintended, UNFPA serves as a critical global source for family planning, helping to prevent unintended pregnancies and unsafe abortions. Furthermore, UNFPA leads efforts in preventing, addressing, and ending gender-based violence, including female genital mutilation, sexual and intimate partner abuse, and child marriage, while also addressing emerging forms of digital gender-based violence. UNFPA's work is particularly vital in humanitarian settings, where it provides essential antenatal care, maternal health services, and protection from sexual violence in over 59 crisis-affected countries. The UNFPA Strategic Plan for 2018-2021 aligns with the 2030 Agenda for Sustainable Development and other global frameworks,

such as the Sendai Framework for Disaster Risk Reduction and the Paris Agreement on Climate Change, integrating humanitarian work across its strategic outcomes.

India presents a unique demographic and health landscape that underlines the critical need for UNFPA's interventions. India's population is rapidly changing and is projected to surpass China as the world's most populous nation by 2028, reaching an estimated 1.45 billion people. This demographic shift necessitates increased resources for healthcare, education, and opportunities for livelihood.

Despite significant improvements in health and education as a middle-income country, vast inequalities persist across India. Key challenges include:

- **High Maternal Mortality and Gender Discrimination:** Maternal mortality remains high, and gender discrimination is prevalent, contributing to a skewed ratio of girls to boys. Early marriage and pregnancy are significant factors leading to excessive maternal deaths among women under 24.
- **Varying Fertility Rates:** While the national fertility rate has declined, it remains high in certain states like Bihar (3.0), Meghalaya (2.9), and Uttar Pradesh (2.7), with persistent urban-rural disparities.
- **Adolescent Health Concerns:** The adolescent fertility rate is notably high at 14.1 per 1000 women aged 15-19, which jeopardizes both maternal and child health outcomes and negatively impacts education and employment opportunities.
- **Unintended Pregnancies and Unmet Family Planning Needs:** A significant proportion of the population reports unintended pregnancies (36%) and an inability to fulfil the desire for a child (30%).
- **Infertility and Access to Care:** Approximately 27.5 million Indian couples face infertility, yet public sector services are limited, and private care is often expensive and concentrated in urban areas. Infertility remains an under-prioritized issue in India's health insurance schemes.
- **Socio-Economic Barriers to Reproductive Choices:** Financial implications are cited as the most significant barrier to having desired families by 38% of people, alongside housing issues (22%), job insecurity (21%), and lack of affordable childcare (18%).
- **Persistent Dual Burden:** In states such as Bihar, Jharkhand, and Uttar Pradesh, unintended and closely spaced births are common due to inadequate contraceptive and health services, compounded by prevailing gender norms.

UNFPA India has been operating since 1974, with a concerted focus on empowering young people with critical life skills, investing in adolescent health and well-being, ensuring universal access to high-quality sexual and reproductive health and rights, and addressing gender discrimination and harmful practices. UNFPA maintains state offices and implements programs in Rajasthan, Madhya Pradesh, Bihar, and Odisha, while also providing needs-based technical support to other states like Gujarat, Punjab, Maharashtra, Uttar Pradesh, and Karnataka. This support encompasses policy advocacy, technical assistance for systems strengthening, program implementation, and knowledge management.

The COVID-19 pandemic further exacerbated existing challenges, disrupting access to sexual and reproductive health services, worsening gender inequalities, and increasing gender-based violence. UNFPA India rapidly adapted its strategic plans and programs to respond to these diverse needs, bolstering prevention efforts, supporting information and communication programs, and ensuring the continuity of essential services, all while staying true to its core mandate of "Ensuring Rights and Choices for All."

ii. Action:

In alignment with its commitment to support organizations working towards societal development, REC Limited formalized a partnership with United Nations Population Fund (UNFPA) on January 30, 2018. The partnership outlined a collaborative effort to implement diverse community-based interventions across India over a mutually agreed time period.

The project encompassed ten distinct community-based interventions, each with specific objectives and reported progress. The following details the achievements and challenges for each program:

Table 4.9: Summary of Program-wise Achievements and Outcomes

S No	Project Name	Implementing Partner	Targeted Locations	Key Activities Undertaken	Quantifiable Achievements	Qualitative Outcomes/ Impacts Reported	Key Challenges/ Shortfalls
1.	Mission Uday	Kalinga Institute of Social Sciences (KISS)	5 districts in Odisha	Youth training, entrepreneurship, sensitization, and social action projects	1002 youth trained, 50 rural entrepreneurs, 649 sensitization programs, 20 social action projects	Youth earning INR 500-8000/month, 839 youth availed of govt./private benefits, 5 change-maker case studies	None was explicitly stated beyond general progress
2.	MedEd	Post Graduate Institute of Medical Education and Research (PGIMER)	Maharashtra, Rajasthan, and one other state	CME workshops, webinars, textbook writer workshops, refresher training	2 virtual CME (137 participants), 17 webinars (1654 medical faculty, 8525 nurses), two virtual textbook workshops, eight refresher workshops (200 faculty)	Improved preparedness/management of maternal, neonatal, reproductive, and mental health	Only 5/22 monitoring visits completed
3.	OTC Salah	Population Health Services India (PHSI)	Rajasthan, UP, Bihar, Odisha, MP, Maharashtra	Refresher training and mentoring visits for pharmacists	3500 chemists trained	Mentoring visits are used for one-to-one training	Mentoring visits were suspended from mid-March to mid-June due to the pandemic
4.	Saathiya Cinema	Darshana Mahila Kalyan Samiti	RKSK districts in MP	Staff orientation, district meetings, life skills training, cinema shows, incentives	16 supervisors oriented, 132 episodes developed, 24016 shows organized, 1664 Saathiya & 632 Asha received COVID kits	Project progress shared with DM	Only 6/12 district meetings, 17% block meetings, 24,016/51,571 shows, 14,075/22,572 shows monitored; Nukkad Nataks postponed due to COVID.
5.	Social Behavior	UNFPA	Odisha and Jharkhand	Regional level 'Samata-Samvaad'	Two-day workshops attended by 12	Enhanced gender understanding,	Shifted funding source after the first year

	Change Communication (SBCC) and Advocacy			workshops conducted on social behaviour change and gender-based violence.	participants from government bodies (Departments of Health, Education, Social Welfare and Panchayati Raj), civil society organizations, academic institutions, Odisha State AIDS Control Society and UNFPA implementing partners.	leadership/comm. Effective communication, skills, and highlighting the importance of women contributed to community awareness/action on gender inequality.	
6.	Umang-Saathiya Helpline	Lakshya	MP (all India available)	Tele-counselling, referral directory, job aids, consultant training, mentoring	63808 adolescents counselled (vs 100k target), 865 consultants virtually trained	Refurbished helpline functional, draft referral directory ready, six flipbooks developed	Recruitment of consultants planned for Q4, delaying mentoring visits
7.	Saksham	NCERT (Ministry of Education)	NVS regions (Patna, Bhopal, Jaipur)	E-module development, resource group training, master trainer monitoring, and online training	8 themes (4 modules) completed for e-modules, online training of 1800 resource persons	E-course demonstration held	Physical workshops will not be organized until Q3 due to COVID
8.	Radio Rajasthan	Jeevan Ashram Sansthan	Rajasthan	Re-orientation workshops, sensitisation, material development, promotion activities, and content development	1100 NSS officers & 1046 NYKS volunteers oriented online, 91 creatives/posters/videos/GIFs, 405 panchayats & 342 city areas covered (phase 1), 258 gram panchayats & 7 urban areas (phase 2)	Access to 600 Bollywood songs, 39 Naubat Baja content, 90 life skills stories, 40 radio natak, 10 interviews, three folk songs developed	Physical workshops & RRC summit could not be conducted due to COVID

9.	Be a Jagrik	COMMUNITY	Uttar Pradesh	Workshops, social action projects, FB live, peer educator training, monthly sessions, parent meetings, Nukkad Natak, Kho-Kho, newsletters	4 workshops, social action projects initiated, 6 FB live, 539 peer educators trained, 1616 monthly sessions, 4884 adolescent girls reached, 492 parents meetings		Nukkad Natak & Kho-Kho have been postponed due to COVID-19; newsletters are currently under development.
10.	Samridhi	Darshana Mahila Kalyan Samiti	Madhya Pradesh	Health cards, convergence meetings, computer training, cluster meetings, and staff meetings	Health card design finalized, meetings held in Q4, 116 girls trained at computer Centers, 171 cluster meetings, 12 staff meetings		New computer Centers postponed due to COVID

iii. *Case Study 1: Mission Uday - Tribal Youth Engagement Programme to Win Over Leftwing Extremism (LWE)*

Context:

Mission Uday was a critical intervention aimed at addressing the socio-economic challenges and disengagement among tribal youth prevalent in regions affected by violence. The project focused on five specific districts in Odisha: Malkangiri, Korapur, Rayagada, Kalahandi, and Kandhmal. These areas are often characterized by vulnerability, limited opportunities, and the influence of extremist ideologies, making youth engagement and empowerment vital for fostering peace and development.

REC's intervention:

REC Limited, as part of its Corporate Social Responsibility (CSR) commitment, partnered with the United Nations Population Fund (UNFPA) to support a portfolio of community-based interventions across India, with Mission Uday being one of the ten key programs. REC's financial assistance was crucial in enabling UNFPA and its implementing partner, Kalinga Institute of Social Sciences (KISS), to execute the program's activities on the ground. This partnership aimed to leverage UNFPA's expertise in social development to create tangible positive change in vulnerable communities.

Key Project Outcomes:

Mission Uday demonstrated significant and measurable achievements in its efforts to empower tribal youth:

- **Youth Training:** A total of 1002 young people were trained between 2018 and 2020 on essential skills such as leadership, active citizenship, and awareness of government schemes.
- **Entrepreneurship Development:** The program successfully trained and mentored 50 youth to become rural entrepreneurs, fostering self-reliance and local economic growth.
- **Master Trainer Reorientation:** 27 master trainers were reoriented through virtual sessions, ensuring sustained capacity building within the community.
- **Community Sensitization:** The initiative organized 649 community-level sensitization programs, raising awareness and promoting positive social norms.
- **Social Action Projects:** 20 social action projects were completed, providing practical application of skills and direct community benefit.

- **Economic Empowerment:** A notable outcome was that youth involved in these social action projects reportedly began earning between INR 500-8000 per month, demonstrating direct economic impact.
- **Access to Benefits:** 839 youth from Naxal-affected areas successfully availed benefits from government or private programs, indicating improved access to mainstream opportunities.
- **Documentation of Change:** Five case studies documenting change-makers in tribal communities were compiled, providing qualitative evidence of transformation.

Impact:

The value of Mission Uday extended beyond mere numbers, contributing to broader social and economic upliftment in challenging environments. By training youth in leadership and active citizenship, the project aimed to build a resilient local leadership base that could drive positive change from within. The focus on rural entrepreneurship directly addressed livelihood challenges, offering sustainable income generation and reducing vulnerability to extremist influences. Furthermore, by connecting youth to government and private sector programs, Mission Uday helped integrate marginalized populations into the broader development framework, thereby fostering trust and reducing feelings of alienation. The program's success in enabling youth to earn income and access benefits highlighted its practical value in improving living standards and offering alternatives to illicit activities.

iv. Case Study 2: Be A Jagrik – Strengthening Youth Leadership and Creating a Responsive Ecosystem for Social Change in Uttar Pradesh.

Implementation:

This case study provides an impact evaluation of the 'Be a Jagrik' program, implemented in two phases between 2018 and 2021 by ComMutiny: The Youth Collective with support from UNFPA and the REC Foundation.

The 'Be a Jagrik' campaign aimed to strengthen youth leadership and create a responsive ecosystem for social change in Uttar Pradesh, a state with a high youth population. The program was executed in two distinct phases:

- **Phase 1 (2018-2019):** This phase involved 11 partner organizations and 383 young participants, known as "Jagriks". The primary focus was on imparting constitutional literacy and building youth leadership skills.

- **Phase 2 (2020-2021):** Launched during the challenging COVID-19 pandemic, this phase transitioned to empowering a smaller group of 196 "Jabardast Jagriks" (meaning "aware and awakened youth leaders") from seven member organizations. The central idea was to enable youth-centric leadership and guide them to create safe communities by co-designing and co-leading Social Action Projects (SAPs) with the entire ecosystem. The focus of this phase was on four key themes: Girl's Education, Sexual and Reproductive Health (SRH), Menstrual Hygiene Management (MHM), and Prevention of Gender-Based Violence (GBV).

Outcomes and Impact:

The program's impact was significant, particularly in fostering youth agency and creating lasting change at the community level.

Key Outcomes:

- **Sustained Youth Leadership:** After Phase 1, more than half of the surveyed Jagriks undertook community leadership actions, and one in four started their own social action initiatives. The program's success is highlighted by the 100% retention rate of "Jabardast Jagriks" throughout Phase 2.
- **Social Action Projects:** Phase 2 saw 196 Jabardast Jagriks implement 98 Social Action Projects across four districts of Uttar Pradesh: Lucknow, Banda, Chandauli, and Faizabad. These projects addressed the four core themes and engaged over 280 duty bearers.
- **Enhanced Awareness and Agency:** A pre- and post-survey analysis of Jabardast Jagriks showed a significant increase in their self-reported knowledge, awareness, and agency on the issues they were working on. For example, there was an increase in the percentage of Jagriks who were able to identify rights violations and advocate for their experiences in local forums.

Thematic Impact:

- **Girl's Education:** Through 34 SAPs, Jagriks engaged 680 youth, strengthened 11 School Management Committees (SMCs), and helped over 119 young people re-enroll in schools. Some Jagriks even established learning centers, supporting the education of more than 450 young people.
- **Sexual and Reproductive Health (SRH):** 30 SAPs resulted in 21 communities having access to improved SRH services and 16 schools agreeing to run comprehensive sexuality education (CSE) curricula.
- **Menstrual Hygiene Management (MHM):** 12 SAPs led to improved MHM facilities in 18 schools and challenged prevailing myths and misconceptions in 12 communities.

- **Gender-Based Violence (GBV):** Through 23 SAPs, peer groups were established to act as vigilance committees, leading to an increase in the reporting of violation cases in nine communities and the creation of redressal mechanisms in two.

Lessons and Sustainability:

The phase-2 of the project was significantly impacted by COVID-19. There is evidence that activities were postponed and milestones were delayed. However, there is also evidence pointing towards progress and significant positive impact. The project's phase-1 success prompted the inception and implementation of phase-2 where the engagement with youth leaders was deepened with an aim to effect long-term change. The program's success was based on its strategy of "refl-action" (reflection and action), an intergenerational approach, and building an ecosystem of allies. The program's continuity is demonstrated by the formation of the UP Collective and the UP Jagrik Youth Forum for sustained youth leadership and civic action. Reportedly, 40% of the Jabardast Jagriks planned to continue their Social Action Projects started during phase-2 for 4-6 months after the end of the program, and an ecosystem of over 40 allies (including duty bearers and sector experts) was created to support the mission. The program successfully demonstrated the use of hyper-local partnerships with duty bearers and collaborators to ensure the sustenance and support of social actions.

Photographs: Site-visit, Lucknow, Uttar Pradesh





v. *Review of Project Progress:*

While some projects, such as Mission Uday and Be a Jagrik, demonstrated significant success in meeting their targets, others faced considerable challenges and delays. The primary reason cited for these shortfalls was the COVID-19 pandemic.

Vulnerability to External Shocks: The projects that relied heavily on in-person interactions, community gatherings, and physical events were disproportionately affected by the pandemic. This highlights a critical vulnerability and a lack of robust contingency planning in the project design. For instance, while some projects were able to adapt through virtual methods (e.g., the MedEd project), others faced postponements and disruptions.

Need for Adaptive Programming: The experience underscores the necessity for future CSR projects to incorporate flexible methodologies and alternative delivery mechanisms, such as digital or hybrid models. This would ensure continuity and resilience in the face of unforeseen disruptions, safeguarding the project's progress and investment.

The process of measuring the true impact of the projects was fraught with challenges, largely due to a misalignment in the approach to monitoring and evaluation (M&E).

Disconnect in M&E Framework: A fundamental disconnect existed in how UNFPA, as the implementing agency, and REC, as the donor, defined and measured "impact."

UNFPA's Focus: The progress reports predominantly presented quantitative outputs such as the number of people trained, and the number of webinars conducted. While these metrics are valuable for tracking programmatic delivery and immediate results, they often fall short of demonstrating real-world, societal change.

REC's Requirement: REC, conversely, sought verifiable and demonstrable societal change attributable to its funding. For instance, a subsequent request was made by REC for underlying materials, evidence, and documentary proofs to substantiate the qualitative claims made by UNFPA, such as youth have started earning INR 500-8000.

Challenges in Verifying Qualitative Outcomes: The qualitative outcomes mentioned in the reports lacked sufficient substantiation. This highlights a need for a robust, mutually agreed-upon M&E framework established at the very beginning of the partnership. This framework should go beyond simple output reporting to include clear indicators for qualitative outcomes and specify the methodologies for collecting verifiable evidence, such as:

- Case studies and personal testimonials.
- Pre- and post-surveys to measure changes in knowledge, attitudes, and behaviours.
- Third-party validation.

Difficulties in Tracking Beneficiaries: According to UNFPA, a few key factors made it challenging to trace beneficiaries and measure long-term impact:

Time Lag: The projects were implemented several years ago, making it difficult to track and reconnect with the original beneficiaries.

Lack of Direct Access: For most projects, there was no direct access to the beneficiaries, which poses a significant hurdle for conducting follow-up impact assessments.

Cascading Implementation Model: The complex, multi-layered approach to project implementation—from REC to UNFPA, and then down to multiple implementing agencies and nodal agencies—created a considerable distance from the end beneficiaries. This made it challenging to accurately trace the primary and eventual recipients of the project's benefits.

Nature of the Projects: The "soft nature" of the projects' impact, which often involves subtle changes in behaviour, knowledge, and attitudes, is inherently difficult to quantify and measure. These projects do not have easily measurable outputs like the construction of infrastructure or the distribution of physical goods.

In conclusion, while the projects showed significant achievements in their initial phases, the long-term impact measurement was significantly hampered by these systemic and methodological challenges. Addressing these issues in future partnerships is crucial for ensuring greater transparency and accountability in CSR initiatives.

vi. Core Components of Impact:

The REC-UNFPA partnership, through its ten community-based interventions, aimed to address critical social development areas across India. Despite the challenges, the project delivered substantial outputs and achieved several qualitative outcomes, demonstrating a broad reach and engagement with diverse beneficiary groups.

Key Areas of Impact:

- **Youth Empowerment and Livelihoods:** "Mission Uday" successfully trained over 1,000 tribal youth in leadership and active citizenship, with 50 individuals becoming rural entrepreneurs. Notably, youth involved in social action projects began earning between INR 500 and INR 8,000 per month, and 839 youth accessed government or private sector benefits, indicating a direct economic impact and integration into mainstream opportunities in LWE-affected areas. "Be a Jagrik" also trained 539 peer educators and reached nearly 5,000 adolescent girls with life skills education, thereby fostering social change through the voices of youth.
- **Healthcare Capacity Building and Awareness:** The "MedEd" program significantly contributed to strengthening evidence-based family planning services by conducting 17 webinars for over 1,600 medical faculty and doctors, and more than 8,500 nurses, particularly during the COVID-19 pandemic. "OTC Salah" trained 3,500 chemists, enhancing their role as a first line of healthcare contact.
- **Adolescent Health and Well-being:** The "Umang-Saathiya Helpline" provided tele-counselling services to over 63,000 adolescents, offering crucial support for mental health and substance abuse. "Saksham" developed e-modules for teacher capacity building in life skills education, and "Samriddhi" focused on health cards and computer training for adolescent girls, although with limited reach.
- **Gender Equality and Social Norms:** "Samata Samvaad" enhanced the conceptual understanding of gender concepts among change agents and effectively used street plays and public hearings to raise community awareness on issues like declining sex ratios and gender inequality. "Radio Rajasthan" developed extensive content, including folk songs and radio dramas, to build a mass movement against child marriage and other social issues.
- **Community Engagement and Behavioural Change:** Projects like "Saathiya Cinema" developed edutainment episodes to promote adolescent health, reaching thousands of individuals through shows and providing COVID-19 protection kits to frontline workers. The use of innovative communication tools, such as 'Nukkad Natak' and radio content, across various projects proved effective in capturing public attention and conveying messages.

Overall, the project demonstrated a strong commitment to addressing complex social issues through a multi-faceted approach, reaching a significant number of beneficiaries with awareness, training, and capacity-building initiatives. While direct, quantifiable long-term impacts were challenging to ascertain, the reported outputs and qualitative changes suggest a positive contribution to community development and empowerment.

vii. Project Impact:

1. The project displays **high relevance** to the pressing social and demographic needs of India, aligning with UNFPA's global mandate and its specific focus areas in the country.

- **Alignment with Needs:** The interventions directly addressed critical issues such as high maternal mortality, gender discrimination, adolescent health concerns, unintended pregnancies, and the need for family planning, which are significant challenges in India. The focus on tribal youth in LWE-affected areas (Mission Uday) was particularly relevant to fostering peace and development in vulnerable regions.
- **Alignment with Mandates:** The project aligned with the REC Foundation's CSR commitment to societal betterment and UNFPA's core mission of ensuring sexual and reproductive rights, safe childbirth, and the fulfilment of young people's potential.
- **Adaptability to Context:** UNFPA India demonstrated adaptability by rapidly adjusting its strategic plans and programs to respond to the diverse needs exacerbated by the COVID-19 pandemic, ensuring continuity of essential services.

2. The project demonstrated **internal coherence** among its various interventions and aligned mainly with broader national and international development frameworks, though external coherence with other REC initiatives is not explicitly detailed.

- **Internal Coherence:** The ten distinct interventions, while varied, collectively contributed to the overarching goal of "Assistance for various community-based interventions across India," focusing on interconnected themes of health, gender, and youth empowerment.
- **Alignment with Global Frameworks:** UNFPA's Strategic Plan for 2018-2021, which guided the project, is aligned with the 2030 Agenda for Sustainable Development and other global frameworks like the Sendai Framework for Disaster Risk Reduction and the Paris Agreement on Climate Change.
- **Complementarity:** The project's activities, such as training healthcare professionals (MedEd) and empowering chemists (OTC Salah), complemented national health initiatives by strengthening service delivery at various levels.

3. Despite challenges that led to the project's foreclosure, the project achieved substantial outputs and qualitative outcomes.

- **Output Achievement:** Many interventions met or exceeded their quantitative targets, such as training over 1,000 youth, conducting numerous webinars for healthcare professionals, and training thousands of chemists.

- **Qualitative Outcomes:** Reported qualitative outcomes included enhanced understanding of gender concepts, improved leadership skills among change agents, and increased community awareness of social issues.
- **Challenges in Demonstrating Impact:** A significant limitation was the difficulty in quantifying the long-term impact of "soft" interventions, leading to a perception by REC that the "true impact has not been well appreciated" due to a lack of verifiable evidence. This ultimately hindered the project's perceived effectiveness from the donor's perspective.

4. **The project faced challenges in efficiency**, particularly concerning financial management and the timely conversion of resources into fully realized outcomes, exacerbated by external factors.

- **Financial Discrepancies:** The project incurred expenditure that exceeded the total funds, resulting in a deficit. This contradicted the MoU clause stating UNFPA would not pre-finance costs from other resources.
- **Reporting Delays:** Persistent delays in submitting documents and certified financial statements indicated inefficiencies in financial reporting and accountability from UNFPA's side.
- **Pandemic Impact:** The COVID-19 pandemic significantly disrupted implementation, leading to postponements and underperformance against milestones in several interventions, thus affecting the efficient utilization of resources and time.

5. While the project aimed for broad societal impact, the ability to definitively measure and attribute long-term changes was a significant limitation.

- **Reported Changes:** Some interventions reported direct positive changes, such as youth earning income from social action projects (Mission Uday) and increased community awareness on gender issues (Samata Samvaad).
- **Difficulty in Quantification:** The "soft" nature of many interventions (awareness, capacity building) made it inherently difficult to quantify their long-term societal impact, leading to a "general feeling that the true impact has not been well appreciated" by REC.
- **Lack of External Assessment:** UNFPA's communication that an external impact assessment "may not be worthwhile" further highlighted the challenge in objectively verifying the broader impact.

6. Sustainability

The **sustainability of the project's outcomes is uncertain** given its premature foreclosure and the nature of some interventions. While some projects demonstrated a strong foundation for long-term change and continuity (like 'Be a Jagrik'), the impact of other programs and the overall sustainability might be impacted by:

- **Foreclosure Impact:** The project's early termination in 2022, primarily due to reporting issues and the pandemic, likely impacted the sustained delivery of services and the long-term embedding of changes.
- **Capacity Building:** While capacity building (e.g., training youth, healthcare professionals, peer educators) inherently contributes to sustainability by strengthening local human capital, the extent to which these capacities will be sustained and utilized without ongoing project support is not clear from the report.

Chapter 5: Conclusions

This chapter synthesizes the key findings emerging from the impact evaluation of the ten CSR projects of REC Limited, drawing together thematic observations and cross-cutting insights from the preceding analysis. The conclusions presented are grounded in the application of the OECD evaluation criteria and are derived from the cumulative evidence generated through primary and secondary data collection, beneficiary assessments, stakeholder consultations, and case study analyses.

The study employed a retrospective, mixed-methods design, combining quantitative and qualitative approaches to provide a comprehensive understanding of the projects' effects. It utilized and adhered to the OECD Framework for Evaluation, for assessing the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the projects.

The study design involved a multi-faceted sampling strategy, including representative beneficiary sampling for quantitative surveys and purposive sampling for qualitative data from diverse stakeholders. Data was collected through primary methods such as household/beneficiary surveys, Key Informant Interviews (KIIs), and direct observation, supplemented by secondary data review of project reports, financial records, and administrative data. The analysis involved both descriptive and inferential statistics for quantitative data, and thematic, content, and narrative analysis for qualitative data, with triangulation of findings to provide holistic insights.

REC Foundation's CSR initiatives demonstrate a profound and multi-faceted commitment to public health, education, livelihood enhancement, and rural development, yielding significant and insightful impacts across various dimensions.

5.1 Thematic Conclusions

5.1.1 Healthcare

REC Foundation's healthcare initiatives demonstrate a profound and multi-faceted commitment to public health, yielding significant and insightful impacts across various dimensions:

1. **Enhancing Emergency Response and Frontline Support:**

- i. The agile and timely intervention during the COVID-19 pandemic, exemplified by the provision of daily meals to frontline healthcare workers, showcases REC's responsiveness to critical national needs.
 - ii. This initiative not only addressed immediate logistical challenges but also significantly boosted the morale and sustenance of those on the frontlines, underscoring the importance of humanitarian aid during crises.
2. **Promoting Inclusivity and Quality of Life for Vulnerable Populations:**
 - i. REC's consistent efforts in providing aids and assistive devices to 'Divyangjan' (differently abled persons) through partnerships with ALIMCO and BMVSS have been instrumental in fostering greater mobility, independence, and social inclusion.
 - ii. By alleviating physical limitations and reducing financial burdens on beneficiary households, these projects have directly contributed to an improved quality of life, enabling greater participation in societal and economic activities. This highlights a deep commitment to equity and support for marginalized communities.
3. **Strengthening Core Healthcare Infrastructure and Patient Safety:**
 - i. Investments in critical medical infrastructure, such as the renovation and equipping of the Central Sterile Supply Department (CSSD) at AIIMS, New Delhi, reflect a strategic approach to bolstering fundamental healthcare capabilities.
 - ii. By improving sterilization processes and operational efficiency, such projects directly contribute to enhanced patient safety, reduce the incidence of hospital-acquired infections, and ultimately uplift the overall standard of medical care delivery.
 - iii. Similarly, the installation of diverse medical equipment at Cantonment Board Kamptee Hospital in Nagpur and the District Hospital in Bilaspur significantly upgraded diagnostic, surgical, and emergency care capabilities, providing access to advanced medical services for a large population.
4. **Improving Access in Remote and Underserved Areas:**
 - i. Projects focusing on the construction of healthcare infrastructure and roads in remote areas like Kiphire, Nagaland, and the provision of ambulance services in tribal areas of Madhya Pradesh, directly addressed geographical barriers to healthcare access.
 - ii. These initiatives improved staff retention, enabled quicker emergency responses, and reduced the burden on patients who previously had to travel long distances for medical attention.

- iii. The renovation of Community Health Centers in Mamit, Mizoram, further enhanced primary healthcare delivery in challenging terrains, leading to significant improvements in maternal and child health indicators and disease control.

5. Diverse and Holistic Healthcare Interventions:

- i. Beyond these flagship projects, REC's engagement in community-based medical education and awareness programs (e.g., for Sickle Cell Disease and Thalassemia in Odisha) demonstrates a holistic view of healthcare development.
- ii. The thematic diversity ensures that REC's contributions address various facets of health, from immediate care access to preventive education and foundational infrastructure, creating a more resilient and accessible healthcare ecosystem.

In conclusion, REC Foundation's healthcare projects are characterized by their direct impact on improving accessibility, enhancing safety, and fostering inclusivity within India's health landscape. These interventions are crucial steps toward building a more robust and equitable public health system, particularly benefiting vulnerable populations and enhancing national healthcare preparedness.

5.1.2 Education and Skill Development

REC Foundation's initiatives in education and skill development have made significant strides in enhancing access to quality learning environments and equipping individuals with vocational skills, fostering human capital development, particularly for marginalized communities:

1. Enhancing Educational Infrastructure and Access in Remote Areas:

- i. The "Transformation of school education by providing infrastructure development" project in Kiphire, Nagaland, directly addressed the critical need for functional school buildings and Anganwadi Centers in a remote, multi-ethnic district.
- ii. By constructing and renovating school infrastructure, the project created conducive learning environments, contributing to improved attendance and educational outcomes for tribal children, especially given the high dropout rates previously observed.
- iii. Similarly, the construction of residential buildings and hostels for tribal girls and economically backward students in Sehore and Khandwa

(Madhya Pradesh) and Kelwada (Rajasthan) provided safe, hygienic, and supportive living and learning environments.

- iv. These interventions directly tackled barriers to higher education, reduced dropout rates, and ensured access to nutritious meals and holistic development opportunities for vulnerable children.

2. Bridging the Skill Gap and Enhancing Employability:

- i. The "Job-oriented skill development training" for youth from Economically Weaker Sections (EWS), SC/ST, and women, implemented through CRISP in Madhya Pradesh, proved highly effective.
- ii. By providing NSQF-aligned training in diverse trades, the project successfully enhanced the employability of over 1,200 beneficiaries, achieving a substantial placement rate. This directly contributed to livelihood opportunities, personality development, and an upgraded standard of living for marginalized youth.
- iii. Similarly, the "Skill Development Training for Women" in Aurangabad, Maharashtra, through RGBSS, focused on empowering women from economically weaker sections with skills for self-employment, such as tailoring, enabling them to generate income and achieve economic independence.

3. Promoting Inclusivity and Holistic Development:

- i. These projects consistently prioritized reaching vulnerable groups, including tribal populations, SC/ST, and women, ensuring that the benefits of education and skill development are extended to those most in need.
- ii. Beyond academic or vocational training, initiatives often included provisions for nutrition, sports, and life skills, fostering the holistic development and well-being of the beneficiaries.

In conclusion, REC's education and skill development projects are characterized by their focus on foundational infrastructure, market-aligned skill training, and a deep commitment to social inclusion. They are instrumental in building human capital, empowering marginalized communities, and laying the groundwork for sustainable socio-economic mobility across India.

5.1.3 Rural Development

The REC Foundation's rural development initiatives have played a crucial role in strengthening community resilience, enhancing agricultural productivity, and fostering sustainable growth, particularly in vulnerable and underserved regions:

1. Enhancement of Agricultural Infrastructure and Resilience:

- i. The "Farmer-Centric Integrated Watershed Management" project in Mahbubnagar, Telangana, and Anantapur, Andhra Pradesh, implemented by ICRISAT, demonstrated a profound impact on agricultural sustainability and water security.
- ii. By increasing rainwater storage capacity, improving groundwater levels, and promoting climate-smart agricultural practices, the project significantly enhanced the resilience of drought-prone farming households.
- iii. It led to increased crop yields, diversified income sources, and reduced input costs, directly improving the livelihoods and food security of thousands of small and marginal farmers.

2. Livelihood Enhancement through Direct Support:

- i. The "Access to Seeds for Farmers" project in drought-prone Vijapur and Aurangabad, Maharashtra, through NCCF, provided critical support by distributing certified hybrid seeds free of cost to over 9,000 small and marginal farmers.
- ii. This direct input intervention reduced financial burdens, improved cropping intensity, and enhanced farm incomes, contributing significantly to livelihood security and resilience against agrarian distress.

3. Community-Based Interventions for Social Change:

- i. The "Assistance for community-based interventions" through UNFPA, while facing challenges, demonstrated a broad reach in addressing critical social development areas.
- ii. Projects like 'Mission Uday' empowered over 1,000 tribal youth in LWE-affected districts, fostering rural entrepreneurship and connecting them to government benefits, enabling them to earn an income.
- iii. Other programs engaged thousands in villages and panchayats, promoting adolescent health, combating child marriage, and building life skills through community-based interventions, laying crucial groundwork for social change in rural areas.

In conclusion, REC's rural development projects are characterized by their integrated approach to natural resource management, direct support for agricultural inputs, and comprehensive community engagement. They are vital for improving the economic stability, environmental sustainability, and social well-being of rural populations, particularly in regions facing climatic and socio-economic vulnerabilities.

5.1.4 Livelihood Enhancement

REC Foundation's livelihood enhancement initiatives have directly addressed economic vulnerabilities, empowering individuals and communities through skill development and direct agricultural support:

1. **Empowering Farmers with Critical Inputs:**

- i. The "Project free distribution of seeds (Rabi Season)" to small and marginal farmers in drought-prone Vaijapur and Aurangabad blocks of Maharashtra, implemented by the National Cooperative Consumers Federation of India (NCCF), was a highly relevant and effective intervention.
- ii. By providing certified hybrid seeds free of cost to over 9,000 farmers, the project directly alleviated a significant financial burden and enabled productive cultivation in a challenging agricultural environment.
- iii. This led to improved cropping intensity, enhanced farm incomes, and strengthened food security, directly impacting the economic stability and resilience of vulnerable farming households.

2. **Fostering Self-Employment and Employability for Women:**

- i. The "Providing skill development training and distribution of an equipment kit for self-employment to 500 women" in Aurangabad district, Maharashtra, through Rajureshwar Ganesh Bahudeshiya Sevabhavi Sanstha (RGBSS), demonstrated a strong commitment to women's economic empowerment.
- ii. By equipping women from economically weaker sections with market-aligned skills (e.g., tailoring) and providing essential equipment, the project enabled them to establish their own micro-enterprises.
- iii. This initiative directly addressed skill mismatches and unemployment, fostering sustainable livelihoods and contributing to the economic independence and social value of women within their communities.

3. **Job-Oriented Training for Vulnerable Youth:**

- i. The "Job-oriented skill development training (residential) to 1200 beneficiaries belonging to EWS/SC/ST/Women" by the Center for Research and Industrial Staff Performance (CRISP) in Bhopal, Madhya Pradesh, significantly contributed to livelihood enhancement for marginalized youth.
- ii. By providing NSQF-aligned training in 14 different trades and achieving a 75% placement rate, the project directly translated skills into employment opportunities.

- iii. This not only boosted individual economic conditions and social status but also addressed the broader skill gap, preparing a skilled workforce for various industries.

In conclusion, REC's livelihood enhancement projects are characterized by their direct, tangible support to vulnerable populations, focusing on empowering them with the tools, skills, and opportunities needed to achieve economic independence and sustainable income generation. These initiatives are crucial for poverty alleviation and fostering inclusive economic growth.

5.2 Collective Conclusions: REC Limited's Impact

REC Limited's Corporate Social Responsibility (CSR) interventions, executed through the REC Foundation, consistently demonstrate a significant and positive contribution towards national development goals. The comprehensive impact evaluation across 20 diverse projects reveals a strategic and impactful approach to social welfare, aligning with both global best practices and India's developmental agenda.

1. Overall Positive Contribution and Impact Across Thematic Areas:

- i. The evaluation unequivocally concludes that REC's CSR initiatives have delivered tangible benefits and created meaningful change across various thematic areas.
- ii. In **Healthcare**, projects have not only addressed immediate needs, such as pandemic relief and essential medical supplies for vulnerable populations, but also bolstered critical infrastructure and improved patient safety.
- iii. **Education and Skill Development** initiatives have enhanced access to quality learning environments and equipped beneficiaries with vocational skills, fostering human capital development.
- iv. Projects focused on **Livelihood Enhancement** have provided crucial support for economic empowerment, particularly in rural settings.
- v. Furthermore, **Rural Development** efforts have strengthened community resilience and infrastructure, laying the foundations for sustainable growth.
- vi. Across these sectors, REC's commitment is evident in improved quality of life, increased accessibility to essential services, and enhanced socio-economic well-being for target communities.

2. Strategic Alignment and Responsible Stewardship:

- i. REC's CSR strategy is well-aligned with both its core business ethos as a public infrastructure finance company and national priorities.
- ii. The selection and implementation of projects reflect a responsible and considered approach to corporate citizenship.
- iii. The financial management demonstrated by implementing agencies, as observed in some projects (e.g., AIIMS renovation, Bilaspur Hospital equipment, Kiphire staff quarters), underscores the stewardship of funds and commitment to maximizing impact.

3. Methodological Rigor and Evidencing Contribution:

- i. Despite the inherent complexities of impact evaluation in dynamic socio-economic environments, the assessment utilized a robust, mixed-methods approach, integrating frameworks such as the Theory of Change, Contribution Analysis, SROI, and the OECD evaluation criteria.
- ii. This rigorous methodology allowed for the identification of plausible causal pathways and established REC's significant contribution to observed outcomes, even where direct attribution might be challenging due to the presence of multiple development actors.
- iii. The insights gained from both quantitative data and qualitative narratives provided a comprehensive understanding of the changes brought about by the interventions.

4. Addressing Challenges and Continuous Improvement:

- i. The evaluation acknowledges certain limitations, such as the occasional absence or incompleteness of baseline data and potential recall bias in retrospective studies.
- ii. Challenges like the impact of the COVID-19 pandemic on project timelines and the need for more robust long-term outcome tracking were also noted.
- iii. However, these insights are crucial for fostering continuous improvement. REC's willingness to undertake such a comprehensive evaluation demonstrates its commitment to accountability, transparency, and learning from its interventions to refine future strategies.

In summary, REC Limited, through the REC Foundation, has consistently demonstrated its role as a pivotal public sector enterprise not only in national infrastructure development but also as a responsible corporate citizen. Its CSR programs have effectively translated financial commitments into tangible societal benefits, fostering inclusive growth and making significant contributions to the nation's social fabric. The collective impact highlights REC's capacity to drive positive change and reinforces its position as a leader in sustainable development.

5.3 Recommendations

While this impact evaluation has endeavoured to provide a comprehensive and robust assessment of REC's 10 CSR projects, it is essential to acknowledge certain inherent limitations and considerations that contextualize the findings. These factors do not diminish the value of the insights gained but rather highlight areas for nuanced interpretation and future refinement.

Firstly, a significant consideration in impact evaluation, particularly across a diverse portfolio of projects like REC's, is the challenge of attribution versus contribution. While the evaluation employed a robust methodology, definitively attributing observed changes solely to REC's interventions, as opposed to other concurrent development efforts or socio-economic shifts, remains complex. The findings therefore predominantly reflect REC's contribution to positive outcomes rather than absolute attribution.

Secondly, the data availability and quality across all 10 CSR projects varied. While efforts were made to triangulate data from project reports, field visits, and stakeholder interviews, disparities in baseline data, monitoring frameworks, and impact-specific data collection at the project level could subtly influence the depth of analysis for individual projects. Future evaluations could benefit from a standardized and robust M&E framework implemented from project inception.

Thirdly, the timeframe of the evaluation naturally presents a snapshot of impact at a particular point. While sustainability and long-term effects were assessed based on existing evidence and project design, the full realization of certain impacts, especially those related to systemic change or behavioural shifts (e.g., in health or education practices), often extends beyond the immediate post-implementation period. Continuous monitoring would be crucial to track evolving impacts.

Finally, the qualitative nature of some impact pathways also necessitates careful interpretation. While quantitative data provided measurable outcomes, understanding the 'how' and 'why' behind certain impacts relied heavily on qualitative insights from beneficiaries and stakeholders. The subjective nature of these perceptions, while invaluable, should be considered alongside quantitative indicators.

These considerations highlight the dynamic and multifaceted nature of CSR impact evaluation. The insights derived from this report should be viewed as a strong foundation for strategic learning and future project design, with an understanding of the complexities inherent in measuring social change.

Chapter 6: Bibliography

- Companies Act, 2013
- Maharashtra State Skill Development Society (MSSDS) and its Initiatives
- National Skill Development Mission (NSDM)
- OECD Framework for Evaluation
- Pradhan Mantri Kaushal Vikas Yojana (PMKVY)
- United Nations' Sustainable Development Goals (SDGs)

Chapter 7: Annexures

7.1 Beneficiary Questionnaire

Project Name:

Project Location:

Date:

REC IMPACT EVALUATION QUESTIONNAIRE – BENEFICIARIES

This questionnaire aims to gather objective and subjective data to evaluate the impact and effectiveness of the recently completed development project in your institute/district/state. Your objective feedback is crucial for assessing project success and identifying areas for future improvement.

PART – 1: Respondent Information

1.1 Name:

1.2 Age and Gender:

1.3 Village/Locality of Residence:

1.4 Occupation/Designation:

1.5 Contact Email/Phone Number (Optional):

PART – 2: Project Awareness and Participation

2.1 How did you primarily learn about this project/program?

* Official announcement/Government Official/Agency

* Community Leader/Local Event/Local NGO

* Friends/Family/Colleagues

* Other (please specify):

2.2 Have you directly benefited from this project/program?

- * Yes
- * No

2.3 If "Yes" to 2.2, please briefly describe the benefit(s) received: (e.g., received seeds, used the road, attended training, received medical equipment/aid)

Answer:

2.4 How clear and easy to understand was the information provided about the project/program, including participation processes?

- * Very Clear
- * Moderately Clear
- * Slightly Clear
- * Not Clear

PART – 3: Project Implementation and Quality

3.1 To what extent do you believe the project has addressed the identified needs in your community/for beneficiaries?

- * Fully Addressed
- * Partially Addressed
- * No Change

3.2 How would you rate the overall quality of the services, infrastructure, or items provided through this project?

- * Excellent
- * Good
- * Average
- * Poor
- * Very Poor

3.3 Was the support and guidance provided by the project staff or implementing agency adequate and helpful?

- * Yes, completely adequate
- * Yes, partially adequate
- * No, inadequate

PART – 4: Direct and Indirect Benefits

4.1 Has your access to essential services (e.g., markets, healthcare, education) changed since the completion/implementation of this project?

- * Significantly Improved
- * Moderately Improved
- * No Change
- * Moderately Declined
- * Significantly Declined

4.2 Has your overall economic situation (e.g., income, financial stability, expenditure) changed as a result of your participation in this project?

- * Significantly Improved/Increased
- * Moderately Improved/Increased
- * No Change
- * Moderately Declined/Decreased
- * Significantly Declined/Decreased

4.3 Has your overall quality of life (e.g., well-being, social standing, safety) improved as a direct result of this project?

- * Significantly Improved
- * Moderately Improved
- * No Change
- * Moderately Declined
- * Significantly Declined

4.4 Do you believe the project has created any new opportunities (e.g., job opportunities, skill development, community engagement) in your area?

- * Yes, significantly
- * Yes, moderately
- * No Change
- * No, moderately decreased
- * No, significantly decreased

4.5 Has the project helped in addressing any pre-existing issues or challenges in your community?

- * Yes, significantly
- * Yes, moderately
- * No Change
- * No, moderately decreased
- * No, significantly decreased

PART – 5: Maintenance and Support

5.1 If applicable, how well is the infrastructure or equipment provided through this project being maintained?

- * Very Well Maintained
- * Moderately Maintained
- * Average Maintenance
- * Poorly Maintained
- * Very Poorly Maintained
- * Not Applicable

5.2 Was information or training provided on the use and maintenance of the services/items/infrastructure?

- * Yes
- * No
- * Not Applicable

5.3 If ongoing support is required, do you feel that adequate support mechanisms are in place?

- * Yes, sufficient
- * Partially sufficient
- * Insufficient
- * Not Applicable

PART – 6: Sustainability and Long-term Outcomes

6.1 Do you believe the benefits of this project/program are sustainable in the long term without further external intervention?

- * Yes, highly sustainable
- * Moderately sustainable
- * Not very sustainable
- * Not sustainable at all
- * Can't Say

6.2 Are you confident in your ability to continue benefiting from or utilizing the outcomes of this project in the future?

- * Very confident
- * Moderately confident

- * Slightly confident
- * Not confident
- * Not Applicable

PART – 7: Overall Project Assessment and Feedback

7.1 What is your overall satisfaction with this project/program?

- * Very Satisfied
- * Mildly Satisfied
- * Indifferent
- * Mildly Dissatisfied
- * Very Dissatisfied

7.2 List any significant positive or negative unexpected outcomes that have resulted from this project/program.

Answer:

7.3 What specific suggestions do you have for improving similar development intervention projects in the future?

Answer:

7.2 Implementing Agency/Stakeholder Questionnaire

Project Name:

Project Location:

Date:

REC IMPACT EVALUATION QUESTIONNAIRE – IMPLEMENTING AGENCY/STAKEHOLDER

This questionnaire aims to gather objective and subjective data to evaluate the impact and effectiveness of various development interventions. Your feedback is crucial for assessing project success and identifying areas for future improvement.

PART – 1: Respondent Information

1.1 Name/Designation of Respondent:

1.2 Organization/Agency Represented:

1.3 Role in the Project (e.g., Project Manager, Coordinator, Field Officer, Partner Organization):

1.4 Project Name:

1.5 Project Location(s):

1.6 Project Start Date (DD/MM/YYYY):

1.7 Project End Date (DD/MM/YYYY):

PART – 2: Project Awareness and Participation

2.1 To what extent were the project's objectives clearly defined and aligned with the needs of the target beneficiaries and community?

- * Very Clear and Highly Aligned
- * Moderately Clear and Aligned
- * Slightly Clear and Partially Aligned
- * Not Clear and Not Aligned

2.2 Was there adequate stakeholder consultation during the project design phase?

- * Yes, extensive
- * Yes, moderate
- * No, limited
- * No, none

2.3 How realistic were the initial timelines and budget allocated for the project?

- * Very Realistic
- * Moderately Realistic
- * Slightly Unrealistic
- * Very Unrealistic

PART – 3: Project Implementation and Management

3.1 How would you rate the efficiency of project implementation processes (e.g., procurement, resource allocation, activity execution)?

- * Excellent
- * Good
- * Average
- * Poor
- * Very Poor

3.2 Were there any significant delays or deviations from the original project plan?

- * Yes, significant delays/deviations
- * Yes, minor delays/deviations
- * No, adhered closely to plan

3.3 If "Yes" to 3.2, what were the primary reasons for these deviations/delays? (Select all that apply)

- * External factors (e.g., natural disasters, political instability)
- * Funding/Budget constraints * Staffing/Human resource challenges
- * Logistical issues
- * Community resistance/Acceptance issues
- * Unforeseen technical challenges
- * Other (please specify):

3.4 How effective was the coordination among different implementing partners and stakeholders involved in the project?

- * Very Effective

- * Moderately Effective
- * Partially Effective
- * Not Effective

3.5 Was adequate technical support and training provided to project staff and beneficiaries (where applicable)?

- * Yes, fully adequate
- * Yes, partially adequate
- * No, inadequate

PART – 4: Project Impact and Outcomes

4.1 To what extent has the project achieved its stated objectives?

- * Fully Achieved
- * Largely Achieved
- * Partially Achieved
- * Not Achieved

4.2 How has the project contributed to the direct benefits for the target beneficiaries?

- * Significantly Positive Impact
- * Moderately Positive Impact
- * No Observable Impact
- * Moderately Negative Impact
- * Significantly Negative Impact

4.3 What indirect positive impacts, if any, has the project had on the community or broader region? (e.g., improved social cohesion, environmental benefits, policy influence)

4.4 Were there any unintended negative consequences resulting from the project's implementation?

- * Yes, significant
- * Yes, minor
- * No

4.5 Has the project strengthened the capacity of local institutions or community groups to address development challenges independently?

- * Yes, significantly
- * Yes, moderately
- * No Change

- * No, moderately decreased
- * No, significantly decreased

PART – 5: Limitations and Challenges

5.1 What were the most significant challenges encountered during the project lifecycle?
(Rank 1=most significant)

- * Financial constraints
- * Human resource limitations (e.g., lack of skilled staff)
- * Logistical difficulties (e.g., remote locations, transportation)
- * Lack of community participation/ownership
- * Political/Bureaucratic hurdles
- * Environmental challenges
- * Inadequate infrastructure
- * Monitoring and evaluation difficulties
- * Other (please specify):

5.2 How effectively were these challenges addressed or mitigated by the implementing agency/stakeholders?

- * Very Effectively
- * Moderately Effectively
- * Partially Effectively
- * Not Effectively

5.3 In hindsight, what key aspects of the project design or implementation could have been improved to address these challenges more effectively?

Answer:

PART – 6: Sustainability and Future Outlook

6.1 Do you believe the benefits and outcomes of this project are sustainable in the long term without further external support?

- * Yes, highly sustainable
- * Moderately sustainable
- * Not very sustainable
- * Not sustainable at all
- * Can't Say

6.2 What mechanisms or strategies are in place to ensure the long-term sustainability of the project's outcomes (e.g., community ownership, local government integration, maintenance plans)?

Answer:

6.3 What lessons learned from this project could be applied to similar development initiatives in the future?

Answer:

PART – 7: Overall Assessment

7.1 What is your overall assessment of the project's success in achieving its intended development goals?

- * Very Successful
- * Moderately Successful
- * Partially Successful
- * Not Successful

7.2 Any additional comments or observations regarding the project's impact, challenges, or overall effectiveness?

Answer:



REC Limited Impact Assessment of CSR Projects

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Glossary

CSR ----- Corporate Social Responsibility

EWS -----Economically Weaker Section

FGD----- Focus Group Discussion

UN SDGs- -----United Nation Sustainable Development Goals

IDI -----InDepth Interview

KII -----Key Informant Interview

MoA -----Memorandum of Agreement

MoU -----Memorandum of Understanding

NGO-----Non-Governmental Organization

OBC ----- Other Backward Class

SC-----Scheduled Caste

1. EXECUTIVE SUMMARY

Executive summary of Impact Assessment of 8 CSR Projects

REC Limited has commissioned Nangia & Co LLP to carry out an impact assessment of its Corporate Social Responsibility (CSR) initiatives. This current report is specifically focused on evaluating the impact of eight (8) CSR projects undertaken by the REC Limited. The primary goal of this study was to measure the outcomes and ascertain the impact these projects have had on the stakeholders involved. This includes understanding how these initiatives have influenced the lives of the beneficiaries and the communities they are part of. The assessment was conducted across a broad geographical spectrum, encompassing various states and regions in India. These include Rajasthan, Uttar Pradesh, Kerala, Telangana, Punjab and Manipur.

Each of these locations presented unique contexts and challenges, providing a comprehensive view of the projects' effectiveness and impact. We would like to propose the following recommendations for enhancing the effectiveness of future CSR projects:

- REC may consider conducting a mid-term / interim impact assessment (especially in case of projects costing more than ₹ 1 Crore), to understand the impact created so far, as well as to provide a remedial / corrective direction, if required, to ensure optimum utilization of the funds and effective implementation of the project. The interim impact assessment may be conducted once 50-60% of the fund have been disbursed.
- In case of a capex project, when an asset is being created as part of a project, it is crucial to implement a system of checks and balances. Specifically, once the project reaches its completion, it is recommended to conduct a thorough review or check of the created asset. Thereafter, REC may consider conducting a review within 3 months of the completion to ensure effective utilization of such asset, thereby also ensuring that the implementation team has the appropriate team in place to effectively utilize the asset.

Key findings of the Impact Assessment of 8 CSR Projects

S.No.	Project Details	Key findings of the impact of the project
1	₹2.69 crore for Construction of auditorium in Govt. Higher Secondary School in Munderi, Kannur, Kerala	<ul style="list-style-type: none"> • The project undertaken by the District Panchayat Kannur and REC Limited received a positive response, as per the survey conducted. • Beneficiaries expressed satisfaction, particularly applauding the enhancements and expansions to the school infrastructure. • However, despite the overall positive feedback, it was noted that the auditorium is yet to be inaugurated.
2	₹3.91 crore for Setting up 2 Nos. of electrical cum gas operated (Hybrid) Crematorium in Jhansi, UP	<ul style="list-style-type: none"> • The hybrid electrical and gas-operated crematorium in Jhansi aims to reduce air pollution from traditional cremation practices. Residents have suffered adverse effects from wood combustion, with local air quality often rated as 'very poor' (71%) or 'poor' (16%). The new crematorium seeks to improve air quality and public health by using cleaner energy sources. However, the facility is yet to be put to use, awaiting appointment of technical staff.

S.No.	Project Details	Key findings of the impact of the project
3	₹5.00 crore for Upgrading the Uro Science Centre for Kidney Transplant in Sardar Patel (SP) Medical College”, Prince Bijay Singh Memorial (PBM) Hospital, Bikaner, Rajasthan	<ul style="list-style-type: none"> The project to upgrade the Uro Science Centre for Kidney Transplant at Sardar Patel Medical College and Prince Bijay Singh Memorial Hospital in Bikaner, Rajasthan, aims to meet the increasing demand for advanced kidney transplant services. By enhancing infrastructure, equipment, and staffing, the project seeks to improve healthcare for kidney disease patients across Rajasthan. However, the facilities are not yet functional due to pending approval from the Directorate of Medical Education.
4	₹1.49 crore for Raising Young Innovators through the Conceptual Research Experience to 1800 Students and 150 Teachers across 30 government institutions in Uttar Pradesh	<ul style="list-style-type: none"> The project was initiated to address the gap in practical, hands-on learning experiences for students in the fields of renewable energy, biotech, and agricultural science/technology The project emphasized teamwork, communication, and research capabilities. Participants reported increased confidence and career prospects. 94% of participants felt more adept at conducting research. 75% of participants were motivated to innovate. The program improved personal growth, career flexibility, and economic contributions.
5	₹2.17 crore for Providing safe drinking water facility in rural areas in 15 villages three states (Punjab, Telangana and Rajasthan)	<ul style="list-style-type: none"> REC Limited’s Safe Drinking Water Initiative has improved lives in rural Telangana, Rajasthan, and Punjab. The project provides clean, affordable drinking water. Benefits include reduced water-borne diseases, increased school attendance, and better livelihoods. Employment opportunities created by water centers have enhanced economic well-being.
6	₹ 2.10 crore for Installation of 20 nos. of water ATM machines at the site of Kumbh Mela 2019 in Prayagraj district of Uttar Pradesh & at various iconic places in India	<ul style="list-style-type: none"> REC Limited’s Water ATM project faced challenges during implementation, hindering comprehensive impact evaluation. The impact assessment team couldn’t locate the water ATMs at specified locations. Lack of information on their relocation prevented on-site surveys and direct impact measurement. Despite potential benefits, these issues highlight the need for effective project management and transparency.
7	₹10.00 crore for Setting up of mechanized sweeping, collection and transportation of municipal solid waste in 14 wards of Varanasi, Uttar Pradesh	<ul style="list-style-type: none"> Though the secondary research of the CSR projects shows that the project was well aligned to REC’s CSR policy and aptly addresses the needs of the recipient of the grant. However, the impact assessment team could not establish contact with the implementing agency after repeated attempts. Hence a site visit

S.No.	Project Details	Key findings of the impact of the project
		could not be conducted to understand the socio-economic impact of the project.
8	₹3.87 crore for Transforming school education by providing projectors, water facilities, furniture, white boards & markers, infrastructure support in schools & hostels, improvement of science laboratories etc. in Chandel district of Manipur	<ul style="list-style-type: none"> Though the secondary research of the CSR projects shows that the project was well aligned to REC's CSR policy and aptly addresses the needs of the recipient of the grant. However, the impact assessment team was unable to conduct the site visit to understand the socio-economic impact of the project, due to prevailing social issues and curfews in Manipur.

OECD DAC rating of the 8 CSR Projects

Project Evaluation Summary of 8 Projects

Rating	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Overall Rating
Extremely Satisfied			6			
Satisfied	6	6		2	2	2
Moderately Satisfied						4
Marginally satisfied					4	
Dissatisfied						
Extremely dissatisfied						

The table above reveals the status of 6 projects and the rating under OECD DAC Criteria. All the projects were Relevant, with 6 projects rated as Satisfied, Efficiency-wise, 6 projects were rated satisfied, Effectiveness was a strong point, with 6 projects receiving Extremely Satisfied ratings, demonstrating high effectiveness. Due to various challenges, impact studies could not be conducted for four projects. Among the projects evaluated two were rated as 'Satisfied' in terms of impact created. In terms of sustainability, while 2 projects were Satisfied, 4 were only marginally Satisfied. Overall, the projects received mixed feedback: two were rated as "Satisfied" and four as "Moderately Satisfied" indicating a generally average reception.

Project-Wise OECD Rating

S. No.	Implementing Agency	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Overall
1	The District Panchayat of Kannur	Satisfied	Satisfied	Extremely Satisfied	*Unable to conduct the impact study	Marginally Satisfactory	Moderately Satisfied
2	Nagar Nigam Jhansi	Satisfied	Satisfied	Extremely Satisfied	*Unable to conduct the impact study	Marginally Satisfactory	Moderately Satisfied
3	The Rajasthan Medicare Relief Society (RMRS)	Satisfied	Satisfied	Extremely Satisfied	*Unable to conduct the impact study	Marginally Satisfactory	Moderately Satisfied
4	The Indian Institute of Technology Kanpur (IIT Kanpur)	Satisfied	Satisfied	Extremely Satisfied	Satisfied	Satisfied	Satisfied

251448/2025/REC FOUNDATION

5	Naandi Foundation	Satisfied	Satisfied	Extremely Satisfied	Satisfied	Satisfied	Satisfied
6	Bisnoui Sarvodaya Gramodyog Sewa Sansthan (BSGSS)	Satisfied	Satisfied	Extremely Satisfied	*Unable to conduct the impact study	Marginally Satisfactory	Moderately Satisfied

* Unable to conduct the impact assessment survey as the facilities were yet to be used

2. Introduction

2.1 About REC Limited

REC is a 'Maharatna' company under the administrative control of the Ministry of Power, Government of India, and is registered with RBI as Non-Banking Finance Company (NBFC), Public Financial Institution (PFI) and Infrastructure Financing Company (IFC). REC was incorporated in 1969 in the backdrop of severe drought and famine in the country, to energise agricultural pump-sets for irrigation purposes, thereby reducing the dependency of agriculture on monsoons. From its humble beginnings, REC has evolved and expanded its financing mandate to cover the entire Power-Infrastructure sector comprising Generation, Transmission, Distribution, Renewable Energy and new technologies like Electric Vehicles, Battery Storage, Green Hydrogen etc. More recently REC has also diversified into the Non-Power Infrastructure sector comprising Roads & Expressways, Metro Rail, Airports, IT Communication, Social and Commercial Infrastructure (Educational Institution, Hospitals), Ports and Electro-Mechanical (E&M) works in respect of various other sectors like Steel, Refinery, etc. REC provides long terms loans and other financing products to State, Centre and Private Companies for creation of infrastructure assets in the country. As on 31.03.24, REC had a Loan Book of ₹5,09,371 Cr with 89% loans to state sector. The Net Worth of the company stood at ₹68,783 Cr. As per Public Enterprises Survey FY2022-23, REC is ranked 7th in term of Net Profit among all 193-profit making CPSEs. REC continues to play a key strategic role in the flagship schemes of the Government for the power sector. In the past, REC has been associated as nodal agency for Pradhan Mantri Sahaj Bijli Har Ghar Yojana (SAUBHAGAYA), Deen Dayal Upadhaya Gram Jyoti Yojana (DDUGJY) and National Electricity Fund (NEF) Scheme. These schemes resulted in strengthening of last mile distribution system, 100% village electrification and household electrification in the country. REC has also been made the nodal agency for certain states for the Revamped Distribution Sector Scheme (RDSS). REC funds its business with market borrowings of various maturities, including bonds and term loans apart from foreign borrowings. REC enjoys highest Domestic Rating of "AAA" for long-term borrowing from IRRPL, CRISIL, and ICRA. On international basis, REC holds rating of "Baa3" from Moody's and "BBB-" from Fitch, both at par with sovereign ratings. REC has a countrywide presence through 22 state offices for effective service delivery. REC Foundation aims for a balance of economic, environmental, and social goals while reducing our carbon footprint and promoting sustainable growth. Their initiatives, guided by sustainability, prioritize national development issues, and aims to empower economically and socially backward communities. REC Limited have undertaken projects in sanitation, healthcare, skill development, women empowerment, environmental sustainability, sports, and rural infrastructure to promote inclusive social development.

3. About The Agency Conducting Impact Assessment Report

3.1 NANGIA & CO. LLP

Nangia & Co LLP is a premier professional services firm, which since the last 4 decades has continued to add value to the business of its expansive clientele. our comprehensive suite of services encompasses Rural Development, Circular Economy, MSME, Education, Water and Wastewater, Health, Agriculture and Livelihood, Skill Development, Natural Resource Management, Eco-Tourism, Power & Energy, and Value Chain initiatives. Collaborating with various clients allows us to evaluate project outcomes, demonstrating our versatility and commitment to understanding real-world implications. Our services are underpinned by an unwavering commitment to quality and client satisfaction. Responsive, high-quality service remains our primary objective. With offices strategically located in Noida, New Delhi, Gurugram, Bengaluru, Mumbai, Chennai, Dehradun, and Pune, and a team of over 1500 professionals, Nangia & Co. LLP is adeptly positioned to meet the evolving needs of our clients, both domestically and internationally



Our presence & work enables us to deploy and perform requisite activities pan India in each state.



4 About The Projects

The Impact Assessment has been carried out for the following 8 CSR projects of REC Limited

Table 1: List of REC Limited CSR Projects for impact Assessment

S.No.	Purpose of CSR Funding	Location/ State	Implementing/ Nodal Agency	Year of sanction	Disbursement in project (₹ in crore)
1	Construction of auditorium in Govt. Higher Secondary School in Munderi, Kannur, Kerala	Kerala	District Panchayat, Kannur	2019-20	2.69
2	Setting up 2 Nos. of electrical cum gas operated (Hybrid) Crematorium in Jhansi, Uttar Pradesh	Uttar Pradesh	Nagar Nigam, Jhansi	2021-22	3.91
3	Upgrading the Uro Science Centre for Kidney Transplant in Sardar Patel (SP) Medical College”, Prince Bijay Singh Memorial (PBM) Hospital, Bikaner, Rajasthan	Rajasthan	Rajasthan Medicare Relief Society, Bikaner	2021-22	5.00
4	Raising Young Innovators through the Conceptual Research Experience to 1800 Students and 150 Teachers across 30 government institutions in Uttar Pradesh	Uttar Pradesh	IIT Kanpur	2019-20	1.49
5	Transforming school education by providing projectors, water facilities, furniture, white boards & markers, infrastructure support in schools & hostels, improvement of science laboratories etc. in Chandel district of Manipur	Manipur	Deputy Commissioner, Chandel	2019-20	3.87
6	Providing safe drinking water facility in rural areas in 15 villages of three states (Punjab, Telangana and Rajasthan)	Nalgonda (Telangana), Tonk & Jaipur (Rajasthan) & Sangrur (Punjab)	Naandi Foundation, Hyderabad	2014-15	2.17
7	Installation of 20 nos. of water ATM machines at the site of Kumbh Mela 2019 in Prayagraj district of Uttar Pradesh & at various iconic places in India	All India	Bisnouli Sarvodaya Gramodaya Sewa Sansthan (BSGSS)	2018-19	2.10
8	Setting up of mechanized sweeping, collection and transportation of municipal solid waste in 14 wards of Varanasi, Uttar Pradesh	Uttar Pradesh	Varanasi Nagar Nigam, Varanasi, Uttar Pradesh	2016-17	10.00

5 Impact Evaluation Methodology

5.1 Objective of the Study

REC Limited has initiated a comprehensive evaluation of its CSR initiatives. Nangia and Co LLP have been appointed to perform an in-depth impact analysis. The aim is to measure the actual benefits and changes experienced by the beneficiaries of these projects.

The impact analysis focused on several key areas:

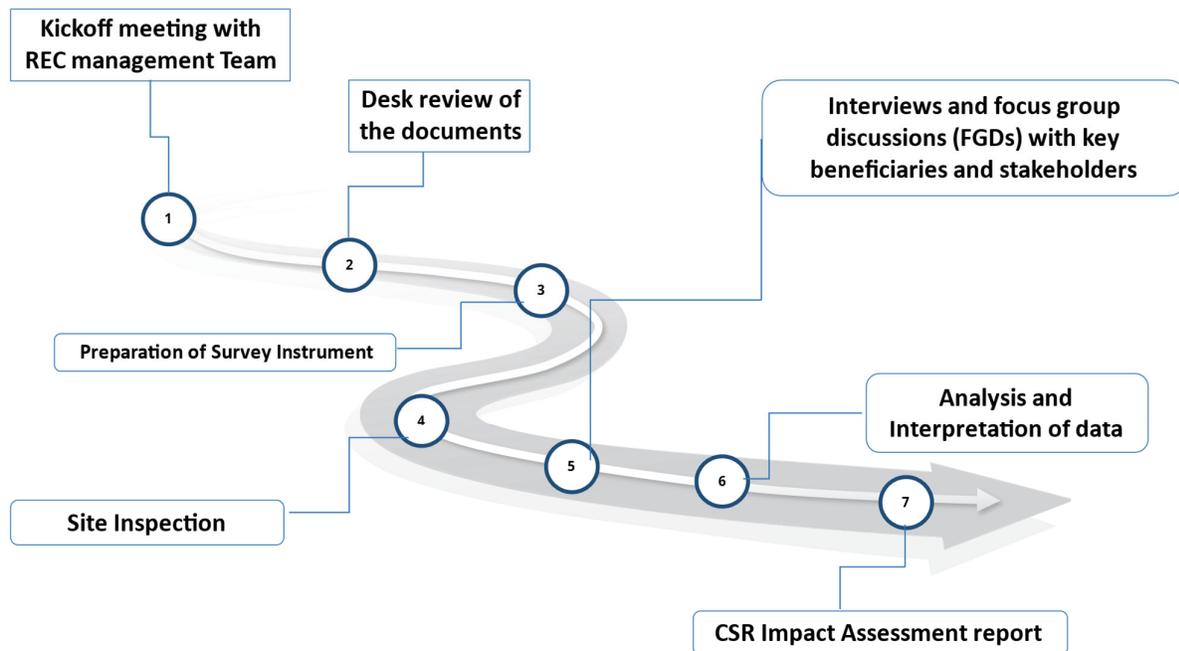
- Adherence to the MoA and the original project plan
- The tangible and intangible impacts generated by the project
- The overall effectiveness and efficiency of the project
- Identification of any discrepancies, obstacles, or issues in the planning, execution, monitoring, and assessment phases

The anticipated advantages of this impact study include:

- Gaining insights into the perceived value and behavioural shifts among the beneficiaries and other involved parties
- Offering recommendations for enhancing the management and oversight frameworks
- Being versatile enough to be applied to a wide array of developmental and aid-related endeavours
- Steering more strategic and impactful investments
- Proposing actionable strategies to refine the delivery of programs
- Deepening the comprehension of how well the assets, developed through CSR efforts, are being maintained and utilized

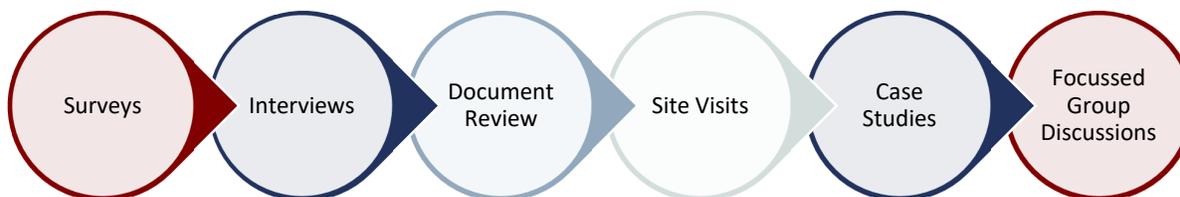
5.2 Detailed Methodology

To conduct a thorough impact assessment of the CSR projects, the team employed a detailed six-step methodology. Throughout each phase, continuously engaged with REC Management to refine the approach and ensure alignment with organizational objectives. The assessment spanned a designated number of weeks, with the goal of evaluating the effectiveness and impact of the CSR initiatives.



1. Tools used

- **Surveys:** Structured questionnaires were designed to gather quantitative data from key stakeholder regarding their perceptions and experiences with the skill development trainings.
- **Interviews:** Semi-structured interviews with the beneficiaries provided insights into the program's impact and effectiveness. In case of skill development projects, Since the beneficiaries were in different locations across India, as desired by REC in the work order, telephonic interviews were conducted.
- **Document Review:** Reviewing project documents, including progress reports & Completion reports, helped understand the program's structure and objectives.
- **Site Visits:** Site visits at the locations identified by REC Limited for examination of the infrastructure, data collection using high-resolution photography, customised questionnaires, and video bites, if required.
- **Case Studies:** Individual experiences and progress were highlighted through in-depth case studies.
- **Focussed Group Discussions:** to analyse the impact of the project, both quantitative metrics, such as output and utilization rates, and qualitative indicators, such as stakeholder satisfaction and community benefits.



2. Kick off meeting with REC Management Team

The initial stage of the assignment encompassed a strategic meeting with the REC management. This meeting was held with representatives of REC Limited who were instrumental in driving the project forward to ensure effective communication and collaboration throughout the project. They **initiated Stakeholders identification**, coordination and mapping of REC CSR Projects. This helped in integrating management insights into the methodologies and finalize the work plan and scope for the impact assessment study. The deliverable at this stage was an **inception report**.

3. Desk review of documents

The desk review of documents entails a comprehensive analysis of the extant data pertaining to each project viz. MOA, Progress Report, Completion report, etc. This process involved a preliminary identification of informational gaps and the execution of secondary research to acquire a foundational understanding of the projects' parameters. Such a review was instrumental for subsequent development of a robust survey design, ensuring that the survey is tailored to address the specific nuances and requirements of the projects under consideration.

4. Preparation of survey design

The impact study mentioned was a comprehensive analysis carried out for 8 different projects. Each project was unique, with its own set of goals that correspond to various Sustainable Development Goals (SDGs). To accurately measure the impact of each project, a structured survey questionnaire was developed to understand the performance as per the criteria. This was targeted at stakeholders involved at strategic and programmatic levels. A participatory and consultative approach was followed to ensure close engagement with the evaluation managers, implementing partners, and direct beneficiaries. If required, in addition to face-to-face meetings, a focused group discussion was also conducted.

In essence, the study is customized for each project to ensure that the data collected is relevant and provides a clear picture of each project's impact on its intended targets. This approach helps in understanding the effectiveness of each project in achieving its specific SDGs. Sampling approach used to design the survey is as under:

Purposive Sampling: This method is beneficial for selecting participants with specific knowledge and experience related to the program.

Random Sampling: This method ensures that different strata within the project's scope are adequately represented.

5. Site inspection:

Out of the total 8 CSR projects, 1 project pertains to “Skill Development” and hence a site-visit was not required to conduct impact assessment. In such cases, interviews with the end-beneficiaries were conducted to understand the impact created in terms of education, job creation, sustainability, livelihood development etc.

For the remaining 7 projects, our evaluation team was poised to carry out a detailed protocol for site visits at the locations identified by REC Limited. Furthermore, an examination of the infrastructure, whether newly constructed or retrofitted under the project, was performed by the agency. Data collection was facilitated using high-resolution photography, customised questionnaires, and video bites, if required.

Verification of Financial Projections and Expenditures: The team conducted a thorough audit to validate the alignment of the projected budget estimates with the actual financial outlay/BOQ. This includes an analysis of the REC Limited procurement documents, and transaction ledgers.

Qualitative and Quantitative Assessment of Assets: A systematic evaluation was carried out to assess the assets generated by the project. This involves quantitative measurements and qualitative inspections to ascertain the adherence to predefined standards and specifications.

6. Interview

The team employed a mixed methods approach to evaluate the overarching impact of the project. This encompasses both quantitative metrics, such as output and utilization rates, and qualitative indicators, such as stakeholder satisfaction and community benefits using personal interview and focus group discussion. Telephonic interviews were conducted in case of skill development projects.

7. Analysis and interpretation of data

a) Qualitative Data Analysis

The team systematically and objectively identified patterns, themes, and relationships in data collected through survey. The following was our methodology to extract insights and provide relevant information to the Foundation.



Thematic Analysis: The team employed coding and categorization techniques to discern and analyze patterns in the data. Common themes were identified, organized, and summarized to present a data overview..

Discourse Analysis: The team examined the language and structure of responses to discern how individuals create meaning and interpret experiences. This involves detecting language patterns and interpreting their deeper meanings, utilizing local insights and resources



Narrative Analysis: The team examined the narratives shared in response to survey questions, identifying recurring themes and patterns. The underlying meanings of these themes were interpreted.

b) Quantitative Data Analysis

Data relevant to the study goals was methodically recorded in Microsoft Excel. The software's chart-making tool was used to transform the numerical data into graphs suitable for the kind of data. These graphs were then improved to make them easier to understand, offering a clear visual summary of the research findings.

8. Evaluation as per OECD Impact Assessment Framework

The Organisation for Economic Co-operation and Development (OECD) has established common definitions for six evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability – to support consistent, high-quality evaluation. These criteria provide a normative framework used to determine the merit or worth of an intervention (policy, strategy, programme, project or activity).



Scoring Guidelines: Subsequently, a scoring guideline was designed where OECD DAC parameters were scored and bundled basis our understanding of REC projects and availability of information. Weights were assigned to the bundled OECD DAC parameters. Various components within the parameters have been assigned scores. Weights and scores have been used to compute the overall score for each project.

Parameter	Components	Scores	
Relevance	Need Assessment Report	20	R
	Availability of information on need assessment	20	
	Alignment of CSR Policy of REC	40	
	Alignment to SDGs	20	
Efficiency	Adherence to timeline	50	EF
	Adherence to budget	50	
Effectiveness	Target Achievement	100	E

Impact	Baseline Assessment Report	20	I
	Availability of Baseline indicators	10	
	Impact Created	50	
	Availability of clearly defined impact indicators	20	
Sustainability	Sustainability mechanism, Convergence	100	S

The development of a 6-point scale was based on the utilization of Weighted Scores

- 85-100 % -> Extremely satisfactory
- 70-84% -> Satisfactory
- 55-69 %-> Moderately satisfactory
- 40-54 %-> Marginally satisfactory
- 20-39 %-> Dissatisfactory
- < 20 % -> Extremely dissatisfactory

Total Score for the project = 40%* Average (R, Ef) +50%* Average (E, I) +10%*S

9. CSR Impact Assessment report

The team created and submitted the initial draft of the CSR impact assessment report. They incorporated any additional feedback or suggestions to further enhance the report before its final submission.



**REC Limited
Impact Assessment
of CSR Projects**

NANGIA & CO LLP



REC Limited

Construction of auditorium in Govt. Higher Secondary School in Munderi, Kannur, Kerala

5.3 CONSTRUCTION OF AUDITORIUM IN GOVERNMENT HIGHER SECONDARY SCHOOL IN MUNDERI KANNUR, KERALA

1. Executive Summary

The project undertaken by the District Panchayat Kannur and REC Limited received a positive response, as per the survey conducted. Beneficiaries expressed satisfaction, particularly applauding the enhancements and expansions to the school infrastructure. However, despite the overall positive feedback, it was noted that the auditorium is not functional.

2. About the Implementing Agency

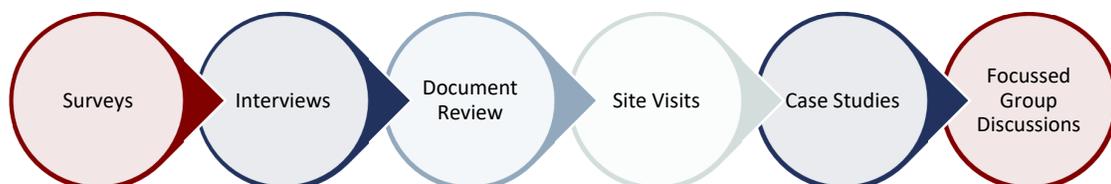
The District Panchayat of Kannur is the governing body responsible for the administration and development of Kannur district in the Indian state of Kerala. It plays a crucial role in local governance, focusing on the overall socio-economic development of the district through various programs and initiatives. The District Panchayat works in collaboration with other local bodies to implement schemes related to health, education, infrastructure, agriculture, and social welfare. Its responsibilities also include the maintenance of rural roads, the provision of clean drinking water, and the promotion of sustainable agricultural practices. The leadership of the District Panchayat comprises elected representatives who work towards improving the quality of life for the district's residents by ensuring effective utilization of resources and addressing the needs of the community.

3. About the Project

The Munderi Government Higher Secondary School, established in 1981 in Kanhirode village, Kannur District, has been a cornerstone for education in the region, catering to students from six villages. Recognizing the need for modern educational facilities, REC Limited, under its CSR initiatives, funded the construction of an auditorium, kitchen, and dining hall to enhance the school's infrastructure. This project, executed by DPK, aimed to transform the school into a model state-owned institution, providing free, quality education and fostering a positive learning environment through advanced infrastructure and innovative teaching methods. The project extended its benefits to approximately 928 students and 39 teachers. The objective was to not only elevate educational standards but also to encourage community enrolment and establish a replicable model of education that could serve as a blueprint for future CSR-supported educational initiatives. The geographical scope of this endeavour was the Munderi area, with the specific goal of making quality education accessible to the most deserving sections of society.

4. Method of Impact Assessment

4.1 Tools Used



4.2 Desk Review

The research began with a kick-off meeting between the CSR team of REC Limited and the study team to discuss the study's scope and methodology. Following the dialogue with the REC Limited, the Nangia team compiled a list of necessary documents and shared it with the RECF team. Upon receiving the documents, the Nangia research team commenced the review of secondary literature and the following documents to gain a deeper understanding of the project:

- MoA signed between District Panchayat in Kannur and REC Limited
- A Progress Report
- A Project completion report with photographs
- A Fund utilization certificate.
- A completion certificate

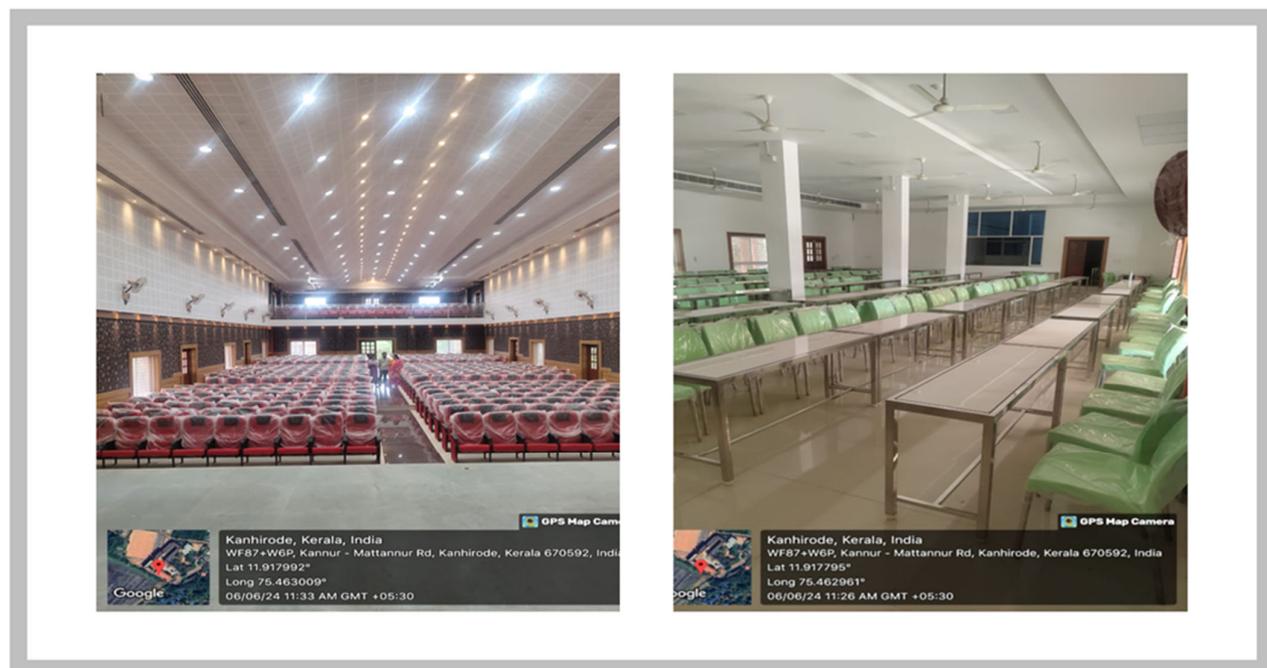
4.3 Site Visit for interaction with Key Stakeholders

School was closed due to the vacations; hence, the availability of the students was limited. Nangia team decided to conduct the qualitative interactions as the overall reach was not available. Nangia team visited the school to perform data collection with key stakeholders mentioned below:

Teaching staff and students were interviewed

Focus group discussion with the principal and Management team of the Govt. Hr. Sec. School, Munderi

KII with the official from District Panchayat, Kannur



4.4 Key Research Parameters for Comprehensive Impact Analysis

- In what ways has the project influenced the learning environment and student's overall educational experience?
- How has the improved infrastructure with Auditorium, Kitchen and Dining hall improved the image of the institution in the community?
- How has the development of the auditorium hall opened more opportunities for the school's cultural activities?

NOTE – for detailed questionnaire please refer Annexure 1

4.5 Key Findings

Overall perception of the respondent and beneficiaries

The survey measured how satisfied respondents and beneficiaries were with the project offered by the District Panchayat Kannur and REC Limited. Though the auditorium, kitchen, and dining hall are yet to be inaugurated, the feedback was overwhelmingly positive, with respondents particularly impressed by the improvements and additions made to the school infrastructure. The graph below details this high level of agreement across various aspects of the program.

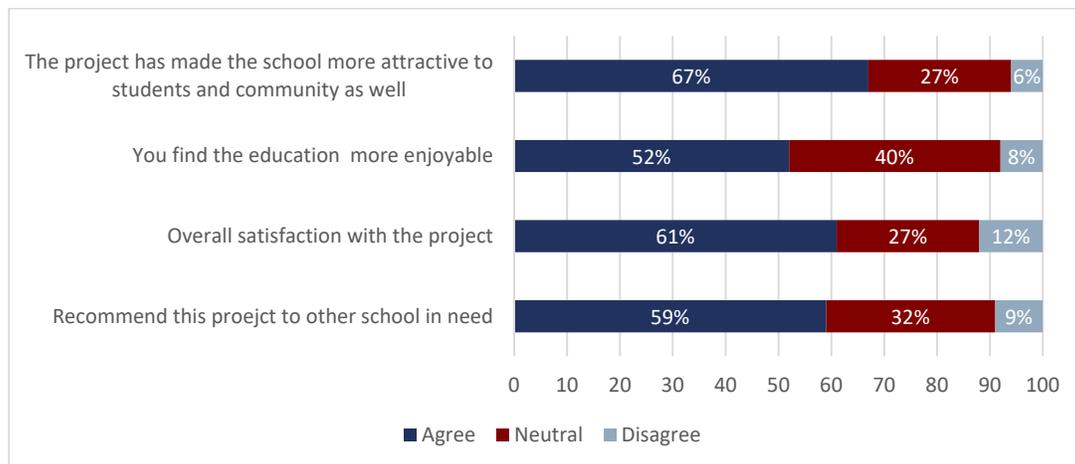


Figure 1: Overall Perception of the beneficiaries

4.6 Alignment of REC Limited CSR Project to UNSDGs

The project aligns with achieving the UNSDGs as follows-



4.7 OECD Rating

Basis the interactions with the key stakeholders and desk review of the documents, the impact of the project was evaluated on OECD Framework. The OECD analysis summary has been presented in the table below:

OECD Parameters	Score
Relevance	Satisfied
Efficiency	Satisfied
Effectiveness	Extremely Satisfied
Impact	*Unable to conduct the Impact Study
Sustainability	Marginally Satisfactory
Overall Rating	Moderately Satisfied

4.7. Challenges faced during the impact study

- The facility was not being used when we visited the facility in June 2024, since it was yet to be inaugurated.

4.8. Recommendation

- Since during our visit to the site in the month of June 2024, the site had not yet started using the assets/ inaugurated the facility, we were unable to assess the socio-economic impact of the project.
- We have been given to understand that the site has become operational in December 2024. It is advisable that REC Limited conducts a socio-economic impact study to evaluate the impact.

NANGIA & CO LLP



REC Limited

Setting up 2 nos. of electrical cum gasoperated (Hybrid)) Crematorium in Jhansi, UP

5.4 SETTING UP 2 NOS. OF ELECTRICAL CUM GAS OPERATED (HYBRID) CREMATORIUM IN JHANSI, UP

1. Executive Summary

The installation of a hybrid electrical and gas-operated crematorium in Jhansi aimed to address the pervasive air pollution stemming from traditional cremation practices. Residents in the vicinity consistently experienced adverse effects due to the combustion of wood during traditional cremations, which significantly contributed to air pollution levels. The local air quality often registered as 'very poor' (71%) or 'poor' (16%), underscoring a pressing public health issue. In response to community concerns, the new crematorium seeks to mitigate these environmental impacts by utilizing cleaner energy sources, thereby improving overall air quality and promoting better public health outcomes. However, the facility is yet to be functional.

2. About the Implementation Agency

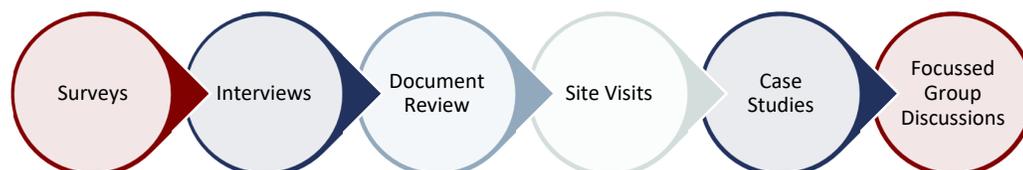
Nagar Nigam Jhansi is a pivotal institution of local governance, classified as an Urban Local Body (ULB) within the framework of Uttar Pradesh's diverse ULB categories. Established in accordance with constitutional provisions outlined in the 74th Amendment of the Constitution of India, our governance structure operates under the legislative and executive wings. Elections for our governing body are overseen by the State Election Commission, with eligibility for voting open to individuals over 18 years of age, subject to certain restrictions. Governed by constitutional frameworks and Uttar Pradesh government acts, our executive wing is led by the Municipal Commissioner, typically a state government officer from the Provincial Civil Services cadre. Assisted by a dedicated team of ULB officials, the Municipal Commissioner ensures the efficient day-to-day functioning of the ULB. Legal provisions, including those under the 74th amendment act, empower us to undertake various initiatives aimed at enhancing the quality of life within our designated geographical area. Our responsibilities encompass the establishment and maintenance of essential civic services such as street lighting, road infrastructure, and the provision of vital services including birth and death registration, as well as the development and upkeep of public parks.

3. About the Project

The project entails the establishment of a crematorium facility in Jhansi district, Uttar Pradesh. The facility will be located at two sites: Sipri bazar shamshan ghat near Pahuj river, and Badagaon shamshan ghat, both in Jhansi. The project is scheduled to be completed within six months and aims to serve over 10,000 individuals annually within the municipal limits of Jhansi and beyond. Its primary objective is to enhance the green cover and reduce air pollution by minimizing the production of carbon dioxide and other harmful gases during cremation processes.

4. Method of Impact Assessment

4.1 Tools Used



4.2 Desk Review

The impact assessment process for this project began with a kick-off meeting involving representatives from the REC Limited. This initial meeting served to establish clear communication channels and project goals. Following the meeting, the Nangia team developed a document request list outlining the necessary materials for the assessment. Upon receiving this list, the REC Limited team promptly provided the following documents for review:

- MoA signed between Nagar Nigam, Jhansi and REC Limited
- A Project completion report with photographs
- A Progress Report with photographs
- A utilisation certificate

4.3. Site Visit for interaction with Key Stakeholders

Nangia team development of a structured qualitative methodology for evaluating the project, which included desk review of the project documents and qualitative methods for capturing stakeholder opinion and feedback. The team visited the site to perform data collection with key stakeholders as mentioned below:

Residents and
Caretaker/Management Team
were interviewed

Focus group discussion with
Residents and
Caretaker/Management Team

KII with official from Nagar
Nigam, Jhansi



4.4 Key Research parameters for Comprehensive Impact Analysis

- Do you accept electric cum gas crematorium over conventional methods?
- Has the hybrid cremator technology (electrical and gas) contributed to improved air quality in Jhansi compared to traditional cremation methods?
- Will the new crematoria facilities address potential public health concerns associated with traditional methods, such as incomplete combustion or airborne emissions?
- Do you think the new hybrid crematorium will alleviate environmental concerns in the surrounding areas?

NOTE – for detailed questionnaire please refer Annexure 2

4.5. Key Findings

Perception of the beneficiaries in respect of air pollution and quality of air

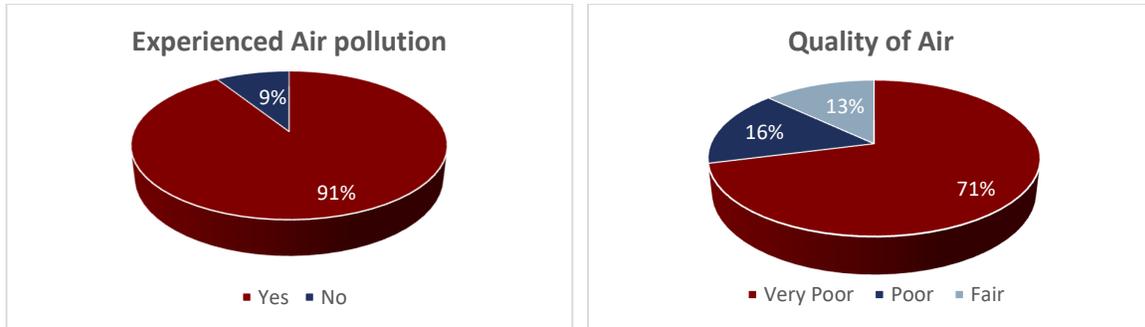


Figure 2: Air Pollution and Quality of Air

A significant majority of respondents i.e. 91%, reported experiencing air pollution. This pollution was attributed to the traditional method of cremation, which involved the use of wood. The burning of wood for cremation purposes was identified as a significant contributor to air pollution in the area. When asked to evaluate the quality of air in their locality prior to the project, the responses were predominantly negative. A substantial 71% of respondents described the air quality as 'very poor'. This indicates that the residents were living in conditions where the air was heavily polluted, likely causing a range of environmental and health issues. An additional 16% of respondents rated the air quality as 'poor'. While this is a slightly less severe assessment than 'very poor', it still points to significant levels of pollution that could negatively impact the health and well-being of the residents. Only a small minority, 13% of respondents, considered the air quality to be 'fair' before the project.

Overall perception of the beneficiaries

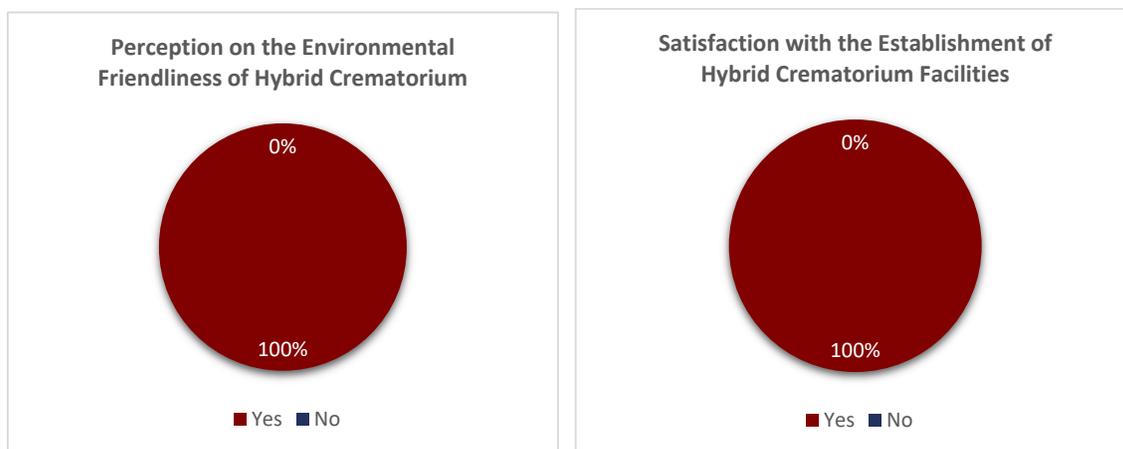


Figure 3: Overall perception of the beneficiaries

- 100 % of the respondents are satisfied or very satisfied with the establishment of hybrid crematorium facilities in their locality.
- 100 % of the respondents believe that electric and gas-powered hybrid crematoria are more environmentally friendly compared to traditional methods.

The establishment of hybrid crematorium facilities, though yet to be inaugurated, has been met with universal approval. 100% of respondents are satisfied with these facilities and believe that they are more environmentally

friendly than traditional methods. This underscores the importance of such interventions in improving air quality and health conditions and contribute to the climate change action

4.6. Alignment of REC Limited CSR Project to UNSDGs

The report aligns the effectiveness of REC's CSR project in achieving the UNSDGs as follows -



4.7 OECD Rating

Basis the interactions with the key stakeholders and desk review of the documents, the impact of the project was evaluated on OECD Framework. The OECD analysis summary has been presented in the table below:

OECD Parameters	Score
Relevance	Satisfied
Efficiency	Satisfied
Effectiveness	Extremely Satisfied
Impact	*Unable to conduct the Impact Study
Sustainability	Marginally Satisfactory
Overall Rating	Moderately Satisfied

4.7. Challenges faced during the impact study

- The facility was not being used when we visited the facility in June 2024, since the implementing agency was in the process of issuing a service tender to recruit personnel for operating the electric crematorium.

4.8. Recommendations

- Since during our visit to the site in the month of June 2024, the site had not yet started using the assets, we were unable to assess the socio-economic impact of the project.
- Once the site becomes operational, it is advisable that REC Limited conducts a socio-economic impact study to evaluate the impact.

NANGIA & CO LLP



REC Limited

Upgrading the Uro Science Centre for Kidney Transplant in “Sardar Patel (SP) Medical College”, Prince Bijay Singh Memorial (PBM) Hospital, Bikaner, Rajasthan

6.3 UPGRADING THE URO SCIENCE CENTRE FOR KIDNEY TRANSPLANT IN SARDAR PATEL (SP) MEDICAL COLLEGE, PRINCE BIJAY SINGH MEMORIAL (PBM) HOSPITAL, BIKANER, RAJASTHAN

1. Executive Summary

The project to upgrade the Uro Science Centre for Kidney Transplant at Sardar Patel Medical College and Prince Bijay Singh Memorial Hospital in Bikaner, Rajasthan, aims to meet the growing demand for advanced kidney transplant services. By enhancing infrastructure, equipment, and staffing, the project seeks to improve healthcare for kidney disease patients across Rajasthan. The upgraded centre offers comprehensive services, including pre-transplant evaluation, surgery, and post-operative care. However, the facilities are not yet functional due to pending approval from the Directorate of Medical Education.

2. About the Implementing Agency

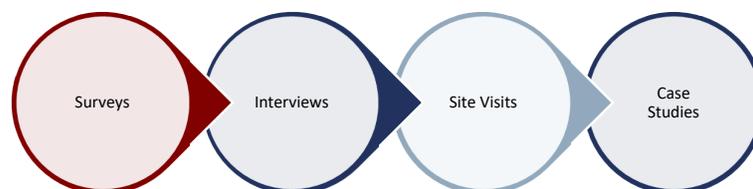
The Rajasthan Medicare Relief Society (RMRS) is a non-profit organization established in 1995 to generate revenue, promote sustainability, and improve healthcare services in Rajasthan. RMRS operates as an autonomous, self-sustainable society registered under the Rajasthan Societies Act. Its primary objectives include reducing the cost of healthcare, introducing user fees, and promoting public-private partnerships for capital-intensive facilities. RMRS aims to enhance financial protection, increase resource allocation for cost-effective interventions, and improve institutional capacity in budgeting, pricing, and financial management. By adopting best practices and tailored services, RMRS seeks to improve access to healthcare without substantial public investment.

3. About the Project

The project to upgrade the Uro Science Centre for Kidney Transplant at Sardar Patel (SP) Medical College and Prince Bijay Singh Memorial (PBM) Hospital in Bikaner, Rajasthan was undertaken to address the growing need for advanced kidney transplant services in the region. This project aims to strengthen the healthcare services in the region by improving the infrastructure, equipment, and staffing of the urology department at the hospital to cater to the large population suffering from kidney diseases in Rajasthan and the surrounding areas. The project involved upgrading the existing Uro Science Centre with the latest medical equipment and infrastructure required for performing complex kidney transplant surgeries. The upgraded Uro Science Centre now offers comprehensive kidney transplant services, including pre-transplant evaluation, transplant surgery, and post-operative care, to patients from Bikaner and the surrounding districts of Rajasthan. The geographical coverage of the project extends to the entire state of Rajasthan, providing much-needed access to advanced kidney transplant treatment for the local population. The upgraded facility now offers comprehensive kidney transplant services to patients from Bikaner and surrounding districts, providing much-needed access to advanced treatment in the region.

3. Method of Impact Assessment

3.1. Tools Used



3.2. Desk Review

The impact assessment process for this project began with a kick-off meeting involving representatives from REC Limited. This initial meeting served to establish clear communication channels and project goals. Following the meeting, the Nangia team developed a document request list outlining the necessary materials for the assessment. Upon receiving this list, the REC Limited team promptly provided the following documents for review:

- MoA that was signed between RMRS and REC Limited
- A closure report with photographs

3.3. Site Visit for interaction with Key stakeholders

Nangia team worked on development of a structured qualitative methodology for evaluating the project, which included desk review of the project documents and qualitative methods for capturing stakeholder opinion and feedback about the direct and indirect impact of the project.



3.4. Key Research parameters for comprehensive Impact Analysis

- How has the upgrade of the Uro Science Centre contributed to improving patient care in the Sardar Patel (SP) Medical College, Prince Bijay Singh Memorial (PBM) Hospital?
- How will the infrastructure upgrades at the Uro Science Centre improve the quality of care for kidney transplant patients?
- How has the number of patients seeking kidney transplant services changed since the project's initiation?
- Has the project positively impacted the local community by providing specialized healthcare services?

NOTE – for detailed questionnaire please refer Annexure 3

3.5. Alignment of REC Limited CSR Project to UN SDGs

The report aligns the effectiveness of REC's CSR project in achieving the UNSDGs as follows -



4.7 OECD Rating

Basis the interactions with the key stakeholders and desk review of the documents, the impact of the project was evaluated on OECD Framework. The OECD analysis summary has been presented in the table below:

OECD Parameters	Score
Relevance	Satisfied
Efficiency	Satisfied
Effectiveness	Extremely Satisfied
Impact	*Unable to conduct the Impact Study
Sustainability	Marginally Satisfactory
Overall Rating	Moderately Satisfied

3.6. Challenges faced during the impact study

- The kidney transplant facilities were not being used when we visited the facility in June 2024, due to pending approval from directorate medical education.

3.7. Recommendations

- Since during our visit to the site in the month of June 2024, the site had not yet started using the assets, we were unable to assess the socio-economic impact of the project.
- Once the site becomes operational, it is advisable that REC Limited conducts a socio-economic impact study to evaluate the impact.

NANGIA & CO LLP



REC Limited

**Raising Young Innovators Through The
Conceptual Research Experience To 1800
Students And 150 Teachers Across 30
Government Institutions In Uttar Pradesh**

6.4 RAISING YOUNG INNOVATORS THROUGH THE CONCEPTUAL RESEARCH EXPERIENCE TO 1800 STUDENTS AND 150 TEACHERS ACROSS 30 GOVERNMENT INSTITUTIONS IN UTTAR PRADESH

1. Executive Summary

The Indian Institute of Technology Kanpur (IIT Kanpur), established in 1959, is a premier institution known for its excellence in engineering, technology, and research. The institute initiated a project to enhance practical learning in renewable energy, biotech, and agricultural science/technology, benefiting 1800 students and 150 teachers across 30 government institutions in Uttar Pradesh. The project successfully developed skills in operating solar power grids, constructing automatic harnesses, and mastering MATLAB, while also emphasizing teamwork, communication, and research capabilities. Participants reported increased confidence and career prospects, with 94% feeling more adept at conducting research and 75% motivated to innovate. The program improved personal growth, career flexibility, and economic contributions, preparing participants for various life challenges.

2. About the Implementing Agency

The Indian Institute of Technology Kanpur (IIT Kanpur) is a premier institution known for its excellence in engineering, technology, and research. Established in 1959, IIT Kanpur has grown into a center of innovation and education, providing top-notch undergraduate, postgraduate, and doctoral programs. The institute is recognized for its rigorous academic curriculum, cutting-edge research facilities, and vibrant campus life that encourages holistic development. With a strong emphasis on research and development, IIT Kanpur has made significant contributions in various fields, including aerospace, chemical, civil, and computer engineering.

IIT Kanpur fosters an environment that promotes creativity, innovation, and entrepreneurship. It hosts various departments and research centers, such as the SIDBI Innovation and Incubation Center and the Technopark@IITK, which support startups and technological advancements. The institute's collaborative approach with industry and international institutions helps bridge the gap between academia and practical application. Additionally, IIT Kanpur is known for its distinguished faculty, who are experts in their fields, and its alumni, who hold prominent positions globally in academia, industry, and government.

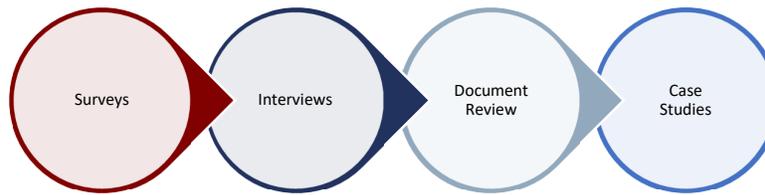
3. About the Project

The project was initiated to address the gap in practical, hands-on learning experiences for students in the fields of renewable energy, biotech, and agricultural science/technology. Recognizing the need to foster active learning and innovation among young minds, the project aimed to empower students to apply their theoretical knowledge to real-world challenges, ultimately benefiting their communities. The project provided research education and skill development to 1800 students and 150 teachers across 30 government institutions in Uttar Pradesh. By doing so, it sought to inspire young innovators to develop novel applications and promote the use of innovative technologies in their surroundings.

4. Method of Impact Assessment

Nangia team developed a structured qualitative methodology for evaluating the project, which included desk review of the project documents and qualitative methods for capturing stakeholder opinion and feedback.

4.1. Tools Used



4.2. Desk Review

The impact assessment process for this project began with a kick-off meeting involving representatives from REC Limited. This initial meeting served to establish clear communication channels and project goals. Following the meeting, the Nangia team developed a document request list outlining the necessary materials for the assessment. Upon receiving this list, the REC Limited team promptly provided the following documents for review:

- MoA that was signed between IIT Kanpur and REC Limited
- An impact assessment report
- A completion report with photographs

4.3. Key stakeholders

Selection of beneficiaries to be done by simple random sampling technique for the telephonic interviews. Data was supposed to be collected through google form by calling the beneficiaries.



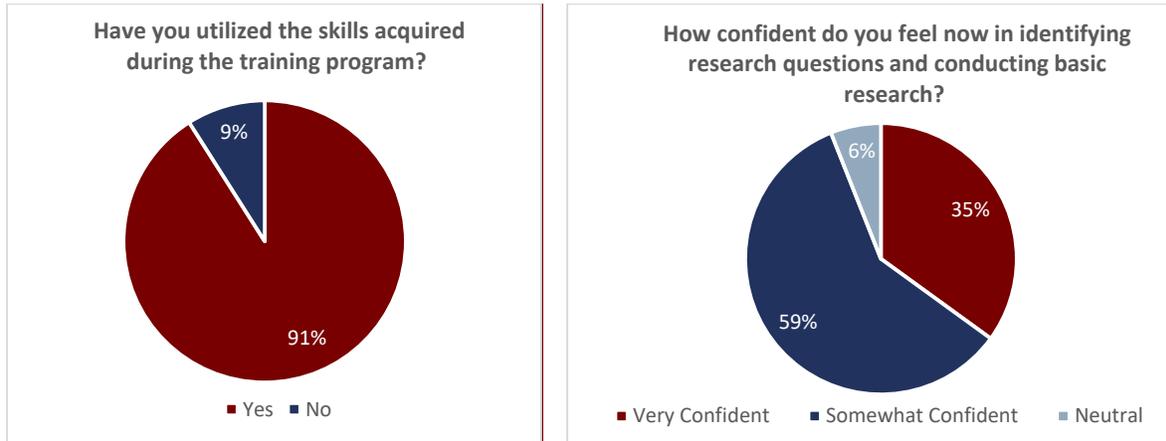
4.4. Key Research parameters for Comprehensive Impact Analysis

- In what ways has your investment in skill development contributed to your long-term career trajectory?
- To what extent have the skill development program demonstrably increased job placement rates for participants?
- How has the skill development program impacted your long-term financial security?
- How has the skill development improved your overall quality of life?

NOTE – for detailed questionnaire please refer Annexure 4

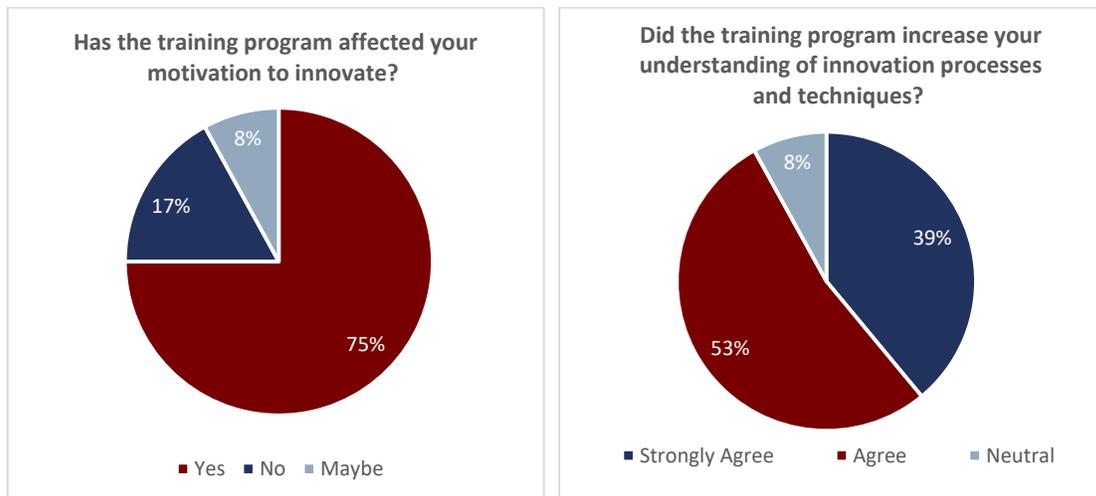
4.5. Key Findings

Skill Development



The training program has proven to be successful, with 91% of the participants affirming that they have effectively applied the skills they learned, the participants reported wide range of skills including technical abilities such as operating solar power grids and panels, constructing an automatic harness, and mastering MATLAB. In addition to these technical skills, the program also emphasized the importance of teamwork and communication. Participants have demonstrated these skills in diverse projects and professional environments. Research capabilities, another key component of the program, have been put to use in both corporate settings and team-based projects. The program didn't stop at imparting skills but also provided practical benefits. Participants benefited from resume building and project management training, which are crucial for career advancement. Moreover, some participants acquired specialized knowledge in areas like the agricultural sector and event management. Additionally, 94% of the participants expressed an increase in confidence in identifying research questions and conducting basic research, with only 9% of them feeling neutral in this area. The skill development and implementation provided by the training program have proven to be beneficial, particularly for the younger generation. It has enabled them to become more confident and independent, pursue better job opportunities and income, and reduce their chances of future unemployment. Furthermore, it has enhanced their adaptability, allowing for greater career flexibility and preparation for various life scenarios and challenges. The training program has had a positive impact on the personal growth of the participants, improved their career prospects, and contributed to economic growth.

Increased Innovation



The training program has been positively received, with 75% of the beneficiaries feeling motivated towards innovation. For example, one participant reported that he got a deeper understanding of a less costly approach to agriculture using Israeli technology. Furthermore, 92% of the respondents agree that the program has enhanced their understanding of innovation processes and techniques, with a significant 53% strongly agreeing. The respondents have been inspired to innovate in various areas such as field work, technology, real-life situations, and their postgraduate degrees. The emphasis on innovation in the training program has encouraged young minds to consider entrepreneurship and start their own ventures. This has the potential to boost productivity and stimulate economic development. As innovation increases, it leads to technological advancements that can benefit various sectors and economies globally. The formation of new domains and sectors by innovative young minds also promises higher future employability options. The program for young innovators has been successful in fostering an innovative mindset among its beneficiaries. It has not only increased innovation but also improved skills and facilitated growth.

4.6. Alignment of REC Limited CSR Project to UN SDGs

The report aligns the effectiveness of REC's CSR project in achieving the UNSDGs as follows -



4.7 OECD Rating

Basis the interactions with the key stakeholders and desk review of the documents, the impact of the project was evaluated on OECD Framework. The OECD analysis summary has been presented in the table below:

OECD Parameters	Score
Relevance	Satisfied
Efficiency	Satisfied
Effectiveness	Extremely Satisfied
Impact	Satisfied
Sustainability	Satisfied
Overall Rating	Satisfied

4.7. Challenges faced during the impact study

- The project was completed three years ago, and because of the time that has passed, the beneficiaries found it challenging to recall their experiences.

4.8. Recommendations

- To ensure accurate recollection and meaningful insights, the impact study is best conducted within 6-12 months of project completion.

CASE STUDY - 1

Akhilesh Singh Yadav, a 23-year-old postgraduate who received training through the “Raising Young Innovators Through the Conceptual Research Experience” program, expressed his gratitude, saying, “The program has helped me communicate and coordinate better in the workplace, manage projects more effectively, and sparked a motivation to research new topics.”

NANGIA & CO LLP



REC Limited

Providing safe drinking water facility in rural areas in 15 villages of three states (Punjab, Telangana and Rajasthan)

6.5 PROVIDING SAFE DRINKING WATER FACILITY IN RURAL AREAS IN 15 VILLAGES OF THREE STATES (PUNJAB, TELANGANA AND RAJASTHAN)

1. Executive summary

REC Limited's Safe Drinking Water Initiative has improved the lives of rural communities in Telangana, Rajasthan, and Punjab. By providing access to clean and affordable drinking water, the project has directly impacted health outcomes, education, and economic well-being. Key findings include a noticeable decrease in water-borne diseases, increased school attendance, and enhanced livelihoods through employment opportunities created by the water centers. These results highlight the transformative power of investing in essential infrastructure to address the pressing needs of rural populations.

2. About the Implementing Agency

Naandi Foundation is an Indian non-profit organization that has been working since 1998 to address a range of social and environmental issues. Headquartered in Hyderabad, Naandi operates across 438 districts in 21 states of India. The organization's key focus areas include providing quality education for girls, ensuring safe drinking water and sanitation, promoting sustainable and regenerative agriculture, skilling and employment for youth, and improving maternal and child health. Naandi adopts a community-driven approach, building trust and empowering local communities to lead the transformation process. Through innovative social enterprises and public-private partnerships, Naandi aims to create scalable and sustainable solutions to eradicate poverty and promote inclusive development. The organization's work is guided by the principles of accountability, transparency, and a commitment to creating lasting impact.

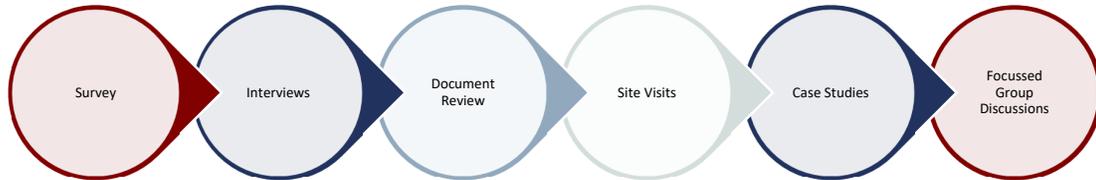
3. About the Project

REC Limited recognized the critical need to provide safe drinking water access to underserved rural communities across the country. Many villages in the states of Telangana, Rajasthan, and Punjab were facing severe water quality issues, leading to widespread health problems like fluorosis, high total dissolved solids, and waterborne diseases. Aim of the project was to expand access to safe and affordable drinking water, especially for those with lower purchasing power who previously lacked access to treated water. The objective was to reduce the incidence of water-borne illnesses, improve overall health outcomes, increase school attendance by addressing water-related health issues, and create employment opportunities through the operation of the water centers. To achieve this, Naandi set up fifteen community-based safe drinking water centers, with five centers each in Telangana, Rajasthan, and Punjab. This involved drilling boreholes, installing storage tanks, and setting up appropriate water treatment machinery based on the local water quality requirements. Naandi conducted baseline studies in collaboration with local authorities to identify the villages most in need and ensure community buy-in. With Naandi efficiently operating the water centers for at least three years. Alongside the infrastructure development, Naandi also engaged in social awareness campaigns to educate the potential users in the villages about the importance of safe drinking water and its health benefits. Through this comprehensive approach, Naandi aimed to create a sustainable and scalable model for providing safe drinking water access to rural populations, thereby improving their health, reducing expenditure on water-related illnesses, and promoting overall community development.

4. Method of Impact Assessment

Nangia team developed a structured qualitative methodology for evaluating the project, which included desk review of the project documents and qualitative methods for capturing stakeholder opinion and feedback.

4.1. Tools Used



4.2 Desk Review

The impact assessment process for this project began with a kick-off meeting involving representatives from REC Limited. This initial meeting served to establish clear communication channels and project goals. Following the meeting, the Nangia team developed a document request list outlining the necessary materials for the assessment. Upon receiving this list, the REC Limited team promptly provided the following documents for review:

- MoA that was signed between Naandi Foundation and REC Limited
- A completion report with photographs

4.3 Site Visit for interaction with Key stakeholders

Nangia team worked on development of a structured qualitative methodology for evaluating the project, which included desk review of the project documents and qualitative methods for capturing stakeholder opinion and feedback about the direct and indirect impact of the project

Residents were interviewed

Management teams/Caretaker were interviewed

KII with the official of Naandi Foundation



4.4 Key Research parameters for Comprehensive Impact Analysis

- How has the provision of safe drinking water impacted the overall health of the residents in the 15 villages?
- Has there been a noticeable decrease in water-borne diseases since the implementation of the project?
- How is the project contributing to skill development and capacity building in the local community, potentially leading to further employment opportunities?

NOTE – for detailed questionnaire please refer Annexure 5

4.5 Key Findings

Accessibility to safe drinking water

- The installation of the new water outlet has been a transformative change for the local community. Previously, residents had to endure long and often arduous journeys to distant borewells or neighbouring villages just to fetch water. This daily struggle consumed a significant portion of their time and energy. Now, with the water outlet conveniently located within their community, every single respondent has reported a profound sense of relief and gratitude.
- This newfound convenience has not only saved time and effort but has also brought a sense of dignity and ease to their daily lives. The ability to access clean water at any time has dramatically improved their quality of life.

Improved Health

- As some families reported, all family members can now go to work regularly. Previously, if one family member fell ill, another would need to stay home to provide care, resulting in 2 or 3 members being unable to work for a period, which led to a loss of income. Improved health and well-being of family members now allow them to work consistently without interruptions due to illness. This leads to increased household income, reduced financial stress, enhanced productivity, better quality of life, and greater economic stability.

4.6 Alignment of REC Limited CSR Project to UN SDGs

The report aligns the effectiveness of REC's CSR project in achieving the UNSDGs as follows -



4.7 OECD Rating

Basis the interactions with the key stakeholders and desk review of the documents, the impact of the project was evaluated on OECD Framework. The OECD analysis summary has been presented in the table below:

OECD Parameters	Score
Relevance	Satisfied
Efficiency	Satisfied
Effectiveness	Extremely Satisfied
Impact	Satisfied

Sustainability
Overall Rating

Satisfied
Satisfied

NANGIA & CO LLP



REC Limited

Installation of 20 nos. of Water ATM Machines at the site of Kumbh Mela 2019 in Prayagraj district of Uttar Pradesh & at various iconic places in India.

6.6 INSTALLATION OF 20 NOS. OF WATER ATM MACHINES AT THE SITE OF KUMBH MELA 2019 IN PRAYAGRAJ DISTRICT OF UTTAR PRADESH & AT VARIOUS ICONIC PLACES IN INDIA

1. Executive Summary

REC Limited water ATM project faced challenges during its implementation, hindering a comprehensive evaluation of its impact. Despite the project's potential benefits. The impact assessment team's inability to locate the water ATMs at the specified locations and the lack of information regarding their relocation made it impossible to conduct on-site surveys and measure the project's direct impact. While the concept of water ATMs remains promising, these challenges highlight the importance of effective project management and transparency in future implementations to ensure their success.

2. About the Implementing Agency

Bisnoui Sarvodaya Gramodyog Sewa Sansthan (BSGSS) is a voluntary organization originally based in Uttar Pradesh, focused on empowering women through initiatives in healthcare, education, vocational training, social mobilization, micro-finance, handicrafts, and socio-economic awareness. Founded in Bisnoui village, Dadri Tehsil, the organization aims to promote integrated development in rural areas by supporting village and cottage industries. In 2000-2001, a new Governing Body led by Sh. Vijay Kumar Jha (Ex-IPS) and Smt. Nandita Bakshi (Ex-IRS) expanded BSGSS's operations to Delhi and beyond, collaborating with local partners and volunteers to extend their impact across Varanasi, Sangrur, Gurdaspur, and Pathankot districts. BSGSS implements diverse socio-economic programs to improve quality of life, focusing on health, education, gender equality, employment, and income generation. The organization works in partnership with communities, like-minded organizations, government bodies, and the private sector to ensure sustainable development outcomes.

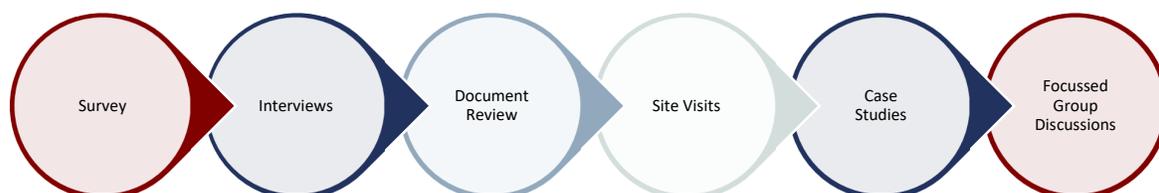
3. About the Project

The project, titled "Installation of 20 Water ATM Machines," entails the installation of 20 water ATM machines at the Kumbh Mela 2019 site in Prayagraj, Uttar Pradesh, as well as at various iconic locations across India. Each water ATM is expected to serve an average of 3000 people per day, including national and international visitors. These Smart Water ATMs aim to provide clean and safe drinking water, thereby enhancing the appeal of heritage sites and promoting environmental conservation by reducing plastic waste.

4. Method of Impact Assessment

Nangia team developed a structured qualitative methodology for evaluating the project, which included desk review of the project documents and qualitative methods for capturing stakeholder opinion and feedback.

4.1. Tools Used



4.2. Desk Review

The impact assessment process for this project began with a kick-off meeting involving representatives from REC Limited. This initial meeting served to establish clear communication channels and project goals. Following the meeting, the Nangia team developed a document request list outlining the necessary materials for the assessment. Upon receiving this list, the REC Limited team promptly provided the following documents for review:

- MoA that was signed between BSGSS and REC Limited
- A completion report with photographs

4.3. Site Visit for interaction with Key stakeholders

Nangia team worked on development of a structured qualitative methodology for evaluating the project, which included desk review of the project documents and qualitative methods for capturing stakeholder opinion and feedback about the direct and indirect impact of the project.



4.4. Key Research parameters for Comprehensive Impact Analysis

- How effective are the Water ATM machines in providing easy access to clean and safe drinking water?
- How user-friendly are the Water ATM machines?
- How does the price of water from the Water ATM machines compare to other sources of clean drinking water available in the area?

NOTE – for detailed questionnaire please refer Annexure 6

4.5. Alignment of REC Limited CSR Project to UN SDGs

The report aligns the effectiveness of REC's CSR project in achieving the UNSDGs as follows -



4.7 OECD Rating

Basis the interactions with the key stakeholders and desk review of the documents, the impact of the project was evaluated on OECD Framework. The OECD analysis summary has been presented in the table below:

OECD Parameters	Score
Relevance	Satisfied
Efficiency	Satisfied
Effectiveness	Extremely Satisfied
Impact	*Unable to conduct the Impact Study
Sustainability	Marginally Satisfactory
Overall Rating	Moderately Satisfied

4.6.Challenges faced during the impact study

According to the location given in the completion report, we were unable to locate the water ATM machine in Varanasi during our site visit. Also, contact with the implementing agency could not be established to understand the relocated Water ATM's.

4.7.Recommendations

For mobile asset projects, it's important to have a mechanism in place to monitor and manage the sustainability of the assets. If this isn't feasible, it may be worth reconsidering the initiation of such type of projects.

7 ANNEXURES - QUESTIONNAIRES

7.1 CONSTRUCTION OF AUDITORIUM IN GOVERNMENT HIGHER SECONDARY SCHOOL IN MUNDERI, KANNUR KERALA

Questions

- Have any extracurricular activities been hosted in the auditorium since its construction?
- How often has the hall been used for extracurricular activities?
- Since the construction of auditorium have you noticed any changes in the number of students participation for extracurricular activities?
- Do the school host community events/functions prior to the project?
- After the construction of the auditorium, kitchen and dining hall how many times has the school host community events/ functions?
- Do you believe that the project helped in the beautification of the school?
- After the intervention do you find the education more enjoyable?
- Are you satisfied with the overall construction of the auditorium, kitchen and dining hall in the school?
- Will you recommend similar kind of project to other school in need?

7.2 SETTING UP 2 NOS. OF ELECTRICAL CUM GAS OPERATED (HYBRID) CREMATORIUM IN JHANSI, UP

Questions

- Before the implementation of the project have you experienced air pollution in your locality/area?
- What was the quality of the air in your locality before the project implementation?
- Have you noticed any change in the quality of the air post the project?
- Do you believed electric and gas-powered hybrid crematoria can be a more environmentally friendly option compared to traditional method?
- Does anyone in your family including you suffer from any health issues or respiratory related problems?
- How will you describe the air quality in your locality before the establishment of hybrid crematorium facilities?
- Do you accept electric cum gas crematorium over conventional methods?
- Overall, how satisfied are you with the establishment of hybrid crematorium facilities in your locality?

7.3 UPGRADING THE URO SCIENCE CENTRE FOR KIDNEY TRANSPLANT IN SARDAR PATEL (SP) MEDICAL COLLEGE”, PRINCE BIJAY SINGH MEMORIAL (PBM) HOSPITAL, BIKANER, RAJASTHAN

Questions

- Before the project implementation how often were the patients referred to other hospitals because of the lack of the respective machine and equipment in Urology department?
- How has the availability of the new machine and equipment impacted in your workload and efficiency?
- Do you believe the new facilities have improved the overall healthcare services provided to patients?
- Since the implementation of the project, how has the volume/number of patients requiring the machines and equipment changed per month?

7.4 RAISING YOUNG INNOVATORS THROUGH THE CONCEPTUAL RESEARCH EXPERIENCE TO 1800 STUDENTS AND 150 TEACHERS ACROSS 30 GOVERNMENT INSTITUTIONS IN UTTAR PRADESH

Questions

- To what extent did the program improve your understanding of the research process?
- How confident do you feel now in identifying research questions and conducting basic research?
- Did the program make you more interested in pursuing research or innovation-related careers?
- How satisfied were you with your overall experience in the "Raising Young Innovators" program?
- How effective do you think the program was in equipping students with research skills and fostering innovative thinking related to renewable energy, biotechnology, and agriculture science/technology?
- Did the program materials provide adequate resources for students to explore these specific fields?
- Did the program introduce new teaching methods that you found valuable for promoting student research and innovation relevant to these fields?
- Do you plan to incorporate any of the skills or approaches learned in the program into your future teaching practices in these subject areas?
- Did you observe any changes in student interest or motivation towards pursuing careers in renewable energy, biotechnology, or agriculture science/technology?
- Would you recommend this training program to other students/teachers?

7.5 PROVIDING SAFE DRINKING WATER FACILITY IN RURAL AREAS IN 15 VILLAGES OF THREE STATES (PUNJAB, TELANGANA AND RAJASTHAN)

Questions

- What was your primary source of drinking water before this intervention?
- Have you received clean safe drinking water through the plant?
- Before the installation of the safe drinking water project, has any member of your family suffered from any health problems/diseases you believe are related to drinking water?
- Has your child (or have you, if you are a student) ever missed school due to health-related problems you believe was caused by drinking water?
- Do you believe that the safe drinking water plant is being maintained or not?
- Since the installation of safe drinking water project, have you noticed a change in the frequency of health problems you believed were caused by drinking water?
- Have any local residents been hired to assist in the maintenance or operation of the water supply system after the project implementation?
- Has the safe drinking water facility improved the school attendance for children in your household (or you if you are a student)?

7.6 INSTALLATION OF 20 NOS. OF WATER ATM MACHINES AT THE SITE OF KUMBH MELA 2019 IN PRAYAGRAJ DISTRICT OF UTTAR PRADESH & AT VARIOUS ICONIC PLACES IN INDIA

Questions

- Have you received clean and safe drinking water through the machine?
- Is the water ATM machine location accessible?
- Is the water ATM machine easy to use?
- How would you rate your satisfaction with the vending machine?
- Is the water ATM affordable?
- Do you believe that the machine is being maintained properly?
- Would you recommend the initiative should be replicated or not?



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