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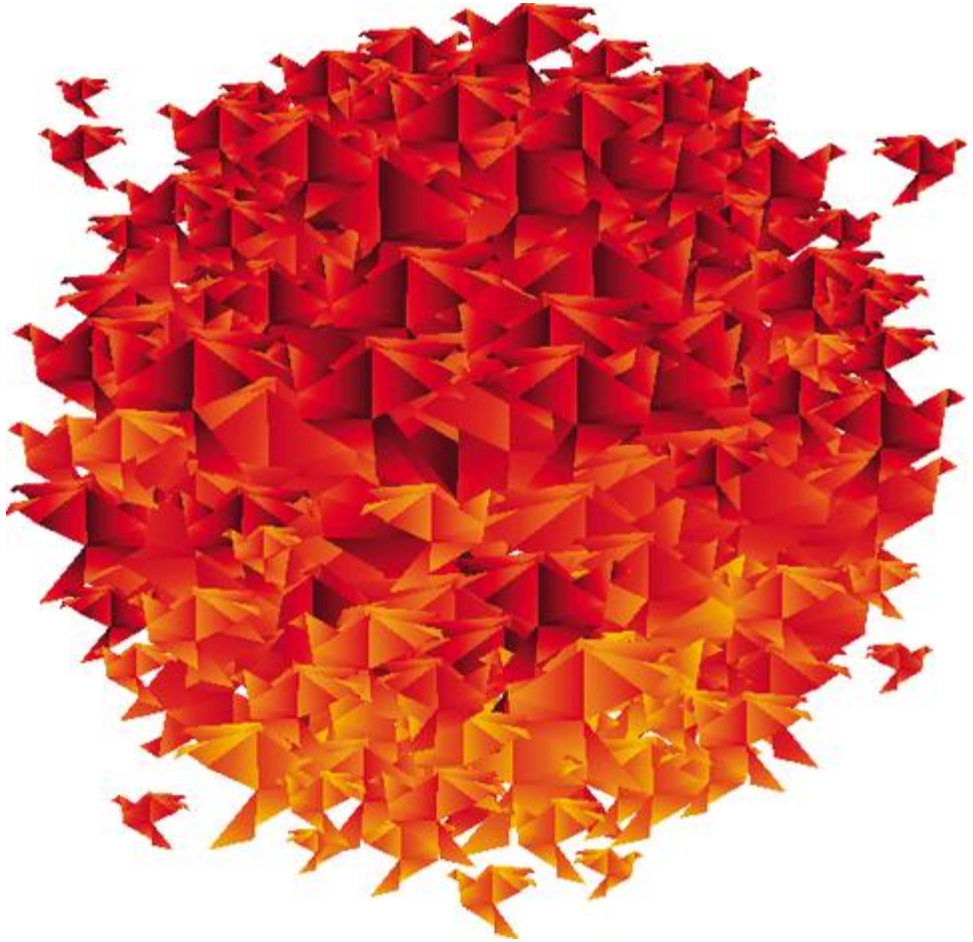

Abridged Impact assessment report

Citibank N.A. (CBNA)

February 2026

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- Field visits to program areas were limited to interactions with the beneficiaries / stakeholders identified by the IP. The review did not include conducting any KYC checks of the beneficiaries interacted on field on a sample basis. No physical verification of grant-related assets and documents was carried out.
- While we may have reported information on the progress made and/or achievement of KPIs by the IP based on the information made available to us, please note that we have not carried out an independent technical assessment of the activities performed and accordingly do not express any opinion or any other form of assurance, with respect to the performance of the services provided by the IP or its vendors. Further, the information available in Quarterly Progress Reports (“QPRs”) and other documents provided to us on grant activities, including unsigned, unstamped soft copies of achievement of Key Performance Indicators (“KPIs”) of IPs shared with us over emails have been taken on face value and assumed to be correct and genuine for the purpose of this report and no independent verification has been conducted by DTTILLP for such information.
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Anudip Foundation for Social Welfare (1/2)

Pathways to Progress- Digital Inclusion of Young Aspirants (DIYA)

Grant Duration	1st October 2022 – 30th June 2023*
Grant Amount	INR 13,98,13,128/-
Project Location	Maharashtra and West Bengal

**Though the project ended on 30th June 2023, post placement follow-ups and support were extended to beneficiaries till 31st December 2023*

Outreach/Target

# of trainees trained and enrolled	20,000	# of trainees placed	12,258/14,000 (87%)**
Average annual salary	INR 1,23,144	# of trainees tracked (3 months)	10,861

*** Anudip reported underachievement in placement targets*

Study Sample and locations covered

- **150 Alumni**
- **10 Trainers**
- **9 Employers**
- **1 Implementation team staff**

Virtual

(The project concluded in December 2024, the implementing partner reported that all training centres across locations had been closed)

Unique differentiators

Combining online and offline modes to ensure accessibility and flexibility for diverse learner groups

Most candidates reported that they learned about job opportunities through Anudip Foundation's placement providing employment

Integration of soft skills like communication, teamwork, and problem-solving were integrated into technical modules making easier to apply in real-world settings

Courses aligned to market requirement for various industry relevant job sectors

A statistically significant sample size for the primary stakeholder group (Alumni candidates) was calculated using a 95% confidence level and an 8% margin of error. In addition to the alumni survey, the study incorporated qualitative insights from secondary stakeholders, including trainers, employers, and members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

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Anudip Foundation for Social Welfare (2/2)

The program supported in promoting education, including special education and employment-enhancing vocational skills, especially among youth, children, women, the elderly, and the differently abled and livelihood enhancement projects.

Impact Summary

Inclusive Training Model

97% candidates strongly agreed their skills improved post-training.

100% reported of having access to approachable trainers.

94% found the LMS and learning approach effective, enabling self-paced study and reducing dropout rates.

While 47% faced network/data issues, 97% were satisfied with session timings.

Critical Thinking Skills

98% of the candidate sample reported improvement in critical thinking skills.

Additionally, trainees reported included improvement in decision-making and entrepreneurship ideas.

Increased Confidence and Communication Skills

52% candidates discovered new job opportunities, and 64% valued course certifications for adding credibility to resumes.

Over 90% overcame prior communication skill gaps, reporting improved language skills and market awareness.

93% feel comfortable expressing themselves with peers and supervisors.

Job Readiness and Practical Skill Alignment

Hands-on tools like MS Excel and web development integrated with soft skills training for holistic development.

Improved understanding of workplace expectations, boosted confidence in communication, teamwork, and problem-solving.

Alumni highlighted the program's role in transitioning from theory to practical application, giving clear career direction.

Employer Engagement and Placement Outcomes

46% of candidates secured jobs through the program in companies like Ola, TCS, and Mahindra Finance, while others found employment independently.

100 out of 150 candidates expressed satisfaction with placements, with proximity to home being a key factor.

Post-training, average household income doubled from INR 10,000 to INR 20,000 per month, indicating significant economic impact.

Post Placement Tracking

Anudip tracked placed candidates for 3 months to ensure smooth workplace adjustment and address concerns.

Of 10,861 trainees (89%) tracked, 37% stayed in their first job, 8% switched jobs, and 67% quit and were unemployed, highlighting a need for stronger retention support.

Recommendations

Introduce modules on presentation tools and emerging technologies to enhance digital fluency and workplace readiness

Offer optional advanced tracks for candidates interested in deeper technical knowledge, such as data handling, presentation design, or basic coding

Introduce post-training engagement such as alumni check-ins, refresher modules, and career guidance to reinforce learning and support long-term career growth.

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Centum Foundation (1/2)

Pathways to Progress (P2P) - Employability Training

Grant Duration	1st October 2022 – 30th June 2023*
Grant Amount	INR 242,551,800/- (INR 231,148,800 for FY 22-23 and INR 11,403,000 for FY 23-24)
Project Location	Maharashtra and West Bengal

**Though the project ended on 30th June 2023, post placement follow-ups and support were extended to beneficiaries till 31st December 2023*

Outreach/Target

# of trainees enrolled	42,329	# of trainees trained	36,021/35,000 (103%)
# of trainees enrolled	24,590/24,500 (100%)	# of trainees tracked (3 months)	24,590

Study Sample and locations covered

- 100 Alumni
- 5 Trainers
- 1 Mobilizer
- 1 Placement officer
- 1 Centre Manager
- 2 Employers
- 2 Implementation team staff

West Bengal

Unique differentiators

Training aligned with real-time employer needs, ensuring high relevance and direct linkage to job opportunities in sectors

Multi-channel mobilization, including community outreach, e-collaterals, and alumni referrals

Low-cost standardized training delivery model that focuses on skill development of the underprivileged youths

Structured placement assistance with regular follow-ups for six months post-employment, and employer engagement

A statistically significant sample size for the primary stakeholder group (Alumni candidates) was calculated using a 95% confidence level and an 10% margin of error. In addition, the study incorporated qualitative insights from secondary stakeholders, including trainers, employers, mobilisers and members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

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Centum Foundation (2/2)

The initiative aimed to create holistic and sustainable change for 35,000 youth from disadvantaged communities by addressing social and economic barriers and breaking the poverty cycle.

Impact Summary

Training Coverage and Quality

100% trainers are certified through the Training of Trainers program.

Trainees received domain and soft skills training, with 97% finding it effective and preferring offline mode.

LMS used for material exchange and tracking but faced technical issues; the majority rated it average.

95% rated training excellent, 97% rated overall program excellent; post-placement support scored 89% excellent.

Skill Development and Confidence Building

99% of candidates found training helpful for employment, boosting confidence in communication and job readiness.

98% felt comfortable expressing ideas in workplace interactions.

99% reported significant improvement in domain skills, supported by integrated soft skills and technical training.

100% participated in mock interviews, easing job process anxiety, though many suggested adding more English-speaking practice.

Key benefits cited - job acquisition (49), improved knowledge and confidence (44), better placement readiness (39), industry exposure (29), and peer/trainer interaction (27).

Enhanced employability

The project placed 24,590 youth from disadvantaged communities, with an average annual salary of INR 1,06,868.

85% secured jobs through the organization's placement services, while 15% found employment independently, indicating scope for stronger outreach.

Employers followed structured recruitment processes, ensuring formal candidate selection.

Post placement support

24,590 trainees tracked for 3 months post-placement via WhatsApp groups and check-in calls; around 60 job roles offered.

Employers rated trainees' skills, tech knowledge, work etiquette, and commitment as moderate to very high.

Attrition occurred mainly within 6 months, often due to knowledge gaps; employers suggested strengthening technical content to improve retention and job readiness.

Recommendations

- Consider extending the training duration to allow deeper learning and reduce rushed content delivery
- Plan increased industrial visits for beneficiaries to familiarize with industry/work environments
- Organize increased expert sessions with professionals from allied fields to enrich learning
- Use of robust digital LMS platforms for better content delivery as well as tracking & assessments of the candidates
- Establish partnerships with employers committed to offering placements at or above the minimum wage
- Continued integrated soft skills and technical modules; introduce more industry-specific modules for better job readiness

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Project Concern International (PCI) (1/2)

Swabhiman (self-respect) – Entrepreneurship Development Program

Grant Duration	15th December 2022 to 31st March 2024
Grant Amount	INR 223,054,840
Project Location	Bengaluru-Karnataka, Kolkata-West-Bengal and Pune-Maharashtra

Outreach/Target

Women trained	**28,108/26,600** (105%)
Women entrepreneurs with seed capital	**14,956/15,000** (99%)
No. of operational businesses	**14,875**
No. of women receiving additional micro loans	**3,653**

Study Sample and locations covered

- **159 Women Entrepreneurs**
- **3 Trainers**
- **5 Field staff**
- **6 NGO/CBO volunteers**

Karnataka, West Bengal

Unique differentiators

- Personalized guidance for existing and aspiring women entrepreneurs
- Training programs designed to familiarize women with digital banking tools/banking processes
- Event-based marketing and networking support to entrepreneurs
- Ongoing engagement, partnerships, and capacity development

A statistically significant sample size for the primary stakeholder group (Women entrepreneurs) was calculated using a 95% confidence level and an 6% margin of error. In addition, the study incorporated qualitative insights from secondary stakeholders, including trainers, field staff, NGO/CBO Volunteers and members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

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Project Concern International (PCI) (2/2)

The program, envisaged to focus on identifying women from low-income households, and aims to strengthen the socio-economic resilience of women by providing them sustainable livelihood opportunities.

Impact Summary

Improved knowledge confidence and skills through capacity building

All surveyed women in Karnataka, West Bengal, and Maharashtra received entrepreneurship training, business planning, start-up documentation, and identifying viable enterprises.

Mentoring and handholding support was reported by 89% of beneficiaries; 11% indicated limited or no support.

Nearly all women (99.59%) improved business skills, including budgeting, bookkeeping, accessing loans, and using digital payment platforms like G-Pay and PhonePe.

All respondents (100%) reported enhanced leadership skills and self-confidence, enabling them to take initiative and advocate for themselves and other women.

Access to seed capital, income growth and savings

PCI facilitated a seed grant of ₹14,000 to 14,956 women after training, with funds transferred directly to verified bank accounts and invested in business assets or raw materials.

Nearly all surveyed women (99.59%) received the seed capital and reported their businesses are currently operational.

Most women (98%) reported increased monthly income post-program, primarily up to ₹2,000, with some reporting higher gains.

Savings levels improved, with a shift from saving under 10% of income to saving 10–30% or more after program participation.

Establishment of women-led business ventures and employment

100% surveyed beneficiaries reported running their own businesses from home or rented spaces, with training and selection processes playing a key role in building confidence.

99% reported improved confidence and independence in managing their businesses, including maintaining daily financial records.

Women engaged across diverse sectors: such as tailoring or spice-making, agriculture and allied activities, food processing, seasonal or small businesses, & handicrafts.

Women-led enterprises contributed to employment generation, with 16% of women employing others and supporting an average of 39 individuals in temporary or permanent roles.

Implementation timeline and its implications

PCI and IIT-K collaborated to implement the women entrepreneurship program with structured activities planned.

Differences in implementation timelines caused delays in delivering key components such as mentoring, marketing linkages, and business health check-ups.

Unforeseen on-ground challenges further affected timely execution.

As a result, program outcomes and impact were not fully realized.

The target of providing seed grants to 15,000 women was not achieved.

Recommendations

Appointment of a focused individual or team to define and lead the institute's long-term innovation agenda and correlated activities.

Incorporation of contingency planning for external risks and streamline financial workflows to prevent disruptions

Conducting targeted orientation sessions to simplify documentation and process awareness.

Defining clear criteria for selection of students for financial aid

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Bandhan Konnagar (1/2)

Pathways to Progress- Skills training for proper livelihood

Grant Duration	1st July 2022 – 30th June 2023*
Grant Amount	INR 15,897,180/-
Project Location	West Bengal

**Though the project ended on 30th June 2023, post placement follow-ups and support were extended to beneficiaries till 31st December 2023*

Outreach/Target

# of trainees enrolled	2,450	# of trainees trained	1,890/2,200** (86%)
# of trainees placed	1,377**/1,540 (89%)	# of trainees tracked (3 months)	1,179

*** Bandhan has reported underachievement in training targets*

*** Bandhan has reported underachievement in placement targets*

Study Sample and locations covered

Deloitte proposed a sample of 180-200 candidates in West Bengal for the assessment in addition to 5-7 secondary stakeholders from program team and the employers.

Beneficiary interactions, whether on the ground or remotely via survey links, were not facilitated by the implementing partner. As a result, Deloitte was unable to assess the long-term impact of the program through direct stakeholder feedback.

The final analysis was limited to a synthesis of available documentation through year-end self-reporting by the Implementing partner for FY22-23, and the demographic and the placement records shared by them.

Unique differentiators

Combining online and offline modes to ensure accessibility and flexibility for diverse learner groups

Digital certifications with industry-recognized credentials that boosts employability

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Bandhan Konnagar (2/2)

The program supported in promoting education, skill development and women empowerment by equipping youth from underprivileged communities especially women with job-ready skills for entry-level employment.

Impact Summary

Outcomes and Impact

As of March 2023, 18 batches had successfully graduated.

As reported by the IP, Graduates were recruited by reputed organizations across sectors, including:

- Bharat Financial Inclusion Ltd
- Axis Securities
- VGM Consultants
- Tech Mahindra
- Sarala Microfinance Pvt. Ltd
- Aditya Birla Svatantra Microfinance Ltd
- VFS Capital
- Adroit Synergies
- Arohan Financial Services
- Asirvad Micro Finance Ltd

Placement Facilitation and Challenges

Strategic partnerships with BYJU's, Dabur India Ltd., and a Fintech firm enhanced placement opportunities through guest lectures, mock interviews, and alumni sessions.

Beneficiaries received end-to-end placement support, including CV building, interview prep, and access to multiple job openings.

Delays in selection confirmations from companies slowed the placement process, impacting timely employment.

Recommendations

Strengthen pre-enrollment counselling to ensure clarity and commitment from trainees

Conduct post-placement counselling with families to ease concerns and support smooth onboarding

Regular follow-ups with placed candidates and systematic documentation of their employment status over time.

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Friends Union for Energising Lives (FUEL) (1/2)

Pathways to progress (P2P)- Skill Development

Grant Duration	1st October 2022 – 30th June 2023
Grant Amount	INR 94,946,688/- (INR 75,957,350 for FY 22-23 and INR 18,989,338 for FY 23-24)
Project Location	Maharashtra, Karnataka and Gujarat

**Though the project ended on 30th June 2023, post placement follow-ups and support were extended to beneficiaries till 31st December 2023*

Outreach/Target

# of trainees enrolled and trained	35,000/35,000 (100%)	# of trainees placed (70% of enrolment)	24,510/24,500 (100%)*
Average annual salary	INR 2,80,000	# of trainees tracked (3 months)	24,510

Study Sample and locations covered

- **231** Alumni
- **12** Trainers
- **9** Employers
- **2** Implementation team staff

Virtual

(The project concluded in December 2023, and the implementing partner reported that all training centres across locations had been closed)

Unique differentiators

- Training aligned with real-time employer needs, ensuring high relevance and direct linkage to job opportunities in sectors
- Multi-channel mobilization, including community outreach, e-collaterals, and alumni referrals
- Low-cost standardized training delivery model that focuses on skill development of the underprivileged youths
- Structured placement assistance with regular follow-ups for six months post-employment, and employer engagement

A statistically significant sample size for the primary stakeholder group (Alumni candidates) was calculated using a 95% confidence level and an 7% margin of error. In addition, the study incorporated qualitative insights from secondary stakeholders, including trainers, employers, mobilisers and members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

**The placement target for the program was 70% of enrolled candidates (24,500 candidates to be placed); the IP has reported achieving 100% of the placement target.*

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Friends Union for Energising Lives (FUEL) (2/2)

The initiative aimed to create holistic and sustainable change for 35,000 youth from disadvantaged communities by addressing social and economic barriers and breaking the poverty cycle.

Impact Summary

Training Coverage and Quality

203 batches formed, with 54% female beneficiaries, mobilized through in-person and digital campaigns, college promotions, and area mapping.

96% found training effective, and 99% were satisfied with timings, and offline training was the preferred channel.

Curriculum balanced 24 theory sessions and 16 practical sessions, supported by PDFs, PPTs, and LMS access (95% confirmed receiving materials).

Beneficiaries requested more interactivity, hands-on practice, real-world case studies, smaller batches, extended doubt-clearing, and post-training mentoring for better job readiness.

Skill Development and Confidence Building

Focused on students from government engineering, management, and polytechnic colleges to bridge the academia–industry gap.

88% reported significant improvement in technical skills, and 74% felt more confident in workplace interactions.

176 trainees linked improved compensation to new skills, and 169 credited the program for securing jobs.

69% improved subject knowledge, 65% valued trainer/peer interaction, 60% gained confidence, and 39% received industry exposure.

Placement Facilitation and Employability

92% of surveyed trainees secured jobs via the program.

Recruitment involved formal interviews, group discussions, written exams, and AMCAT* scores; multiple interview opportunities were provided-84% attended two or more interviews.

Key placement partners included Capgemini, TCS, Wipro, Cognizant, and other MNCs.

73% trainees were freshers, 27% had prior experience; program improved job readiness and industry exposure.

Average monthly family income rose by ~46.3%.

Some trainees declined offers from the IP in search of better pay, proximity, or working conditions.

Post placement support and Sustainability

70% of placed students tracked for 12–24 months post-placement.

Tracking done via LinkedIn, WhatsApp groups, and P2P platform; 27,637 beneficiaries uploaded, with 14,800 digitally verified.

124 trainees rated the post placement support as excellent, 92 medium; alumni engagement through events like convocation and conclave strengthened networks.

Employers reported 100% satisfaction, citing strong skills, tech knowledge, commitment, and professional etiquette.

Recommendations

- Incorporate more interactive sessions (live Q&A, group work, quizzes)
- Integrate real-world projects and case studies. Along with extending doubt-clearing and mock interviews
- Strengthen placement preparation with standardized mock interviews and soft skills coaching
- Enhance alumni network activities; increase frequency of check-ins
- Implement targeted support interventions for retention and growth

**Aspiring Minds Computer Adaptive Test*

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Friends Union for Energising Lives (FUEL) – Anchor Partner (1/2)

Pathways to progress (P2P)- Train the Trainers

Grant Duration	1st October 2022 – 30th June 2023
Grant Amount	INR 12,37,26,225
Project Location	Maharashtra

Outreach/Target

# of trainers enrolled	800
# of trainers certified	506
# of batches created	48

Study Sample and locations covered

- **54** Alumni
- **16** Trainers
- **1** Implementation team staff

Virtual

Unique differentiators

- Tailored training content based on industry needs, learner profiles, and organizational goals
- Tracking of the overall Pathways to Progress program through the digital platform
- Activity-based training and practice teaching opportunities for trainers

A statistically significant sample size for the primary stakeholder group (Alumni) was calculated using a 95% confidence level and an 10% margin of error. In addition, the study incorporated qualitative insights from secondary stakeholders, including trainers, and members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

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Friends Union for Energising Lives (FUEL) – Anchor Partner (2/2)

The program aimed to train 450 trainers on a Train the Trainers program for them to then deliver comprehensive skills development and career support to students. The program was able to reach 506 trainers within the implementation timeline.

Impact Summary

Trainer Competency and Training Delivery

All sessions were virtual, anchored by Edubridge centers in Pune and Hyderabad.

100% trainers felt prepared to train low-income youth and rated the program 5/5; content relevance, adult learning principles, and tech integration were rated highly effective by most participants (14/16).

Activity-based training and practice teaching were well-received, though some suggested more interactive, hands-on sessions, real-life case studies, role-plays, and offline components for deeper learning.

Trainers recommended longer sessions, follow-up support, and focused digital tool training to strengthen practical application.

Impact of Trainer's Efficiency on Skill Development of end-beneficiaries

100% beneficiaries reported trainers as approachable and helpful, with 87% rating content explanation as excellent and 91% noting sessions encouraged active participation.

99% confirmed technical skill improvement, boosting confidence-89% feel ready to apply concepts, and 94% feel more assured in workplace communication.

85% recognized training as crucial for employment, and 96% linked better compensation and benefits to skills gained, reflecting strong impact on job readiness and career growth.

Use of Digital Platform

Trainers received 2-3 hours of P2P platform training and doubt-clearing, instead of the 2-day session outlined in the MOU.

Beneficiary tracking was done via the digital platform, though users faced server issues and technical glitches, which were gradually resolved by the support team.

Web interface rated easy to use for ID creation (10/16) and content upload (11/16), but mobile interface posed challenges.

Attendance and progress tracking were mostly rated easy (12/16), while assessments were delayed - introduced only in March 2023, forcing IPs to rely on internal evaluations earlier.

Recommendations

- Address logistical challenges by providing necessary resources and support to trainers
- Organize multiple and refresher hands-on training sessions on the digital platform for trainers
- Establish a rapid response system for glitches to minimize impact on IPs and maintain platform availability
- Strengthen platform stability, improve mobile UI/UX, and provide robust technical support

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Indian Institute of Technology, Kanpur (IIT-K) (1/2)

Swabhiman (self-respect) – Entrepreneurship Development Program

Grant Duration	1st January 2023 – 30th June 2024
Grant Amount	INR 22,65,00,000
Project Location	Karnataka, West Bengal and Maharashtra

Outreach/Target

# of women screened	28,108/26,600 (105%)	# of women who received seed capital	14,956/15,000 (99%)
# of women supported with marketing	100+	# of women opted for a micro loan from the bank	3,653

Study Sample and locations covered

- 259 Women entrepreneurs
- 3 Trainers
- 5 Field staff
- 6 NGO/CBO Volunteers
- 1 Implementation team staff

West Bengal

Unique differentiators

End to end support- creating a seamless pathway for women entrepreneurs.

High accountability and low financial irregularities during seed grant disbursement.

By engaging startups like Saptakrishi and Mildcare, IIT-K encouraged innovation-driven entrepreneurship

Tech and analytical expertise with the on-ground experience of IPs ensured evidence based and contextuality relevant support.

A statistically significant sample size for the primary stakeholder group (Women entrepreneurs) was calculated using a 95% confidence level and an 6% margin of error. In addition, the study incorporated qualitative insights from secondary stakeholders, including trainers, field staff, NGO/CBO Volunteers and members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

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Indian Institute of Technology, Kanpur (IIT-K) (2/2)

The SWABHIMAN Program, supported by CBNA, is an initiative designed to empower women from low-income households by enabling them to start and expand small and micro-enterprises.

Impact Summary

Access to finance through seed capital disbursement and income growth

99% of the surveyed women reported receiving a seed grant of INR 14,000, and 100% reported currently running their businesses set up through these grants.

100% of beneficiaries who received seed capital reported leveraging these seed grants in their ongoing businesses.

They also reported being able to improve their enterprise through the purchase of raw materials and through improved outreach to customers through the available grant.

Improved confidence owing to a rigorous selection process

99% of the surveyed women reported attending the training and mentioned that the support provided by ground partners in preparing business proposals was instrumental in their selection as seed-capital recipients.

Women beneficiaries highlighted that the rigorous selection process not only ensured transparency but also boosted their confidence once selected.

Enhanced Mentoring and Handholding Support

The program ensured structured capacity-building sessions, enabling women to understand business fundamentals and apply them effectively.

IIT Kanpur also reported further strengthening this process by selecting beneficiaries based on business viability and providing seed capital and networking support..

30% of the women who attended these sessions reported receiving additional funding from various sources and government/non-government financial schemes, hence benefiting from this exposure.

Technology and market linkages introduced

IIT Kanpur facilitated connections between startups such as *Saptarkrishi* and ground partners in Kolkata and Pune to explore technology-based solutions for fruit and vegetable vendors.

This initiative opened avenues for potential adoption of tech interventions to enhance business efficiency and market access for women entrepreneurs.

Promotion of health-based entrepreneurship

IIT Kanpur and PCI collaborated with *Mildcare* to introduce women beneficiaries to menstrual hygiene management and waste disposal solutions.

Mildcare was also invited to participate in networking events to demonstrate their products and explore franchise-based business opportunities for SHG women.

Recommendations

The IP may streamline coordination through multiple touchpoints, unified workflow and joint monitoring mechanism to enhance efficiency and timeliness.

The IP can streamline the verification and approval process through a shared digital platform to enable faster and more transparent seed grant disbursement.

The IP may coordinate closely with PCI and ground partners to provide clear guidelines and structured mentoring support aligned with the business needs and requirements of the women beneficiaries.

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International Foundation for Research and Education (IFRE) (1/2)

Ashoka Innovation Centre (AIC) and Citi Nanoo Pamnani Scholarship Program

Grant Duration	1st April 2023 to 31st March 2024
Grant Amount	INR 71,000,208/-
Project Location	Haryana

Outreach/Target

Area of innovation centre infrastructure built*	39,396 sq. ft
No. of students supported through scholarships	10
No. of floors built with specialized spaces	4
Total scholarship amount provided	21.39 lakh

Study Sample and locations covered

9 Students

3 Administrative team

Ashoka University, Sonipat, Haryana

**The construction timelines for the innovation centre was delayed due to pollution control guidelines implemented in Delhi NCR.*

Unique differentiators

Projected hub for interlinkage between Arts and Liberal Sciences

End-to-End financial support throughout the academic year

Designed for multi-level collaboration

Direct financial aid disbursement to university,

The universe of eligible participants was small; therefore, the sample includes all individuals who consented to participate in the discussion(9/10 students were included). In addition, the study incorporated qualitative insights from secondary stakeholders, like the admin team, to ensure a comprehensive understanding of the program's performance and impact.

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International Foundation for Research and Education (IFRE) (2/2)

The project aims to provide financial aid support to 10 undergraduate students at Ashoka University. The project also involves the establishment of the Ashoka Innovation Centre, a university-wide interdisciplinary initiative designed to address real-world challenges through innovation.

Impact Summary

Architectural Development and Construction Progress of the Ashoka Innovation Centre

AIC is a ₹20 crore project, funded 60% by CBNA with support from Mphasis and InfoEdge, scheduled for completion and launch by August–September 2025.

The delay was caused by GRAP-related construction bans in Delhi NCR and the coinciding release of a major funding tranche, which significantly compressed execution timelines.

The design, led by a consortium including Abekshel and Morphogenesis, followed a consultative, multi-iteration process incorporating inputs from faculty, students, OLS, and university leadership.

The building is designed to meet LEED Platinum and GRIHA standards, integrating renewable energy, passive cooling, water reuse, waste management, safety compliance, and universal accessibility features.

Architecture Informed Pedagogy

Proposed MoUs with institutions such as IIT Delhi and HEC Paris to enable joint programming, faculty and student exchange, research initiatives, and access to AIC's technology-enabled learning spaces.

The Centre's design supports varied modes of engagement: a media studio in the basement; co-working spaces and a café on the ground floor to drive high footfall and informal collaboration; the Centre for Entrepreneurship on the first floor with hybrid classrooms, faculty offices, and event spaces; and dedicated faculty collaboration spaces on the second floor.

The third-floor Maker's Space will house prototyping tools and 3D printers to, complemented by a focus on converting lab-based outputs into patentable technologies.

Citi Nanoo Pamnani Scholarship

Financial aid recipients come from diverse socio-economic backgrounds, and all respondents (9/9) reported a smooth application process with timely disbursement of aid.

Academic experience was rated highly, with 7 of 9 students rating teaching and support as excellent, and strong engagement in clubs, student governance, and co-curricular activities.

Career confidence levels were mixed, though 7 of 9 students secured internships, research roles, or placements across media, academia, research, international programs, and corporate organizations.

Students highlighted the need for structured mentorship, peer support for financial aid students, and stronger internship and career pipelines to improve inclusion, transition, and long-term career readiness.

Recommendations

Unified timeline for activities to ensure beneficiaries receive services such as business counselling and mentoring within the intended schedule.

A clearer structure and reporting mechanism may be established to ensure timely coordination and accountability at the field level.

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Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (CSMVS) (1/2)

ConservArte: Citi CSMVS Art Conservation Project and Museum on Wheels

Grant Duration	April 2022 – June 2023
Grant Amount	INR 96,849,054 (ConservArte - INR 6,20,65,178 Museum on Wheels - INR 3,47,83,876)
Project Location	Maharashtra

Outreach/Target

# of direct jobs created	67
# of venues reached	413 venues 124 locations
# of objects restored	926
# of teacher-student reached through workshops	27,727

Study Sample and locations covered

Conserv Arte

- 19 Conservation staff
- 3 Experts
- 4 Interns and Apprentice
- 1 Collaborative institution
- 2 Program Team

Museum on Wheels

- 165 Students
- 40 Teachers
- 3 Volunteers
- 1 Collaborative institution
- 3 Bus Team
- 3 Program Team

Maharashtra

Unique differentiators

New state-of-the-art conservation centre with latest and high-tech equipment and tools along with well trained and experienced team staff

Pioneer in organizing series of exhibitions related to educating the public about art conservation, its nuances, its philosophies, and practice

Bridging the gap pertaining between rural and urban schools through museum in bus program

Expansion of student outreach by extending the Museum on Wheel programs to various locations in newer states

A statistically significant sample size for the primary stakeholder group was calculated using a 95% confidence level and an 10% margin of error. In addition, the study incorporated qualitative insights from secondary stakeholders and museum visits to understand the object conservation and workshops conducted.

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Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (CSMVS) (2/2)

The ConservArte program at CSMVS focuses on conserving and restoring historical artefacts through preventive and remedial care. The Museum on Wheels, with two mobile museum buses, brings interactive heritage experiences to communities, schools, and institutions, making museums accessible and engaging for all.

Impact Summary

Conservation of objects at the CSMVS museum in Mumbai

The new Conservation Centre is a 4000 sq.ft serving the entire museum's art conservation needs.

11,003 objects have been conserved under ConservArte and Art Storage Upgradation. Another 10077 were also preserved under preventive conservation.

Smartify Application was installed in the coin and jewelry galleries of CSMVS in 2022-23, which provides an immersive museum experience.

Employment Generation in Museology

57 conservators and 4 interns were hired in the ConservArte team at CSMVS

Conservators and curators reported wanting to join CSMVS due to the array of diverse collections available at the museum.

Interns reported receiving opportunities to explore their skills, work with different forms of artwork and interact with experts in the field of museology.

Training and capacity building in art, museology

Conservators reported valuable opportunities to engage with national and international experts invited by CSMVS. They also affirmed that the programme equipped them with modern techniques and methodologies that significantly strengthened their professional practice.

Apprentices reported gaining strong hands-on exposure to art objects, collection care, and preventive conservation.

Knowledge exchange and dissemination

CSMVS partnered with 14 museums and institutes, nationally and globally.

The museum released a booklet celebrating the 7 years of Citi- CSMVS Partnership in July 2022.

The Conservation Conclave 2023 was hosted by CSMVS under the ConservArte: Citi–CSMVS Art Conservation Project and the Citi–CSMVS Conservation and Research Centre.

Promotion of art and culture

MoW Buses 1 and 2 travelled to 124 locations reaching 4+ lakh students, teachers, and visitors.

Students reported visiting the buses and experiencing the 100 Years of CSMVS.

95%+ students want to revisit MoW and learn more themes.97% want more mobile museum experiences.

90% felt inspired to visit other museums after MoW.

20% of teachers said MoW helped students understand syllabus concepts better.

Learning art, history, and museology

3 Think Museum projects were conducted in educational institutes.

17 student workshops and 12 teacher workshops were conducted by MoW.

Students learned to interpret collections and understand history, supported by replicas.

Teachers observed that the initiative deepened students' understanding through hands-on, creative activities.

MoW collaborated with 26 institutes and organizations.

Recommendations

CSMVS is encouraged to conduct capacity-building workshops for its team, focusing on AI-enabled conservation techniques.

CSMVS can collaborate with the education departments of states to make Museum on Wheels program a continued part of the student learning experience across various schools.

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Sampark Foundation- FY 22-23 (1/2)

Transforming Public School Education at $1 per child in Haryana and Maharashtra

Grant Duration	1st April 2022 – 30th March 2023*
Grant Amount	INR 3,20,00,000/-
Project Location	Maharashtra (Thane) and Haryana

Outreach/Target

# of students supported	**9,51,000/9,51,000** (100%)	**# of teachers trained**	**18,722/18,722** (100%)
# Sparks trained	**27**	**# Sbox and Smart TVs disseminated**	**150/150** (100%)

Study Sample and locations covered

1,128 Students

315 Teachers

3 Implementation team staff

Haryana, Thane

Unique differentiators

Project uses innovative technology and interactive tools, along with creative teaching methods in classrooms, to make sustainable change at-scale

Agile programming allowing need-based innovation

Pre-loaded content, delivered in local language enabling usage in low network areas

Enhanced monitoring through SPARK and key government officials, such as CRC and BRC

A statistically significant sample size for the primary stakeholder group (students and teachers) was calculated using a 95% confidence level and an 5% margin of error. In addition to the alumni survey, the study incorporated qualitative insights from secondary stakeholders, like members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

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Sampark Foundation- FY 22-23 (2/2)

The project aims to enhance the pedagogy of teachers from government primary schools through unique and interactive capacity building programs by providing Sampark Smart TV and mobile application.

Impact Summary

Teacher Training and Capacity Building

100% of sampled teachers in Haryana and Maharashtra confirmed attending Smart TV trainings.

100% of teachers were trained on the **6-step digital pedagogy model** (pre-discussion, core concept, concrete-before-abstract, TLM use, hands-on practice).

100% of teachers rated Sampark training as **more engaging and effective** than conventional government programs.

Teachers reported **time saving** from structured lesson plans and worksheets, enabling **greater focus on weaker students**.

Tech enablement and digital adoption

100% of teachers downloaded the Sampark Shala app; **~50% actively use it**.

100% of teachers reported improved **focused instruction time** using Sampark material.

Students were observed **operating Smart TVs independently**, improving digital familiarity.

Teachers valued **digital worksheets** but requested higher volume for reinforcement.

Digital divide persists: **only a few students** accessed the app at home due to limited smartphone availability.

Improved classroom engagement and participation

~100 students reported that traditional blackboard teaching was **not engaging prior to Sampark TV**.

100% of teachers in Haryana stated the program directly supports **NIPUN Haryana Mission goals**.

Teachers observed a shift from **rote learning to interactive learning** using videos, characters, and activities.

Students showed **reduced exam fear and higher participation**, with teachers noting increased written expression. **energy**.

Student confidence and communication skills

Teachers reported **significant increase in student confidence, curiosity, and English speaking**.

Peer learning and *Didi ke Sawal* reduced **fear of judgement and improved participation**.

Students reported **improved English vocabulary and storytelling skills at home**.

Sampark Didi Sound Box supported **daily practice of English and Math concepts**.

Students demonstrated **higher aspirations**, spanning **10+ career paths** (teacher, doctor, engineer, scientist, etc.).

Improved Student Learning Outcomes

Endline study conducted across **21 districts and 101 blocks** in Haryana (June 2023).

370+ government schools assessed for Grade 3 and Grade 4.

Class 4 students outperformed Class 3:

- Class 4 overall score: **55.8%**
- Class 3 overall score: **49.1%**

Top performing districts: **Ambala (62%)**, **Hisar**, **Fatehabad**.

Lowest performing district: **Karnal (43%)**.

Recommendations

Translate and align content with regional languages and mediums of instruction to improve accessibility and comprehension

Develop and integrate visual content for EVS and GK to enhance engagement and conceptual clarity

Slow down the pace of English instruction and incorporate scaffolding techniques to support language acquisition

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Sampark Foundation- FY 23-24 (1/2)

Transforming Public School Education at $1 per child in Maharashtra and Haryana

Grant Duration	1st April 2023 – 30th March 2024
Grant Amount	INR 50,094,634/-
Project Location	Maharashtra (Thane/Pune) and Haryana

Outreach/Target

# of students supported	11,10,000/11,10,000 (100%)	# of teachers trained	26,557/26,557 (100%)
# Sparks trained	32	# Sbox and Smart TVs disseminated	1,160/1,160 (100%)

Study Sample and locations covered

- **1,128 Students**
- **355 Teachers**
- **3 Implementation team staff**

Haryana, Thane

Unique differentiators

- Project uses innovative technology and interactive tools, along with creative teaching methods in classrooms, to make sustainable change at-scale
- Agile programming allowing need-based innovation
- Pre-loaded content, delivered in local language enabling usage in low network areas
- Enhanced monitoring through SPARK and key government officials, such as CRC and BRC

A statistically significant sample size for the primary stakeholder group (students and teachers) was calculated using a 95% confidence level and an 5% margin of error. In addition to the alumni survey, the study incorporated qualitative insights from secondary stakeholders, like members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

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Sampark Foundation- FY 23-24 (2/2)

The project aims to enhance the pedagogy of teachers from government primary schools through unique and interactive capacity building programs by providing Sampark Smart TV and mobile application.

Impact Summary

Program scale and teacherr capacity building

Smart TV program has been operational across **Haryana and Maharashtra since 2021**, with some Haryana schools hosting **up to 3 devices per school**.

100% of sampled teachers attended a **5-day refresher training**, aligned with a **6-step pedagogy** under the **NCF framework**.

100% of teachers rated the training as **engaging, joyful, and more effective** than conventional departmental workshops.

Teachers reported becoming **digitally literate**, with reduced reliance on blackboard teaching and increased use of **pause–replay features** for adaptive pacing.

Tech enablement and digital adoption

100% of teachers downloaded the Sampark Shala app, with **~70% actively using it**.

4.56 million (45,68,686) Smart TV classroom resources were utilized across intervention schools in one year.

Teachers reported improved classroom management due to **students independently operating Smart TVs**.

Quarterly assessments in Haryana (every **3 months**) provided **data-driven teaching feedback**.

Digital divide persists: limited smartphone access among daily wage families restricted **home app usage**

Improved classroom engagement and participation

Teachers in Haryana reported a **visible rise in student attendance and enrolment**, attributed to **interactive lessons and gamified point systems**.

100% of teachers stated that activity-based pedagogy made classes **more engaging, effective, and easier to deliver**.

Students showed increased engagement through **quizzes, rhymes, animations, and worksheets**, particularly in **English vocabulary and Math problem-solving**.

Group-based activities encouraged **peer-to-peer learning**, improving collaboration and classroom interaction.
Students were observed confidently answering in **both English and Hindi**

Student confidence and communication skills

Teachers across both states observed **significant improvement in student confidence and English communication**.

Interactive modules like **Didi ke Sawal and Sparkle Points** removed fear of judgement and promoted **safe participation**.

Students reported **initiating peer conversations** and storytelling in English.

Sampark content improved **home engagement**, with some parents participating in worksheet review.

Teachers recommended program expansion into **EVS and GK** using storytelling and play-based modules.

Improved Student Learning Outcomes

Endline assessments (June 2024) were conducted across **10 districts in Maharashtra** and **17 districts in Haryana**, covering **376 → 345 schools** in Maharashtra and **221 → 209 schools** in Haryana from baseline to endline.

Learning improvements were significant: Pune and Thane recorded **endline scores of 73% and 71%** with **relative gains of 35% and 42%**, while Haryana showed overall improvements of **+43% in English** and **+48% in Math**.

District-level performance varied: Bhiwani recorded the **highest improvement (+58%)**, Gurugram achieved the **highest endline score (90%)**, while Palwal reported the **lowest endline score (64%)**.

Recommendations

Develop and integrate visual content for EVS and GK to enhance engagement and conceptual clarity

Establish regular maintenance schedules and provide technical support for classroom devices

Slow down the pace of English instruction and incorporate scaffolding techniques to support language acquisition

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Jaslok Hospital and Research Centre (1/2)

Project Sahayog: Support to Jaslok Hospital and Research Centre

Grant Duration	1st April 2023 – 30th March 2024
Grant Amount	INR 37,260,000/-
Project Location	Maharashtra (Thane/Pune) and Haryana

Outreach/Target

# of patients supported	231/324 (71%)
# females impacted	107
# males impacted	124

Study Sample and locations covered

- **67** Surveyed patients
- **1** Nursing director
- CEO and CFO of the hospital

Mumbai

Unique differentiators

- Flexibility in the usage of grant helped in taking quick decisions
- Multidisciplinary treatment options in the hospital improves accessibility of healthcare for patients
- Project targeted towards the underserved community who were not aware about other healthcare schemes
- Low response time: Swift selection cum screening of the patients for the release of financial support

A statistically significant sample size for the primary stakeholder group (students and teachers) was calculated using a 95% confidence level and an 5% margin of error. In addition to the alumni survey, the study incorporated qualitative insights from secondary stakeholders, like members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

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Jaslok Hospital and Research Centre (2/2)

The primary goal of this project was to ensure access to quality healthcare for those who are unable to afford it or have depleted financial resources, thereby addressing the issue of delayed or inaccessible medical treatment

Impact Summary

Awareness and Program outreach

98% of patients learnt about Project Sahayog through the **Medical Social Work (MSW) department**; only **2% via oncology referrals**.

100% of surveyed beneficiaries confirmed receiving **clear guidance on eligibility, documentation, and process**.

100% of patients reported being **unaware of any government or private insurance schemes**, making Sahayog their **primary access to financial aid**.

The MSW team (3-member unit) ensured **screening of deserving patients only**, improving targeting efficiency.

Central oversight by **CEO, CFO, and GM Finance** enabled **faster case approvals than typical donor programs**.

Affordability and financial vulnerability

Out of **231 patients**, **204 (88%)** had annual family income **below ₹2.5 lakh**; **27 (12%)** between **₹2.5–5 lakh**.

14 patients received **100% treatment coverage** under the CBNA grant; remaining patients received **partial financial support**.

95% of patients stated they **could not have completed treatment without Sahayog funding**.

Around **50% of families** had taken loans from **private moneylenders** before receiving support.

Financial aid prevented patients from **falling deeper into long-term debt** while pursuing treatment

Accessibility and service efficiaency

100% of surveyed patients reported **approval timelines of 4–7 days** after document submission.

Emergency cases were **admitted immediately**, with expenses later adjusted under the grant.

45% of patients stated that timely support **prevented health deterioration**.

All patients reported **smooth discharge processes and effective follow-up care**.

Flexible fund utilization by the IP resulted in **lower response times than other donors**

Life saving tertiary care impact

Program supported **critical treatments** including **chemotherapy, bone marrow transplants, organ transplants, and major surgeries**.

Among **40 sampled patients**, **16 received cadaver transplants** through partial financial support.

9 out of 40 patients received support for **cancer treatment** (surgery, chemotherapy, radiation).

95% of patients/families did **not approach any other hospital** for financial aid.

Patients reported **high confidence in receiving support** even before meeting hospital staff, reflecting strong program trust.

Recommendations

Awareness of the financial assistance program can be improved at the registration desk
Utilize posters, brochures, and verbal communication to increase program awareness among patients and their families.

Currently the Medical Social Worker compiles case reports and verifies documents for patient selection. The IP can implement a digital documentation and verification system to streamline the process, reduce paperwork, and minimize the time required for assessments.

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JSW Foundation- FY 22-23 (1/2)

Inspire Institute of Sport High-Performance Program

Grant Duration	1st April 2022 – 30th March 2023
Grant Amount	INR 30,000,000/-
Project Location	Vijayanagar, karnataka

Outreach/Target

# of athletes supported	544
# medals won in national competitions	303
# medals won in international competitions	113

Study Sample and locations covered

- 93 Athletes
- 4 Coaches
- 1 Doctor
- 3 Physiotherapist

Karnataka

Unique differentiators

Holistic support to help athletes in enhancing their performance with a sole focus on sport

Tailored health and performance plans for female athletes

Experienced and qualified coaches and support staff from national and international community

Systemic approach towards the performances of the athletes through sports science

A statistically significant sample size for the primary stakeholder group (Athletes) was calculated using a 95% confidence level and an 9% margin of error. In addition to the athlete survey, the study incorporated qualitative insights from secondary stakeholders, like coaches, physiotherapist, members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

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JSW Foundation- FY 22-23 (1/2)

The project provides athlete support through infrastructure, training equipment, and a team of qualified experts and coaches

Impact Summary

Programme scope and athlete development

The JSW Foundation, through its Inspire Institute of Sport (IIS) High-Performance Program, supported the development of 544 athletes across five Olympic disciplines, including Wrestling, Boxing, Track & Field, Judo, and Swimming.

These athletes were trained across four centres, with a structured focus on long-term athlete development and the integration of sports training with formal education.

The program provided a stable, professional ecosystem for young athletes from diverse backgrounds, many of whom had limited access to high-quality sporting infrastructure prior to joining IIS.

Utilization of Equipment and Access to Sports Science

The newly procured equipment has been actively integrated into daily training and rehabilitation routines across sports disciplines.

A majority of athletes reported regular use of tools such as WattBike Pro, Polar heart rate monitors, and Game Ready sleeves for performance testing and recovery.

Athletes indicated that adequate space and dedicated time slots ensured equitable access to equipment, reducing wait times and improving training efficiency.

Sports science tools were used not only for baseline testing but also for continuous performance monitoring and injury assessments.

Impact on Recovery, Rehabilitation, and Performance

Athletes consistently highlighted that access to advanced recovery and rehabilitation equipment significantly reduced injury-related downtime and improved readiness for training.

Many reported faster recovery cycles compared to their previous training environments, with recovery tools becoming part of routine post-training care rather than being limited to injury management.

Coaches observed that improved recovery enabled athletes to sustain higher training loads without compromising physical health.

Health, Rehabilitation and Performance Optimization

The introduction of the Female Athlete Health Program marked an important step toward inclusive and holistic athlete care at IIS.

Female athletes described the menstrual health sessions as creating a safe and supportive space for discussing topics that were often considered taboo in their home communities.

The program combined awareness-building with tangible support, including access to menstrual hygiene products and sports-specific health resources.

Athletes reported increased confidence, better understanding of their bodies, and improved ability to manage training schedules during menstruation.

Improved Institutional excellence

The refurbishment of the sports science laboratory and servicing of equipment directly contributed to IIS achieving CASES accreditation, making it the only institute in India to receive this internationally recognized certification.

This milestone positioned IIS at the forefront of sports science in the country, providing athletes with globally benchmarked testing and performance support.

Beyond sporting outcomes, the program strengthened trust among families and communities, with parents expressing confidence in IIS as a safe and professional environment for their children.

Athletes reported that their participation had positively influenced perceptions of sports as a viable career path.

Recommendations

Introducing a **structured CPD plan** to support professional growth, enhancing motivation, and improving retention across all departments.

Strengthening the **availability of on-site specialists**, particularly in psychology, to provide athletes with consistent, holistic support

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JSW Foundation- FY 23-24 (1/2)

Inspire Institute of Sport High-Performance Program

Grant Duration	1st April 2023 – 30th March 2024
Grant Amount	INR 81,156,364
Project Location	Vijayanagar, karnataka

Outreach/Target

# of athletes supported	352
# medals won in national competiitons	325
# medals won in international competitions	113

Study Sample and locations covered

- 88 Athletes
- 4 Coaches
- 3 Physiotherapist

Karnataka

Unique differentiators

- Holistic support to help athletes in enhancing their performance with a sole focus on sport
- Tailored health and performance plans for female athletes
- Experienced and qualified coaches and support staff from national and international community
- Systemic approach towards the performances of the athletes through sports science

A statistically significant sample size for the primary stakeholder group (Athletes) was calculated using a 95% confidence level and an 9% margin of error. In addition to the athlete survey, the study incorporated qualitative insights from secondary stakeholders, like coaches, physiotherapist, members of the implementation team, to ensure a comprehensive understanding of the program's performance and impact.

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JSW Foundation- FY 23-24 (1/2)

The project provides athlete support through infrastructure, training equipment, and a team of qualified experts and coaches

Impact Summary

Training facilities and athlete support systems

The IIS High Performance Program has established a robust and well-resourced training ecosystem, with 96% of athletes expressing satisfaction with the facilities and all coaches reporting high satisfaction with the available infrastructure.

Athletes follow structured training schedules, typically across two daily sessions, supported by a multidisciplinary team that delivered over 1,200 strength and conditioning sessions, 1,700 physiology sessions, more than 370 sports psychology sessions, and nearly 2,400 medical consultations

Extensive physiotherapy services across athletics, wrestling, boxing, judo, and swimming ensured continuous injury management and rehabilitation, creating a holistic and integrated support system for athlete development.

Competitive performance and medal outcomes

The program has translated strong institutional support into tangible sporting outcomes, with 83% of athletes reporting significant improvement in performance and a majority expressing satisfaction with their competitive results.

In FY23–24 alone, IIS athletes secured a total of 440 medals, including 193 gold, across national and international platforms, with participation in 72 national and 57 international events.

Coaches highlighted a strategic shift toward long-term athlete development, particularly for younger cohorts, with a clear performance roadmap aligned to future Olympic cycles, including Los Angeles 2028 and Brisbane 2032.

Sports Science, Research and Institutional Excellence

IIS has emerged as a leading center for applied sports science, supported by Citi-funded infrastructure that enabled the sports science laboratory to receive CASES accreditation in FY23–24.

The institute has developed strong research capabilities, producing multiple peer-reviewed publications on athlete physiology and performance, alongside several ongoing and proposed studies focused on sleep, metabolism, and injury analytics.

Collaborations with international institutions such as Liverpool John Moores University and professional teams like Bengaluru FC and Haryana Steelers have further strengthened IIS's role as a national hub for evidence-based sports performance research.

Health, Rehabilitation and Performance Optimization

Access to in-house physiotherapy, sports psychology, sports medicine, nutrition, and strength and conditioning services has significantly enhanced athlete recovery, resilience, and performance.

Athletes reported improved physical strength, speed, agility, and injury recovery, particularly compared to limited or inconsistent access prior to joining IIS.

The expansion of medical facilities, acquisition of advanced rehabilitation equipment, and integration of mental health services, including neurofeedback technology, have enabled faster diagnosis, safer recovery, and improved mental well-being.

Inclusion, Female Athlete Health and Program Scalability

The Female Athlete Health Program has played a transformative role in promoting menstrual health awareness, body literacy, and psychological safety among female athletes, with 100% reporting improved self-awareness and application of learnings in training.

Structured three-level workshops, distribution of hygiene kits, and creation of safe communication spaces have normalized previously taboo discussions and improved support systems across genders.

Facility expansion and repurposing of space have directly enabled IIS to scale athlete enrolment to 776, demonstrating how strategic infrastructure investment has strengthened institutional capacity.

Recommendations

Consider enrolling a buffer of athletes and conduct the induction process at least twice a year, with intake prioritized from feeder centers to counter attrition

The IP may consider investing more on supplements for the athletes such as red meats, a wider variety of fruits and vegetables, and ensure its availability throughout the year

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