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Impact Assessment of CSR Initiatives

Citibank N.A. (CBNA) India

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Context

About CBNA[1]

Citibank N.A. (CBNA) is the consumer division of the New York headquartered financial services multinational Citi group. CBNA in India provides banking services and offers savings accounts, salary accounts, commercial banking, personal and home loans, term and senior citizens deposits, credit and debit cards, insurance, and asset management services.

CBNA India's CSR investments

CBNA in India focused its CSR obligation across FY 2021-22 and 2022-23 on seven strategic pillars of focus - Art for Change, Pathways to Progress, Disaster (COVID-19) Relief, Bank for Good, Giving at Citi, Social Innovation Lab and Leadership for Tomorrow.

In FY 2022-23, CBNA CSR commitment of about INR 145.35 Cr were made towards 22 projects, across Citi's seven strategic pillars mentioned above. Under the grant projects, support was provided to facilities to improve their response to COVID-19 and to people adversely impacted by the pandemic, athletes, musicians, women entrepreneurs, and those in need for curative/rehabilitative care. The projects also reported an impact on indirect beneficiaries, including youth and individuals involved in the implementation of the interventions, thereby creating employment opportunities.

About the projects under review

CBNA India conducted third party impact assessments for 9 projects that were representative of its CSR investments during the implementation periods of April 2021 – March 2022 and April 2022 – March 2023. The selected projects/programmes had outlays of more than INR 1 Cr during the respective grant years. Cumulatively, these 9 projects/programmes had reported outreach to 12,25,004 beneficiaries through various activities.

Outreach

12,25,004* individuals

**Outreach of 9 projects under evaluation*

11,22,543 beneficiaries
Reached through multiple initiatives under 'Art for Change' project

81,539
Covid and non-Covid patients supported

14,684 women entrepreneurs
Received training

4,709 trainees trained
Of which 75% are females

1,489 female trainees
Trained and received skill loans

29 start-ups
With mentorship and incubation support

11 Students
Supported with scholarships

[1] https://www.citigroup.com/global

Key activities and outputs

6,94,055
beneficiaries reached through bus visits

3,99,878 visitors
Visited exhibitions

28,407 teachers and students reached
Through 34 workshops

16,202
Historical objects conserved

1,658
Women Entrepreneur Groups (WEGs) formed

14,642 women entrepreneurs
Received seed-funding of INR 12,000

8 ANM Nursing Colleges and 1 ITI College established
In 8 districts of Jharkhand

2,444
Candidates placed, of which >50% are female candidates

Strategic Mentorship
Engaged the cohort through the funding cycle

74,000 Households
Covered for the How India Gives study

550
Articles added to knowledge repository

Draft SOP prepared for Centre
Reviewed by Global Knowledge Hub (GKH) and ISDM leadership

566
Critical care equipment provided to hospitals for Covid care

85
Additional bed capacity provided for Covid care

SDG alignment

Approach and Methodology

Scope of work

Deloitte was appointed by CBNA to conduct impact assessment of 9 projects/programmes supported through their FY 2021-22 and 2022-23 CSR grants.

Approach

Deloitte carried out the impact enquiry through a thorough review of project related documents (provided by the implementing organisations), sample primary interactions with beneficiaries and key stakeholders, and visits to implementation locations (where appropriate). The objective of the assessment, executed along a 12-14 week period, was to ascertain the outcomes/impact of the initiatives through the following research questions:

- What were the intended or planned outcomes of the initiatives? Are the programme's results in line with the anticipated outcomes?
- Did the evolving pandemic cause any disruptions to the initial programme design, and what changes were made to the overall design to avoid potential programme disruption? Has there been a disruption in impact due to remote programme execution? Are there any potential strategies that could be deployed to combat this disruption?
- How do the beneficiaries and other stakeholders perceive the CSR initiatives undertaken?
- Ascertain any other challenges in implementation of the activities that are impeding optimal results.

The methodology for the data collection and design of the tools for specific projects/programmes was based on a detailed desk analysis of the project related documents. The documents accessed were those shared by implementing partners (IPs) and CBNA CSR team and included MOUs, project outreach and outcome data, beneficiary databases, M&E reports, and other project documentation. This provided understanding of the project model, achievements, and challenges prior to the impact assessment data collection.

A stakeholder mapping exercise, based on the desk review, was conducted to identify the range of interactions that would be required to document multiple perspectives about impact. The documentation of multi-stakeholder interactions was critical to validating findings through triangulation. A multi-stage mixed methodology was adopted to identify the sample of respondents for the study. These stakeholders were selected based on probability proportional to size sampling and the final set of respondents was selected purposively. Statistically, the sample size was calculated based on 95% confidence level and ± 8% margin of error, wherever applicable. The IPs' network was leveraged to reach the most marginalized of the beneficiaries. The primary data collection in each location was done during the April - June 2023 period, based on the availability of beneficiaries and key project stakeholders.

The data collection team leveraged both in-person and online data collection modes during the assessments. Elaborate details about the project/programme specific enquiry and study tools deployed are presented in the following sections.

Stakeholder	Key points covered	Study tools employed
Direct beneficiaries	Nature of support provided Needs of the population specific to project objectives Feedback on the project execution Changes in access to training/ development/income generation opportunities Perceived social impact due to intervention	FGD, survey, case study

Indirect beneficiaries	Feedback on the project execution as per needs assessment Perception of impact delivered through the project Gap areas and needs that could be addressed through CSR support	KII, survey, FGD
Project management/field team	Project implementation Project monitoring Challenges	KII, FGD

Data collection

The data collection for the assessment was carried out with an approach to document multiple perspectives to validate the findings through triangulation. It was carried out as follows:

ConservArte: Citi CSMVS Art Conservation project and Museum on Wheels (Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (CSMVS)

Project Stakeholders	Documents reviewed	Primary Interactions conducted and Sample	Enquiry areas
ConservArte: • Conservators and curators • Interns and apprentices • Collaborative institutes • Programme team • Experts **Museum on Wheels (MoW):** • Students who experienced MoW • Students who curated exhibitions in ***Think Museum*** initiative • Students and teachers attending online workshops • Collaborative institutes • Visitors visiting the museum • Visitors visiting exhibitions organised at the museum • **Bus team and programme team**	• MoU between CBNA and CSMVS • Project quarterly assessment reports • Project completion report submitted by CSMVS • Smartify app analytics and dashboard snapshots • Digital objects register	**ConservArte:** • 19 Conservation staff members • Collaborative institutes and experts: 5 • Programme team: 2 • Apprentices and interns: 4 **Museum on Wheels (MoW):** • Students: 165 • Teachers: 40 • Bus team: 3 • Programme team: 3 • Volunteers: 3	**Relevance:** • Alignment to the importance of art, history, and culture in society **Coherence:** • Overall initiatives taken by CSMVS and their impact in promoting art and history **Effectiveness/ Impact:** • Programme model and intended outputs/outcomes • Appropriateness of the programme strategy and partnerships **Efficiency:** • Major factors driving success and key challenges/delays in implementation • Notable approaches **Sustainability:** • Increased awareness and interest in art and history post intervention • Improved knowledge and technical skills gained

Skill Training for proper livelihood (Bandhan Konnagar)

Project Stakeholders	Documents reviewed	Primary Interactions conducted and Sample	Enquiry areas
• Trainees • Trainers • Family members • Employers • Programme staff	• Project proposal and Signed MoU • Quarterly progress reports and Review reports (FY 23)	• Trainees: 148 • Trainers: 21 • Employers: 5 • Family members: 3 • Programme staff: 14	**Relevance:** • Alignment of the programme to the learning needs of the trainees **Coherence:** • Overall structure of support and fit with the skilling objective of the country • Extent of support provided to the trainees **Effectiveness/ Impact:** • Programme model- Training youth on employability skills across multiple domains

			• Perceived impact/effectiveness of initiative: Placement of candidates post programme completion **Efficiency:** • Major factors driving success and key challenges/delays in implementation • Notable approaches **Sustainability:** • Sustainable source of livelihood for trainees completing the programme

Women Entrepreneurship Programme (ChildFund India)			
Project Stakeholders	**Documents reviewed**	**Primary Interactions conducted and Sample**	**Enquiry areas**
• Women Entrepreneurs • Families of women entrepreneurs • Programme staff • Community mobilisers • Field officers •	• Project proposal and Signed MoU • Quarterly progress reports and Review reports (FY 22)	• Women entrepreneurs: 119 • Programme staff: 6 • Field Officers: 5 • Community mobilisers: 17	**Relevance:** • Alignment of the programme to the entrepreneurial needs of the women (business awareness, financial independence, empowerment) **Coherence:** • Overall structure of support and the fit with the ecosystem • Extent of support provided to the entrepreneurs **Effectiveness/ Impact:** • Programme model- implementation process • Perceived impact/effectiveness of initiative: successful completion of the programme, submission of business plans, successfully running businesses • Intended and Planned outputs/outcomes • Appropriateness of the programme strategy and support **Efficiency:** • Major factors driving success and key challenges/delays in implementation • Notable approaches **Sustainability:** • Sustained livelihoods for the women entrepreneurs
Citi infection control and Covid-19 (Extension for Community healthcare outcomes (ECHO) India)			
Project Stakeholders	**Documents reviewed**	**Primary Interactions conducted and Sample**	**Enquiry areas**
• Trainee nurses • Subject Matter Experts (SMEs) • ECHO facilitators • Government agencies • ECHO project staff	• Project MoU • Project closure report • Quarterly progress reports	• Nurses: 267 • Subject Matter Experts: 9 • ECHO facilitators: 3 • Government agencies: 2 • ECHO staff: 6	**Relevance:** • Alignment to the larger health ecosystem, Covid preparedness, and nursing needs **Coherence:** • Fit in the disaster/ COVID-19 relief ecosystem **Effectiveness/ Impact:** • Intended and Planned outputs/outcomes • Appropriateness of the programme strategy and Partnerships • Capacity building of nurses for enhanced Covid preparedness **Efficiency:** • Major factors driving success and key challenges/delays in implementation • Notable approaches **Sustainability:** • Skill development and capacity building of nurses

Skill development and livelihood of underprivileged youth and tribal women in aspirational districts (Pan IIT Alumni reach for India Foundation (PARFI))

Project Stakeholders	Documents reviewed	Primary Interactions conducted and Sample	Enquiry areas
• Trainees • Trainers • Family members • Employers • Programme staff	• Project proposal and Signed MoU • Project model documents • Quarterly progress reports and Review reports (FY 23)	• Trainees 131 • Placed candidates: 13 • Trainers: 10 • Employers: 5 • Family members: 15 • Programme staff: 5	**Relevance:** • Alignment of the programme to the learning needs of the trainees **Coherence:** • Overall structure of support and the fit with the ecosystem • Extent of support provided to the women trainees **Effectiveness/ Impact:** • Programme model- implementation process • Perceived impact/effectiveness of initiative: successful completion of the programme, placement rate, loan repayment rate • Intended and Planned outputs/outcomes • Appropriateness of the programme strategy and support **Efficiency:** • Major factors driving success and key challenges/delays in implementation • Notable approaches **Sustainability:** • Sustained livelihood for the women trainees

IFRE Ecosystem support project (Ashoka Innovation Centre, Citi Nanoo Pamnani Scholarship Programme, Centre for Social Impact and Philanthropy)

Project Stakeholders	Documents reviewed	Primary Interactions conducted and Sample	Enquiry areas
• Mother Teresa fellows • Citibank Nanoo Pamnani scholars • HIG research team • Parents of scholars and fellows • Programme staff • Ashoka University founders	• Project Proposals • Project completion reports • Quarterly progress reports • How India Gives research methodology • AIC construction floorplans • Proposal documentation by CSIP • Kantar agency panel documentation	• Citibank Nanoo Pamnani Scholars: 1 • Mother Teresa Fellows: 1 • Mother Teresa fellowship programme staff: 2 • HIG research staff: 3 • AIC staff: 3	**Relevance:** • Alignment of the programme to financial needs of students studying liberal arts and professionals in the social impact space **Coherence:** • Fit in the social impact ecosystem by enabling more young people to work in the sector **Effectiveness/ Impact:** • Intended and Planned outputs/outcomes • Appropriateness of the programme strategy and Partnerships • Programme model- implementation process **Efficiency:** • Major factors driving success and key challenges/delays in implementation • Notable approaches **Sustainability:** • AIC's own revenue model to sustain the work and projects being developed

Citi Social Innovation Hub (IIT Kanpur)

Project Stakeholders	Documents reviewed	Primary Interactions conducted and Sample	Enquiry areas
• Project Implementation Team • CEO and founders of start-ups • Staff of start-ups	• Project proposal and Signed MoU • Project model documents • Quarterly Progress Reports and other reports submitted by IIT-K during FY 21-22 and FY 22-23	• 9 start-ups • Programme implementation staff	**Relevance:** • Alignment of the programme to the needs of the start-ups **Coherence:** • Overall structure of support and the fit with the start-up ecosystem • Extent of support and utilisation of grant in launching and developing new products **Effectiveness/ Impact:** • New products developed • Innovations to develop solutions and create social impact • Appropriateness of the programme strategy and support **Efficiency:** • Major factors driving success and addressing key challenges/delays in development of innovative products • Notable approaches of addressing challenges to develop low-cost products with high efficiency **Sustainability:** • Quantum of Impact on society through products and services of the start-ups

Centre for Social Finance and Impact (Indian School of Development Management (ISDM)

Project Stakeholders	Documents reviewed	Primary Interactions conducted and Sample	Enquiry areas
• Research staff • Programme team • Communications team • Dean • Founder • Experts	• Project proposal and Signed MoU • Quarterly progress reports	• Dean • Founder • Research staff • Programme team • Communications team	**Relevance:** • Alignment of the programme to the needs of the social impact ecosystem in the country **Coherence:** • Overall structure of support and the fit with the social impact space **Effectiveness/ Impact:** • Intended and Planned outputs/outcomes • Appropriateness of the programme strategy and Partnerships • Programme model- implementation process **Efficiency:** • Major factors driving success and key challenges/delays in development of innovative products • Notable approaches of addressing challenges to develop low-cost products with high efficiency **Sustainability:** • Impact on society through research, articles published, etc.

Covid-19 Relief Support (Implementing Partners: Billion Hearts Beating Foundation (Executed support to three Apollo centers in Chennai) And Jaslok Hospital and Research Centre)

Project Stakeholders	Documents reviewed	Primary Interactions conducted and Sample	Enquiry areas
• Hospitals • Covid-19 patients • Non Covid patients	• MoU between CBNA and Hospitals	• 10 programme team members • 1 CEO and 1 CFO	**Relevance:**

• Doctors and medical staff	• Project quarterly assessment reports • Patient MIS data	• 10 Nursing team members • 4 doctors • 6 Biomedical and engineering team members	• Alignment of the programme to the healthcare and infrastructure needs of the country during the pandemic **Coherence:** • Extent of support and utilisation of grant in meeting the critical needs of the hospitals being supported **Effectiveness/ Impact:** • Programme model and intended outputs/outcomes • Appropriateness of the programme strategy and Partnerships • Perceived impact/effectiveness of initiative: increased capacity to treat patients, improved infrastructure, capacity building of medical staff **Efficiency:** • Major factors driving success and key challenges/delays in implementation • Notable approaches **Sustainability:** • Improved knowledge and technical skills gained
Limitations	• Assessments were based on a purposive sampling technique and was was reliant on the IP's judgement and network. This may have led to positivity bias in the sample. Availability of certain beneficiaries/ respondents was restricted owing to their competing priorities/occupations • The project design did not include interactions with those excluded from the benefit, hence exclusion perspectives are not reflected in the Impact Assessment narrative		

Project-wise impact summary

Paper conserved from the CSMVS paper collection by visiting senior paper conservator Mr. Lalit Pathak

Art for Change

- Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (CSMVS)

ConservArte: Citi CSMVS Art Conservation project and Museum on Wheels

Introduction[2]

Overview: CSMVS has received grants from Citibank N.A. (CBNA) to promote art, culture, and history in society through Museum on Wheels and ConservArte initiatives under the Art for Change theme. The ConservArte project is a conservation and restoration programme at CSMVS, that aims to protect historical objects and artefacts through remedial and preventive conservation. The Museum on Wheels (MoW) project, supported by CBNA makes museums accessible to everyone by bringing exhibits to schools and colleges through two buses modified as CSMVS bus museums.

Grant amount: INR 8,01,47,820/-
Project period: April 2022 to June 2023
Location: Maharashtra

Problem Statement: India's rich cultural vibrancy has found expression in its traditional arts and crafts for millennia. However, younger generations are becoming progressively detached from their cultural heritage. A revealing study uncovered that more than 60% of respondents lacked awareness concerning India's art, culture, and history.[3] This underscores the imperative to intensify endeavors aimed at promoting and safeguarding our cultural legacy. Museums serve as the custodians of our cultural tapestry and as champions of awareness. These vital institutions assume a central role in conserving our heritage and enlightening the masses about the splendor of our culture.

A survey conducted by the National Sample Survey Office in 2019 revealed that a mere 10.7% of Indians have experienced the wonders of visiting a museum or a historical site.[4] Hence, museums reinforce a sense of national identity and pride. By showcasing India's achievements, cultural expressions, and historical milestones, museums instill a sense of belonging and collective heritage among citizens.

SDG alignment:

[2] Sources: Project model- MOU between CSMVS and CBNA
[3] https://www.financialexpress.com/lifestyle/travel-tourism/most-indians-unaware-about-countrys-history-cultural-diversity-and-even-food-reveals-survey/2495220/
[4] National Sample Survey Report

Assessment Overview

The current report presents a detailed documentation of Deloitte's observations and findings of the impact assessment of ConservArte and Museum on Wheels Programme that was implemented by CSMVS. A summary of the evaluation findings is presented in the table below

Parameter	Key Highlights and Rationale
Relevance	• Loss of cultural knowledge can have long-term implications for India's identity and national pride. • Museums are critical institutions that play a crucial role in promoting awareness among the masses. Additionally, museums can provide an opportunity for people from different cultural backgrounds to share and understand each other's perspectives. • By carefully documenting and preserving artifacts, museums can record our culture for future generations to learn and appreciate. • Art appreciation stimulates thought and analysis, encouraging individuals to look beyond what meets the eye and expand their horizons.
Coherence	• The educational system might prioritise academic and technical subjects more heavily, resulting in limited room and time for cultural education, potentially resulting in students' diminished awareness and interest in cultural matters. • Limited access to museums, art galleries, cultural events, and historical sites can hinder exposure to India's rich artistic and cultural heritage, leading to reduced interest among the younger generation. • The ConservArte project focuses on preserving important historical artifacts and building the capacity of young conservators and strengthening the knowledge of art and culture to the larger audience. • The Museum on Wheels initiative expands the reach of the museum's knowledge through mobile exhibitions to a wider audience. These programmes ensure that India's rich cultural heritage is not lost and is accessible to all who wish to learn and appreciate it.
Effectiveness	• The CSMVS team managed to overachieve several project targets in terms of objects conserved, children impacted through bus visits and outreach engagements and numbers. • Despite receiving funds late, CSMVS was able to complete the project within the agreed timeframe; however, there were delays in some of the activities conducted.
Efficiency	• To improve the conservation processes followed at CSMVS, the conservation centre was refurbished with new equipment and restoration facilities of international standards. • Conservators and curators were provided with capacity building opportunities which enabled efficiency by enhancing their learning and skills. • By demonstrating adeptness in obtaining the necessary permissions in advance and adhering to interstate travel regulations, the MoW programme could successfully be expanded to newer locations. This careful preparation ensured seamless and compliant mobility across state borders.
Impact	• Freedom to experiment, excellent work culture, opportunities to grow, adopting to international techniques are some of the reasons reported by conservators, curators, and interns for choosing to work at CSMVS. • All conservators confirmed being equipped with techniques and modern methodologies due to workshops organised by CSMVS which has helped in enhancing their learning and adopting these in their restoration and preventive care practices at CSMVS.

	• Apprentices interacted with confirmed receiving in depth knowledge about various art objects and learning about collection care and preventive conservation. • Conservators and curators confirmed attending Conservation Conclave 2023 which helped them understand the future of the conservation profession in India along with the importance of international collaborations for education and training. • 96% of the surveyed students reported liking the bus museum experience for reasons such as it being a new experience, them liking the theme of the bus, and seeing and learning new things etc. • Over 95% of the surveyed students reported wanting to visit the bus again, to learn further about the bus themes and to experience the world of art and history. • Through virtual initiatives, MoW had a digital outreach of over 1.2 lakh people. • The National-level Educators' conference resulted in the formation of the first-ever Museum Educators' Forum called CME (Community of Museum Educators) headquartered at the CSMVS. • Teachers reported that through ThinkMuseum initiative, students received a deeper understanding of museology by carrying out hands-on activities and exploring their creative side. • Teachers who attended the teacher workshop reported receiving training from MoW team which helped them adopt effective pedagogy in classroom.
Sustainability	• Though the programme is effective in the preservation and conservation of Indian art and culture, the IP can evaluate identifying additional sources of revenue to ensure continuity of the initiative.

Museum on Wheels (MoW) bus bringing immersive art experience to school students.

Project model

ConservArte Intervention Model

Identification of activities

- Decide on recruitment process for new members
- Plan exhibitions, research, meetings, workshops, etc.
- Plan for experts and museums to be collaborated with for capacity building of the team

Identification of objects

- Objects are obtained through art acquisition committee; the museum currently has 70,000 objects
- Objects for conservation are chosen by the conservators based on multiple factors like historical significance, condition, durability and research potential
- Selected objects for conservation and restoration cover a range of periods, styles, schools, and technologies

Finalising and collaboration of partners

- Partners are identified based on the activities, type of objects, and technical aspects of the conservation centres
- Hiring and distribution of responsibilities to the staff

Execution of restoration activities

- Risk assessment conducted to evaluate the feasibility of conservation and identify areas of concern
- Conservation of objects and creation of climate control space

Community engagement

- CSMVS conducts an inclusive lecture series to foster community engagement and has various digital initiatives
- Collaborations with universities are established to broaden outreach to students and a wider audience
- Apprenticeship programme executed
- Exhibitions are made accessible to the public

Museum on Wheels Model

Identification of Sites

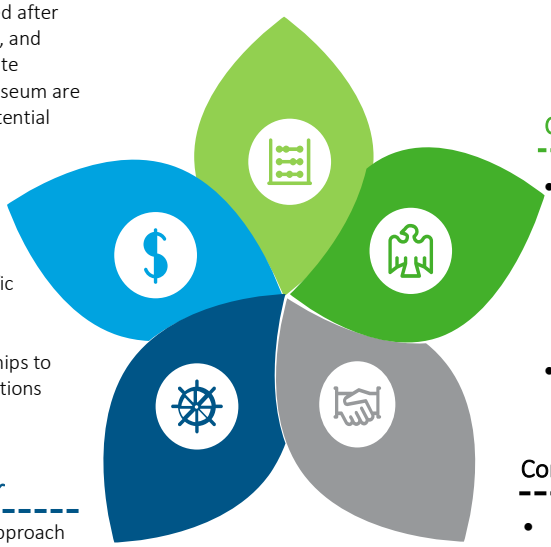
- Locations for MOW are identified after assessing the space, road safety, and availability of electricity at the site
- Schools that cannot visit the museum are identified and considered as potential locations for the MOW to visit

Invite to Schools

- The programme identifies specific sections within each school that require intervention
- The museum also offers internships to students based on recommendations from their course instructors

Finalising Visit Schedule/roster

- Educational institutions/NGOs approach MoW for a visit to their premises
- The staff conducts a feasibility check, maps the route, and schedules the visit to different schools



Conducting Museum on Wheels

- MOW conducts sessions in the bus to educate children about the objects and their significance. Workshops are also conducted for teachers to incorporate museums into their curriculum. Post-session, students are given a worksheet to test their retention
- The *Think Museum* Project encourages students to create innovative museum spaces in their schools

Community Engagement

- Workshops conducted in communities
- Simple-topics, easy to understand for adults & children alike

Inputs

The key inputs of the programme include (i) Object conservation and preservation, (ii) Hiring of conservators and implementing the apprenticeship programme, (iii) Capacity building of conservators, (iv) Outreach and Exposure, (v) Bus visits, (vi) *Think Museum* Projects, (v) Online workshops and Digital Engagement

Process

The ConservArte programme is structured in a way that it covers the core objective as well as sets emphasis on the impact it creates for all stakeholders

1. Identification of Objects
Objects are dentified basis multiple factors

2. Identification of Activities
Brainstorm activities and planning and budgeting for the whole year

3. Finalising and Collaboration of Partners
Collaborate with experts and other museums for various activities

4. Execution of restoration of activities
Execute and implement the plan for conservation of objects

5. Capacity Building of Conservators
Organising workshops, technical meetings, National Conferences to create a better learning space for future

6. Knowledge sharing and community engagement
Conducting exhibitions, digital engagements, and apprenticeship programmes for the larger public to engage and promote art and culture

The MoW programme follows a five-step process that starts with identification of schools and ends with community engagement:

1. Identification of Schools
Schools are identified from the current database and external networks

2. Invite to Schools
Send invitations to school principals and plan the schedule for the visit. In few cases even the schools approach the museum

3. Finalising Visit- Schedule/Roster
Finalise visits for all the schools and integrate the same with the Bus team and plan the commute

4. Conducting Museum on Wheels Session
Execute the plan and visit schools

5. Community Engagement
The MOW team engages with larger audience through digital engagements and workshops. They also have volunteer programmes for students in this field to volunteer at CSMVS

Strategic differentiators

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

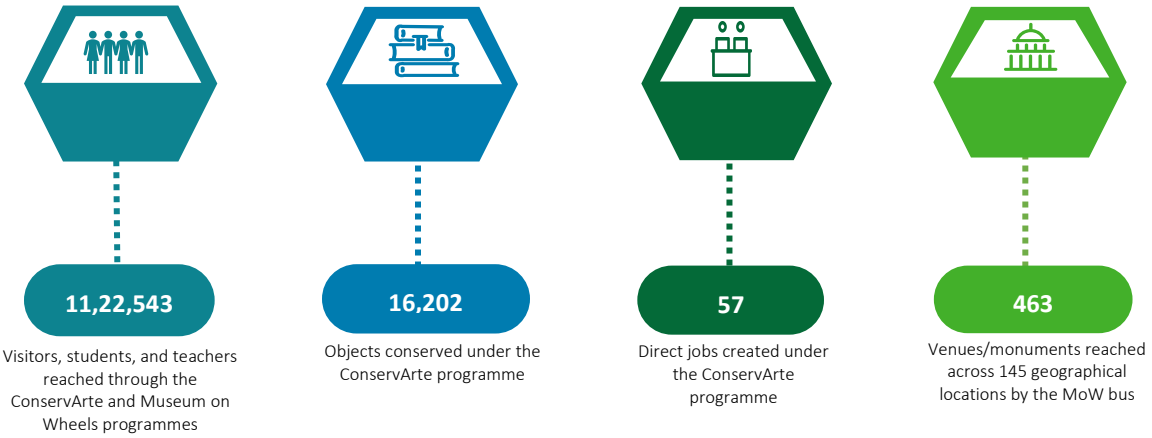
Pioneer in organising series of exhibitions related to educating the public about art conservation, its nuances, its philosophies, and practice

Bridging the gap between rural and urban schools through Museum on Wheels programme

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

Impact findings

The project catered to promote art, culture, and history in society for beneficiaries like students, teachers and general public visiting the museum. Through both the ConservArte and MoW projects, the CBNA supported CSMVS programme was able to reach 11,22,543 people.



Impact created

Restoring art through conservation

- The newly refurbished CSMVS Museum Art Conservation Centre is a 4,000 sq.ft. space servicing the entire museum's art conservation needs, while also providing space for exhibitions and other activities
- Health and safety measures, enhanced fume extraction systems, separate chemical storage space, separate scientific analysis, photography and textile treatment area, climate control system, etc. were some of the features of the new conservation centre, which has enabled them to effectively work on restoration as per international standards

- 16,202 objects have been conserved under ConservArte and Art Storage Upgradation. Of these, 1,289 are art objects, 137 are iconic objects and 14,776 are preserved under preventive conservation[5]
- The conservators and curators expressed that CSMVS has objects which are not available in other museums. As conservation facilities are advanced at CSMVS compared to other museums in the country, more exhibits are being sent to them for restoration

Enhanced museum experience

- The Smartify application was installed in the coin and jewelry galleries of CSMVS in 2022-23 to provide an immersive museum experience to the visitors[6]
- Smartify is a free art guide application which has a digital collection of items from some of the world's best museums and galleries. By scanning the art object, the application brings up information of the artwork from its database and provides description of the object to the application user
- Conservators and curators reported an increase in youth visits to the museum as the visitors can save information of the artwork viewed and read it later offline on their smartphones. CSMVS also reported to having around 4 lakh visitors to the museums and exhibitions in 2022-2023[7]
- The Art conservation team also recorded enhancement in museum experience of visually impaired people as they can zoom in on an artwork picture and read or listen to its description

Direct jobs created

- 57 conservators and 4 interns were hired in the ConservArte team at CSMVS[8]
- Conservators and curators interacted with on a sample basis reported wanting to join CSMVS due to the array of diverse collections available at the museum, along with the availability of advanced technology and labs with latest facilities for restoration and conservation
- Interns during interaction reported to receiving opportunities to explore their skills, work with different forms of artwork and interact with experts in the field of museology with the scope of finding their niche
- Freedom to experiment, excellent work culture, opportunities to grow, adopting international techniques are some of the reasons reported by conservators, curators and interns for choosing to work at CSMVS

Exposure to updated conservation technology

- 11 Technical Meetings/public lectures/workshops/seminars were organised to enhance the capacities and appraise the conservators and curators with the latest methods and techniques introduced internationally for art restoration and conservation[9]
- Workshops on cleaning surfaces using gels and Multispectral imaging & pigment identification were organised by CSMVS to train the conservators with newly available technology
- During interactions, conservators reported to receiving opportunities to discuss with both national and international experts, (who were invited by CSMVS to share their experiences with the conservators) on various restoration projects executed by them

[5] Reported by CSMVS in the quarterly progress reports
[6] Reported by CSMVS in the quarterly progress reports
[7] Reported by CSMVS in the quarterly progress reports
[8] Reported by CSMVS in the quarterly progress reports
[9] Reported by CSMVS in their quarterly reports

Enhanced technical museology skills among young professionals

- The programme provided opportunities to young professionals in the field of museology to learn and gain knowledge through CSMVS's conservation experience. Five participants representing different institutions/museums across India were selected for the one-month 'Citi – CSMVS Conservators Apprenticeship Programme' of the CSMVS Museum Art Conservation Department[10]
- Apprentices interacted with on a sample basis confirmed receiving in-depth knowledge about various art objects and learning about Collection care and Preventive Conservation

Workshop conducted on preventive care for household objects

- All apprentices reported adopting the techniques and knowledge they learnt during the one-month programme at CSMVS in the work at their respective museums and institutes

Knowledge exchange, partnerships, publications, and dissemination in art and conservation

- CSMVS reported partnering with 15 museums and institutes, nationally and globally
- Conservation Conclave 2023 was organised by CSMVS under the aegis of the ConservArte: Citi – CSMVS Art Conservation Project and Citi-CSMVS Conservation and Research Centre from February 23-25, 2023
- CSMVS reported releasing a booklet, celebrating the 7 years of Citi- CSMVS Partnership in July 2022. The publication showcases 100 Conservation-Restoration case studies of the objects conserved under the ConservArte Project in the last seven years
- CSMVS also reported publishing one research paper on 'Tirumala Nayaka-Analysis and Conservation of a Polychrome Ivory Sculpture' which was published in the CSMVS Research Journal 2020-21
- National-level Educators' conference was organised under the aegis of the Museum on Wheels project to assemble over 35 museum educators from leading museums in India in March 2023. The initiative has resulted in the formation of the first-ever Museum Educator's Forum called CME (Community of Museum Educators) headquartered at the CSMVS
- Museum on Wheels reported collaborating with 45 institutes and organisations in 2022-2023[11]
- Three Think Museum projects were conducted by MoW team in three educational institutes in 2022-2023[12]

Exposure to art and music

- Museum on Wheels (MoW) on Bus #1 and Bus#2 travelled to 145 locations of various districts in the states of Maharashtra, Gujarat, Goa and Karnataka and reached around 7 lakh students, teachers and other visitors[13]

[10] Reported by CSMVS in their quarterly reports
[11] Reported by CSMVS in their quarterly reports
[12] Reported by CSMVS in quarterly progress reports
[13] Reported by CSMVS in quarterly progress reports

- 96% of the students reported liking the bus museum experience. Some of the major reasons given by the students for liking and enjoying the MoW bus were: first time museum experience on a bus, interesting bus themes and learning new things about Indian culture
- All students confirmed receiving and liking the goodies and publications from the MoW team during their bus visits. These publications were also distributed in local languages to schools and other educational and cultural institutes in Maharashtra and neighboring states as the buses travelled to remote parts of these states
- 97% of the students included in the assessment sample expressed their desire to visit more bus museums
- Approximately 90% of the students expressed a desire to visit another museum after experiencing the Museum on Wheels. They were motivated by their interest in art, history, and the opportunity to further explore these subjects through preserved artifacts and exhibits.

Outreach and awareness

- To celebrate the Museum's Centenary Year, the newly refurbished Museum on Wheels Bus 1 inaugurated an exhibition '100 Years of CSMVS', which reached over 2.7 lakh people[14]
- Through virtual initiatives, MoW had a digital outreach of over 1.2 lakh in 2022-23[15]
- The MoW team organised a carnival of art activities at CSMVS in December 2022 to celebrate the completion of seven years of the Museum on Wheels project. A footfall of over 1,500 people was recorded at the Museum Art Carnival event

Recommendations and way forward

Some recommendations that CSMVS can consider for enhancing the effectiveness of the programmes are as follows:

- While the programme successfully safeguards and preserves Indian art and culture, it would be beneficial for the IP to explore the possibility of finding supplementary sources of income to ensure the sustainability of the endeavor.
- CSMVS has the potential to arrange paid workshops aimed at augmenting the expertise and knowledge of aspiring conservators and architects seeking advanced restoration training.
- Additionally, CSMVS could consider implementing a nominal fee for private schools interested in exposing their students to the bus museum as a means of generating revenue.

Technical meeting at CSMVS for environmental monitoring.

[14] Reported by CSMVS in quarterly progress reports
[15] Reported by CSMVS in quarterly progress reports

Stories from the field

66 99

"No other museum in India has objects like CSMVS. Restoration work in CSMVS is better and provides us with the opportunity to apply what we have learnt."

- Mr. Akhil, Documentation Assistant – Natural History Museum

66 99

"During my time at CSMVS, I had the chance to engage with a variety of artifacts, which ultimately enabled me to discover my specific area of expertise ."

- Ms. Gauri, Conservator Assistant, ConservArte

Mr. Nikhil Ramesh, Assistant Curator, CSMVS

Since 2015, Mr. Ramesh has played a crucial role in the development of the ConservArte project. With a background in private practice and extensive senior conservator experience, he joined CSMVS with a primary focus on object conservation. Over time, the project expanded to encompass training initiatives, exhibitions, and workshops, all aimed at raising awareness and strengthening internal capabilities.

A pivotal moment in Mr. Ramesh's career came when he was awarded a fellowship opportunity with the Metropolitan Museum of Art (MET). This experience led to substantial growth, bot
h in his technical skills and exposure, while also facilitating the establishment of valuable networks and contacts. His noteworthy accomplishment was the publication of his research paper titled 'Tirumala Nayaka - Analysis and Conservation of a Polychrome Ivory Sculpture' in the CSMVS Research Journal. This sculpture, composed of ivory and black materials, underwent rigorous testing and cleaning to safeguard its cultural significance. The impact of his research paper was significant, serving as an inspiration for others to share their discoveries. However, the team continues to grapple with challenges related to material procurement, often needing to seek alternative solutions.

Working under a leadership team with a deep appreciation for art, Mr. Ramesh's research paper has sparked inspiration among others to contribute to the field. The support from Citi has enabled the programme to expand and accomplish meaningful work, even though material procurement challenges persist. Through his unwavering dedication to conservation and research, Mr. Ramesh exemplifies CSMVS's steadfast commitment to the preservation of art.

Bank for Good

- ChildFund India
- Pan IIT Alumni Reach for India Foundation (PARFI)

ChildFund India - Women Entrepreneurship Programme

Introduction[16]

Overview: ChildFund India, with the support of Citibank N.A. (CBNA), initiated the Women Entrepreneurship programme supporting 14,642[17] women from the most marginalised sections in Maharashtra and Karnataka. Majority of these women were engaged in daily wage work & home making and a small percentage of them were engaged in petty businesses that do not yield sustainable/required income. In addition, their livelihood was also affected severely during the COVID 19 pandemic and subsequent lockdowns.

Grant amount: INR 30,32,73,408/-
Project period: December 2021 to March 2023
Location: Maharashtra and Karnataka

Problem Statement: In India a significant gender gap still exists despite technological advancement, economic development, and progress in increasing women entrepreneurs. The India SDG index shows a score of 42 out of 100 for gender equality. The latest labour force survey reveals striking disparities, with only 19.7% of rural women and 16.1% of the urban women participating in the labour force. To plug this gap, business loans are considered as a valuable solution for small entrepreneurs to access capital quickly. However, women from marginalised sectors often face difficulties due to lack of proper documentation, making it harder for them to enter male-dominated areas like business.

To change the narrative of traditional lending and empower women entrepreneurs in the country, the current study will focus on training aspiring women entrepreneurs from marginalised communities. Under the Citi bank supported program, all the women beneficiaries received specialised training on entrepreneurship development program and subsequently, all the trained women received a seed capital for funding their enterprises. [18]

SDG alignment:

[16] MOU between ChildFund India and CBNA
[17] Quarterly progress report submitted by ChildFund India
[18] https://kinaracapital.com/financial-independence-and-growth-impact

Assessment Overview

The current report presents a detailed documentation of Deloitte's observations and findings of the impact assessment as per OECD DAC Network on Development Evaluation (EvalNet) criteria of Women entrepreneurship programme that was implemented by ChildFund India. A summary of the evaluation findings is presented in the table below, while the elaborate documentation is available in subsequent sections.

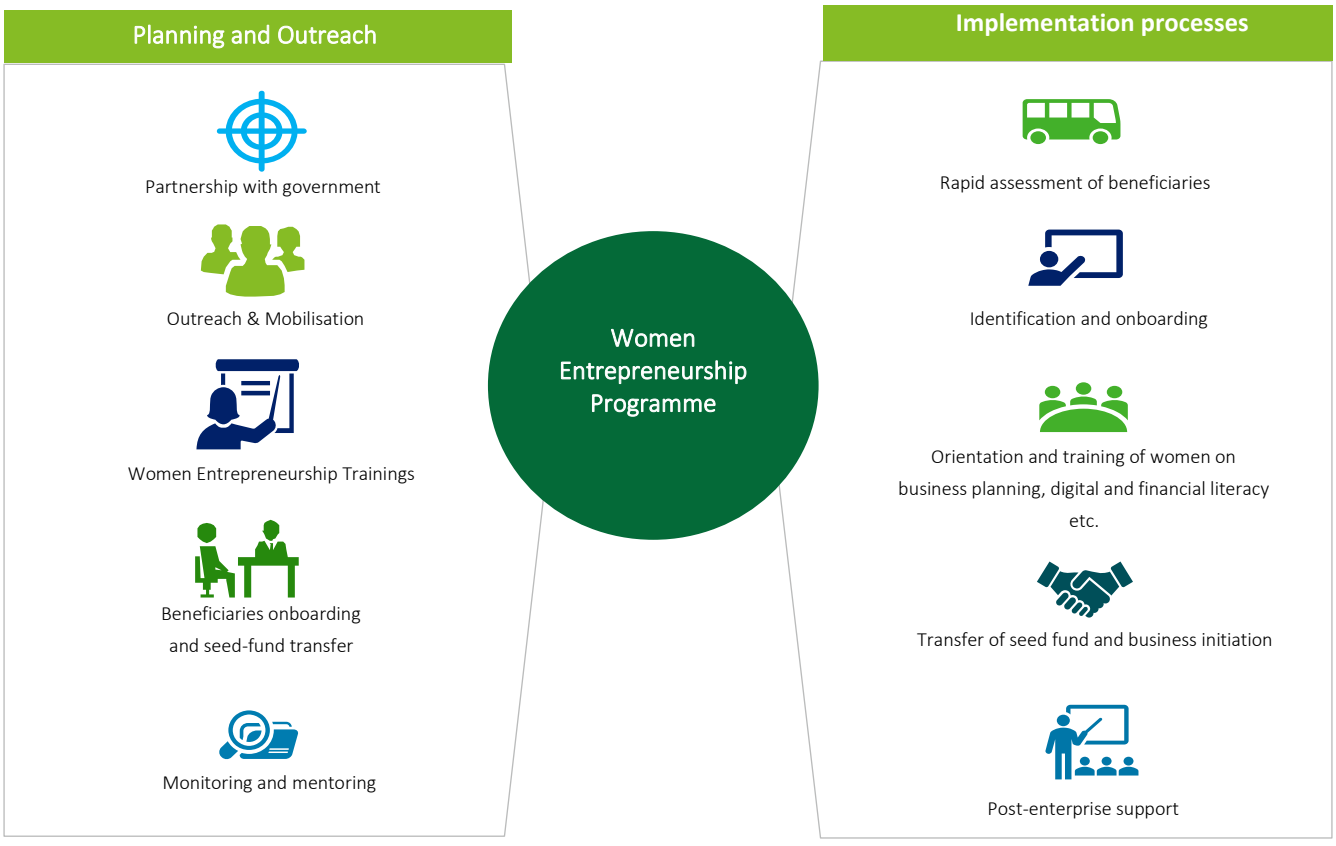
Parameters	Key Highlights and Rationale
Relevance	• According to World Bank's World Development Indicators report of 2020, only 23%[19] women above 15 years of age participate in the labour force. • In India's rural and marginalised communities, women face obstacles impeding their access to meaningful employment opportunities which hinders their productivity due to gender inequality and disparities. • Limited access to information regarding education, skill training and job opportunities significantly hinders people from accessing property, land, and financial services. • The livelihoods of a majority of the women from marginalised sections were negatively affected due to the COVID-19 pandemic and subsequent lockdowns.
Coherence	• The programme provides the women with adequate knowledge through various trainings to initiate, run and scale up their business, helping them generate income for the family and further increasing their participation in the economy. • The beneficiaries are supported to obtain trade license or to register their business units under Ministry of Micro, Small & Medium Enterprises (MSME) which helps them become a part of the formal economy. • All the women beneficiaries have either initiated or re-vamped their existing business establishments with the seed capital received post the completion of their trainings.
Effectiveness	• **18,151 potential women entrepreneurs** enrolled for the entrepreneurship training programme, out of which **14,642 target** beneficiaries completed business development, book-keeping, financial literacy, digital literacy, and other trade-specific trainings. • **100% of the target beneficiaries** were reached by the end of the project.
Efficiency	• The programme facilitated formation of about 1,658 different groups of 14,642 women entrepreneurs. The programme helped in extending required handholding support for their businesses. • Linkage with government schemes and other trade specific licenses: The project team leveraged various government departments and other institutions in linking the beneficiaries to applicable licenses and other government schemes.
Impact	• **14,642 women** beneficiaries have kick-started their businesses with the seed capital of INR 12,000 funded by Citibank N.A. • The business development, digital literacy, financial literacy, and other trade specific trainings have resulted in initiating and scaling up the businesses. • A total of 1,658 women entrepreneurs' groups have been formed which acts as a collective unit helping them in experience sharing and amplifying their business in the local community. • **95% women entrepreneurs** from the sample beneficiaries have reported having a functional self-bank account. • 98% of the sample women beneficiaries have relevant business documents which helped them become a part of the formal economy; this will also provide them access to loans to amplify their businesses.

[19] Source: World Bank Data

	• About 76% of the beneficiaries have reported observing an increase in their monthly profit. An average increase of about INR 2,578 per month has been reported across geographies for the entrepreneurs having a business before the programme. • 97% of the surveyed beneficiaries have reported an increase in self- confidence due to their engagement in the business activities.
Sustainability	• The women entrepreneur's collectives initiated under the programme has helped in building and nurturing an ecosystem which will act as a local networking group helping women share their experiences, challenges, and solutions while also motivating each other to amplify their businesses. • The programme's focus is on leveraging existing government institutions like Maharashtra State Rural Livelihood Mission (MSRLM), Karnataka State Rural Livelihood Mission (KSRLM) and other schemes which will help the entrepreneurs achieve sustainability. • The programme focused on equipping the entrepreneurs with relevant business trainings, trade specific trainings, licenses, and other documentations like MSME registration. • Relevant business documentation supports entrepreneurs in securing timely loans (available after three years of uninterrupted business operations) from financial institutions at favourable interest rates. The programme has the potential to enhance the documentation procedures to facilitate collateral-free loans for its beneficiaries.

Project model

The project aims to promote women from most marginalised sections in Maharashtra and Karnataka, who are engaged in daily wage work, homemaking or running petty businesses that do not yield sustainable income.



Inputs

The beneficiaries are provided with capacity building training, followed by a seed grant of INR 12,000. Post business establishment, the beneficiaries are provided with further support in the form of mentorship and assistance with obtaining relevant government licenses and certifications.

Process

Intervention	Description
Rapid assessment of beneficiaries	• During the rapid assessment phase, women from underprivileged backgrounds who have either lost their source of livelihood or were dependent on someone who lost theirs due to Covid are invited to participate in orientation training.
Orientation of women	• Women underwent a three-day initial orientation training covering market analysis, financial literacy, and record-keeping, culminating in the development of a business concept.
Entrepreneurship training	• 3-days orientation training on business idea, market feasibility, business planning and execution strategy.
Business initiation	• One-time initial capital support of INR 12,000 was provided to women after evaluation of the business plan basis market feasibility study and appropriate submission of receipts with regards to expenses incurred for the business.
Financial and digital literacy	• 4-days training in second phase on financial literacy, digital literacy and other trade-specific trainings was delivered to the entrepreneurs after providing the seed funding. • Women are given training on basic book – keeping, inculcating the habit of saving as well as best methods to save costs during procurement. • Women are also taught the importance of accepting online modes of payment via UPI and are supported to setup their own bank accounts.
Post enterprise support	• Training instructors periodically visit the entrepreneur, make observations, and provide feedback to the entrepreneur to improve their business efficiency • Assistance is provided with obtaining requisite documents like Udyami registration, Gumasta License, Panchayat NOC etc. (wherever applicable) • Loan seeking support is provided to entrepreneurs through schemes like Micro Units Development and Refinance Agency (MUDRA), Prime Minister Street Vendor's Atma

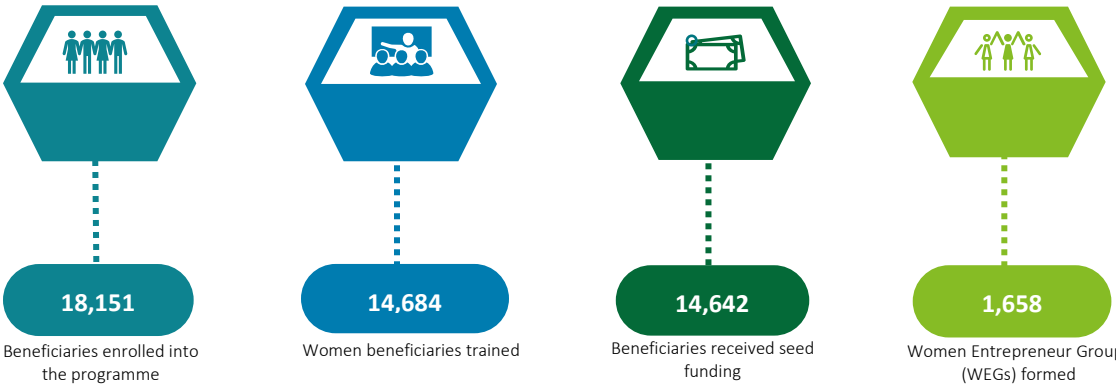
Nirbhar Nidhi (PM-SVANidhi), Maharashtra State Rural Livelihood Mission (MSRLM), Karnataka State Rural Livelihood Mission (KSRLM)

Strategic differentiators

- Selection of women prioritising marginalised sections like widows, single mothers, mothers with differently abled dependents, PwDs, and tribal community
- Utilising service providers with expertise in training for micro, small, and medium-sized businesses
- Skilled team with equal gender representation available to the beneficiaries on need basis, beyond regular touch points
- Convergence with government schemes enabling entrepreneurs to access loans, trainings, and markets

Impact findings

The account presented below is based on the analysis of survey responses and a content analysis of the narratives recorded during Deloitte team's interactions with multiple sample stakeholders including beneficiaries, community mobilisers, and programme staff.



Impact created

Increase in business awareness

- 98% of the beneficiaries reported to having relevant business specific documents like Udyami registration, Shop and Establishment Act License, Gram Panchayat No Objection Certificate (NOC). 99% of the entrepreneurs added that they initially did not possess any business-related document and hence faced issues in accessing business loans.
- A significant 83% and 68% increase in average monthly income was recorded for the Bengaluru and Mumbai-based women entrepreneurs respectively. The seed-funding proved pivotal for them to kick-off their business posts the lag due to COVID.
- An average increase of INR 2,578 per month was observed in the income of the women entrepreneurs who had a functional enterprise before intervention.

Change in behavior

- ~80% of the surveyed beneficiaries reported to saving their money in formal institutions like bank, post-office, SHGs, and other government schemes like Sukanya Yojana as against only 30% of the beneficiaries who recalled on saving in some formal institutions prior to the intervention.
- About 26% of the women entrepreneurs reported to diversifying their mode of business transactions to include UPI apps and debit cards for making business related payments post training completion.
- About 70% of the women overall reported to self-maintaining a formal cashbook provided by the IP for recording daily/weekly business transactions.

Post enterprise support

- 100% of the sample beneficiaries confirmed that they received post enterprise support from the ChildFund team in the form of monthly follow ups in person or on-the-call support on need basis.
- About 90% of the surveyed beneficiaries mentioned that ChildFund community mobilisers check in on them at least once a month in the WEG/SHG meeting.
- 95% of the beneficiaries in Mumbai and Bengaluru reported to being able to reach out to the community mobilisers through chat groups. The women added that chat groups have been of great help in ensuring support in their on-going business activities, peer-learning, and marketing for their business.
- 100% of the women-based enterprises in Junnar are linked with MSRLM. They have been receiving all the business-specific trainings designed by the Rural Livelihood Mission department.

Increase in confidence

- About 97% of the surveyed women strongly agreed to having gained leadership skills due to the training sessions and participation in ongoing business activities. Many women added that they gained the confidence to speak in public, and deal with digital transactions due to trainings and hands-on practice in the business.
- As per the data collected by NGO, 12,871 (80%) of the total women reported that they could confidently address business problems with better solutions.
- Overall, 80% women strongly agreed of involvement in decision making related to spending and credit seeking options whereas others reported to being involved in decisions on instance basis.
- All women agreed that they can save more for their contingency needs due to the business.
- 94% women agreed that the business has helped them improve their position in society as they are now valued and approached by other community members for help and mentorship.

Recommendations and way forward

Some recommendations that ChildFund India can consider for enhancing the effectiveness of the programme both within the CBNA project and beyond, are as follows:

- Support all women to accept online payments and enhance their financial and digital literacy.
- Encourage community contributions, either at the start of the business or as monthly savings during ongoing business, to ensure better ownership and sustainability.
- Arrange exposure visits for women to observe successful business models.
- Initiate a mentorship programme where successful entrepreneurs can inspire other women to start their own businesses.
- Strengthen the data collection mechanisms for an effective data gathering.
- Explore opportunities for convergence with relevant schemes under the Ministry of MSME and assist in establishing necessary infrastructure (such as bank accounts) for accessing support through schemes like SVANidhi and MUDRA Banking.
- Capitalise on marketing opportunities on the ONDP (Open Network for Digital Commerce) portal, promoted by the Ministry of Commerce and Industry, GoI.

Stories from the field

> "My husband works as a farmer, and my business involving masala, sevai, and papad (fryums) provides an additional source of income for him and our three daughters, who are in their early twenties. We distribute our products to approximately 12 nearby villages, generating an average monthly income of around INR 12,000."- Seema More, Madh

> "Thanks to my business, I have gained financial autonomy, allowing me to spend around INR 500-600 without being completely dependent on my husband."
>
> - Shraddha, Mumbai

Increase in income

Sheetal Pansare resides in Madh village, Junnar, without owning any land and relying on rented accommodations. Her husband works as a daily wage laborer, but the COVID-19 pandemic significantly impacted the daily wage job market. With determination, Sheetal invested her seed fund of INR 12,000 and took INR 6,000 loan from her SHG to purchase 2 mother goats and 2 bucks for a total of INR 18,000. Following 7 days of comprehensive training in both general business practices and specific goat-rearing techniques, she felt inspired to launch her venture. Over the past 10-11 months, Sheetal has successfully expanded her herd to include 12 goats (7 mother goats and 5 bucks). Additionally, she earned approximately INR 29,000 by selling 4 of the bucks. To provide shelter for her goats, Sheetal ingeniously constructed a bamboo and cloth enclosure on her veranda. She aspires to further increase her herd size, but space constraints hinder her expansion plans. She has encountered difficulties due to restrictions imposed by the Forest Department on open grazing and a lingering fear of tiger encounters. Nevertheless, despite these challenges, Sheetal has managed to save about 50% of her income, earmarking it for future business growth.

Pan-IIT Alumni Reach for India Foundation (PARFI) – Skill development and livelihood of underprivileged youth and tribal women in aspirational districts

Introduction[20]

Overview: The objective of PARFI through the Citi Stability Corpus Fund is to build a sustainable, loan based vocational education model to ensure the underprivileged get access to best-in-class vocational education. Skill and entrepreneurship loans are enabled so that beneficiaries receive at least the subsidised cost of the programme and contribute later to their own training cost. It needs to be noted that the candidates are unbanked and are first-time borrowers. Through this corpus fund, the main purpose is to create leveraged impact for financial inclusion, enablement of skill and entrepreneurship loan financing, merit & means scholarships.

The offsite training and on-job learning are inseparable and are an integral component of PARFI's skilling pedagogy over the 9–12-month period that is required to build a professional technical competency with productivity, quality, and safety orientation in all the technical trades and courses being offered.

Grant amount: INR 10,00,00,000/-
Project period: March 2021 to June 2024
Location: Jharkhand

Problem Statement: The cycle of poverty is pervasive in the North and East Indian states, which have sizable rural populations. An astounding 80% of the impoverished population resides in rural areas across India. Despite being one of the richest sources of minerals in the country, Jharkhand stands as one of the poorest states, with 40% of its residents living in poverty. This state accounts for a substantial 40% of India's mineral reserves and 29% of its coal reserves, making it a prominent contributor to the nation's economic growth.

However, the dearth of secondary education opportunities and limited access to high-quality vocational training compel individuals to opt for informal, unskilled employment, significantly hampering their income potential. Consequently, they fail to acquire the necessary skills, resulting in lower productivity and an inability to command higher wages.[21]

However, in recent times the skill development growth in Jharkhand has witnessed rapid momentum. The state has focused on opening relatively large size training centres along with longer duration courses with a focus on soft skills and OJT/ Apprenticeship components. The state government has also partnered with many agencies to set up skill development centres within college premises as well as many other premises to improve the employability of the youth of the state.[22] To remain successful, these centres require additional support in terms of infrastructure (including hostels/ residential facilities), trainer ToTs (Training of the trainers), placement linkages and digitisation costs etc.

[20] MOU between PARFI and CBNA
[21] https://www.nationalskillsnetwork.in/skill-development-and-entrepreneurship-opportunities-in-jharkhand/
[22] https://ajmjournal.com/AbstractView.aspx?PID=2021-12-2-2

SDG alignment:

Assessment Overview

This report presents a detailed documentation of Deloitte's observations and findings of the impact assessment as per OECD DAC Network on Development Evaluation (EvalNet) criteria of the CBNA supported project focused on skill development & livelihood of underprivileged youth and tribal women in aspirational districts that was implemented by Pan-IIT Alumni Reach for India Foundation (PARFI). A summary of the evaluation findings is presented in the table below:

Parameters	Key Highlights and Rationale
Relevance	• The programme focuses on addressing the skill gap challenge in the state of Jharkhand and provides employment opportunities for women in the formal sector. • The project beneficiaries belong to underserved sections of the society that are unbanked. Through this initiative, skill and entrepreneurship loans are enabled, so that beneficiaries receive at least the subsidised cost of the programme and contribute later to their own training cost. Hence, there is an increase in their financial inclusion. • Training is imparted towards market and industry relevant courses such as Auxiliary Nursing Midwifery (ANM – 2 years course), Culinary Commis – Chef (1 year course) and Manufacturing (1 year course).
Coherence	• The programme was implemented by PARFI in partnership with the state government of Jharkhand to utilise unutilised/ underutilised infrastructure and source initial capital investment for infrastructure enhancement. • Eight state-of-the-art ANM (Auxiliary Nurse Midwife) Nursing Kaushal Colleges affiliated to the SNRC (State Nursing Registration Council), and 1 ITI college have been set-up across the state of Jharkhand under the aegis of the PanIIT Alumni Reach for Jharkhand Foundation (PReJHA) with capital investment from the Government, which also acts as a training delivery partner for the project. • PARFI has partnered with South Asia's leading social sciences university, Tata Institute of Social Sciences (TISS), Mumbai, to adopt UNDP's Multidimensional-Poverty Index (MPI)-based-deprivations to make selection processes more targeted towards the most vulnerable women. • PARFI ensures placements for the trained trainees through corporate tie ups. Some of the partners that PARFI works with are Apollo Homecare, Cloudnine, Fortis, Motherhood, Portea, Sodexo, Ather, Barbeque Nation and many more • PARFI has also established tie-ups with nationalised, private and co-operative banks to facilitate loans to these beneficiaries
Effectiveness	• 1,489 Trainees have participated (100% women) in trainings across 9 centres in Jharkhand between March'21 and March'23. • 48% of the trainees have been provided with On Job Training (OJT) and placements (568 trainees provided with OJT and 152 candidates with placements).

Efficiency	• The project was implemented through a residential model with continued on-job-learning for true competency building and calibrated batch size with customised courses for 100% placement at pre-determined salary brackets. • Beneficiaries were provided with hands on learning experience through practical sessions in state-of-the-art labs.
Impact	• PARFI has established partnerships with multiple departments in the Jharkhand Government to execute this training programme. • 1,489 young women from underserved and underprivileged backgrounds were enrolled in the CBNA-funded PARFI project. • The project targets women beneficiaries from vulnerable populations (Scheduled Tribes, Scheduled Caste, and other disadvantaged groups in Jharkhand). • 91% of the sample trainees through survey responses strongly agreed that their skills were enhanced post attending the training programme. • 100% of the sample trainers felt that the curriculum curated by PARFI covers all relevant topics as per the current market requirements and are in demand by employers. • 100% of the employers surveyed were satisfied with the skills and domain knowledge of hired candidates. • 69% of the sample trainees were satisfied with the soft skills trainings being provided to them as part of this training programme. • All 1,489 trainees (100%) were provided with loans amounting to INR 19.43 Cr. • An average income of INR 8,581 per month was reported by placed beneficiaries.
Sustainability	• The trained and certified women have been placed with leading companies, thus providing them with sustainable livelihoods and enhancing the quality of living for themselves as well as their family members. • Prior to the intervention, the average annual household income for placed candidates stood at INR 82,562. Post intervention, the average annual household income stands at INR 1,34,178. This 62% increase in household income can be largely attributed to the skills and employment opportunities provided by the CBNA -PARFI project.

Manufacturing candidates demonstrating use of tools & instruments at their laboratory in Kaushal College, Ranchi

Project model

Mobilisation of cohort

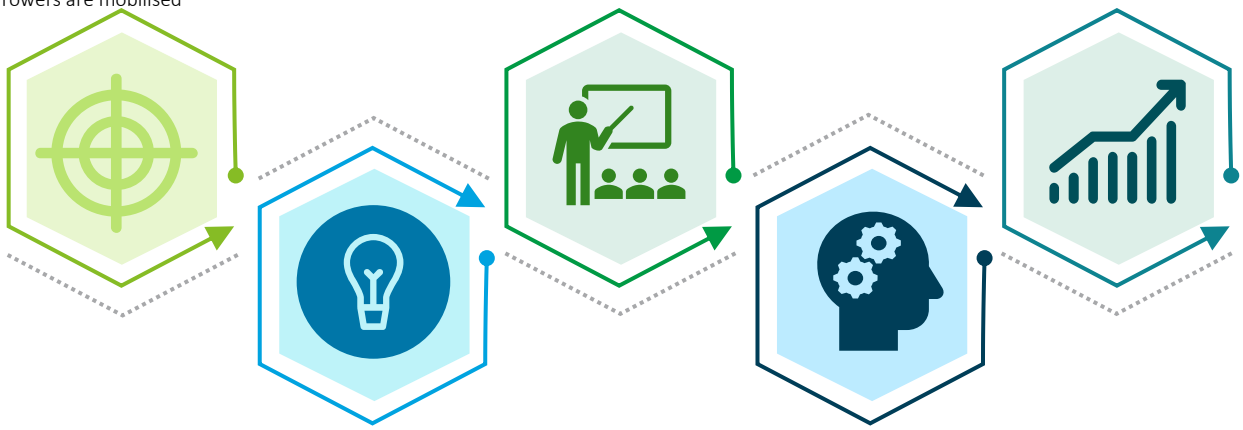
Young women from aspirational districts and underserved communities based on merit-cum-means criteria, preferably from unbanked sector or first-time borrowers are mobilised

Training at Captive centres

Residential model with continued on-job-learning for true competency building. Calibrated batch size with customised courses for 100% placement at pre-determined salary brackets

Post Placement Support & loan repayment

Post placement, candidates repay loan fees through EMIs auto debited from salary account on the date of salary credit. PARFI call-centre and supervised home-visits for personal connect and counselling support



Empanelment of lending institutes

State-financed and co-curated with Govt. of Jharkhand by creating a joint-venture between PARFI and Jharkhand government

OJT & Placements

Assured OJT & placements for on-site learning to all the enrolled students

Inputs

- Eight state-of-the-art ANM (Auxiliary Nurse Midwife) Nursing Kaushal Colleges and 1 ITI college have been set-up across the state of Jharkhand with capital investment from the government, which also acts as a training delivery partner for the project
- These institutes focus on providing best-in-class technical vocational education to students from economically disadvantaged communities. Skill loans are made available and, post training, assured on job training (OJT) opportunities are facilitated for all students
- The Training programme follows Knowledge-Attitude-Skills (ASK Pedagogy) with a minds-on, hands-on, and hearts-on approach
- Typically, Kaushal colleges have 1.5 years of on-campus learning and 6 months of industry-attachment (mandatory ungraded credit) for all trades unless any other regulation/ market conditions are so determined. The admissions would be offered on a rolling basis for two intake cycles per year

Process

- **Mobilisation of target beneficiaries:** The project targets women beneficiaries from vulnerable populations in the state of Jharkhand. PARFI has partnered with Tata Institute of Social Sciences (TISS) to adopt UNDP's Multidimensional-Poverty Index (MPI)-based-deprivations to make selection processes more targeted towards the most vulnerable women

- **Enrollment of candidates:** Kaushal Colleges follow the criteria of Merit-cum-Poverty to select candidates for admission. Non-verbal IQ and EQ tests are taken in multiple districts across the state to create a merit list.

PARFI utilises Government notified BPL criteria to formulate inclusion and exclusion criteria for admissions to ensure only candidates below the poverty line get admissions in Kaushal Colleges.

- **Placement:** On the Job Training (OJT) is mandatory for all the enrolled students undergoing training. Post completion of OJT, placement opportunities are provided to all successful candidates who are identified early-on. Apart from salaries, placed candidates are also offered other benefits such as PF/ ESI/ Insurance, and accommodation with the potential to earn more with overtime compensation.
- **Providing student loans and repayment:** Skill and entrepreneurship loans are provided to enable beneficiaries to pay for at least the subsidied cost of the programme and contribute to their own training cost. Candidates pay back the fees to PARFI through post-placement EMIs that are auto deducted from their salary accounts on the date of salary credit.

Strategic differentiators

Collaborating with state government to utilise unutilised/underutilised infrastructure and sourcing initial capital investment

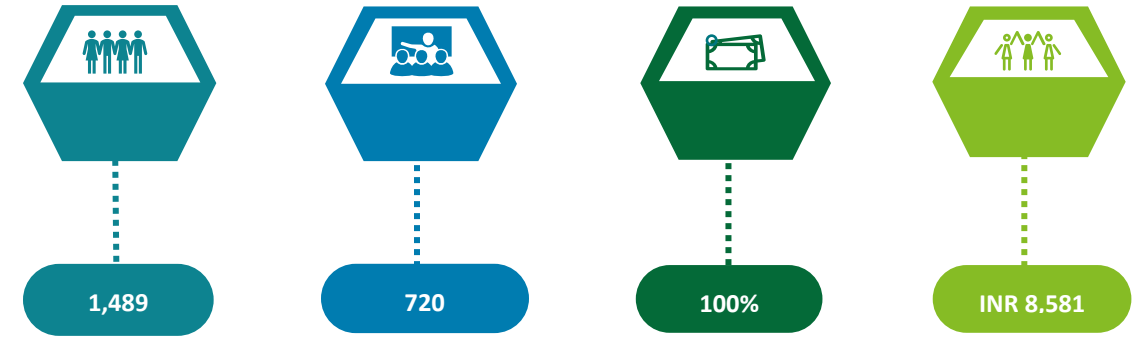
Market-led-training-model to guarantee 100% job placements by forging strategic partnerships with top employers in the sectors

Curriculum customised by adding employment relevant modules and focus on life and business skills in addition to technical skills

Admissions are exclusively for disadvantaged groups; training is designed to address their needs holistically through residential facilities, nutritious diets, access to healthcare, sports, counseling etc.

Impact findings

The account presented below is based on the analysis of survey responses and a content analysis of the narratives recorded during Deloitte team's interactions with multiple sample stakeholders including beneficiaries, community mobilisers, and programme staff.



Impact created

Enhanced skills and knowledge

- While **98%** of the trainees agreed that relevant training material & stationery was provided to them during the training programme, **91%** of the surveyed trainees strongly agreed that their skills were enhanced post attending the training programme
- **100% of the surveyed trainers** felt that the curriculum curated by PARFI covers all relevant topics as per current market requirements and are in demand by employers
- **100% trainers** believed that the training provided was immensely helpful for the trainees as it supported them with gaining domain knowledge, besides improving their soft skills for acing interviews
- **89% trainers** believed that students were well prepared to sit for interviews post-completion of training, while **89% trainees** agreed that they felt more confident when applying the concepts taught during training
- **64%** of the candidates were satisfied with the domain trainings provided to them. However, basis the interaction with candidates, it was inferred that candidates wanted more trainers to be available in the centres as there was a shortfall of trainers because of which some sessions were cancelled
- **31%** of the trainees covered as part of the survey reported that due to PARFI's training, they learned new skills that were market relevant. Trainees reported to having a better understanding about new skills required in the job market
- **100% of the employers** surveyed were satisfied with the technical skills and domain knowledge of the hired candidates

Enhanced communication skills

- 76% of the candidates were satisfied with the trainings and activities being conducted for interview preparation. Basis the interaction with the candidates, it was observed that placement preparation of candidates at PARFI was undertaken through conducting mock interviews and group discussions
- 40% of the candidates felt that their self-confidence had increased after being a part of the training programme. The trainees noticed a change within themselves after completion of the course; they felt confident about their domain skills, and were no longer afraid to speak up as their soft skills and language skills had improved post the training with PARFI
- 100% employers were satisfied with the work etiquette and level of commitment of the candidates being trained by PARFI
- 94% trainees reported feeling comfortable to speak their minds with peers, colleagues, and supervisors at work

Enhancement in family income

- Prior to the CBNA-PARFI intervention, the average annual household income for the 308 placed candidates stood at INR 82,562 with a majority of the households belonging to the INR 60,000 – 1,00,000 income brackets
- Post intervention, assuming that candidates contribute 50% of their salary to the households (based on qualitative feedback during sample interactions), the new average annual household income stands at INR 1,34,178, with 96% of households being shifted to the 1,00,000+ income bracket
- This 62% increase in household income can be largely attributed to the skills and employment opportunities provided by the CBNA -PARFI project

Enhancement in employment opportunities

- **86%** of the respondents admitted that they had interest in the sector and joined this course to get access to employment opportunities
- **30%** of the respondents were satisfied with the placement and employment opportunities being provided to them. This response was applicable to only those candidates who had received the placement or OJT opportunities. Remaining candidates were yet to be placed during the survey/ data collection exercise
- **60%** of the employers responded that candidates hired by them from PARFI were retained by them for a longer period (more than 2 years)

Recommendations and way forward

- To enhance the overall training experience, it is advisable to grant students access to online learning resources.
- It is recommended that PARFI organises Training of Trainers (ToTs) for its soft skills trainers, as currently, only domain trainers have undergone virtual ToTs. In-person ToTs and additional refresher trainings were suggested by some trainers to ensure industry relevance.
- Consider incorporating more simulations, situation-based activities, and role plays into the training programs at PARFI. These activities can expose candidates to diverse workplace scenarios, better equipping them to handle demanding situations and potentially leading to higher retention rates.
- PARFI possesses state-of-the-art training models and kits, which can be showcased to various stakeholders to garner further support for the training program. The high quality and ample quantity of these training aids have proven invaluable, especially for candidates unfamiliar with the medical or manufacturing sectors.
- It is recommended that PARFI seizes opportunities to showcase its outreach activities and their outcomes at the highest levels of the State Government. Documenting and emphasising these events during enrolment drives can be highly beneficial.

Stories from the field

> *"The candidates that we have hired from PARFI are sincere and show high level of commitment towards their work. They are keen to always learn more."*
>
> – Recruiter, Apollo Home Health Care Limited, Hyderabad

> *"The programme has supported the trainees to uplift their living standards, become self-dependent, improve their communication and inter-personal skills and gain employability."*
>
> –Trainer, Soft Skills, Saraikela, Jharkhand

Manufacturing Technician Trainee

Sangita Kumari embarked on her on-the-job training in the manufacturing sector in 2021 due to her family's financial hardships. Previously, her father was the sole breadwinner, but they struggled to make ends meet. The opportunity to participate in the training program, made possible by a loaning model, offered a way out of their predicament.

During her training, Sangita acquired knowledge in various fields, including engineering drawing, welding, and electronics. After graduating in November 2022, she secured a position with a prominent global automotive and hydraulics manufacturer, where she has been employed ever since. Her job has not only provided financial support to her family but has also elevated their standard of living and improved their overall relationships.

Currently, Sangita earns INR 14,000 per month, a salary increase from INR 13,000 per month within just four months of joining, thanks to her consistent attendance. She initiated the loan repayment process four months ago and intends to clear the debt entirely by November 2023. She expressed deep gratitude for the training model, which enables individuals to access such valuable training opportunities even when their families are unable to provide financial support.

Employability skills training in Mumbai. Photo courtesy: ECHO India

Pathways to Progress

- Bandhan Konnagar
- Extension for Community Healthcare Outcomes (ECHO) India

Bandhan Konnagar – Skill training for proper livelihood

Introduction[23]

Overview: The 18-month project implemented by Bandhan Konnagar aimed to cater to 2,509 underserved and underprivileged youth by providing them with quality skill training across 4 domains i.e., Domestic IT Helpdesk Attendant, Business Correspondent/ Business Facilitator, Warehouse Packer, and Field Sales Executive. The training courses were conducted through 7 centres spread across Jalpaiguri (3 centres), East Midnapore (2 centres) and West Midnapore (2 centres) districts of West Bengal. The project aims to provide job placement to 70% of the trained candidates.

Grant amount: INR 2,34,82,784/-
Project period: March 2021 to September 2022
Location: West Bengal

Problem Statement: India, with more than 50% of its population below 30 years old, has been regarded as the youngest country in the world. According to the World Competitiveness Yearbook, India is expected to have a 25% share of the world's total workforce by 2025[24]. To ensure national competitiveness at the global level, it is therefore necessary to further develop and empower human capital. Furthermore, India has a goal of creating 500 million skilled workers. At present, there are around 3.1 million people per year in the country who need support with enhancing their skills. It is therefore essential to improve the capacity and capabilities of skill development programmes[25]. Furthermore, the skilled workforce continually adapts to evolving demands in the job market and advancing technologies. Therefore, it becomes imperative for skill development initiatives to offer support in delivering these essential skills.

SDG alignment:

[23] MOU between Bandhan Konnagar and CBNA
[24] World Competitiveness Yearbook
[25] Skill Development Programmes in India, RESEARCH REVIEW International Journal

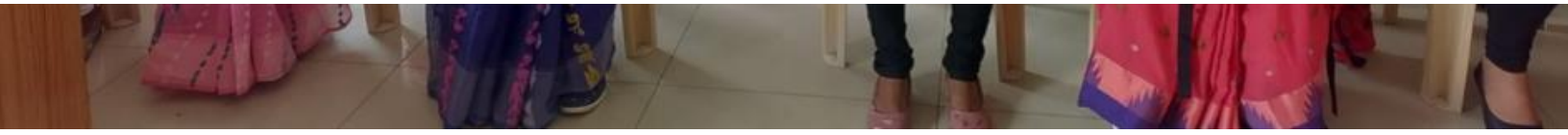
Assessment Overview

The current report presents detailed documentation of Deloitte's observations and findings of the impact assessment as per the OECD DAC Network on Development Evaluation (EvalNet) criteria for Pathways to Progress—Skill Training for Proper Livelihood Project that was implemented by Bandhan Konnagar. A summary of the evaluation findings is presented in the table below:

Parameters	Key Highlights and Rationale
Relevance	• The present educational system in India does not incorporate the necessary experiential, hands-on learning methods needed to ignite the curiosity of young learners. As a result, there is a significant deficiency in the skills required for employment among the youth. They often lack awareness of the specific domain knowledge and soft skills necessary for successfully navigating job interviews, which frequently leads to rejection. • Maharashtra and West Bengal have a large youth population that lacks industry required skills and training to be employable. This also results in lower salaries to trainees which leads to high attrition. Traditional ways of teaching, high school dropout rates, lack of creative thinking and problem-solving abilities to excel in life further aggravate the problem.
Coherence	• The programme was implemented by Bandhan Konnagar which focussed on skilling and placement of youths in the warehouse picker, packer, business facilitator and microfinance roles. • To meet the objective of Pathways to Progress there were few aspects that were incorporated to ensure standardisation in training of the trainers and trainees across the partners. • This included both human mediated training along with leveraging technology. The training of the trainers (TTT) aspect was facilitated through a training partner during a long training and short training cycle of 13 and 8 days respectively, while the P2P Learning Management System (LMS)'s functionality that included onboarding of students, attendance, access to course curriculum, self-paced learning, assessments and monitoring of the project was leveraged through another service provider. • Pathways to Progress anchor partner has been the programme manager for the TTT aspect along with the P2P LMS. • In line with the skilling objective of the country, the programme impacted 2,350 underserved and underprivileged youth. They were trained across various domains like Domestic IT helpdesk attendant, Business correspondent/ Business facilitator, Warehouse packer, and Field sales executive training. • This was conducted through 7 centres in Jalpaiguri, East and West Midnapore districts of West Bengal.
Effectiveness	• The project exceeded its target of placing 70% students; it placed 73% (1,724 out of 2,350) of the beneficiaries enrolled in the course post programme completion. 37% of the trained beneficiaries were women. • The project was executed in 18 months across West Bengal through 7 training centres.
Efficiency	• During the preparatory phase of the project, the Bandhan team focused on building capacities of the trainers through a standardised ToT (Training of the trainers) model, which was conducted for 13 days. In the fast-track mode, this time came down to 8 days • This phase was also crucial for the P2P LMS finalisation and selection of courses and curriculum.

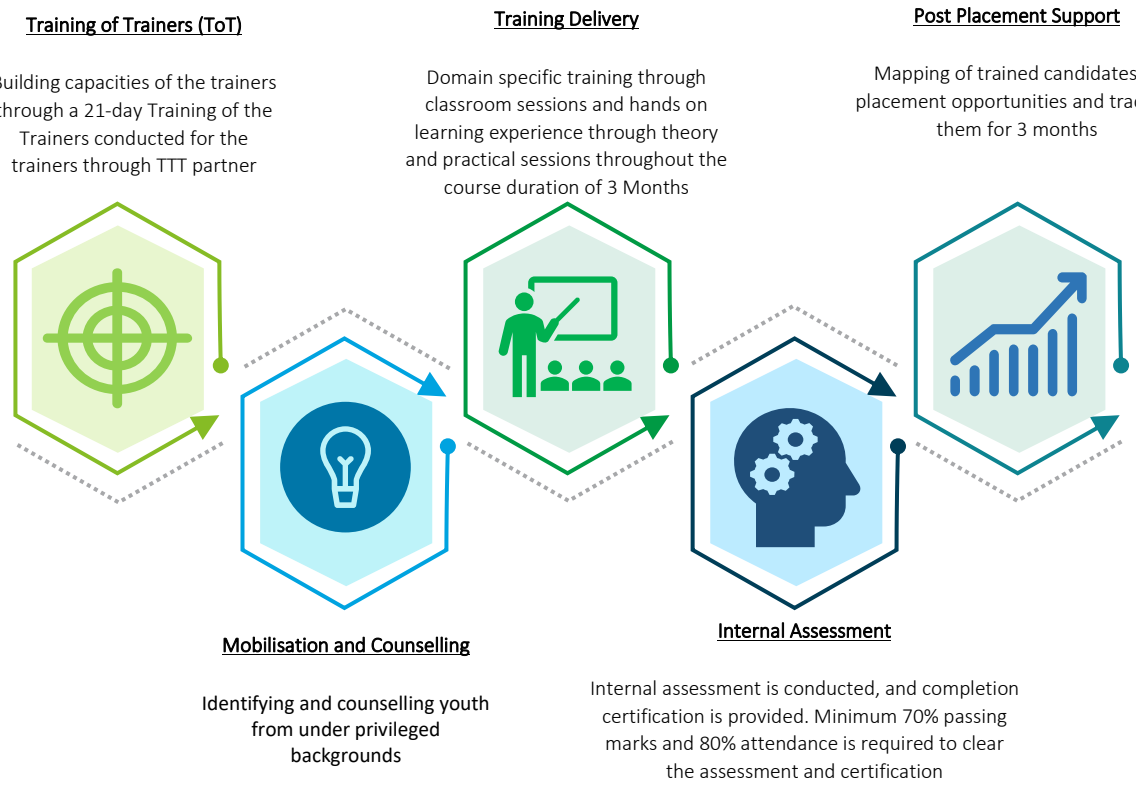
Impact	• 94% of the surveyed trainees strongly agreed that their skills were enhanced post attending the training programme. • 20 out of 21 trainers felt that the curriculum curated by Bandhan covers all relevant topics as per current market requirements. • 96% of the student sample reported improvement in critical thinking skills, improvement in decision-making, and entrepreneurship ideas. • 91% of the surveyed candidates were satisfied with overall quality of training. • 61% of the surveyed candidates admitted that they did not face any challenges in attending online training sessions. • 91% of the surveyed candidates responded that their current employment is through placement opportunities offered by Bandhan. • 93% of the surveyed candidates are satisfied with the quality of placements offered by Bandhan. • 68% of the surveyed candidates feels that their knowledge of the subject and industry has increased because of this learning programme.
Sustainability	• The trained and certified youths have been placed with leading automobile, automotive, e-commerce, start-ups and FMCG companies thus providing them with sustainable livelihoods and enhancing the quality of living for themselves as well as their family members.

Trainees at Bandhan training centre, Haldia attending the training session for Field Sales Executive. Picture Credits: Bandhan Konnagar



Project model

The implementation model of the Bandhan Konnagar project was aligned to the design and requirements of the overarching Pathways to Progress (P2P) initiative. As a part of this, two critical components of training of the trainers (TTT) was facilitated by TTT partner, while the standardised course content was deployed through the LMS. Further, while the original model entailed training delivery in a classroom setting with a mix of theory and practical sessions through the LMS, Bandhan had to partially pivot to online processes for all streams including mobilisation and delivery of training, during the pandemic. As the Covid related restrictions were lifted around February 2022, training moved back to an offline model.



Inputs

The CBNA funded programme received a total investment of INR 2,34,82,784/- for the training and placement of underprivileged youth. The programme was implemented across 7 centres in West Bengal.

The course was offered to registered youth at a minimum charge of INR 500 per person. The content and course finalisation were done for all implementing partners. Initially the planned course duration was of 170-400 hours for 45 days depending on the course the youth opted for; this was later increased to a total of 90 days to provide more time for practical training as the youth were finding it difficult to keep up with the pace of the course. The training was delivered by 28 trainers who were trained and certified by TTT through the ToT (Training of the trainers) programme.

Process

Training of the trainers

Training is conducted for 11 days on facilitation skills by TTT partner followed by 2 days of training on the LMS. The training is conducted in an online mode and is followed by certification of successful candidates.

Mobilisation:

Conducted in a blended mode by the mobilisers and counsellors using various means including social media, alumni networks, Facebook ads, WhatsApp, webinars, outreach to gram panchayats, etc.

Enrolment:

Youth belonging to underserved and under privileged backgrounds with required educational background across West Bengal were identified, counselled, and enrolled across all four courses. The trainees were charged a nominal fee of INR 500 as registration charges.

Training Delivery:

Certified trainers delivered the course content through online sessions, followed by hands on learning through theory and practical sessions.

Assessment:

- Regular assessments were conducted on a fortnightly basis and a final assessment was conducted at the end of course
- Grade wise assessments were conducted for the trainees which comprised of MCQs and descriptive questions
- Minimum 80% attendance is mandatory along with 70% marks in the assessments for a candidate to be successfully certified

Strategic differentiators

Focus was on training students from underprivileged population and courses delivered are aligned with market demand

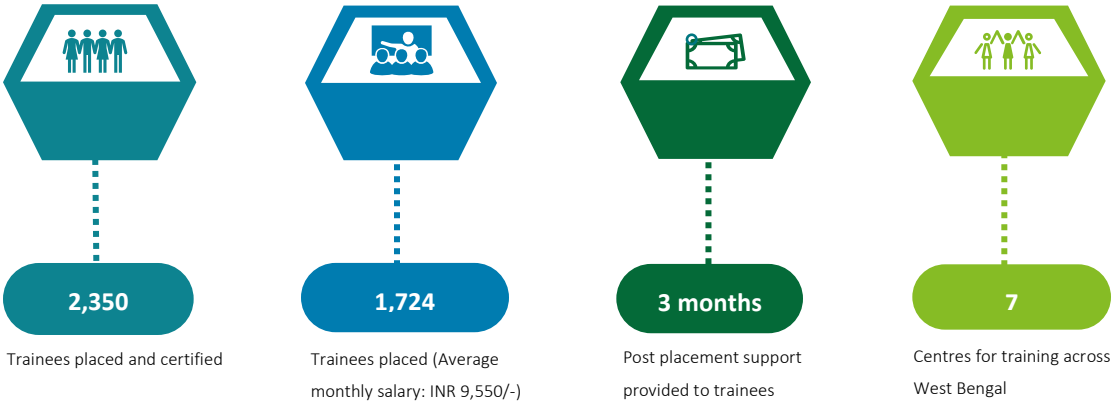
Multiple partnerships with industry and placement agencies for candidate placement

Course structure and delivery mechanism in alignment with NSDC guidelines

Integrated MIS in place that gives a real time view of the progress which supports in making course correction

Impact findings

The programme provided support to upskilling of youth through trainings at centres under different domains. The record of impact for the project is as follows:



Impact Created

Enhanced skills and knowledge

- Bandhan reported to have trained 2,350[26] students across 4 domains i.e., Domestic IT helpdesk attendant, Business correspondent/ Business facilitator, Warehouse packer, and Field sales executive
- 100% trainees reported that they had been trained on the domain as well as soft skills through the courses offered in Bandhan Skill Development Centres (BSDCs) and reported the trainers to be approachable and helpful
- 94% of the surveyed trainees strongly agreed that their skills were enhanced post attending the training
- 20 out of the 21 surveyed trainers felt that the curriculum curated by Bandhan covers all relevant topics as per current market requirements
- 100% of the trainees covered as part of the survey reported that due to Bandhan's training, they learned new skills which were market relevant and supported them in clearing job interviews
- 100% of the student sample reported an improved technical understanding of topics such as Advanced Excel, Database Management, AI, Core Java, and Programming
- 96% of the trainee sample reported improvement in critical thinking skills. Other changes reported by the trainees include improvement in decision-making and entrepreneurship ideas

Improved communication skills and increase in confidence

- The trainees noticed a change within themselves after completion of the course. They now feel confident about their domain skills, and are no longer afraid to speak up as their soft skills (like market awareness and language skills) have improved post the training with Bandhan
- 90% of the surveyed trainees reported that they feel comfortable to speak their minds out in peer groups, with colleagues and supervisors at work
- 100% of the surveyed trainees reported that their confidence levels have gone up significantly post the training programme

[26] Reported by Bandhan Konnagar central MIS team

- 48% of the surveyed trainees completed their higher secondary education. However, they did not have the exposure to understand the current job market and the required market skills for the same, due to which these trainees' lacked confidence and often got rejected in interviews

Increase in employability skills

- Post completion of the training programme, there has been a significant increase in the monthly household incomes of the trained candidates. It has increased from INR 7,682 per month to INR 11,158 per month (basis the analysis of survey responses provided by the learners)
- **90%** of the respondents admitted that they had joined this course to get access to employment opportunities
- **95%** of the candidates reported being satisfied with the quality of trainings offered for employability skills
- **91%** of the surveyed candidates are satisfied with the overall quality of training
- **61%** of the surveyed candidates admitted that they did not face any challenges in attending online training sessions
- **71%** of the placed candidates reported to be from families having a single earning member

Increase in employability skills

- 91% of the candidates responded that their current employment is through placement opportunities offered by Bandhan
- 93% of the candidates were satisfied with the quality of placements offered by Bandhan
- 68% of the candidates feel that their knowledge of the subject and industry has increased because of this learning programme
- 64% of the candidates have suggested that relevant industry exposure was provided to them as part of the training programme
- 77% of the candidates feel that this training programme has helped them in securing a jo

Recommendations and way forward

The following design changes can be considered for more optimal and effective delivery of the programme:

- Bandhan should consider implementing more proactive mobilisation and counseling strategies, given the significant dropout rate among trainees, which resulted in falling short of the initial target of training 2,509 students. Strengthening parent counseling can be particularly effective in reducing dropout rates.
- To improve the learning experience, Bandhan can collaborate with original equipment manufacturers (OEMs) to set up state-of-the-art practical labs for hands-on sessions.
- Include on-the-job training (OJT) components within the training programs to familiarize students with the workplace environment and day-to-day challenges. Utilise simulations and situation-based activities to expose candidates to diverse workplace scenarios.
- Offer students access to online learning resources such as LinkedIn Learning and Udemy. This not only enhances their overall training experience but also helps them acquire additional certifications.
- Strengthen the program by aligning with government schemes like Pradhan Mantri Kaushal Vikas Yojana (PMKVY) and Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDUGKY). This alignment can provide learners with government-approved certifications through NSDC and sector skill councils (SSCs).
- Respond to trainers' requests by providing more advanced teaching techniques and introducing newer concepts during the refresher courses. This will support their professional growth.
- Consider extending the duration of post-placement support from the current 3 months to a year. This can help improve job retention rates among students.
- Develop a more formalised and rigorous system for tracking and reporting student progress post-placement. Ensure that important information is captured accurately to better evaluate the effectiveness of the programme.

Stories from the field

"Every person has their own story of success, pain, failure & determination. My daughter is now an inspiration for other girls in our locality. We belong to an underprivileged family. She is currently working at Mpokket, and she is also able to support us financially. This is a story of courage, determination & never give up. I thank Bandhan for the continued support"

-Minu Dey, Parent, Jalpaiguri

"The mock interviews conducted as a part of our training process supported us to clear the interviews. Our trainers guided us in every step and made sure we were well prepared. I would like to thank Bandhan team to support us and make us capable enough for the job markets."

– Trainee, Domestic IT Help desk, Kathi, West Bengal

Gaurav Sharma, Bandhan – Dhupguri centre

Gaurav hails from the small village of Gair Kata in Jalpaiguri District. Upon completing his education, he embarked on a job search, encountering several challenges along the way. These challenges included a lack of experience, which posed difficulties in competing with other job applicants, and a limited network, which restricted his access to job opportunities.

In October 2021, Gaurav decided to join Bandhan Konnagar's Dhupguri centre. Upon completing his training, he secured a position at Vibrant ITES-BPO. Initially, this new job presented challenges as he had to acquire and master new skills to excel in his role. However, the job offered a competitive salary, allowing him to cover expenses and save for the future.

Over time, Gaurav's confidence grew, and he became more sociable and outgoing. Additionally, he developed a stronger work ethic, leading to improvements in his overall performance. Today, he has been promoted from his initial role as a Customer Service Representative to an HR role within the same company, earning a monthly salary of INR 13,000.

This employment not only brought financial stability but also enhanced Gaurav's confidence, work ethic, and taught him valuable life lessons. This case study serves as a reminder of the challenges faced by entry-level job seekers in the market and underscores the significance of determination, networking, and continuous learning.

ECHO India – Citi infection control & Covid-19 ECHO project

Introduction[27]

Overview: The 12-month project implemented by ECHO India aimed to enhance the capacities of the nurses to contain COVID-19 and other infectious diseases in the state of Maharashtra and West Bengal in collaboration with four state partners - Municipal Corporation of Greater Mumbai (Maharashtra), Maharashtra Nursing Council (Maharashtra), National Health Mission (Maharashtra), and Kolkata Municipal Corporation (West Bengal)

The focus of CBNA funded project was to upskill 5,500 nurses through the following:

- Dissemination of best practices, preventive measures and guidelines, standard precautions for infection control during COVID and post COVID Maharashtra and West Bengal
- Ensuring nurses understand the local and national protocols around infection control
- Prompt and correct assessment of infection of all patients at the time of admission which facilitate early detection of disease

Grant amount: INR 7,79,95,989/-
Project period: March 2021 to June 2022
Location: Maharashtra and West Bengal

Problem Statement: India, boasting a population of 1.3 billion, harbors a multitude of infectious diseases owing to its extensive and varied geographical and ecological landscape. In recent times, there has been a notable rise in Healthcare Acquired Infections (HAIs) affecting patients in the country. Research carried out on HAIs in India has revealed that these infections lead to extended hospitalisation, long-lasting disabilities, heightened resistance of microorganisms to antimicrobial agents, supplementary burdens on healthcare systems, elevated expenses for patients and their families, and avoidable fatalities.

Additionally, the COVID-19 pandemic has enormously impacted the healthcare systems globally. Given the disastrous outbreak of COVID-19 in India, the health system of the country was exhausted and in need of support. Widespread and sustained transmission resulted in high rates of hospitalisation, forcing rapid increase in health workers capacities at the hospital. During these unprecedented times, the requirement of infection prevention and control (IPC) practices increased manifolds. Unfortunately, an effective and robust infection control programme was lacking in most of the healthcare facilities in India. The pandemic highlighted the need for sustainable IPC programmes for healthcare workers capable of managing current and future pandemics

SDG alignment:

[27] MOU between ECHO India and CBNA

Assessment overview

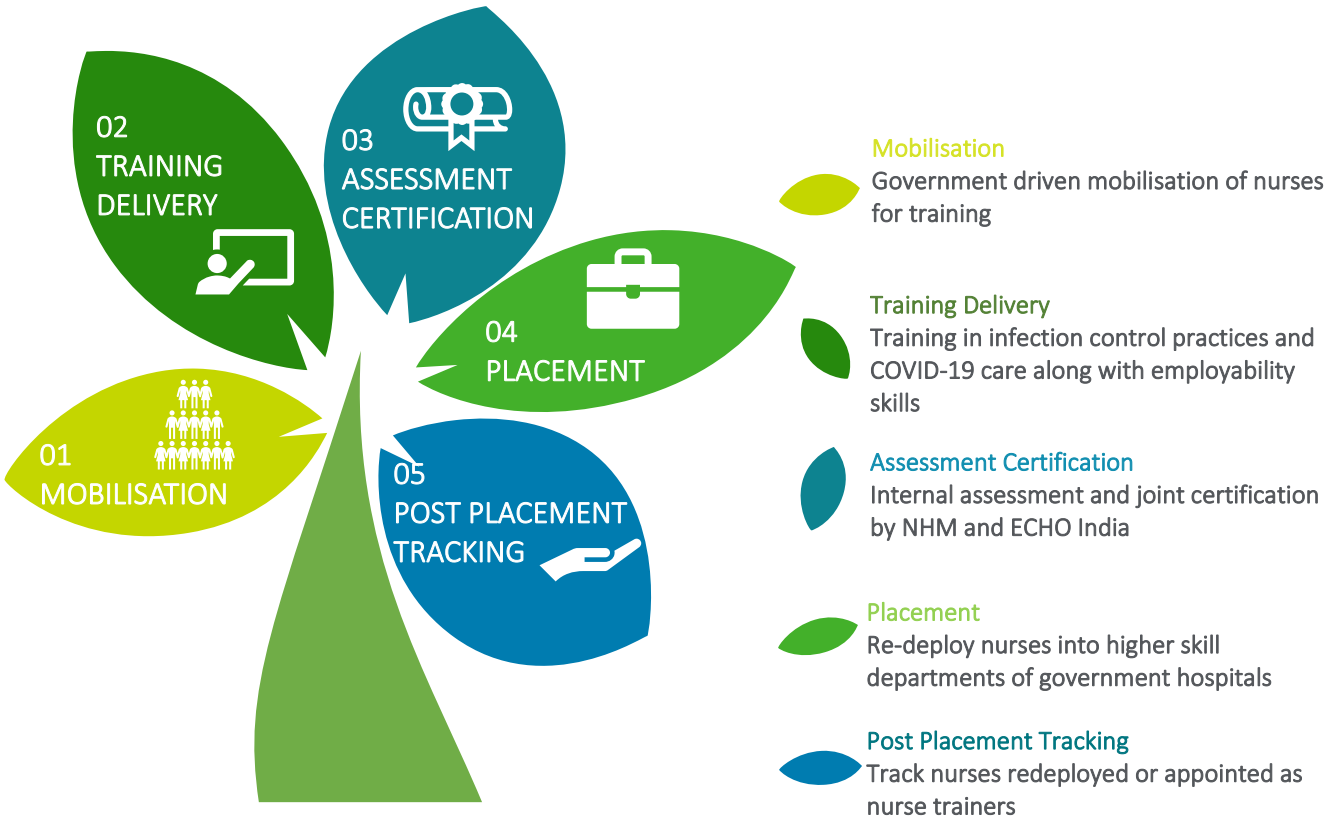
The current report presents a detailed documentation of Deloitte's observations and findings of the impact assessment as per OECD DAC Network on Development Evaluation (EvalNet) criteria of Citi Infection Control & COVID -19 project that was implemented by ECHO India. A summary of the evaluation findings is presented in the table below:

Parameter	Key Highlights and Rationale
Relevance	• India witnessed large outbreaks of emerging cases due to COVID-19 which had enormous impact on the healthcare systems. • An effective and robust infection control programme was lacking in most healthcare facilities in India. • According to the National Health Profile 2019, among the 2,048,979 registered nurses in India, many need infection control training to care for patients with airborne infections. • Understaffing of nurses is one of the key reasons for increase in Healthcare Acquired Infections (HAIs) in hospital units throughout the year.
Coherence	• The programme was implemented by ECHO India in partnership with Municipal Corporation of Greater Mumbai, Maharashtra Nursing Council, National Health Mission, and Kolkata Municipal Corporation. • The programme enhanced the capacity of the nurses which helped them to attend to the rising patient counts due to COVID-19. • As per the WHO report of 2019, India has a nurse-to-patient ratio of 1:483 and needs to address a shortage of 2 million nurses to reach international standards. The programme attempted to address this existing challenge by strengthening the knowledge of nurses on infection prevention and control measures. • The learnings from this programme enabled ECHO India to implement the model on a much larger scale in five other states. • Kolkata Municipal corporation (KMC) and Municipal Corporation of Greater Mumbai (MCGM) included the ECHO programme as a part of their internship for public health students.
Effectiveness	• **4,190 nurses** out of 5,500 target beneficiaries completed training in Infection prevention & control practices and Employability skills by attending 9 or more sessions (out of 13). Thus, **76% of the target** beneficiaries were reached by the end of the project • The project was designed to be executed in 15 months; however, it was completed in a year
Efficiency	• The project was implemented through the ECHO capacity building model; this includes creation of HUBs which act as knowledge centres to disseminate knowledge and best practices among Spokes who are nurses selected for the training • The training programme was conducted using different models that is ECHO Platform, the LMS and in-person/physical training in multiple batches simultaneously through the hubs established under multiple state partners. However, these digitally equipped HUBs are dysfunctional post completion of the project
Impact	• ECHO India established partnerships with four government and non-government state-level organisations - Municipal Corporation of Greater Mumbai, Maharashtra Nursing Council, National Health Mission – Maharashtra and Kolkata Municipal Corporation across two states of Maharashtra and West Bengal • 5,670 nurses participated in the training with 4,190 nurses completing 9 or more sessions out of 13 sessions

	• 15 digitally equipped Hubs were created in Maharashtra and West Bengal that act as knowledge training and best practices sharing centres • Tablet Distribution was achieved for 4,906 nurses for effective training participation • **2,359 nurses** received certification after completing pre and post evaluation survey • **33 Subject Matter Experts** were trained and deployed at Hubs on Infection prevention and control practices curriculum • **13 ECHO Facilitators** were trained on Employability skills curriculum • The trained nurses are estimated to have treated around 21 lakh patients • **79% of the nurses** through the survey responses reported that they had not undergone any trainings on infection prevention and control previously • **88% of the sample nurse trainees** agreed that their knowledge of the infection control & prevention subject has increased after attending the training programme • **90% of the sample** nurse trainees agreed that their approach towards work became more professional post attending employability skills training programme
Sustainability	• The trained and certified nurses have informally trained other healthcare workers in their hospital on prevention and management of COVID-19 disease. However, a formal mechanism can be created in these hospitals to enhance the skills of new nurses and certifying them in infection prevention and control practices, thus ensuring the continuity of such practices

Project model

ECHO India engages with nurses to train and mentor them to serve vulnerable communities and populations, via dissemination of best practices and treatment of chronic infections and COVID — 19. The programme ensures that nurses understand the local and national protocols that exist around infection control and take prompt and correct assessment of infection of all patients at the time of admission to facilitate early detection of diseases.



Inputs

Inputs to the ECHO Training programme include four innovative features: HUB establishment to facilitate training programmes, curriculum creation in consultation with govt agencies such as Brihanmumbai Municipal Corporation (BMC), Maharashtra Nursing Council (MNC) and Kolkata Municipal Corporation (KMC), tablet distribution to enable attendance of virtual trainings, and nurse training.

Process

Planning

- Signing of MoU with CBNA, needs assessment and seeking buy in from NHM Maharashtra, shortlisting and seeking approvals for hubs from NHM Maharashtra, training module content finalisation, hiring of team, hub setup and orientation, training of trainers, ECHO immersion training

Mobilisation

- The mobilisation of nurses is driven through government departments, the nurses were nominated for the training basis the NHM approval. These nurses would also act as spokes and receive the training

Training Delivery

- Hub and spoke model of training created and operationalised in identified locations
- Software and content delivered through hubs to the spokes (nurses) through online tablet-based model
- Training specific on infection control best practices and COVID Care supplemented by soft and leadership skills

Assessment & Certification

- Internal assessment and certification
- Assessments are conducted prior, and after end of training followed by regular session-based feedback
- Pre-test and post-test are conducted for each batch to gauge improvement
- Joint certification by NHM and ECHO

Placement

- To re-deploy nurses into higher skill/critical functions of Government hospitals
- To upskill the nurses who act as nurse trainers in private setup
- Liaise with NHM Maharashtra for re-deploying the nurses

Post Placement Tracking

- Through continuous advocacy and tracking of trained nurses alongside NHM Maharashtra
- Engagement with spoke hospitals to track if the nurses have been re-deployed or appointed as nurse trainers

Strategic differentiators

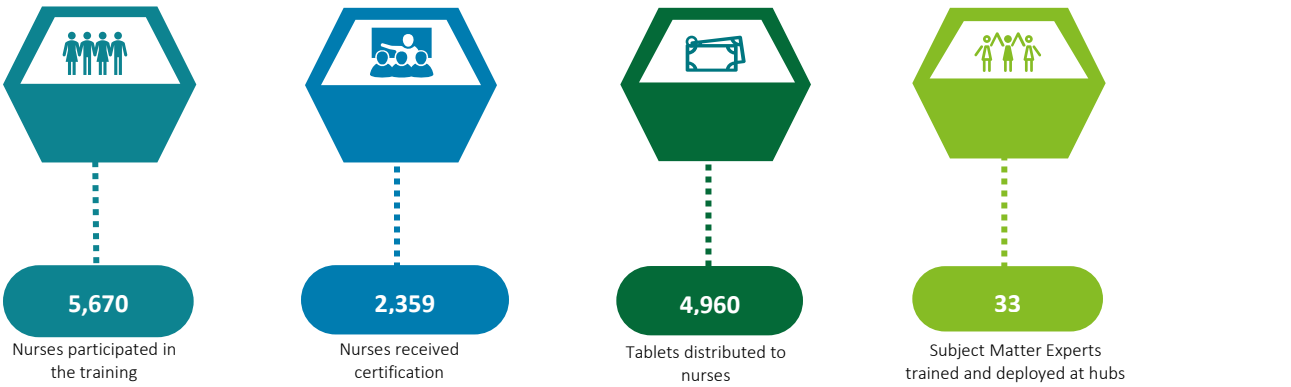
Hub and Spoke model, driven fully through use of technology to leverage scarce healthcare resources

Providing unique infection control courses in India focusing on critical care and upskilling of nurses working in tertiary hospitals

Building capacities and carving out differentiated and accelerated career pathways for in-service government nurses

Effective accounting systems in place to monitor and track grant efficiently

Impact findings



Impact Created

Government authorities' commitment towards Infection prevention and control (IPC) training

Support provided by authorities to execute the training programme:

- Kolkata Municipal Corporation nurses were associated with healthcare facilities affiliated with the corporation and registered in the West Bengal state nursing council
- Trainee nurses who participated in the survey were posted in large scale hospitals in Mumbai and Kolkata which were converted into COVID care facilities during the time of the pandemic. Some of the key hospitals along with their total capacities are mentioned below[28]:
    - BYL Nair Charitable Hospital, Mumbai – 1500 beds
    - Lokmanya Tilak Municipal General Hospital, Mumbai – 1462 beds
    - Kasturba Hospital for Infectious Diseases, Mumbai – 900 beds

[28] https://portal.mcgm.gov.in/irj/go/km/docs/documents/HomePage%20Data/Whats%20New/NON-%20COVID%20FACILITIES/PERIPHERAL%20HOSPITALS.pdf Accessed on – 15th June 2023

- Rajawadi Hospital, Mumbai – 600 beds
- V.N. Desai Municipal General Hospital, Mumbai – 250 beds
- Manohar Waman Desai Municipal General Hospital, Mumbai – 162 beds

Infrastructure support to execute trainings

- 86% of the sample nurse trainees confirmed that they were provided with tablets to attend the online trainings
- 76% of the sample nurse trainees were satisfied with the quality of tablets provided
- 49% of the sample nurse trainees confirmed that the tablets were pre-loaded with IPC learning modules, employability skill modules, zoom application, and Disprz application

Enhanced skills and capacities of Nurses

Advancement in patient care skills

- 88% of the sample nurse trainees agreed that their knowledge of the infection control and prevention subject increased after attending the training
- 87% of the sample nurse trainees have agreed that their technical skills were enhanced post the training
- 84% of the sample nurse trainees were satisfied with the course content and topics covered under IPC modules
- However, basis the responses captured during the survey, it was observed that only 16% trainee nurses had attended all the 10 sessions conducted for IPC modules
- Some of the other reasons and challenges highlighted by the trainee nurses were challenges in attending sessions during duty hours, and offline trainings being more effective than online trainings

Advancement in soft skill knowledge and capabilities

- 88% of the sample trainees responded that they had never undergone any employability skills training before
- 81% of the sample nurse trainees were satisfied with the course content and topics covered under employability skills modules
- 82% of the sample nurse trainees were satisfied with the LMS used for delivering employability skills modules
- 90% of the sample nurse trainees agreed to the fact that their approach towards work became more professional post attending this training programme

Improvement in Infection Control Practices

Improvement in infection control practices at individual level and use of the skills extended to other forms of care

- 88% of the sample nurse trainees agreed that their knowledge of the infection control and prevention subject increased after attending the training
- 87% of the sample nurse trainees agreed that their technical skills were enhanced post the training programme
- 46% of the sample nurse trainees agreed that their self-confidence for addressing cases related to IPC has increased post the training programme
- 40% of the sample nurse trainees agreed that this training programme has helped towards improving their precautionary practices and etiquette
- 27% of the sample nurse trainees feel that they cater to patients better post attending the training programme

Improvement in infection control and patient care practices at hospital

- 84% of the sample nurse trainees feel more confident when applying the concepts taught during training in their day to day work related activities
- 90% of the sample nurse trainees feel that their approach towards work has become more professional post training
- 92% of the sample nurse trainees feels that this training will support them in advancing their career

Replicability of ECHO Model

Adopting the same model of training with other stakeholders

- Basis the interaction with the project implementation team and as per the information shared by them, a similar initiative has been executed with 6 other agencies across 5 states. A total of 369 health workers have been trained across these agencies on IPC modules. The details of the agencies are as follows:
    - Goa Nursing Council, Goa
    - Nagaland Nursing Council, Nagaland
    - The Nursing Teachers Association India, Chhattisgarh
    - Manipur Nursing Council, Manipur
    - Institute of Nursing Education, Goa
    - Mizoram Nursing Council, Mizoram

HUBs – sustainable model to continue improving capacities

- A total of 15 strategic hubs were established with the required software and equipment. These hubs acted as the knowledge centre to disseminate knowledge and best practices among the trainers and nurse trainees
- However, basis the interaction with the project team, it was understood that only some of the hubs remained operational after project completion for delivering other training programmes which were facilitated by ECHO.

Recommendations and way forward

- It is advisable to address technical issues with the tablets reported by some trainee nurses by coordinating with the ECHO team or relevant state government departments to arrange for necessary repairs.
- Hospital administrators can be given appropriate guidance to facilitate the use of the same tablets by other hospital staff who couldn't participate in the training sessions due to prior commitments.
- To maximise the impact of the programme, a formal process document can be created to guide the future usage of these tablets by institutional beneficiaries, such as network hospitals and health centres. This document would assist in reaching additional beneficiaries and providing refresher training to existing nurses.
- ECHO should collaborate with government agencies to revive and maintain the functionality of the hubs used during the project, ensuring their continued role as knowledge dissemination centres.
- Considering the demand expressed by survey respondents, ECHO can explore conducting refresher or new training sessions for nurse trainees with support from other contributors.
- ECHO should establish a formal mechanism for tracking training participants for a specific period after program completion to address their immediate challenges and queries.
- While successfully replicating the model in five additional states with support from relevant authorities and institutions, ECHO can continue exploring opportunities to further scale this model.
- Efforts can be made to extend support to nurses working in private hospitals through appropriate collaborations and partnerships.
- Consider expanding the current model, which primarily focuses on healthcare facilities in urban areas, to include interventions for nurses and healthcare workers serving rural populations.

Stories from the field

"We learnt that communication with a patient is as important as communication with your staff."

- Manisha Gosavi, B.Y.L. Nair Charitable Hospital

"In this Covid background, we realised that we always take care of infection control for our patients, but it Is very much necessary for our healthcare workers to take care of their health also."

- Dr. Ruchi Chiplunkar, IEC and training cell, MCGM, Mumbai

BiliSURE is a cost effective and intelligent non-invasive bilirubinometer for neonates to provide timely and accurate bilirubin levels for the effective treatment of jaundice, developed by Medblue Innovations Pvt Ltd.

Citi Social Innovation Lab

- Indian Institute of Technology (IIT), Kanpur

Indian Institute of Technology, Kanpur – Citi Social Innovation Lab

Introduction[29]

Overview: IIT-K received a grant from CBNA for an incubator programme to mentor around 25 entrepreneurs. Startup Incubation & Innovation Centre (SIIC) of IIT-K was made responsible for implementing the programme, wherein the expected outcomes were the following:[30]

- Mentor 10 early-stage start-ups – in AgriTech and MedTech sector
- 8-week Accelerator programme for around 5 startups demonstrating high social impact potential across the three verticals

Grant-management support for T-Hub incubating around 10-15 start-ups in FinTech sector

Grant amount: FY 20-21 (INR 2,86,00,000), FY 21-22 (1,44,08,500), FY 22-23 (32,01,500)
Project period: Jan 2021 to Dec 2021, with no cost extension up to June 2022 | Additional grant from Sep 2022 to March 2023
Location: Pan India

Problem Statement: Startups in India are defined as an entity not exceeding five years from date of incorporation/ registration or its turnover (as per Companies Act, 2013) does not exceed INR 25 Crores during any of its first five years[31]. Early-stage startups require support in translating their cutting-edge innovations into a viable business, by developing a product or service offering along with access to key markets, investor groups and Round A/B funding.

SIIC was setup in IIT-K with a charter to incubate the start-ups by supporting with existing network of academia, industry, and investors. Its mandate is to focus on start-ups providing cutting-edge innovations to the underserved communities for, creating social impact[32].

SDG alignment:

[29] MOU between IIT, Kanpur and CBNA
[30] CITI Social Innovation Lab cybergrant application form, submitted to CBNA by Indian Institute of Technolgy, Kanpur
[31] Department of Industrial Policy and Promotion, Ministry of Commerce & Industry, Gazette of India Notification dated 17 Feb 2016
[32] Promoting entrepreneurship and innovation by converting ideas into products", siicincubator.com

Assessment Overview

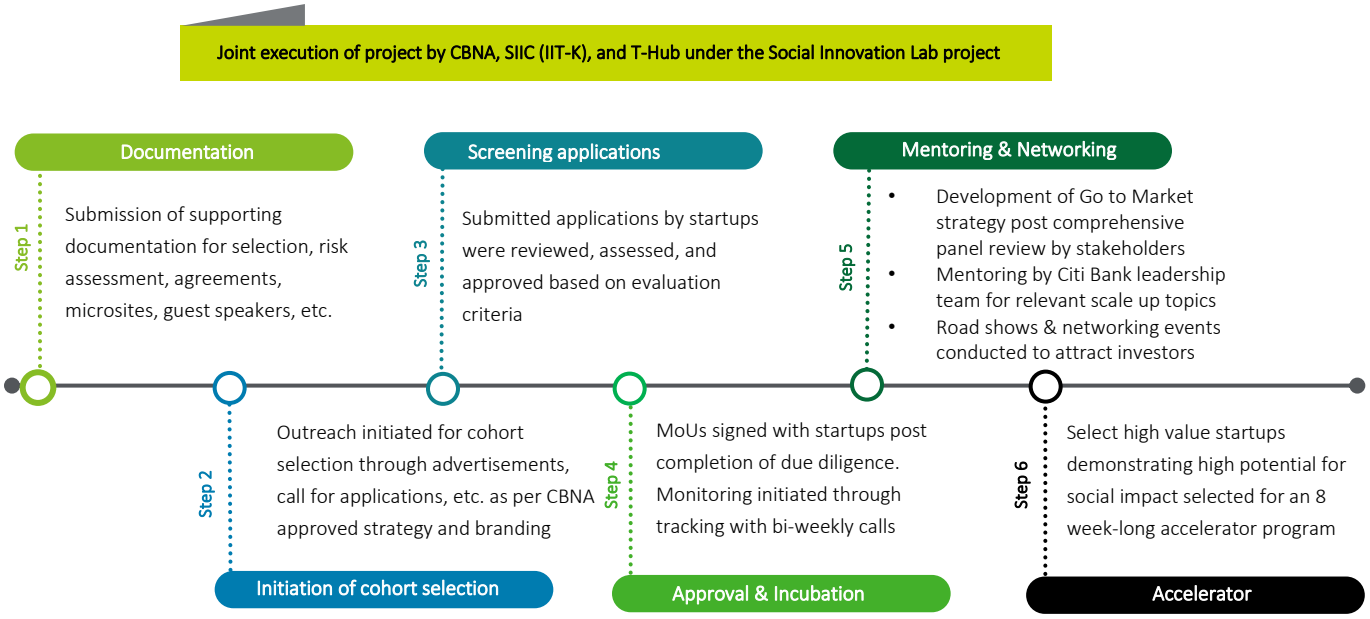
The current report presents a detailed documentation of Deloitte's observations and findings of the impact assessment as per OECD DAC Network on Development Evaluation (EvalNet) criteria of Citi Social Innovation Lab initiative by IIT-K. A summary of the evaluation findings is presented in the table below:

Parameters	Key Highlights and Rationale
Relevance	• India has emerged as the 3rd largest ecosystem for start-ups globally as of 31st May 2023. India ranks 2nd in innovation quality with top positions in the quality of scientific publications and the quality of its universities among middle-income economies. • Despite having the 3rd largest ecosystem, Indian start-ups encounter difficulties in securing adequate funding for their ventures. Limited access to capital inhibits their growth potential and hampers innovation. • Start-ups face challenges in attracting investors and obtaining venture capital due to various factors such as risk aversion, uncertain market conditions, and lack of investor confidence. • Challenges include inadequate physical infrastructure, limited access to technological resources, and a dearth of incubation centres, mentorship programmes, and networking opportunities. • Start-ups require supportive environments to thrive and access necessary resources, expertise, and guidance.
Coherence	• Some of the challenges faced by start-ups today include lack of access to physical infrastructure, mentorship programmes, and networking opportunities. The Citi incubation provided the start-ups with all the above requirements, enabling them to focus on their growth and product development. • While the government has come up with initiatives such as Start-up India Seed Fund Scheme (SISFS) and National Start-up awards to promote and encourage the growth of start-ups in India through funding and recognition, they do not provide them with the much-needed access to infrastructure, mentorship, and networking events. • This is where institutional/corporate support in the form of expert mentorship complements existing govt efforts. Through this form of support, start-ups get the much-needed assistance in finalising business plans and go-to-market strategies, and navigating bureaucratic red tape, compliance processes, and regulatory hurdles. Citi's Social Innovation Lab initiative was able to utilise existing expertise of incubators to provide the start-ups with access to these facilities.
Effectiveness	• The programme was implemented through eminent institutions such as IIT Kanpur, and T-Hub Hyderabad, making use of their experience in incubating and guiding start-ups on their growth journey. • 35 start-ups from diverse categories have been supported under this initiative (6 deep Science start-ups, 9 AgriTech, 7 Healthtech, and 13 FinTech start-ups). • The project also supported 6 out of the 35 start-ups through an accelerator programme, through which they received expert guidance and mentorship to scale up their initiative. • Panel of experts appointed by Citi Bank, IIT Kanpur, and T-Hub Hyderabad were able to effectively guide product/solution lifecycle.
Efficiency	• Apart from seed funding, the CBNA supported Social Innovation initiative also focused on providing the much-needed expert mentorship and guidance to the early-stage start-ups that helped them define their growth strategy and scaling plans. • The start-ups were able to demonstrate working models or solutions within a short duration of three months.

Impact	• ~90% of the surveyed start-ups rated the rigorous selection process of the programme to be excellent. • ~67% of the surveyed start-ups rated the product and solution development support from the programme to be excellent. • ~80% of the surveyed start-ups rated the mentorship and guidance received through the programme to be excellent. • Cumulatively, the 29 start-ups mentored by IIT-K and T-Hub developed 28 patents, 22 trademarks, and 1 registered copyright.
Sustainability	• With the CBNA support for the start-ups going beyond just grant money, and extending to mentorship and guidance among other things, the impact of the programme on the start-ups is long standing. However, ~80% of the surveyed start-ups mentioned that a second round of funding would be relevant to the programme and would enable them to further grow their impact. • Need to ensure co-branding opportunities between SIL and start-ups, as also establish SIL-alumni peer network to enable long term visibility and sustainability of start-ups.

Project model

The Citi Social Innovation Lab funded by CBNA partnered with IIT Kanpur and T-Hub Hyderabad in order to implement and manage the project. Apart from investing in the sectors of AgriTech, HealthTech, and FinTech, it also supported start-ups exhibiting high social impact potential through an additional accelerator programme. 6 high potential start-ups were selected to be a part of the accelerator programme – this included 1 AgriTech start-up, 2 HealthTech start-ups, and 3 FinTech start-ups. While IIT Kanpur managed the grant administration for all start-ups across categories, the FinTech start-ups reported to T-Hub Hyderabad for all other non-grant related activities.



Inputs

After the cohort selection process and grant disbursement, IIT Kanpur engaged the start-ups through sector-specific mentoring sessions and networking events. Start-ups were connected to mentors with sector specific experience. After an introductory call with their respective mentors, the start-ups had further one-on-one mentoring sessions scheduled with the mentor to guide them in their growth journeys.

Process

CBNA guided IITK and T-Hub on the expectations, standards and quality processes required to be complied with, while implementing the project under Citi branding.

- 250 start-ups responded to the call for applications that was jointly issued by Citi-IIT-THub under the branded name "Citi Social Innovation Lab". A panel of 25 members formed the Internal Evaluation Committee (IEC) to evaluate and shortlist start-ups to be recommended to the External Evaluation Committee (EEC) formed by Citi Bank approved panel of experts
- The initial review for all AgriTech and HealthTech applications were done by the Internal Evaluation Committee (IEC) of IIT-K, followed by a second round of review by the External Evaluation Committee (EEC), which approved the funding for the 13 start-ups under AgriTech and HealthTech
- The inititial review for all FinTech applications meanwhile was done by a separate IEC under T-Hub, followed by a second round of evaluation by the same EEC. Thereafter, IIT-K's involvement with the FinTech start-ups was restricted to releasing the seed funds and managing the reporting and utilisation status. The rest of the programme implementation for the FinTech start-ups was handled by T-Hub
- The applicants went through a rigorous selection process where they were evaluated on multiple parameters by a panel of experts

Strategic differentiators

Strong **mentorship** by pre-identified subject matter experts and industry leaders from the sector

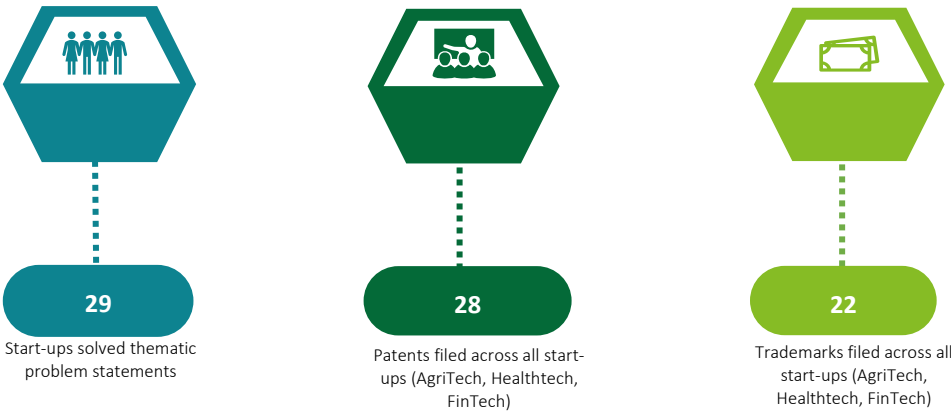
Strong **brand association** amongst leading institutions and CBNA. Good public relations mechanism was deployed

MoU based agreement led to planned outcomes through a structured monthly-review cycle

Start-ups were able to demonstrate prototypes/ solutions **within the first month** of receiving grant

Impact findings

The account presented below is based on the analysis of survey responses and a content analysis of the narratives recorded during Deloitte team's interaction with sample startups including their Founder/CEO and programme management staff.



Impact Created

Problem statement being solved

- The problem statements being solved by the start-ups were thoroughly reviewed by the panellists on parameters such as social impact, scalability, innovativeness, marketability etc.
- After a year, 100% of the problem statements are being solved with products in varying stages of development. The social relevance of the products has been established in diverse sectors ranging from food wastage to medical devices
- As reported by IIT-K, **28 patents, 22 trademarks, and 1 copyright** have been filed across all 4 categories (AgriTech, Healthtech, FinTech) for their solution/processes

Impact on organisational scale up

- The CBNA backed funding of INR 10 Lakhs and INR 20 Lakhs helped the early-stage start-ups set up their basic systems in place, allowing them to focus on hiring dedicated talent, setting up processes in place, and using the guidance of their eminent mentors to plan their strategy and expansion
- This is reflected in the start-ups' responses to the survey where 88% of the survey respondents mentioned that the grant helped them plan their strategy for scale

Potential for scalability

- Following the selection and mentoring process, the start-ups expedited their product/solution development. Throughout the programme, the start-ups were exposed to both the guidance of experts in their field, as well as solutions developed by their peers in the cohort. This helped them focus on product development as well as the future relevance of the products being developed
- This is reflected in the survey results, where 100% of the respondents felt that product development and future relevance of their product were most likely to contribute to the organisation's future scale

Overall programme feedback

- **Branding** of the programme has helped the start-ups reap the benefit of being associated with the CBNA initiative. Majority of the survey respondents agreed that the CBNA grant provided them with a clear competitive edge over their peers. The start-ups also agreed that the grant lent them credibility, enabling them to receive grants and appreciation from other sources

- **Mentorship** from leading experts in their field also helped the early-stage start-ups think through their go-to-market strategy. Expert guidance on accessing markets, pricing products according to target consumers, and completing the product lifecycle helped the start-ups with formulating a clear go-to-market strategy
- **Second round of funding** was considered important by most of the survey respondents, showing the overall value addition of the grant for the start-ups

Recommendations and way forward

- Given the scope of growth for social impact projects, there is an opportunity for selecting more such projects for a second round of funding
- Follow up actions on the showcase including funder/investor enquiries, demonstrations, and other showcases maybe tracked by SIL for another two years or end of lifecycle of the concept/solution, whichever is earlier
- Setting up mechanisms for enhancing visibility of the programme by identifying and highlighting achievements of the start-ups frequently and consistently
- Replicate the showcase events in more locations in the future (Hyderabad, Bengaluru, etc.)
- Alumni peer networks can be leveraged to demonstrate success of the SIL model and offer scale or collaboration opportunities

Stories from the field

> ""I believe that this grant has helped me a lot in my critical condition and supported me to sustain and grow. I think everything is perfect in the programme for startups like mine. Thank you Citibank & SIIC IIT Kanpur"– Mr. Yogesh Gawade, Director, Niyo Farm Tech Pvt Ltd

> "As a tech startup we were better in software development than in business development. SIL mentorship helped to bridge the gap."
> – Mr. Prasoon Sharma, Founder & CEO, Pradivya Software

GreenPod Labs Pvt Ltd

Healthtech Sector

GreenPod Labs sachets activate the plant's defense mechanism to slow down the ripening rate and prevent any microbial growth.
5-6 sachets are to be added for a crate of 20kgs. These sachets help prevent food wastage, especially during transport of fruits and vegetables, and in places without developed cold storage facilities and processes.
The start-up follows a B2B model, with the target customers being farmers and distributors, transporting or storing more than 50 tons of fresh produce for 5 to 10 days at room temperature.
During preliminary trials with strawberries, mangoes, lettuce, kiwis, grapes, and avocados, a 40 - 80% increase in shelf life was observed when kept at a temperature of 35 degrees centigrade.

July 2023 status: The product is now FSSAI approved. The residual analysis showed zero residue of the product on the crop, whereas the nutritional analysis showed that the use of the product helps retain the crop nutrition. The product has also been granted a patent in India.

IFRE Campus (Credits: Ashoka University)

Leadership for tomorrow

- International Federation for Research in Education (IFRE)
- Indian School of Development Management (ISDM)

International Federation for Research in Education (IFRE) – IFRE Ecosystem support project

Introduction[33]

Overview: IFRE supports three verticals through the CBNA funding:

1. Ashoka Innovation Centre (AIC): a state of the art 40,000 sq. ft. building with the purpose to nurture innovations to solve real world problems through technology
2. Citi Nanoo Pamnani Scholarship (CNPS) Programme: continuing support to 5 undergraduate students in the last year of their programme at Ashoka University
3. Centre for Social Impact and Philanthropy (CSIP): The centre works on research and knowledge, leadership, convening, and impact measurement. Two major programmes are the How India Gives (HIG) report, and Early-Stage Capacity Building Initiatives (ESCBI) for early-career, high potential Ashoka graduates

Grant amount: INR 9,09,47,408/-
Project period: April 2022 to March 2023
Location: Sonepat, Haryana

Problem Statement: The need for universities to produce socially relevant and cutting-edge research (Rau et al., 2018)[34] while engaging diverse stakeholders poses multiple challenges (Clark et al., 2016)[35]. Privately funded universities face limitations posed by high costs involved in delivering research & education, while ensuring their overall sustainability (Păunescu et al. eds., 2022)[36]. This issue is further strained for universities sponsoring Liberal Arts or Social Sciences research due to the lack of verification/validation proofs as compared to quantifiable scientific research (Powell & Walsh, 2018)[37].

Privately funded universities working in social impact space in India face another challenge over and above the input costs of technology for eClasses, library resources and brand-imaging. With higher education becoming increasingly privatised, it has become costlier for students to access and afford universities that they aspire towards (Aithal & Kumar, 2016)[38]. EduFund reported that education costs climbed by around 10-12% in India between 2012-20[39].

Even though social science education and degrees have become more acceptable by society and workplaces, they continue to face the challenge of finding the appropriate pedagogy which can balance field work and theoretical aspects along with mentorship to enable young people to engage with the social sector impactfully.

SDG alignment:

[33] MOU between IFRE and CBNA

[34] H. Rau, G. Goggins, & F. Fahy (2018), *"From Invisibility to Impact: Recognising the Scientific and Societal Relevance of Interdisciplinary Sustainability Research"*, Research Policy, 47(1), 266–276

[35] W.C. Clark, L.V. Kerkhoff, L. Lebel & G.C. Gallopin, (2016), *"Crafting Usable Knowledge for Sustainable Development"*, PNAS, 113(17), 4570–4578

[36] Păunescu, C., Nikina-Ruohonen, A., Stukalina, Y. (2022), *"Fostering Research with Societal Impact in Higher Education Institutions: A Review and Conceptualization"*, c.f. C. Păunescu, K.L. Lepik, N. Spencer (eds), *"Social Innovation in Higher Education. Innovation, Technology, and Knowledge Management"*, Springer, Online

[37] P. Powell & A. Walsh (2018), "Mutualising the University: Achieving Community Impact through an Ecosystem", International Review of Education, 64(5), 563–583

[38] P.S. Aithal & P.M. Suresh Kumar (2016), *"Opportunities and Challenges for Private Universities in India"*, International Journal of Management, IT and Engineering, Vol. 6(1)

[39] *Anand JC (2022): The cost of raising a child in India: School costs ₹30 lakh, college a crore, Economic Times. Online*

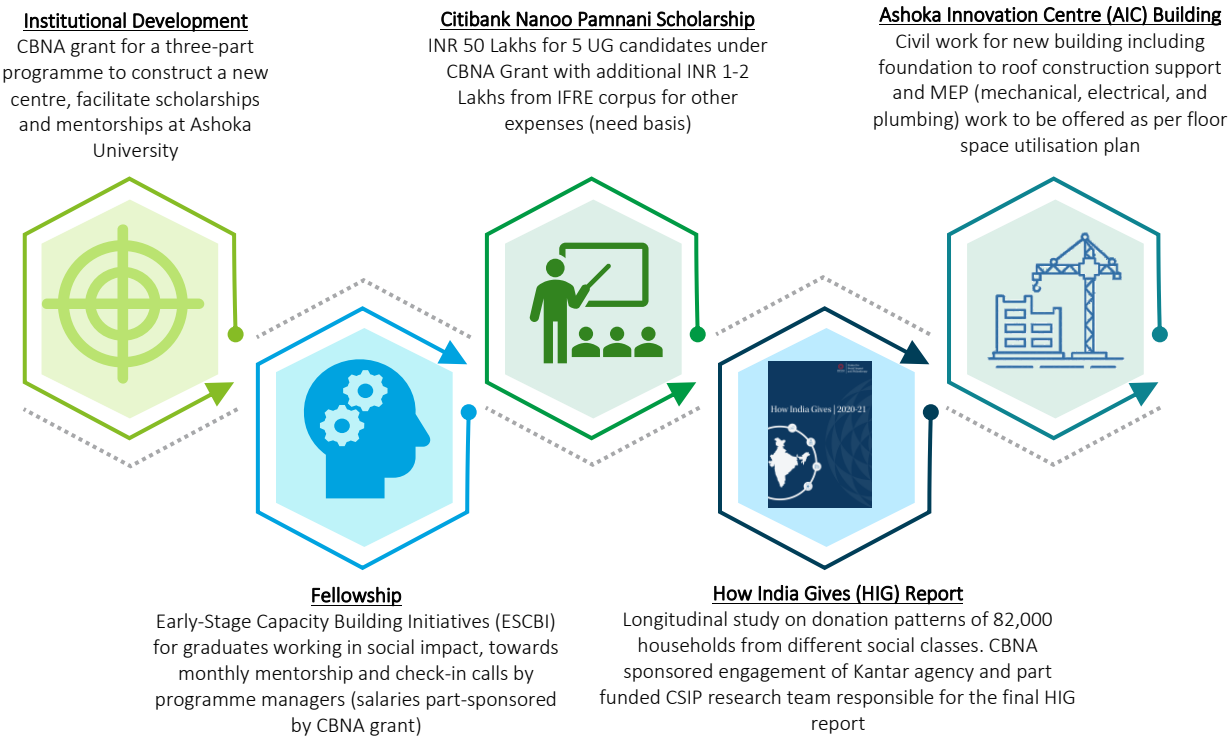
Assessment Overview

The current report presents a detailed documentation of Deloitte's observations and findings of the impact assessment as per OECD DAC Network on Development Evaluation (EvalNet) criteria of the IFRE Ecosystem Support Project by IFRE. A summary of the findings is presented in the table below, while the elaborate documentation is available subsequently in the report.

Parameters	Key Highlights and Rationale
Relevance	• The progamme has been able to provide 5 scholars access to education at leading liberal arts university without any financial burden and improved their access to opportunities in the field of their choice. • Provided mentoring support to youth wanting to work in the social sector to create the most impact. • Setting up the first of its kind innovation centre to enable undergraduates to innovate tech-based solutions for real world problems.
Coherence	• Programme increased chances for scholars from varied socio-economic backgrounds to access liberal arts degrees without monetary burden. • It provided young professionals with skills and industry connect in the social sector building up their cadre of development sector professionals.
Effectiveness	• Helped 5 students pursue their under-graduation at a prestigious liberal arts university. • Helped contribute to the development sector by mentoring young professionals.
Efficiency	• Delays in construction of the innovation centre were experienced due to delayed grant disbursal. • The Fellowship programme was run without a programme manager for a few months but was able to stick to timelines and instituted regular check-ins with the fellows. • Civil construction of the innovation centre was on track despite delay in funds.
Impact	• 5 scholars and 6 fellows were impacted by the programme. • It improved the chances of the fellows to create an impact and enhanced their opportunities to access livelihood opportunities. • Training was provided to fellows from non-social science backgrounds as well. • The innovation centre will bring together industry experts and expand networks for students and IFRE while also providing a platform to undergraduate students.
Sustainability	• The scholarship programme will require annual support for its continuation. • The Fellowship programme, over the years, has developed some resources but requires financial support to retain them and onboard new fellows. • The Ashoka Innovation Centre will have its own revenue model to help sustain the work and projects being developed.

Project model

The IFRE ecosystem support programme enabled Ashoka University to prioritise fund allocation towards setting up a state-of-the-art innovation centre; fund a scholarship scheme, support the Centre for Social Impact & Strategy (CSIP) and mentor fellows incubated under the CSIP. This corporate donor-supported model enabled strategic utilisation of a private university to move towards its long-term objectives of creating societal impact.



Inputs

Critical to the IFRE ecosystem support project were three key components that were funded by CBNA:

- **Ashoka Innovation Centre's (AIC) building,** having 40,000 Sq Ft. floorspace constructed completely under CBNA grant to facilitate cutting edge research by linking Ashoka Faculty, Students and industry
- **Citibank Nanoo Pamnani Scholarship awarded to** 5 UG candidates from low-income households received part-sponsorship of INR 10 Lakhs each for tuition fees from CBNA Grant, along with an additional grant of INR 37-72,000 from IFRE corpus for residency/meal expenses on a need basis during the Financial Year
- **Grant given for the Centre for Social Impact and Philanthropy (CSIP) for supporting the** Mother Teresa Fellows (graduates working in social impact space earning < INR 40,000 per month is given stipend to match the amount) and mentoring them

- **Grant for preparation of How India Gives (HIG) report** by sponsoring an external research agency with experience in conducting large household consumer data surveys

Process

Strategic allocation of corporate grant(s)

By utilising the CBNA grant towards major construction expenses and disbursing research/scholarship grants, Ashoka University was able to prioritise the budget allocations towards strategic initiatives that would enable the university to offer new programmes; deliver cutting edge research and explore new academic pathways in the near future.

Scholarship & Mentorship

The Citibank Nanoo Pamnani Scholarship and MTF stipends enable young adults to continue working in the development sector. The mentorship provided by CSIP enables long-term social impact to be executed by such youth.

CSIP capacity building

The CSIP received grant sponsorship for HIG report, which is a one-of-a-kind longitudinal study that documents how households spend towards charity in India. In the past, HIG report has garnered wide interest by academia, media, and other research agencies.

Monitoring

- IFRE monitors the implementation of the programme through monthly check-in calls with scholarship candidates and bi-weekly mentoring calls with MTFs. The CSIP also presents their research design, study plan etc. to the Research Committee Council for approval and quality control. High trust is placed on the global agency Kantar that conducts the field visits to share anonymised household data for the HIG report
- AIC was monitored by the estate management team reproting to the Pro-VC office; besides control by site-supervisor from the contractor agency
- The grant management team at head office controls disbursement of scholarships under the Citibank Nanoo Pamnani Scholarship, basis documented request created on central platforms

Strategic differentiators

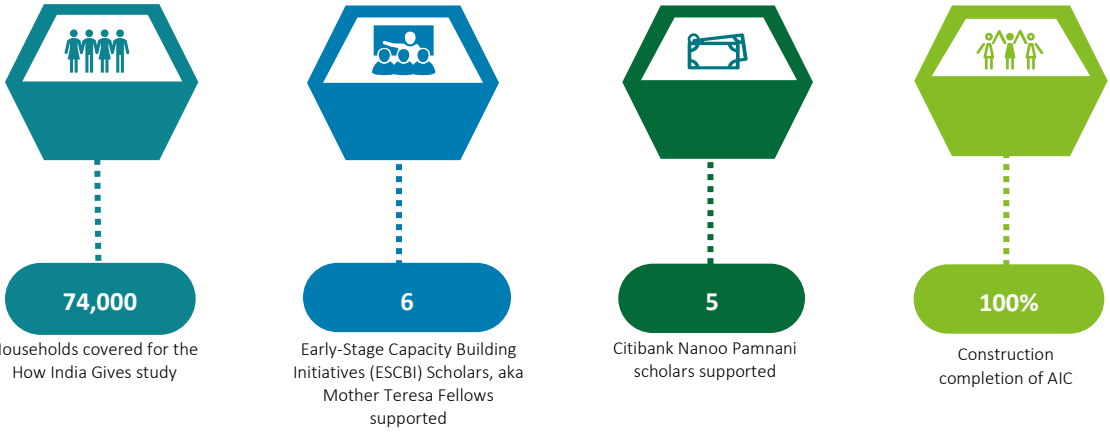
Sponsorship of HIG report, **enabling outreach to a large number** of households for a longitudinal study

Construction cost sponsorship for AIC building has enabled Ashoka University to **strategise the corpus utilisation** towards long-term objectives

Citibank Nanoo Pamnani Scholarship has **enabled selected candidates** to complete their education from a **prestigious private university**

Mother Teresa Fellows have been **retained and mentored in the social sector** under the Early-Stage Capacity Building Initiatives (ESCBI) scheme

Impact findings



Impact Created

Ashoka Innovation Centre (AIC) building:

- **100% of the programme staff** interacted with reported **high confidence** in the eventual realisation of the AIC vision
- The building has already received all environmental clearances and aims to be net-zero, with **80% power** coming from solar energy. There is expectation of LEED (Leadership in Energy and Environmental Design) certification in near future
- **100% of respondents** answered that the centre will serve as a space for **innovation and partnerships**, with the latter being key in taking the centre forward. Experts through founders connect, Sequoia network and industry experts will be roped in to guide students
- 100% of the construction is complete. The interior design work is expected to commence by June/July 2023, while procurement for fittings has been initiated
- The vision for the centre includes setting up an **incubator programme** in association with Sequoia like Surge and Y combinator

Citi Nanoo Pamnani scholarship:

- **4 out of 5 scholars are graduating** in May 2023. The fifth candidate is staying back to continue her fourth year of education at Ashoka University and shall receive the American equivalent of a four-year undergraduate degree upon course completion
- The scholarship administered to the Citi scholars included their tuition, food, and stationary needs as an all-encompassing scholarship strategy
- One of the scholars has been placed through the university placement team in an Edtech firm

Centre for Social Impact and Philanthropy (CSIP):

- Early-Stage Capacity Building Initiatives (ESCBI) / Mother Teresa Fellowship (MTF) Scholars
    - 100% scholars participated in both the Experiential Learning Programme and Learning Immersion programme conducted as part of the fellowship
    - With strengthening of the fellowship programme, alumni have reached out to hire fellows
    - One of the fellows is going to Yale University for pursuing her PhD and two have received job offers in the field of their choice. The remaining scholars have interviewed at places of interest to them, based on their field experience(s)

- How India Gives (HIG) report
    - The FY 2020-21 report attracted significant media coverage and had 9,000 website views as of February 2023
    - The findings from the report have been presented in international conferences in USA and Netherlands, which has furthered chances of international collaborations
    - The upcoming report funded by CBNA, is expected to be completed by August 2023

Recommendations and way forward

- Ashoka University may consider offering the state-of-the art AIC as a leased space for high-impact innovation in a university setting for MNCs and R&D institutions located in Delhi-NCR
- Ashoka University students may be considered for undertaking internships/ research projects in cross-sector opportunities that may be enabled through strategic planning of AIC activities
- More scope for intra-cohort interaction and activities to increase peer-to-peer learning
- Need to build in or adapt validation tools to confirm anonymous data sourced from Kantar agency that is used to prepare the HIG report. Currently, no mechanism exists to validate data points/ sources and analysis thereof
- Plan for qualitative studies to further substantiate philanthropy trends in different social groups including women, migrants etc.
- Candidates receiving Citibank Nanoo Pamnani Scholarship should be informed about the scholarship-scheme history at the onset
- Past-alumni may be organised into a peer-group for mentoring future scholars

Stories from the field

"AIC will give undergraduates an opportunity to work on tech-based solutions for real world problems in an inter-disciplinary setting."

– AIC Supervisor, Sonepat, Haryana

"Innovative tools have been used to engage the MTF scholars like the Reflection Journal. The post-session entries did not have to be basic diary entries, but could be in the form of a poem or sketch or anything creative that reflects how they feel"

- MTF Staff, Okhla, Delhi

Alankritha Dasari
Citi Nanoo Pamnani Scholar

Alunkruthi Dasari is a Citi Nanoo Pamnani scholar who hails from Hyderabad. She is in her final year at Ashoka University where she pursued a major in Economics and Finance. Coming from a humble background, Alunkruthi had never as a child imagined getting into a liberal arts college as there were familial expectations to get into professional service. But the scholarship funded by Citi opened the path for her to explore and follow her interests in economics, which she couples with courses on computer science and international relations.

She is planning to continue her education at Ashoka University for a fourth year and pursue economics in combination with some other papers she is interested in. She vocalised her gratitude for Citi for the scholarship which enabled her to access education at a premier institute.

Indian School of Development Management (ISDM) – Centre for Social Finance and Impact

Introduction

Overview: The Centre for Social Finance and Impact (CSFI) is a research centre run by Indian School of Development Management (ISDM) which aims to:

1. Assess the area of social finance, social impact and what drives it in India along with a global perspective
2. Create a platform for experts across the sector to engage on outcome based social financing approaches

Grant amount: INR 2,08,08,500
Project period: October 2022 – March 2023
Location: Noida, Uttar Pradesh

Problem Statement: Public sector has carried the weight of social sector spending in India, constituting 95% of total spending[40]. The rest of the funding comes from private sector: foreign and domestic. Both of which have seen a rise in the past few years, with 37.9% domestic companies spending more than the 2% required limit of CSR spending[41] .

Philanthropy by private sector plays a catalytic role in building a bridge between governments, businesses, civil society, and communities. But so far, there has been no research on what steers social finance, for monitoring its flows, and guiding how social finance can be best directed. With coming up of new research centres, philanthropic spending in India has garnered attention and sparked conversations, but we lack frameworks and vocabulary to understand the social finance ecosystem.

SDG alignment:

[40] https://www.bain.com/about/media-center/press-releases/2023/private-philanthropic-giving-in-india-to-reach-1.86-lakh-cr-in-fy-2027-expected-to-grow-at-11/
[41] https://csrbox.org/media/CSRBOX-India-CSR-Outlook-Report-2022_Full-version.pdf

Assessment Overview

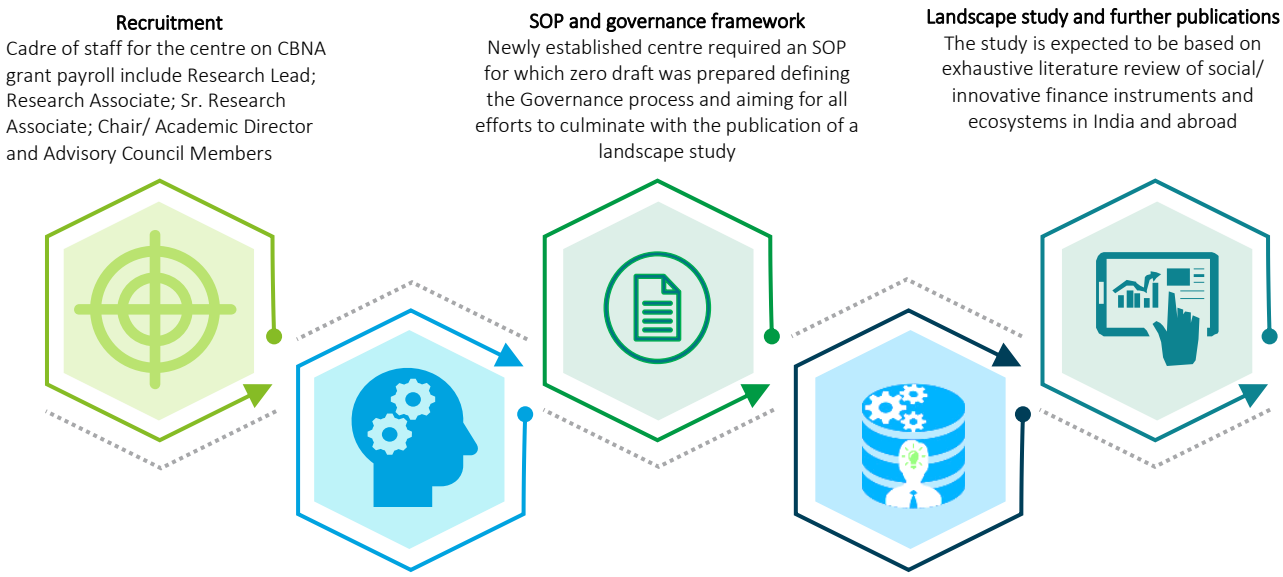
The current report presents a detailed documentation of Deloitte's observations and findings of the impact assessment as per OECD DAC Network on Development Evaluation (EvalNet) criteria of the Centre for Social Finance and Impact by ISDM. A summary of the findings is presented in the table below, while the elaborate documentation is available subsequently in the report.

Parameters	Key Highlights and Rationale
Relevance	• The Centre has commenced working towards a one-of-its-kind landscape study on social finance models and ecosystem in India. • Centre is building a team of PhD qualified researchers to advance research in the social sector, especially from the perspective of social purpose organisations.
Coherence	• Centre is anchored in a development management institute that adopted a partnership approach that enabled collaboration with other knowledge hubs, universities etc.
Effectiveness	• Draft Centre SOP was created in consultation with experts and was useful in initiating research processes while centre staff were being hired/ onboarded. • Work was able to proceed despite not having a Centre Lead. Research staff were able to identify more journals and create a larger repository of articles.
Efficiency	• The centre successfully utilized the entire CSR grant, accomplishing its objectives within the limited timeframe. • Constraints in staff recruitment, including the Chair and advisory council, were evident due to challenges in providing competitive salaries and new hires having 2-3 months' notice periods.
Impact	• A thought-piece article on innovative finance was published in a leading newspaper. • Engagement with the Social Stock Exchange to create an eligibility portal was covered by 13 print and 57 online media outlets. • A repository of over 550 journal articles was created.
Sustainability	• The centre has been set up through CSR support and will require financial investments for its long-term continuity. • There is a need to index the journals repository created under the grant according to existing library/database standards and provide a benchmark for comparison.

Project model

The CSFI (Centre for Social Finance and Impact) ecosystem support programme enabled ISDM to prioritise fund allocations towards setting up a state-of-the-art research centre; fund research fellows, support towards creation of a database of research papers and mentor the centre under incubation through the Global Knowledge Hub (GKH). This corporate donor-supported model enabled strategic utilisation of a not-for-profit privately funded university to move towards its long-term objectives of creating societal impact:

Support towards setting up a centre, researchers and creation of a database leading to a first of its kind landscape study



Inputs

Critical to the CSFI ecosystem support project were three key components that were funded by CBNA:

- **Leadership and staff costs:** This includes hiring of centre lead, and PhD level researchers from Social Sciences and Finance backgrounds, along with sponsorship of research activities and programme staff for publishing a first of its kind landscape study and a minimum of two research publications

- **SOP and GKH support:** SOP and guidelines created under the grant for newly setup CSFI, would define its next five years of research orientation and activities

- **Database creation, publications, and landscape study:** Alignment of research methodology with the draft centre SOP & governance framework, along with landscape studies on model and frameworks relevant for social finance

Process

Strategic allocation of corporate grant(s)

By utilising the CBNA grant towards hiring project staff and sponsoring database creation, ISDM was able to prioritise the budget allocations towards strategic initiatives that would enable the university to offer fresh insights; deliver cutting edge research and explore new academic pathways in the near future. Existing partnerships with Ashoka University and Social Stock Exchange; SEDBI and others were leveraged along with GKH inputs to facilitate quick drafting of SOP and guidelines for the new centre.

Recruitment and leadership cadre

The CBNA sponsorship enabled hiring of PhD-level or highly experienced project staff that demands competitive salaries in open market.

Database and analysis, leading to a landscape study

ISDM founder and GKH were closely involved in overseeing implementation of draft SOP and guidelines

- Publications and media coverage of initial research on social finance observed
- Database linked to Global Knowledge Hub for filling a critical resource gap for ISDM
- Pro-bono advisory support and inputs leveraged from senior stakeholders

SOP & Governance

- Draft SOP for centre governance included touchpoints for guiding research processes
- The SOP called for Weekly meetings with research associates and Dean

Strategic differentiators

Centre is housed in a privately funded, niche development management institute that could leverage support and resources of its peer network to quickly turn around deliverables

Undertaking one-of-a-kind landscape study social/ innovative finance instruments in India and globally

Adopted a partnership and collaborative approach towards building SOP and frameworks for the Centre

Impact findings

Impact Created

Centre for Social Finance and Innovation:

- The Centre has created a repository of over **550 knowledge resources** belonging to various thematic domains of social finance, blended finance, innovative finance etc. against a target of 200 articles
- The research team is in the process of **reviewing the literature** and categorising it based on source, theme, geography etc.
- As part of a consultative process for Centre building, they engaged in conversations with 7 key sectoral experts, practitioners, and academicians
- The Centre is going to adopt a **multi-stakeholder approach** to bring stakeholders together to contribute towards a stronger network of financiers for sustainable social change including social purpose organisations, private investors, impact investors, academia, philanthropists, social stock exchange and regulatory bodies
- The Centre is undertaking what is going to be a one-of-its kind **landscape study** on the social finance ecosystem in India. The study is expected to be launched in September 2023. It will assess and map the landscape of social finance and social impact in India and give global perspectives on social finance
- Despite delays in fund disbursal, the team was able to launch the centre as per schedule in June 2023. The Centre microsite went live along with the launch as well
- The research team has finalised a **thought piece** on **blended finance** and is in talks with a development sector magazine for its publication. Another output on **innovative finance** is in its final stages

Recommendations and way forward

The project reviewed by Deloitte reported frameworks and systems that allowed for timely reporting and adherence to agreed outputs and outcomes. The assessment outlined opportunity areas to enhance the grant's effectiveness and maximise impact. These are presented as recommendations below:

- Expedite the hiring of Senior Research Associate and onboarding Chairs and Advisory Council for draft frameworks and SOP for the Centre to be finalised
- Completing staffing of the research team would accelerate the literature review process and consequent research outputs

- Finalise and publish the landscape report
- Engage the research team to write more academic papers for presentation at conferences based on knowledge repository created
- Publish the second thought piece on Innovative Finance

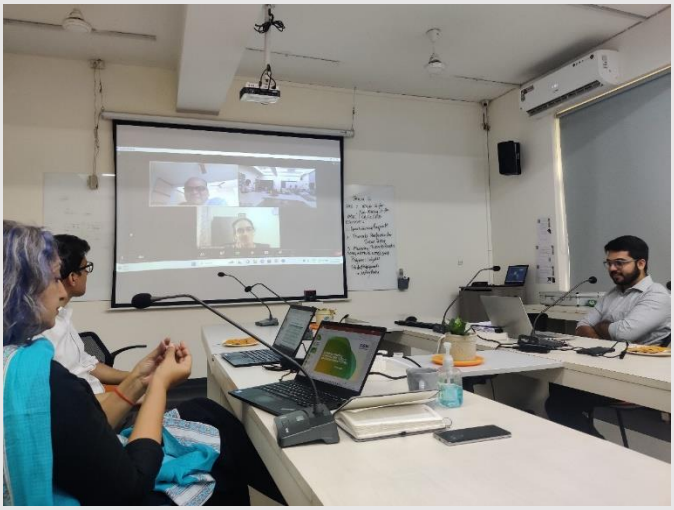
Stories from the field

> "Already we feel like we have made progress and are expanding the scope of the Centre. There are many stakeholders for social impact beyond Social Stock Exchange"
>
> - *Research Lead*

> "The team has powered on with a mindset focus on outcomes and engagement to help set up the frameworks and processes for the Centre"
>
> - *Research Associate, Noida*

Programme Staff for CSFI

During Deloitte's discussion with the CSFI programme staff, they reported that the centre has had many conversations with experts which has helped them identify the gap areas where CFSI can contribute to. They have learnt from previous experiences of other centres and established partnerships from the very get-go to help them create networks. Many partnerships have been initiated though all have not been formalised. But as the Centre is situated in an academic institute, it has been easier to approach and connect with academic institutes around the world. Carnegie Mellon and IIM-A are some potential partners.



CSFI as a research centre for social finance ecosystem has sparked conversation and research, started engaging with other academic and research organisations, and is committed to bring forth the perspective of social purpose organisations (SPOs). Majorly people conduct impact assessments from the point of view of the funder, but CSFI is undertaking the task of building frameworks to help SPOs identify what impact they have created and how their needs can be better met using innovative finance instruments.

Covid-19 Relief Support

- Billion Hearts Beating Foundation (Executed support to three Apollo centres in Chennai)
- Jaslok Hospital and Research Centre

Covid-19 Relief Support - Support to hospitals and healthcare institutions

Introduction

Overview: CBNA provided significant support to two hospitals, addressing their pressing need for critical care and medical infrastructure. The first project was aimed to augment the facilities of three **Apollo specialty centres in Chennai** to address the increasing severity of cases and the number of hospitalisations due to Covid-19. The second project focused on the **Jaslok Annexe-Citi Centre of Clinical Excellence**, aimed to establish a dedicated tertiary care facility to cater to infectious diseases, including Covid-19. These projects reflect Citi Bank's commitment to support healthcare organisations in their efforts to tackle the impact of the Covid-19 pandemic, enabling them to provide quality care to patients in need.

Grant amount: INR 45,83,24,232/-
Project period: April 2021 to March 2022
Location: Mumbai and Chennai

Problem Statement: The Covid-19 pandemic created a significant strain on healthcare systems and communities worldwide, leading to imbalances in the availability of resources versus the needs of Covid-affected individuals. Healthcare providers and governments were faced with extreme scarcity of resources, leading to numerous challenges in provisioning care for Covid-affected persons. The pandemic brought to light the existing rifts in the availability and equity of healthcare in a distressing manner, exposing inadequacies in healthcare systems. Overuse of equipment, overworked personnel, and inadequate beds and systems in hospitals led to further issues. These issues included a lack of appropriate care facilities, unavailability of safe triage and quarantine facilities, overwhelmed tertiary care services, leading to patient spillovers in secondary and primary facilities, and breakdown of hospital equipment due to overuse. It was crucial to address these challenges and invest in healthcare infrastructure and resources to better prepare for future pandemics and emergency situations.

SDG alignment:

Assessment overview

The current report presents a detailed documentation of Deloitte's observations and findings of the impact assessment of COVID relief project that was implemented by Billion Hearts Beating Foundation, and Jaslok Hospital. A summary of the evaluation findings is presented in the table below:

Parameters	Key Highlights and Rationale
Relevance	• India witnessed large outbreaks of emerging cases due to COVID-19 which had enormous impact on the healthcare systems • An effective and robust critical care infrastructure was lacking in most healthcare facilities in India • Hospitals ran out of beds, oxygen, and critical supplies, leading to delays in testing and treatment of critically ill patients, contributing to the deaths of thousands of people • Hence, it was important to address the immediate needs of critical care and medical infrastructure
Coherence	• The programme was implemented by Jaslok hospital in Mumbai in partnership with Brihanmumbai Municipal Corporation in Mumbai, and the Billion Hearts Beating foundation in Chennai • The programme enhanced the capacity of the existing infrastructure by installing more critical care beds, ventilators, oxygen concentrators, pulse oximeters and other important equipment's necessary for covid recovery. Additionally, CBNA supported in construction of ultra-modern tertiary care facilities that helped in catering to more covid-19 patients' recovery • The 2020 World Health Organisation (WHO) report on the impact of COVID-19 on noncommunicable diseases (NCDs) in 163 countries highlighted that nearly half of the countries report that patients experienced partial or complete disruption of services for hypertension, diabetes, and cardiovascular diseases. The programme attempted to address this challenge by having more dialysis beds, operation theatres, kidney and chemotherapy centres and clinical research department
Effectiveness	• To adhere to the immediate needs of the pandemic, new standard operating procedures were created for relevant hospital staff and departments. Additionally, trainings were conducted for capacity building of Nurses, Bio medical staff and doctors • Systematic purchase of equipment enabled timely delivery and installation of equipment's • The support enabled Apollo hospitals to not only meet its own demand but through efficient tracking of the usage of the equipment, also support network hospitals on demand-basis • The construction of the tertiary care facility at Jaslok hospital was undertaken with expert guidance of consultants for design, BMC approvals, certification process, and financial negotiations
Efficiency	• The project was implemented through an effective collaboration and coordination between all the required stakeholders of the programme • The cross-functional collaboration and support between teams enhanced team efficiency, resulting in effective management of patient flow and alleviating concerns among extended family members at the hospital • By engaging in constructive dialogue with the neighbours and addressing their concerns, Jaslok Hospital took significant steps to enhance the efficiency of the programme. The installation of sound barriers to reduce dust and noise levels, as well as implementing

	complete negative pressure within the hospital to prevent infected air from escaping, were crucial measures that contributed to the programme's overall efficiency
Impact	• The Jaslok Hospital established partnerships with the Brihanmumbai Municipal Corporation • 3,107 Covid patients supported in total, at Apollo centres and Jaslok Hospital • 78,432 non-Covid patients supported in total at Apollo centres and Jaslok Hospital • 566 critical care equipment's distributed to Billion Hearts Beating foundation to provide better care to patients with Covid-19 • Additionally, the incorporation of facilities such as PET scan apparatus, nuclear medicine department, and dialysis showcases a strong dedication to delivering comprehensive and specialised medical care to patients • Capacity building trainings were done at each stage, for the nursing team, bio medical staff and doctors • At Apollo hospitals, team of expert doctors moved swiftly to prepare "Red Book for Covid 19 Mitigation and Management" which served as guiding document for all the everyday functioning of the hospitals to medical care for the patients • The Jaslok hospital state-of-the-art medical equipment, including cardiac cameras, and the engineering of the floors ensures that the building can withstand any such crisis. The dialysis department has been designed keeping the future in mind, and the labs are also equipped with the latest technology, ensuring that they remain relevant and useful for years to come
Sustainability	• The infrastructure support programmes were envisaged at the time of dire need related to COVID-19 surges in the cities of Mumbai and Chennai • The structure of the support was carried out in a manner that helped expand availability of care for not just COVID-19 but also other illnesses and helped the hospitals prepare themselves for future pandemics • The integration of the new infrastructure within the existing patient care mechanisms was found to be adequate, hence improving the sustainability of the initiative • There was adequate support sought from local governments at both cities which also helped in timely execution of the projects

Project model

Amidst the Covid-19 pandemic, the challenges related to the rapid progression of disease in affected population, and the need for specialised care facilities caused a significant challenge on the hospitals and healthcare institutions within the country. Additionally, there were multiple socio-economic challenges related to extreme poverty and job-losses within the communities. This necessitated a multi-faceted approach to support for the disease.
CBNA's response to the same was rapid and comprehensive, addressing both community level and healthcare facility level needs. The response mechanism at the healthcare facility level involved provision of cutting-edge medical equipment, and expansion of the wards available for specialised care (through new infrastructure projects)- hence meeting urgent medical needs. These measures were aimed at bolstering the capacity to manage future pandemics of similar magnitude as Covid-19.

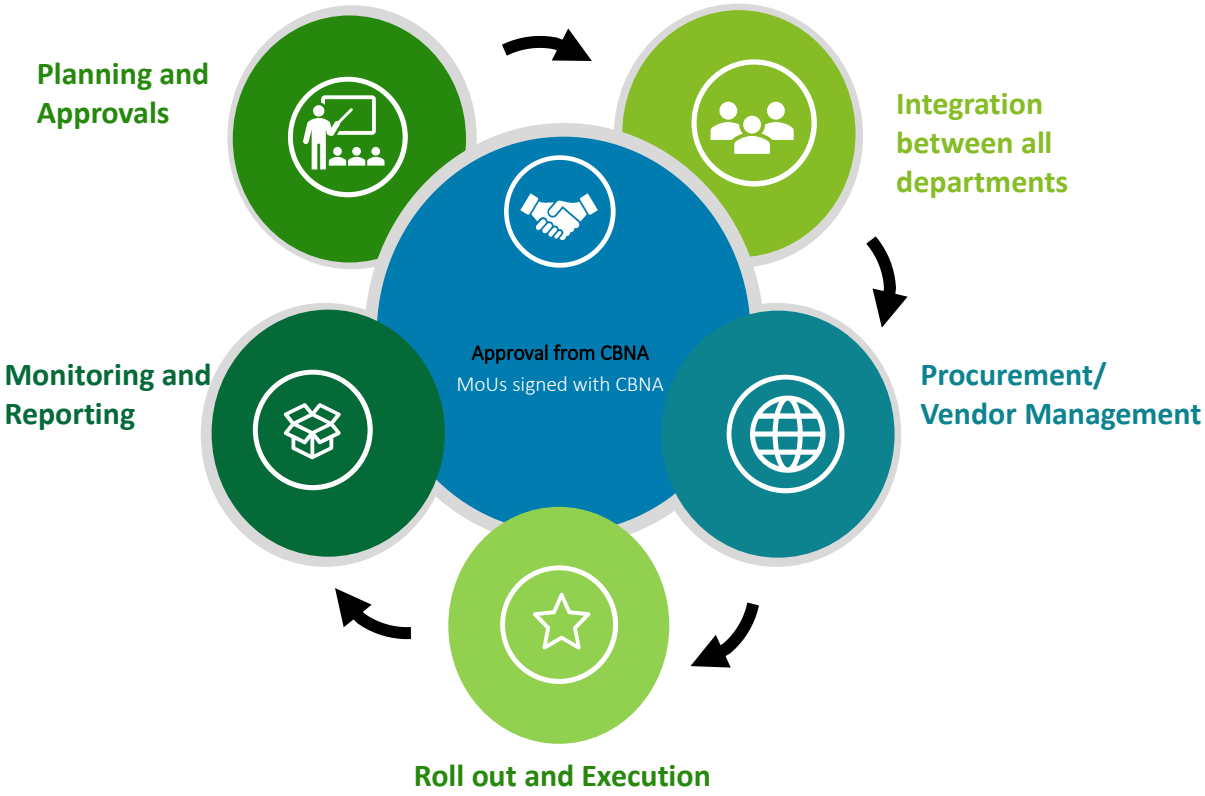
Inputs

The support to hospitals and healthcare institutions provided by CBNA was executed in the form of equipment provision and infrastructure expansion of medical facilities. As part of the support, 3 centres of Apollo Specialty Hospital at Chennai (Vanagram, Greams road and OMR) received equipment support to expand their capacity for high-end and critical inpatient care. Additionally, Jaslok hospital was supported for the construction of dedicated facilities to cater to tertiary care disorders ranging in various medical fields- notably, Neurology, Nephrology, Surgery, and Infectious diseases. Below are the key inputs for each support component:

- Provision of critical care and medical equipment - The primary goal of the project, which focused on equipment support, was to enhance the capacity of critical inpatient care at the hospital. The support was aimed at expanding the hospital's capacity to manage Covid-19 cases and projected to cater to up to 768 patients treated in the in-patient departments every month
- Establishing a dedicated tertiary care facility- This project focused primarily on construction, aimed to enhance high-end and critical inpatient care for individuals with infectious diseases. The overall outreach of the project was estimated to be 3000 inpatients per year. The intervention model is relevant to the communities in the hospital's catchment area. As the hospital already caters to a wide array of tertiary illnesses, the additional beds and dedicated centre for infectious illnesses significantly improved the hospital's care standards

Interaction of the Citi team with the Jaslok Hospital staff during the inauguration of Annex building. Picture credit: Jaslok Hospital

Process



Strategic differentiators

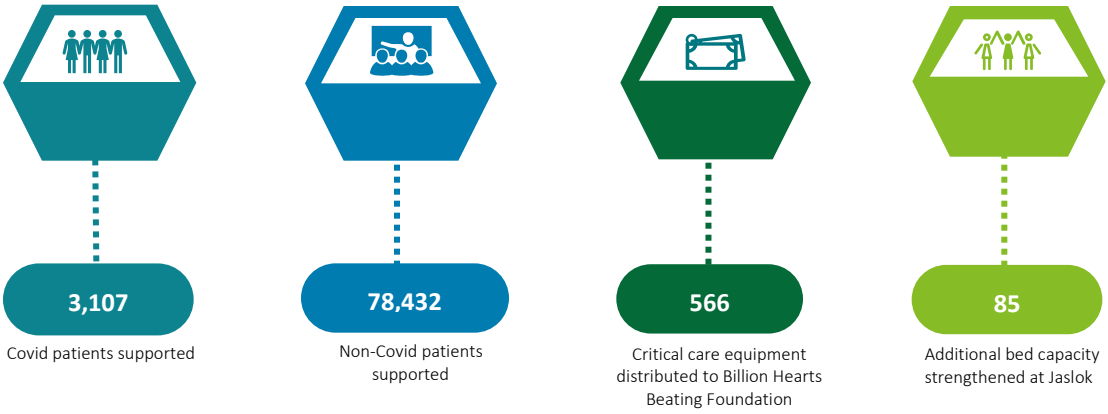
Integration of the support within already existing tertiary care facilities to allow for reduced time to roll-out to the patient

Execution in high footfall facilities to ensure expanded patient outreach

Facility expansion plans based on extensive needs-assessments, project management within existing governance framework

High degree of coordination with government departments to mitigate approval roadblocks as identified

Impact findings



Impact Created

Response to emerging inadequacies in provision of care

- The Apollo hospitals, with the support of CBNA's grant confronted these challenges head on. The leadership, guided by the Covid-19 Task Force team headed by Mr. Pratap Reddy, adopted a policy of treating all incoming patients requiring critical care support due to Covid-19. This policy change demonstrated their commitment to address the emerging inadequacies in care provision and provide timely assistance to those in need. Ventilators, oxygen concentrators, syringe and infusion pumps and other essential devices were swiftly acquired and deployed across two Apollo specialty centres in Chennai. These efforts significantly alleviated the shortage of critical care equipment, ensuring that patients received the necessary treatment and support to combat the disease.
- The Jaslok Annex building was constructed with a long-term vision as a long-term response to the emerging inadequacies of the pandemic and shifting needs of the communities. The hospital management anticipated the future changes in medical technology and made provisions for them in the building's design. The decision to create a separate floor with positive pressure ventilation for the patients suffering from infectious illnesses helped in reduction of fomites, and the continuation of their treatment safely and efficiently.
- The decision to increase the number of patient floors from the original design also pointed to hospital management's focus on providing a greater number of patients with access to medical care. Additionally, the inclusion of facilities such as PET scan apparatus, nuclear medicine department, and dialysis demonstrates a commitment to providing comprehensive, specialised medical care to patients. During the period of execution, the Jaslok Hospital presented a detailed plan of the project to the community and addressed their concerns. This enabled continued support from the community during the execution of the project.

Response to patient footfall challenges of the pandemic

- The patient footfall challenges faced during the Covid-19 pandemic are well documented through emerging statistics at the time. There was an overwhelming surge in patient numbers and the strain it placed on hospitals and treatment centres. Hospital admissions for Covid-19-related illnesses caused overwhelmed healthcare facilities and stretched resources.

- In some regions, hospitals faced a shortage of beds, resulting in the establishment of makeshift treatment centres and field hospitals to accommodate the surge in patients. The strain on emergency departments was also evident, with a surge in patients seeking urgent care for Covid-19 symptoms and other medical emergencies. Data showed prolonged wait times, overcrowding, and challenges in providing timely care to those in need.

Improved availability of medical equipment at hospitals/treatment centres

- The unavailability of medical equipment at hospitals and treatment centres during the Covid-19 pandemic posed significant challenges in providing essential care to patients. Secondary data and statistics shed light on the extent of this issue, highlighting the strain faced by healthcare systems worldwide.
- For instance, studies indicated that a lack of ventilators, cardiac monitors and medical management devices was a major concern during the pandemic, with numerous regions experiencing a shortfall in these life-saving devices.
- Data shows that this lack of devices and Covid-19 spread put patients with cardio-respiratory illnesses at a higher risk of adverse outcomes.

Recommendations and way forward

- The assessment revealed that most facilities created were well integrated within the existing services at all hospitals. However, the mechanisms of catering to poor patients admitted under financial support for hospitals in Mumbai was still in process of operationalisation at the time of review.
- The funder can take additional actions to create adequate processes and mechanisms for expansion of care delivery to patients requiring financial support as well.
- The assessment revealed that while the infrastructure and equipment were provided to the facilities primarily for the expansion of COVID-19 management capacities, significant consideration was also placed on long term use of equipment and future pandemic readiness.
- Training of incoming staff and the biomedical teams in the applicability of these use-cases will allow for sustainable use of infrastructure for long periods of time.
- The facilities were operationalised in tandem and with support of the local government bodies. However, system linkages with other primary and tertiary facilities available in the cities will allow for new referral linkages between centres and ability to provide super-specialist care in case of oncology and other complicated illnesses.

Stories from the field

"The timely decision-making process and proactivity were crucial in responding to the unprecedented challenges of providing critical care support to patients. Thanks to the generous support from corporations like CBNA, we were able to meet the needs and successfully combat the second wave of Covid-19. Support like this is a game-changer during a pandemic. My sincere thanks to Citi on behalf of Apollo staff and patients for lending a helping hand in the battle against Covid-19."

-Dr Venkat, Head of CCU, Apollo Hospital

"We had immense support from all the stakeholders and most importantly the community support helped us, make this project a success. This grant has solved most of the operational challenges in the setup."

-Mr. Jitendra Haryan, CEO of Jaslok Hospital

Nursing Team's Role in Managing the Second Wave of Covid-19

Nursing Team at Greams Road Hospital Centre, Chennai

During the second wave of the Covid-19 pandemic, the nursing team at Billion Hearts Beating Foundation played a crucial role in providing exceptional care and managing the unprecedented demand for nursing services. All the initial apprehensions about Covid-19 and its impact on personal and family wellbeing were better managed during this wave compared to the first wave. The nursing directors reflected on their experience from the first wave and made necessary preparations for the challenges ahead. The workload on the nursing staff at Apollo hospitals during the second wave was immense. To address this, the Apollo management formed a Nursing Review Team and introduced 12-hour shifts, allowing nurses to have a day off after every two working days. This innovative approach enabled the nursing team to manage their workload effectively and provide attentive care to patients. Furthermore, the timely delivery of critical care equipment and the conversion of non-critical care zones into critical care areas created a hassle-free environment for patients, enhancing their chances of recovery. The impact of the nursing team's efforts was remarkable. Their dedication and timely management of critical care equipment significantly contributed to saving many lives. The nursing department became the foot soldiers battling against Covid-19, and their commitment to excellence in patient care earned them lasting gratitude from patients. Even after recovering from Covid-19, patients remained in touch with the nursing team. In conclusion, the nursing team at Billion Hearts Beating Foundation demonstrated resilience, adaptability, and unwavering commitment to patient care during the challenging times of the second wave of the Covid-19 pandemic.

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